

# ACCELERATING REACH

Expanding Access.  
Propelling Growth.





# ACCELERATING REACH

Expanding Access. Propelling Growth

**At Biocon Group, we believe that the right to health begins with access to high-quality, affordable medicines for patients, which is fundamental to advancing health equity and creating a lasting global impact.**

Guided by this purpose, we are accelerating our reach - bringing transformative therapies to more patients across geographies and healthcare systems. Our commitment to patient centricity drives us to ensure that every therapy is developed with the patient's needs at the forefront.

Innovation, scale, and sustainability define our journey. By leveraging cutting-edge science and strategic global partnerships, we continue to unlock new opportunities, ensuring that lifesaving treatments are not just developed but also delivered where they are needed most.

Propelled by this vision, Biocon Group is not just driving growth it is shaping a more inclusive and resilient healthcare ecosystem. As we expand access, we empower millions with better health, reaffirming our commitment to enabling an equitable world.



# FY25

AT A GLANCE

## Financial Highlights

Total  
Income  
**₹164,699**  
million,  
(\$1.95 billion)  
Growth 5%

Generics: ₹30,175 million,  
(\$357 million)  
Growth 8%

Biosimilars: ₹90,174 million,  
(\$1,067 million)  
Growth 2% (like-to-like 15%\*)

Research Services: ₹36,424 million,  
(\$431 million)  
Growth 4%

EBITDA: ₹43,745 million,  
(\$518 million)  
Growth 5%

EBITDA Margin: 27%

Gross R&D Investment: ₹8,585 million,  
(\$102 million)

Profit for the Year\*\*: ₹10,133 million,  
(\$116 million)

EPS: ₹8.5

\* Adjusted for sales from Branded Formulations Unit, India (BFI), BFI divestment gain, licensing income and forex/ derivative accounting

\*\* Profit attributable to shareholders of the Company



- Generics: 19%
- Biosimilars: 58%
- Research Services: 23%

# Non-Financial Highlights

## ENVIRONMENTAL



\*India Operations: Biocon Group overall Renewable Power: 69%

## SOCIAL



## GOVERNANCE



# About the Report

## Our Approach to Reporting

Biocon’s Integrated Annual Report FY25 reflects our steadfast commitment to integrated thinking and transparent value creation, in alignment with the theme “Accelerating Reach - Expanding Access. Propelling Growth.” This report is a result of a structured and collaborative process, and articulates our strategic priorities, business performance, and sustainability ambitions through a unified narrative.

The report has been developed by a cross-functional team of subject matter experts across Biocon’s business segments. It is shaped by strategic inputs and aligned

with globally recognized reporting frameworks to ensure consistency, relevance, and a forward-looking perspective.

Board-level committees provide oversight to ensure comprehensive coverage of financial, environmental, social, and governance aspects. The report undergoes a rigorous multi-stage review process, including evaluations by Executive Leadership, Board Members, and an independent third-party assurance provider. Final approval is granted by the Board, reinforcing Biocon’s commitment to transparent disclosure, stakeholder

confidence, and high standards in corporate reporting.

### Key Enablers of Value Creation:

Our integrated value creation framework draws on the six capitals - Financial, Manufacturing, Intellectual, Human, Natural, and Social & Relationship - to generate sustainable impact. These capitals form the foundation of our strategic priorities: the core drivers that define our goals and guide our actions.

## Reporting Period

This Integrated Annual Report is published annually, with the previous edition released on July 18, 2024. The current report covers the financial and non-financial information from the period of April 1, 2024, to March 31, 2025.

## Scope and Boundary

This report covers the global operations of Biocon Limited, encompassing the Generics and Novel Biologics segments; Biocon Biologics Limited, representing the Biosimilars segment; and Syngene International Limited, focused on Research and Manufacturing Services. It includes their respective joint ventures

and subsidiaries. The reporting boundary is further extended to capture external factors that influence the Biocon Group’s ability to create long-term value.

The ESG disclosures in this report include Biocon’s operational and office locations, focusing on key environmental indicators such as carbon emissions, energy consumption, water usage,

waste management, and biodiversity preservation. Social performance is reflected through data on employee wellbeing, diversity and inclusion, community engagement, and adherence to ethical governance practices. Unless specifically mentioned, the report does not include data from external entities such as suppliers.

Note: For Biocon Limited, environmental performance data in this report pertains only to operations in India.

### Frameworks, Guidelines and Standards

International Integrated Reporting Council (IIRC) Framework – ‘in accordance’  
Global Reporting Initiative (GRI) – ‘with reference’

#### Aligned to:

- United Nations Global Compact (UNGC) Principles
- United Nations Sustainable Development Goals (SDGs)
- SEBI’s Business Responsibility and Sustainability Reporting (BRSR) Framework
- S&P Global Dow Jones Sustainability Indices (DJSI)



#### Financial and statutory information complies with:

- Companies Act, 2013
- Indian Accounting Standards
- SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations)

## Restatement of Information

Restatements, where applicable, have been disclosed through explanatory notes in the respective sections of the report.

### Responsibility Statement

The Integrated Annual Report for FY25 provides a holistic overview of Biocon Group's financial and non-financial performance, reinforcing the commitment to accelerating reach, expanding access, and propelling growth across businesses. It reflects the dedication to delivering sustainable value to all stakeholders through transparent and accountable reporting. The Board of Directors confirm

that this report has been prepared under the guidance of the senior leadership team, with inputs from key business functions, to ensure accuracy and integrity in its disclosures.

Certain statements within this report are forward-looking in nature, based on the current understanding of market position, financial health, strategic direction, and operational goals. These are founded

on present expectations, reasonable assumptions, and projected trends, but are subject to risks, uncertainties, and external factors that may cause actual results to differ materially. Further, market data cited in the report is sourced from published reports and independent external and internal assessments. We undertake no obligation to publicly update any forward-looking statements, whether due to new information, future events, or otherwise.

### External Assurance

To ensure the credibility and transparency of our non-financial disclosures, Biocon engaged Deutsch Quality Systems (India) Private Limited to conduct an independent assurance of non-financial portion of our Integrated Annual Report and its Environmental, Social, and Governance (ESG) Data Book for the reporting period 1, April 2024 to 31, March 2025.

The assurance provider has issued a Reasonable Level Assurance for the

ESG Data Book and verification of BRSR (Business Responsibility and Sustainability Reporting) data, including the nine Core Indicators of the BRSR as per Annexure 17A and the rest non-financial disclosures as per Annexure 16 of Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155, dated November 11, 2024.

Limited Level Assurance has been provided for the non-financial disclosures in the Integrated Annual Report and conformity with requirements of reporting frameworks, specifically the Integrated Reporting (<IR>) framework

of the International Integrated Reporting Council (IIRC) ('in accordance') and Global Reporting Initiative (GRI) standards ('with reference').

The exercise was carried out following the requirements of ISAE3000 (Revised): International Standard on Assurance Engagements (Assurance on Non-Financial Information). The detailed assurance statement is provided within the FY25 BRSR & ESG Data Book. Additionally, our financial statements have been independently audited by B S R & Co. LLP as of May 8, 2025.

<p><b>Reporting Cycle</b> Annual</p>	<p><b>Reporting Period</b> April 1, 2024, to March 31, 2025</p>	<p><b>FY25 BRSR &amp; ESG Data Book</b> <a href="https://www.biocon.com/docs/Biocon_BRSR_GRI_ESG_Databook_2025.pdf">https://www.biocon.com/docs/Biocon_BRSR_GRI_ESG_Databook_2025.pdf</a></p>	<p><b>Independent Audit Firm</b> <b>Deutsch Quality Systems (India) Private Limited</b> <b>Assurance Statement</b> Page 87 of our FY25 BRSR &amp; ESG Data Book</p>
<p><b>Previous Integrated Annual Report</b> FY24 <a href="https://www.biocon.com/docs/Biocon_Integrated_Annual_Report_2024.pdf">https://www.biocon.com/docs/Biocon_Integrated_Annual_Report_2024.pdf</a></p>	<p><b>Previous Biocon Foundation Annual Report</b> FY24 <a href="https://bioconfoundation.org/reports/Biocon%20Foundation_Annual%20Report_2024.pdf">https://bioconfoundation.org/reports/Biocon%20Foundation_Annual%20Report_2024.pdf</a></p>	<p><b>Previous BRSR &amp; ESG Data Book</b> FY24 <a href="https://www.biocon.com/docs/Biocon_BRSR_GRI_ESG_Databook_2024.pdf">https://www.biocon.com/docs/Biocon_BRSR_GRI_ESG_Databook_2024.pdf</a></p>	

## Feedback

<p><b>For Shareholders</b> Company Secretary and Compliance Officer <a href="mailto:co.secretary@biocon.com">co.secretary@biocon.com</a></p>	<p><b>For Institutional Investors, Brokerage Firms and Financial Analysts</b> Head, Investor Relations <a href="mailto:investor.relations@biocon.com">investor.relations@biocon.com</a></p>	<p><b>For Media &amp; Others</b> Global Head of Communications and Corporate Brand, Biocon Group. <a href="mailto:Group.Communications@biocon.com">Group.Communications@biocon.com</a></p>
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# Aligning Business Practices with UNSDGs

Biocon integrates sustainability into its operations by aligning with 14 UN Sustainable Development Goals (UNSDGs).

SDGs	UNSDG Goals	UNSDG Impact Overview - FY25
SDG 1	No Poverty	<ul style="list-style-type: none"> <li>353,342 individuals benefited through CSR projects in India</li> <li>6,000+ patients impacted positively through donations to Insulin for Life</li> </ul>
SDG 3	Good Health and Wellbeing	<ul style="list-style-type: none"> <li>5.8+ million patients benefited through our biosimilars</li> <li>15.4+ million patients benefited through our Generic Formulations &amp; APIs</li> <li>13 launches by Biocon Limited worldwide</li> <li>65 launches from our commercialized portfolio across multiple countries by Biocon Biologics</li> <li>~400 active clients served by Syngene globally</li> </ul>
SDG 4	Quality Education	<ul style="list-style-type: none"> <li>154 students graduated from Biocon Academy, including 113 women (73% of total)</li> </ul>
SDG 5	Gender Equality	<ul style="list-style-type: none"> <li>27% women's representation in Group's workforce (excluding contractors)</li> <li>Women's representation on Board of Directors: <b>BL:</b> 33%; <b>BBL:</b> 22%; <b>Syngene:</b> 56%</li> </ul>
SDG 6	Clean Water and Sanitation	<ul style="list-style-type: none"> <li>Water recycled or reused in FY25: <b>BL:</b> 78%; <b>BBL:</b> 74%; <b>Syngene:</b> 64%</li> <li>Rainwater harvested: 12,380+ KL</li> </ul>
SDG 7	Affordable and Clean Energy	<ul style="list-style-type: none"> <li>Utilization of renewable power in India operations: <b>BL:</b> 72%; <b>BBL:</b> 77%; <b>Syngene:</b> 92%</li> </ul>
SDG 8	Decent Work and Economic Growth	<ul style="list-style-type: none"> <li>5% increase in consolidated revenue</li> <li>₹2,003 million Economic Value Retained (Generics)</li> <li>₹28,897 million Economic Value Retained (Biosimilars)</li> <li>₹14,294 million reported as Net Profit after Tax</li> <li>3,596 people added to the total workforce in FY25</li> <li>Average training hours per employee <b>BL:</b> 40, <b>BBL:</b> 118, <b>Syngene:</b> 74</li> <li>₹31,444 million invested in employee benefits and wellbeing initiatives</li> </ul>
SDG 9	Industry, Innovation and Infrastructure.	<ul style="list-style-type: none"> <li>9% of revenues invested in R&amp;D by Biocon Limited</li> <li>5 patents obtained by Biocon Limited</li> <li>7% of revenues invested in R&amp;D by Biocon Biologics</li> <li>8 patents obtained by Biocon Biologics</li> <li>1 new manufacturing unit established<sup>^</sup></li> <li>₹23,433 million spent on Capital Expenditure</li> <li>Syngene acquired biologics facility in the U.S.</li> </ul>
SDG 10	Reduced Inequalities	<ul style="list-style-type: none"> <li>₹324.6 million spent on CSR programs</li> <li>35,800 persons benefited through Biocon Foundation-run eLAJ Smart Clinics</li> </ul>
SDG 11	Sustainable Cities and Communities	<ul style="list-style-type: none"> <li>Painted 53 pier walls and created 37 median gardens between Biocon Hebbagodi and Huskur Gate metro stations</li> <li>Continued to invest in rejuvenation of Yarandahalli Lake, Hebbagodi Lake</li> </ul>
SDG 12	Responsible Consumption and Production	<ul style="list-style-type: none"> <li>28% of raw materials sourced from renewable sources by Biocon Limited</li> </ul>
SDG 13	Climate Action	<ul style="list-style-type: none"> <li>Reduction in GHG emissions (Scope 1 &amp; 2): <b>BL:</b> 68,029 tCO<sub>2</sub>e; <b>BBL:</b> 50,165 tCO<sub>2</sub>e; <b>Syngene:</b> 5,415 tCO<sub>2</sub>e</li> <li>GHG emissions avoided: <b>BL:</b> 22,363 tCO<sub>2</sub>e; <b>BBL:</b> 52,783 tCO<sub>2</sub>e; <b>Syngene:</b> 73,207 tCO<sub>2</sub>e</li> </ul>
SDG 15	Life on Land	<ul style="list-style-type: none"> <li>Waste disposed through circularity: <b>BL:</b> 89%; <b>BBL:</b> 95%; <b>Syngene:</b> 95%</li> <li>Achieved zero waste to landfill at Biocon Biologics and Syngene. (Biocon Limited's waste disposal to landfill reduced to 10% in FY25 from 18% in FY24)</li> <li>15,150 trees planted</li> </ul>
SDG 17	Partnerships for the Goals	<ul style="list-style-type: none"> <li>Biocon Biologics collaborated with Civica to expand Insulin access in U.S.</li> </ul>

BL: Biocon Limited | BBL: Biocon Biologics Limited

<sup>^</sup> Biocon Generics Inc was acquired in FY24 and went commercial in FY25

# CONTENTS

## NAVIGATING THIS REPORT

This report is structured to provide a comprehensive overview of Biocon Group's performance, strategy, and impact in FY25. Use the contents section to easily locate areas of interest.



### CHAIRPERSON'S MESSAGE

In FY25, the Biocon Group made significant strides in advancing global healthcare by driving innovation, enhancing affordability, and expanding access to lifesaving medicines.

### BIOCON GROUP HIGHLIGHTS

In FY25, the Generics, Biosimilars, Research Services, and Novel Biologics businesses achieved significant milestones across global markets. (Page 8)

### GOVERNANCE, ETHICS AND COMPLIANCE

Robust governance, ethics, and compliance frameworks ensure transparent decision-making, risk management, and stakeholder trust across Biocon Group's businesses. (Page 34)

### VALUE CREATION MODEL

Biocon Group is committed to long-term value creation for its patients, employees, shareholders and other stakeholders based on its Vision and Values.

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### STRATEGY

With specific strategies, Biocon Group drives differentiated growth across Generics, Biosimilars, and Research Services businesses to serve global healthcare needs.



### FINANCIAL CAPITAL

Biocon Group prioritizes optimal capital allocation to achieve long-term, sustainable returns for its stakeholders.



### MANUFACTURING CAPITAL

Efficient investments in manufacturing infrastructure while maintaining high standards of quality, safety and sustainability ensure Biocon Group's long-term success.

### INTELLECTUAL CAPITAL

Leveraging R&D and technology, Biocon Group provides healthcare solutions across Generics, Biosimilars, and Research Services businesses worldwide. (Page 96)

### HUMAN CAPITAL

Biocon Group empowers employees through growth opportunities aligned with business goals, while fostering a safe, collaborative, and high-performing work culture. (Page 108)

### NATURAL CAPITAL

Biocon's sustainability strategy is rooted in conserving ecosystems, optimizing resource use, and advancing environmental stewardship across all our operations. (Page 128)

### SOCIAL & RELATIONSHIP CAPITAL

The success of Biocon Group is rooted in building stakeholder trust and in uplifting communities through initiatives backed by corporate philanthropy. (Page 146)

### STATUTORY REPORTS

Includes Board's Report, Management Discussion & Analysis, and Corporate Governance Report-providing transparency, business insights, and mandatory disclosures. (Page 185)

### FINANCIAL STATEMENTS

Includes audited standalone and consolidated financial statements, providing a comprehensive view of the Group's financial performance and position in FY25. (Page 269)

### Supplementary Data Book\*

FY25 BRSR & ESG Data Book

\*A Supplementary Data Book is being released with the Integrated Annual Report that includes BRSR, ESG Data & GRI Index

# About Biocon Group

FY25 was a year filled with remarkable accomplishments, resilience, and teamwork. A year in which the Biocon Group upheld its mission to make affordable, high-quality healthcare accessible to millions around the world.

## Generics

Biocon Limited provides affordable access to high-quality, small molecule generic drugs for patients around the world.

## Biosimilars

Biocon Biologics provides lifesaving biosimilars that make advanced biologic therapies more accessible and affordable.

## Research & Manufacturing Services

Syngene accelerates drug innovation with world-class contract research, development, and manufacturing solutions.

## Novel Biologics

Pioneers cutting-edge therapies to transform patient outcomes through scientific innovation.





## Generics Business

In FY25, Biocon Limited made a strategic entry into the high-impact therapeutic area of diabetes, a growing global health challenge, through the UK launch of generic Liraglutide. This marked the first product launch from our portfolio of GLP-1 therapies. With rising global adoption of GLP-1 formulations, which are redefining care for diabetes and obesity worldwide, we signed licensing agreements in key geographies to accelerate reach and expand access to these affordable therapies for patients.

The Generics business gained regulatory approvals for injectable products in the U.S., strengthening our near- and mid-term growth pipeline. We navigated pricing pressures and demand contraction in the early quarters and showed clear signs of recovery by the end of the financial year, delivering 8% revenue growth. We also successfully completed U.S. FDA inspections at four of our manufacturing sites in India, underscoring our commitment to quality and compliance.

### KEY HIGHLIGHTS

- Launched generic Liraglutide in the UK under the brand names Liraglutide Biocon for diabetes and Biolide for chronic weight management.
- Received the Decentralized Procedure or DCP approval for generic Liraglutide in the EU for both diabetes and obesity indications.
- Commenced commercial supplies from our oral solid dosage facility in Cranbury, New Jersey.
- Successfully closed U.S. FDA inspections at two Bengaluru and two Visakhapatnam API sites.

## Biosimilars Business

In FY25, Biocon Biologics marked the first anniversary of its transformation into a fully integrated multi-cultural, multi-ethnic global enterprise. The year focused on consolidating the acquired business across 120+ countries and leveraging our unique vertically integrated model to drive profitable growth and expand global reach. We accelerated access to our comprehensive biosimilars portfolio for diabetes, cancer, and autoimmune diseases, positively impacting the lives of over 5.8 million patients worldwide. These efforts translated into significant market share gains across key geographies.

While driving growth, we also prioritized financial discipline, focusing on improving liquidity and meeting debt obligations. A key milestone was the successful USD 800 million benchmark bond issuance, listed on the Singapore Exchange. Key regulatory approvals, new product launches during the year, and several upcoming product launches over the next 18 months, have laid a strong foundation for the next phase of our strategic journey of accelerating growth.

### KEY HIGHLIGHTS

- Key products serve around one-fifth of patients in the U.S. and have market-leading shares in several markets, including Europe, Brazil, Mexico and Malaysia.
- Refinanced debt through a USD 800 million bond issuance and syndicated loan, strengthening liquidity and financial flexibility for growth.
- Launched Yesintek™ (bUstekinumab) in the U.S., our fifth commercialized product and one of the first biosimilars of Stelara® in the country. Yesintek™ also commercialized in Germany and Japan; approved in UK and Europe.
- Received U.S. FDA approval in April 2025 for Jobevne™, a biosimilar of Avastin® (Bevacizumab), for treating various types of cancer.
- Received Voluntary Action Indicated (VAI) status from U.S. FDA for manufacturing facilities in India and Malaysia, enabling new product approvals in the U.S.

155+

Generic Formulations & APIs in Portfolio

125+

cGMP Approvals

10

Biosimilars Commercialized

20

Biosimilars in Portfolio

420+

Global Customers

15.4+

Million, Patients Reached Through API & Generic Formulations

90+

cGMP Approvals

120+

Countries Reached Commercially

## Research & Manufacturing Services Business

In FY25, Syngene International made meaningful progress in Accelerating Reach by broadening its scientific, geographic, and technological horizons.

Syngene's Discovery Services vertical successfully converted the majority of the pilot collaborations into long-term partnerships with mid and large-cap clients, reinforcing its position as a preferred global partner in the evolving 'China Plus One' landscape. The Development and Manufacturing Services vertical delivered steady performance driven by biologics with repeat orders from existing customers and new collaborations on integrated projects.

A robust balance sheet and strong net cash position enabled Syngene to make strategic investments in commercial manufacturing capabilities, new technology, and digitization. To strengthen its capacity for large molecule manufacturing, Syngene acquired its first biologics facility in the U.S. This strategic investment reflects the Company's commitment to advancing pharmaceutical innovation and strengthening healthcare collaboration between India and the U.S. To help clients expedite the delivery of medicines to patients, Syngene launched a new protein production platform that significantly reduces development timelines for monoclonal antibodies (mAbs), other recombinant proteins, and antibody-drug conjugates.

### KEY HIGHLIGHTS

- Acquired a state-of-the-art biologics manufacturing facility equipped with mAbs manufacturing lines in the U.S.
- Launched a new protein production platform that significantly reduces development timelines for large molecule therapies, accelerating their delivery to patients.
- Emissions reduction targets approved by the Science Based Targets initiative (SBTi).

## Novel Biologics Business

### Itolizumab

Itolizumab, the world's first novel anti-CD6 monoclonal antibody that has been licensed to Equillum for specific markets in 2017, made good progress in clinical trials related to severe immune-inflammatory diseases, including acute Graft-Versus-Host Disease (aGVHD), lupus nephritis, and ulcerative colitis.

### KEY HIGHLIGHTS

- Positive topline results from the Phase 2 study in the treatment of moderate to severe ulcerative colitis.
- Phase 3 clinical study in (aGVHD) has been completed, with all sites closed and all patients having completed dosing.

### Bicara Therapeutics

Bicara Therapeutics, our former U.S.-based associate, completed an upsized IPO on the Nasdaq in September 2024, raising ~USD 362 million. In FY25, Bicara's shares began trading on the Nasdaq under the ticker symbol "BCAX." This milestone was a proud moment for Biocon, as the novel immuno-oncology pipeline incubated at Biocon gained international recognition and valuation. Bicara's lead molecule, Ficerafusp alfa, targets EGFR-positive tumors by inhibiting epidermal growth factor receptor (EGFR) and disabling TGF-β directly at the tumor site, utilizing a TGF-β trap. Biocon holds 10.1% stake in Bicara.

### KEY HIGHLIGHTS

- Completed upsized Nasdaq IPO in Sept 2024, raising ~USD 362 million; trading under ticker BCAX.
- Lead asset Ficerafusp alfa offers a dual-action approach to EGFR+ tumors.
- Novel immuno-oncology pipeline, incubated at Biocon in India, gained global recognition.

~400

Active Clients

14

Out of Top 20  
Pharma Companies are  
Clients

400+

Patents held with Clients

5,600

Scientists with Expertise  
Across Therapeutic  
Modalities





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**CHAIRPERSON'S  
MESSAGE**

Kiran Mazumdar-Shaw  
Executive Chairperson

# ACCELERATING REACH

Expanding Access.  
Propelling Growth.



Dear Shareholders,

FY25 marked a pivotal year for the Biocon Group as we sharpened our focus on Accelerating Reach, a mission driven by the urgent need to address widening global healthcare gaps.

Rising healthcare costs, aging populations, and the increasing burden of chronic diseases continue to challenge access worldwide. In this environment, Biocon's commitment to affordable innovation is more critical than ever. We are dismantling barriers by delivering high-quality, affordable medicines swiftly and at scale to those who need them most.



CHAIRPERSON'S MESSAGE



**FY25** was a year of significant progress in widening access to essential therapies. Biocon entered the high-impact therapeutic area of 'diabetes' with the launch of generic Liraglutide in the UK, marking the start of our GLP-1 journey.



**Accelerating Reach**

As a diversified global biopharmaceutical company, we are expanding our footprint through speed, scale, and strategic focus. In FY25, we reached over 21 million patients across 120+ countries, with 78 launches from our commercial portfolio of biosimilars and generics.

We made 260+ regulatory filings and received 130+ approvals, deepening our global presence across multiple markets and therapeutic areas.

**Expanding Access**

FY25 was a year of significant progress in widening access to essential therapies through innovation, infrastructure, and partnerships.

Biocon entered the high-impact therapeutic area of 'diabetes' with the launch of generic Liraglutide in the UK, marking the start of our GLP-1 journey. We have built a strong portfolio of GLP-1 peptides and have strategically invested in global-scale, end-to-end manufacturing infrastructure, including proprietary delivery devices, which give us a clear competitive advantage.

Following the UK launch of Liraglutide, approvals in EU and U.S. filings underway, we are actively advancing our GLP-1 pipeline, including Semaglutide and Tirzepatide, to capitalize on an opportunity projected to reach ~USD 144

billion by 2029, according to the latest projections by Frost & Sullivan.

In Biosimilars, we launched our fifth product Yesintek™ (bUstekinumab), for inflammatory diseases, in the U.S., our largest market. Yesintek™ is witnessing strong physician adoption and broad formulary coverage with a potential to benefit 100 million lives.

We also expanded patient access to our Oncology portfolio, Fulphila® (bPegfilgrastim) and Ogivri® (bTratuzumab), which is reflected in the doubling of market shares for these two products in the U.S. Four of our biosimilars have recorded global revenues averaging over USD 200 million in FY25.

Our insulins collaboration with Civica Inc. in the U.S. aims to tackle affordability and supply challenges. We made significant progress on the expansion of the Malaysia facility, which will double our capacity for both Drug Substance and Drug Product. We are now the third-largest global player for rh-Insulin and Insulin Gargine, with complementary strengths in GLP-1 therapies - positioning us uniquely to serve diabetic populations worldwide.

Through Syngene, our Research and Manufacturing Services business, we strengthened our biologics value chain by acquiring a U.S. facility and launching a next-gen protein production platform - helping accelerate clients' path from lab to clinic.



In our Biosimilars business, we commercialized our fifth product, **YESINTEK™** (bUstekinumab), in the U.S. Biocon Biologics was among the first companies to introduce a high-quality, affordable biosimilar Ustekinumab in the U.S., marking a significant step in our commitment to improving the lives of patients with inflammatory conditions and expanding access to high-quality biosimilars.

### Operational Excellence

We embedded the John Shaw Excellence Model (JSEM) across our businesses, launched the John Shaw Excellence Awards (JSEA), and enhanced quality and delivery standards through our Group Center of Excellence. These efforts were recognized with ~60 external awards in FY25.

### Propelling Growth

FY25 was a year of financial resilience and recovery. We reported consolidated revenue of ₹164,699 million (USD 1.95 billion) in FY25, with EBITDA of ₹43,745 million (USD 518 million) and Net Profit of ₹10,133 million (USD 116 million).

Biosimilars contributed the largest share of revenue at 58%, followed by Research Services at 23% and Generics at 19%.

We announced a final dividend of ₹0.50/share, reflecting our ongoing commitment to shareholders.

To support strategic goals, Biocon Limited raised ₹45 billion through a Qualified Institutions Placement (QIP) in June 2025, strengthening our balance sheet.

### Leadership Transitions

Peter Bains rejoined Syngene as CEO and Managing Director in February 2025, bringing continuity and renewed momentum. He had previously led the Company through its IPO in 2015. Following this, Peter stepped down as Group CEO of Biocon in April 2025.

## FY25 Consolidated Revenue at USD1.95 billion, with EBITDA at USD 518 million.

### Looking Ahead

FY25 was a year of consolidation and transition. With globally scaled, integrated business models and robust sectoral growth drivers, we are well-positioned for sustained, synergistic growth.

I sincerely thank our employees, partners, and shareholders for their trust and continued support. Together, we will continue to accelerate reach, expand access, and propel growth for a healthier world.

Sincerely,

Sd/-

**Kiran Mazumdar-Shaw**

Executive Chairperson  
Biocon Limited & Biocon Biologics Limited  
June 12, 2025





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**CEO & MD'S  
MESSAGE**

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Siddharth Mittal  
Biocon Limited



**A Year of Successfully  
Implementing Several  
Key Initiatives**

## Dear Shareholders,

Since our inception in 1978, Biocon's journey has been marked by bold choices and pioneering new paths. What began with the manufacturing of enzymes, paved the way for diversification, first into APIs, then Biosimilars and Novel Biologics, and more recently into Finished Dosage Formulations. This spirit of consistently pushing boundaries to do things differently continues to shape our strategies, positioning us strongly in terms of size, scale and portfolio, to accelerate reach and take our high-quality drug products to the world's most underserved populations.

At the Group level, the fiscal year under review, FY25, saw revenues from operations grow by 10% on a like-for-like basis to ₹152,617 million\*. This was led by a 15%\* growth in our Biosimilars business, with the Generics businesses and Research Services revenues growing by 8% and 4%, respectively. The Group's reported net profit was ₹10,133 million, which is a significant turnaround on a comparable like-for-like basis, when adjusted for revenues and divestment of our Branded Formulations India business in Biosimilars, as well as the dilution and fair value gain in Bicara.

I will now present a comprehensive overview of the key highlights of the Generics business over the past year.

\*Like-for-like basis, adjustment for sales from Branded Formulations Unit, India (BFI), BFI divestment gain, and forex/ derivative accounting. Total Income was ₹164,699 million.

### Generics

The Generics business concluded the year with an 8% growth in FY25 over the previous year. This growth stemmed from new drug product launches in the second half of the year and a consistent full-year performance from our API business, supported by cost and operational improvement initiatives that aided volume

growth. While the full-year's financial performance was supported by the launch of Lenalidomide in the U.S. in the fourth quarter, a clear strategic highlight of FY25 was the launch of our first GLP-1 formulation, Liraglutide, in the United Kingdom.

As you may recall, we had identified eight strategic priorities to drive our growth and expansion: Development Excellence, Operational Excellence, Quality Excellence, Commercial Excellence, Cost Leadership, Innovation Focus, Talent Development and Digital Initiatives. These priorities encompass the entire business life cycle with the objective of bringing our complex products, including GLP-1s, to market at the right time and right cost. During the year, we successfully implemented several initiatives based on these priorities, some of which I will touch upon further in this message. I am confident that their impact will be seen in the years ahead.

### Commercial Reach

We had two important U.S. launches in FY25: Lenalidomide, used to treat types of multiple myeloma, mantle cell lymphoma, follicular lymphoma, marginal zone lymphoma, and anaemia in myelodysplastic syndromes (MDS) in adults; and Dasatinib tablets, used in the treatment of Philadelphia chromosome positive myeloid leukaemia in adults. The other significant highlight was the launch

of gLiraglutide for diabetes and obesity in the United Kingdom, marking a significant milestone for the Company, after being the first to receive approval for this drug in a major regulated market. We also secured Decentralized Process approval (DCP) for gLiraglutide, which now opens the doors for us to market it in various EU markets, as we look to leverage our early mover position in this space.

We entered into strategic partnerships in various MOW markets. We signed a semi-exclusive distribution and supply agreement with speciality pharmaceutical companies in Mexico, South Korea, Brazil, and select countries within the Middle East, to commercialize products from our GLP-1 portfolio.

### Innovation Focus and Development Excellence

Our sustained R&D efforts to build a strong pipeline of complex products made considerable progress during the year. We filed as many as 108 dossiers for our generic formulation products across the U.S., EU and MOW markets, and 66 Drug Master Files for our APIs.

We secured several approvals in the U.S.: From our injectables portfolio, Micafungin, Daptomycin, and Norepinephrine Bitartrate-used in managing fungal infections, skin infections, and acute hypotension respectively, were approved. We secured approvals for Sacubitril/



**We** had two important U.S. launches in FY25: Lenalidomide, used to treat types of multiple myeloma, and Dasatinib tablets, used in the treatment of Philadelphia chromosome positive myeloid leukaemia in adults. The launch of gLiraglutide for diabetes and obesity in the United Kingdom marked a significant milestone for the Company. We secured several approvals in the U.S. for our injectables portfolio.



**As** a part of our efforts to drive operational excellence, we initiated capacity enhancement projects at multiple manufacturing sites. Commercial production has commenced at our new large volume peptides facility in Bengaluru. Our oral solid dosage facility at Cranbury in the U.S. saw three products commercialized.



Valsartan tablets used to treat chronic heart failure in adults, and Triamterene capsules, a diuretic used in the treatment of hypertension. We also received final approval of our ANDA for Rivaroxaban Tablets.

Our Cranbury facility in the U.S. received regulatory approvals for variations filed for three key statin products, with commercial supplies from the site having commenced during FY25.

Tacrolimus, our immunosuppressant product used in the treatment of organ transplant patients, was approved by the South African Health Products Regulatory Authority as well as the National Medical Products Administration in China. Commercial supplies of the product to China commenced during the year.

### Quality Excellence

Our manufacturing sites underwent several regulatory inspections as part of new product approvals, or verification of compliance. The successful outcome of these inspections demonstrates Biocon's strong quality systems.

The U.S. FDA conducted a pre-approval inspection at our Site-6 in Visakhapatnam. We responded to the observations and received the Establishment Inspection Report (EIR), which cleared the way for us to supply products from the facility to the U.S. market. Site-5 in Visakhapatnam, as well as Sites 1 and 2 in Bengaluru underwent regulatory inspections by the U.S. FDA, with EIRs received for all three sites. We also had successful audits by the Brazilian Health Agency, ANVISA, of our Site-3 in Hyderabad and the formulations facility at Site-2 in Bengaluru.

### Operational Excellence, Cost Leadership and Digital Initiatives

As a part of our efforts to drive operational excellence, we initiated capacity enhancement projects at multiple manufacturing sites. Let me summarise the progress we made on these projects during the year:

At our injectables site in Bengaluru, qualification of the facility is underway, which we expect to be completed by the end of FY26, followed by the initiation of regulatory clearance activities.

Commercial production has commenced at our new large volume peptides facility in Bengaluru, with validation of scaled-up capacity underway.

At our non-immunosuppressants facility in Bengaluru, four blocks have been completed, with the remaining currently in the major equipment receipt stage.

In Hyderabad, the validation of our API facility with fully integrated MES has been completed for three products, with work in progress on the balance.

Our oral solid dosage facility at Cranbury in the U.S. saw three products commercialized from phase 1 of the facility. As part of our expansion plans there, major construction has been completed for phase 2 and the equipment qualification process is underway. This expansion will help us cater to the demand for our portfolio of products in the region, enabling us to better serve customers and patients.

During the year, we continued our journey in operational and process excellence, and the adoption of digitalization across our business.

To enhance efficiency and decision-making, we adopted Lean and Six Sigma methodologies to streamline production processes and reduce waste. We continued to invest in advanced automation and digital transformation tools, such as real-time data analytics and AI-driven supply chain management. We also conducted comprehensive training programs to empower our workforce with the skills necessary for continuous improvement and innovation.

We went live with several key digital initiatives such as the Regulatory Information Management System for Generic Formulations, the Formulations Analytical Request and Report (ARR) module in the R&D Workbench, Phase 2

of Salesforce for API, and Paperless Plant Maintenance.

Cost leadership being one of our strategic priorities, we undertook several initiatives to bring down operational and input costs during the year under review. As these initiatives expand and gather momentum in the year ahead, we anticipate that they will continue to have a positive impact on our financial performance.

### Talent Development & Gender Diversity

We pride ourselves on being an equal opportunity employer and prioritize enabling our people to realize their full potential in a meritocratic work culture.

During the year, we implemented several talent development initiatives across levels to help employees enhance their skills, grow their careers and encourage internal mobility. We launched two new programmes in FY25: BioRise, targeted at first-time managers and BioElevate, targeted at managers of managers. In addition to these, other programmes include BioLeap, a leadership development program tailored for women Bioconites at the mid-management level, and BioAspire, a developmental initiative aimed at mid-level managers. Through these initiatives, we aim to cultivate a high-performance work culture with highly enabled, empowered, and accountable employees. Our Employee Satisfaction survey for FY25 boasted a 93% overall satisfaction score, with 89% participation from the Generics business workforce.

We have a special focus on gender diversity and implemented several programs that aim to increase the number of women employees at Biocon. I am pleased to report that our gender diversity grew to 21% this year, as against 17.6% in the previous fiscal.

I am also proud to inform you that we were ranked 9<sup>th</sup> on U.S.-based *Science* magazine's list of top 20 global employers in biotech, which testifies to the quality of our people practices.

ESG (Environmental, Social and Governance) also ranks high amongst our priorities. We have established a comprehensive sustainability strategy with clearly articulated goals aimed at reducing greenhouse gas (GHG) emissions, minimizing waste generated from operations, and conserving freshwater resources. Over the past year, we implemented several projects and initiatives designed to decrease our carbon footprint and achieve a 'zero waste' status through effective recycling and reuse practices. For a comprehensive understanding of our efforts to integrate sustainable practices across our value chain, I encourage you to explore the detailed descriptions of these initiatives presented in the 'Natural Capital' section of this report.

I am pleased to report that our ESG score rose from 63 to 69 as assessed by the S&P Global Corporate Sustainability Assessment (CSA), which places us in the 98<sup>th</sup> percentile among global biotechnology peers. Biocon was also included in the S&P Global Yearbook for the third consecutive year. In the 2024 Carbon Disclosure Project (CDP) report, Biocon maintained its climate change score and water security score at "B" and "C" respectively. Notably, in the most recent Ecovadis Corporate Sustainability Assessment, published in June 2025, Biocon achieved a score increase from 70 to 77, earning us the distinction of a gold rating and reflecting our strong commitment to sustainability.

### Looking Ahead

We continue to build a platform that will take Biocon to the next level. With our eight strategic priorities clearly in our lens, we are now poised to enter a period of sustained growth that will deliver greater value to all our stakeholders.

Our focus continues to be in areas where we have a clear and proven edge, namely complex products that are tough to develop and manufacture, such as peptides, especially GLP-1 agonists, fermentation API, HPAPI and complex

injectables. Our thrust also continues on regional expansion, either directly or through strategic partnerships, enhancing capacities, optimising costs, fortifying our supply chain and accelerating the digitalisation of our operations. Needless to say, our commitment to the highest standards of corporate governance and sustainability continues unabated.

I would now like to acknowledge the steadfast efforts of every Biocon employee during the past year. It is their unflagging dedication and commitment to our business goals that propels us on our mission to make high-quality medicines accessible and affordable to more patients across the world.

I also take this opportunity to convey my sincere gratitude to you, our esteemed shareholders, for your enduring confidence in Biocon, as we remain focused on driving the company's sustained growth and strategic progress.

Sincerely,

Sd/-

**Siddharth Mittal**

Chief Executive Officer  
& Managing Director  
Biocon Limited

June 12, 2025



● ● ● ●

**CEO & MD'S MESSAGE**

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Shreehas Tambe  
Biocon Biologics



**FY25: Advancing Reach and Innovation to Build Global Leadership**

## Dear Shareholders,

**Financial year 2025 (FY25) has been yet another remarkable year for Biocon Biologics, one that established us as one of the top global leading biosimilars companies. It marked our first full year as a fully integrated, multinational biopharmaceutical enterprise with a presence in over 120 countries. We have successfully evolved from a development and manufacturing-focused organization to a lab-to-market biopharma leader, driven by innovation, global scale, and an unwavering commitment to health equity.**

This progress has been guided by our strategic framework that I had shared earlier: Preserve, Consolidate, Accelerate. Having successfully integrated the acquired biosimilars business in FY24 (Preserve) in record time, our efforts in FY25 were focused on Consolidation - advancing our research programs, strengthening our execution capability, building customer confidence, and, very importantly, greater fiscal discipline. I am happy to report that these initiatives in FY25 have firmly positioned us as we now embark on the Accelerate phase in FY26 and beyond.

### Evolving Healthcare Landscape

Global healthcare costs continue to index on managing non-communicable diseases such as cancer and diabetes, which now account for over 70% of global deaths and related co-morbidities. Biologics have become the standard of care for these debilitating health conditions. Biosimilars are increasingly recognized as being essential to broadening access and controlling healthcare costs.

Policy makers worldwide too are responding with supportive regulations as they look to manage burgeoning healthcare budgets, creating a fertile environment for biosimilar adoption. Consequently, the global biosimilars

market, valued at USD 23 billion in 2024, is projected to triple by 2029. At Biocon Biologics, our robust R&D pipeline, strong global supply network, and expanding advocacy efforts uniquely position us to lead this transformation.

### Continuing Regulatory and Operational Excellence

In FY25, we successfully secured over 50 product approvals across 34 global markets, including key products like Yesintek™ (bUstekinumab) in the U.S. and EU and Jobevne™ (bBevacizumab) in the U.S. Strategic settlements with Janssen and Regeneron for Yesintek and Yesafili™ (bAflibercept) respectively, have further enabled early market access across major geographies.

Our manufacturing sites in India and Malaysia received Voluntary Action Indicated (VAI) classifications from the U.S. FDA — a significant milestone that enables us to bring more product offerings to patients in the United States of America. Meanwhile, we continued to expand capacity at our insulins facility in Malaysia to meet the rising global demand for diabetes therapies, while also strengthening our globally distributed supply chain for long-term resilience.

### Scaling Commercial Performance

Our business in the U.S. delivered a strong performance with the Oncology franchise leading the way. Market shares for Ogivri® (bTrastuzumab) more than doubled, rising to 26% from 12%, while Fulphila® (bPegfilgrastim) increased to 30%, consolidating our position as the market leader. Market shares of our Semglee® and Insulin Glargine franchise continue to be in mid-to-high-teens across all channels. In Q4FY25, we launched Yesintek™, a biosimilar to Janssen's Stelara® with strong formulary coverage enabling access to 100+ million patients.

In Europe, products like Ogivri® and Abevmy® (bBevacizumab) expanded market share in key countries including the UK, Spain, Italy, France, and Germany. Across Emerging Markets, we retained market leadership in several geographies and continued to expand our reach.

These achievements are particularly commendable, given the post-integration phase and the ongoing global economic volatility.



**Biocon Biologics** delivered strong growth with Revenue from Operations at ₹90,174 million, up a healthy 15% from FY24 on a like-to-like basis. EBITDA stood at ₹19,710 million after excluding any one-time gains, reflecting a healthy margin of 22%. The R&D investments stood at 7% of revenue in-line with industry standards.



**Each milestone brings us closer to our mission - to make high-quality, affordable biopharmaceuticals accessible to millions worldwide. FY25 has been pivotal in shaping Biocon Biologics into a global leader in biosimilars. We now look forward with confidence to our next phase – Accelerate.**



### Strong Financial Delivery

Biocon Biologics delivered strong growth with Revenue from Operations at ₹90,174 million, up a healthy 15% from FY24 on a like-to-like basis. EBITDA stood at ₹19,710 million after excluding any one-time gains, reflecting a healthy margin of 22%. The R&D investments stood at 7% of revenue in-line with industry standards.

During the year, we substantially improved our liquidity profile and financial flexibility. This was achieved by successfully refinancing our acquisition loan via a USD bond listing on the Singapore Exchange and securing a new syndicated loan facility.

### Sustainability and Human Capital

Our Environmental, Social, and Governance (ESG) commitments remain core to our purpose. In FY25, we made meaningful progress in our sustainability efforts by reducing carbon emissions, waste, and freshwater usage. We submitted our first independent report to the Dow Jones Sustainability Index (DJSI) and were recognized in the S&P Global Sustainability Yearbook.

We strengthened our focus on human capital - enhancing employee engagement, advancing gender diversity, and achieving over 95% global pay parity. We also launched key initiatives to align our emissions targets with the Science Based Targets initiative (SBTi) guidelines.

### Looking Forward: The Accelerate Phase

Each milestone brings us closer to our mission - to make high-quality, affordable biopharmaceuticals accessible to millions worldwide. FY25 has been pivotal in shaping Biocon Biologics into a global leader in biosimilars. We now look forward with confidence to our next phase – Accelerate.

I remain optimistic about the tremendous opportunities ahead of us and focused on leveraging our vertically integrated model to expand our geographical footprint, launch new products across markets, build an industry-leading product pipeline, and unlock value for all stakeholders, while enhancing patient access.

Sincerely,

Sd/-

**Shreehas Tambe**

Chief Executive Officer &  
Managing Director  
Biocon Biologics  
June 12, 2025



● ● ● ●  
**CEO & MD'S  
MESSAGE**

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Peter Bains  
Syngene



## A Year of Growth and Expanding Our Reach

**Our** focus this year was on strengthening our capabilities to support the needs of our customers and to augment our capacity to fulfil existing and future demand.



## Dear Shareholders,

**Let me first say how honoured I am to be back at Syngene after almost 10 years, and it is especially exciting to return at such a dynamic time in the CRDMO industry and to have the opportunity to contribute to Syngene's on-going growth story.**

I am pleased to report another successful year of growth, innovation and expanding our reach for our customers. Our focus this year was on strengthening our capabilities to support the needs of our customers and to augment our capacity to fulfil existing and future demand. We continued to expand on our capability platforms at our Bengaluru and Hyderabad campuses, successfully completed inspections for our Biologics Unit III and in a significant strategic initiative, acquired our first U.S.-based biologics manufacturing site.

### Performance this year

As we had guided, FY25 was a challenging year of two distinct halves. In the first half, performance was muted driven by a sectoral downturn in U.S. biotech funding that affected our Discovery Services division, while in the second half we saw a recovery in Discovery Services as funding returned, building on top of growth momentum in both our small and large molecule manufacturing divisions. Overall, we delivered a resilient performance in a challenging year.

A key dynamic for the year was the marked increase in customer RFP's as they explored alternative options to rebalance their CRDMO business exposure away from China. Typically, these customers set up 'pilot studies' across a range of services, often placing them with a select short list of companies. The pilot studies are then used as the basis for customers to select longer term partners to undertake

more substantial program work. I am very pleased to report that Syngene has been achieving a high success rate of conversion and that the pipeline of pilot studies has a good momentum going into FY26.

Within the CRDMO market, the large molecule CDMO segment has been the fastest growing, driven by the rapid expansion of, and increasing demand for, biologics and monoclonal antibodies to treat cancer and immunological diseases. Syngene identified this area as an opportunity for growth and in the last few years we have made sustained investments to build a strategic large molecule platform capability. This year, we continued our investment commitment to scale up our biologics manufacturing capacity through the acquisition of a facility in Baltimore, Maryland, which is a key biotech hub in the Northeast of the U.S.

### Highlights of the year included

- The acquisition of Syngene's first U.S.-based biologics site is expected to support monoclonal antibody manufacturing from the second half of FY26. This site will increase the Company's total single-use bioreactor capacity to 50,000L for large molecule discovery, development, and manufacturing services and also provides a strategic foothold in the U.S. customer market. The Company also completed successful CDSCO and local FDA inspections for its Biologics Unit III in Bengaluru.
- Introduction of a protein production platform reducing development timelines by several months for a range of biologics—including monoclonal antibodies, biosimilars, antibody-drug conjugates, and other recombinant proteins—enabling improved speed of delivery to our customers.

- Expansion of capacity and capabilities in Discovery Services continued at the Bengaluru and Hyderabad campuses, with a focus on antibody-drug conjugates, peptides, and oligonucleotides, in anticipation of long-term demand.
- China-independent supply chain development continued through strategic sourcing from the Indian ecosystem and engagement with global suppliers to establish operations in India. Introduced 18 months ago, the offering has gained traction, with approximately one-third of RFPs opting for the China-independent supply model.
- Achievement of 5S certification marked a milestone as Syngene became the first company in the Indian pharma and life sciences industry to receive this recognition for its biologics quality control laboratory. Awarded through a joint evaluation by the Union of Japanese Scientists and Engineers (JUSE) and the Quality Circle Forum of India (QCFI), the certification reflects improved workplace organization, enhanced safety, increased productivity, and strengthened quality control.
- Securing of a Silver rating on the EcoVadis sustainability index placed the Company in the top 15% of assessed companies. Scope 1 and 2 targets were approved by the Science Based Targets initiative (SBTi) as aligned with the 1.5°C trajectory, with commitments to reduce emissions by 54.6% by FY33 and ensure 81.6% of key suppliers adopt science-based targets by FY28.

### Future outlook

Looking forward, it is clear that we face a period that will be characterized by a higher degree of unpredictability and turbulence driven by shifting global geopolitics and geoeconomics. These dynamics will likely influence and shape the balance of headwinds and tailwinds

Syngene will face as we seek to continue our growth story in the CRDMO market.

Notwithstanding this backdrop, the fundamentals of market opportunity for Syngene remain very robust. Syngene's share of the global CRDMO market is currently less than 1%, indicating clear headroom for growth and market share expansion. India itself is also now clearly seen as a global 'growth platform' as revealed in a BCG white paper titled, 'Unleashing the Tiger: Indian CRDMO Sector 2025 presented at the BioAsia conference in Hyderabad in February this year. Today, India holds only a 2-3% share, or USD 3.6 billion, of the USD 145 billion global CRDMO market. But, as the report indicates there is potential for the Indian industry to grow to USD 22-25 billion by 2035, representing a 15% CAGR, outpacing global industry growth fuelled by its increasing capabilities, enhanced capacities, faster startup times and cost advantage over the West.

Syngene is well positioned for accelerating growth and transformation, with the potential to become a leader in serving the global biopharma and wider life sciences outsourcing market models. Together, working with our partners, our focus remains on delivering exceptional output value and service to our customers to support them in their innovation journeys to bring new products to the market.

Sincerely,

Sd/-

**Peter Bains**

Chief Executive Officer  
& Managing Director  
Syngene International Limited

June 12, 2025



**Syngene** is well positioned for accelerating growth and transformation, with the potential to become a leader in serving the global biopharma and wider life sciences outsourcing market models.





## Board of Directors Biocon Limited

**Rear Row:**

Left to Right

Eric Mazumdar, Nicholas Robert Haggard, Naina Lal Kidwai, Atul Dhawan, Rekha Mehrotra Menon, Bobby Parikh, Prof. Ravi Mazumdar

**Front Row:**

Left to Right

Kiran Mazumdar-Shaw, Siddharth Mittal

## Board of Directors

Biocon Group values Board diversity to ensure better decisions and stakeholder confidence. To achieve this, we have established a joint Board Diversity policy for Biocon Limited and Biocon Biologics and a separate policy for Syngene.

In compliance with Section 178 of the Companies Act, 2013, and SEBI Listing Regulations, the Nomination & Remuneration Committee assesses candidates for specific competencies, enabling us to maintain a high standard of corporate governance.

### Board Skills and Competencies

Corporate Boards play a crucial role in overseeing management teams for the benefit of shareholders and stakeholders. As representatives of these groups, Boards are integral to effective corporate governance. Thus, it is vital for board members to possess relevant experience, skills, and independence, ensuring they act in the best interests of all stakeholders.

### Key Expertise of the Board - Biocon Limited

Board Members	Research / Academia / Innovation	General Management	Audit/Finance & Risk Management	Global Business Experience	Digital/Technology	Biopharmaceutical and Biotechnology	Manufacturing / R&D / Operations	Talent Management	Strategy	Science and Technology (including Emerging Technologies)	Environmental, Social and Governance (ESG)
Kiran Mazumdar-Shaw	■	■		■		■			■	■	
Siddharth Mittal	■	■	■	■		■	■	■	■		■
Prof. Ravi Mazumdar	■	■	■		■		■	■	■	■	■
Eric Mazumdar	■				■					■	
Bobby Parikh		■	■					■	■		
Naina Lal Kidwai		■	■	■				■	■		■
Rekha Mehrotra Menon		■	■	■	■			■	■	■	■
Nicholas Robert Haggar		■	■	■		■	■	■	■		■
Atul Dhawan*		■	■					■	■		

\*Appointed as Independent Director w.e.f. May 16, 2024

The detailed profile of Directors of Biocon is available on our website at <https://www.biocon.com/about-us/board-of-directors/>

## 1. Kiran Mazumdar-Shaw

Executive Chairperson  
Chairperson of the Board of Directors since inception



**Nationality:** India

A first-generation entrepreneur with nearly 50 years of experience in biotechnology, and recognized globally as a healthcare visionary, a global influencer, as well as a passionate philanthropist.

### Board Memberships

- Executive Chairperson, Biocon Biologics
- Non-Executive Chairperson, Syngene
- Independent Director, PureTech Health, U.S.
- The MIT Corporation, U.S.
- Member of the Board of Trustees, Memorial Sloan Kettering Cancer Center, U.S.
- National Academy of Engineering (NAE), U.S.
- Non-Executive Director, Narayana Health, India
- Independent Director, Trent, India
- Member of The Advisory Board, The France-India Foundation
- Audit Advisory Board, Comptroller & Auditor General of India (CAG)
- Centre for Social and Economic Progress (CSEP) Research Foundation, India

### Other Memberships

- Director, Lincoln Center for the Performing Arts, U.S.
- The Court of Regents, Royal College of Surgeons of Edinburgh, UK
- Honorary Consul General of Ireland in Bengaluru
- Indian National Science Academy

### Key Expertise of the Board - Biocon Limited

■ Research / Academia / Innovation 
 ■ General Management 
 ■ Audit/Finance & Risk Management 
 ■ Global Business Experience 
 ■ Digital/Technology 
 ■ Biopharmaceutical and Biotechnology 
 ■ Manufacturing / R&D / Operations 
 ■ Talent Management 
 ■ Strategy 
 ■ Science and Technology (including Emerging Technologies) 
 ■ Environmental, Social and Governance (ESG)

The detailed profile of Directors of Biocon is available on our website at <https://www.biocon.com/about-us/board-of-directors/>

### Recognitions

- Padma Shri (1989)
- Padma Bhushan (2005)
- Othmer Gold Medal (2014)
- Kiel Institute's Global Economy Prize for Business (2014)
- Knight of the National Order of the French Legion of Honour (2016)
- EY World Entrepreneur of the Year (2020)
- Order of Australia (2020)
- G20 Healthcare Commitment Awards (2023)
- Outstanding Business Leader of the Year, CNBC-TV18 India Business Leader Awards (2023)
- BRICS-CCI Lifetime Achievement Award - Entrepreneur of the Year (2023)
- Jamsetji Tata Award from Indian Society for Quality (2024)

### Philanthropy

- Most Generous Women Philanthropists - EdelGive Hurun India Philanthropy List (2023)
- Signatory, The Giving Pledge (2016)

### Education

- B.Sc. (Zoology Hons.), Bengaluru University
- Post-Graduate Diploma, Malting and Brewing, Ballarat Institute of Advanced Education, Melbourne, Australia

## 2. Siddharth Mittal

CEO & Managing Director  
Member of the Board of Directors since 2019



**Nationality:** India

A Certified Public Accountant from U.S. and a Chartered Accountant from India, Siddharth Mittal has over two decades of global and diversified experience in strategic finance and accounting, mergers and acquisitions, taxation and general management, and has held key leadership roles.

### Professional Experience

- CFO, Biocon Limited (2014-2019)
- Co-Chairman, CII Southern Region – Healthcare & Life Sciences
- Chairman, CII Southern Region Task Force on Pharmaceuticals
- Vice President, Finance and Corporate Controller with Symphony Teleca
- Held senior leadership positions in finance, including Finance Director of BPO and IT divisions at the U.S. subsidiary of Xchanging Plc.

### Education

- Certified Public Accountant from Colorado, U.S.
- Chartered Accountant, Institute of Chartered Accountants of India
- B.Com, Symbiosis College of Arts and Commerce, Pune

## 3. Prof. Ravi Mazumdar

Non- Executive Director  
Chairperson, Stakeholders Relationship Committee  
Member of the Board of Directors since 2000



**Nationality:** Canada / OCI

A globally recognized academic, Professor Ravi Mazumdar's distinguished career spans prestigious universities worldwide. His research focuses on probability and stochastic analysis focusing on applications in complex networks, network science, randomized algorithms, and wireless systems.

### Professional Experience

- University Research Chair Professor in the Department of Electrical and Computer Engineering, University of Waterloo, Canada
- On the editorial board of several technical journals

Previously professor in several prestigious universities, including:

- Purdue University, U.S.
- Columbia University, U.S.
- University of Essex, UK
- INRS Telecommunications, Canada

#### Visiting Positions

- D.J. Gandhi Distinguished Visiting Professor, IIT Bombay
- Adjunct Professor at Tata Institute of Fundamental Research (TIFR), Mumbai

#### Recognitions

- Fellow of the Royal Statistical Society
- Fellow of the Institute of Electrical and Electronics Engineers (IEEE)
- Fellow Asia-Pacific Artificial Intelligence Association (AIAA)
- Recipient of several Best Paper Awards from the IEEE and ITC

#### Education

- Ph.D., University of California, Los Angeles (UCLA)
- M.Sc., Imperial College, London
- B. Tech in Electrical Engineering, IIT Bombay

### 4. Eric Mazumdar

Eric Mazumdar

Non- Executive Director

Member of the Board of Directors since 2021



**Nationality:** Canada / OCI

A distinguished academic whose research interests lie at the intersection of Machine Learning and economics. He is broadly interested in developing the tools and understanding necessary to safely use AI in large-scale real world applications.

#### Professional Experience

Assistant Professor, Computing & Mathematical Sciences and Economics, California Institute of Technology (Caltech), U.S.

#### Recognitions

- Recipient of NSF Career Award aimed at studying Machine Learning algorithms in large-scale systems.
- Simons-Berkeley Research Fellowship for Learning and Game Theory from the Simons Institute for Theoretical Computer Science.

#### Education

- Ph.D., Electrical Engineering and Computer Science, University of California, Berkeley
- B.Sc., Electrical Engineering and Computer Science, Massachusetts Institute of Technology (MIT), U.S.

### 5. Bobby Parikh

Independent Director

Chairperson, Audit Committee & Risk Management Committee

Member of the Board of Directors since 2018



**Nationality:** India

A seasoned Chartered Accountant with over 30 years of experience in leadership roles across various organizations, Bobby Parikh has extensive experience in advising clients across a range of industries. He has worked closely with regulators and policymakers in the formulation of new regulations and policies. He has advised, among others, corporates, private equity investors, banking groups, investment banks, brokerage houses, and fund managers.

#### Professional Experience

- Founder, Bobby Parikh Associates
- Co-founder, BMR Advisors
- CEO, EY in India
- Country Managing Partner, Arthur Andersen

#### Education

- Chartered Accountant, Institute of Chartered Accountants of India
- B.Com, University of Mumbai

### 6. Naina Lal Kidwai

Lead Independent Director

Chairperson, Nomination & Remuneration, CSR & ESG Committee

Member of the Board of Directors since 2022



**Nationality:** India

A prominent banker, Naina Lal Kidwai's distinguished career spans leadership roles in global banks. She has also served on various industry and regulatory bodies in India and contributed significantly to sustainability and conservation efforts.

#### Professional Experience

- Chairperson and Senior Advisor, Rothschild & Co India
- Senior Advisor, Advent International private equity and TPG Rise private equity
- Non-Executive / Independent Director on the boards of Holcim SA, Gland Pharma, UPL
- Member, INDO-ASEAN Business Council
- Member, Harvard Business School's South Asia Advisory Board

#### Key Expertise of the Board - Biocon Limited

■ Research / Academia / Innovation 
 ■ General Management 
 ■ Audit/Finance & Risk Management 
 ■ Global Business Experience 
 ■ Digital/Technology 
 ■ Biopharmaceutical and Biotechnology 
 ■ Manufacturing / R&D / Operations 
 ■ Talent Management 
 ■ Strategy 
 ■ Science and Technology (including Emerging Technologies) 
 ■ Environmental, Social and Governance (ESG)

The detailed profile of Directors of Biocon is available on our website at <https://www.biocon.com/about-us/board-of-directors/>

- Member, Standard Chartered Bank's International Advisory Council
- Member, Army Group Insurance Fund's investment advisory committee
- Chairperson, FICCI Water Mission
- Chairperson and Founder, India Sanitation Coalition
- Member, Advisory Board, Wildlife Conservation Trust
- Former Executive Director on the Board of HSBC Asia Pacific and Chairperson, HSBC India
- Former Non-Executive Director on the global board of Nestlé for 12 years
- Past President, Federation of Indian Chambers of Commerce & Industry

#### Recognitions

- Padma Shri (2007)
- Several awards and listings for leadership in business
- Alumni Achievement Award, Harvard Business School

#### Education

- MBA, Harvard Business School
- BA, Economics, Lady Shri Ram College for Women, Delhi University

### 7. Rekha Mehrotra Menon

Independent Director  
Member of the Board of Directors since 2023



#### Nationality: India

Rekha Mehrotra Menon is one of India's leading industry voices on technology-fuelled innovation and socioeconomic progress. She was the first woman to serve as Chair of NASSCOM and has been regularly featured on lists of the most powerful businesswomen in India. A champion of inclusion and equality, she is widely recognized as a top LGBT Ally Executive globally.

#### Professional Experience

##### Current

- Independent Director - Legrand SA
- Member Board of governors - XLRI school of business
- Advisor - corporates and start-ups

##### Past

- Chairperson and Senior Managing Director - Accenture in India
- Co-founder, Talisma Corporation and Country Managing Director, Aditi Services
- Co-Founder, Pratham Books, a non-profit publisher of books for children
- Board Member, Invest India

- Chairperson Nasscom
- Chair, G20 EMPOWER Working Group on Corporate Women Empowerment
- Chair Governing Council- National Skill Development Corporation's IT-ITeS Sector Skill Council
- Board member, NASSCOM Foundation
- Board member, Data Security Council of India
- Member, National Council of Confederation of Indian Industry
- Member, India Advisory Council of U.S.-India Business Council

#### Recognitions

- Fortune's Most Powerful Women in Business in India
- Business Today's Most Powerful Women Hall of Fame
- Business World's Most Influential Women in India
- Economic Times Lifetime Achievement Award

#### Education

MBA from XLRI Xavier School of Management

#### Key Expertise of the Board - Biocon Limited

■ Research / Academia / Innovation 
 ■ General Management 
 ■ Audit/Finance & Risk Management 
 ■ Global Business Experience 
 ■ Digital/Technology 
 ■ Biopharmaceutical and Biotechnology 
 ■ Manufacturing / R&D / Operations 
 ■ Talent Management 
 ■ Strategy 
 ■ Science and Technology (including Emerging Technologies) 
 ■ Environmental, Social and Governance (ESG)

The detailed profile of Directors of Biocon is available on our website at <https://www.biocon.com/about-us/board-of-directors/>

## 8. Nicholas Robert Haggar

Independent Director

Member of the Board of Directors since 2023



**Nationality:** UK

An accomplished healthcare executive with over 30 years of experience in leading and building pharmaceutical and healthcare enterprises. Throughout his career, Nicholas Haggar has successfully delivered growth, innovation and increased access to medicines, guided by a deep commitment to patients, compliance, quality and sustainability.

### Professional Experience

- CEO and Founder, HealthQube Ltd
- Former CEO, Zentiva Group and Former CEO, Insud Pharma
- Advisor - Advent International
- Independent Director on the Board of Formycon GmbH
- Head Europe & Africa, Sandoz International GmbH
- Co-chair, Novartis Access to Medicines
- President, Medicines For Europe (2013-2015)
- Executive positions at GlaxoSmithKline, Ranbaxy and Baxter Healthcare

### Education

- MBA, Cranfield Institute, UK
- BSc, Industrial & Manufacturing Systems Engineering, University of Hertfordshire
- Further Executive Education – Artificial Intelligence in Healthcare, M.I.T.
- Further Executive Education – Leading a Global Enterprise, Harvard Business School
- Further Executive Education – Healthcare System Design, Harvard Public Health
- Further Executive Education - Novartis Leadership Program, Harvard Business School
- Further Executive Education - Achieving Strategic Agility - London Business School

## 9. Atul Dhawan

Independent Director

Member of the Board of Directors since 2024



**Nationality:** India

Atul Dhawan is a Chartered Accountant who brings four decades of experience in governance, strategy, and other diverse fields. He was a Partner at Deloitte for over 30 years and has represented India on Deloitte's Asia Pacific and Global Boards.

### Professional Experience

- Retired Partner, Deloitte
- Former Chairperson, Deloitte South Asia
- Represented India on Deloitte's Asia Pacific and Global Boards
- Former Board member, Deloitte Foundation and Making an Impact Foundation
- President, The Indus Entrepreneurs (TIe) in Delhi
- Board member, Plan International India
- Former member, CII National Council
- Past Chairman, American Chamber of Commerce in India

### Education

- Chartered Accountant
- B.A. Honours (Economics), Delhi University

### Key Expertise of the Board - Biocon Limited

■ Research / Academia / Innovation 
 ■ General Management 
 ■ Audit/Finance & Risk Management 
 ■ Global Business Experience 
 ■ Digital/Technology 
 ■ Biopharmaceutical and Biotechnology 
 ■ Manufacturing / R&D / Operations 
 ■ Talent Management 
 ■ Strategy 
 ■ Science and Technology (including Emerging Technologies) 
 ■ Environmental, Social and Governance (ESG)

The detailed profile of Directors of Biocon is available on our website at <https://www.biocon.com/about-us/board-of-directors/>

# Board of Directors - Biocon Biologics



**Kiran Mazumdar-Shaw**



Executive Chairperson



**Shreehas Tambe**



CEO & Managing Director



**Dr. Arun Chandavarkar**



Non-Executive  
Non-Independent Director



**Bobby Parikh**



Lead Independent Director | Chairperson, Audit  
Committee & Risk Management Committee



**Daniel Bradbury**



Independent Director



**Prof. Peter Piot**



Independent Director | Chairperson, CSR & ESG  
Committee



**Dr. Thomas Roberts**



Non-Independent, Non-Executive Director



**Nivruti Rai**



Independent Director | Chairperson, Nomination and  
Remuneration Committee



**Rajiv Malik**



Non-Executive, Non-Independent and Nominee  
Director of Mylan Inc. (Viartis)

## Key Expertise of the Board - Biocon Biologics

■ General Management ■ Audit/Finance ■ Digital/Information Technology ■ Manufacturing/R&D/ Operations ■ Talent Management  
■ Strategy ■ Access and Policy ■ Broader Pharma / Lifesciences ■ Global Regulated Markets ■ Research / Academia /Innovation

The detailed profile of Directors of Biocon is available on our website at <https://www.bioconbiologics.com/about-us/board-of-directors/>

# Board of Directors - Syngene



**Kiran Mazumdar-Shaw**



Non-Executive Chairperson



**Peter Bains**



Managing Director & CEO



**Prof. Catherine Rosenberg**



Non-Executive Director | Chairperson, CSR Committee



**Dr. Vijay Kuchroo**



Independent Director | Chairperson, Science & Technology Committee



**Vinita Bali**



Lead Independent Director | Chairperson, Nomination & Remuneration Committee



**Sharmila Karve**



Independent Director | Chairperson, Audit Committee | Member, Stakeholder Relationship, ESG, and Nomination and Remuneration Committees



**Dr. Kush Parmar**



Independent Director



**Nilanjan Roy**



Independent Director



**Manja Boerman**



Independent Director

## Key Expertise of the Board - Syngene

■ General Management 
 ■ Audit / Finance 
 ■ Digital/Information Technology 
 ■ Science and Technology 
 ■ Manufacturing Operations 
 ■ ESG 
 ■ Talent Management 
 ■ Biologics / Biosimilars 
 ■ Broader Pharma / Lifesciences 
 ■ Global Business Experience 
 ■ Research / Academia 
 ■ Others (Accounting/ Consumer)

The detailed profile of our Directors of Syngene is available on our website at <https://www.syngeneintl.com/investors/corporate-governance/board-of-directors/>



# Governance, Ethics and Compliance



At Biocon, governance is rooted in ethical leadership, accountability, and a commitment to regulatory compliance. The governance structure, anchored by the independent Boards and Executive Leadership Teams of Biocon Limited, Biocon Biologics, and Syngene, enables clear separation of oversight and management responsibilities.

A well-established framework of policies and controls supports ethical conduct, risk management, and transparent decision-making. Core values such as integrity, fairness, and responsibility guide everyday actions and long-term strategies. This structured approach to governance not only strengthens internal trust but also reinforces confidence among external stakeholders, including patients, partners, investors, and employees, ensuring Biocon Group's sustained growth and responsible value creation.

## Corporate Governance

### Board Oversight

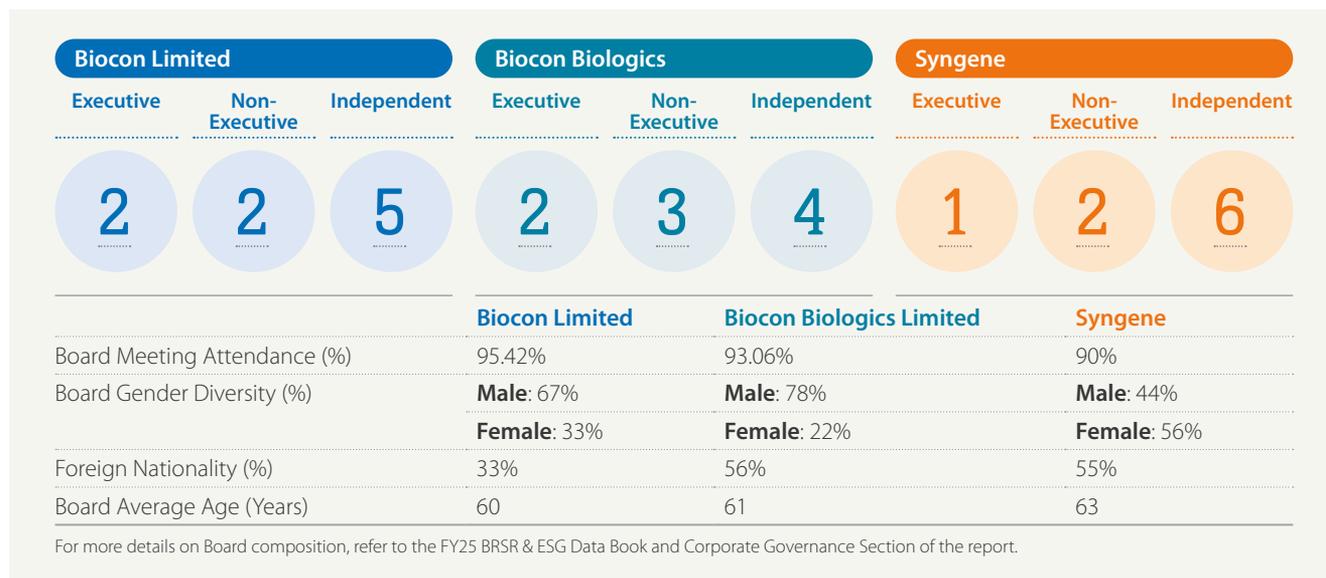
Biocon Limited, Biocon Biologics, and Syngene each operate under distinct independent Boards of Directors, structured under a One-Tier Board system that emphasizes strong governance, transparency, and independent oversight. In accordance with the regulatory framework prescribed by the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI

Listing Regulations), at least 50% of Biocon Limited and Syngene members and 44% of Biocon Biologics members are Independent Directors. This structure ensures that strategic decisions are guided by unbiased and experienced perspectives, reinforcing accountability and long-term value creation.

The Chairperson of the Biocon Group provides unified strategic leadership. However, the roles of the Chairperson and CEOs are distinct and separate. The Chairperson focuses on overseeing the Group's strategic direction, while the

CEOs of Biocon Limited, Biocon Biologics, and Syngene are responsible for the operational activities of their respective business units. This clear separation of roles ensures a balance of power and fosters effective governance across the Group. To further enhance independent oversight and ensure objective decision-making, a Lead Independent Director has been appointed, reinforcing Board independence and promoting impartial leadership.

## Board Composition



## Board Diversity

### Biocon Limited



Biocon Limited, Biocon Biologics, and Syngene each follow a clearly articulated Board Diversity Policy, reflecting a strong commitment to inclusive and representative leadership. These policies emphasize the consideration of various diversity dimensions, such as gender, ethnicity, race, nationality, country of origin, and cultural background, as part

### Biocon Biologics Limited



of the Board nomination process. By integrating diverse perspectives and experiences, each Board is equipped to make more balanced and informed decisions. The inclusive and independent composition of the Boards across all three entities reinforces the Group's dedication to ethical leadership and responsible governance.

### Syngene



For more information, please refer to:

**Biocon Limited:**  
[https://www.biocon.com/docs/PolicyDocument\\_BoardDiversity.pdf](https://www.biocon.com/docs/PolicyDocument_BoardDiversity.pdf)

**Biocon Biologics:**  
<https://www.bioconbiologics.com/docs/Board-Diversity-Policy-2024.pdf>

**Syngene:**  
<https://cdn.syngeneintl.com/2020/11/10173002/Syngene-Board-Diversity-Policy-2017.pdf>

## Board Nomination and Remuneration

The Nomination and Remuneration Committee (NRC) selects suitable candidates based on defined criteria such as qualifications, expertise, experience, integrity, and diversity. The process ensures alignment with the Company's strategic needs and governance expectations, while also considering regulatory requirements and succession planning. The NRC plays a key role in recommending appointments and reappointments to the Board, ensuring a balanced and effective composition.

For more details, please refer to Corporate Governance section of this report.

## Board Performance Review

One of the core responsibilities of the Board is to oversee and periodically review the Board evaluation framework. In line with the provisions of Section 134 of the Companies Act, 2013, Regulation 19 of the SEBI Listing Regulations, and the Company's Policy on Appointment and Remuneration of Directors, the Nomination and Remuneration Committee (NRC), in consultation with the Board, has established a structured evaluation process. This includes defined criteria for assessing the performance of the Chairperson, the

Board as a whole, Board Committees, and individual Executive, Non-Executive, and Independent Directors through a peer evaluation mechanism, excluding the individual being evaluated. To enhance objectivity and transparency, an independent third-party assessment of the Board's performance is conducted at least once every three years.

For more details, please refer to the Corporate Governance section of this report.

### Committees of the Board

Biocon Limited, Biocon Biologics, and Syngene have constituted specialized Committees to address key functional areas and support focused, well-informed governance across business operations. Each Committee functions under a clearly

defined charter that outlines its mandate, responsibilities, and decision-making authority. While Committees provide recommendations, final decisions rest with the Board. Where applicable, the practices governing Board meetings are also extended to Committee proceedings.

These Committees have the discretion to engage independent professionals, legal advisors, or subject matter experts to support their work. Senior management and relevant function heads regularly participate in meetings to offer insights and relevant updates.

	Biocon Limited	Biocon Biologics Limited	Syngene
Audit Committee	■	■	■
Risk Management Committee	■	■	■
Nomination and Remuneration Committee	■	■	■
Stakeholders Relationship Committee*	■		■
CSR and ESG Committee**	■	■	■
Science and Technology Committee			■

\* Syngene's Stakeholder Relationship Committee also includes ESG

\*\* Syngene has a standalone CSR Committee

The detailed roles and responsibilities of each of these committees can be found on our website at

**Biocon Limited:** <https://www.biocon.com/investor-relations/corporate-governance/board-committees/>

**Biocon Biologics:** <https://www.bioconbiologics.com/investors/corporate-governance/board-committees/>;

**Syngene:** <https://www.syngeneintl.com/investors/corporate-governance/committees-to-the-board/>

Average Committee Attendance: We demonstrate strong governance through consistently high committee attendance, reflecting our Board's dedication to effective oversight and accountability.

	Biocon Limited	Biocon Biologics Limited	Syngene
Average Committee Attendance (%)	100%	98%	97%

For more details on governance practices, please refer to the Corporate Governance section of this report.

### Board of Directors: Core Skills and Competencies

Our Board of Directors brings together a diverse mix of core skills and competencies essential for effective governance and strategic leadership. For a detailed overview, refer to Page 27 of this Integrated Annual Report.

### ESG Governance

Biocon Group has established a robust ESG governance framework that ensures strategic alignment, accountability, and continuous improvement across its entities - Biocon Limited, Biocon Biologics, and Syngene. The governance structure follows a top-down approach, with the Board of Directors playing a pivotal role in steering ESG performance through dedicated oversight committees.

### ESG Governance Framework & Approach

<b>Board Committees</b>	▶ Each Group entity, including Biocon Limited, Biocon Biologics, and Syngene, has an independent Board Committee providing oversight of ESG strategy and performance. Biocon Limited and Biocon Biologics have distinct CSR and ESG Committees, while Syngene’s ESG responsibilities are anchored in its Stakeholder Relationships and ESG Committee.
<b>Top-Down Approach</b>	▶ ESG integration is driven through a top-down approach, with the Board of Directors guiding strategy via designated Board Committees with defined ESG mandates.
<b>Core C-Suite Involvement</b>	▶ The core C-Suite leadership team (CEO, CFO, COO, CHRO, etc.) drives initiatives to embed integrated thinking across the Group’s culture.
<b>Working Group</b>	▶ Specialists from various business units collaborate to develop strategies, implement initiatives, and conduct regular monitoring of ESG performance.
<b>Syngene’s Executive ESG Council</b>	▶ Leads the ESG agenda, with the Board Committee overseeing both strategic and operational aspects.

### Composition and Frequency

The CSR and ESG Committees meet quarterly to guide and monitor these initiatives.

<b>Biocon Limited:</b> 6 Directors (including 3 Independent Directors)	<b>Biocon Biologics:</b> 5 Directors (including 2 Independent Directors)	<b>Syngene*:</b> 4 Directors (including 3 Independent Directors)
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\*Syngene’s Stakeholder Relationship Committee oversees ESG-related initiatives.

### ESG Governance Framework & Approach

Level	Roles and Responsibilities
<b>Board-Level Committee</b>	▶ <ul style="list-style-type: none"> <li>▪ Strategy ideation and organizational direction</li> <li>▪ Monitoring progress at the organizational level</li> <li>▪ Reviewing ESG goals and targets</li> </ul>
<b>Executive Leadership</b>	▶ <ul style="list-style-type: none"> <li>▪ Developing the ESG roadmap</li> <li>▪ Supporting implementation by working groups</li> <li>▪ Providing regular updates to the Board</li> </ul>
<b>Core Working Groups</b>	▶ <ul style="list-style-type: none"> <li>▪ Operationalizing the ESG strategy</li> <li>▪ Conducting benchmarking and best practices mapping</li> <li>▪ Executing initiatives and maintaining progress records</li> </ul>
<b>Rest of the Workforce</b>	▶ <ul style="list-style-type: none"> <li>▪ Upholding ESG initiatives, culture, and processes at an individual level</li> </ul>

Additional information on our ESG-related systems, processes, targets, performance, and key initiatives is provided across the six capitals in this report.

## Ethics & Compliance

Biocon Group’s business is anchored in the principles of integrity, trust, and accountability. These values shape the ethical foundation across Biocon Limited, Biocon Biologics, and Syngene aligning with the Group commitment to sustainability and corporate governance.

A strong emphasis is placed on regulatory compliance, fairness, and transparency, ensuring consistent conduct across all stakeholder groups, including employees, directors, contractors, consultants, vendors, customers, partners, trainees, and interns.

The Group maintains a zero-tolerance approach to unethical behavior, with violations resulting in disciplinary action, including termination. All stakeholders, including employees and vendors, are encouraged to speak up through secure whistleblower mechanisms and are supported by internal audits that uphold transparency and compliance.

### UN Global Compact Signatory

Biocon is a committed member of the UN Global Compact, aligning our operations with its core principles on human rights, labor, environment, and anti-corruption, and advancing sustainable and responsible business practices.

### Our Codes & Policies

	Corporate Policies
Biocon Limited	<a href="https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/">https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/</a>
Biocon Biologics	<a href="https://www.bioconbiologics.com/investors/corporate-governance/governance-policies/#1681805674263-4449f727-484d">https://www.bioconbiologics.com/investors/corporate-governance/governance-policies/#1681805674263-4449f727-484d</a>
Syngene	<a href="https://www.syngeneintl.com/investors/corporate-governance/governance-reports-policies/">https://www.syngeneintl.com/investors/corporate-governance/governance-reports-policies/</a>

## Code of Conduct

Biocon Limited and Biocon Biologics follow a common Code of Conduct (CoC), while Syngene operates under an independent CoC. Together, all three entities demonstrate a strong commitment to ethics and compliance through their respective Codes of Conduct. These guidelines promote honesty, respect, and professional integrity in operations. All employees (permanent, temporary, and contractual) undergo mandatory training on the CoC, while new hires receive detailed onboarding to ensure early alignment with the Group’s ethical standards. The CoC is reviewed and updated periodically to remain responsive to changing regulatory landscapes and stakeholder expectations. This approach ensures that ethical conduct is embedded in day-to-day operations and decision-making across the Group.

For more details, refer to our Code of Conduct

**Biocon Limited:** <https://www.biocon.com/docs/Code-of-conduct.pdf>

**Biocon Biologics:** <https://www.bioconbiologics.com/docs/Code-of-conduct.pdf>

**Syngene:** <https://cdn.syngeneintl.com/2024/08/30222313/Code-of-Conduct-Board-Approved-July2024.pdf>

### Anti Bribery & Anti-Corruption

Biocon Limited and Biocon Biologics have separate Anti-Bribery and Anti-Corruption (ABAC) Policies that reinforce a zero-tolerance approach to bribery and corruption. Each policy provides clear guidance to employees on identifying, preventing, and reporting unethical practices. These policies apply to all employees within their respective entities and subsidiaries, reflecting a shared commitment to integrity and responsible business conduct. At Syngene, anti-bribery and anti-corruption principles are

embedded within the Code of Conduct, ensuring alignment with the organization’s ethical standards and zero-tolerance stance. During FY25, 100% of relevant stakeholders, including employees, the Board of Directors, and business partners, were covered and communicated on anti-corruption and anti-bribery policies and procedures. In addition, at Biocon Limited and Biocon Biologics, ABAC e-learning and annual confirmations are obtained from employees, along with annual declarations for the Employee Code of Conduct.

For more details, refer to

**Biocon Limited:** <https://www.biocon.com/docs/Biocon-ABAC-Policy.pdf>

**Biocon Biologics:** [https://www.bioconbiologics.com/docs/Anti-Bribery-and-Anti-Corruption-Policy\\_Biocon-Biologics-Global.pdf](https://www.bioconbiologics.com/docs/Anti-Bribery-and-Anti-Corruption-Policy_Biocon-Biologics-Global.pdf)

## Board Oversight on Ethics

Ethics and compliance are overseen at the highest levels of governance. Each Group entity has a dedicated Compliance Management System to track, manage, and report compliance activities. These

systems are regularly evaluated to ensure full alignment with national and regional regulations. Quarterly updates on compliance matters are presented to the Risk Management Committee (RMC) and/or the Audit Committee (AC), enabling

consistent Board-level oversight and accountability. This structured governance mechanism ensures that ethics remains a strategic priority, reinforcing stakeholder trust and sustainable business performance.

### Conflicts of Interest

Employees are expected to act with independence and objectivity, avoiding any actual or perceived conflicts between personal interests and the Company's responsibilities. All potential conflicts, including personal relationships or external engagements, must be disclosed to the designated authority in line with the Company's Code of Conduct (CoC).

At Biocon Limited, conflicts of interest are addressed through the Code of Conduct. Section 4 of the Employee Code of Conduct elaborates on 'Conflicts of

Interest' and concurrent employment, supported by case studies, examples, Dos and Don'ts, and disclosure requirements. These are further reinforced through the Anti-Bribery and Anti-Corruption (ABAC) Policy. Biocon Biologics, in addition to the Code of Conduct, follows a dedicated internal Conflict of Interest (COI) Policy that outlines clear procedures for identifying, disclosing, and managing such situations. The policy promotes transparency and ensures decisions are made in the best interests of the organization, free from bias or undue influence.

### Regulatory Compliance & Ethical Adherence

The Group has maintained a strong track record of regulatory compliance, consistently monitoring its practices to identify and address potential gaps. This commitment spans areas such as fair wages, working hours, employee wellbeing, and human rights. In FY25, no material instances of non-compliance with social or economic regulations were reported. Furthermore, the Group has not been subject to any investigations related to anti-trust, anti-competitive, or monopoly practices.

### Ethics and Code of Conduct Training

At Biocon, 100% of employees, including full-time, contractual, and part-time staff, are comprehensively covered, communicated, and mandatorily trained

on the company's Code of Conduct (CoC) and ethical guidelines. This ensures a consistent understanding of expected behaviors across all levels. Additionally, all new employees undergo a structured onboarding program designed to embed

ethical values and compliance principles from the very beginning of their journey with the organization.

### Grievance Mechanism

#### Whistleblower Policy

The Whistleblower Policy at Biocon Limited and Biocon Biologics empowers all stakeholders to report concerns directly to the Integrity Committee, reinforcing our commitment to transparency, accountability, and ethical conduct. The committee meticulously investigates ethical issues, providing a secure platform for grievances and ensuring thorough follow-up. Quarterly summaries of key investigations are shared with the Audit Committee to maintain visibility and

accountability. In FY25, Biocon Limited received 1 whistleblower complaint and 2 integrity cases, while Biocon Biologics received 20 whistleblower complaints. As of March 31, 2025, there are no open cases for Biocon Limited, and only one case is under investigation for Biocon Biologics.

For more details, refer to our Whistleblower Policy.

**Biocon Limited:** Biocon-Whistle-Blower-and-Integrity-Policy.pdf

**Biocon Biologics:** bioconbiologics.com/docs/BBL-Whistleblower-and-Integrity-Policy.pdf

**Syngene:** Syngene-Whistle-Blower-Policy-24-July-2024.pdf

#### Global Speak-up Hotline

Biocon Limited and Biocon Biologics have also introduced a global 'Speak-Up Hotline', accessible to all stakeholders. Stakeholders can report any business or employee misconduct and seek clarification by calling the hotline numbers or sending an email, with the option to remain anonymous.

In addition to these formal channels, employees can also directly reach out to their managers, or representatives from Human Resources, Legal, or the Governance, Risk and Compliance (GRC) team.

#### Biocon Limited and subsidiaries

**Website:** <https://biocon.integritymatters.in>

**Email:** [integrity@biocon.com](mailto:integrity@biocon.com)

#### Speak-Up Hotline

**India toll-free Number:** 1800-102-6969

**U.S. Toll-free Number:** +1 (888) 436-0393

**Rest of the World Toll Number:** (+91) 9595-146-146

#### Biocon Biologics Limited and subsidiaries

**Website:** <https://bioconbiologics.ethicspoint.com>

**Email:** [integritybiologics@biocon.com](mailto:integritybiologics@biocon.com)

#### Speak-Up Hotline Numbers Can Be Accessed At:

<https://secure.ethicspoint.eu/domain/media/en/gui/110093/report.html>

## Risk Management

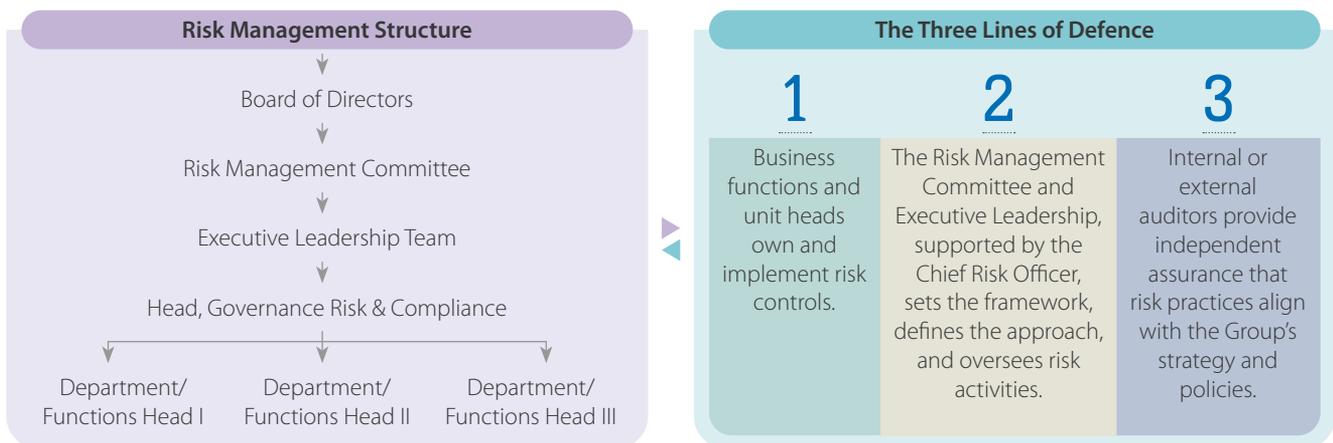
We view risk management as a strategic priority vital to building resilience, agility, and long-term performance. Given the diversity across Biocon Limited, Biocon Biologics, and Syngene, each entity applies tailored frameworks suited to its operational context.

We foster a strong risk-aware culture that proactively identifies and mitigates risks across economic, geopolitical, technological, and ESG dimensions. Our Enterprise Risk Management framework, overseen by the Risk Management Committee, ensures structured evaluation and timely decision-making.

Through clear accountability, active monitoring, and transparent reporting, we drive a forward-looking approach that strengthens resilience and supports sustainable growth.

For more details refer to Risks, Threats, and Concerns in the Management Discussion and Analysis section of the report.

## Risk Governance (Biocon Limited)



For detailed roles and responsibilities of each governance structure, refer to the Risks, Threats, and Concerns in the Management Discussion and Analysis section of this report.

## Our Approach to Risk Management Process

Biocon has instituted a robust and evolving risk management process to identify, assess, prioritize, mitigate, and monitor risks that could impact business continuity, strategy execution, and stakeholder value. The process is anchored in four key steps:



This approach is embedded into daily operations to ensure agility, ownership, and responsiveness. The Executive Leadership Team (ELT) plays a central role in evaluating and updating the risk landscape, while the Risk Management Committee (RMC) is apprised on a quarterly and annual basis of critical risk developments. At Biocon Limited and Biocon Biologics, the respective Heads of Governance, Risk, and Compliance (GRC) serve as the designated Chief Risk Officers (CROs). They are the central point for consolidating risk inputs, coordinating mitigation actions, and overseeing risk governance. Syngene's risk management framework is reviewed regularly under a governance process involving the Executive Risk Committee and the Risk Management Committee under the Board.

1

**Risk Identification and Assessment**

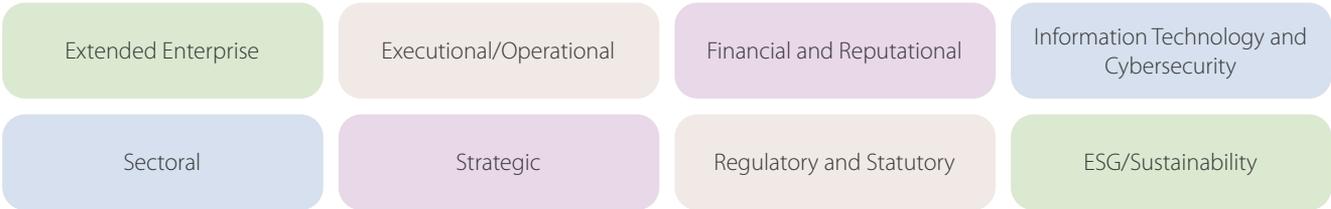
The risk identification process is designed to proactively capture significant risks that may impact business objectives. This includes evaluating financial statements, operational processes,

workforce management practices, and market, economic, and regulatory trends. Emerging global risks, such as climate change, cyber threats, and geopolitical shifts, are also monitored.

A centralized Risk Library/Register, regularly updated by management across

functions, serves as the single source of truth for enterprise-wide risks. These are categorized under a comprehensive Risk Classification Framework to facilitate systematic mitigation planning and optimal resource allocation.

**Our Risk Universe includes:**



**Key activities in risk identification and assessment include:**

- Reviewing internal and external inputs, such as audits, assessments, and stakeholder insights
- Recognizing emerging risks with long-term impact
- Applying scenario planning, expert consultation. Biocon Limited uses digital tools to track progress on risk mitigation plans

- Categorizing risks using a standard taxonomy to ensure functional consistency

2

**Risk Prioritization**

Risks are prioritized based on their inherent impact and likelihood of occurrence. These are assessed along three dimensions:

- Significance of the impact (financial and non-financial)
- Likelihood of occurrence
- Effectiveness of existing mitigation plans

Residual risk ratings are derived to focus strategic responses. The Executive Leadership Team conducts an annual prioritization of all risks listed in the Risk Register, while emerging risks are reviewed and rated during quarterly meetings. This prioritization process is strengthened by each business's defined risk appetite, guiding the urgency and type of action required.

A robust rating system combining qualitative and quantitative thresholds is

used to assign gross and net risk ratings. Mitigation effectiveness is evaluated for:

- Less Effective
- Partially Effective
- Mostly Effective

Residual exposure is computed by mapping gross risk against mitigation effectiveness to drive risks to acceptable levels.

3

**Risk Mitigation**

Upon identification and prioritization, structured mitigation strategies are formulated. These are tailored to the severity and likelihood of each risk, aligned with the Group's risk appetite and integrated into daily operations.

Key principles of mitigation include:

- Documenting mitigation strategies and assigning ownership
- Ensuring maker-checker mechanisms for accountability
- Monitoring the implementation status and adjusting as needed
- Revising plans in response to internal or external developments

Risk mitigation efforts are led by department heads and function owners, supported by the Head of Governance Risk and Compliance (GRC) and governance teams. At Biocon Biologics, this responsibility is similarly driven by department and function leaders, supported by the head of GRC. This approach fosters a culture of proactive risk awareness and responsiveness across Biocon Limited, Biocon Biologics, and Syngene.

#### 4 Risk Monitoring and Reporting

Risk monitoring is conducted across all levels of the organization and includes regular updates to the Risk Register and mitigation plans. The Risk Management Committee receives a comprehensive report on the Group’s risk profile on a quarterly basis, and an annual review is conducted by the Board of Directors and ELT.

The Heads of GRC (for Biocon Limited and Biocon Biologics) play a pivotal role in maintaining oversight and reporting. Monitoring activities include:

- Tracking the effectiveness of mitigation actions
- Identifying potential exposures and risk mitigation gaps
- Utilizing expert input, self-assessment tools, and external insights

- Reporting emerging risks and updating prioritization ratings

Additionally, a Business Continuity Plan (BCP) is integrated within Syngene’s risk management framework to support resilience against potential disruptions. At Biocon Limited, a high-level BCP is already in place, and detailed operational-level BCPs exist for our manufacturing sites.

#### Risk Culture

To foster a strong risk culture across the organization, we conduct awareness programs for relevant stakeholders, emphasizing the importance of effective risk management. These initiatives encourage continuous feedback and support ongoing improvements in our risk management systems and processes.

For more details, refer to the ‘Snapshot of Group’s Comprehensive Risk Culture’ section of our FY25 BRSR & ESG Data Book.

#### Our Key Risks and Opportunities at a Group Level

In an evolving global landscape, we proactively manage risks and pursue emerging opportunities to ensure long-term growth and resilience. Across Biocon Limited, Biocon Biologics, and Syngene, we assess business operations to identify risks and apply robust mitigation strategies, while also unlocking value through strategic opportunities along the value chain.

Our integrated, forward-looking approach strengthens core capabilities and sharpens competitive advantage. A structured risk management framework supports systematic identification, evaluation, and mitigation of sector-specific and strategic risks. The summary below outlines key risks, reviewed regularly by our management and the Risk Management Committee.



### Opportunities Initiated at Biocon Group

Access & Affordability, Responsible Investments, Green Initiatives	Digital Solutions	Diversity and Inclusion	Community Engagement
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For more information on key risks and opportunities, please refer to the Risks, Threats, and Concerns in the Management Discussion and Analysis section of the report.

#### Emerging Risks at Biocon Limited

##### Emerging Risk 1: AI and ML-powered Drug Discovery

Type: Risk & Opportunity (Both)

Risk Category: Technology

Magnitude: Medium

Likelihood: Not likely currently, may grow significantly in next 3-5 years

Financial Implications: Positive & Negative (Both)

Description	Impact	Mitigating Actions
AI and ML-driven drug discovery startups are transforming the traditional generics industry by speeding up the discovery process and bringing innovative medications and therapies to market.	AI and ML can expedite R&D, improve productivity and lower costs, but pose risks in terms of data governance, bias, and IP disputes.	Define the context of use for AI tools, set clear standards for data quality and model validation, and maintain continuous oversight as the systems evolve.

##### Emerging Risk 2: Supply Chain Disruption due to Trade Wars and Tariffs

Type: Risk & Opportunity (Both)

Risk Category: Geopolitical

Magnitude: Medium

Likelihood: Likely

Financial Implication: Positive & Negative (Both)

Description	Impact	Mitigating Actions
U.S. tariffs and policies, including the BioSecure Act, alongside shifting global political dynamics such as international sanctions and trade regulations.	Supply chain disruptions, rising costs, and shrinking margins	<ul style="list-style-type: none"> <li>Develop alternative vendors or increase in-house production</li> <li>Decrease reliance on China for key inputs</li> <li>Expand portfolio and prioritize first-to-market launches to secure premium margins that can absorb tariffs</li> <li>Pursue global market expansion</li> </ul>

##### Emerging Risk 3: Misinformation and Deepfakes

Type: Risk

Risk Category: Technological

Magnitude: Medium

Likelihood: Not likely

Financial Implication: Negative

Description	Impact	Mitigating Actions
<p>The World Economic Forum's Global Risks Report 2023 identifies misinformation as the fifth most severe long-term global risk.</p> <p>As the internet continues to evolve, pharmaceutical companies face increasing vulnerability to misinformation campaigns that can disseminate unreliable information about their products, ultimately undermining public trust in both the brand and the industry as a whole.</p>	Deepfakes and AI-generated content represent a new and significant threat to our credibility and business, with the potential to foster hostility toward the brand. Their ability to produce highly convincing content rapidly and at scale raises the stakes, making it increasingly difficult for us to effectively respond and counteract.	<ul style="list-style-type: none"> <li>Implement advanced detection technologies to identify and flag deepfake content quickly.</li> <li>Collaborate with industry partners, technology providers, and regulators to share intelligence and develop collective countermeasures.</li> </ul>

### Emerging Risks at Biocon Biologics

In today’s rapidly evolving global environment, emerging risks pose significant challenges to long-term business resilience, especially in highly regulated industries like pharmaceuticals. The global pharmaceutical business is exposed to a broad spectrum of emerging risks that can disrupt operations and the entire value chain. At Biocon Biologics, we actively collaborate with stakeholders to better understand and address these risks through continuous monitoring and agile response strategies.



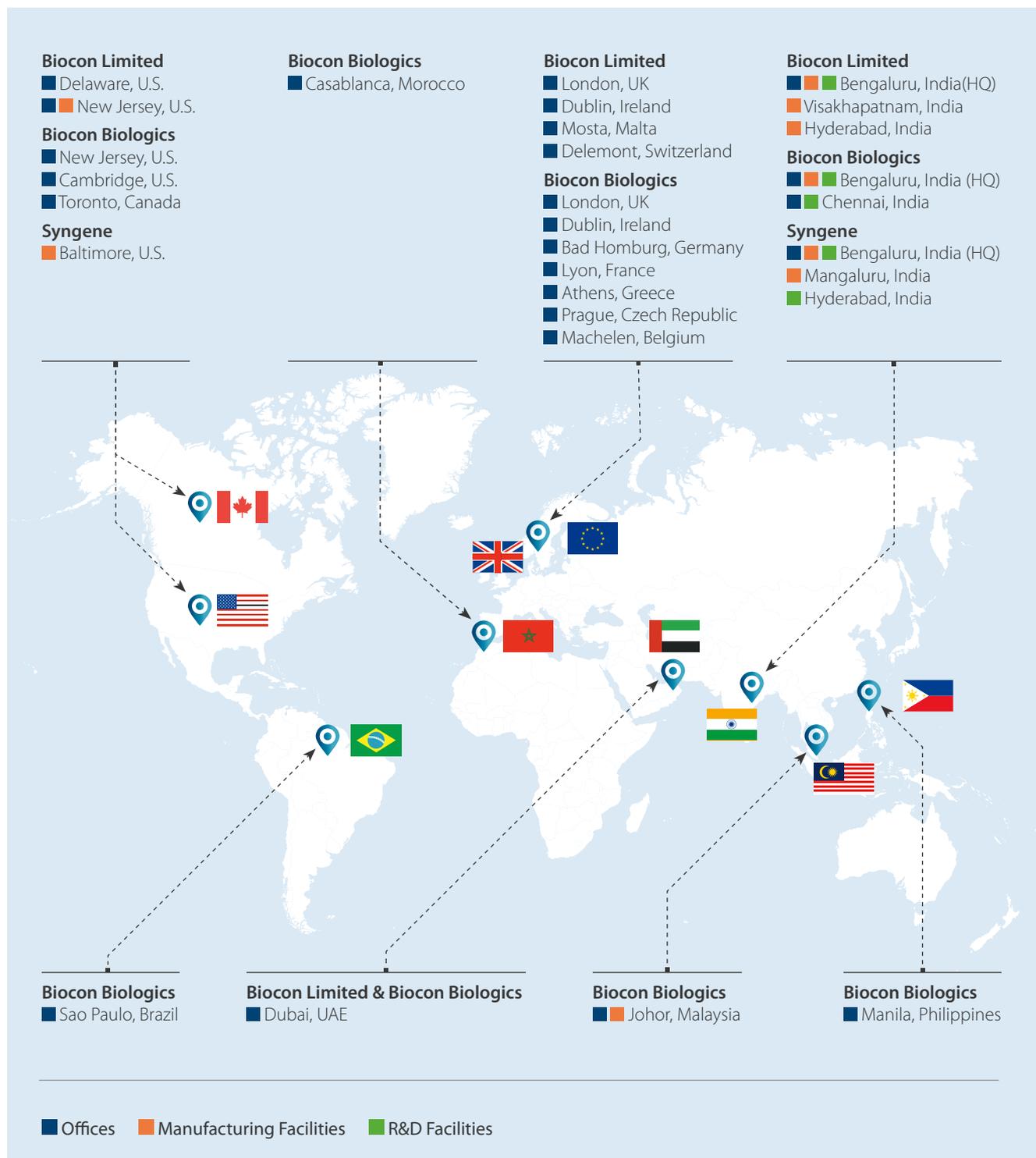
Emerging Risks (Description)	Category	Business impact	Mitigation Approach
Biodiversity	Sustainability	Reputational and Social Impact	<ul style="list-style-type: none"> <li>Plantation drives, adoption of forest animals, lakes, groundwater recharge, etc.</li> <li>Biodiversity assessment conducted for India and Malaysia. CSR and biodiversity policies formulated for clear action.</li> </ul>
Climate Change	Sustainability	Social and Financial Impact	<ul style="list-style-type: none"> <li>Developed climate resilience strategy, comprising targeted measures to address risks and build resilience and continuity.</li> <li>Through IFRS S2 report, we aim to broaden understanding of climate-related risks and integrate these insights to make our business practices more sustainable, while enhancing our transparency.</li> </ul>

### Emerging Risks at Syngene

Emerging risks are identified based on key macroeconomic trends, market intelligence, external benchmarking and leadership inputs. The risks are monitored and added to the enterprise risk management framework based on feedback from the Risk Management Committee. The mitigation actions are formulated and tracked until the risk is reduced to an acceptable limit.

# Our Global Presence

Exploring New Geographies



# Our Strategy



## Group Business Strategy

Biocon Group is a global biopharmaceutical leader dedicated to delivering high-quality, affordable medicines that transform patient lives worldwide. The Group's strategy centers on advancing health equity through its three key business verticals, each with distinct market strategies yet united by shared expertise and complementary capabilities.

**Biocon Limited (Generics):** Focused on manufacturing and supplying affordable generic active pharmaceutical ingredients (APIs) and finished dosages across multiple global markets. Our Generics business, which started with a fermentation-based, cholesterol lowering statin active pharmaceutical ingredients (API), currently comprises a growing portfolio of APIs as well as finished dosages with a portfolio

spanning cardiovascular, anti-diabetics, obesity, immunosuppressants and specialty molecules. We sell our products across global markets through direct selling, licensing and partnerships. We are one of the key global suppliers of statin and immunosuppressant APIs.

**Biocon Biologics Limited (Biosimilars):** As a fully integrated global biosimilars company, Biocon Biologics develops, manufactures, and commercializes high-quality biosimilars that provide affordable access to lifesaving biologic therapies in diabetology, oncology, immunology, and other chronic diseases. The business leverages cutting-edge science, innovative technology platforms, and global-scale manufacturing to drive healthcare savings and improve patient outcomes.

**Syngene International Limited (Contract Research, Development & Manufacturing Organization - CRDMO):** Syngene delivers integrated, end-to-end research and manufacturing services spanning small and large molecules. Its

modular capabilities accelerate drug discovery, development, and commercial manufacturing for global pharmaceutical and biotechnology clients, enhancing speed to market and cost efficiency.

The vertically integrated, lab-to-market model of Biocon Limited and Biocon Biologics position them well to address the global need for high-quality affordable treatments for several non-communicable diseases such as cancer, diabetes, obesity and autoimmune disorders.

Syngene's strategic expansion into commercial-scale manufacturing, both small molecule chemical synthesis and large molecule biomanufacturing, is allowing it to capture the opportunities in the fast-growing biomanufacturing space.

## DRIVING GROWTH & IMPACT GLOBALLY

### Growth Strategy

#### Diversified Portfolio

Small molecule generics | Biosimilars | Research Services

#### Global Market Penetration

Commercial reach in 120+ countries; self-led and partner-led commercial models

#### Strategic Acquisitions & Collaborations

Pursuing opportunities aligned with enhancing capabilities, capacities and market reach

### Operations Strategy

#### Manufacturing Excellence

State-of-the-art, scalable, cost-effective facilities

#### Supply Chain Optimization

Efficient and timely delivery

#### Sustainability Initiatives

Minimizing carbon footprint & conserving resources

### Organization Strategy

#### Governance & Leadership

Independent Boards & professional management for Biocon Limited, Biocon Biologics & Syngene

#### Driving Synergies

Leveraging the expertise of each business entity to drive synergies

#### Cultivating Innovation Through Diversity

Embracing a multi-cultural, multi-national workforce to drive innovative approaches

## Sustainability Strategy: Advancing Access, Upholding Responsibility

Our Sustainability Strategy embeds Environmental, Social, and Governance (ESG) priorities throughout Biocon Group, laying the foundation for inclusive, long-term growth. It reflects our deep

commitment to transparency, ethical conduct, and long-term value creation for patients, internal and external stakeholders such as employees, investors / shareholders, suppliers, and customers,

among others. Through a clear ESG roadmap, we are aligning our operations to address evolving global healthcare needs while building resilience and accountability across our ecosystem.

## Our ESG Roadmap: Integrating ESG into Our Core Business

We have developed a comprehensive ESG roadmap that outlines key focus areas and measurable targets, driving a series of strategic initiatives and policy enhancements. This roadmap serves as a clear strategic guide to deliver sustainable and equitable outcomes across our stakeholder ecosystem.

Focus Area	KPIs / Targets	Timeline	FY25 Progress	Key Actions / Initiatives
Pathway to Decarbonization	<b>Biocon Limited:</b> Committed to a 25% reduction in Scope 1 and Scope 2 emissions compared to FY20.	FY29	29% reduction	<ul style="list-style-type: none"> <li>Transitioned ~90% of Bengaluru electricity consumption to renewable sources, including wind-solar hybrids and biomass.</li> <li>Installed heat pumps and advanced electric solutions to reduce reliance on thermal systems.</li> <li>Achieved ISO 50001 certification at Bengaluru sites and implemented energy efficiency projects delivering 3% annual energy savings.</li> </ul>



Focus Area	KPIs / Targets	Timeline	FY25 Progress	Key Actions / Initiatives
Pathway to Decarbonization	<b>Syngene:</b> Commitment to Science-based targets and prioritise climate action on emission reduction (Scope 1, Scope 2, Scope 3): Reducing absolute Scope 1 and 2 GHG emissions by 54.6% by FY33 from a FY23 base year	FY33	<ul style="list-style-type: none"> <li>2% energy savings achieved year-on-year</li> <li>Absolute 45% reduction in Scope 1 and 2 GHG emissions</li> </ul>	<ul style="list-style-type: none"> <li>Implemented 22 energy conservation projects focused on equipment upgrades, automation, and facility optimization.</li> <li>Increased renewable energy usage, with 92% of total power from green sources in FY25 (96% at Biocon Park campus).</li> <li>Progressing towards 96% green energy usage across all sites by FY28.</li> </ul>
Water Management Strategy	<b>Biocon Limited:</b> Targeting a 25% reduction in freshwater consumption compared to FY23 levels	FY29	18% reduction	<ul style="list-style-type: none"> <li>Replaced conventional RO systems with high-recovery technologies like High-Pressure RO and ultrafiltration to minimize water consumption.</li> <li>Deployed IoT-enabled smart water monitoring for real-time leak detection and predictive maintenance.</li> <li>Implemented rainwater harvesting systems across sites to support irrigation, cooling, and groundwater recharge.</li> </ul>
	<b>Biocon Biologics:</b> In FY23, we secured a Sustainability-Linked Loan (SLL) with performance targets for reducing freshwater consumption. While the SLL is no longer active, these targets and additional sustainability initiatives remain integral to our long-term strategy.		In FY25, we recycled 1,506 KLD, surpassing SLL target of 1,000 KLD	<ul style="list-style-type: none"> <li>Strengthened water stewardship through internal audits and risk assessments.</li> <li>Implemented rainwater harvesting and chemical-free recycling technologies.</li> </ul>
	<b>Syngene:</b> Aiming for a 70% reduction in freshwater usage compared to FY23 levels.	FY28	64% freshwater savings achieved against withdrawal	<ul style="list-style-type: none"> <li>Transitioned to waterless urinals and installed aerated taps &amp; flow restrictors.</li> <li>Replaced freshwater with recycled/RO reject water in utilities across campuses.</li> <li>Used recycled water and AHU condensate for restroom flushing; treated sewage water for gardening.</li> </ul>
Circular Economy and Waste Management Plan	<b>Biocon Limited:</b> 100% circular waste management compared to FY23.	FY29	Increased to 89% in FY25 from 83% in FY24	<ul style="list-style-type: none"> <li>Implemented source segregation and organic waste composting across facilities.</li> <li>Transitioned to recyclable, biodegradable packaging materials.</li> </ul>
	Zero waste to landfill	FY29	Reduced to 10% in FY25 from 18% in FY24	<ul style="list-style-type: none"> <li>Repurposed fly ash and fermentation biomass through industrial symbiosis.</li> </ul>
	<b>Syngene:</b> Target to sustain >95% recycling of waste	Till FY28	<ul style="list-style-type: none"> <li>95% total hazardous and non-hazardous waste recycled</li> <li>Zero waste to landfills maintained across all our facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Rolled out a digital waste declaration system across all Syngene sites.</li> <li>Achieved 95.47% recycling or co-processing of hazardous and non-hazardous waste through waste-to-energy initiatives.</li> <li>Launched a food waste reduction campaign with employee participation and pledges.</li> <li>Transitioned to 100% recycled paper at our Hyderabad campus</li> </ul>

## Stakeholder Engagement

At Biocon Group, we recognize that strong stakeholder relationships are the foundation of sustainable growth and long-term value creation. As a global biopharmaceutical enterprise, we operate with a deep sense of responsibility

toward the communities we serve, the environment we operate in, and the people who power our progress. We engage continuously and transparently with all our stakeholders to understand their expectations, identify emerging

issues, and co-create solutions that drive positive impact. These interactions are central to shaping our ESG roadmap, helping us manage risks proactively, address stakeholder concerns, and embed sustainability across our value chain.

### Approach to Stakeholder Engagement

Each year, we take deliberate steps to strengthen stakeholder relationships by fostering two-way communication and aligning our messaging with Biocon's purpose and values. Our key stakeholder network includes:



Stakeholder insights, along with the complete ESG and CSR roadmap and related elements, are reviewed quarterly by our Board-led CSR and ESG Committee and shared with the Board of Directors. These reviews play a pivotal role in shaping our ESG strategy and refining material issues, ensuring alignment with stakeholder expectations and evolving global standards.

For more details, please refer to the Stakeholder Communication section in the Social and Relationship Capital chapter of this report.

### Our Stakeholder Engagement Process

We engage key stakeholders through structured and regular channels, tailored to their relevance and influence. These interactions help gather feedback, align strategies with stakeholder expectations, and support informed ESG and business decisions.

For more details on engagement modes, frequency, purpose, stakeholder feedback, and grievance mechanisms, refer to

Biocon Limited	BRSR Principle:4*
Biocon Biologics	BRSR Principle:4*
Syngene	Syngene's ESG report

\* Refer to FY25 BRSR & ESG Data Book



## Materiality Assessment

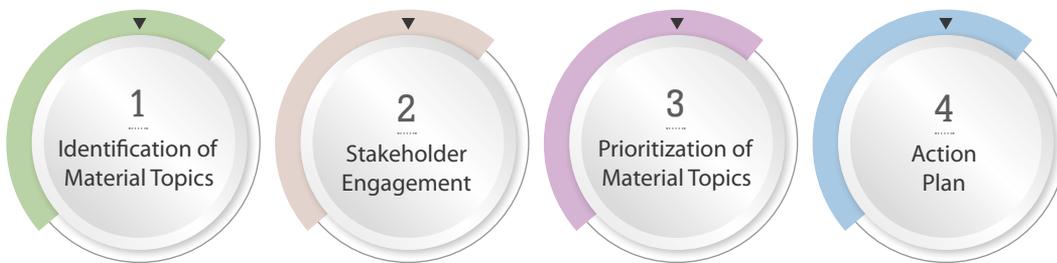
### Biocon Limited and Biocon Biologics

We conduct a comprehensive materiality assessment and review every two to three years to identify and prioritize ESG topics that significantly influence our business, stakeholders, and the broader ecosystem. This process enables us to align sustainability strategies with long-term value creation, evolving regulatory expectations, and stakeholder interests. It forms a critical part of our ESG governance and decision-making framework.

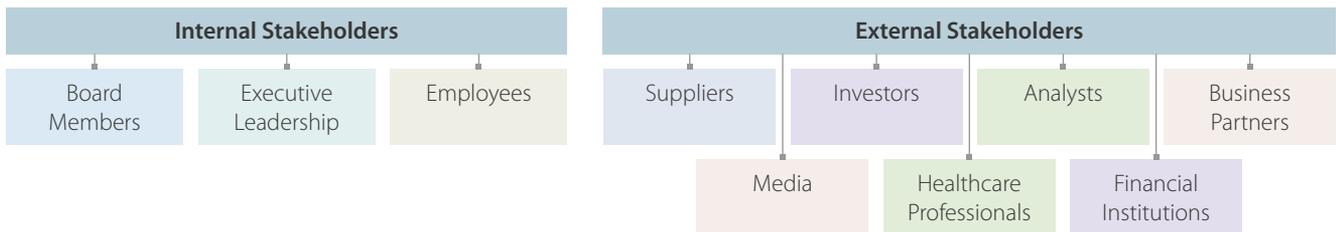
Key Internal & External Factors for Materiality Assessment:



### Materiality Assessment Process



### Stakeholders Considered for Materiality Assessment:



#### 1. Identification of Material Topics

In FY25, Biocon and Biocon Biologics continued to build on the robust materiality foundation established during the FY24 review. Given the comprehensive nature of the previous year’s assessment conducted in response to significant strategic shifts, including the acquisition of the Viatris biosimilars business, we determined that the existing materiality framework remains current and relevant. The FY24 assessment revisited the 30 topics identified in FY22, expanded our lens to include 14 additional topics, and aligned closely with global benchmarks and standards such as GRI, MSCI, and SASB. As there have been no material changes to our business model, stakeholder expectations, or operating context in FY25, we have retained this validated framework to ensure continuity, comparability, and consistency in ESG strategy and reporting. This materiality framework excludes Syngene, which operates under a different business model and is a separately listed entity.

14 Additional Material Topics Identified in FY24

1 Integrated Risk Management & Business Continuity	2 Environmental Impact of Products	3 STEM Talent Pipeline	4 Climate Risks (Physical and Transition)	5 Strengthening Health Systems	6 Biodiversity and Nature Risks	7 Patient Experience, Health Awareness/Prevention
8 Digital Ethics / Responsible AI	9 Green Chemistry	10 Responsible Public Advocacy	11 Ethical Clinical Trials and Animal Testing	12 Circular Economy	13 Pharmaceuticals in the Environment	14 Antimicrobial Resistance

2. Stakeholder Engagement

To ensure our assessment reflected diverse perspectives, we engaged a broad spectrum of stakeholders, including Board Members, Executive Leadership, employees, suppliers, investors, analysts, business partners, media, healthcare professionals, and financial institutions.

Stakeholders were invited to evaluate the relevance of each topic from two lenses:

**Outside-in (Financial Materiality):** The impact of ESG issues on our business

**Inside-out (Impact Materiality):** The impact of our business on society and the environment

To maintain alignment with the methodology and outcomes of the FY22 materiality assessment, the evaluation was conducted separately for Board Members, the Executive Leadership Team (ELT), and other stakeholders. The top five topics identified by each group from the 14 considered were as follows:



3. Prioritization of Material Topics

We analyzed stakeholder responses using a structured scoring methodology, prioritizing topics based on average rankings across diverse groups, including senior leaders and external stakeholders. This approach ensured a balanced and inclusive perspective. In the final step of the assessment, we mapped the prioritized topics into broad sustainability themes. Building on the original 11

themes defined in the FY22 assessment, we refined the framework by renaming certain themes for improved clarity and relevance. Additionally, we introduced Climate Risk as a new standalone theme reflecting its increasing significance to our operations and global sustainability priorities, bringing the total to 12 themes in FY24.

4. Action Plan

The outcomes of this assessment guide our ESG strategy and disclosure

approach. We use the material themes to shape our sustainability priorities, define action plans, and set performance indicators. These themes also influence our risk management, business continuity planning, and stakeholder communication. By embedding materiality into our operational and strategic decisions, we ensure that we stay responsive to emerging ESG challenges and opportunities.

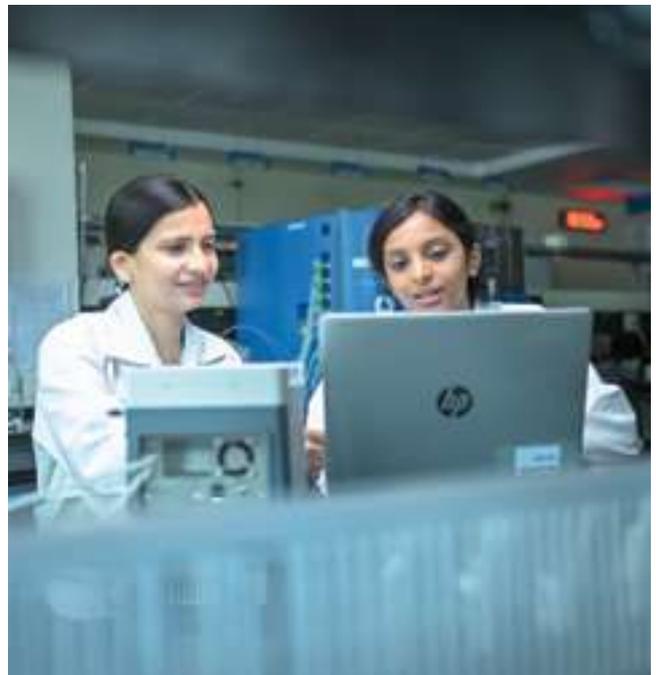
## Materiality Matrix



Relative Importance/Circularity	Environmental	Social	Governance
Top Priorities	<ul style="list-style-type: none"> <li>Environmental Performance</li> </ul>	<ul style="list-style-type: none"> <li>Access and Affordability</li> </ul>	<ul style="list-style-type: none"> <li>Product Quality</li> <li>Research &amp; Development</li> </ul>
Key Issues	<ul style="list-style-type: none"> <li>Climate Risk</li> </ul>	<ul style="list-style-type: none"> <li>Future Ready Workforce</li> <li>Diversity &amp; Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Governance</li> <li>Digitization</li> <li>Supply Chain Sustainability*</li> </ul>
Monitoring Issues		<ul style="list-style-type: none"> <li>Community Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Ethical Sales and Marketing</li> </ul>

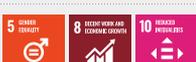
\* Cross cutting topic across E, S and G

Note: Material issues remain consistent with the previous reporting year



## Material Topics, Management Approach, and Integration with Enterprise Risk Management (ERM)

At Biocon, we have embedded our materiality assessment into the Enterprise Risk Management (ERM) framework to strengthen ESG risk governance. This integrated approach enables us to proactively identify, evaluate, and manage ESG-related risks and opportunities, reinforcing our commitment to sustainable and responsible growth.

Material Topics	Linkage to Key Risk	SDG Linkages & GRI Linkages
Environmental Performance	<ul style="list-style-type: none"> <li>Regulatory Risk</li> <li>Sustainability Risks</li> </ul>	 GRI: 302, 303, 305, 306, 307, 308
Access and Affordability	<ul style="list-style-type: none"> <li>Pricing Pressure</li> <li>Strategic Sourcing &amp; Single Source Risk</li> </ul>	 GRI: 203, 416 & 417
Product Quality	<ul style="list-style-type: none"> <li>Product Quality Risk</li> </ul>	 GRI: 416, 417 & 308
Research & Development	<ul style="list-style-type: none"> <li>Research and Development Risk</li> </ul>	 GRI: 203 & 302
Climate Risk	<ul style="list-style-type: none"> <li>Climate Change Risk</li> </ul>	 GRI: 201, 302, 305 & 307
Future-ready Workforce	<ul style="list-style-type: none"> <li>Human Capital Risk</li> </ul>	 GRI: 401, 403, 404, 405 & 406
Diversity & Inclusion	<ul style="list-style-type: none"> <li>Human Capital Risk</li> </ul>	 GRI: 401, 404, 405 & 406
Governance	<ul style="list-style-type: none"> <li>Ethical &amp; Effective Governance Risk</li> <li>Statutory Compliance</li> </ul>	 GRI: 205, 206, 207 & 415
Digitization	<ul style="list-style-type: none"> <li>Information and Cyber Security Risk</li> </ul>	 GRI: 203, 418 & 207
Supply Chain Sustainability	<ul style="list-style-type: none"> <li>Strategic Sourcing &amp; Single Source Risk</li> </ul>	 GRI: 204, 308, 414, 301 & 302
Community Engagement	<ul style="list-style-type: none"> <li>Health and Safety Risk</li> <li>Statutory Compliance Risk</li> </ul>	 GRI: 203, 413, 201 & 411
Ethical Sales and Marketing	<ul style="list-style-type: none"> <li>Ethical &amp; Effective Governance Risk</li> <li>Product Quality Risk</li> </ul>	 GRI: 205, 206, 417 & 418

\* For a detailed overview of the business impact and mitigation strategies associated with each material issue and its corresponding key risk, please refer to the 'Risks, Threats, and Concerns' portion of the 'Management Discussion & Analysis' section of this report.

## Management of Material Issues – Enterprise Value Creation (Top 3 Material Issues)

### 1 Material issue – Product / Service Quality & Safety

**Business Impact:** Risk

**Linkage with SDGs:**



#### Business Case

Ensuring high standards of product and service quality and safety enhances customer trust, reduces regulatory risks, and strengthens brand reputation. It directly contributes to enterprise value by driving market competitiveness, operational excellence, and long-term sustainable growth in global healthcare markets.

#### Business Strategies

We are committed to upholding the highest standards of product and service quality through our dedicated Quality Council - the Biocon Group Centre of Excellence (COE), which drives continuous improvement across all operational areas. Our manufacturing facilities function under a robust Quality Management System (QMS), ensuring strict compliance with global best practices such as Good Manufacturing Practices (GMP), Good Storage Practices (GSP), Good Distribution Practices (GDP), Good Documentation Practices, Good Clinical Practices (GCP), and Good Pharmacovigilance Practices (GVP).

We leverage digital technologies and automation to enhance manufacturing efficiencies and reinforce quality assurance. Regular internal self-

inspections, annual third-party audits, and periodic management reviews at both site and corporate levels ensure ongoing compliance, risk mitigation, and alignment with regulatory standards and quality goals.

#### Targets/Metrics & Progress

We continue to embed quality at the core of our operations by strengthening our QMS and aligning with global compliance protocols like GMP, GDP, and GVP. While we already maintain a rigorous review mechanism through inspections and audits, we are advancing toward establishing formalized metrics and KPIs. These will help track performance trends, enhance transparency, and drive accountability, reinforcing our mission to deliver safe, effective, and high-quality healthcare solutions.

### 2 Material Issue - Environmental Policy & Management

**Business Impact:** Risk

**Linkage with SDGs:**



#### Business Case

Effective environmental management helps Biocon mitigate regulatory and operational risks, reduce resource costs, and enhance resilience. It also helps safeguard our reputation by minimizing the risk of environmental incidents. These efforts strengthen our license to operate, drive long-term value, and meet the growing expectations of investors, customers, and global stakeholders.

#### Business Strategies

At Biocon Limited, environmental stewardship is a key pillar of our sustainability agenda. We have adopted a robust Environmental Management System (EMS), and most of our sites are certified under ISO 14001:2015, with no major non-conformances reported in the latest audits. In FY25, both Biocon Limited and Biocon Biologics achieved ISO 50001 certification for energy management for their Bengaluru operations at Biocon Campus and Biocon Park. A sound environmental management strategy also helps mitigate reputation risk by reinforcing stakeholder confidence in our commitment to responsible and sustainable operations.

To mitigate climate-related risks and reduce our carbon footprint, we are increasing the proportion of renewable power in our energy mix, proactively transitioning towards cleaner energy sources, including the use of biomass briquettes in place of coal and energy-efficient cooling systems across our

manufacturing units. These measures support our decarbonization goals and contribute to improved energy efficiency and cost optimization.

Our focus on sustainable resource use extends to water and waste management. We are driving efforts to reduce freshwater consumption and maximize water recycling through in-house treatment systems and zero liquid discharge systems. In line with regulatory requirements, all waste is disposed of responsibly, with a preference for reuse or recycling through authorized channels - supporting our broader aim of adopting circular economy principles across operations.

#### Targets/Metrics & Progress

Refer to our ESG Roadmap Section on page 47 and page 48 of the report.

3

**Material Issue - Risk & Project Management**

**Business Impact:** Cost

**Linkage with SDGs:**



**Business Case**

Delays in achieving product launch timelines, suboptimal portfolio prioritization, or project cost overruns can lead to significant deviations from projected revenues and profits. These challenges underscore the importance of integrated risk and project management

to safeguard profitability and ensure long-term value creation.

**Business Strategies**

At Biocon, we pursue robust project governance practices, including periodic leadership reviews, detailed risk tracking, scope change controls, and granular budget monitoring. These ensure timely and predictable project execution, helping us avoid delays that could impact revenue and profit realization.

Biocon Limited and Biocon Biologics have invested 9% and 7% of their revenue, respectively, in R&D in FY25 to deliver high-quality, affordable therapies globally, mitigate time-to-market risks, and

reinforce our position as a leading player in the generics and biosimilars space.

**Targets/Metrics & Progress**

Biocon Limited and Biocon Biologics remains committed to advancing innovation, operational efficiency, and sustainable manufacturing. We continue to enhance our internal measurement systems and governance frameworks to monitor performance, drive accountability, and align with global best practices.

**Management of Material Issues – External Stakeholders**

1

**Material Issue: Society & Community Relations**

Fostering inclusive and meaningful relationships with local communities strengthens our social license to operate and supports long-term business sustainability. At Biocon Limited, our community engagement initiatives focus on expanding healthcare access, enhancing education, and improving livelihoods, ensuring our growth is inclusive and socially responsible. By investing in community wellbeing, we mitigate operational risks, build goodwill, and contribute to a stable and resilient ecosystem that underpins sustainable value creation.

Material Issue	Society & Community Relations
Cause of Impact	<p><b>Business Value Chain:</b></p> <ul style="list-style-type: none"> <li>Operations</li> <li>Products/Services</li> <li>Supply Chain</li> </ul> <p><b>Business Activity Coverage:</b> &gt;50% of Business Activity</p>
External Stakeholder(s)/Impact Area(s) Evaluated	Consumers/End-users
Topic Relevance to External Stakeholders - Rationale for Identifying the Issue	At Biocon Limited, our community development initiatives are deeply aligned with our long-term business strategy and stakeholder priorities. We focus on driving impact across Environment, Women Empowerment, Quality Education, Healthcare Access, and Rural Development. Through Biocon Foundation, we work to strengthen public health infrastructure and improve access to essential healthcare services. Biocon Academy plays a pivotal role in bridging the skills gap in biopharma by nurturing industry-ready scientific talent, supporting workforce development and industry growth.

Material Issue	Society & Community Relations
Type of Impact	Positive
Output Metric	<ul style="list-style-type: none"> <li>In FY25, 353,342 individual beneficiaries were reached through Biocon Foundation’s initiatives in Environment, Women Empowerment, Quality Education, Healthcare Access, and Rural Development.</li> <li>₹324.6 million - total CSR spend in the reporting period</li> <li>154 students graduated from Biocon Academy in the reporting period</li> </ul>
Impact Valuation	<ul style="list-style-type: none"> <li>Improved health outcomes and education levels in local communities</li> <li>Increased employability and skill enhancement among youth</li> </ul>
Impact Metric	<ul style="list-style-type: none"> <li>100% of Biocon Academy graduates were successfully placed in relevant roles across pharma and biotech companies throughout India.</li> <li>100% of CSR projects aligned with national or SDG priorities</li> </ul>

2

**Material Issue - Environmental Policy & Management**

At Biocon Limited, environmental stewardship is a core aspect of our sustainability strategy. We are committed to minimizing our ecological footprint by integrating robust environmental policies and practices across operations, guided by regulatory compliance, resource efficiency, and climate resilience.

Material Issue	Environmental Policy & Management
Cause of Impact	<p><b>Business Value Chain:</b></p> <ul style="list-style-type: none"> <li>Operations</li> </ul> <p><b>Business Activity Coverage:</b></p> <p>&gt;50% of Business Activity</p>
External stakeholder(s)/impact area(s) evaluated	Environment
Topic relevance to external stakeholders - Rationale for Identifying the Issue	Environmental sustainability remains a key concern for stakeholders, including regulators, investors, customers, and communities. At Biocon Limited, our operations intersect with critical environmental aspects such as energy use, emissions, water consumption, and waste management. Increasing global focus on climate change, regulatory stringency, and stakeholder expectations for sustainable business practices make environmental policy and management a material issue. Proactively managing our environmental impact not only ensures compliance but also enhances our reputation, reduces operational risks, and supports long-term value creation.
Type of Impact	Both Positive and Negative
Output Metric	<ul style="list-style-type: none"> <li>72% of energy consumption from renewable sources</li> <li>Greenhouse gas emissions avoided: 22,363 tCO<sub>2</sub>e</li> <li>78% Recycling and Reuse of Treated Wastewater</li> </ul>
Impact Valuation	<ul style="list-style-type: none"> <li>Reduced environmental footprint leads to cost savings, improved regulatory compliance, and enhanced stakeholder trust</li> <li>Strengthens risk management and resilience against climate and environmental disruptions</li> <li>Contributes to long-term value creation through operational efficiency and reputational gains</li> </ul>
Impact Metric	<ul style="list-style-type: none"> <li>Approximately ₹23.7 million saved through resource efficiency (energy/water/waste reduction)</li> <li>68,029 tCO<sub>2</sub>e reduction achieved in direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions</li> </ul>

## Syngene's Materiality Assessment

In 2021, we conducted our first materiality assessment. Active participation and valuable feedback from our stakeholders helped us prioritize the critical issues that impact our business sustainability. The key material topics identified through this assessment are:

Environment	Social	Governance
Energy Consumption and Efficiency	Occupational Health and Safety	Corporate Governance and Business Ethics
Water Consumption and Efficiency	Talent Acquisition and Retention	Cybersecurity
Waste Management	Diversity, Equity and Inclusion	Supply Chain
	Community Engagement	Regulatory
		Digitization

At Syngene, we started conducting double materiality assessments to better understand the impact of its operations on the environment and society, as well as the financial implications of these impacts. The work is expected to be completed by the end of FY26.



## Leadership Priorities & Outlook

We at Biocon Group are focused on driving growth and innovation under the leadership of our skilled team. As we look ahead to FY25, we are prioritizing key initiatives to strengthen our business, expand our product offerings, and enhance operational efficiency. This section outlines our leadership team, strategic priorities, and the outlook for the year ahead.

### Biocon Limited Executive Leadership Team



**Siddharth Mittal**  
CEO & Managing Director



**Abhijit Zutshi**  
Chief Commercial Officer



**Amit Kaptain**  
Head of Commercial API



**Manoj Kumar Pananchukunnath**  
Chief Scientific Officer



**Arun Gupta**  
Chief Operating Officer



**Maninder Kapoor Puri**  
Head of Human Resources



**Nitin Tiwari**  
Head of Quality



**Vishal Nayyar**  
Head of Supply Chain Management



### Priorities

- Strengthening our base business.
- Growing our product pipeline in peptides, HPAPIs and fermentation.
- Enhancing our R&D capabilities in both APIs and Generic Formulations, with a focus on vertical integration.
- Reinforcing our manufacturing base, to cater to current and future growth opportunities.
- Continued expansion of our global presence through strategic and long-term partnerships with customers.
- Progressing on multiple cost leadership initiatives.

### Challenges

- Pricing and demand pressure in key APIs.
- Reliance on China for important Key Starting Materials (KSMs) and Intermediates.

### Growth Drivers

- Increasing market share of existing products and commercializing new products.
- New filings and approvals of our complex injectables, peptides (GLPs) products in key markets.
- On-going capacity expansions.

### Outlook

- Despite ongoing pricing pressures and supply challenges, recent regulatory successes in peptides, strategic partnerships, a strong pipeline, capex progress, and a focus on cost leadership position the business for future growth.
- With growing focus on supply reliability and quality, we are well placed to leverage our vertical integration and strong compliance track record to become a preferred partner for our customers.

### Key Expertise of ELT Members - Biocon Biologics

■ Research / Academia /Innovation 
 ■ General Management 
 ■ Audit/Finance & Risk Management 
 ■ Global Business Experience 
 ■ Digital/Technology 
 ■ Biopharmaceutical and Biotechnology 
 ■ Manufacturing/R&D/ Operations 
 ■ Talent Management 
 ■ Strategy 
 ■ Science and Technology (including Emerging Technologies) 
 ■ Environmental, Social and Governance (ESG)

## Biocon Biologics Executive Committee



**Shreehas Tambe**  
CEO & Managing Director



**Kedar Upadhye**  
Chief Financial Officer



**Rhonda Duffy**  
Chief Operating Officer



**Matthew Erick**  
Chief Commercial Officer, Advanced Markets



**Susheel Umesh**  
Chief Commercial Officer, Emerging Markets



**Dr Anuj Goel**  
Chief Development Officer



**Naveen Narayanan**  
Global Head of Human Resources



### Priorities

- Drive Revenue and EBITDA growth.
- De-leverage balance sheet and address investor maturities.
- Secure regulatory approvals.
- Build “future ready” digital and other capabilities across the value chain.

### Challenges

- Increased pricing pressure and competition in select markets.

### Growth Drivers

- Increased market shares for existing products.
- Launches of five new products: bUstekinumab, bBevacizumab, bAspart, bAflibercept, bDenosumab.
- Strengthen presence in top 5 European markets: Germany, France, UK, Spain, Italy.

### Outlook

- We aim to accelerate growth by leveraging our vertically integrated model scaling existing

products and markets, expanding our global presence, and preparing for new product launches to ensure sustainable and profitable growth.

- We remain committed to strengthening our competitive product pipeline, with planned R&D investments to support sustained growth over the mid to long term.

### Key Expertise of EC Members - Biocon Biologics

■ General Management 
 ■ Audit/Finance 
 ■ Digital/Information Technology 
 ■ Manufacturing/R&D/ Operations 
 ■ Talent Management 
 ■ Strategy 
 ■ Access and Policy 
 ■ Broader Pharma / Lifesciences 
 ■ Global Regulated Markets 
 ■ Research / Academia /Innovation



## Syngene Executive Committee



**Peter Bains**  
CEO & Managing Director



**Deepak Jain**  
Chief Financial Officer



**Andrew Webster**  
Chief Human Resources Officer



**Alok Mehrotra**  
Chief Quality Officer



**Dr Kenneth Barr**  
Senior Vice President – Research Services



**Jayashree Aiyar**  
Chief Scientific Officer (CSO)



**Alex Del Priore**  
Senior Vice President – Manufacturing



**Caroline Hempstead**  
Head of Customer Centricity and Special Projects



**Pramuch Goel**  
Head of Corporate Affairs



### Priorities

- Leverage opportunities arising from increased momentum in the supply chain diversification of global pharmaceutical and biopharmaceutical companies.

### Challenges

- Inflation, geopolitics, and recessionary pressures visible in some regions of the world.

### Growth Drivers

- Enhanced capabilities in commercial manufacturing of biologics.
- Repeat and new business in Development Services.
- Stable revenues in the Dedicated Centers business and good growth in the Discovery Services business.
- Artificial Intelligence (AI) platforms that bring speed, accuracy, and novel solutions to our business.

### Outlook

- Revenue growth for FY25 was projected to range from high single digits to low double digits, with momentum expected to accelerate as the year progressed. As we are now in FY26, the growth trajectory is tracking in line with these projections, and we anticipate continued momentum as the year unfolds.
- EBITDA margin for FY26 is expected to remain around the FY25 level of 30%, while Profit after Tax (PAT) is projected to grow in single digits.

### Key Expertise of ELT Members - Syngene

- Research & Innovation ■ General Management ■ Finance & Risk Management ■ Corporate Governance & Compliance
- Global Healthcare & Biopharma ■ Technology & Digital Perspective ■ Scientific Knowledge

# Value Creation Model

## Accelerating Growth Through Innovation-Driven Value Creation

At Biocon Group, we view value creation as an outcome of purpose-driven integration of science, innovation, and sustainability across our diverse businesses. We anchor our strategy in the belief that expanding access to high-quality, affordable healthcare transforms lives and builds long-term resilience. By effectively leveraging the six capitals - Financial, Manufacturing, Intellectual, Human, Natural, Social & Relationship, we drive progress that goes beyond products and profits.

Our value creation model reflects how we channel these capitals into impactful outputs and outcomes, enabling us to accelerate reach, strengthen stakeholder trust, and propel sustained growth across geographies and markets.

### Core Capabilities

#### Drug Development

Biocon's strong R&D capabilities span the full drug development spectrum from cloning, cell line development, CMC to large-scale manufacturing and commercialization. Our structured, stage-gated approach to development is grounded in ethical practices and aligned with global standards. With end-to-end clinical research expertise, we conduct both early- and late-stage trials for complex generics and biosimilars, along with post-approval safety services. As a patient-centric organization, we are engaging with regulators to transform the drug development pathway by leveraging rapid scientific and technological advances to generate deeper insights, which reduce clinical timelines and lower costs, thus accelerating patient access without compromising safety.

#### Manufacturing

Biocon has built global-scale and world-class capabilities by combining advanced technologies with an unwavering commitment to quality. We have made significant investments in globally compliant manufacturing infrastructure with integrated capabilities across drug substance, drug product, and delivery devices. Our expertise spans multiple technology platforms, including microbial and mammalian systems, enabling us to develop high-quality generic APIs, complex formulations, such as GLP-1s, and biosimilars such as insulins, monoclonal antibodies (mAbs), and conjugated recombinant proteins. Strategic investments in capacity expansion and Industry 4.0 technologies have further strengthened our ability to meet the growing global demand for accessible, affordable healthcare in a sustainable manner.

#### Distribution and Commercialization

Biocon's commercial footprint spans over 120 countries, enabling us to deliver high-quality biopharmaceuticals affordably and efficiently to patients worldwide. In addition to our own commercial network, we collaborate with a strong ecosystem of strategic partners and distributors to expand global market access. Our robust, integrated supply chain, backed by meticulous planning, agile sourcing, and disciplined execution, ensures timely and consistent product delivery. We work closely with key partners to proactively identify and mitigate risks that could disrupt operations. Throughout our logistics network, we maintain the highest standards of product safety, authenticity, and traceability.

## STRATEGIC PILLARS

**Patient Centricity:** We are guided by the conviction that the pharmaceutical industry has a humanitarian responsibility to ensure timely and equitable access to essential medicines for patients in need.

**Focus on Science:** With over 45 years of scientific leadership, we apply cutting-edge science to deliver high-quality, affordable alternatives to expensive originator drugs through our generics and biosimilars.

**Access for All:** We embed affordability into our innovation model, enabling wider access to lifesaving therapies across global markets.

**Quality First:** We uphold the highest quality standards through rigorous control systems, aligned with globally benchmarked regulatory norms.

**Sustainable Growth:** Sustainability remains at the heart of our corporate philosophy, influencing every decision we make to drive long-term value for stakeholders.

**People Power:** We foster a culture that encourages bold thinking, accountability, and a relentless pursuit of excellence - empowering our teams to deliver meaningful impact.

### Financial Capital

We prioritize optimal capital allocation to achieve long-term, sustainable returns for our stakeholders.



### Manufacturing Capital

Our modular approach to capacity expansion ensures efficient investments in manufacturing infrastructure while maintaining high standards of quality, safety, and sustainability through innovative technologies and processes.



### Intellectual Capital

Through cutting-edge science and technology, we have developed a diversified portfolio of generics, biosimilars, and novel drugs. This innovation-driven approach has built our reputation for providing affordable healthcare.



### Human Capital

We are committed to fostering a culture that promotes collaboration and high performance, with a strong focus on Diversity, Equity, Inclusion, and Belonging (DEIB). Our goal is to ensure zero harm to both our people and the broader community by maintaining safe and reliable operations.



### Natural Capital

We invest in sound environmental management systems and practices and ensure resource optimization to minimize our ecological footprint. Our initiatives focus on reducing greenhouse gas emissions, transitioning to renewable energy, recycling, and implementing responsible sourcing practices.



### Social and Relationship Capital

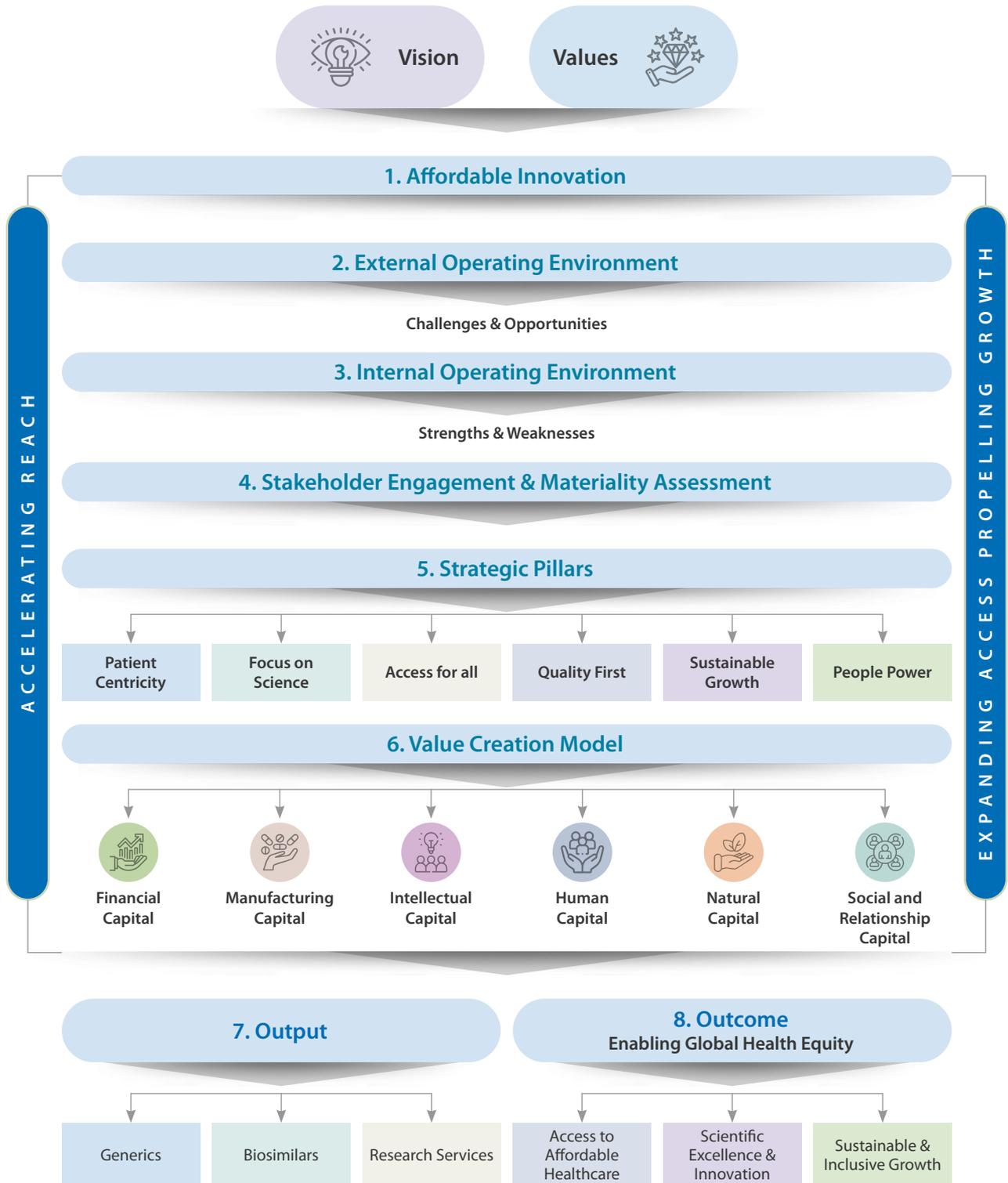
Our long-term relationships with patients, partners, customers, suppliers, and communities are vital to our success. Through corporate philanthropy, we focus on building resilient solutions that empower underserved communities to access healthcare, education, and sustainable livelihoods.



## VALUE CREATION THROUGH SIX CAPITAL MANAGEMENT

Our management of the six capitals is a valuable asset that we have developed and cultivated through years of consistent growth. This strategic approach aims to drive long-term business value while contributing to a sustainable society. By leveraging, strengthening, and expanding these capabilities, we will continue to innovate and provide impactful medical solutions to people worldwide.

## ACCELERATING REACH. CREATING VALUE



## MAKING A DIFFERENCE THROUGH VALUE CREATION



\* BL: Biocon Limited, BBL: Biocon Biologics



^ In FY25, on an average, women Bioconites earned 2.9% more than men. The assessment considered our workforce, excluding freshers.

\*Percentage of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions



# Financial Capital

In FY25, Biocon Group's strategic financial management supported investments in innovation and manufacturing expansion, fostering growth and enhancing healthcare accessibility globally.

With Total Income reaching ₹164,699 million, up 5% YoY, our disciplined capital allocation and operational efficiency delivered an EBITDA of ₹43,745 million, achieving a 27% margin while maintaining robust R&D investment of ₹8,585 million (7% of revenue-ex-Syngene). Our strong debt-to-equity ratio of 0.64 and prudent risk management position us well to pursue opportunities in global markets, ensuring sustainable growth in affordable healthcare delivery.

## KEY TAKEAWAYS: FY25

Sustained revenue growth with healthy margins in biosimilars



Strategic capital allocation toward R&D and capacity expansion

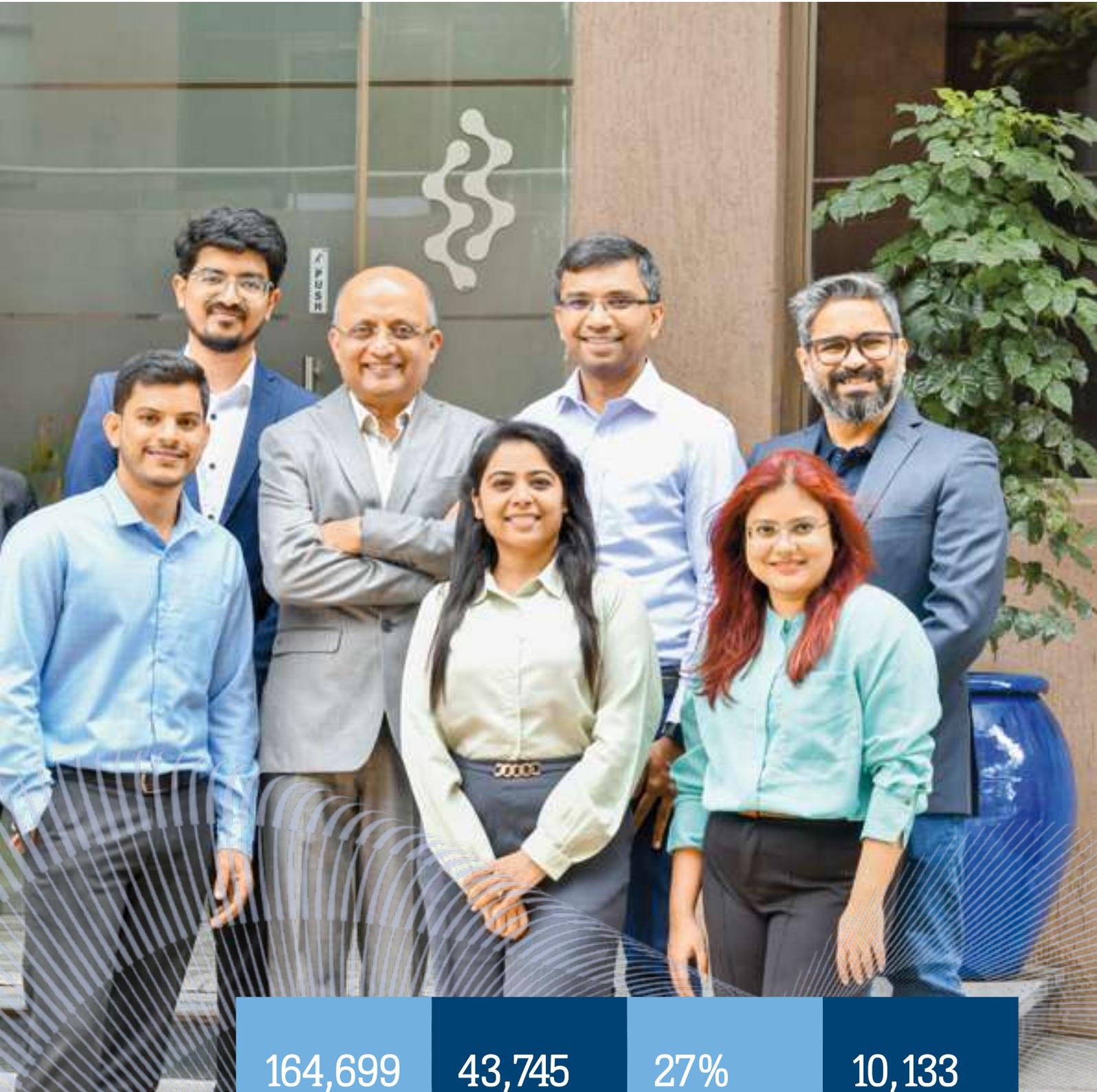
Strengthened financial resilience to navigate macroeconomic uncertainties

Commitment to ESG-aligned investments for long-term value creation



Aligned to SDGs





Key Highlights

164,699

₹ million, Total Income

43,745

₹ million, EBITDA

27%

EBITDA Margin

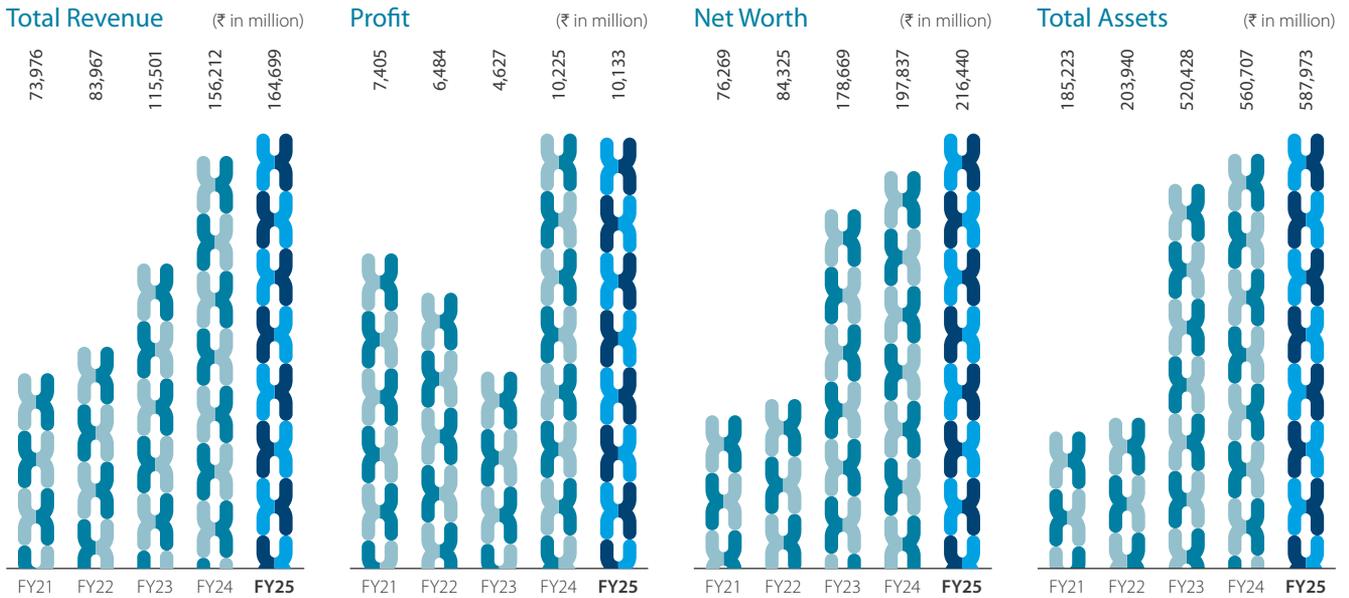
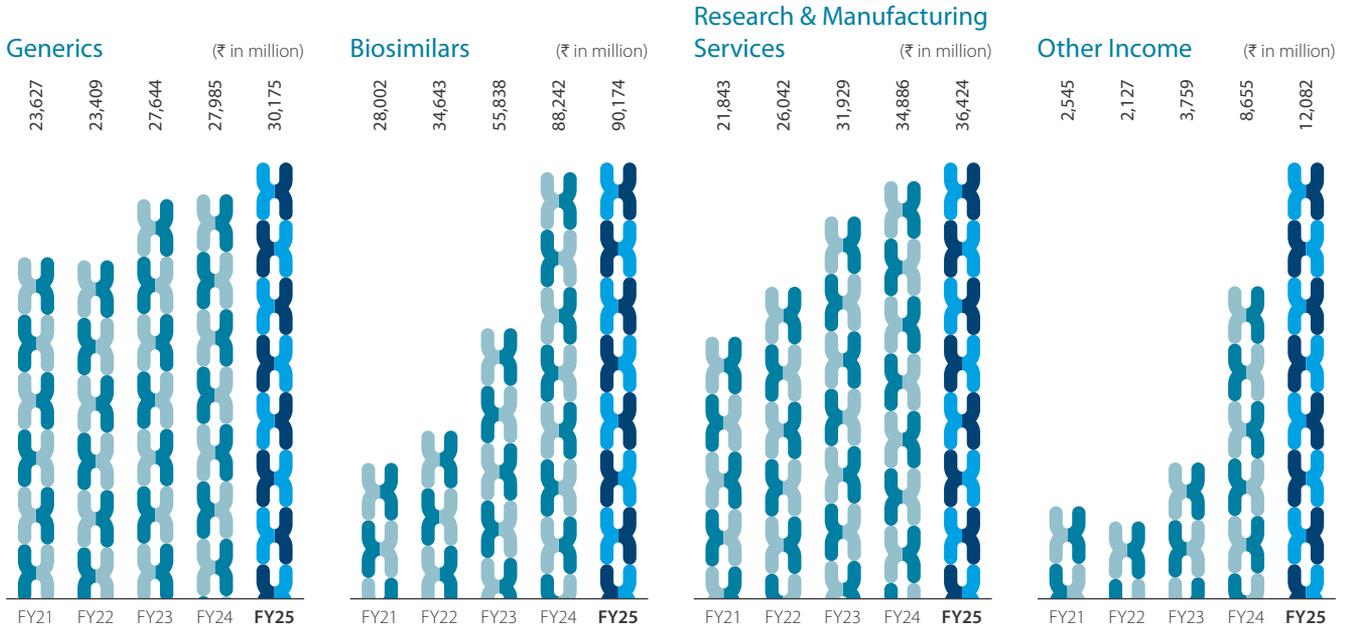
10,133

₹ million, Profit for the Year



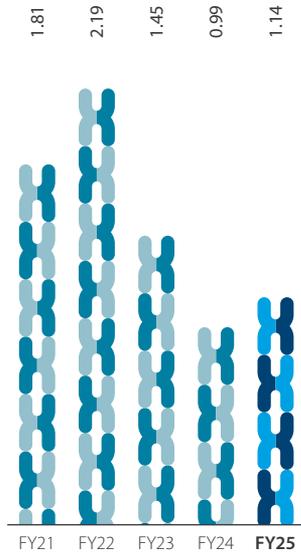
# Five-Year Financial Summary

## Segment-wise Revenue\*

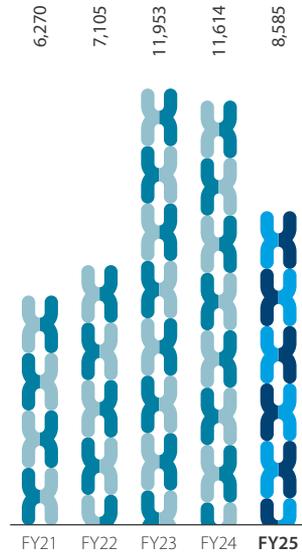


\*includes inter-segment revenue

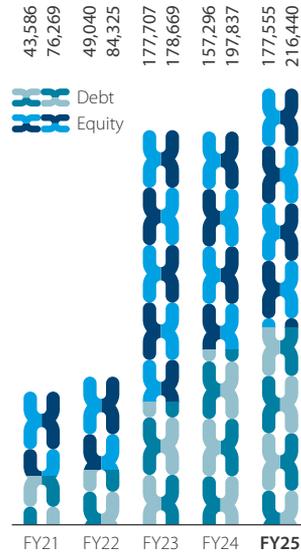
Current Ratio



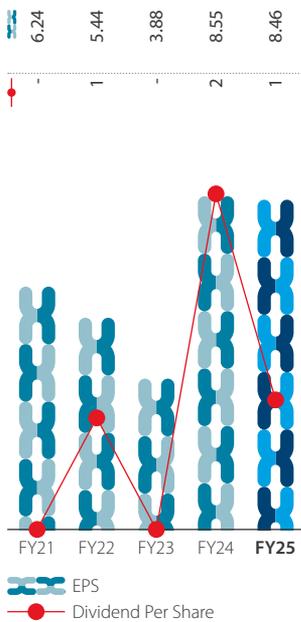
Gross R&D Spend (₹ in million)



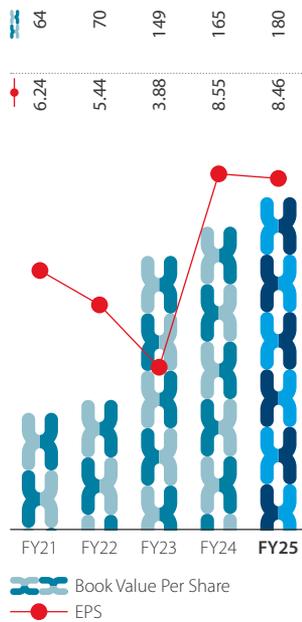
Debt & Equity (₹ in million)



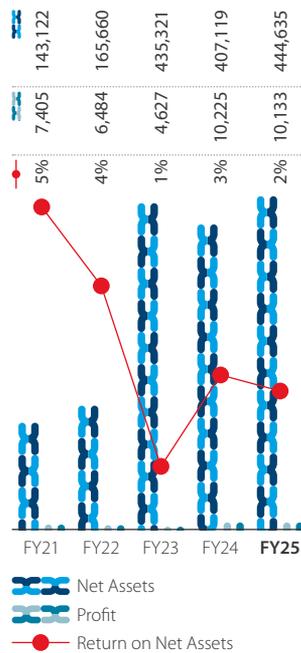
EPS & Dividend Per Share (₹)



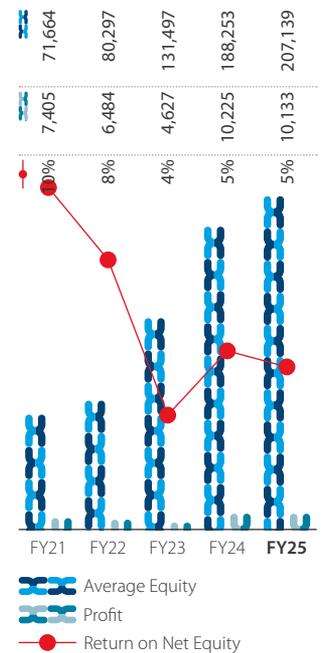
EPS & Book Value Per Share (₹)



Return on Net Assets^@ (₹ in million)



Return on Net Equity^ (₹ in million)



^ includes exceptional items  
 @ Net Assets = Total Assets - Current Liabilities  
 \* Proposed a dividend of ₹0.5 per share

## Financial Highlights

Particulars	FY25	FY24	YoY Increase / Decrease
Total Income (In ₹ million)	164,699	156,212	5% ▲
Total Expenses (In ₹ million)	146,798	140,002	5% ▲
EBITDA (In ₹ million)	43,745	41,642	5% ▲
EBITDA Margin	27%	27%	0% ▲
Profit for the Year (After Exceptional Items) (In ₹ million)	14,294	12,978	10% ▲
Profit for the Year Attributable to Shareholders (In ₹ million)	10,133	10,225	(1)% ▼
Capital Expenditure (In ₹ million)	23,433	19,316	21% ▲
Gross R&D Investment (In ₹ million)	8,585	11,614	(26)% ▼
Earnings Per Share (₹)	8.5	8.6	
Dividend Per Share (₹)	0.50*	0.50*	
Return on Assets	2%	3%	(1)% ▼
Return on Equity	5%	5%	0% ▲

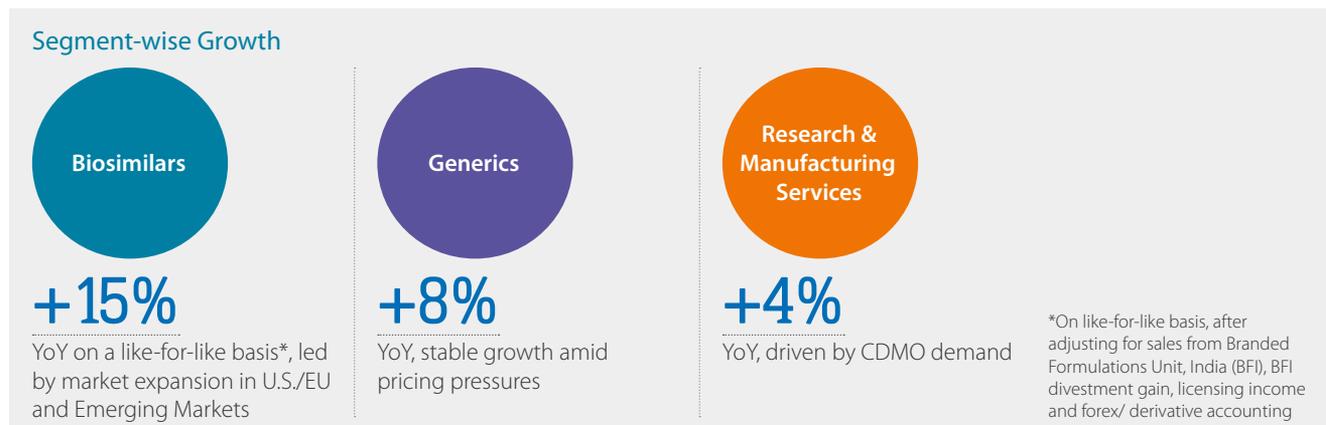
## Segment-wise Financial Performance - FY25

Particulars	Generics	Biosimilars	Research Services
Revenue (In ₹ million)	30,175 ▲ 8%	90,174 ▲ 15%*	36,424 ▲ 4%
Core EBITDA (In ₹ million)	6,495 ▲ 4%	26,622 ▲ 10%	11,161
Core EBITDA Margin	21%	29%	30%
EBITDA (In ₹ million)	3,773	30,278 ▲ 11% ^	11,136 ▲ 1%
EBITDA Margin	12%	30%	30%
PBT (In ₹ million)	1,755	10,876	6,279
PBT Margin	6%	11%	17%

\* On a like-for-like basis after adjusting FY24 revenue for Branded Formulations India business, divestment gain and licensing income.

^ Like-to-like EBITDA for FY25 is ₹19,710 million vs. ₹17,806 million in FY24

## Key Highlights



### Future Growth Levers

**Biocon Limited:** Increased base business volumes, the launch of new products across multiple geographies, ongoing expansion in Most of the World (MOW) markets, and the commissioning of new and expanded in-house manufacturing capacities for commercial operations.

**Biocon Biologics:** New product launches expected in FY26, leading to strengthened presence in global markets.

**Syngene:** Acquisition of a cutting-edge biologics facility in the U.S. with mAbs manufacturing lines, expanding large molecule capabilities and reinforcing our presence in a high-growth segment.

## CAPITAL INVESTMENT AND FUNDING STRATEGY - ACCELERATING REACH



## Make in India for the World

Biocon Limited and Biocon Biologics are leveraging the Government of India's 'Make in India' initiative to enhance manufacturing competitiveness, with a ₹500 million incentive pool strengthening both businesses as dual growth engines.

1

### Biosimilars

Funds facility expansions in India, supporting growth for exports of goods manufactured in India

2

### Generics

Enhances API production scale

3

### Syngene

Continues to focus on enhancing productivity, optimizing cost-to-serve, and investing in next-generation technologies, while maintaining our position as a leading CRDMO brand in India.

## CASE STUDY - 1



### Strengthening Financial Capital through Landmark USD Bond Issuance

#### Overview

In FY25, Biocon Biologics successfully enhanced its financial capital base through a landmark international fundraising exercise. The company priced its debut USD 800 million Senior Secured Notes due 2029, marking the largest high-yield debut USD bond issuance from India in the past decade and the first-ever USD bond by a biopharmaceutical company in the Asia-Pacific region.

Issued by Biocon Biologics Global plc, a wholly owned subsidiary, the bonds carry a coupon of 6.67% and were rated BB by both S&P and Fitch. The issuance witnessed strong global investor interest with the order

book oversubscribed over 3 times, peaking at USD 2.5 billion, a powerful endorsement of our growth strategy and investor confidence in our future.

The high-yield bond was awarded "Best Bond Listing" by the IFR 2024 Awards, underscoring the market's recognition of its quality, structure, and strategic importance.

This strategic capital raise was part of a broader refinancing plan that included a new syndicated debt facility. Together, the proceeds were used to refinance USD 1.1 billion of existing debt, thereby:

- Improving our liquidity profile
- Optimizing capital structure

- Maintaining a leverage-neutral position
- Enabling reinvestment into our biosimilar pipeline and innovation platforms

#### Outcome

The refinancing has reduced our interest burden, and enhanced our financial headroom for reinvestment into innovation, market expansion, and operational excellence. This milestone reflects our deepening access to global capital markets, strengthens our financial foundation, and reinforces investor confidence in our long-term growth potential and credit profile.

## Tax Strategy & Governance

Responsible tax governance is not just a compliance obligation but also an enabler of our mission to make healthcare inclusive and sustainable across our global corporate enterprise.

At Biocon Group, our approach to taxation is guided by our core mission of expanding patient access to high-quality, affordable therapies, research, manufacturing, and services, while maintaining the highest standards of financial integrity and compliance. We view responsible tax practices as an extension of our commitment to equitable healthcare, ensuring that our fiscal decisions support sustainable business growth and create a broader societal impact.

## KEY PRINCIPLES OF OUR TAX STRATEGY

1

### Compliance & Transparency

- We adhere to all applicable tax laws and regulations in every market we operate, ensuring accurate reporting and timely payments.
- Our tax governance framework includes Board oversight, structured risk assessments, and independent audits to uphold accountability.

2

### Strategic Tax Planning for Accessibility

- We optimize tax incentives and R&D credits to lower costs, enabling competitive pricing for biosimilars and generics in both developed and emerging markets.
- At Syngene, we use strategic tax planning and fiscal incentives to strengthen contract research and manufacturing, enabling us to deliver cost-effective, high-quality solutions to global biopharmaceutical partners.
- Tax-efficient structures support investments in capacity expansion and innovation, helping us reach more patients without compromising affordability.

3

### Balancing Business & Societal Value

- Tax contributions in our operating jurisdictions help strengthen public health systems, aligning with our goal of improving healthcare infrastructure.
- We engage with policymakers to advocate for balanced tax frameworks that encourage innovation while ensuring fair fiscal contributions.

### Governance & Ethical Stewardship

Biocon's tax strategy is overseen by senior leadership and integrated into our broader corporate governance framework. By aligning tax decisions with our business ethics and long-term sustainability goals, we ensure that financial stewardship advances both shareholder value and patient access.

### Enhancing Trust through Tax Transparency

At Biocon, we believe transparency in tax reporting is critical to building trust with stakeholders, governments, investors, and the communities we serve. Our annual Tax Transparency Report provides a detailed breakdown of our tax contributions, including corporate income taxes, indirect

taxes, and other fiscal payments across key jurisdictions. We disclose our approach to tax risk management, transfer pricing policies, and how we align tax planning with our commitment to ethical business practices. By openly sharing our tax footprint, we demonstrate accountability and reinforce our role as a responsible corporate citizen. This transparency not only meets evolving regulatory expectations but also underscores our dedication to fair taxation as part of sustainable healthcare development.

Through this proactive disclosure, we aim to set an industry benchmark for fiscal responsibility while maintaining our competitive position in the global biopharma sector

### Key Elements of Our Transparency Commitment

- Country-by-country tax contribution reporting
- Clear explanation of tax incentives utilized for R&D and manufacturing
- Governance processes ensuring compliance with BEPS (Base Erosion and Profit Shifting) guidelines
- Engagement with stakeholders on tax policy impacts

Through this proactive disclosure, we aim to set an industry benchmark for fiscal responsibility while maintaining our competitive position in the global biopharma sector.

Our latest tax transparency report can be found at: <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>

### Maximizing Shareholder Value

Biocon is committed to delivering sustainable value to shareholders through profitable growth and disciplined capital allocation. In FY25, we enhanced shareholder returns via:

- 10% PAT growth driven by margin expansion and operational leverage
- Progressive dividend policy with 10% payout ratio maintained

Strategic initiatives such as biosimilars' commercialization, a high-margin product

mix, and debt reduction continue to enhance our financial performance and market positioning. Our balanced approach to reinvesting in growth while returning capital to shareholders supports sustained value creation over the long term.

### Sustaining Long-term Financial Impact

At Biocon, sustainable value creation is anchored in disciplined financial management and focused investment in therapies that address global healthcare needs. In FY25, we translated our strategy into solid performance, with 5% year-on-year revenue growth, EBITDA margins at 27%, and 37% growth in cash generation.

Our commitment to reinvesting in innovation remains strong, with 7% of revenue directed to R&D, fueling our pipeline of next-generation generics and biosimilars. A prudent capital structure, reflected in a debt-to-equity ratio of 0.64, ensures flexibility to scale and respond to market opportunities.

We continue to balance expansion while maintaining dividend payouts. This

integrated approach allows us to fund future innovation and remain resilient, reinforcing Biocon's role as a leading provider of affordable, high-quality healthcare worldwide.

### Way Forward: Driving Sustainable Growth & Innovation

As we advance, Biocon will accelerate its leadership in biosimilars, specialty generics and contract research development and manufacturing services (CRDMO) while maintaining financial discipline. Our strategic priorities include:

<p><b>1</b></p> <p><b>Scaling Global Reach</b></p> <p>Expanding commercialization in key markets (U.S., EU, emerging economies)</p>	<p><b>2</b></p> <p><b>Innovation-led Growth</b></p> <p>Advancing high-value pipeline assets and next-gen therapies</p>	<p><b>3</b></p> <p><b>Operational Excellence</b></p> <p>Enhancing margins through cost optimization and digital transformation</p>	<p><b>4</b></p> <p><b>Responsible Capital Allocation</b></p> <p>Balancing reinvestments in R&amp;D with shareholder returns</p>
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## Q1 Can you describe the consolidated financial performance of Biocon in FY25? Additionally, what were the main drivers behind this growth?

In FY25, Biocon's consolidated revenue grew 5% to ₹164,699 million (~USD 1,949 million), with Biosimilars contributing 58%, Research Services 23%, and Generics 19% to operational revenue.

Biosimilars revenue rose 15%\* to ₹90,174 million (~USD 1,067 million), with four products having sales averaging over USD 200 million in FY25 —reflecting strong market confidence. A key milestone was the U.S. launch of our fifth biosimilar, Yesintek™ (bUstekinumab).

Generics revenue grew 8% to ₹30,175 million (~USD 357 million), driven by new launches, a recovery in the API business, and strong formulation performance in the second half. A key highlight was the global launch of our first GLP-1 peptide, Liraglutide, in the UK.

Research Services revenue grew 4% at ₹36,424 million (~USD 431 million), reflected resilient performance in a challenging year. The business returned to growth in the second half of the year, after a challenging first half, driven by a sectoral downturn in US biotech funding.

\* Like-for like basis, adjustment for sales from Branded Formulations Unit, India (BFI), BFI divestment gain, licensing income and forex/ derivative accounting.

## Q2 The Generics business grew 8% in FY25. Could you share insights into growth drivers for this business for the coming years?

The Generics business contributed 19% to consolidated Group revenues, with revenues at ₹30,175 million (~USD 357 million) in FY25 as compared to ₹27,985 million (~USD 338 million) in FY24, reflecting a growth of 8%.

The Generics business saw a stronger second half in FY25, with growth in Generic Formulations and a volume-led recovery in the API base business driving full-year operational revenue growth. Q4 was particularly strong, marked by six new launches, including Lenalidomide and Dasatinib in the U.S. While Lenalidomide supported full-year performance, a key strategic milestone was the launch of our first GLP-1 formulation, Liraglutide, in the UK. Despite ongoing pricing and demand pressures in the base portfolio, cost and operational efficiency programs helped offset some challenges. Overall, performance aligned with expectations, with Generic Formulations contributing ~40% to product sales, up from ~35% in FY24.

We will maintain our focus on high-barrier, complex products—such as peptides (notably GLP-1 agonists), fermentation-based APIs, HPAPIs, and complex injectables. Advancing our GLP-1 strategy remains a key growth driver, supported by regional expansion, strategic partnerships, capacity scaling, cost efficiency, supply chain resilience, and accelerated digital transformation.

## Q3 What is the financial outlook for Biocon Biologics in the near term and its financial goals for the future?

As Biocon Biologics enters the Accelerate phase, we are intensifying our focus on execution excellence and consistent delivery. Strategic investments in advanced technologies and capabilities are positioning us for future growth, expanding our global reach, broadening

our portfolio, and deepening our impact on global health.

We are enhancing financial flexibility to fuel strategic growth including expanding market share of existing products, preparing for global launches of high value biosimilars like Ustekinumab, Denosumab, and Aflibercept, and progressing the U.S. entry for Bevacizumab and Insulin Aspart. We're also broadening our global footprint across both advanced and emerging markets.

We continue to invest in long-term growth, with annual capital expenditure expected at ~USD 100 million. Phase 2 of our Malaysia capacity expansion, focused on scaling Insulin Drug Substance and Drug Product manufacturing. Routine maintenance and efficiency upgrades across our network also form part of this investment.

We remain committed to responsible financial management, with a clear focus on strengthening our balance sheet and supporting long-term growth. We are prioritizing the timely repayment of upcoming structured instrument maturities and strategically reducing debt across the Biocon Group. These proactive measures are designed to enhance financial flexibility and build lasting investor confidence.

## Q4 What were the R&D investments and CapEx during FY25? What are the expectations for FY26?

Innovation remains central to our business, supported by strategic R&D investments. In FY25, the net R&D investment was ₹8,585 million (~USD 102 million), or 7% of Biocon revenues (excluding Syngene). This included ₹2,862 million invested in Generics (USD 34 million, 9% of Generics revenue) and ₹5,921 million in Biosimilars (~USD 70 million, 7% of Biosimilars revenue).

For FY26, R&D investments are expected to be 7–10% of revenues across both Generics and Biosimilars. In Generics, we'll focus on complex, integrated products like GLP peptides, fermentation APIs, HPAPIs, and injectables. In Biosimilars, we'll

continue building a globally competitive pipeline through sustained innovation.

In line with our guidance, we expanded capacities and enhanced capabilities across Generics, Biosimilars, and Research Services to support future growth. CapEx spending in FY25 totaled ₹23,433 million (~USD 277 million), reinforcing our readiness to meet evolving market demands.

CapEx for FY26 is expected to be in the range of USD 200-250 million across the three business segments reflecting a balanced approach to scaling capabilities, modernizing infrastructure, and driving long-term value creation.

In Generics, we plan to invest USD 50–60 million in expanding API capacity—focusing on peptides, HPAPIs, and non-immunosuppressant fermentation products. On the formulations side, we're in the process of commissioning a greenfield injectables facility in Bengaluru and scaling up our oral solid dosage site in the U.S.

In the Biosimilars segment, annual capital expenditure is projected to be approximately USD 100 million. This investment will fund Phase 2 of our capacity expansion in Malaysia, aimed at scaling up the manufacturing of Insulin Drug Substance and Drug Product to meet rising global demand. It will also support routine maintenance and efficiency enhancements across our operations

in FY26, we plan to invest around USD 55 million in Syngene. About 40% is expected to be spent in Research Services to expanding scientific capabilities and automation, 35% in biologics including upgrading our U.S. biologics facility and 15% in the small molecule CDMO business. The remainder will support digitization and productivity enhancements.

## Q5 How much debt do we carry on the Company's balance sheet? What is the roadmap towards debt reduction?

As of March 31, 2025, consolidated debt on a reported basis stood at ₹177,555

million (~USD 2.1 billion). Adjusting for cash balances and optionally convertible debentures / non-convertible debentures linked to equity in Biocon Biologics, net debt would be ₹91,290 million (~USD 1.1 billion).

Reducing debt remains a key strategic priority for the Company. In FY25, Biocon Biologics advanced its efforts by successfully issuing its debut USD 800 million bond on the Singapore Stock Exchange and securing a new USD 320 million syndicated term loan facility. The combined proceeds were used to refinance USD 1.1 billion of existing debt thereby enhancing liquidity, improving financial flexibility, and supporting reinvestment in core business operations.

In June 2025, following shareholder approval, Biocon Limited successfully raised ₹45,000 million through a Qualified Institutions Placement (QIP). The proceeds were used to acquire outstanding optionally convertible debentures of Biocon Biologics from Goldman Sachs India AIFs, and will be used to repay or prepay certain borrowings and financial instruments and support general corporate purposes.

We continue to examine our business model and have initiated strategic initiatives to strengthen manufacturing productivity and drive cost efficiency across our business units. We have also implemented a company-wide cost optimization drive aimed at reducing the cost of goods sold (COGS) across products and facilities. We also remained focused on optimizing inventory levels and improving working capital management.

## Q6 How did the Research Services segment perform in FY25? What are the significant trends and developments that have impacted the Company's performance in this space?

Revenue in the Research Services segment grew 4% from ₹34,886 million (~USD 421 million) in FY24 to ₹36,424 million (~USD 431 million) in FY25. Overall, it was a resilient performance in a challenging year. The business returned to growth in the

second half of the year, after a challenging first half, driven by a sectoral downturn in US biotech funding which affected our Discovery Services division.

Growth during the year was led by large molecule development and manufacturing services. Discovery services witnessed weak demand in the first half but rebounded in the second half, driven by pilot project conversions and new client demand. Dedicated centers delivered a stable performance.

We expect the positive momentum from H2 FY25 to carry into FY26, supported by stronger pipeline visibility. Industry fundamentals remain robust, driven by rising R&D outsourcing and evolving client supply chains due to geopolitical shifts. With our integrated model, available capacity, and continued investment in capabilities, we are well-positioned to capture long-term growth in the expanding CRDMO market.

FY26 is expected to be a transitional year amid short-term macroeconomic uncertainties, including biotech funding recovery, Big Pharma restructuring, and reduced urgency around the Biosecure Act. Despite these headwinds, our core business remains strong, with early-teen revenue growth expected from research and CDMO segments. However, due to inventory rebalancing in large molecule commercial manufacturing, reported revenue growth is likely to be in the mid-single digits

## Q7 Highlight some of the key initiatives and outcomes undertaken on the ESG front by the Company.

At Biocon, sustainability is a key strategic priority integrated across our operations. The ESG approach of the Company is guided by dedicated ESG and CSR Board Committees and overseen by the Board, ensuring alignment with long-term goals and stakeholder expectations.

We made good progress across our ESG initiatives during FY25 reflected in various milestone and awards received during the year, listed below. These achievements reflect our ongoing commitment to

responsible growth, transparency, and long-term value creation.

As part of Environmental Stewardship, ISO 50001:2018 certification was received for energy management for two sites in India. We also recycled and reused 78% of our water, achieved 89% circularity in resource utilization, and sourced 73% of our power from renewable energy sources such as wind and solar.

As part of our Social Responsibility efforts, we achieved 21% workforce diversity (women in workforce) in Biocon Limited as against 17.6% the previous fiscal with a continued focus on employee wellbeing, safety, and development.

Governance and transparency have been strengthened with further integration of ESG risks within our enterprise risk management framework. For FY25, we obtained reasonable assurance for our BRSR (Core) indicators disclosure and Limited assurance for other non-financial disclosures in the FY25 Integrated Annual Report and FY25 BRSR & ESG Data Book.

Global recognitions reflect continued improvement in our ESG performance with an improved ESG score of 69 (from 63) in 2024 in the 2024 S&P Global CSA, with Biocon featuring in the S&P Global Sustainability Yearbook for the third consecutive year, securing a ranking in the top 5% of the biotechnology sector. We maintained our CDP scores of "B" for climate change and "C" for water security and improved our Ecovadis score from 70 to 77 earning a Gold rating in June 2025.



# Manufacturing Capital

The Biocon Group has world-class manufacturing infrastructure across India, Malaysia, and the U.S. Leveraging these internationally compliant, large-scale facilities, the Group is uniquely positioned to deliver high-quality, complex therapeutics that address critical unmet medical needs across the globe.

We use our deep expertise in fermentation and recombinant DNA technology to efficiently produce a diverse portfolio of small molecule active pharmaceutical ingredients (APIs), biosimilars, and novel biologics. Vertical integration and a steadfast commitment to operational excellence enable the reliable, scalable production and supply of complex therapeutics to meet growing global healthcare needs.

Our state-of-the-art facilities have had a consistent track record of regulatory compliance with leading global agencies, including the U.S. FDA, EMA, TGA (Australia), Health Canada, ANVISA (Brazil) and COFEPRIS (Mexico).

Industry 4.0 technologies, digital automation, MES, and data-driven process optimization enhance our efficiency and future readiness. Strategic investments in capacity and capital projects further improve our agility and responsiveness to rising global healthcare demands.

## KEY TAKEAWAYS: FY25

Cleared multiple regulatory inspections of our facilities.



Expanded manufacturing capacity in pace with rising global demand.

Accelerated adoption of Industry 4.0 technologies.

Fostered a culture of continuous improvement.



Aligned to SDGs





**23,433**

₹ million, Capital Expenditure

**215+**

cGMP Approvals

**110.9**

₹ million, Cost Savings Achieved through Various Initiatives

**188**

Active Lean Six Sigma Projects across Biocon Group

**Key Highlights**



## Global-Scale Manufacturing Capabilities

Biocon Limited	Biocon Biologics	Syngene
<ul style="list-style-type: none"> <li>6 manufacturing locations across India and U.S.</li> <li>125+ cGMP approvals from international regulatory agencies.</li> <li>APIs manufacturing capacity: 900 metric tons per year*</li> <li>Formulations manufacturing capacity: 880 million units per year</li> <li>Injectable facility under commissioning</li> </ul>	<ul style="list-style-type: none"> <li>3 manufacturing locations across India &amp; Malaysia</li> <li>90+ cGMP approvals from international regulatory agencies.</li> <li>Drug Substance manufacturing capacity: 300 KL per year</li> <li>Drug Product in-house manufacturing capacity: 100+ million units per year</li> </ul>	<ul style="list-style-type: none"> <li>2.5 million sq. ft. of R&amp;D and manufacturing infrastructure in India.</li> <li>Commercial-scale production of small molecules from our cGMP-compliant API manufacturing facility in Mangaluru.</li> <li>End-to-end development and manufacturing services for large molecules at our biologics manufacturing campus in Bengaluru.</li> </ul>

\*Based on current mix of products and shared capacity

## Executing on Operational Excellence

To optimize manufacturing efficiency, we have adopted globally recognized methodologies and best practices, supported by the establishment of Centers of Excellence across our operations.

Six Sigma and Lean Principles	Lean Six Sigma (LSS) is integral to Biocon’s culture of continuous improvement, driving operational excellence across the organization. Through structured LSS initiatives, Biocon achieves measurable gains such as improved yields, faster turnaround times, enhanced digital workflows, and streamlined documentation. With minimal capital investment, LSS delivers scalable, high-impact outcomes that strengthen efficiency and performance.
Biocon Group COE	The Biocon Group Center of Excellence (COE) plays a pivotal role in driving consistent performance, innovation, and cultural transformation across our manufacturing value chain. It reinforces a Group-wide culture of continuous improvement, Right First Time (RFT) delivery, and total quality management. The COE’s initiatives are aligned with the Group’s journey toward the prestigious Deming Prize, one of the longest-running and most esteemed awards for Total Quality Management worldwide.
Cost Leadership	At Biocon, cost leadership is driven by a disciplined and structured approach to operational excellence through Cost Improvement Programs (CIP), Operational Improvement Programs (OIP), Lean Six Sigma (LSS), and Alternate Vendor Development (AVD). These efforts are integrated through a flywheel strategy, where incremental improvements build sustainable momentum over time, leading to breakthrough performance. By consolidating process changes and enabling single-time validation and regulatory filing, we reduce complexity, accelerate speed-to-market, and simplify customer change migration.

### Embedding Operational Excellence to Deliver Returns

In an increasingly competitive environment, we are simplifying processes, reducing costs and freeing up resources. Our goal is to continue making attractive returns to shareholders while creating value for patients, healthcare systems and

society. In FY25, we executed CIP and OIP projects worth a total of ₹5,170 million, LSS initiatives worth ₹420 million, and return-on-investment (ROI)-driven interventions worth ₹570 million savings spread across the strategic period FY25-29.

A total of 188 LSS active projects were driven across Biocon Limited, Biocon Biologics, and Syngene, led by

professionals at various certification levels, including Black, Green, Yellow and White belts. These initiatives collectively contributed to measurable performance enhancements, resulting in total cost savings of ₹110.9 million, with ₹68.4 million realized by Biocon Biologics and ₹42.5 million by Biocon Limited.

### Biocon Group COE – Enterprise Excellence

The Group Center of Excellence (COE) team has been established with a vision to transform Biocon Group and adopt a lean culture enabling continuous improvement, consistent right-first-time delivery, enhanced efficiency, productivity, agility, and be world-class to serve patients affordably. The key intent is to create, drive and integrate all continuous improvement and digital transformation initiatives that deliver Enterprise Excellence (EE) across the Group Companies under one overarching, umbrella framework. Supported by a seamless digital infrastructure, the EE framework enables enhanced cross-functional collaboration with a common strategic direction.

### John Shaw Excellence Awards

In FY25, we further strengthened our commitment to Enterprise Excellence by embedding the John Shaw Excellence Model (JSEM) across our Strategic Business Units (SBUs) and rolling out the John Shaw Excellence Awards (JSEA). This year marked the completion of the first round of assessments under the JSEA framework, enabling us to benchmark performance across key areas such

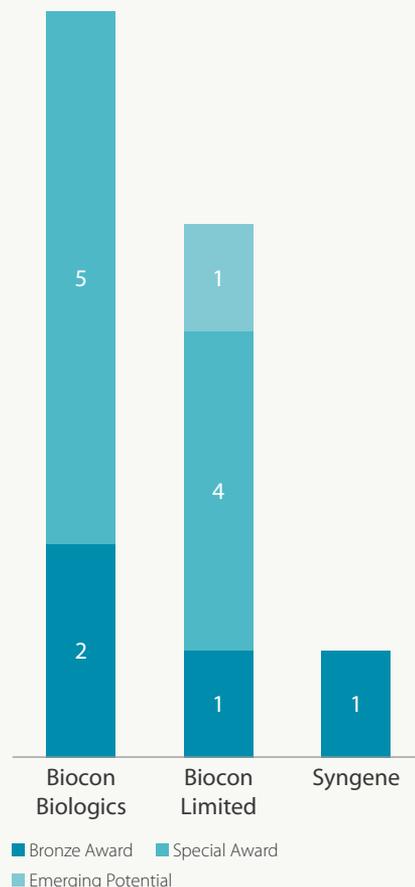
as quality, cost, innovation, delivery, EHS, and productivity. The COE has played a crucial role in driving cross-functional collaboration and capacity building, ensuring a unified understanding of the JSEM evaluation criteria.

Key milestones on the path to the Deming Prize included the introduction of the Excellence Awards cycle, which in FY25 recognized outstanding SBU performance and, in specific, functions such as Production, Quality, People, EHS and Asset Excellence. Internal and external assessors, trained in-house and by recognized institutes, evaluated each SBU using a comprehensive model aligned with international standards.

We conducted multiple Lean Six Sigma Belt programs through which several continuous improvement projects have been delivered with tangible and intangible benefits to the organization. 5S implementation also gained significant momentum in FY25 with more facilities and zones adopting best practices in workplace organization and efficiency. It is supported by a three-tier audit system to ensure long-term sustainability. We further deepened cultural transformation by encouraging employee involvement through implementing Kaizens.

### Awards Secured by Various SBUs

In FY25, 14 SBUs were assessed across the Group.



### Employee Innovation, Engagement, and Leadership

In FY25, the Utkarsh Leadership Talk Series was launched where cross-industry CEOs/CXOs are invited to share their leadership journey and participate in a Fireside Chat. We have conducted eight talks, fostering leadership development and knowledge sharing.

Employee innovation remained strong, with 1,146 ideas generated at Biocon Biologics and 498 at Biocon Limited. The Company received 63 total awards (Biocon Limited: 28, Biocon Biologics: 35) and launched 49 unique projects (Biocon Limited: 21, Biocon Biologics: 28). Notably, 56% of the awards were in the highest category, and over 150 employees participated in engagement activities.

Compared to FY24, unique projects increased from 18 to 49, and awards grew from 33 to 63, underscoring the Company's ongoing commitment to innovation and employee involvement. At Syngene, over 2,600 Kaizen ideas were generated in FY25, which earned us 41 external awards across Lean Six Sigma, Kaizen, Process Innovation, and Operational Excellence.



# Biocon Group Centre of Excellence Awards - FY25



↑ **49<sup>th</sup> CII KAIZEN Competition**  
 1 Platinum and 2 Silver Awards for operational excellence in Innovative, Breakthrough, and Renovative categories.



↑ **Kaizen Institute**  
 Kaizen Congress Certificate, for case studies showcasing lean methodologies and operational efficiency.

**50<sup>th</sup> CII National KAIZEN**  
 1 Gold, 4 Platinum and 5 Silver Awards, for productivity, safety, and process improvements.

**19<sup>th</sup> CII-IQ National Six Sigma Competition**  
 3 Platinum Awards for improvements in quality, efficiency, and customer satisfaction.



↓ **33<sup>rd</sup> CCQC by Quality Circle Forum of India (QCFI)**  
 6 Gold Awards for driving quality improvements through employee participation.



↑ **38<sup>th</sup> CCQC by QCFI, Hyderabad Chapter**  
 9 Gold Awards for quality improvement initiatives by cross-functional teams.

**38<sup>th</sup> National Convention on Quality Concepts 2024, QCFI**



8 Awards for case studies demonstrating innovative quality concepts.

**51<sup>st</sup> CII National Kaizen Competition**  
 2 Platinum and 3 Gold Awards for operational excellence in Restorative, Renovative, Innovative and Breakthrough categories.



# Biocon Group Centre of Excellence Awards - FY25



↑ 24<sup>th</sup> CCQC, QCFI, Vizag chapter  
3 Golds and 1 Silver Award, for process excellence.



↑ 49<sup>th</sup> International Convention on Quality Control Circles 2024  
2 Gold Awards, for excellence in quality, productivity, and innovation.

**3M Competition by CII**  
2 Platinum & 1 Gold Award For impactful projects in manufacturing and business processes.

**17<sup>th</sup> CII National Poka Yoke Competition**  
1 Platinum and 2 Gold Awards, for effective solutions in preventing errors (Poka Yoke) in manufacturing processes.



↑ American Society for Quality  
South Asia Team Excellence Award, for advancing quality improvements across functions.



↑ CII Competition on Digitalization and AI  
1 Silver Award, for enhancing quality systems and operational efficiency through AI and digital solutions.

TOTAL  
**59**  
AWARDS RECEIVED IN  
2024-25

**13**

Platinum Awards

**27**

Gold Awards

**9**

Silver Awards

**10**

Other Awards

## Operational Performance

### Biocon Limited

During FY25, our manufacturing sites underwent several regulatory inspections as part of new product approval, or verification of compliance. The successful outcome of these inspections demonstrates Biocon's strong quality systems.

### Key Highlights - FY25

<p>During the year, the U.S. FDA conducted GMP inspections of our API manufacturing facilities at Site-5 in Visakhapatnam, and Site-1 and Site-2 in Bengaluru. The inspections were successfully closed with the receipt of EIRs, classifying the inspections as Voluntary Action Indicated (VAI).</p>	<p>Our fermentation API facility in Site-6 underwent a successful pre-approval inspection by the U.S. FDA with receipt of the EIR and inspection outcome as VAI. This allows us to supply products from the facility to the U.S. market.</p>	<p>The oral solid dosage manufacturing facility in Cranbury, New Jersey, U.S. was qualified by the U.S. FDA for three vertically integrated statin products.</p>	<p>Our API manufacturing facility in Hyderabad and formulations facility in Bengaluru underwent successful audits by the Brazilian Health Agency, ANVISA.</p>
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### Snapshot of Manufacturing Infrastructure

Biocon Limited's facilities are equipped to produce complex small molecule APIs, with infrastructure supporting diverse fermentation and chemical processes. We operate a specialized peptide facility, as well as formulation manufacturing infrastructure spanning both potent and non-potent products, offering a wide range of oral solid dosage forms and sterile injectables, including lyophilized powders, vials, cartridges, and pre-filled syringes.

Manufacturing Sites	Category	Capabilities	Certifications and Approvals
Biocon Campus (Bengaluru) or Site-1	Active Pharmaceutical Ingredients (APIs)	<b>Products:</b> Immunosuppressants, Cardiovascular <b>Key Technologies:</b> Fermentation, Chemical Synthesis	ISO 14001, ISO 45001, ISO 50001, ISO 27001 Approvals Received From: U.S. FDA, CDSCO, EU GMP, WHO GMP, ANVISA (Brazil), COFEPRIS (Mexico)
Biocon Park (Bengaluru SEZ) or Site-2	Active Pharmaceutical Ingredients (APIs)	<b>Products:</b> Anti-Diabetes, Cardiovascular Immunosuppressants, Multiple Sclerosis Treatment, etc. <b>Key Technologies:</b> Fermentation, Peptides, HPAPIs, Chemical Synthesis	ISO 14001, ISO 45001, ISO 50001, ISO 27001 Approvals Received From: U.S. FDA, CDSCO, EDQM (Europe), ANVISA (Brazil), Health Canada
	Generic Formulations (GFs)	<b>Products:</b> Cardiovascular, Anti-Fungal, Anti-Cancer, Immunosuppressants <b>Key Technologies:</b> Oral Solid Dosage (Potent / Non-Potent), Sterile Injectables* with Drug-Device Combination <small>*Under qualification</small>	Approvals Received From: U.S. FDA, ANVISA (Brazil), MHRA (UK), SFDA (Saudi Arabia), Malta Medicine Authority
Hyderabad Facility or Site-3	Active Pharmaceutical Ingredients (APIs)	<b>Products:</b> Anti-Diabetes, Cardiovascular, Multiple Sclerosis Treatment, Anti-Fungal <b>Key Technologies:</b> Chemical Synthesis, Peptides, Manufacturing Execution System (MES)-based Operations	ISO 14001, ISO 45001, ISO 27001 Approvals Received From: U.S. FDA, ANVISA (Brazil), COFEPRIS (Mexico), Ministry of Health, Russia, WHO GMP, GMP - India, European Union Written Confirmation (EU WC – India)

Manufacturing Sites	Category	Capabilities	Certifications and Approvals
Visakhapatnam Facility or Site-5	Active Pharmaceutical Ingredients (APIs)	<b>Product:</b> Immunosuppressants, Anti-Cancer, Anti-Diabetes <b>Key Technologies:</b> HPAPIs, Chemical Synthesis	ISO 14001, ISO 45001 Approvals Received From: U.S. FDA, TGA (Australia), ANVISA (Brazil), Ministry of Health, Russia, MFDS (South Korea), WHO GMP, GMP & GLP Certificate (DCA, AP - India)
Visakhapatnam SEZ Facility or Site-6	Active Pharmaceutical Ingredients (APIs)	<b>Products:</b> Immunosuppressants <b>Key Technologies:</b> Fermentation, fully MES-based Operations	GMP & GLP Certificate (DCA, AP - India) Approvals Received From: U.S. FDA
Biocon Generics Inc (BGI), New Jersey	Generic Formulations (GFs)	<b>Products:</b> Cardiovascular <b>Key Technologies:</b> Oral Solid Dosage	Approvals Received From: U.S. FDA

## Biocon Biologics

### Key Highlights - FY25

The U.S. FDA conducted a GMP surveillance inspection and pre-licensing inspection for a new product at Biocon Biologics' facility in India in July 2024. The facility received a GMP certification with a Voluntary Action Indicated (VAI) status, and the new product, bUstekinumab, was approved and launched in the U.S.

The U.S. FDA conducted a GMP surveillance inspection at Biocon Biologics' facility in Malaysia in September 2024. The facility received a GMP certification with a Voluntary Action Indicated (VAI) status.

Both EMA and Health Canada granted inspection waivers for Biocon Biologics' facility in India and approved the new product, bUstekinumab, without the need for additional inspections.

The PMDA, Japan conducted a pre-approval inspection for a new product at the India facility in September 2024. The facility received a GMP certification, and the new product, bUstekinumab, was approved.

A GMP surveillance inspection in Malaysia by NPRA in May 2024 resulted in a GMP certification.

Biocon Biologics' manufacturing facility in India underwent a GMP surveillance inspection by Medicines Control Authority of Zimbabwe (MCAZ) in April 2024 and earned a GMP certification.

### Snapshot of Manufacturing Infrastructure

Biocon Biologics operates state-of-the-art manufacturing facilities in India, including one of the country's largest monoclonal antibodies (mAbs) manufacturing sites. Additionally, we run Asia's largest integrated insulin facility in Johor, Malaysia. We have also developed expertise across various technology platforms, including microbial and mammalian systems, to produce insulins, mAbs, and conjugated recombinant proteins.

Sites	Capabilities	Certifications and Approvals
Biocon Campus – Bengaluru, India	<b>Drug Substance</b> Insulins  <b>Technology Platform</b> Microbial Fermentation	ISO 14001, ISO 45001, ISO 27001 Approvals Received From: U.S. FDA; EMA; PMDA (Japan); Health Canada; Ministry of Health, Russia; and several others.

Sites	Capabilities	Certifications and Approvals
Biocon Park – Bengaluru, India	<p><b>Drug Substance</b></p> <ul style="list-style-type: none"> <li>Monoclonal Antibodies</li> <li>Conjugated rProteins</li> </ul> <p><b>Drug Products</b></p> <ul style="list-style-type: none"> <li>Sterile Injectables                             <ul style="list-style-type: none"> <li>Vials</li> <li>Lyophilized Vials</li> <li>Cartridges</li> <li>Pre-filled Syringes</li> </ul> </li> </ul> <p><b>Devices</b></p> <ul style="list-style-type: none"> <li>Reusable Pens*</li> <li>Pre-Assembled Pens</li> </ul> <p><b>Technology Platforms</b></p> <ul style="list-style-type: none"> <li>Microbial Fermentation</li> <li>Recombinant Mammalian Cell Culture</li> </ul>	<p>ISO 14001, ISO 45001, ISO 27001</p> <p>Approvals Received From: U.S. FDA; EMA; PMDA (Japan); Health Canada; TGA (Australia); ANSM (France); HPRA (Ireland); ANVISA (Brazil); Ministry of Health, Russia; MFDS (South Korea) and several others.</p>
Johor, Malaysia	<p><b>Drug Substance</b></p> <ul style="list-style-type: none"> <li>Insulins</li> </ul> <p><b>Drug Products</b></p> <ul style="list-style-type: none"> <li>Sterile Injectables                             <ul style="list-style-type: none"> <li>Vials</li> <li>Cartridges</li> </ul> </li> </ul> <p><b>Devices</b></p> <ul style="list-style-type: none"> <li>Pre-Assembled Pens</li> </ul> <p><b>Technology Platforms</b></p> <ul style="list-style-type: none"> <li>Microbial Fermentation</li> </ul>	<p>ISO 14001, ISO 45001, ISO 27001</p> <p>Good Distribution Practice for Medical Devices (GDPMD).</p> <p>Approvals Received From: U.S. FDA; EMA; NPRA (Malaysia); MCAZ (Zimbabwe), Gulf Health Council and others.</p>

\*Test, release and package only

### Capacity Expansion & Supply Preparedness

- As part of our strategic investments and continuous efforts to improve operational and process efficiencies during the year, we significantly enhanced our manufacturing capacity at our facilities in Bengaluru.
- We increased throughput of our Pegfilgrastim manufacturing plant to meet the growing global demand for oncology care.
- In FY25, we made considerable progress on the second phase of our state-of-the-art Drug Product manufacturing facility in Malaysia, which will double our capacity and enable us to cater to additional demands for insulins. Process validation batches are being initiated in Phase 2, marking a critical step in ramping up global supplies.

- We engaged Contract Manufacturing Organizations (CMOs) and strengthened the distributed supply chain model to boost capacity, minimize reliance on specific sites, and ensure seamless market access.

and high throughput processes, and improving throughput in key assets. Adoption of Process Intensification Technologies and Process Analytical Technology (PAT) has improved throughput, resource utilization, and product quality.

### Process Improvements

We have made significant progress on high density cell cultures, semi continuous



## Expanding External Manufacturing Network

In FY25, Biocon Biologics continued building its global external manufacturing network using CMOs to add capacity, reduce dependency on single sites, cut 'time to market', as well as 'get closer to patients' in key markets.

### Global Manufacturing Network\*

**External Manufacturing:** India (3 sites), U.S. (3 sites), Poland (2 sites), Japan, Wales (UK), China

**In-house Manufacturing:** Bengaluru, Malaysia



## CASE STUDY - 2



### Biocon Biologics Achieves Insulin Supply Milestone of 100M Cartridges in Malaysia

Biocon Biologics reached a key milestone in June 2025 by supplying 100 million rh-insulin cartridges to Malaysia's Ministry of Health, benefiting over 345,000 diabetes patients. Since starting operations in 2016, its subsidiary Biocon Sdn. Bhd. has been dedicated to expanding access to insulins in the country.

This achievement was made possible through a decade long commercial partnership with Duopharma Marketing Sdn. Bhd., and it has contributed significantly to Malaysia's

self-sufficiency in insulin production, leading to a sustainable healthcare ecosystem.

"Expanding access to over 345,000 diabetes patients in Malaysia by providing over 100 million cartridges of rh-insulin reinforces our commitment to equitable diabetes care," said Susheel Umesh, Chief Commercial Officer, Biocon Biologics.

The Company's Center of Excellence in Johor, developed with a cumulative investment of USD 600 million, manufactures a broad portfolio of insulins analogues, including devices.

"This significant milestone truly underscores the strength of our enduring, multi-year partnership with Biocon Biologics, an impactful collaboration that aligns with Duopharma Biotech's vision to Provide Smarter Solutions for a Healthier Life," Leonard Ariff Abdul Shatar, Group MD of Duopharma Biotech Berhad.

Globally, Biocon Biologics is among the top three players for rh-Insulin and Insulin Glargine and has delivered 9.2 billion doses worldwide, reinforcing its mission to serve '1-in-5' insulin-dependent patients across the globe.





“With one of the largest biologics R&D teams and commercial scale manufacturing capabilities in both India and the U.S., we now offer a compelling and flexible solution for global pharma and biotech customers. This investment will enable Syngene to cater to growing client requirements in an expanding market. It will also provide clients, access to collective service capability of multiple geographic sites, scientists and experience.”

Peter Bains, CEO, Syngene International Ltd.

### Syngene

Syngene operates a fully integrated biologics facility in Bengaluru that supports diverse expression systems, including mammalian, microbial, and yeast, offering scalable and flexible manufacturing solutions. Our API plant in Mangaluru focuses on complex chemical synthesis and seamless scale-up. A new 20,000-liter facility with commercial-scale fill-finish capability is set to go live in FY26, featuring plug-and-play platforms tailored to client needs.

### Manufacturing Presence in U.S.

In FY25, we reached a significant milestone with the acquisition of our first biologics manufacturing facility in the U.S., further expanding our global footprint

and enhancing our ability to serve clients across geographies.

Acquired through our wholly owned subsidiary, Syngene USA Inc., the state-of-the-art facility houses multiple monoclonal antibody (mAb) manufacturing lines, increasing our total single-use bioreactor capacity to 50,000 litres. This expansion will ensure seamless supply continuity across our four integrated manufacturing sites in India and North America, supporting clinical and commercial programs in both human and animal health.

Our U.S. presence underscores a long-term commitment to the market, contributing to job creation, supporting local industry, and advancing global biologics manufacturing capabilities with scalability, quality, and scientific excellence.

## Digital Transformation in Manufacturing Operations

Digitalization marks a transformative shift from manual to system-driven operations, using advanced technologies and data. It goes beyond basic digitization by adopting 21 CFR Part 11-compliant systems that automate processes and strengthen compliance. 21 CFR Part 11 is an U.S. FDA regulation that ensures electronic records and signatures are

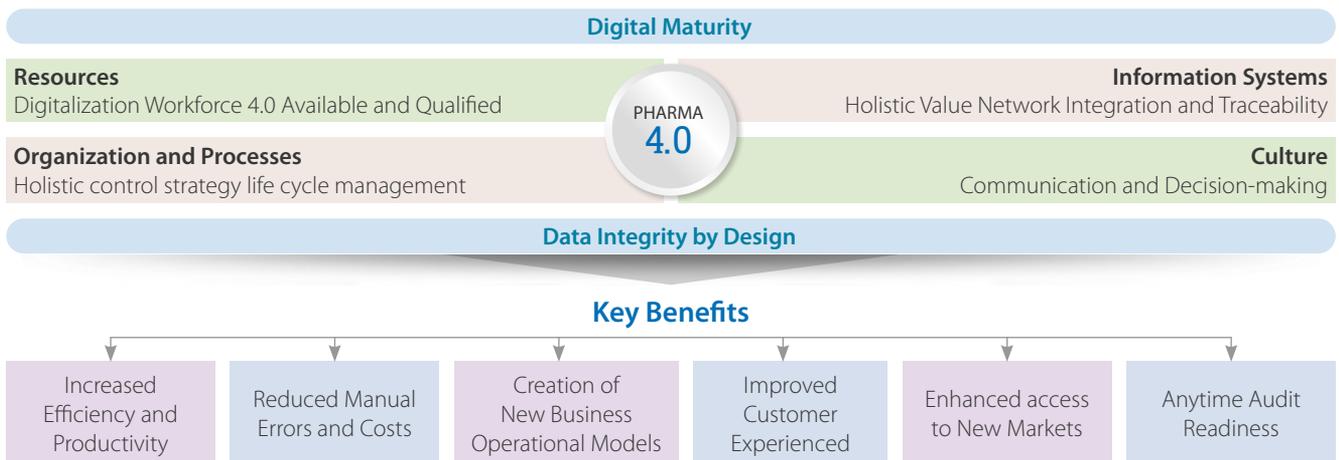
as trustworthy and reliable as paper-based systems in regulated industries. Today's regulatory landscape encourages digitalization across the product life cycle to drive innovation and improve patient outcomes.

A successful strategy is rooted in digital maturity and a 'data integrity by design'

approach, supported by validated GxP systems and robust automation that ensure reliable, compliant data management throughout the life cycle.

Integrating digital tools enhances operational efficiency, reduces manual errors, delivers business value, and improves stakeholder experience.

## DIGITAL TRANSFORMATION



## Biocon Limited

### Key Digital Transformation Initiatives

As part of our digital transformation journey, we have implemented a suite of initiatives across manufacturing, engineering, utilities, and quality systems to drive efficiency, enhance compliance, and ensure data integrity in FY25.

<p><b>Validation &amp; Workflows</b></p> <ul style="list-style-type: none"> <li>▪ Cleaning Validation</li> <li>▪ Digital Validation Life Cycle Management System</li> </ul>	<p><b>Manufacturing Process Automation</b></p> <ul style="list-style-type: none"> <li>▪ Electronic Logbooks</li> <li>▪ Electronic Batch Manufacturing Record</li> </ul>	<p><b>Data &amp; Analytics</b></p> <ul style="list-style-type: none"> <li>▪ Cloud-based Data Lake</li> <li>▪ Advanced Analytics for Yield and Quality Optimization</li> </ul>	<p><b>Smart Tech for Training &amp; Tracking</b></p> <ul style="list-style-type: none"> <li>▪ AR/VR via Hololens</li> <li>▪ QR Code Integration</li> </ul>	<p><b>System Reliability</b></p> <ul style="list-style-type: none"> <li>▪ Centralized Automated System Backups</li> <li>▪ Utility Command Center</li> </ul>
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### CASE STUDY - 3



#### Real-time Digital Tracking to Strengthen cGMP Compliance

##### Overview

As part of our commitment to continuous improvement and regulatory readiness, Biocon Limited launched a digital TrackWise Dashboard across multiple sites in FY25 to enable real-time tracking of Quality Management System (QMS) records generated during GMP operations. The primary objective was to prevent overdue records, ensure timely closure, and strengthen cGMP compliance in line with evolving regulatory expectations.

This initiative was rolled out across GMP functions at Site-1 and Site-2 (Bengaluru), Site-3 (Hyderabad), and Site-5 and Site-6 (Visakhapatnam).

Cross-functional teams, comprising IT, Compliance and TrackWise Support teams, worked collaboratively to investigate issues and enable effective deployment.

##### Outcome

The implementation of the TrackWise Dashboard has delivered measurable

improvements in QMS record management across Biocon Limited's GMP sites. Regular data sharing with sites and stakeholders has ensured overdue records have dropped substantially, with many being closed ahead of schedule.

## Biocon Biologics

Through the integration of smart technologies and process digitalization at Biocon Biologics, we are advancing operational efficiency, enhancing compliance, and fostering a culture of continuous learning and data-driven decision-making. Our initiatives are aligned with regulatory expectations and the ALCOA++ principles, ensuring robust data integrity and audit readiness.

### Key Digital Transformation Initiatives

- Advanced implementation of Manufacturing Execution System (MES), which supports data integrity and process control at the shop floor level.
- e-Logbook deployment extended beyond warehouse operations to additional manufacturing units, enhancing traceability and real-time data access.
- Electronic Document Management System (eDMS) standardized and

integrated across geographies to ensure harmonization.

- Global systems such as SAP SuccessFactors rolled out to enable seamless, enterprise-wide learning and compliance tracking.
- ISO 27001:2013 certification completed across all Biocon Biologics sites and will upgrade to ISO 27001:2022 version in Q2 FY26.

## Syngene

We have launched several digital initiatives to enhance operational efficiency, data accuracy, and inventory control:

### Electronic Batch Manufacturing Records (eBMR) for Biologics

Integrated with Distributed Control Systems (DCS), this enables automated,

real-time data capture. A complete transition to paperless batch records is planned post customer approval.

### Warehouse Management System

A QR code-based system supported by handheld devices provides real-time inventory tracking. The User Requirement Specification (URS) has been finalized, and unit testing is complete.

### Smart Inventory Dashboards

Real-time digital dashboards track stock levels, ageing, and value, improving inventory control and decision-making through the use of Six Sigma tools.

## Building a Smart Factory

We are advancing toward a data-driven Smart Factory ecosystem by seamlessly integrating Information Technology (IT) and Operational Technology (OT). Leveraging cutting-edge tools such as the Internet of Things (IoT), Manufacturing Execution Systems (MES), Digital Twins, and AI-powered analytics, this transformation enables real-time monitoring, predictive maintenance, and optimized operations. These capabilities are designed to significantly enhance product quality, operational agility, and cost efficiency across our manufacturing value chain.

## Product Stewardship

### Quality Management & Compliance

At Biocon, we uphold the highest standards of quality and regulatory compliance across the product life cycle, from R&D to post-market surveillance. Our Quality Council and robust QMS ensure adherence to Good Manufacturing Practices (GMP), Good Storage Practices (GSP), Good Distribution Practices (GDP), Good Documentation Practices, Good Clinical Practices (GCP) and Good Pharmacovigilance Practices (GVP) aligned with global regulatory expectations.

We foster a culture of quality ownership, data integrity, and continuous improvement through regular internal assessments, third-party evaluations, and structured management reviews. Fortnightly governance calls with site teams help us address issues in real time. By leveraging digital tools and operational innovations, we have reduced inefficiencies and consistently delivered high-quality outcomes. We trained over 3,500 team members in good data practices and held 317 awareness sessions, strengthening our culture of responsibility and continuous improvement.

### Quality Management at Biocon Limited

At Biocon Limited, a proactive risk management culture is embedded across production operations to ensure the consistent delivery of safe, effective, and compliant products. Our Production Quality Risk Management System identifies, assesses, and mitigates risks throughout the pharmaceutical value chain, from development and manufacturing to supply chain and distribution. This structured approach enables informed decision-making, safeguards our reputation, and builds stakeholder trust.

### Risk Management and Monitoring

We have adopted a forward-looking strategy to manage potential risks that could impact product quality or regulatory compliance. Our system incorporates the following key elements:

**Risk Assessment:** We conduct regular risk assessments to identify potential quality and compliance risks. These evaluations guide our mitigation strategies and help us stay ahead of potential challenges.

**Monitoring and Reporting:** We maintain continuous monitoring mechanisms

that track key quality parameters. Any deviations from standards are promptly reported and investigated, ensuring swift corrective action.

### Site-level Control Mechanisms

To maintain consistent product quality at our manufacturing sites, we apply strict control measures throughout the production process.

**Manufacturing Controls:** At every stage of production, we carry out rigorous in-process quality checks. These help us detect and correct any deviations early, ensuring that our products meet defined quality standards.

### Acceptable Quality Level (AQL) Checks:

We apply AQL checks to assess the acceptability of each batch. These risk-based evaluations help us determine whether a batch conforms to quality expectations or requires further inspection.

**In-process Testing Mechanisms:** Our in-process testing protocols ensure that we remain compliant with global regulatory standards. These tests are critical in preventing the release of substandard products.

## Quality Management at Biocon Biologics

At Biocon Biologics, quality is central to innovation, patient safety, and regulatory compliance across our biosimilars portfolio. Our systems span the full product life cycle, strengthening product quality, recall management, and compliance through automation.

In FY25, we completed inspections by five global regulatory and statutory bodies, including the U.S. FDA and EMA, with all resulting in GMP-compliant outcomes and multiple product approvals. EMA and Health Canada granted inspection waivers for bUstekinumab, reflecting global confidence in our processes.

We recorded zero product recalls and no serious adverse product complaints.

Usability queries were resolved without affecting quality. All compliance opportunities were closed via structured Corrective and Preventive Action (CAPA) plans, reviewed by compliance boards. Our “Compliance Everyday” mindset, strong CAPA framework, and Quality Management Maturity (QMM) program have reduced quality risks and ensured ongoing regulatory alignment.

### Our Quality Excellence Framework

Our culture of quality is embedded through four strategic pillars:

#### Pillar 1

##### Quality Strategy

We aligned our patient-centric quality vision with business goals through a redefined Quality Policy, measurable metrics, and a unified Global Quality Manual. Regular engagement via townhalls, surveys, and Gemba Walks has strengthened accountability. The QMM rollout across all sites, now a formal KPI, has standardized governance, benchmarked maturity, and reduced performance variability.

#### Pillar 2

##### Quality Processes

We emphasize data integrity, risk management, and issue escalation. Over 500 Data Governance Champions support our enhanced data integrity framework. A three-tier escalation model and CAPA system ensure proactive compliance. Strong leadership visibility confirmed by 92% of survey respondents has reduced response time and improved early risk identification.

#### Pillar 3

##### People

We invest in talent through career pathways, upskilling, and GxP-aligned training. Redesigned refresher modules and expanded Investigator Training Programs have reduced gaps in inspection readiness and built functional capability.

#### Pillar 4

##### Organization

We’ve streamlined roles and reduced operational silos to improve agility and regulatory collaboration. Our maturity model supports pre-licensing inspections and fosters continuous improvement and trust.

## Quality Management at Syngene

At Syngene, quality is a shared responsibility rooted in a Right First Time philosophy that prioritizes error prevention to ensure product safety and efficacy. We continuously invest in skill-building and compliance training to stay aligned with global standards and evolving industry expectations. In FY25, we successfully completed a record 111 audits comprising client assessments and regulatory inspections, while maintaining high-quality benchmarks and reduced quality risks.

## Quality Management in Operations

As part of our ongoing commitment to continuous improvement, we implemented five Green Belt projects during the year, resulting in a 15% reduction in costs, improved audit scores, and a notable decline in laboratory investigation reports (LIRs) and human errors. We also advanced our innovation and regulatory excellence agenda by digitalising microbiology sample analysis, enhancing both efficiency and accuracy in our operations.

## Digital Transformation in Quality Management

We continued to strengthen our Quality function through digital transformation initiatives focused on enhancing efficiency, compliance, and data integrity.

- The Validator System was deployed to digitise equipment and instrument validation, significantly reducing manual effort.
- Upgrades to the Laboratory Information Management System (LIMS) enabled paperless lab operations.



- The Scientific Data Management System (SDMS) integrated lab instruments onto a single platform, simplifying data analysis.
- RealWear hands-free devices facilitated virtual audits and remote monitoring, improving accessibility and responsiveness.
- Predictive analytics dashboards helped optimise GMP QC lab scheduling, leading to better resource utilisation.
- We introduced electronic logbooks for seamless equipment tracking and implemented EQMS TrackWise to digitise LIRs, enhancing traceability.
- At Syngene Unit-III (SU3), we leveraged integrated platforms such as TrackWise, SAP, LIMS, and eLN to drive a data-driven approach to quality management.

## R&D Quality Management

Our pharmaceutical R&D operations are governed by structured quality oversight mechanisms, covering both drug development and clinical research.

### Quality Management of Pharmaceutical R&D

Dedicated quality controls ensure that all research processes meet regulatory and safety expectations, supporting seamless transition from lab to market.

### Quality Management of Clinical Trials

Rigorous adherence to GCP guidelines and ethical standards helps ensure trial integrity, data validity, and patient safety.

### External Regulation

Biocon adheres to global regulatory frameworks in its R&D operations, including compliance with authorities such as CDSCO, U.S. FDA, and EMA.



## Operational Quality Management

Biocon Group is committed to maintaining the highest standards of quality across its operations, with a robust system in place to ensure product safety, efficacy, and regulatory compliance. Our operational quality management framework integrates critical functions such as pharmacovigilance (PV) and product recall management, ensuring the safety of our products at every stage of their life cycle.

## Global Pharmacovigilance Framework

At Biocon Group, product safety and efficacy are top priorities. The global scale of our operations necessitates a unified approach to pharmacovigilance. We have established a robust PV system across all Biocon Group companies to monitor, document, and report adverse events, side effects, and product quality complaints. Dedicated PV teams manage these through specialized web portals to ensure timely action.

Our PV framework integrates safety practices across regions, reduces duplication, and ensures efficient exchange of safety information with

partners, both for products we have in-licensed and those we have out-licensed. To enhance efficiency, PV activities are outsourced to two vendors, with oversight provided by Biocon's PV team through regular governance meetings and annual audits.

## Pharmacovigilance at Biocon Limited

Given Biocon's presence across regions, including the U.S., UK, EU, and other global markets, we have implemented a comprehensive global PV framework. This framework integrates best practices in drug safety, streamlining processes, reducing redundancy, and ensuring efficient information exchange. It supports the seamless sharing of safety data, whether for out-licensed products in various territories or in-licensed products from different partners. This collaborative approach ensures compliance with regulatory requirements and reinforces our commitment to maintaining the highest standards of patient safety.

## Pharmacovigilance at Biocon Biologics

As we expand globally, Biocon Biologics continues to enhance its pharmacovigilance systems to ensure

patient safety and regulatory compliance across all regions. We maintain high standards through a robust framework that monitors and evaluates adverse drug reactions (ADRs), in line with global regulatory requirements. The Oracle-Argus platform facilitates faster, compliant, and accurate reporting.

## Digital Transformation in Pharmacovigilance

Our integrated system improves pharmacovigilance and safety reporting, ensuring operational efficiency and regulatory compliance. Key benefits include seamless integration of databases, automated regulatory submissions, scalability for future growth, and real-time insights through dashboards.

## EMA-Belgium Inspection

Biocon Biologics successfully passed the pharmacovigilance inspection by EMA-Belgium in October 2024, confirming our adherence to global standards and commitment to patient safety.

## Internal Audit Program

At Biocon Limited, our internal audit program is integral to the Quality Management System and aligns with ISO 9001 and cGMP standards. It ensures systematic compliance checks, fosters continuous improvement, and upholds operational integrity.

We follow a dual-tier audit structure. **Corporate audits**, led by an independent team, are conducted

twice a year across all our sites. **Site-led audits**, managed by local teams, are carried out at least annually across critical departments and supporting functions such as Production, Quality Assurance, Quality Control, Engineering, IT, Supply Chain, and R&D.

Our audits use a system-based approach to evaluate regulatory compliance, internal procedures, and improvement standards. Fully digitalized through the TrackWise

Quality Workflow module, this process categorizes findings, tracks observations, manages CAPA, and monitors closures. Automation has reduced manual efforts and improved audit traceability, reinforcing our commitment to quality ownership and operational excellence.

### Supplier Quality Management

At Biocon, managing supplier relationships is a top priority due to our global raw material sourcing and partnerships with Contract Manufacturing Organizations (CMOs) that support scalable production. We classify suppliers as critical or non-critical based on material significance, conducting detailed assessments, including audits and Quality Technical Assessments (QTA) for critical suppliers, to ensure quality and compliance. Supplier qualifications and audits are managed through TrackWise, with corrective actions tracked until resolved, requalification every three years, and annual performance reviews.

In FY25, 367 suppliers were evaluated for quality, and 73 physical audits of critical suppliers were conducted by over 53 qualified auditors at Biocon Limited. Biocon Biologics covered 110 suppliers as part of Quality audits. Syngene conducted safety & quality trainings, audits and assessments for 244 suppliers across supplies and services.

For more details, refer to the Supply Chain Management section of this report (Pages 163-166).

### Product Recall Management

We maintain a robust and proactive product recall system to ensure the swift removal of any unsafe finished products from the market. We regularly conduct mock recall drills to test its effectiveness.

Once a potential quality issue is identified, we investigate the cause and assess any associated risk. If necessary, we notify relevant regulatory agencies and provide them with comprehensive information about the recall. Additionally, we communicate our actions to the public through various channels, including press releases and social media.

In FY25, Biocon Pharma Inc. initiated a voluntary Class II recall of atorvastatin tablets due to failure to meet dissolution specifications. This action was taken on March 17, 2025. No other product recalls were conducted during this period.

### Combating Counterfeit Medicines

We recognize that counterfeit medicines pose serious risks to global health by compromising treatment outcomes and endangering lives. To protect patients, we have implemented strong anti-counterfeiting safeguards across all product lines. Our serialization system uniquely identifies each product through advanced packaging and labeling techniques that are difficult to duplicate. For APIs, we use a detailed barcode system that captures batch number, product name, manufacturing site, and serial number. This approach improves traceability and transparency across the supply chain, making it harder for counterfeit products to enter the market.





### Training on Quality Management System

At Biocon Limited, we place strong emphasis on building internal capabilities and cultivating a quality-driven mindset across all functions. Our Quality Management System (QMS)

training programs are designed to ensure that employees are well-versed in Good Practices (GxP), regulatory requirements, and operational excellence.

**99.6%**

Employee Training Coverage (%)

**40 hours**

Average Time Spent on Quality Training per Employee

#### GxP Induction for Employees

To ensure a strong foundation in quality compliance, all newly onboarded employees undergo GxP induction training. This program equips them with knowledge of Good Practices mandated by global regulatory bodies such as U.S. FDA and EMA. In FY25, a total of 1,269 employees participated, investing 1,417 hours, while 315 apprentices completed 352 hours of training.

#### GMP Refresher Training

We conduct regular GMP refresher training to reinforce current Good Manufacturing Practice standards. This ensures sustained compliance and awareness. During the year, 3,976 employees underwent this training, spending a total of 8,614 hours. Additionally, 130 apprentices contributed 87 hours.

#### GMP and Inspections

This focused training enhances understanding of GMP principles and inspection preparedness. A total of 67 personnel completed this module, investing 469 hours.

#### Deviation Management

This session guides employees through the structured approach to deviation handling - from initiation to CAPA closure. With real-world case studies, 53 participants gained critical problem-solving skills over 212 hours of training.

#### Foundation of Quality Management Systems

We offer foundational workshops to strengthen employee knowledge of QMS principles. In FY25, 88 participants completed the workshop, contributing 352 hours.

#### Corrective and Preventive Action (CAPA)

To foster a culture of continuous improvement, 50 participants engaged in a hands-on CAPA training workshop. They spent 200 hours developing evaluation frameworks and CAPA plans for hypothetical quality scenarios.

#### Change Management

Forty participants dedicated 160 hours to learning how to integrate risk management within change control procedures, using interactive scenarios for better retention.

#### Train-the-Trainer Qualification Program

To ensure widespread and consistent knowledge transfer, we upskilled 64 internal trainers through a structured program involving adult learning principles, Bloom's Taxonomy, and Kirkpatrick's model. These trainers invested 448 hours and now champion quality training across teams.

#### LMS Self-paced Courses

Leveraging our Learning Management System (LMS), 147,831 employees completed self-paced training on SOPs and routine tasks during FY25. The total time invested amounted to 5,913,240 hours.





# Intellectual Capital

At Biocon Group, we follow a purpose-driven approach to Research and Development by aligning scientific innovation with the need to make advanced therapies accessible and affordable. We focus on developing complex generics and differentiated biosimilars for chronic and high-burden diseases.

We are embedding patient-centric thinking into each stage of the drug development life cycle and integrating Artificial Intelligence more deeply into our day-to-day operations to shorten timelines, operate with agility, and respond to evolving healthcare needs. A strong Intellectual Property (IP) strategy enables us to create value and accelerate access to our generics and biosimilars for patients worldwide.

Collaboration plays a key role in amplifying our innovation. By working with academic institutions and scientific partners, we explore new platforms and deliver scalable solutions. Syngene, our Research and Manufacturing Services subsidiary, strengthens our ecosystem by helping global life sciences companies advance their R&D with a strong focus on data integrity, IP protection, and information security.

## KEY TAKEAWAYS: FY25

Ensured robust cybersecurity, information governance and data protection.



Demonstrated global leadership in biosimilars and complex generics.

Enhanced agility and decision-making across R&D functions.

Reinforced a culture of innovation-led growth.

Aligned to SDGs





78

Product Launches

133

Regulatory Approvals

182

Products in our Portfolio

21

Patents Obtained

Key Highlights

Performance Highlights - FY25

Details	Biocon Limited	Biocon Biologics
R&D investment as % of revenue	9%	7%
Product Launches	13	65
Regulatory filings	66 APIs	108 Generic Formulations
Regulatory Approvals	32 APIs	50 Generic Formulations
Products in the pipeline*	38 APIs	48 Generic Formulations
Products in our portfolio	79 APIs	83 Generic Formulations

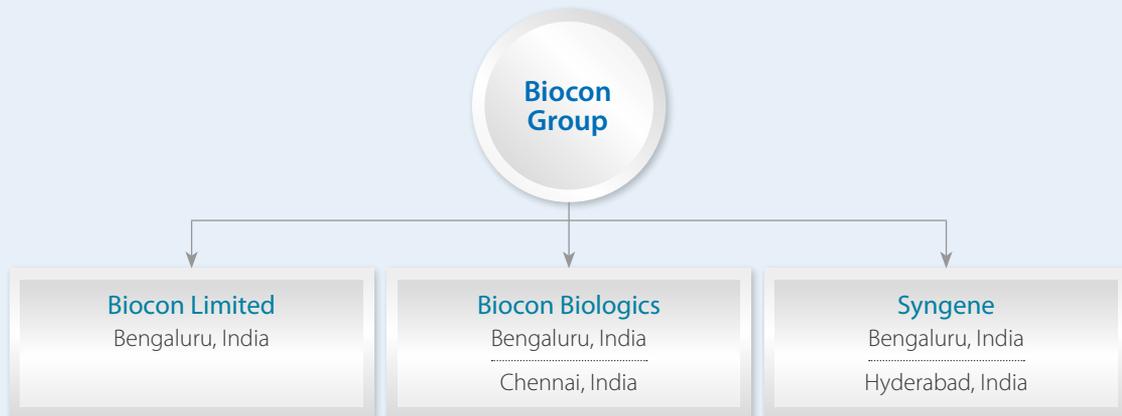
\*As of 31<sup>st</sup> March 2025

	Biocon Limited	Biocon Biologics	Syngene
R&D staff*	500+	380+	5,600+

\*As of March 31, 2025



R&D NETWORK



## R&D Achievements

### Biocon Limited

In the Generics business, we are focused on expanding our portfolio of complex, vertically integrated products, including peptides (notably GLP-1), fermentation-based APIs, HPAPIs, and injectables. In FY25, innovation remained a core priority, driving new milestones across our API and formulations segments. Backed by strategic investments and scientific expertise, we secured multiple product approvals from global regulatory agencies.

### Key Highlights

- Made 108 Generic Formulation filings, 66 Drug Master Files (DMF) submissions and received 50 approvals in FY25 for our Generic Formulations in the U.S., EU, UK and MOW markets.
- Received EU Decentralized Procedure (DCP) approval for Liraglutide (Saxenda®, Victoza®)<sup>#</sup> along with EU partner.
- Received approval for various strengths of Tacrolimus Capsules in China, marking

second major drug product approval in the market.

- Received approvals for Micafungin injection, Daptomycin injection, Norepinephrine Bitartrate injection and Lenalidomide capsules, Dasatinib tablets, Sacubitril + Valsartan and Everolimus tablets in U.S.
- Received approvals for Micafungin 50mg and 100mg powder in the UK and EU.

<sup>#</sup>Victoza®, Saxenda® are registered trademarks of Novo Nordisk A/S

### Product Launches in FY25

EU	
Liraglutide Victoza®	Germany, Netherlands
Liraglutide Saxenda®	Germany, Netherlands
Posaconazole	Germany, Netherlands

North America	
Dasatinib	U.S.
Lenalidomide	U.S.
Daptomycin	U.S.
Oxcarbazepine	U.S.
Nitrofurantoin	U.S.
Triamterene	U.S.

MoW Markets	
Mycophenolic Acid	China
Sacubitril + Valsartan	Singapore
Mycophenolic Acid	Israel

### CASE STUDY - 4



#### Launch of Generic Liraglutide in UK

In a landmark achievement, Biocon Ltd became the first generics company to receive regulatory approval for both indications of Liraglutide in a major regulated market, launching its formulations in the UK to address both Type 2 diabetes and obesity.

Marketed as Liraglutide Biocon (for diabetes) and Biolide (for chronic weight management), these cost-effective drug-device combinations provide accessible alternatives to the branded therapies Victoza® and Saxenda®.

The launch was executed in collaboration with European partner Zentiva, significantly enhancing distribution and reach across the UK and broader European markets.

This strategic partnership has strengthened Biocon's commercial footprint and will continue to improve patient access to affordable GLP-1 therapies, particularly in regions facing rising prevalence of metabolic diseases.

With plans to expand into additional EU countries, the U.S., and international Emerging Markets, Biocon is rapidly emerging as a formidable player in the expanding peptide therapeutics space, strengthening its position

through strategic launches and global collaborations. With a sharp focus on innovation and accessibility, the Company is poised to play a significant role in addressing unmet healthcare needs across key international markets.



## Biocon Biologics

In FY25, we made significant progress in R&D by leveraging our robust technology platforms built over decades to advance monoclonal antibodies and insulin products. The team continually builds on past learnings to refine processes, enhance product quality, and accelerate development timelines. Equipped with state-of-the-art facilities and deep scientific expertise, R&D played a pivotal role in progressing several key molecules from the laboratory bench to patients worldwide. These achievements reflect our unwavering commitment to innovation, affordability, and expanding patient access to high-quality biologics.

## Key Highlights

- Received 50+ regulatory approvals across geographies.
- Received U.S. FDA approval for Yesintek™ (Ustekinumab-kfce), a biosimilar to the reference product Stelara® (Ustekinumab).
- Received European Commission's marketing authorization for Yesintek™.
- Received approval from PMDA, Japan, for Ustekinumab BS subcutaneous injection through partner.
- Received approval for bAflibercept in Malaysia and Turkey.
- Received U.S. FDA approval for Jobevne™ (bBevacizumab) in April 2025.
- Granted marketing authorisation in EU by the European Commission for bDenosumab, following a positive opinion issued by the EU CHMP.
- U.S. FDA accepted our BLA for bDenosumab, a biosimilar to the reference products Prolia® and XGEVA®.
- Secured a U.S. market entry date no later than H2 of 2026 for Yesafili™ (afibercept-jbvf), a biosimilar to Eylea®.

## Product Launches in FY25

ADVANCED MARKETS		EMERGING MARKETS	
Ustekinumab	US, Germany, Japan*	Bevacizumab	Panama, Peru, Mexico, Dominican Republic, Bolivia, Trinidad & Tobago, Botswana, Tanzania, Vietnam, UAE, Saudi Arabia, Israel, Palestine, Brazil
Bevacizumab	Spain, Portugal, Austria, UK, Romania, Hungary	Trastuzumab	Botswana, Libya, Ecuador
Trastuzumab	UK	Pegfilgrastim	Zimbabwe, Libya, Saudi Arabia, Ecuador, Vietnam
Pegfilgrastim	Romania, Belgium, Spain, Portugal	Adalimumab	Guatemala, Syria, Egypt, Zimbabwe, Saudi Arabia
Adalimumab	Romania	Etanercept	Peru, Morocco, Saudi Arabia
Etanercept	Spain, Portugal, Romania, Czech Republic, Slovakia	Insulin Glargine	Saudi Arabia, Myanmar, Cambodia, Egypt, Botswana, Zimbabwe, Angola, Argentina
Aspart	Germany	rh-Insulin	Nigeria, Ecuador, Cambodia
		Aspart	Argentina, Zimbabwe, Botswana

\*Launched in May 2025

### CASE STUDY - 5



#### YESINTEK™ Launch in the U.S.

In FY25, we launched our biosimilar Ustekinumab, branded as Yesintek™, in the U.S. - a landmark achievement that is our fastest lab-to-market success to date.

The program advanced at remarkable speed despite significant challenges during the pandemic, demonstrating the team's resilience, agile operations, and seamless cross-functional collaboration. Starting with robust lab-scale development and process

scale-up, the team ensured strong product comparability with the reference biologic, paving the way for clinical trials. In a first for Biocon Biologics, Phase 1 and Phase 3 studies were initiated in parallel across multiple global sites.

The program achieved swift regulatory submissions in major markets, leading to approvals across the major geographies like U.S., EU, and Japan within a very short time span.

With four product presentations developed simultaneously, Yesintek™ highlights our ability to deliver high-quality, globally competitive biosimilars. Its successful launch in major markets stands as a testament to our commitment to innovation and expanding access to advanced immunology treatments.

## R&D Partnerships - Biocon Limited

At Biocon Limited, we are developing a state-of-the-art synthetic biology platform aimed at transforming fermentation processes and enhancing the performance of our fermentation strains. To realize this vision, we have formed strategic partnerships with leading organizations:

**IBAB, Bengaluru:** In partnership with IBAB, we are developing high-

performance strains for recombinant peptide production, with the research further supported by a PhD student dedicated to this initiative.

**IIT Madras:** Together with IIT Madras, we are creating genome-scale models for microbial strains, offering new insights into their molecular behavior and optimizing substrate flux to enhance product yields.

**Top Service Providers:** We work with leading service organizations specializing in genome sequencing, rapid DNA synthesis, and advanced omics data analysis to expedite scientific breakthroughs. These collaborations have produced robust genome libraries and improved the performance of filamentous bacterial strains in complex API production.

## Digital Transformation in R&D

### Biocon Limited

In FY25, we advanced formulation R&D by integrating predictive modeling through AI and Machine Learning. Using historical data and algorithms, we shortened development timelines and improved forecasting accuracy. We successfully predicted product shelf life using limited stability data, allowing quicker prototype finalization without compromising regulatory compliance. Simulated stress studies enhanced our understanding of product behavior, informing packaging and impurity profiling decisions earlier in development.

We applied in vitro–in vivo extrapolation to predict drug performance, reducing animal studies and optimizing resources. Design of experiments combined with AI analytics helped us pinpoint critical formulation variables and process variable for more targeted development. To drive real-time decisions, we are developing dynamic dashboards in Power BI and Python, improving experiment monitoring, enabling faster interventions, and reinforcing innovation-led agility.

### Biocon Biologics

We are embedding AI/ML, predictive modeling, and real-time analytics into our R&D ecosystem to accelerate product development, reduce iterative experimental cycles, and enhance the quality of decision-making. These technologies are integrated across critical stages from cell line development and process modeling to optimization, and advanced analytical data interpretation,

delivering faster and more robust insights. This strategic focus aims to drive scientific innovation, improve operational efficiency, and strengthen our competitive position in the global biologics market.

### Syngene

We advanced our digital journey by integrating automation and data-driven technologies across quality operations. Our Quality Control labs are now largely paperless, improving data integrity, compliance, and operational efficiency while reducing environmental impact.

### Key Initiatives in FY25

- Implementation of Electronic Batch Manufacturing Records.

- Automation of maintenance processes through SAP-PM and AMS.
- Deployment of paperless lab systems, including LIMS, EDMS, LMS, and electronic forms.
- Extension of our electronic Quality Management System (eQMS) to the new biologics facility, using TrackWise.
- Digital execution of equipment qualifications and process validations.
- We piloted an AI/ML-based tool leveraging natural language processing to streamline investigation report reviews, with the goal of reducing cycle times and enhancing responsiveness.



## Clinical Development & Medical Affairs

### Clinical Trials - Ethics and Oversight

At Biocon Group, clinical research is guided by ethics, regulatory compliance, and patient focus.

As part of our commitment to ethical trials, we obtain written informed consent from all participants and seek approval from independent ethics committees/institutional review boards. Our approach is consistent with the Declaration of Helsinki, the Indian Council of Medical Research Ethical Guidelines and Good Clinical Practices. We register all trials on the government database, ensuring transparency and compliance with regulatory standards.

### Biocon Limited

Our Clinical Research Unit leads bioequivalence (BE) and clinical studies across therapeutic areas, prioritizing patient safety and data reliability.

Studies are conducted in collaboration with qualified Clinical Research Organizations (CROs), following rigorous technical, quality, and commercial evaluations. Protocols for BE studies are approved by independent ethics committees and the Drug Controller General of India (DCGI), adhering to ICH guidelines and other regulatory standards. Teams and partners receive continuous training on evolving standards. In FY25, we conducted 33 Phase I studies involving 1,326 volunteers.

### Biocon Biologics

At Biocon Biologics, our Clinical Trial Protocol Review Committee (CTPRC), chaired by our Chief Medical Officer and supported by senior leaders, including the Heads of Clinical Development and Medical Sciences, oversees all clinical protocols to ensure scientific and ethical soundness. Our trials are strategically designed to enroll the appropriate number of participants and define optimal follow-up durations, enabling efficient,

responsible data generation without overuse of resources. When conducting clinical trials in patient populations, our protocols and trial procedures ensure that participants receive the current standard of care for their disease. All clinical trials are conducted ethically, adhering to good clinical practice and applicable standards, laws, and regulations. Close oversight by the clinical trial team ensures compliance with trial protocols and prioritization of patient safety and maintenance of scientific integrity.

We embed sustainability into our trial operations by aligning with global carbon reduction frameworks, including guidelines from the UK National Institute for Health and Care Excellence under the Climate Change Act of 2008. By streamlining designs, optimizing monitoring, minimizing data collection, and reducing travel, we lower our environmental footprint while driving patient-focused innovation.

## Medical Affairs

Our Medical Affairs team generates and disseminates real-world evidence to demonstrate the value and safety of our biosimilars in diverse patient populations. We empower healthcare professionals through scientific education initiatives, and engage with global stakeholders to improve patient outcomes worldwide.

In FY25, we debuted at the European Association of Hospital Pharmacists Congress with a booth and symposium, engaging over 125 participants to advance biosimilar adoption in Europe.

Our Global Medical Information team handles about 800 monthly inquiries, supporting healthcare professionals and patients across more than 40 countries in diabetes, oncology, and immunology.



### Biosimilar Handbook – Second Edition

In FY25, we launched the second edition of the Biosimilar Handbook, originally developed at Viatrix. This guide, targeted at healthcare professionals, pharmacists, and policymakers, offers global insights into biosimilar development, regulation, clinical application, and switching practices. Over 1,000 copies have been distributed across Europe and Emerging Markets.

The Biosimilar Handbook can be accessed at:

<https://www.bioconbiologics.com/about-us/scientific-publications/biosimilars-a-global-perspective/>

### Awareness Building in LMICs

To address access challenges in low- and middle-income countries (LMICs), we co-authored a white paper with

Clarivate titled “Increasing Adoption of Quality-Assured Biosimilars to Address Access Challenges in Low- and Middle-Income Countries.” The study outlines six policy recommendations to strengthen

biosimilar adoption and expand access to affordable care. A peer-reviewed article based on the paper was published in the Generics and Biosimilars Initiative (GaBI) Journal.



## Scientific Publications

Biocon Biologics is committed to advancing scientific knowledge within the broader scientific and medical community. Our Clinical Development and Medical Affairs team works towards this goal through the following key publications during FY25.

Sl. No.	Product	Type	Status	Title/Citation	Year
1	Aflibercept (Yesafili™)	Pivotal Phase 3 Study Manuscript	Published	Bressler SB, Barve A, Ganapathi PC, Beckmann K, Apte RS, Marcus DM, Baumann K, Agarwal S, Oleksy P, Reichstein DA, Patel SS, Ernest J, Dégi R, Gupta V, Kishino G, Kamei M, Loganathan S; INSIGHT Study Group. Aflibercept Biosimilar MYL-1701P vs Reference Aflibercept in Diabetic Macular Edema: The INSIGHT Randomized Clinical Trial. JAMA Ophthalmol. 2024 Oct 1;142(10):952-960. doi: 10.1001/jamaophthalmol.2024.3458. PMID: 39264599; PMCID: PMC11393752.	Oct-24
2	Aspart (Kirsty®)	Systematic Lit. Review (Manuscript)	Published	Kapur R, Mitra S, Tonpe G, P A, Raj P, Gudat U, Athalye SN. Comparison of the efficacy and safety of rapid-acting insulin analogs, lispro versus aspart, in the treatment of diabetes: a systematic review of randomized controlled trials. Expert Opin Biol Ther. 2024 Jun;24(6):543-561. doi: 10.1080/14712598.2024.2371046. Epub 2024 Jun 28. PMID: 38934226.	Jun-24
3	General	Narrative Review (Manuscript)	Published	Paul P, Kapur R, Mitra S et al. Increasing Adoption of Quality-Assured Biosimilars to Address Access Challenges in Low- and Middle-Income Countries. Generics and Biosimilars Initiative Journal (GaBI Journal). 2024;13(2):40-54.	May-24
4	General	Narrative Review (Manuscript)	Published	Mitra S, Baraskar S, Wolff-Holz E et al. Aligning Environmental, Social, and Governance to Clinical Development: Moving Towards More Sustainable Clinical Trials. Generics and Biosimilars Initiative Journal (GaBI Journal). 2024;13(3):142-51. DOI: 10.5639/gabij.2024.1303.033	Jun-24

Sl. No.	Product	Type	Status	Title/Citation	Year
5	Ustekinumab (Yesintek™)	Phase 1 PKPD Manuscript	Published Online	Jonathan Ackroyd, Sarika S Deodhar, Subramanian Loganathan, Gursharan Singh, Ashwani Marwah, Kuldeep Kumar, Jayanti Panda, Sandeep Nilkanth Athalye. Pharmacokinetic equivalence and comparative safety, tolerability, and immunogenicity of Biocon's ustekinumab (Bmab-1200) with EU-approved Stelara® and US-licensed Stelara®. Accepted for publication in Expert Opinion on Investigational Drugs.  DOI: <a href="https://doi.org/10.1080/13543784.2025.2500334">https://doi.org/10.1080/13543784.2025.2500334</a>	May-25
6	Adalimumab (Hulio®-IC)	Interchangeability Trial Manuscript	Accepted for Online Publication	Deodhar S, Loganathan S, KS R et al. Multiple switches between adalimumab-fkjp and reference adalimumab in moderate-to-severe chronic plaque psoriasis: A multi-center, double-blind, parallel group, randomized clinical trial for interchangeability. Advances in Therapy.	Apr-25

## Life Cycle Assessment

In line with our sustainability goals, we have leveraged Life Cycle Assessment (LCA) to evaluate and reduce our environmental impact utilizing advanced LCA tools. We built a robust assessment framework and conducted detailed environmental footprint analyses of core products at Biocon Limited.

**Focusing on High-Impact Areas:** LCA has enabled us to identify key environmental hotspots. We are now prioritizing targeted initiatives to significantly mitigate impacts in these areas wherever possible without compromising on the quality of the finished product (Drug).

**Achieving Sustainable Process Improvements:** Through the adoption of sustainable processes, we have successfully reduced the environmental footprint of four key products by over 20% at Biocon Limited.

## Green Chemistry

Syngene follows a science-led approach to green chemistry that focuses on reducing our carbon footprint and improving manufacturing efficiency. By redesigning processes or enhancing existing ones, we aim to deliver multiple benefits, minimizing the use of solvents and hazardous materials, reducing raw material consumption, lowering by-

products and impurities, improving yields, cutting energy use, and limiting waste and emissions.

### Syngene Joins ACS Green Chemistry Roundtable

We have joined the ACS Green Chemistry Institute Pharmaceutical Roundtable as an associate member, reaffirming

our commitment to sustainable pharmaceutical innovation. This collaboration with global leaders like Pfizer and AstraZeneca strengthens our expertise in areas such as flow chemistry, solvent selection, and biocatalysis, and reinforces our position as a sustainability-focused CRDMO.

## Intellectual Property Management

Biocon Group's strong patent portfolio underscores our commitment to a robust Intellectual Property (IP) strategy that fuels innovation and accelerates global access to generics and biosimilars.

We have a dedicated Intellectual Property team responsible for filing patents in both the Indian and overseas markets in our research, process and platform technology areas. As of March 31, 2025, we have more than 1,500 patents registered under our name with more than 590 active patents across Generics, Biosimilars and Novels business segments. In addition to patents, we actively protect our brand assets through trademark registrations. We currently hold 2,812 trademarks across business segments, with 134 trademarks obtained and 151 filed in FY25.

### Patents and Trademarks

Generics	Biosimilars	Novels
<b>326</b> Total Patent Count	<b>400</b> Total Patent Count	<b>792</b> Total Patent Count
<b>111</b> Active Patent Count	<b>311</b> Active Patent Count	<b>171</b> Active Patent Count
<b>5</b> Patents Obtained in FY25	<b>8</b> Patents Obtained in FY25	<b>8</b> Patents Obtained in FY25
<b>6</b> Patents Filed in FY25	<b>3</b> Patents Filed in FY25	<b>7</b> Patents Filed in FY25
<b>26</b> Trademarks Obtained in FY25	<b>107</b> Trademarks Obtained in FY25	<b>1</b> Trademarks Obtained in FY25
<b>475</b> Total Trademarks	<b>2,323</b> Total Trademarks	<b>14</b> Total Trademarks
<b>30</b> Trademarks Filed in FY25	<b>120</b> Trademarks Filed in FY25	<b>1</b> Trademarks Filed in FY25

## Information Security and Cybersecurity Management & Protection

### Biocon Limited & Biocon Biologics

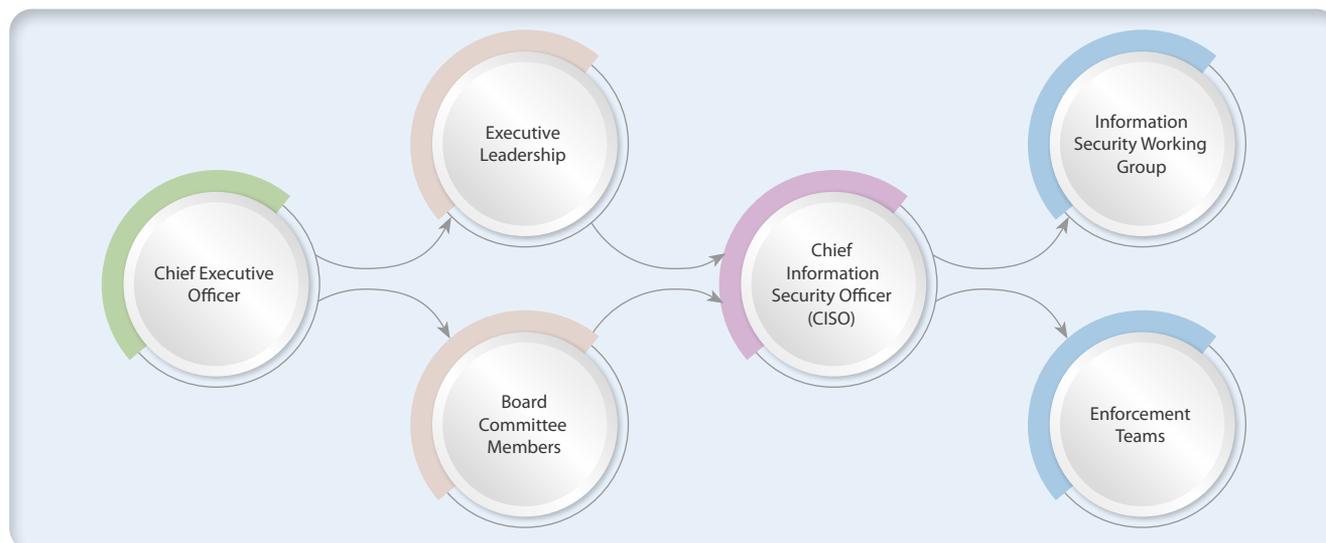
At Biocon, cybersecurity forms the bedrock of our digital journey, enabling us to confidently scale innovation. Our comprehensive cybersecurity architecture is built on globally recognized standards, including NIST & ISO 27001, ensuring consistent and reliable protection of information assets across all operational geographies. Well-defined data privacy protocols and a dedicated privacy policy guide our actions, while regular third-party

assessments, including audits, penetration tests, and vulnerability scans, safeguard our systems from evolving threats.

### Strengthening Governance in the Digital Era

The Group CISO (Chief Information Security Officer) Office oversees cybersecurity, ensuring strategic protection of digital assets through governance, Zero Trust security, and strict compliance with regulations like CERT-IN. Reporting to the CEO and functionally aligning with the CIOs, the CISO

ensures that the Executive Leadership supervises the execution of preventive, detective, responsive, and recovery measures. Employees are equipped with a well-defined process for reporting any instances of suspicious activity. Policy deviations are monitored and addressed by enforcement teams such as Enterprise Risk Management, Human Resources, and Internal Audit. A Board member with IT expertise supports strategy through the Risk Committee. An Information Security Working Group engages stakeholders to drive cybersecurity initiatives.



## Security Strategy & Landscape

Biocon's cybersecurity strategy utilizes a Zero Trust and Defense-in-Depth framework to address both known and emerging threats. The cybersecurity technology and process landscape includes seven layers: Perimeter, Network and Infrastructure Security, Device and Application Security, Access Management, Data Security, Continuous Monitoring, and Information Security Governance. Information access is regulated on a need-to-know basis, with internal safeguards in place to ensure the least privileged access across both internal and external environments. We use advanced technologies to monitor and detect data leakage on cloud and internet platforms. Partners must adopt security-by-design solutions to protect Biocon's data assets.

Devices utilize advanced technologies that detect and respond to threats in real time. Security gateways and intrusion detection systems, powered by Artificial Intelligence and Machine Learning, provide strong defense against potential cyberattacks. A comprehensive incident monitoring and response system, supported by technology partners, enables early detection and mitigation of threats. Participation in cybersecurity communities, both within India and internationally, facilitates staying informed about evolving threats through shared intelligence and insights.

We regularly enhance our digital infrastructure in collaboration with industry experts to identify and address vulnerabilities. Cybersecurity is integrated across all business functions through industry-leading practices.

Our cybersecurity framework includes:

- Regular vulnerability assessments and penetration testing.
- Annual RED team assessments and periodic internal audits.

A Red Team is a group of cybersecurity experts who simulate real-world attacks to test an organization's security defenses, detection, and response.

- Continuous incident monitoring powered by Machine Learning.
- Immutable backup and recovery systems for disaster resilience.

## Data Privacy - Policies & Procedures

Respecting individual privacy and safeguarding personal data are foundational values at Biocon. Our Zero Tolerance Privacy Policy governs the responsible collection, use, and protection of personal information. Employees are expected to adhere to the following principles:

- Collect personal data only with proper consent, as required by law and Company policy.
- Use personal data solely for its intended purpose, ensuring it is adequate and relevant.
- Comply with applicable privacy regulations.
- Maintain strict confidentiality and implement security measures to prevent unauthorized access or disclosure.

Our system tracks information security and cybersecurity breaches, with no incidents or data privacy complaints reported in FY25. Any violations of the Company's policies are met with disciplinary action and are closely monitored.

Our approach to data policy is articulated in our Code of Conduct, and also in specific policies for each company.

### Biocon Limited:

Code of Conduct: <https://www.biocon.com/docs/Code-of-conduct.pdf>

Data Privacy and Protection Guidelines: <https://www.biocon.com/docs/Data-Privacy-and-Protection-Guideline-Policy-Document.pdf>

### Biocon Biologics:

Code of Conduct: <https://www.bioconbiologics.com/docs/Code-of-conduct.pdf>

Privacy Policy: <https://www.bioconbiologics.com/privacy-policy-bbl/>

## IT Disaster Recovery

Biocon is committed to ensuring seamless business operations through robust IT disaster recovery and business continuity practices. Key initiatives include:

- Regular assessments to identify and address system weaknesses, supported by AI-powered monitoring.
- Comprehensive backup and recovery systems for uninterrupted operations.
- Well-defined disaster recovery plans and incident response procedures.

- Continuous updates to cyber resilience strategies and employee training on best practices.

## Third-Party Due Diligence & Audits

New partners' security practices, infrastructure, certifications (ISO 27001), and attestation reports (SOC2 Type 2) are assessed before onboarding. Cybersecurity and privacy clauses are included in all agreements.

## Embedding a Culture of Security Awareness

We foster a security-first mindset through continuous education and awareness initiatives. These include cross-functional digital upskilling sessions, targeted campaigns, townhalls, and active engagement by security working groups comprising key business stakeholders.

- 90% of employees completed training on information security and data privacy in FY25.
- 100% participation in the Phishing Awareness Campaign.

Our awareness initiatives include:

- Interactive townhalls and awareness campaigns.
- Micro-learning modules and gamified training.
- Leadership videos and in-person workshops.
- Simulated phishing exercises and periodic quizzes.
- Animated explainers, posters, and digital display content.

## Certification

- The IT systems across all functions and locations of Biocon Limited, Biocon Biologics, and Syngene are certified under ISO 27001:2013, demonstrating compliance with internationally recognized information security standards.
- Regular surveillance audits, including one conducted in FY24, along with annual vulnerability assessments and penetration tests, are carried out to ensure the continued strength and effectiveness of our security measures.

## Syngene

### Information Security and Data Protection

We maintain a comprehensive Information Security Policy aligned with the ISO 27001 ISMS framework and NIST standards. This includes defined procedures for incident management to ensure effective documentation, analysis, and response to security incidents, including data breaches and ransomware attacks.

Our 24/7 Security Operations Center (SOC) supports this framework by continuously

monitoring threats and responding in real time. Business continuity is governed by a dedicated policy covering the IT system and data recovery, backed by a One-Click Recovery solution that delivers a 15-minute Recovery Point Objective (RPO) and a 2-hour Recovery Time Objective (RTO).

Access control and data classification are governed by our Information Security Policy and a standalone Access Control Procedure. We conduct third-party Vulnerability Assessment and Penetration Testing (VAPT) twice annually and work

with a specialized partner for incident response and forensic investigations to ensure swift containment and recovery from cyber incidents.

### Training on Information Security

We mandate information security awareness training for all employees through our Learning Management System (LMS). To reinforce best practices, we also conduct quarterly phishing simulation exercises.

## Key Initiatives to Enhance Overall Security and Efficiency

### 1. Project VEGA: Driving Intelligent Process Integration

Launched Project VEGA as a multi-year initiative to automate and integrate core processes, from lead generation to revenue collection, enhancing efficiency, transparency, and agility through intelligent systems and stronger controls.

### 2. Cybersecurity and IT Enhancements

**Information Security Working Group (ISWG):** Strengthened our cybersecurity posture in alignment

with ISO 27001:2022 and improved data loss prevention and risk assessments.

**Industrial IoT:** Rolled out an Emergency Headcount System integrating over 1,200 devices for real-time safety and personnel tracking.

### 3. Operational and Digital Advancements

**Inventory Dashboard:** Enabled real-time inventory tracking in Discovery Services, reducing stockouts and excess inventory.

**Unit-III Manufacturing:** Integrated IT-OT systems and AI for predictive maintenance, improving equipment uptime.

**Quality Control Tool (Beta):** Developed a dashboard-based tool for lab scheduling, workload tracking, and productivity enhancement.

**Microsoft Co-Pilot:** Deployed across Microsoft 365, enabling trained teams to enhance productivity using AI tools.





# Human Capital

Our ability to expand access to lifesaving therapies and drive sustainable growth across global markets is powered by our people. We recognize that empowering our employees is not just essential to business excellence, it is central to shaping the future of healthcare.

By fostering a culture rooted in innovation, inclusion, and wellbeing, we enable our workforce to navigate challenges, embrace opportunities, and deliver breakthrough solutions that create lasting value. By providing a strong sense of purpose, continuous learning opportunities, leadership development programs and nurturing belongingness, we are building a future-ready team committed to driving impact for patients, communities, and stakeholders worldwide.

## KEY TAKEAWAYS: FY25

Focused on Diversity, Equity, Inclusion and Belonging.



Invested in talent and leadership development.

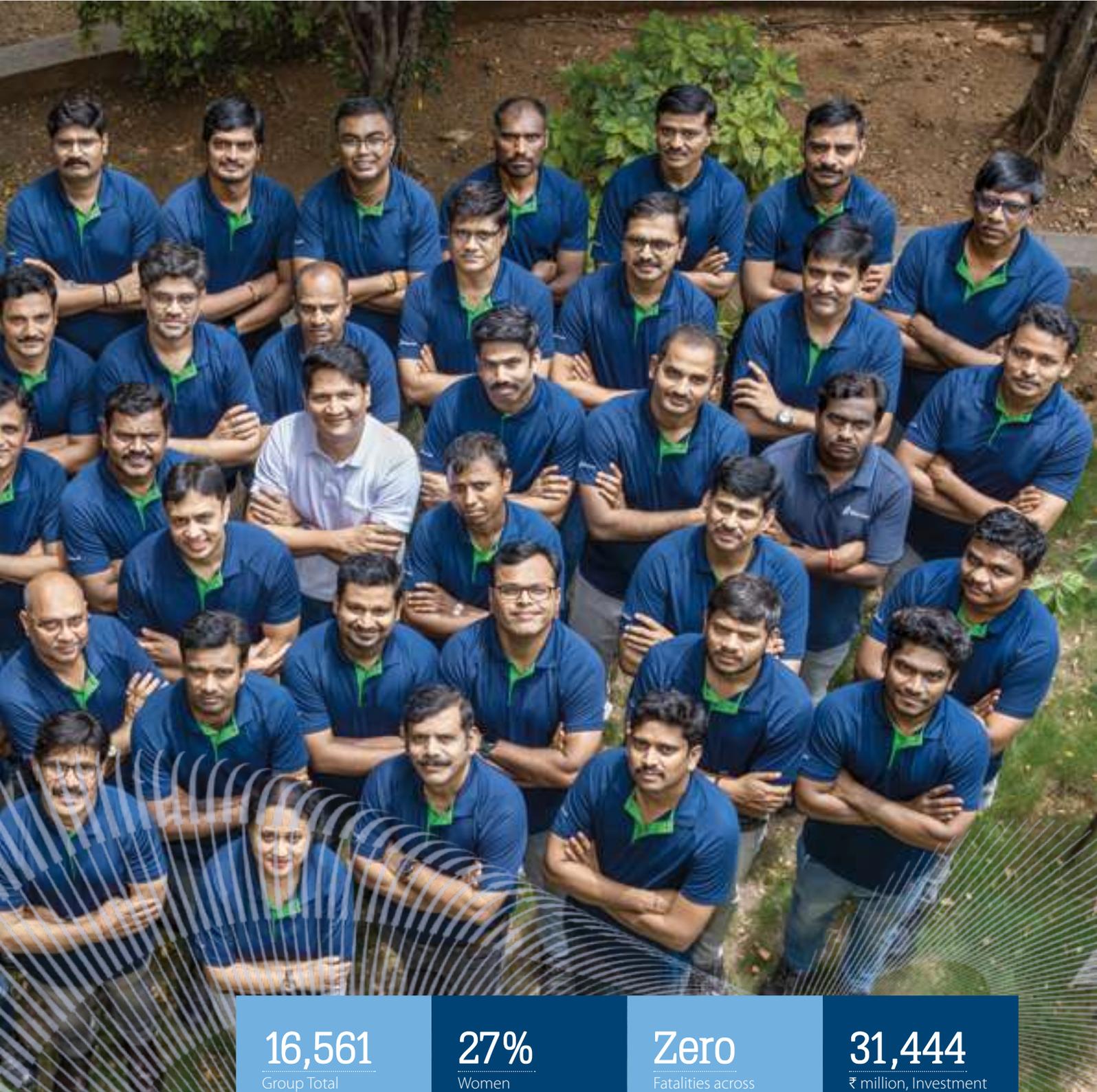
Maintained a safe, ethical, and digitally enabled workplace.

Reinforced zero-tolerance stance on ethics, discrimination, harassment, and labor violations.



Aligned to SDGs





Key Highlights

**16,561**  
Group Total Workforce

**27%**  
Women Representation in Workforce

**Zero**  
Fatalities across Manufacturing Sites

**31,444**  
₹ million, Investment in Employee Benefits and Wellbeing Initiatives

## KEY PILLARS OF OUR WORKPLACE CULTURE

- Encourages Bioconites to embody key behavioral traits that foster continuous learning, accountability, and excellence
- Ensures our workforce evolves into a high-performing, future-ready team.

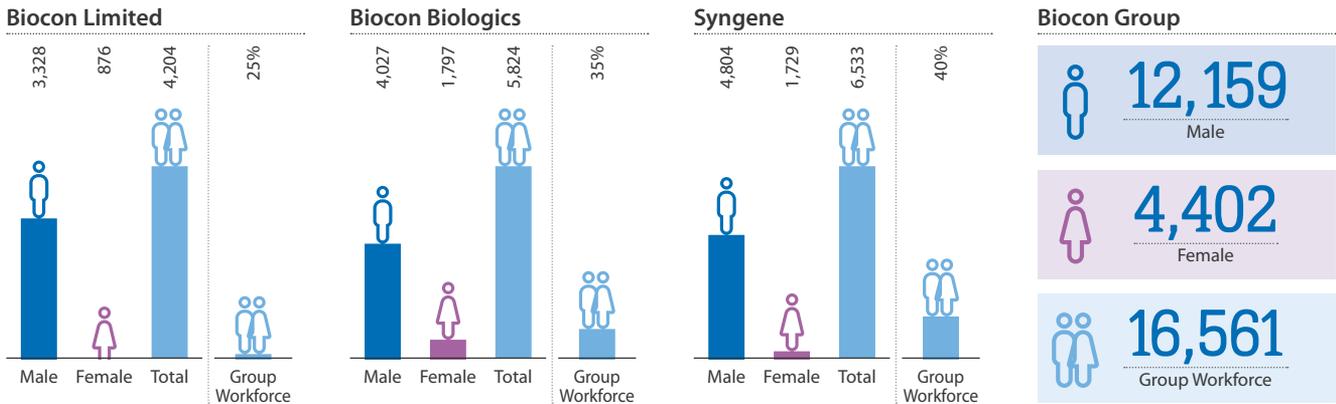


- Enhances efficiency, productivity, and agility across all functions
- Amplifies the impact of our human capital and unlocks scalable growth across the Biocon Group

Continued to be listed among Top 20 Global Employers by U.S.-based *Science* magazine. Ranked at No. 9 and voted as the Innovative Leader in the Industry for over a decade.

### An Overview of Our Workforce

Human Capital (as of March 31, 2025)\*



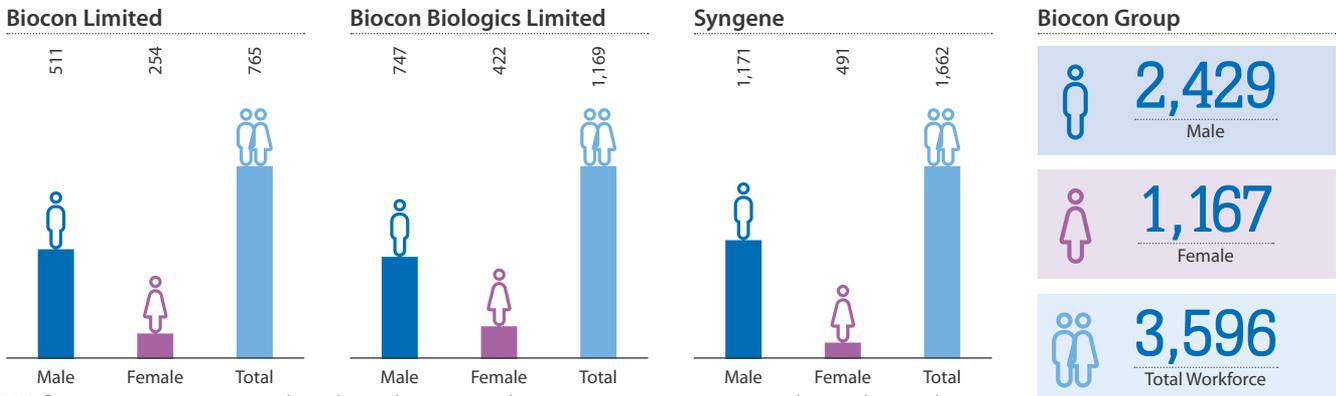
\*The data disclosed here includes full-time employees only and excludes contract workers engaged by the company through third-party agencies

Our employees are the cornerstone of our success, setting us apart from competitors. They bring diverse perspectives, experiences and skills, driving innovation and achieving business goals.

### Talent Acquisition & Hiring Strategy

New Hires

FY25 ■■■



We focus on recruiting top talent through campus placements, university partnerships, job portals, lateral hiring, and employee referrals, with the long-term goal of developing future leaders.

91%

**Senior Management Hires from Local Community in India**

portals, networks, and referrals. Our AI-integrated Application Tracking System platform matches resumes with job descriptions, reduces bias, and supports asynchronous interviews. Psychometric and aptitude assessments, conducted by third parties, ensure workforce competence across experience levels.

Scheme (NAPS), an initiative by the Government of India aimed at promoting skill development and employment opportunities for the youth. NAPS serves as a vital channel for sourcing entry-level talent, with a strong emphasis on diversity. Notably, 68% of our apprentices are women.

**Biocon Limited**

Our hiring strategy emphasizes agility, inclusion, and future-readiness, enabling access to diverse talent across geographies. We use digital tools to enhance speed, objectivity, and candidate experience, ensuring an efficient and inclusive hiring process.

We align talent acquisition with long-term business goals, sourcing through campus placements, university partnerships, job

**Key Initiatives**

**Diversity Hiring Goals:** At Biocon Limited, we have embedded diversity hiring and retention targets into our business goals, with clearly defined performance indicators for each Business Leader. This approach ensures shared accountability for creating an equitable workplace.

**Promoting Skill Development Through**

**NAPS:** Biocon actively participates in the National Apprenticeship Promotion

**Comprehensive Training and**

**Assessment:** All apprentices undergo mandatory training, including familiarization with departmental Standard Operating Procedures (SOPs). Detailed feedback from hiring managers and online assessments ensure a thorough evaluation of candidates for potential employment against open roles.

**Biocon Biologics**

Biocon Biologics has employees from 31 different nationalities, spread across 60 cities across the world. We have made local hiring a strategic priority, as we believe that nurturing local talent is the right way to do business and is key to building a truly global organization. Our leadership champions the principle that local teams should be led and staffed by individuals who understand their communities best. In FY25, we started our first-ever international campus recruitment drive in Malaysia. We have also engaged with universities in North America and Europe to expand our talent development program.



**Testimonial**

“Biocon has created nearly 900 high-skilled job opportunities at its Malaysia facility, with the majority - over 97% - filled by Malaysians. Most of these positions require qualifications in biotechnology, science, engineering, or other specialized skills, showcasing the significant impact of this investment on local human capital development.”

**Lee Ting Han,**  
Johor State Executive Council Member



### Inclusive Hiring Practices

Our campus engagement strategy at Biocon Biologics prioritizes hiring for potential over gender and creating equitable pathways for young professionals. We have launched inclusive leadership programs to embed fairness and empathy in decision-making. In FY25, we trained ~500 hiring managers and line managers focusing on bias-free recruiting. We engaged a third party to certify the program.

## 5 CORE VALUES THAT GUIDE OUR HIRING PROCESS



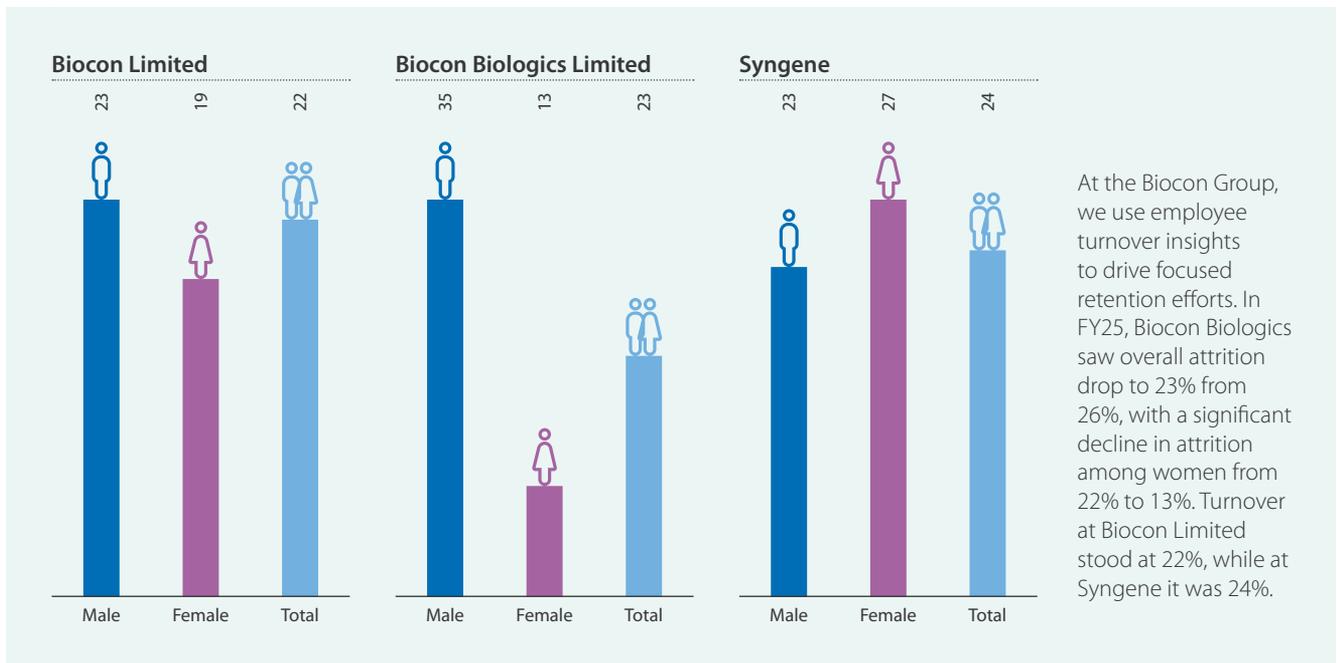
### Syngene

At Syngene, our hiring strategy focuses on attracting top talent, building a diverse workforce, and preparing for future growth. We are committed to creating an agile, inclusive, and high-performing

organization by expanding access to talent across different geographies and backgrounds. Our approach ensures that we bring in skilled individuals who align with our values, contribute to our innovation-driven culture, and strengthen our leadership pipeline.

Recognized as a finalist in the 'Best Talent Acquisition Team – Corporate sector' category by LinkedIn.

### Employee Turnover Rate (%) - FY25



## Learning & Talent Development

Our talent development approach is designed to attract skilled professionals, nurture their potential, and create opportunities for continuous learning and leadership development. By aligning individual aspirations with organizational goals, we foster a purpose-driven, agile, and future-ready workforce that drives innovation, performance, and resilience across our operations.

### Biocon Limited

We have built a holistic talent development strategy focused on nurturing capabilities across all levels of leadership, with tailored initiatives that support both individual growth and organizational success. Our key talent development strategies include:

<b>First-time Managers</b>	Structured learning programs for first-time managers that build foundational leadership skills and instill confidence in managing teams.
<b>BioAspire</b>	Programs like BioAspire accelerate leadership growth, ensuring business continuity, agility, and performance. By investing in critical talent, we close leadership gaps, retain top performers, and prepare successors to lead in a dynamic environment.
<b>BioLeap</b>	Targeted initiatives for women that support career progression and leadership potential.
<b>BioElevate</b>	Customized programs for managers of managers to strengthen enterprise leadership and drive functional collaboration.
<b>Leadership Development</b>	Leadership development at Biocon is a strategic priority, focused on nurturing internal talent, strengthening cultural alignment, and building a future-ready leadership pipeline. High-potential individuals participate in assessment centers and embark on tailored two-year development journeys aligned with Biocon’s values.  Blended development journey for mid-level leaders, combining experiential learning with digital modules to enhance strategic thinking and agility.

### Biocon Biologics

We have embraced a “Skills-First” Approach that shifts the traditional lens of talent development away from academic degrees or past job titles, and instead focuses on the skills, capabilities, and potential individuals bring to the table. This opens doors to a broader, more diverse talent pool. We leverage skill assessments and development platforms to identify and redeploy internal talent where they can add the most value. As our operations scale globally, our talent strategy has evolved to be more equitable, dynamic, and aligned to performance and potential.



^\*The term “Skills-First” is used to describe a new approach to talent development that emphasizes a person’s skills and competencies – rather than degrees, job histories or job titles - with regard to attracting, hiring, developing, and redeploying talent. Source: World Economic Forum

### Syngene

Our employee value proposition is built on empowering our people by offering a supportive environment that fosters learning, innovation, and career growth. A wide range of learning and development initiatives support talent development and strengthen our leadership pipeline.

## Learning & Development Programs

### Biocon Limited

At Biocon Limited, we offer tiered training programs for employees at all levels, focused on building technical skills, cross-functional knowledge, and certifications. These structured, calendar-based programs help our workforce stay agile, innovative, and ready for the future. We also organize Feedback Awareness Sessions to help managers develop the skills to give constructive feedback and support a culture of continuous improvement.

## TRAINING PROGRAMS



## Biocon Biologics

To embed a culture of operational excellence from Day One, 5S training is integrated into employee onboarding. New joiners learn the 5S principles of Sort, Set in Order, Shine, Standardize, and Sustain, fostering organized, efficient work

habits and a mindset of discipline and continuous improvement.

### Transition Assistance Program

As part of this initiative, Biocon Biologics employees are encouraged to voluntarily participate in an annual skills assessment. This enables them to evaluate their

current capabilities in relation to their existing role and receive personalized recommendations for future career opportunities. Once a potential future role is identified, we provide targeted learning pathways and curated training programs to help them upskill and prepare for the next step in their career.

## Syngene

Continuous learning is a driving force behind the performance and growth of our organization. Initiatives such as the Science Certification Program and Career Planning support our employees in enhancing their capabilities and advancing their careers within Syngene.

The My Future Plan performance management system encourages continuous improvement and employee excellence through transparent evaluations and future-oriented conversations. We also provide support for higher education and professional

certifications, along with flexible working arrangements, to help employees achieve their academic goals while fulfilling their job responsibilities.

Additionally, programs like the Consulting Advantage Program and Graduate Accelerator Program equip employees with essential skills for organizational excellence and career advancement. The Learning Recommendation Series further promotes a culture of continuous learning at Syngene.

To enhance managerial and leadership capabilities, we offer comprehensive programs like ASPIRE, which focuses on

coaching, emotional intelligence, and performance management. Our Senior Leadership Development initiatives include Hogan assessments for identifying strengths and development areas, personalized Individual Development Plans (IDPs) for leaders, and tailored development from Day One for new leaders. In the upcoming year, we aim to scale up leadership development efforts and strengthen accountability for IDP progress through regular reviews.

## Digitization of Human Resource Management

We are embracing the power of digital transformation to revolutionize how we manage and empower our workforce. By leveraging a digital first approach, we are optimizing our HR processes to create a more agile, responsive, and employee-centric environment.



### Biocon Limited

#### Key Highlights

**Recruitment Tool:** Our AI-enabled recruitment system, integrated with the HR platform, matches candidate profiles with job requirements, reduces bias, and supports flexible video interviews for efficient shortlisting.

**Workforce Planning I & II:** These tools monitor actual vs planned headcount and decentralize HR processes, enabling real-time, data-driven hiring decisions.

**Rewards & Recognition Platform:** The BioACE platform fosters a recognition culture through global, real-time acknowledgment and provides insights to enhance employee engagement.

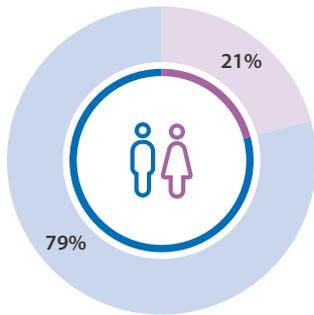
### Biocon Biologics

In FY25, we implemented SAP SuccessFactors as a unified platform for managing the entire employee life cycle, talent acquisition, and HR operations. To navigate the complexity of a global organization, Biocon Biologics is leveraging MyHub, a digital platform designed to unify employee experience across geographies. Key modules like performance, learning, and policies are integrated into MyHub, which provides accessible and secure data intuitively across languages and nationalities.

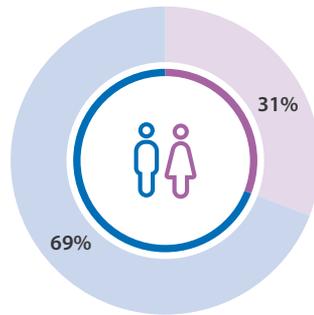
## Diversity, Equity, Inclusion, and Belonging

### Gender Representation Female / Male (%)

Biocon Limited

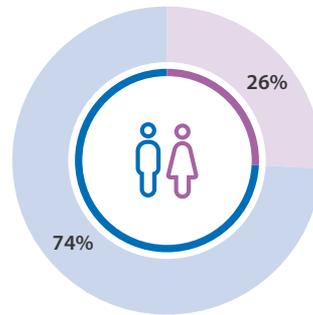


Biocon Biologics\*

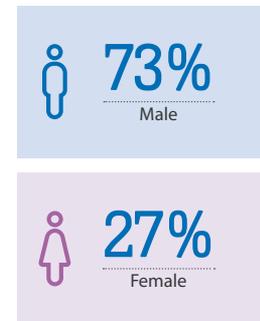


\*Including permanent workers

Syngene



Group Workforce



### Biocon Limited

Diversity, Equity, Inclusion, and Belonging (DEIB) are central to our people strategy, driving innovation, collaboration, and performance. We actively challenge gender stereotypes, promote women in non-traditional roles, and foster inclusion for persons with disabilities (PwDs), employing 10 PwDs in FY25. Our diversity efforts, rooted in Biocon’s legacy, have accelerated with measurable goals, including enhanced women representation.

**Employee Referral Policy:** Biocon’s Employee Referral Policy offers additional incentives for every successful referral of women candidates. This initiative actively encourages Bioconites to support our diversity objectives by broadening the talent pipeline and fostering a more inclusive workplace.

### Fostering Inclusion, Wellbeing, and Belonging

We are committed to building a workplace where every individual feels included, supported, and empowered to thrive. Our Employee Resource Groups (ERGs) play a key role in driving this commitment:

**WIN (Women’s Inclusion Network):**

Focused on empowering women across roles and career stages through mentoring, dialogue, and leadership engagement.

**ENABLE:** Dedicated to building a barrier-free and inclusive environment for Persons with Disabilities (PwD), with sensitization sessions and accessibility enhancements.

**NEO Parents:** Supports employees navigating parenthood, with special guidance for new and returning mothers and fathers.

We celebrate Women’s Month every March with a month-long series of events - fireside chats, skill-building workshops, wellness sessions, and spotlight stories - all designed to inspire, uplift, and connect. We also proudly mark International Men’s Day with curated events that spotlight allyship, emotional well-being, and shared responsibility.

To promote lasting cultural change, we conduct gender balance and inclusion training across levels, equipping leaders

and teams to foster belonging, address bias, and build equitable spaces.

We offer structured support for women during maternity - from special connects during their leave to smooth reintegration, flexible working options, and access to an on-campus crèche facility.

Whether it’s through ERGs, wellness sessions, training, or everyday interactions - we are building multiple layers of connection and care for women, PwD, parents, and all voices at Biocon.

To assist employees on maternity leave and ease their reintegration

**Maternity Connects**

Offer personalized guidance through one-on-one sessions and focus groups, particularly for women across levels

**Head HR Connects**

Enable direct dialogue with senior leaders to foster transparency and trust

**Skip Level Connects**

**DEIB CONNECTS**

Biocon organizes a wide array of DEIB Connects aimed at cultivating a more inclusive and supportive workplace culture.

**HRBP Connects**

Provide ongoing support and serve as a bridge between employees and HR

**Returning Mother Connects**

Offer tailored assistance to women resuming work post-maternity

**Women Exit Interviews**

Help uncover insights into departure reasons, shaping future retention strategies



**Women-only Block**

At Biocon Limited, we have two fully functional production blocks operated entirely by women, marking a significant milestone in advancing gender diversity in a traditionally male-dominated function. Led by women supervisors, these blocks exemplify leadership in action and set a strong precedent for career progression.

## Biocon Biologics

### 5A Model

We advance our DEIB agenda through the structured 5A framework, Awareness, Acknowledge, Acceptance, Application, and Acceleration, which shapes initiatives across all levels. This model drives inclusivity beyond sensitization, embedding it in policies and practices through inclusive hiring, workshops, employee-led groups, and leadership accountability.

We focus on inclusive hiring across all organizational layers. Unlike some organizations that concentrate on gender diversity only at entry levels, our gender representation spans the full pyramid - from the shopfloor to leadership. In FY25, women made up 31% of our workforce (including permanent workers), up from 29% last year. Europe achieved gender parity at 50.8%, and our Malaysia site is progressing toward gender equality. Women hold 20% of leadership roles and 18% of senior leadership positions across the Board, Executive Committee and Executive Leadership Team.

### Belongingness

Belongingness is a way of working that unites our global workforce across gender, geographies, and generations. We go beyond traditional markers of DEI to cultivate an environment where every employee feels valued, respected, and empowered.

The integration of the biosimilars business and transformation of our business model from a B2B entity to a global B2C company has prompted us to reimagine how we make decisions, lead teams, and drive innovation across our expanding global footprint. It also helps us align behavioral expectations, foster cross-cultural dialogue, and enable seamless collaboration. We have identified key cultural parameters that form the foundation of this effort and define our ways of working. Our dedicated Culture & Values function deepens employee connect with our core beliefs and helps create a unified identity across teams.



Biocon Biologics is fostering belongingness across gender, geographies, and generations as we transform into a global company with a unified culture.



## Key Initiatives

**Cross-Gender Mentoring:** Women mentor women and men, break myths and promote understanding, highlighting the value women bring to the workplace.

**Back2Work Programme:** Over 200 colleagues welcomed back to the organization after career breaks, creating a supportive ERG community to encourage more women to rejoin the workforce.

**Employee Communities:** Premier University Alumni Communities promoting networking and collaboration; Sports and Hobbies Communities bringing together employees with shared

interests; Performing Arts Communities nurturing creative expression and talent; Volunteering Community uniting employees around social causes; Creche Community supporting employees with childcare needs.

**Employee Resource Groups (ERGs):** We have empowered seven active ERGs, including Women in Leadership, Working Parent Circle, News Moms and Moms To-Be, Biocon Pride, Multigenerational Alliance, and ENABLE. These groups drive open conversations, allyship, and inclusion, supporting women across functions and fostering professional growth.

**Safe Workplace:** We prioritize a safe and inclusive work environment through robust PoSH governance and AHAD (Anti-Harassment and Discrimination) initiatives. Our Culture and Values team ensures robust Internal Committee (IC) structures, policy frameworks, and regular training for all employees and managers. Beyond compliance, we drive awareness through programs for employees' families and outreach to over 1,000 college students. This holistic approach has earned us recognition as a PoSH Trailblazer and Safe Workplace Advocate.

## Empowering Women in STEM

### Domicile Talent Building & Apprenticeship

Through India's National Apprenticeship Promotion Scheme (NAPS) and equivalent programs in Malaysia, we offer structured work-study opportunities to local youth, particularly women in STEM. NAPS, a Government of India initiative, provides financial assistance to industries for apprenticeship training, including partial stipend reimbursement. It plays a pivotal role in shaping our future talent pipeline, providing a structured career pathway that enhances employability while enabling local hiring. In FY24 and FY25, we hired 831 interns, of whom 305 (37%) were converted into full-time employees. Notably, 74% of these interns were women, reinforcing our commitment to building a diverse STEM workforce and strengthening the domicile talent pool across our manufacturing and quality operations.

### Women Mentoring Women

We believe mentorship is a powerful catalyst for change. Our Women Mentoring Women initiative, under the aegis of the Biocon Women Network (BWN), is designed to empower emerging women leaders in STEM

through a structured 6–9 month mentoring program. Focused on one-on-one monthly sessions, this initiative connects mentees with experienced leaders who offer industry insights, professional guidance, and personal encouragement. While focused on women in STEM, the program also welcomes male mentees, fostering allyship and inclusive growth.

### BioWISE – Women in STEM Empowered

Biocon Foundation, in partnership with the Bengaluru Science and Technology Cluster and the National

Centre for Biological Sciences, has launched BioWISE – Women in STEM Empowered. This pioneering initiative aims to enhance access, participation, and retention of women from underserved communities in the life sciences. Focused on students from Tier 2 and Tier 3 universities across Karnataka, BioWISE supports 25 young women through scholarships, immersive internships, and structured mentorship. By empowering these future scientists, BioWISE is helping build a more diverse, inclusive, and equitable scientific ecosystem in India.



BWN's Women Mentoring Women initiative is empowering the next generation of women leaders in STEM.

### Syngene

Our well-crafted Diversity, Equity, and Inclusion (DEI) strategy enables us to attract and retain diverse talent while embracing individuals from varied backgrounds. We take pride in being recognized for our commitment to diversity and inclusion, especially in empowering women across our workforce. Through thoughtful policies and robust processes, we ensure fair treatment for all employees and foster a safe, inclusive work environment that promotes collaboration and teamwork.

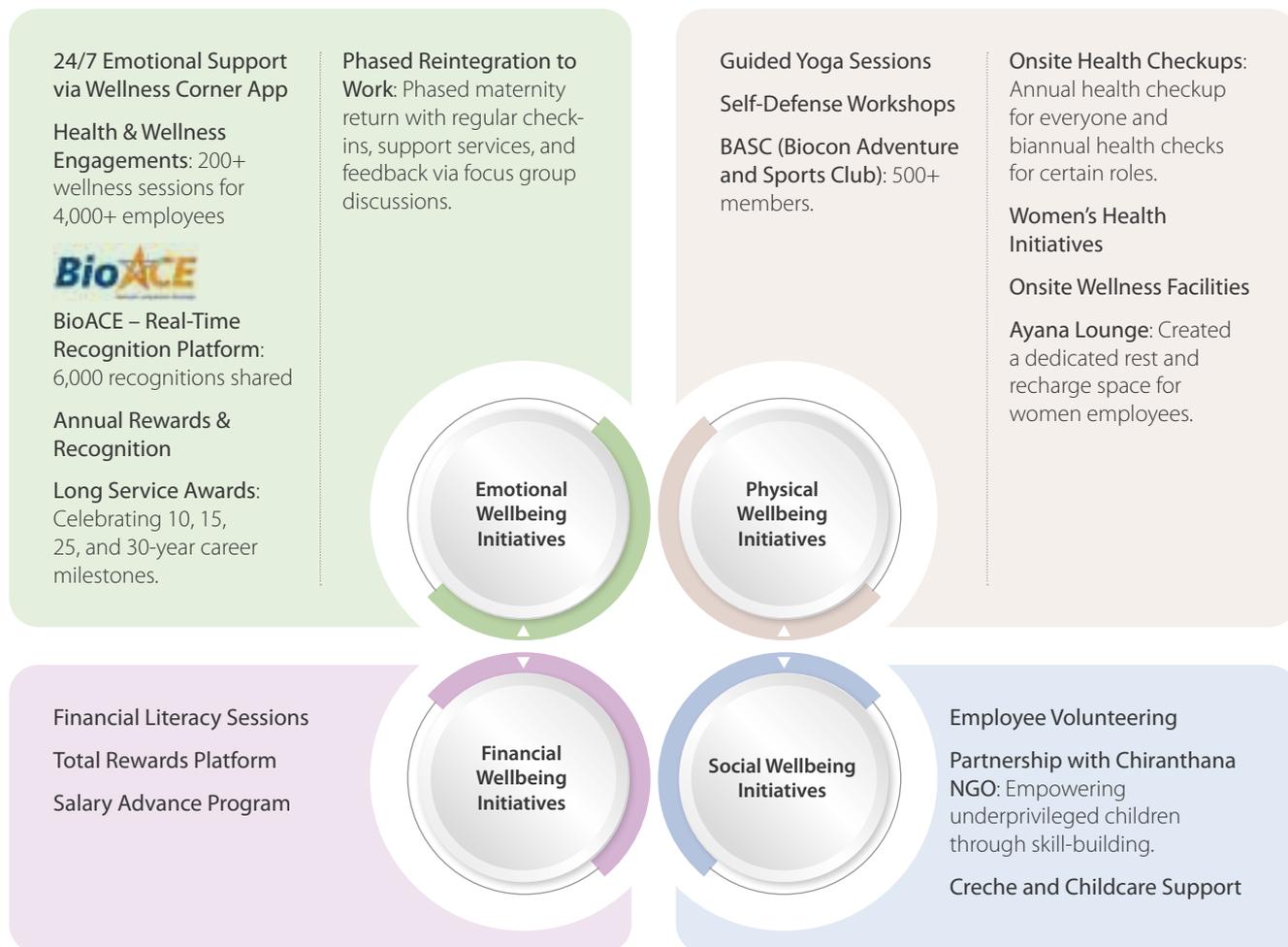
Syngene has topped Fortune India magazine's list of Top 10 pharma companies with the most women employees.

## Employee Wellbeing & Benefits

At the Biocon Group, our holistic wellbeing framework is designed to support employees at every stage of their professional and personal journey, enabling them to stay resilient, engaged, and empowered. From comprehensive healthcare and financial benefits to wellness programs and flexible work policies, we are continuously evolving our approach to ensure our people can thrive.



## Biocon Limited



**Advancing Gender Parity:** We periodically conduct internal assessments to ensure gender pay parity. Transparent and objective mechanisms are in place to monitor the performance of women Bioconites, supported by a rigorously reviewed promotion process that eliminates bias and ensures equal opportunities for career advancement based on merit. In FY25, we continued to report an overall negative gender pay gap. On average, women Bioconites earned 2.9% more than men.\*

\*The assessment of the unadjusted pay gap excluded freshers from the workforce data.

## Biocon Biologics

As part of our ongoing commitment to employee wellbeing, we continuously work to ensure that our organizational culture supports the physical, emotional, and social wellbeing of all employees.

FY25 marked the consolidation of employee benefits across geographies. In India, we made some key updates to ensure plans are competitive and market-aligned, with a shift toward a flexible benefits model.

### Key Initiatives

- Paternity leave, aligned with our global policy.
- Expanded insurance coverage, now including OPD, IVF, mental wellness, etc.
- Volunteering leave: One official day per year for community service.
- Top-up options for personalized benefits (e.g., trading leave days for additional wellness coverage).

- Rolled out a new SAP Concur tool to streamline expense submission and receipt management, with enhanced reporting, better control, and increased visibility.

We aim to provide employees the flexibility to customize benefits to their personal needs, a shift toward more employee-centric policies.

## Fair and Equitable Pay

Biocon Biologics partners with Aon to conduct externally audited annual pay equity studies, aimed at assessing gender pay parity across the organization. The analysis focuses on adjusted pay gaps, which compare the average pay of men and women performing substantially similar work, factoring in legitimate business factors. This year's study revealed that the adjusted pay gap in India stands at just 5%. As with last year, we will take corrective action by making targeted salary adjustments for individual employees where disparities have been identified.

## Syngene

Employee wellbeing remains a core focus, with targeted events and initiatives addressing physical, mental, and emotional health. Regular engagement with employees enables us to better understand their needs, keep them motivated, and nurture a sense of belonging. Townhall meetings and leadership-led events create meaningful interactions and reinforce a shared sense

of purpose. From the first day, we aim to deliver a positive employee experience through induction sessions and tech-enabled onboarding programs.

### Thrive 360: Redefining Employee Wellness

Dedicated to our employees' holistic wellbeing, we launched Thrive360 - a transformative initiative providing employees the necessary tools for building

resilience and navigating life challenges. Pushing our commitment further, we relaunched the Employee Assistance Program (EAP) in India, also extending its benefits to the family members and our international employees for the first time ever. In our journey towards offering comprehensive care to employees, specialized resources for early parenting were also added to the EAP services.

## Performance Management

As we accelerate reach and expand access, our performance management system drives individual and organizational growth. We have institutionalized a goal-driven framework that aligns strategic priorities with individual objectives. Departmental scorecards, derived from Company goals, help teams track key contributions. ESG and diversity goals are embedded in personal targets, reinforcing our commitment to responsible growth. Employees have visibility into departmental targets and their progress, fostering transparency and ownership. Annual reviews are supported by interim check-ins for ongoing feedback, recognition, and development.

### Biocon Limited

We continue strengthening our commitment to talent development and internal mobility through a digital platform that offers personalized career path insights and role recommendations, especially for mid-management and below. To support merit-based growth, we conduct quarterly promotion cycles. This year, we introduced a cross-functional promotion panel for senior roles to ensure transparency and unbiased evaluation.

### Performance Appraisal

Biocon Limited conducts individual performance management appraisals through a structured and transparent process aligned with organizational

priorities. Our approach is centered on management by objectives, where departmental scorecards, shaped by company-wide goals, guide the identification and tracking of individual contributions. This ensures that employee objectives remain aligned with strategic business priorities, including ESG and diversity targets.

Additionally, we have introduced a Feedback Month dedicated to facilitating the giving and receiving of feedback. Performance reviews are conducted at least annually, with additional check-ins encouraged to support ongoing growth and engagement.

### Biocon Biologics

Transparent and continuous performance management ensures that every Biocon Biologics employee is empowered to contribute meaningfully to our business goals. Unique job roles ensure employees in similar roles across regions have

equitable pay, consistent KPIs, and well-defined career paths. Through our digital platform, MyHub, employees can clearly see how their KPIs align with enterprise-level objectives such as revenue and EBITDA. This transparent, real-time system-supported by regular check-ins and

tracking allows teams to course-correct, stay focused, and deliver with agility. From shopfloor operators to global corporate teams, every role is linked to a broader business impact.

### Syngene

#### Redefining Experiences Through Active Engagement

In FY25, we organized a range of interactive initiatives and events to strengthen employee connections, foster inclusivity, and enhance overall workplace morale.

**Yoga for Wellness:** On International Yoga Day, we conducted sessions across Mangaluru, Bengaluru, and Hyderabad, focused on stress management and meditation techniques.

**People Pavilion:** At our Hyderabad campus, we introduced the 'People

Pavilion', an informal forum for employees to interact directly with the HR team.

**5S Roadshow:** Conducted across four units to promote operational excellence and workplace sustainability.

## Employee Satisfaction

We view employee satisfaction as key to driving growth. Using our engagement platform, we gather real-time, anonymous feedback to generate actionable insights. Surveys track engagement,

and personalized scorecards help managers build targeted action plans. Our leadership stays connected with Bioconites worldwide through two-way conversations, ensuring timely

interventions. These efforts foster trust, transparency, and high engagement essential for sustainable growth and innovation.

### Biocon Limited

#### Bio-Survey

The survey offers a comprehensive analysis of employee sentiment, featuring 16 questions across seven key themes:



Further, it measured openness to new ideas and the extent to which Bioconites felt valued for their contributions, all critical factors in cultivating a strong sense of purpose and enhancing the overall happiness quotient. In FY25, we achieved 93% positive feedback with participation from 89% employees, highlighting the effectiveness of our employee engagement initiatives.

### Biocon Biologics

At Biocon Biologics, we are deeply committed to fostering a positive workplace culture through continuous feedback and engagement with our employees. To gauge employee sentiment and satisfaction, we actively participate in the Great Place to Work (GPTW) survey. This survey provides valuable insights into areas that influence our employees' experiences and makes us better equipped to nurture an engaged, motivated, and high-performing workforce.

### Syngene

In FY25, we implemented Robotic Process Automation (RPA), streamlining key HR processes, significantly reducing processing time, improving accuracy, and achieving cost efficiencies. These improvements contribute to a smoother employee experience, higher job satisfaction, and greater overall productivity.

## Human Rights: Biocon Group

We have zero tolerance for human rights violations across our organization and value chain. We uphold the dignity and rights of every individual, fostering a fair, inclusive, and safe workplace. Aligned with international standards, this commitment is part of our culture. Through rigorous monitoring and proactive measures, we prevent and address violations, ensuring our actions reflect our values and benefit communities we serve.

### Human Rights Policies

Each entity within the Group has its distinct Human Rights Policy, which is aligned with the principles of the UN Global Compact (UNGC). These policies apply to all employees of Biocon Limited and its subsidiaries, including part-time staff, business partners, contractual employees, trainees, volunteers, consultants, and members of the Board of Directors.

<b>Biocon Limited</b>	<a href="https://www.biocon.com/docs/Human_Rights_BL_Policy-2024.pdf">https://www.biocon.com/docs/Human_Rights_BL_Policy-2024.pdf</a>
<b>Biocon Biologics</b>	<a href="https://www.bioconbiologics.com/docs/BBL-Human-Rights-Policy.pdf">https://www.bioconbiologics.com/docs/BBL-Human-Rights-Policy.pdf</a>
<b>Syngene</b>	<a href="https://cdn.syngeneintl.com/2022/11/23165312/Syngene-Human-Rights-Policy.pdf">https://cdn.syngeneintl.com/2022/11/23165312/Syngene-Human-Rights-Policy.pdf</a>

### Training on Human Rights

Our commitment to human rights is reflected in the comprehensive training programs we offer to ensure all employees, business partners, and stakeholders understand their roles in upholding human rights principles across the organization. These training sessions are designed to educate our workforce on human rights issues, including workplace discrimination, harassment, forced labor, child labor, and other critical concerns, aligned with international standards and the UN Global Compact principles. In FY25, 100% of employees were covered by the mandatory annual human rights training.

#### Syngene

We are committed to the principles of the UN Global Compact and uphold human rights across our operations and supply chain, in full compliance with Indian employment laws. Our policies ensure fair treatment, non-discrimination, and a safe, harassment-free workplace. A comprehensive framework is in place to address human rights concerns, supported by effective grievance redressal mechanisms.

We take employee concerns seriously and have established clear procedures and communication channels to address them. Committees such as the Grievance Committee, Integrity Committee, and the Prevention of Sexual Harassment (PoSH) Committee provide employees with trusted platforms to report issues, reinforcing a respectful and ethical work environment. To uphold these standards, employees undergo annual training on our Code of Conduct and related policies.

### Human Rights Due-Diligence Process

We are committed to upholding the United Nations Guiding Principles on Business and Human Rights across all our operations. In line with these principles,

we have conducted independent internal audits at all entities that include human rights considerations, enabling us to identify and address relevant risks. To ensure continuous oversight, we have implemented a digital, workflow-based compliance system that allows for

real-time monitoring and management of human rights-related compliance across our sites and entities. This system strengthens our ability to respond proactively to evolving regulations and stakeholder expectations. We also continue to invest in developing

human capital with specialized expertise, supporting innovation and the achievement of our strategic goals in a responsible and inclusive manner. As part of our broader risk management framework, we also actively monitor human capital risks, ensuring that we foster innovation, support our strategic goals, and maintain a sustainable and resilient workforce.

## Employee Grievance Mechanism

### Biocon Limited & Biocon Biologics

Our other policies, including the Code of Conduct, Business Partner/ Supplier Code of Conduct, Prevention of Sexual Harassment at Workplace,

Grievance Redressal Mechanism, Biocon Whistleblower and Integrity Policy, Employment Policy, and Environment, Health, Safety & Sustainability (EHSS) Policy, further support the human rights policy.

Employees of Biocon Biologics can raise concerns with the Culture & Values Department, which addresses all harassment and discrimination issues, excluding sexual harassment. Sexual harassment complaints are managed by the Internal Complaints Committee in accordance with PoSH rules, and can be reported at [posh.ic@biocon.com](mailto:posh.ic@biocon.com) and [posh@biocon.com](mailto:posh@biocon.com) for Biocon Biologics and Biocon Limited, respectively.

For issues related to bias, discrimination, and harassment, Biocon Biologics employees can contact workplace. [culturevalues@biocon.com](mailto:culturevalues@biocon.com). We have also introduced a 'Speak-Up' hotline for reporting business integrity concerns. Matters under the Whistleblower and Integrity Policy for Biocon Biologics and Biocon Limited can be reported to [integritybiologics@biocon.com](mailto:integritybiologics@biocon.com) and [integrity@biocon.com](mailto:integrity@biocon.com), respectively. For Biocon Biologics, issues related to the Code of Conduct, Anti-Bribery and Corruption, and Conflict of Interest can be raised at [gec.biologics@biocon.com](mailto:gec.biologics@biocon.com).

### Process Improvements Based on Employee Feedback and Best Practices in HR – Biocon Limited

We not only actively listen to and address individual employee concerns but also ensure that valuable feedback is analyzed at a Group level. By identifying common issues and implementing process improvements, we aim to prevent the recurrence of similar challenges across the organization. Our key process improvements include:

**Letters Automation:** Employees can now easily obtain address proof and employment letters digitally,

eliminating delays caused by manual paperwork and processing.

**Suggestion Box:** Initiative provides a structured platform for employees to share feedback, ideas, and concerns.

**Introduction of OPD Benefits:** Enhanced our OPD benefits through partnerships with leading healthcare providers, including Narayana Health, Manipal Hospitals, Sparsh, Apollo Hospitals, and Lal Path Labs, offering more comprehensive healthcare options to our employees.

**Introduction of Educational Benefits:** In partnership with Vibgyor Group of Schools, Ebenezer International School,

and Ekya Group of Schools, we have introduced new educational benefits for employees.

**Volunteering Time Off Policy:** To encourage community engagement, Bioconites are given the opportunity to contribute 8 hours per year from their regular work schedule to volunteer for causes they are passionate about.

**Auto Shift Marking:** The newly introduced automated shift scheduling feature automatically updates shifts based on the actual swipe-in and swipe-out data recorded by Bioconites.

## Freedom of Association and Collective Bargaining

We uphold the fundamental right of employees to freely associate, form, and join trade unions or other representative organizations of their choice. We are fully committed to maintaining the principles of freedom of association, providing a safe and supportive environment where employees can express their opinions and advocate for their rights.

In FY25, no employees were part of any trade unions, reflecting the individual nature of our employee engagement and communication channels. But employee-led committees such as the Safety Committee, Canteen Committee, Quality Council, Energy Council, and other associations have been formed as per defined procedures, enabling employees to actively contribute to workplace improvements, wellbeing, and operational excellence.

## Occupational Health and Safety: Biocon Limited & Biocon Biologics



### Our Safety Focus Areas

#### FY25 Highlights

**ZERO**

High-consequence Work-related Injury/  
Ill-Health

We uphold a strong commitment to Occupational Health and Safety, reflected in our ISO 45001:2018 certification, retained for 20 consecutive years with zero non-conformities. Our leadership fosters a safety-first culture, while all new employees undergo mandatory safety training (NEO-EHS), and existing teams

**ZERO**

Fatalities across the Group

receive ongoing education on key safety topics. We promote open communication, encouraging employees to raise concerns directly with senior management.

We conduct annual health check-ups for employees and contract workers, and run awareness campaigns such as National

Safety Month, Road Safety Week, and Chemical Disaster Prevention Day. Our “Bio Path Zero” EHSS digital platform has streamlined safety reporting, improved data access, reduced paper use, and strengthened safety monitoring across locations.

### Health & Safety policy

We drive our commitment to a safe work environment through our Environment, Occupational Health, Safety, and Sustainability (EHSS) policy. Regular HOD safety Gemba Walks, extensive training, internal and external audits, and detailed risk assessments on process safety and industrial hygiene form the core of our

approach. These proactive initiatives reflect our focus on preparedness, resilience, and our Zero Tolerance Program.

### Process Safety

Biocon has adopted a Risk-Based Process Safety Management approach based on the Center for Chemical Process Safety (CCPS) model. This model helps us assess and manage risks associated with

processes involving hazardous materials. The implementation of this approach is ongoing across all sites and focuses on continuous improvement, enhancing operational efficiency, and strengthening safety performance over time.

For safety-related incidents, refer to the "Health and Safety" section of our FY25 BRSR & ESG Data Book.

## Employee Training on Health and Safety - FY25

No. of Safety Emergency Drills Conducted		% of Workforce Covered Under Workplace Safety and Occupational Health Training		Safety and Occupational Health-Related Training Hours Per Employee	
<b>Mock Drills</b> <b>40</b> Biocon Limited	<b>Firefighting Drills</b> <b>33</b> Biocon Limited	<b>30%</b> Employees & 87% Contract Workers Biocon Limited	<b>100%</b> Biocon Biologics Limited	<b>8</b> Training Manhours / Employee Biocon Limited	<b>5.6</b> Biocon Biologics Limited

### Biocon Biologics

Biocon Biologics has maintained ISO 45001:2018 certification for Occupational Safety and Health Management for eight years without any nonconformities. The Company emphasizes a strong Employee Health and Safety (EHS) culture, led

by leadership commitment and supported by comprehensive training through classroom sessions, LMS modules, and specialized programs. Safety training covers various areas including first aid, firefighting, and ergonomics, with additional focus on contract workers and new hires.

Regular safety reviews and active communication between staff and management help drive continuous improvement. In FY25, Biocon Biologics also implemented a personal exposure assessment for production of two of its products, ensuring compliance with Occupational Exposure Limits.

### Syngene

At Syngene, our Occupational Health & Safety Management System includes EHSS training programs that cover essential safety topics such as chemical handling, fire response, emergency preparedness, ergonomics, waste management, and personal protective equipment (PPE).

In alignment with National Fire Service Week and National Road Safety Week,

we conducted workshops, drills, and engagement programs to enhance safety awareness and preparedness across all campuses. Specific safety enhancements, such as foam flooding systems, dedicated storage cabinets, smart safety features, and monitoring systems, were implemented to mitigate risks and improve safety measures.

Notably, the installation of Earth Rite systems at the Hyderabad campus and emergency drills at the Mangaluru campus further strengthened our fire prevention and emergency preparedness capabilities, demonstrating our ongoing commitment to ensuring a safe and secure work environment for all employees.



# Natural Capital

As a Group committed to advancing global health equity, environmental responsibility is a natural extension of our mission. Our rapid growth goes hand in hand with a steadfast focus on preserving natural resources and minimizing our ecological footprint.

From our early days of enabling industrial transition from chemistry-based enzymes to green enzymes, to our current efforts in small and large molecule drugs and research services, we have remained committed to environmentally conscious growth.

To propel progress sustainably, we continue to strengthen initiatives in energy efficiency, renewable energy transition, GHG emission reduction, water conservation, circular economy, and biodiversity preservation. All three entities - Biocon Limited, Biocon Biologics, and Syngene - are aligned in this effort, with companies undertaking voluntary or science-based targets to reduce environmental impact.

## KEY TAKEAWAYS: FY25

Operationalization of energy-saving projects to reduce carbon footprint



Investments in zero liquid discharge systems and water recycling

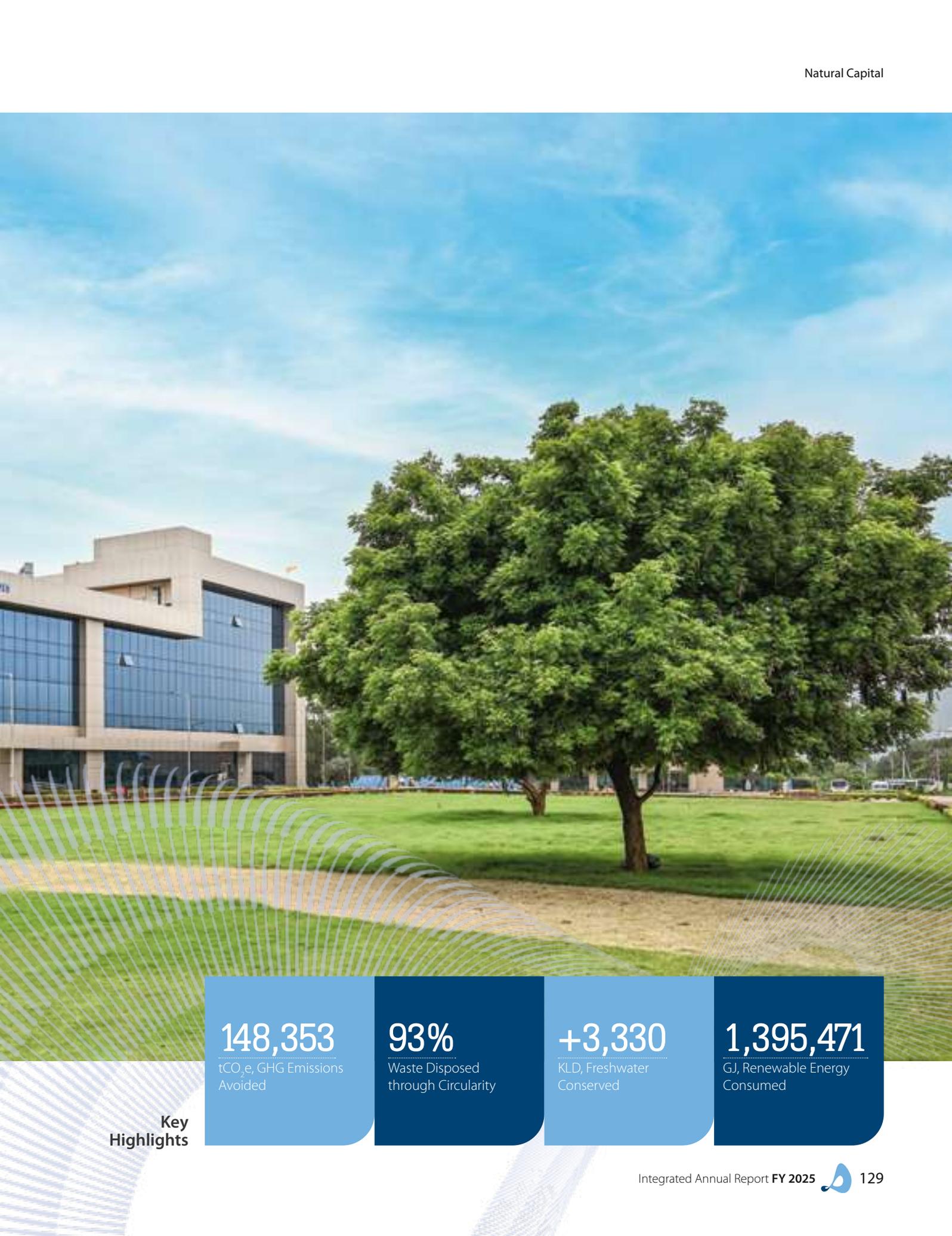
Development of green belts and plantation drives to conserve ecological diversity

Adoption of waste-to-value models to improve waste management



Aligned to SDGs





**Key Highlights**

<b>148,353</b> tCO <sub>2</sub> e, GHG Emissions Avoided	<b>93%</b> Waste Disposed through Circularity	<b>+3,330</b> KLD, Freshwater Conserved	<b>1,395,471</b> GJ, Renewable Energy Consumed
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**Biocon Limited - FY25 Performance**

**72%**

Renewable Power in India Operations

**68,029**

tCO<sub>2</sub>e Total GHG Emissions Reduction (Scope 1 & Scope 2)

**22,363**

tCO<sub>2</sub>e of GHG Emissions Avoided

**78%**

Recycling and Reuse of Treated Wastewater

**89%**

on Circular Economy

**Biocon Biologics – FY25 Performance**

**77%**

Renewable Power in India Operations

**50,165**

tCO<sub>2</sub>e Total GHG Emissions Reduction (Scope 1 & Scope 2)

**52,783**

tCO<sub>2</sub>e of GHG Emissions Avoided

**74%**

Recycling and Reuse of Treated Wastewater

**95%**

on Circular Economy

**Syngene - FY25 Performance**

**92%**

Renewable Power in India Operations

**5,415**

tCO<sub>2</sub>e Total GHG Emissions Reduction (Scope 1 & Scope 2)

**73,207**

tCO<sub>2</sub>e of GHG Emissions Avoided

**64%**

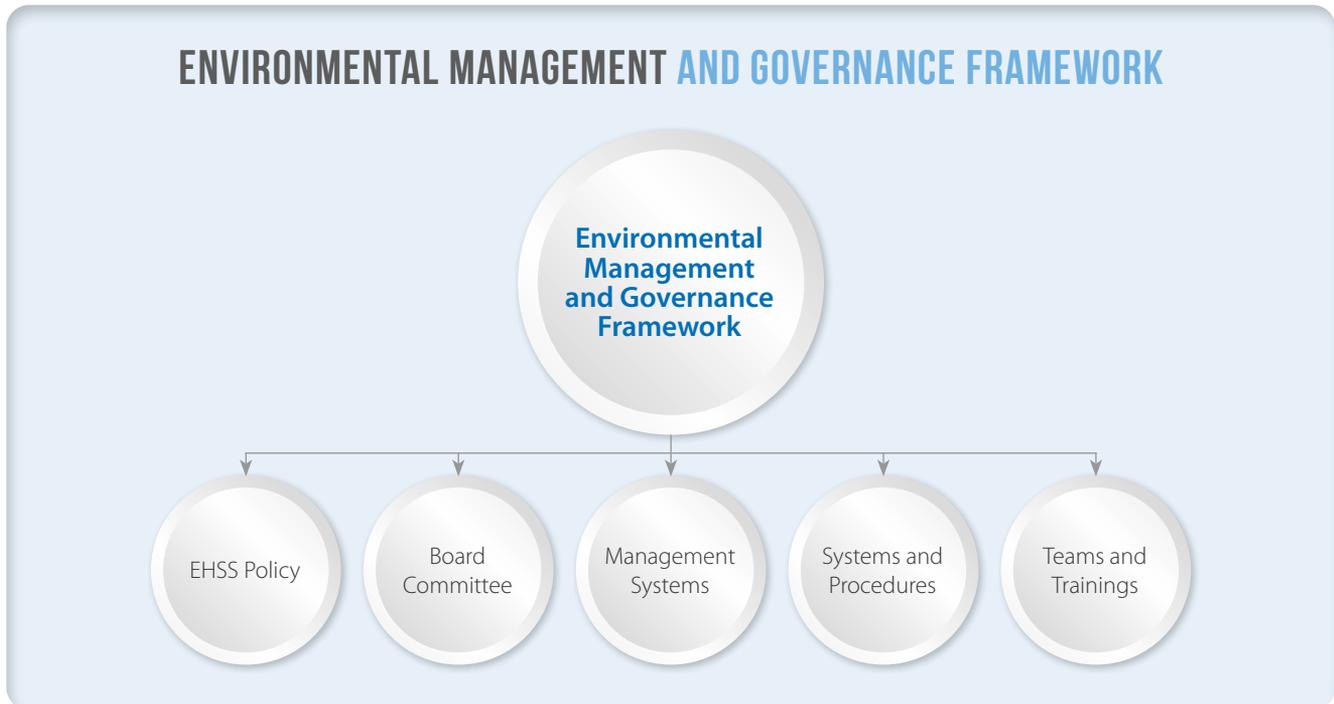
Recycling and Reuse of Treated Wastewater

**95%**

on Circular Economy

**Environmental Management and Governance**

Biocon Group's approach to environmental management is rooted in accountability, compliance, and proactive stewardship. Our governance framework ensures that environmental priorities are integrated into business decision-making across all levels.





## 1. EHSS Policy

Our integrated Environment, Occupational Health, Safety, and Sustainability (EHSS) Policy is aimed at achieving zero incidents, zero harm to people, and zero damage to the environment. We adopt global best practices in managing environmental and occupational health and safety aspects across our operations. Our EHSS Policy applies across all locations where Biocon Limited and its subsidiaries are present, covering all internal stakeholders, including employees, contractors and visitors. We ensure that this policy is clearly communicated and reinforced by our senior leadership, with continuous engagement to uphold compliance at all levels.

We have built strong governance systems supported by specialized management frameworks, advanced infrastructure, and competent EHS teams. Our operations are certified to ISO 14001:2015 for Environmental Management system (EMS) and ISO 45001:2018 for Occupational Health and Safety Management system (OHSMS) by TÜV Nord, a globally recognized independent certification body.

For more details, refer to our EHSS Policy: <https://www.biocon.com/docs/Biocon-EHSS-Policy.pdf>

## 2. Board Committee

Oversight of the EHSS Policy and strategic direction for environmental management are driven by dedicated governance

structures across the Biocon Group. At Biocon Limited and Biocon Biologics, the CSR and ESG Board Committee is responsible for guiding, monitoring, and reviewing the implementation of EHSS-related initiatives, ensuring alignment with our sustainability goals and regulatory and stakeholder expectations.

At Syngene, the Executive Committee leads the execution of the EHSS Policy, with regular review and strategic oversight provided by the Stakeholders Relationship and ESG Committee of the Board. These cross-entirety governance mechanisms ensure that our environmental performance is consistently tracked, evaluated, and improved in line with our sustainability commitments.

For more details, refer to the Corporate Governance section of the report.

## 3. Management Systems

At Biocon, we prioritize safe, healthy, and environmentally responsible workplaces through robust Environment, Health, and Safety (EHS) management systems. These ensure regulatory compliance, risk mitigation, and employee wellbeing, supported by regular risk assessments, audits, and a strong Process Safety Management framework.

We foster a safety-first culture through comprehensive training on EHS protocols, first aid, and emergency preparedness, complemented by awareness drives during key environmental and safety

events. Annual health check-ups for employees and contract workers aid in early detection and prevention of occupational health risks.

## 4. Systems and Procedures

We ensure seamless maintenance and effective application of systems and procedures through regular, comprehensive internal and external audits. By embracing the Plan-Do-Check-Act (PDCA) methodology, we foster a culture of continuous improvement, where processes and systems are constantly refined through learning, innovation, and data-driven adaptation.

## 5. Teams and Trainings

Our dedicated EHS teams, comprising 255 specialists across Biocon Limited, Biocon Biologics and Syngene, play a critical role in ensuring full compliance with regulatory standards and supporting the Group's commitment to sustainable business practices.

We conduct Environment, Health & Safety (EHS) training programs, both internal and external, on a regular basis. These sessions focus on enhancing both technical expertise and practical skills to ensure that all employees are well-equipped to manage EHS challenges effectively. Training on Standard Operating Procedures (SOPs) is facilitated through online platforms, making it accessible and efficient.

## Climate Strategy & Governance - IFRS S2 Alignment

At Biocon, we are aligning our climate strategy and governance framework with IFRS (International Financial Reporting Standards) S2 Climate-related Disclosures, building on our commitment to sustainable growth and transparency. This approach strengthens our resilience to climate-related risks, ensures compliance with evolving regulations, and enhances our capacity to leverage opportunities that drive long-term value creation. Additionally, we are aligning our disclosures with the voluntary CDP (Carbon Disclosure Project) framework, S&P Global's Dow Jones Sustainability Indices (DJSI), United Nations Global Compact (UNGC) guidelines and requirements of the Global Reporting Initiative (GRI) Standards.

### Climate Governance

#### Board Oversight on Climate-related Risks and Opportunities

Climate-related issues are managed by dedicated governance structures across the Biocon Group. At Biocon Limited and Biocon Biologics, the CSR and ESG Board Committee oversees and reviews the implementation of climate-related initiatives, ensuring alignment with sustainability goals and regulatory requirements. At Syngene, the Executive Committee leads climate-related actions,

with strategic oversight provided by the Stakeholders Relationship and ESG Committee of the Board.

#### Management's Role in Assessing and Managing Climate-Related Risks and Opportunities

At Biocon Group, the Environment, Health, Safety, and Sustainability (EHSS) governance framework ensures effective management of climate-related risks and opportunities. The Executive Leadership oversees policy implementation and

performance monitoring, while the Head of EHSS drives policy deployment, stakeholder communication, and framework updates in line with emerging risks and regulations. The EHSS team sets targets, executes programs, and promotes EHSS values across operations. All employees, contract staff, and visitors are expected to adhere to these policies, supporting a safe and compliant workplace. This multi-tiered approach enables proactive climate risk management and sustainable growth.

### Climate Strategy

#### Climate Risks and Resilience

Biocon Group acknowledges that climate change presents both risks and opportunities that can significantly influence our operations, supply chains, and long-term business sustainability. In alignment with the IFRS S2 framework and our commitment to transparency through CDP disclosures, we have conducted a comprehensive assessment of climate-related risks and opportunities over short-, medium-, and long-term horizons.

##### Short-term (0-3 years)

We recognize acute physical risks such as extreme weather events, including floods and cyclones, which can disrupt manufacturing processes and supply chain logistics. These events may lead to increased operational costs and potential revenue losses.

##### Medium-term (3-5 years)

Transition risks, including evolving regulatory requirements, shifts in market preferences, and technological advancements, become more prominent. Compliance with emerging environmental regulations and adaptation to low-carbon technologies are critical areas requiring strategic focus.

##### Long-term (5-7 years)

Chronic physical risks, such as prolonged droughts and rising temperatures, may affect water availability and energy demands, particularly in regions where we operate. These factors could impact our production capabilities and necessitate significant investments in infrastructure resilience.

For detailed insights into climate-related risks and opportunities, their potential financial implications, and our mitigation strategies, refer to Biocon Limited CDP Climate Change Response at [https://www.biocon.com/docs/CDP\\_2024\\_ClimateChange.pdf](https://www.biocon.com/docs/CDP_2024_ClimateChange.pdf)

#### Climate-related Scenario Analysis

As a Group that supports the Paris Agreement goal of limiting the global temperature rise to 1.5°C above pre-industrial levels, we use scenario analysis to understand how climate change might affect our operations and strategy. To

assess the potential risks and opportunities from the long-term impact of climate change and to proactively adapt and prepare for them, we conduct a rigorous climate scenario analysis, evaluating multiple climate pathways, including Representative Concentration Pathways - RCP2.6 and RCP8.5. This analysis

allows us to examine both physical and transition risks, considering factors such as temperature fluctuations, water stress, changes in precipitation patterns, and extreme weather events across different timeframes (2040, 2050, and 2060).

For more details, refer to Biocon Limited's CDP Climate Change Response at [https://www.biocon.com/docs/CDP\\_2024\\_ClimateChange.pdf](https://www.biocon.com/docs/CDP_2024_ClimateChange.pdf)

## Risk Management

### Climate Risk Identification, Assessment, and Management

Biocon uses an enterprise-wide risk management framework to identify, assess, and prioritize climate-related physical and transition risks based on financial, operational, and reputational impact. Mitigation strategies are integrated into business plans, with ongoing monitoring and reporting.

#### Biocon Biologics Climate Risk Assessment

In FY25, Biocon Biologics conducted a Climate Risk Assessment using scenario analysis (Shared Socioeconomic Pathways - SSP2 and SSP5) to evaluate the potential impact of climate change on its operations and align with global climate goals.

#### Scenario Analysis & Methodology

Using high-resolution geospatial tools (e.g., QGIS), we analyzed locational climate data to quantify

risks and project financial impacts (e.g., revenue loss from heat-induced labor productivity drops in India and Malaysia).

#### Risk Findings

**Physical Risks:** Certain facilities are exposed to threats such as heatwaves, heavy rainfall, water stress, cyclones, and sea-level rise. While current exposure is low, ongoing monitoring and adaptive strategies are in place.

**Transition Risks:** These include potential regulatory changes, market

shifts, and reputational risks. While current exposure is low, ongoing monitoring and adaptive strategies are in place.

The insights are enabling our leadership to embed climate considerations into business strategy, guide proactive risk management and strengthen climate resilience. The leadership is also working with the Board to advance ESG initiatives and maintain transparent reporting.

#### Integration of Climate-related Risks into ERM Strategy

Climate-related risks are integrated into Biocon's Enterprise Risk Management (ERM) framework under ESG and strategic risk categories, aligned with ISO 31000:2018. Scenario analysis, site-specific vulnerability assessments, regulatory trend

tracking, and stakeholder input identify physical and transition risks, assessed by likelihood, impact, and time horizon. Transition (regulatory, market) and physical (extreme temperatures, water stress) risks are incorporated into business continuity and strategic planning, with periodic reviews by Risk Management and Board-

level ESG Committees to ensure alignment with enterprise strategy and sustainable value creation.

For more details, refer to "Risks, Threats, and Concerns" section of the Management Discussion and Analysis section of the report.

## Metrics and Targets

To effectively assess and manage material climate-related risks and opportunities, Biocon uses defined metrics and science-based targets. These indicators support strategic decision-making, performance tracking, and progress monitoring towards long-term climate commitments.

#### Biocon Limited

25% reduction in Scope 1 & Scope 2 emissions by FY29 vs FY20.

#### Biocon Biologics

Annual renewable power and freshwater consumption targets aligned with its FY23 Sustainability Linked Loan (SLL) commitments.

#### Syngene

Reduce absolute Scope 1 and 2 GHG emissions by 54.6% by FY2033, using FY2023 as the base year.

For a detailed overview of the Group's GHG emission profile, refer to Page 135 of this report.

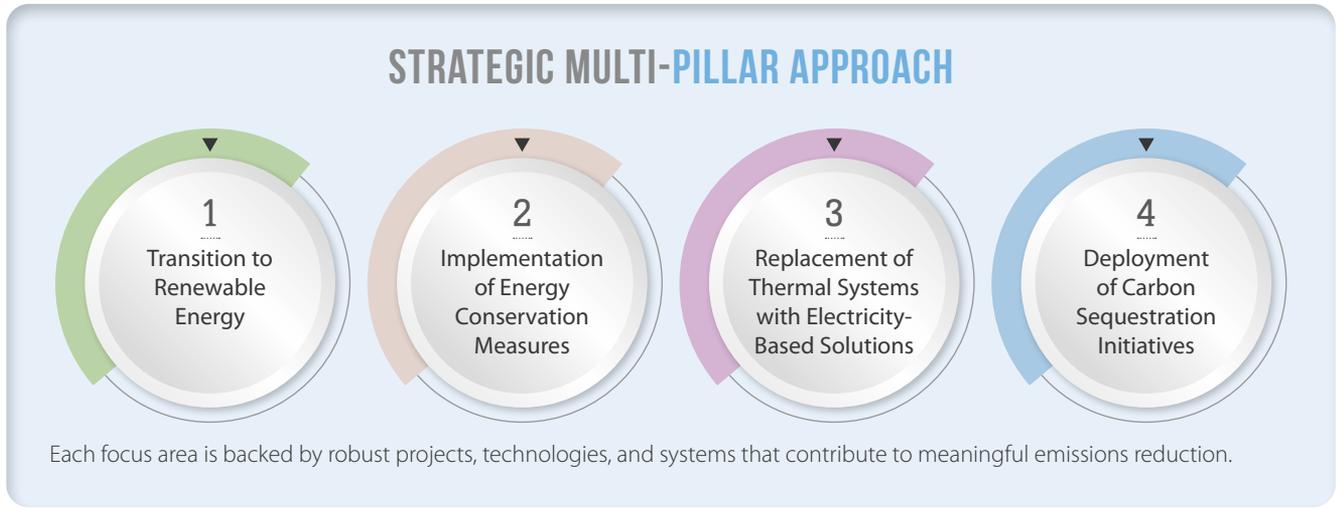
For comprehensive insights into key ESG metrics, targets, and Biocon's performance in FY25, refer to Pages 47-48 of this report.

## Decarbonization Strategy

### Biocon Limited

As part of our long-term decarbonization roadmap, we have set a target to reduce Scope 1 and Scope 2 emissions by 25% by FY29, compared to FY20 levels.

To meet this ambitious target, we have structured the approach across four strategic pillars:



### Biocon Biologics

We are pursuing our decarbonization goals through energy-efficient systems, a transition to renewable energy, and the promotion of alternative transportation to slash our carbon footprint. To advance our decarbonization goals, we are undertaking carbon sequestration projects aimed at further minimizing our GHG emissions footprint.

### Syngene

As a company committed to limiting global warming to 1.5°C, we have adopted targets aligned with the Science Based Targets initiative (SBTi).

#### GHG Emission Reduction Target

Reduce absolute Scope 1 and 2 GHG emissions by 54.6% by FY2033, in line with global climate goals.

### Supply Chain Engagement

Ensure 81.6% of suppliers (by emissions) set science-based targets by FY2028.

Our roadmap to achieving these goals includes a strong focus on environmental responsibility and a long-term commitment to net zero. We are taking a systematic approach to reduce our environmental impact through the following initiatives:

- Investing in energy-efficient equipment and sustainable building design
- Transitioning to renewable energy sources
- Exploring innovative technologies and green chemistry
- Leveraging our expertise and incentive structures to collaborate with suppliers and enhance their environmental performance



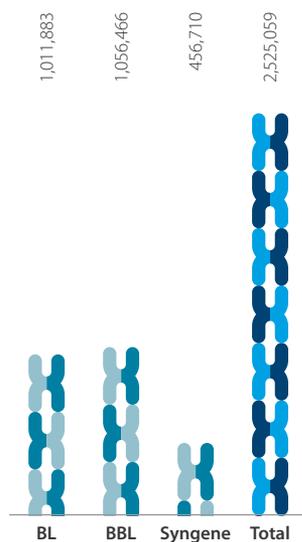
## Energy & Emission Management - FY25

At Biocon Group, energy and emission management is central to our climate action. We adopt renewable energy, energy-efficient systems, and low-emission technologies across operations to boost resource efficiency and cut greenhouse gas emissions.

### Energy Consumption

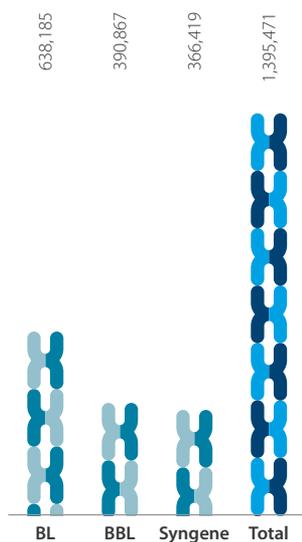
#### Total Energy Consumption

Giga Joules (GJ)



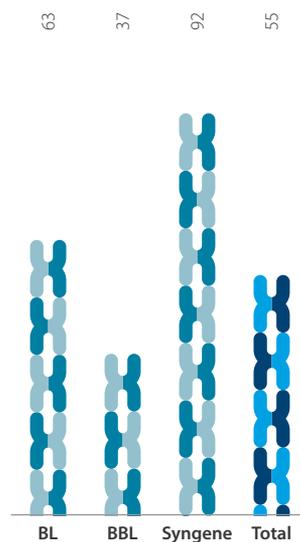
#### Renewable Energy Consumption

Giga Joules (GJ)



#### Renewable Energy Mix (%)

(%)



### Energy Intensity

**1.93**

**BL**  
GJ/kg Production

**11.72**

**BBL**  
GJ/₹ Million (Revenue)

**12.54**

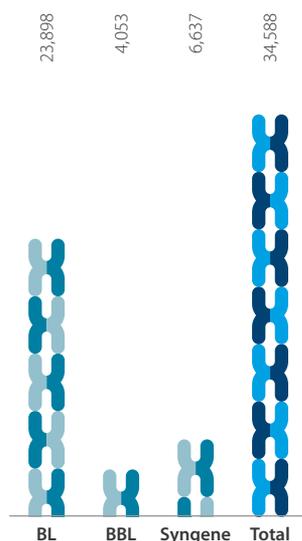
**Syngene**  
GJ/₹ Million (Revenue)

For a detailed breakdown of energy consumption by each source for BL & BBL, please refer to our FY25 BRSR & ESG Data Book.

### GHG Emission

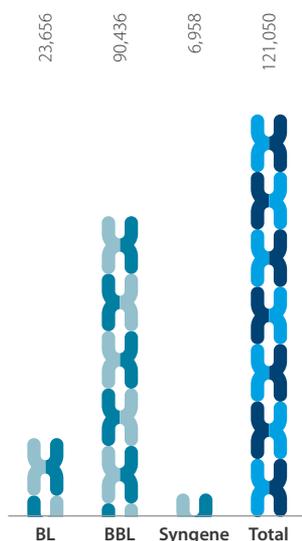
#### Scope 1

(tCO<sub>2</sub>e)



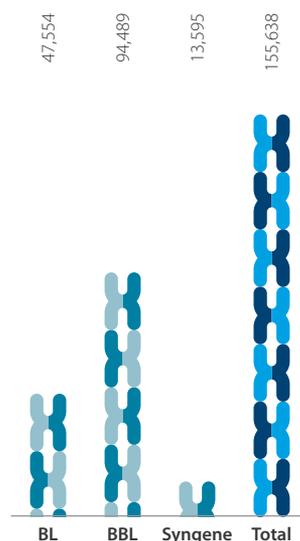
#### Scope 2

(tCO<sub>2</sub>e)



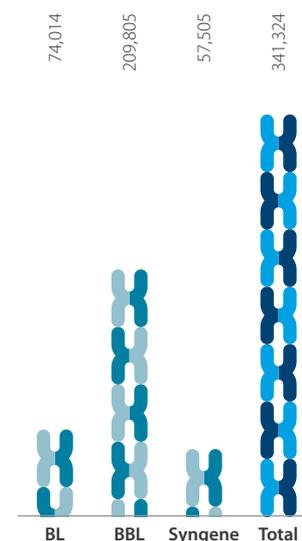
#### Scope 1+2

(tCO<sub>2</sub>e)



#### Scope 3

(tCO<sub>2</sub>e)

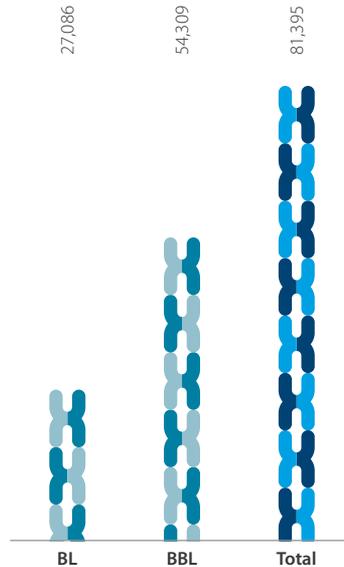


For a detailed breakdown of Scope 3 emissions by each category for BL & BBL, please refer to our FY25 BRSR & ESG Data Book.



### Biogenic Emission

Biogenic Emissions (tCO<sub>2</sub>e)



### Emission Intensity (Scope 1+2)

**0.09**  
BL  
tCO<sub>2</sub>e/kg production

**1.05**  
BBL  
tCO<sub>2</sub>e/₹ Million (revenue)

**0.37**  
Syngene  
tCO<sub>2</sub>e/₹ Million (revenue)

## Energy & Emission Reduction Initiatives

### Key Initiatives

Category	Initiative
1. Energy-Efficient Systems	Centralized chilled water system at two monoclonal antibodies (mAbs) manufacturing facilities in India
	Optimized compressed air distribution system in India facilities
2. Alternate Transportation	Transition to sea-based freight

### Biocon Limited

We regularly assess our progress on transition to renewable energy, which is an important step towards reducing and

avoiding emissions. Currently, ~90% of the power consumed at our Bengaluru sites is sourced from renewables. We have partially replaced conventional fossil fuels such as diesel, gas, and coal with

biomass briquettes. By adopting hybrid models that combine wind and solar energy, we have achieved a renewable power capacity of 68 MW, generating approximately 169 million units annually.

### Achieving ISO 50001 Certification for Energy Management

In FY25, Biocon's Bengaluru sites achieved ISO 50001 certification, the global standard for Energy Management Systems, a major milestone in our sustainability journey.

We established an Energy Council with 30 cross-departmental representatives and conducted comprehensive training to ensure alignment with the standard. By documenting baseline energy use and performing detailed internal audits, we identified and addressed key areas for improvement. Following corrective

actions, we successfully passed the two-stage external audit by TUV Nord. This certification validates our robust energy management practices, now integral to daily operations, and underscores our commitment to continuous, measurable energy efficiency improvements.

### Technology-driven Efficiency

We plan to cut our energy use by 10% (compared to FY24) between FY25 and FY29. Our goal for FY25 was a 2% reduction, but we have achieved 3% by using new technologies and improving our processes. We aim to achieve the remaining 7% savings through approved projects and new ideas by FY29.

To achieve our target, we have adopted key technologies that include:

- Water-cooled chillers, steam turbines, and boiler economizers
- Variable Frequency Drives (VFDs), EC motors, and FRP fans
- Nanotechnology coatings, hydro-turbines, and centrifugal air compressors

Regular energy audits and strict adherence to ISO 50001 standards enable us to ensure continuous improvement and validate our performance.

### Shifting from Thermal to Electricity-based Solutions

We are shifting from thermal to electric solutions to boost energy efficiency. A heat pump is already pre-heating boiler feed water at one site, while another installation is underway to pre-heat both boiler feed and Air Handling Unit (AHU) water. We are exploring more sites and applications to expand this initiative across our operations.

### Scaling Low-carbon Steam Generation with Biomass

The 30-TPH biomass-based boiler (fueled by wood waste and agricultural

by-products), installed at one of our Bengaluru locations in FY24, has been driving emissions reduction. This system, which replaced natural gas for steam production, now meets 59% of the site's and 45% of all Bengaluru sites' steam needs. The residual ash is converted into organic fertilizer, embodying our circular approach. This initiative has already cut 17,356 tCO<sub>2</sub>e of Scope 1 emissions and promises ongoing carbon offset benefits.

### Tree Plantation

In FY25, we planted 9,700 trees, which are expected to begin offsetting carbon emissions from 2031 onwards.

## Biocon Biologics

We are investing in advanced, energy-efficient technologies across our manufacturing and R&D facilities. In FY25, process optimizations, high-efficiency chillers, HVAC upgrades, LED retrofits, and smart energy monitoring improved our energy performance. Aligned with our decarbonization roadmap, we are increasing on-site solar adoption.

FY25 also saw the launch of our Energy Management System program, with both our sites in India achieving ISO 50001 certification, alongside ISO 14001. This marks the first phase of our structured energy management rollout.

### CASE STUDY - 6



### Centralized Chilled Water System

#### Overview

We optimized energy use and cut emissions by connecting the W20 warehouse to the centralized chiller plant at our B3 antibodies manufacturing facility, replacing W20's standalone chiller. We applied Lean Six Sigma techniques to enhance efficiency while ensuring uninterrupted operations.

#### Outcome

This initiative resulted in daily power savings of 4,720 kWh, translating to a ~625 tCO<sub>2</sub>e reduction in emissions each year. Beyond these measurable impacts, the project also improved overall energy optimization, simplified maintenance, and delivered substantial cost savings.

## Syngene

Syngene implemented key energy-saving measures across its facilities. We replaced conventional cooling tower fans with high-efficiency models featuring precise speed control, upgraded pumps to more energy-efficient versions, and installed automated timers on ventilation and exhaust systems to ensure they shut down after office hours.



### Energy Offsets Across the Group

<b>Biocon Limited</b>	<b>9,191</b> MWh energy offset achieved	<b>22,363</b> tCO <sub>2</sub> e emissions avoided (from the usage of biomass fuel in place of natural gas and coal for steam generation)
<b>Biocon Biologics</b>	<b>72,410</b> MWh energy offset achieved	<b>52,783</b> tCO <sub>2</sub> e emissions avoided
<b>Syngene</b>	<b>101,638</b> MWh energy offset achieved	<b>73,207</b> tCO <sub>2</sub> e emissions avoided

### Air Emission Management

We are committed to effective air emissions management, ensuring compliance with regulations, and safeguarding community health. Our emissions remain well below regulatory limits, with quarterly monitoring of nitrogen and sulfur oxides. At our

Bengaluru sites, advanced Continuous Ambient Air Quality Monitoring Stations (CAAQMS) and Environmental Monitors (EVM) track real-time air quality, including particulate matter, volatile organic compounds (VOCs), dust, and temperature. To further reduce our

environmental footprint, we are shifting from coal to biomass where possible and have introduced automated reactor sampling systems to minimize VOC emissions.

#### Biocon Limited

To reduce particulate matter emissions from the boiler, an electrostatic precipitator (ESP) has been installed in the flue gas stack of the biomass boiler. This system efficiently captures fine particles generated during combustion, preventing their release into the atmosphere.

#### Biocon Biologics

An Ambient Air Quality Monitoring System (AAQMS) at our Biocon Park facility in Bengaluru tracks air quality across a 5 km radius, with real-time data integrated into the Central Pollution Control Board (CPCB) system. Indoor air quality is assessed biannually, supplemented by continuous

monitoring through advanced EVMs and monthly assessments by third parties accredited by the National Accreditation Board for Testing and Calibration Laboratories (NABL). We also promote cleaner air through regular tree plantation drives that support carbon sequestration.

## Water Management

Our water management strategy prioritizes reducing freshwater use, boosting recycling, and enhancing wastewater quality. We optimize water consumption through process

improvements, innovative technologies, and site-specific best practices. Key initiatives include eliminating water-intensive cleaning steps and reusing harvested rainwater. Facilities actively

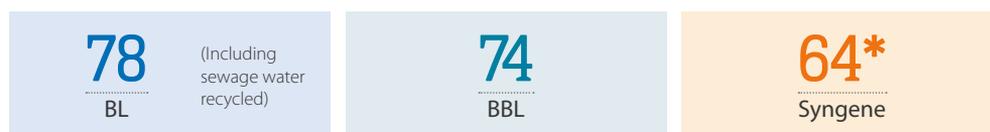
implement strict water controls, reflecting our commitment to sustainability. Employee awareness and training are vital in promoting responsible water use across the organization.

### Water Withdrawal (KL) FY25



For more details on water withdrawal by source and from water-stressed regions, refer to our FY25 BRSR & ESG Data Book.

### Water Recycling Rate (%) FY25



\*Excluding sewage recycling at Biocon Park

## WATER MANAGEMENT FRAMEWORK

Governance	Risk Management	Water Management Strategy	Metrics and Targets
<p>At Biocon Limited and Biocon Biologics, the CSR and ESG Committee is responsible for guiding and overseeing the implementation of the organization's water strategy.</p>	<p>Biocon Limited and Biocon Biologics used the WRI Aqueduct tool to assess water-related risks across operations and supply chains, identifying key factors like water stress, floods, droughts, and regional demand.</p>	<p>As part of our Water Neutral strategy, we are committed to cutting freshwater use by boosting water reuse and recycling across all sites. Water efficiency remains a priority, with a focus on increasing recycled water volume.</p>	<p>We regularly monitor our performance against key indicators like freshwater consumption and recycled water volumes to ensure continuous improvement.</p>

## Water Management Initiatives

### Biocon Limited

Water is a vital resource in pharmaceutical manufacturing, and at Biocon Group, responsible water stewardship is a cornerstone of our ESG commitments. Our water management efforts are aligned with global sustainability frameworks such as DJSI, GRI, and CDP.

Key Initiatives Driving Impact:

**501,603**

KL of freshwater conserved in FY25

#### Shift to High-Efficiency Water Treatment Systems:

We are replacing

conventional reverse osmosis (RO) systems with high-recovery technologies like High-Pressure RO and ultrafiltration, which reduce water and support our Zero Liquid Discharge (ZLD) goal.

#### Smart Water Monitoring Using IoT:

IoT-enabled systems deployed across key locations provide real-time data, enabling leak detection and predictive maintenance, thereby enhancing transparency, control, and operational efficiency.

**Reuse of Clean Utility Water:** Treated water from Purified Water (PW) and Water for Injection (WFI) plants is repurposed for

non-potable applications, such as cooling towers, landscaping, and Water Treatment Plant (WTP) feed, reducing our freshwater intake.

#### Process Optimization and Recirculation:

The introduction of flow sensors, automated cleaning systems and closed-loop circuits has significantly improved water efficiency, leading to a reduction in specific water consumption.

#### Rainwater Harvesting and Utilization:

Rainwater harvesting systems are operational across our locations, with collected water used for irrigation, cooling, and groundwater recharge.

### CASE STUDY - 7



#### Bio-Pure Project to Convert Grey Water to Freshwater

Biocon's Bio-Pure project converts Effluent Treatment Plant (ETP) RO permeate from ZLD operations into high-quality reusable water, promoting water circularity and resource efficiency. This initiative supports UN SDG 6 and reinforces Biocon's commitment to sustainable water stewardship.

#### Technology Overview

The Bio-Pure Water Treatment Plant utilizes a multi-stage advanced purification system to convert greywater into near-freshwater quality. The key treatment stages include:

- Primary filtration and sedimentation for solid removal
- Ultrafiltration and activated carbon treatment for fine particulate and organic matter removal

- Advanced disinfection using UV, Chlorine Dioxide (ClO<sub>2</sub>), and ozonation to ensure microbial safety

The treated water consistently meets or exceeds stringent quality parameters, making it suitable for non-potable applications such as cooling, landscaping, and industrial processes.

#### Performance Highlights

Parameter	Industry Limit	Treated Water Result
TDS	≤ 2000 ppm	15.38 ppm
Hardness	≤ 1000 ppm	74 ppm
pH	6.5 to 8.5	6.93
TAMC	≤ 500 CFU/ml	0 CFU/ml
Chloride, Sulphate, Lead	Complies with norms	Fully Compliant

The treated water is clear, colorless, odorless, and fully compliant with quality benchmarks, ensuring it is suitable for non-potable uses across Biocon facilities.

#### Strategic Impact

- Reduces dependency on freshwater sources by repurposing treated wastewater.

- Enhances water resilience across Biocon's facilities, ensuring a reliable water supply.

- Supports a circular economy of water, minimizing waste and optimizing resource use.

- Minimizes environmental footprint by reducing water withdrawal from external sources.

The Bio-Pure Project exemplifies Biocon's commitment to sustainability, using innovative technology to address water scarcity, reduce operational costs, and ensure long-term environmental and business value.





### Biocon Biologics

In FY25, we recycled 1,506 kiloliters of water per day (KLD), surpassing our FY23 Sustainability Linked Loan (SLL) target of 1,000 KLD for the second consecutive year, up from 1,419 KLD in FY24. We advanced these efforts through comprehensive internal audits and water risk assessments at our Indian sites, identifying new opportunities to reduce freshwater use. Rainwater harvesting systems with a capacity of 26 KL in Malaysia further strengthened our water management initiatives. At our integrated insulins manufacturing facility in Malaysia, we

have reduced our water consumption after the implementation of Scaleban water treatment system. During the year, we recycled 3,75,888 KL of water through Scaleban, which resulted in saving 31,324 KL of freshwater per month. Additionally, the rainwater harvesting systems with a capacity of 26 KL further strengthened our water saving measures.

At our Malaysia facility, we are proactively advancing sustainable water management through a detailed water risk assessment. This comprehensive evaluation guides

our strategies to optimize water use and enhance environmental stewardship.

In addition, we maintain rigorous wastewater monitoring aligned with ISO 14001 and internal EHS policies, ensuring compliance and protection of the local environment. Through these forward-looking measures, Biocon Biologics reinforces its commitment to sustainable operations and the preservation of natural biodiversity in India and Malaysia.

### Syngene

Our water strategy emphasizes efficiency, innovation, and sustainability, focusing on reducing freshwater use in water-stressed Bengaluru through 'reduce, reuse and recycle', and rainwater harvesting.

Key initiatives include waterless urinals, aerated taps, flow restrictors, and replacing

freshwater with recycled water across utilities. At Biocon Park, all flushing is done using recycled water, and treated sewage is used for gardening.

In FY25, we harvested 11,433 KL of rainwater and added 2,675 KL storage, extending backup to 9 days. As much as 64% of our total water use (and 73%

in Bengaluru) was met via recycled/harvested water. Daily freshwater use in Bengaluru reduced from 323 KLD to 256 KLD.

All wastewater is treated per regulatory norms, ensuring environmental compliance and resource efficiency.

## Waste Management

Our waste management goes beyond local and international compliance. Through initiatives like the waste-to-value program and pilot projects by our Process Development Groups (PDG), we

focus on waste segregation and reduction across all operations. By adopting circular economy principles, eliminating waste and continuously reusing, recycling, and regenerating resources, we aim to create

value from waste, conserve resources, and contribute to long-term ecological and business sustainability.

	BL	BBL	Syngene	Total
Total waste generated (MT)	28,550	15,820	4,008	48,378
Total waste diverted from landfill (MT)	25,414	14,964	3,817	44,195
Total waste disposed to landfill (MT)	2,907	0	0	2,907
% of the waste waste disposed of through circularity	89%	95%	95%	
Incinerated (MT)	122	849	191	1,162

For a detailed breakdown of waste sources and corresponding recycling and reuse rate, please refer to our FY25 BRSR & ESG Data Book.

## Circular Economy

Circular Economy Related Targets	FY25 Progress
<b>Biocon Limited</b> 100% circularity in waste by FY29, with an interim milestone of 85% by FY25	This milestone was exceeded, achieving an 89% circularity rate in FY25.
<b>Syngene</b> Target to sustain >95% recycling of waste till FY28	95% total hazardous and non-hazardous waste recycled Zero waste to landfilled maintained across all our facilities.

### Biocon Limited

#### Key Initiatives in FY25

##### Solid Waste Management

- Segregation at Source: Systematically implemented across all facilities to enable effective recycling and resource recovery.
- Organic Waste Composting: Food and horticultural waste are sent to authorized composters.

##### Industrial Symbiosis

**Fly Ash Utilization:** Boiler ash is repurposed by cement manufacturers, supporting sustainable infrastructure development.

##### Fermentation Cell Mass Recovery:

Biomass is co-processed as alternative fuel and raw material (AFR) or composted into nutrient-rich organic manure.

##### Sustainable Packaging

**Plastic Reduction:** Transition underway from single-use plastics to biodegradable or recyclable alternatives.

**Recyclable Packaging Design:** Eco-design principles guide packaging development to minimize environmental footprint.

##### Energy from Waste

**Biogas Utilization:** Methane-rich biogas from Upflow Anaerobic Sludge Blanket (UASB) reactors is proposed for captive

power generation, powering water treatment operations and closing the energy-water loop.

##### Hazardous Waste Management

- Biomedical and Hazardous Waste are managed strictly per regulatory requirements with traceable and safe disposal mechanisms.
- Certified Disposal: Partnered with authorized vendors, with regular audits and monitoring to ensure regulatory compliance and mitigate residual risks.

### Paddle Dryers for Sludge Management

Paddle Dryers have been integrated into Biocon's ETP sludge management to reduce sludge volume by up to

80%, cutting transport emissions and supporting our 'Zero Waste to Landfill' goal. The dried sludge is safely co-processed in authorized cement kilns. The system's closed-loop design

ensures minimal odor, low emissions, and energy-efficient, compliant operations.

### Biocon Biologics

At Biocon Biologics, we adhere to the principles of Reduce, Reuse, Recycle across all our waste streams. Our practices are aligned with the revised Plastic Waste Management Rules by the CPCB, including Extended Producer Responsibility (EPR), ensuring environmentally sound waste handling and compliance.

**Hazardous Waste:** Hazardous waste is disposed off only through vendors authorized by the Karnataka State Pollution Control Board (KSPCB), in compliance with regulatory requirements. Wherever possible, waste is co-processed to recover energy.

**Non-hazardous Waste:** We have implemented segregation at source, leading to enhanced recycling rates. Composting initiatives at campuses have

diverted significant organic waste from landfills and other non-hazardous waste has been disposed of through authorized recyclers.

In FY25, there were zero reportable incidents. Monthly returns are submitted to the KSPCB, Form 1 for biomedical waste, indicating no reportable quantities, and Form 11 for hazardous waste, reporting no accidents.

#### Key Initiatives in FY25

**Solvent Recovery:** Implemented 100% recovery of spent acetonitrile at the Malaysia facility through enhanced Distillation and Membrane dehydration technologies, reducing fresh acetonitrile consumption by approximately 140 tons per month.

**Digital Transformation:** Implemented Manufacturing Execution System (MES) to digitize workflows, reducing paper use.

**Sustainable Insulin Delivery:** Over 40% of insulin deliveries outside India now use reusable pens, cutting medical-grade plastic waste.

**Zero Paper Cup Initiative:** Phased out single-use paper cups in Oct 2024, preventing 158 tons CO<sub>2</sub> emissions.

**Waste Management:** Enhanced effluent treatment and diverted significant paper waste from landfills via authorized recyclers.

**Recycling Paper Waste:** Recycled 12.64 tons of paper waste through authorized channels.

### Syngene

We prioritize the safe and efficient segregation, storage, and disposal of both hazardous and non-hazardous waste across all our campuses. Syngene has successfully achieved zero waste to landfill status, ensuring that none of the waste from our operational control sites ends up in landfills.

Our commitment to sustainability is demonstrated through this achievement, made possible by our partnership with cement plants for co-processing. As a result, 95% of the hazardous and non-hazardous waste generated is either recycled or co-processed.

#### Key Initiatives in FY25

- Recycled 3,200 metric tons of waste, accounting for 76% of the overall waste disposal.
- Co-processed a total of 818 metric tons of waste in cement plants, accounting for 19% of the total waste disposed.
- Embraced environmentally responsible packaging by transitioning to biodegradable, compostable, and recyclable materials.

- Eliminated single-use paper cups and PET bottles at all our facilities to reduce environmental waste and advance our sustainability agenda.
- Conducted public awareness campaigns promote responsible waste management practices within local communities.
- Distributed waste bins to encourage proper waste disposal, reduce littering

and raise awareness about eco-friendly practices.

- Conducted annual audits of waste management vendors through in-house team to ensure adherence to best practices and compliance with all applicable statutory requirements.



## Life Cycle Assessment

As part of Biocon’s ongoing efforts to reduce environmental impact, a detailed Life Cycle Assessment (LCA) has been conducted for key pharmaceutical

products. This assessment evaluates the emission reductions achieved through process optimizations, including increased batch sizes and improved efficiency. The

results demonstrate significant reductions in carbon emissions, highlighting Biocon’s commitment to sustainability and operational excellence.

### Biocon Limited

<b>Atorvastatin</b> Emission reduction of <b>~35.6</b> KgCO <sub>2</sub> e per batch achieved.	<b>Simvastatin</b> Emission reduction of <b>~1,167</b> KgCO <sub>2</sub> e per batch achieved.	<b>Pravastatin</b> Emission reduction of <b>~452</b> KgCO <sub>2</sub> e per batch achieved.	<b>Rosuvastatin</b> Emission reduction of <b>~36</b> KgCO <sub>2</sub> e per batch achieved.	<b>Everolimus</b> Emission reduction of <b>1.8</b> KgCO <sub>2</sub> e per batch achieved.
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### Biocon Biologics

We have conducted Life Cycle Assessments (LCAs) for key products using SimaPro software to evaluate their environmental performance. In India, we completed LCAs for two major

products, Trastuzumab and Bevacizumab. Additionally, in Malaysia, we carried out a detailed LCA for Insulin Glargine, in accordance with ISO 14040/44 standards. The assessment covered the entire ‘Cradle to Gate’ production process and examined

multiple environmental indicators, including carbon footprint, human toxicity, eutrophication, air emissions, effluent discharge, and waste generation, offering a comprehensive understanding of each product’s environmental impact.

## Biodiversity

Biodiversity conservation is central to our ESG commitments, guided by our Biodiversity and No Deforestation Policy across Biocon Limited, Biocon Biologics and Syngene. None of our operations are located in or near ecologically sensitive areas, and no IUCN Red List or nationally protected species have been identified in their vicinity. We remain committed to protecting ecosystems while pursuing sustainable growth. For further details, refer to our Biodiversity and No Deforestation Policy, which can be accessed at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>

### Total Trees Planted (BL + BBL + Syngene)

<b>9,700</b> Biocon Limited
<b>950</b> Biocon Biologics Limited
<b>1,000</b> Syngene

### Total Biodiversity Risk Assessment Conducted

<b>02</b> Biocon Limited
<b>01</b> Biocon Biologics Limited

## Biodiversity Risk Assessment

### Advancing a Science-Based Stewardship Model

Recognizing the link between ecosystem health and business resilience, we have implemented a science-based Biodiversity Assessment and Carbon Sequestration Framework, developed and validated

in collaboration with the University of Mysore. This framework helps identify, assess, and mitigate biodiversity risks across our operations.

To enable informed decisions, we leverage globally recognized tools like the Integrated Biodiversity Assessment Tool (IBAT), which integrates spatial and

ecological data to assess proximity to protected areas and habitats of threatened species, supporting proactive risk management and sustainable planning.

## Biocon Limited

In FY25, Biocon Limited conducted a detailed biodiversity risk assessment at its two manufacturing locations in Bengaluru. These assessments evaluated direct and indirect impacts on biodiversity, including land use change, water consumption, and emissions, in the context of local ecological sensitivities.

Based on these findings, site-specific Biodiversity Management Plans (BMPs) were developed. These documents serve as practical tools for site-level ecological management, incorporating:

- Impact mitigation strategies grounded in local ecological baselines
- Habitat restoration through native vegetation and soil enrichment

- Continuous monitoring of biodiversity indicators
- Community engagement to promote ecological awareness and participation

The BMPs are reviewed annually to ensure alignment with evolving site realities and changing regulatory frameworks.

## Biocon Biologics

In Malaysia, we carried out a biodiversity assessment of our insulin manufacturing facility in Johor, in line with the National Policy on Biological Diversity (2022–2030). The assessment confirmed that the site is not situated near any ecologically sensitive areas, and no at-risk species were identified in the surrounding region.

Moreover, we integrated biodiversity considerations into its CSR and ESG programs through a range of initiatives, including:

- Tree plantation drives

- Mangrove restoration projects
- Beach clean-up activities
- Distribution of Effective Microorganism (EM) mud balls for waterbody rehabilitation
- Sustainable waste and emissions management
- Adoption of solar energy
- In-house cultivation of yeast for operational sustainability

### Biodiversity Initiatives

We place strong emphasis on awareness and community engagement through

various initiatives. Our Biocon Biologics Malaysia Volunteer Community (BMVC) leads biodiversity-focused outreach programs, actively involving employees and local communities in environmental restoration efforts such as tree planting, mangrove restoration, and coastal clean-ups. Additionally, we serve as a strategic partner in the MyMediSAFE Program alongside the Ministry of Health, Malaysia, to raise public awareness on the safe disposal of unused or expired medications, helping prevent water and soil contamination.

## Plantation and Restoration

Afforestation and ecological restoration form a core part of our nature-positive strategy, contributing to carbon sequestration, soil regeneration, and biodiversity enhancement. In alignment with the Science-Based Targets for Nature (SBTN) and India's UN Decade on Ecosystem Restoration goals, we planted 15,150 trees\* in FY25 as part of

our afforestation efforts. We prioritized native, drought-resistant, and pollinator-friendly species, sourcing saplings locally to strengthen ecosystem resilience and ensure long-term sustainability.

### Collaborative Action

We collaborate with state forest departments, academic institutions, and local communities to implement our

biodiversity initiatives. This partnership model ensures:

- Shared responsibility for ecological stewardship
- Enhanced community capacity in biodiversity conservation
- Transparent reporting aligned with global ESG disclosure standards

\*Includes trees planted as part of CSR initiative by Biocon Foundation



# Social & Relationship Capital

At Biocon, we measure progress by the number of lives we can improve. For us, 'Accelerating Reach' goes beyond growing our product footprint. It's about working together with partners and communities to create outcomes that are both inclusive and lasting.

We embed social responsibility into every aspect of our operations, ensuring that our growth contributes to inclusive and sustainable development. We work closely with patients, partners, customers, suppliers, and communities to solve real-world challenges with practical, meaningful solutions. Our approach blends scientific expertise with a strong sense of purpose.

Through our corporate philanthropy, we focus on building stronger ecosystems, ones that help underserved communities access better healthcare, education, and sustainable livelihoods.

## KEY TAKEAWAYS: FY25

Contributed to enabling equitable and sustainable healthcare ecosystems.



Made a difference through high-impact CSR projects.

Enhanced community experience and stakeholder trust.

Ensured ethical engagement in policy advocacy.



Aligned to SDGs





324.60

₹ million,  
CSR Spending

353,342

Beneficiaries of CSR  
Initiatives

8,900+

Total Suppliers

21.23

Million, Patients  
Benefited Globally

Key  
Highlights

## Healthcare Accessibility

### Patients Served in FY25

4.79

Million Through Generic Formulations

10.64

Million Through APIs

5.80

Million Through Biosimilars

Note: Unique patients count is considered



Nearly 2 billion people around the world still lack access to essential medicines, and even where healthcare is available, it's often out of reach financially. At Biocon, we are changing this by combining our biotech expertise with India's strong scientific ecosystem to reshape healthcare access through a focus on affordability, equity, and broader social impact.

#### Fair Pricing

At Biocon Group, fair pricing helps us balance patient affordability with operational sustainability. Guided by a transparent framework considering market benchmarks, cost of goods, and regulatory factors, we optimize our supply chain and scale production to deliver high-quality generics and biosimilars at competitive prices. Collaborating with healthcare partners and regulators, we ensure long-term access, trust, and a resilient, affordable healthcare ecosystem.

### Biocon Limited

Biocon's Generics business made good progress in FY25 on its mission to make essential medicines accessible to more patients across the world.



### Enhancing Patient Compliance in U.S.

In FY25, Biocon introduced a 400mg Labetalol tablet in the U.S., a first for this drug, thus expanding access for patients who need higher doses. Until then, only 100mg, 200mg, and 300mg strengths were available, often requiring patients to take multiple pills daily. This new strength helps reduce the daily pill burden for those managing severe hypertension, improving adherence and simplifying treatment. We promoted its availability through a targeted digital campaign for prescribers, resulting in increased uptake. Building on this success, we are expanding similar initiatives to support better patient compliance, higher adoption, and improved clinical outcomes.

## Advancing Healthcare in UAE

Biocon's Dubai-based subsidiary deepened its commitment to nephrology care in the UAE through a second strategic partnership with the Indian Nephrologist Association, expanding engagement with key hospitals, KOLs, and healthcare institutions. Beyond nephrology, we actively participated in industry forums like Medecon World Congress and Diab Fest 2024, as well as entered an educational collaboration with King's College Hospital, Dubai. We also supported two Liver Transplant Support Meets to promote clinical knowledge-sharing. Complementing these efforts, we enhanced digital outreach through targeted "digi cards" for doctors and pharmacists, reinforcing our commitment to advancing healthcare in the region.

## Leveraging IP Strategy to Accelerate Reach

Biocon is committed to expanding access to its cost-effective generic formulations through an integrated IP strategy that accelerates access to high-quality alternatives for innovator products and lowers prescription costs. A key example is the launch of the first generic Sacubitril Valsartan tablet for heart failure treatment in Singapore in FY25.

## Ensuring Supply Continuity through Vertical Integration

Our API segment has provided our formulation business the vertical integration for some key lifesaving drugs that allow us to assure a continuity of supply to patients on these drugs. We have also gained strong traction in building strategic partnerships with leading innovator pharma companies, driven by our proven technical capabilities, large-scale cGMP manufacturing facilities, consistency in quality compliance and regulatory expertise.

## Biocon Biologics

**Our Biosimilars business is working to build ecosystems of care that empower healthcare professionals, inform patients, and improve outcomes across Advanced and Emerging Markets. Our holistic approach tackles systemic barriers, supports treatment journeys, and drives scalable, sustainable healthcare delivery.**

### Advanced Markets

In North America, we implement a focused access strategy through:

- Patient Services and Support Programs (PSSPs)
- Patient Assistance Programs (PAPs)
- Advocacy for Biosimilars Adoption

Through PSSPs, we provide comprehensive, patient-centric services such as injection training, medication reminders, pharmacy coordination, nursing support, health coaching, and co-pay assistance, ensuring improved treatment adherence and outcomes. Our PAPs offer financial support to reduce the cost burden for patients requiring long-term therapy. During FY25, ~1,500

patients benefited from Patient Assistance Programs.

We actively advocate for a sustainable biosimilars ecosystem through our leadership within the Association for Accessible Medicines (AAM). In FY25, we partnered with the Crohn's & Colitis Foundation to support education, and advocacy for inflammatory bowel disease (IBD).

In North America, Biocon Biologics has established a strong presence by prioritizing affordability, streamlining commercial execution, and championing policy advocacy. In the U.S., efficient biosimilar launches were enabled through integrated supply chains, regulatory readiness, and data-led planning. Our collaborative model, built on strategic partnerships and a deep understanding of the healthcare landscape, continues to unlock value for patients and providers.

In FY25, ~2,000 patients with Type 1 diabetes benefited from our continued partnership with Insulin for Life, which provides free insulin to underserved communities. Overall, we supported ~6,000 diabetes patients through Insulin for Life.

During the year, nearly 24,500 patients in the U.S. and over 5,000 patients in Canada benefited from our patient assistance and support programs in North America.



### Expanding Affordable Access to Insulins in U.S.

In March 2025, Biocon Biologics partnered with Civica Inc., a U.S.-based not-for-profit generic drug and pharmaceutical company, to expand affordable access to insulins.

The Company will supply Insulin Aspart drug substance to Civica, which will use the drug substance to produce Insulin Aspart drug product, a rapid-acting insulin analog, at its manufacturing facility in U.S. Biocon Biologics' own Insulin Aspart drug product, pending U.S. FDA approval, will further bolster its U.S. Diabetology portfolio.

### Emerging Markets

Biocon Biologics has expanded access to its biosimilars in 80+ countries in Emerging Markets with a special focus on low- and middle-income countries (LMICs). We served 4+ million patients through our biosimilars in EMs in FY25.

The global human insulin market is shifting as major players pivot to GLP-1 therapies, exiting insulin segments especially in EMs. As a leading global insulins company, we are committed to ensuring continued patient access to our products in line with our aspiration to serve '1 in 5' insulin-dependent people worldwide. We have made huge investments in expanding our insulin manufacturing capacity in Malaysia to enhance patient access. This will double our capacity once commercialized during FY26.

Notably, Biocon Biologics surpassed the milestone of supplying 100 million cartridges of recombinant human insulin (rh-insulin) to Malaysia's Ministry of Health (MoH), serving over 345,000 patients since 2016.

Beyond product delivery, we aim to strengthen the healthcare ecosystem in EMs. This included embedding specialist nurses in Ethiopia's diabetes care system and expanding biosimilar education-laying the foundation for long-term, sustainable impact.

Biocon Biologics featured for the second time in the Access to Medicine Foundation's report on "Access to Diabetes Care for Children and Young People" in 2024. It recognizes that with WHO prequalification for our recombinant human insulin and the approval of Insulin Glargine in over 40 LMICs, we are reducing therapy costs and enabling continuity of care for young patients and their families.



### Advancing Access Through Direct Relief

Our partnership with U.S. based charity Direct Relief impacted many lives by reaching out to patients suffering from chronic diseases. Our free shipments of essential medicines were supplied to patients in 17 countries, enabling us to move a step closer in advancing access to affordable medicines.

In FY25, Direct Relief distributed 16,500+ units of lifesaving biosimilars spanning immunology, diabetes and oncology to underserved / marginalized patients in these countries.

### CASE STUDY - 8



### Embedding Specialist Nurses in Diabetes Care

#### Overview

Biocon Biologics partnered with Diabetes Africa and St Paul's Hospital Millennium Medical College (SPHMMC) to strengthen diabetes care in Ethiopia by training specialist nurses. This initiative focused on upskilling nurses to address urgent diabetes care gaps while building a foundation for long-term education reform.

#### Outcome

The initiative engaged 90 healthcare leaders, developed a nationally aligned training framework, and identified key barriers to nurse education. It reached 5,000+ professionals and laid the groundwork for government-approved programs, which are poised to impact over 20,000 patients annually.

#### Testimonial

"With the right training, I can make a real difference in my patients' lives, reducing complications and improving outcomes."

- Sister Tigist Amere, nurse at SPHMMC, Addis Ababa.



Sister Tigist Amere

## Corporate Social Responsibility

We focus on high-impact initiatives, grounded in grassroots engagement and local collaboration, to create lasting change. We drive social and economic inclusion for underserved and marginalized communities through the Biocon Foundation, Biocon Academy and strategic partnerships with like-minded organizations.

In FY25, Biocon Foundation marked 20 years of social impact by empowering underserved communities through innovative healthcare, education, and sustainable development initiatives.

### BIOCON GROUP'S CSR VISION & MISSION



#### Vision

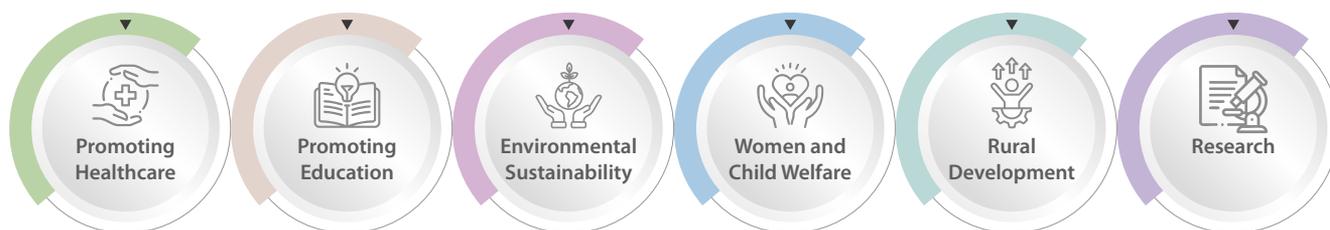
To provide socioeconomic inclusion through innovation and sustainable models that deliver scalable solutions.



#### Mission

To support interventions that resolve select primary issues faced in sustainable development. Whilst doing so, we shall conform to statutes and policies and adhere to the principles of responsible business practices.

### CSR: STRATEGIC FOCUS AREAS



### HIGHLIGHTS FY25

<p><b>24</b> Projects Implemented</p>	<p><b>353,300+</b> Lives Touched</p>	<p><b>35,800</b> eLAJ Beneficiaries</p>
<p><b>80+</b> Villages Covered (Across 8 States)</p>	<p><b>~19,500</b> Students Supported</p>	<p><b>22</b> Collaboration Partners</p>



Kiran Mazumdar-Shaw and the Biocon leadership celebrate 20 years of Biocon Foundation.

## Promoting Healthcare

### a. eLAJ: A Technology-Driven Primary Healthcare Initiative by Biocon Foundation

Launched in FY16, Biocon Foundation’s flagship eLAJ Smart Clinic platform is strengthening primary health delivery services and supporting health information management. In the last 20 years, this tech-enabled, community-focused model has provided over 1 million people from underserved communities free outpatient services, including lab tests, primary and specialist consultations, with a strong emphasis on prevention, early diagnosis, and long-term management of non-communicable diseases (NCDs) like diabetes, hypertension, and common forms of cancer to underserved communities.

eLAJ bridges the digital gap in public health by integrating Electronic Medical Records (EMRs) into primary care. With 11 Smart Clinics, it continues to deliver equitable, high-quality, and data-driven healthcare across India.

(\*eLAJ’ means ‘treatment’ or ‘medical care’ in Hindi. eLAJ centers are technology-enabled primary healthcare centers that deliver accessible and quality treatment.)

### Key Features of eLAJ

- Smart Clinics equipped with digital diagnostic tools, EMR-linked data systems, and WHO-referenced cardiovascular risk assessments.
- Dedicated Specialty Clinics for NCDs, women’s health, childcare, mental health, and geriatrics.
- Household Screening and community outreach to promote early detection and health awareness.
- Efficient Staffing Model with trained medical officers, Digital Records Coordinators, lab technicians, and healthcare workers.

### FY25 Highlights

**35,800**  
persons benefited

**19,910**  
new registrations

**43,333**  
patient visits

**41,137**  
lab tests

**6,104**  
NCD screenings

**4,060**  
specialist consultations



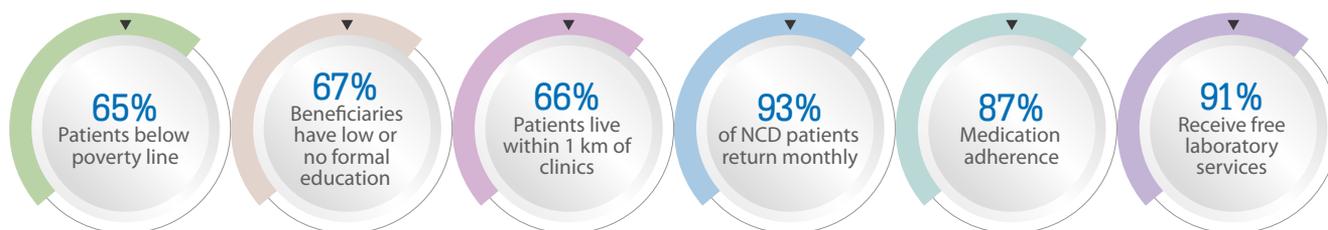
### Third Party Impact Assessment

A third-party impact assessment for eLAJ Smart Clinics has been undertaken by Indian Institute of Management Bangalore (IIMB), using a mixed-methods

conceptual framework titled Management for Holistic Engagement and Action for Long Term Health (mHealth), adapted from the WHO health systems framework that aims to evaluate service efficiency

and establish a long-term monitoring system. The approach has been adaptive and moderated according to the Indian context, and considerate of the scope and responsibilities of Biocon Foundation.

### Third Party Impact Assessment



**Mission Coherence:** eLAJ Smart Clinics serve underserved communities, with over **65%** of patients below the poverty line with low education levels - around 11% have studied up to Class VI, **44%** have studied up to Class VII-X, and **23%** lack formal education.

**Access and Affordability:** Around **66%** of the patients reside within 1 km of the eLAJ clinic ensuring easy, walkable access. **91%** of the patients reported receiving diagnostic services at the clinic and all of them reported receiving the services free of charge. This combination of close proximity and zero cost diagnostics support higher utilization and affordability enhancing patient satisfaction.

**High Quality of Care:** eLAJ Smart Clinics deliver consistent, high-quality

care through SOPs, regular audits, and strong follow-up-**93.1%** of NCD patients return monthly. Medication adherence is high - **87.1%** for hypertension, **93.1%** for diabetes, and **97.1%** for patients with both conditions.

**Robust Partnerships:** eLAJ leverages partnerships with NGOs, medical colleges, and the Karnataka government. Local panchayats in Hennagara and Huskur in Bengaluru support the clinics by providing space. St. John's and Oxford Medical Colleges strengthen clinical services through staff, specialists, and capacity building.

**Proactive Community Outreach:** eLAJ teams conduct door-to-door surveys and NCD screenings via the Epicollect app. In FY25, **5,157** individuals were

screened through **58** outreach camps. Key findings include high tobacco use (**26%**), suspected hypertension (**10.2%**), diabetes (**4.3%**), anemia (**35.3%**), and obesity (**12.3%**). ECGs were conducted for **3,400+** individuals. The baseline assessment has proven to be an effective strategy in aligning health interventions specific to the context.

**High Standard Clinical Performance:** eLAJ's NCD model shows strong outcomes, with most patients achieving blood pressure and glucose control. Only **5%** reported hospitalizations in FY25, and just **2.6%** were NCD-related, highlighting the impact of regular screenings and a preventive care approach.

### b. Oral Cancer Screening Program

Since 2014, Biocon Foundation has led a tech-enabled, community-based oral cancer screening program that has reached over **94,000** people since inception. In FY25, **11,000** screenings were conducted across multiple states, including Nagaland. The Foundation partners with institutions and NGOs to ensure continued care. For example, in Varanasi, high-risk individuals for Oral Potentially Malignant Disorders (OPMD) are referred for biopsies and treatment under state schemes. In Nashik, we partner with organizations such as Rotary

International to cover surgical costs through tripartite MoUs. The integration of AI/ML technology via the mHealth app, developed with IISc, Bengaluru, has enhanced diagnostic accuracy through a growing image repository.

The initiative is driven by continuous innovation and scale, evidenced by the annual Oral Cancer Task Force (OCTF) conference, which produced India's first consensus-based clinical practice guidelines for Head & Neck Cancer (HNC). These guidelines are now recognized among the top **13** globally in cancer care management.





**Testimonial**

"A 9<sup>th</sup>-grade student, inspired by Biocon Foundation's awareness program about the harmful effects of tobacco consumption, took it upon himself to encourage his father to quit tobacco. He convinced his father to quit tobacco products and urged him to attend the oral cancer screening at his school. His father told us, 'My child asked me to attend the oral cancer screening program. After undergoing screening, I realized the potential risks I was exposing myself to. Motivated by the love and concern of my child, I made a conscious decision to quit tobacco that very day.'"

- Dr. Divya Khanna, Associate Professor at Tata Memorial Center, Varanasi, on the impact of Biocon Foundation's oral cancer screening in schools.

**c. Mental Health Initiatives**

The initial phase of the Bengaluru Urban Mental Health Initiative (BUMHI), envisioned by NIMHANS and supported by the Foundation, concluded with community and expert workshops, which contributed to the development of a mental health resource kit. The kit consists of 13 modules designed to support community self-care and informal caregiving. A total of 116 training workshops have been conducted across various colleges, civil society organizations, and health institutions, training 2,308 individuals on self-care modules.

**d. Wastewater Surveillance for COVID-19**

Wastewater-based testing for SARS-CoV-2 provides an effective method for monitoring the virus, especially when human testing is limited. Wastewater monitoring is being conducted at 6-10 sites across Bengaluru for viral load analysis to help forecast trends and

support sequencing efforts to identify emerging variants.

**e. AMR Tracker: Combating Antimicrobial Resistance (AMR)**

Antimicrobial resistance (AMR) poses a major public health threat, with WHO projecting 10 million annual deaths by 2050. To address this, Biocon Foundation has partnered with Indraprastha Institute of Information Technology (IIIT), Delhi, to develop an m-Health app aligned with Ayushman Bharat Digital Mission (ABDM) sandbox standards. IIIT-Delhi's AMROrbit, an innovative scorecard that tracks resistance trends over time and across geographies, was selected from 56 entries across 27 countries and won the 2024 AMR Surveillance Data Challenge, further strengthening efforts against AMR.

The app tackles AMR through a dual approach:

**For prescribers:** Real-time alerts on AMR trends, antibiotic safety, and drug interactions.

**For the public:** A standardized format to track antibiotic use.

Powered by ABDM profiles and advanced AI-including NLP, image analysis, and chatbots-the app supports informed, data-driven interventions in India's fight against AMR.

**f. Post-Graduate Medical School and Hospital at IISc**

Biocon Foundation has provided financial support for the construction of the 147-bed Biocon Syngene General Medicine Block at the Post-Graduate Medical School in Indian Institute of Science (IISc), Bengaluru. The project has achieved most of the key construction milestones and is expected to be inaugurated in the calendar year 2025. The medical school is pioneering cross-disciplinary research and training through dual degree MD PhD and MS PhD programs, with the goal of nurturing a new generation of physician scientists.



## g. Community Outreach

### 1. Healthcare initiatives

In FY25, the Foundation, in collaboration with NGOs and government primary health centers (PHCs), conducted extensive healthcare outreach. Screenings

covered 2,991 individuals for diabetes, hypertension, and anemia. We conducted 58 NCD camps, including AI-enabled ECG screenings for 3,151 people. Breast exams for 2,479 individuals led to 119 referrals, while 5,157 were screened for oral cancer,

with 1,343 (26%) identified as high-risk. These individuals received counseling, referrals, and follow-up support. Additionally, 1,624 students participated in awareness sessions on nutrition and hygiene.



### CHAMPS: Child Health Activists Mentoring and Promoting Health in Society

The project aimed at training government school students (grades 8-9) to screen adults for hypertension and promote healthy lifestyles, aiding early detection and prevention. During the year, 96 students were trained, screening 1,017 individuals across 17 villages. 312 individuals with high hypertension values were referred to the nearest healthcare center.

### 2. School Health Program

General health camps were conducted across 27 schools, screening 2,933 students for various health indicators including BMI, height, weight, oral health, and eye health. The program identified 1,061 students as anemic, 998 with dental issues, and 87 with visual disorders and 1,864 as undernourished who were referred to government PHCs for further evaluation. The collected data was shared with the Taluka Health Officer to facilitate appropriate follow-up and intervention.

### 3. WASH Initiative

In response to the request received from the Government Women's Degree College in Sanga Reddy, Telangana, we have set up a facility with five water closets - including one unit designed for persons with disabilities - along with handwashing stations.

### Disaster Relief

In the face of the devastating floods in Wayanad and Bagalkot in 2024, Biocon and Syngene employees swiftly mobilized to provide urgent relief. HR teams spearheaded the drives at various work locations. The Foundation provided logistics support in coordination with local grass-root NGOs engaged in humanitarian aid.



## Promoting Education

### a. Experiential Science Learning

To bridge the resource gaps in rural schools and spark an interest in science in children, we have been supporting innovative programs like Mobile Science Labs, Lab on a Bike etc. A pilot Lab on a Bike project was introduced in rural areas of Medchal Malkajgiri district in Telangana and was extended to Dakshina Kannada district in Karnataka.

Lab on a Bike provided **47,646** learning hours through **672** sessions for **2,400** students across **23** schools in Medchal Malkajgiri and Dakshina Kannada.

In FY25, Mobile Science Labs delivered **112,404** learning hours through **1,663** sessions for **5,260** students across **47** schools in Anekal, Bengaluru and Chikkaballapur, Karnataka.



### Synquizitive

Synquizitive, an annual science quiz has been inspiring and positively influencing young minds, since 2022. The quiz fosters critical thinking and teamwork among government school students, emphasizing understanding over rote learning. Winning schools received smart classrooms equipped with interactive technology and multimedia aligned with the state curriculums, enhancing teaching and learning experiences. The program involved **350+** Syngene employees and reached over **10,000** students across **200** schools in Bengaluru, Hyderabad, and Dakshina Kannada.



### b. Syngene Research in Science Excellence (SynRISE)

A PhD assistantship has been launched at the Institute of Bioinformatics and Applied Biotechnology (IBAB) to support women PhD students majoring in STEM fields. Three students, all from underprivileged backgrounds, are receiving support in the first year of the program.

#### Testimonial

"Working towards a PhD is a significant achievement in my life. It reflects years of curiosity, hard work, and commitment. Since I was a child, my dream has been to become a scientist, and that passion is still very strong. Receiving the SynRISE Fellowship is truly an incredible honor for me, and I see it as a life-changing opportunity. This fellowship not only offers financial support but also highlights the importance of women in scientific research"

- **Jolamalini Devakumar**, PhD Student & SynRISE beneficiary at IBAB

### c. Biocon Chair (Academic Year July 2024-June 2025)

Prof. D. Sundar, Director of IBAB and current Biocon Chair, led academic and administrative functions, taught the course BTBIS-105 (Basic Bioinformatics) to 39 students, and mentored 3 PhD scholars. He also facilitated five workshops on Systems Oncology, HPLC, Omics Analysis, and Molecular Techniques in Genetic Engineering, benefiting **285** participants.



#### Testimonial

"The Biocon Chair Professorship has helped IBAB to stay at the forefront of biotech innovation. Specifically, the support has helped me to propel research in drug discovery and disease phenotype modelling by combining sophisticated and cutting-edge AI approaches to generate efficient representations of biological data for several downstream applications. It has also helped me to foster industry-institute interaction and contribute to knowledge sharing along with mentoring young students."

- Prof. D. Sundar, Director and Biocon Chair, IBAB.

## Environmental Sustainability

### a. Mass Transit System

The Biocon-Hebbagodi Metro Station, part of Bengaluru's upcoming Namma Metro Yellow Line, is set to open in 2025. Biocon has contributed ₹650 million towards its development to improve last-mile connectivity for employees and local businesses, while boosting economic opportunities in Anekal and nearby communities. A bus stop under the station will further enhance road-rail integration.

Biocon Foundation is also funding an IISc-led study, facilitated by the BeST Cluster, to assess the Yellow Line's impact on public health and quality of life—examining factors such as physical activity, mental wellbeing, pollution exposure, accessibility, travel satisfaction, and social inclusion.

### b. Pillars of Bengaluru Project

In addition to supporting the Metro Rail initiative, we have completed the painting of all 53 pier walls and the development of 37 median gardens along the stretch between the Biocon Hebbagodi and Huskur Gate metro stations. Pillars of Bengaluru - Celebrating Everyday Champions, designed in collaboration with the Srishti School of Art and Design, is a creative homage to people from various walks of life. The project has transformed a functional urban area into a vibrant cultural showcase adorned with colorful Channapatna art.



### c. Lake Rejuvenation Program

Rapid urbanization has degraded many of Karnataka's 40,000+ lakes, with 90% of Bengaluru's 202 lakes polluted or ecologically impaired. To address this, we view lake rejuvenation as both an ecological and urban sustainability priority.

Biocon has invested in restoring Yarandahalli Lake through desilting, de-weeding, bund formation, and inlet-outlet clearing. Guided by a technical survey and stakeholder input, the next phase includes

bund strengthening, perimeter upkeep, and improved water flow management.

We also supported Hebbagodi Lake restoration through sludge removal, sewage diversion, and wetland creation.

### d. Miyawaki Urban Micro-Forest

We have successfully completed an afforestation initiative in the buffer zone of the Pachanady dumping yard in Vamanjoor, Mangaluru. Spanning an area of 21,780 square feet, this project

involved planting ~1,000 saplings using the Miyawaki method, a well-established approach for developing dense, native, and self-sustaining urban forests.

### e. Restoration of Heritage Park

Our efforts to reclaim green space at the historical Minsk Square in Bengaluru has led to the creation of 1,800+ sq. m. of green cover, offering a calm, eco-friendly retreat in the midst of a bustling city.

## Women and Child Welfare

### a. Women in STEM

In its second cohort, **30** scholarships were awarded to women graduates from **Tier 2 and 3** cities, selected from **549** applicants through a rigorous process

assessing academic merit, socio-economic background, and STEM focus. The final **14** undergraduates and **16** postgraduates-received mentoring and industry orientation, with strong support from Syngene scientists.

Applications for the third cohort are now open, with **40** scholarships on offer, along with mentorship and exposure to STEM careers.



### b. Women's Initiative for Nurturing Growth & Self-Employment (WINGS)

Following our participation in the Industry-Academia Conclave at Raj Bhawan, Bengaluru, we signed a statement of intent to support rural

entrepreneurship by equipping underprivileged young women with the skills and resources needed to establish and sustain micro enterprises. In the first

year, the initiative is focused on training **50** underprivileged women in professional beautician skills across two locations, Koppal and Gangavathi.

### c. Children's Park

We inaugurated a Children's Park in Bajpe, Dakshina Kannada, funded by Biocon Foundation, which will serve over **300** families displaced due to the development of the Mangalore Special Economic Zone (MSEZ).

### d. Parihar Initiative (Supporting Women & Children in Distress)

Since September 2019, we have supported 'Parihar', a Bengaluru City Police initiative for women and children in distress. It provides shelter, medical aid, family counselling, legal support, and police sensitization workshops. More than **3,506** unique cases were registered this year, with **~50%** amicably resolved.



## Employee Volunteering

**5,500+**

Hours Voluntarily Contributed by Employees

**1,300+**

Employees Engaged in Social Volunteering Activities

Biocon has built a strong culture of volunteering through our VEngage platform that encourages employees to participate in social impact initiatives. In FY25, employees actively participated in a range of initiatives focused on community wellbeing and environmental sustainability.



### Biocon Limited

In FY25, Biocon employees volunteered for over 18 major CSR initiatives, reflecting a strong commitment to community development and social responsibility. Key programs included organizing clean-up drives at Bengaluru's Lalbagh Botanical Garden, advancing sustainability through green belt development, planting trees, offering career counselling to students, and empowering special children via the Chiranthana life skills program.



### Biocon Biologics

In FY25, ~130 Biocon Biologics employees spent 500+ hours in several voluntary initiatives, including health camps, education drives, and environmental clean-ups in India. We further scaled up employee volunteering through the Biocon Social Impact Champions program, which enabled cross-functional teams to contribute. A highlight of the year was our 46<sup>th</sup> Founder's Day celebration in November 2024, marked by the John Shaw Walkathon: 10 Million Steps for Cancer. A total of ~900 employees from Bengaluru, Chennai, Malaysia, and São Paulo participated to support the shared goal of advancing cancer treatments and improving patient outcomes.

### Employee Volunteering in Malaysia

The Biocon Malaysia Volunteer Community participated in various initiatives ranging from environmental conservation to health awareness.

In collaboration with the National Cancer Society Malaysia and other organizations, our employees extended support to over 45 families hit by floods in November 2024. We also provided assistance to 30 people undergoing cancer treatment.

Key Volunteering Highlights:

**Projects:** 28

**Volunteers:** 300+

**Community Impacted:** Children, students, homeless individuals, cancer patients, underserved villagers, and local environmental ecosystems.



### Syngene

Around 500 Syngene employees actively participated in a range of social and environmental initiatives in FY25. Volunteers promoted environmental awareness through Eco-Clubs in five government schools and contributed

to an urban afforestation drive at Chikkanagamangala Lake. On World No Tobacco Day, they educated over 700 students across 14 schools through interactive sessions. As part of the STEM Mentorship Program, 26 scientists

mentored 30 young women, supporting their scholarships and industry internships. Additionally, over 350 employees helped conduct qualifier tests in government schools across Bengaluru, Mangaluru, and Hyderabad.



## Biocon Academy: A Decade of Empowering Talent

This year marked a significant milestone as Biocon Academy completed a decade of empowering talent through industry-aligned skill development. It also commemorated 10 years of a strong academic partnership with the Keck Graduate Institute (KGI), California, a testament to our global collaboration in science education. Since inception, the Academy has trained over 1,200 students and enabled successful placements across 80+ companies, building a future-ready talent pipeline for the life sciences and pharmaceutical sectors.



Kiran Mazumdar-Shaw and KGI President Sheldon Schuster celebrate 10 years of Biocon Academy-KGI partnership

### Status of Programs Completed

27

Batches of “Biocon KGI Certificate Program in Biosciences”

11

Batches of “BITS Biocon Certificate Program in Applied Industrial Microbiology” (AIM)

6

Batches of “Biocon Ramaiah Certificate Program in Quality Control Analytical” (QCA)

3

Batches of “Biocon JSS AHER Certificate Program in Global Regulatory Affairs” (GRA)

2

Batches of “Syngene Ramaiah Certificate Program in Sterile Manufacturing” (SMF)

5

Batches of Biocon Academy Faculty Development Program (FDP)

### Key Highlights for FY25

In FY25, Biocon Academy continued to strengthen its commitment to building industry-ready talent through focused, skill-based training programs.

154

Students trained, including 113 women (73% of total)

100%

Continued placement track record across 7 batches from 5 programs, with students placed in 30+ leading companies

22

Faculty members trained under the 5<sup>th</sup> Batch of the Faculty Development Program (FDP)

50+

Convened HR leaders from Biocon Group companies for the first-ever Talent Acquisition Leaders Meet, featuring leadership insights and strategic discussions

Introduced new modules on Operational Excellence and Data Analytics, mandatory PoSH and Unconscious Bias training, HoloLens-based fermenter training, and upgraded lab infrastructure with equipment from KL Group

## MCADDI 2024

Biocon Academy hosted the 5<sup>th</sup> edition of its annual residential program-Medicinal Chemistry, Drug Discovery & Development India (MCADDI-in Bengaluru, in collaboration with ACSMEDI, Pharma Innovation Sourcing Center (U.S.), IUPAC, and ACS Publications. This post-pandemic comeback reinforced the Academy's leadership in scientific learning and global academic collaboration.

The five-day course featured 32 sessions led by 15 national and international experts, engaging 91 participants from leading pharma companies and academia. Designed for professionals and researchers, the program offered insights into emerging drug discovery trends through keynote lectures, 3D sessions, and case studies.

Participants included scientists from Biocon Limited, Biocon Biologics, Syngene, Bristol Myers Squibb, Schrödinger, Aurigene, Laxai

Lifesciences, and Sun Pharma-affirming MCADDI's stature as a premier industry-academia exchange platform.



Participants at MCADDI 2024, hosted by Biocon Academy.

## University of Glasgow collaboration

As part of our growing international outreach, Biocon Academy partnered with the University of Glasgow, UK, to support the delivery of their M.Sc. Program in Industrial Biotechnology.

Under this collaboration, students from the University will travel to India for a six-week industry immersion program facilitated by Biocon Academy. This initiative marks a significant milestone in our efforts to extend skill development to international students.



Kiran Mazumdar-Shaw and University of Glasgow Principal and Vice Chancellor, Anton Muscatelli, sign the agreement.

## Supply Chain Management

74%

EcoVadis Sustainable Procurement Score

“B”

Rating in CDP Supplier Engagement Assessment

Note: Biocon Limited performance

Our supply chain management is designed to ensure seamless operations and deliver high-quality products to global markets.

By sourcing raw materials from diverse geographies and forging strategic partnerships with Contract Manufacturing Organizations (CMOs), we integrate

advanced practices that minimize risks and maximize efficiency. This robust framework enables us to meet the growing demands of the pharmaceutical industry while maintaining excellence in production, compliance, and sustainability. In FY25, our procurement efforts emphasized sustainability, local sourcing, and support for MSMEs, resulting in the following achievements:

FY25	BL	BBL
% sourced locally (within India)	53%	62%
% from MSME suppliers	26%	26%

### Supplier Code of Conduct

We embed sustainability across our operations, emphasizing corporate integrity, responsible sourcing, and workforce safety. Our Supplier Code of Conduct sets clear expectations on human

rights, environmental protection, ethics, and diversity, and applies to all suppliers, service providers, and subcontractors—complementing local regulations. The CSR and ESG Committee at Biocon Limited oversees implementation and regularly

reviews supply chain sustainability performance.

The Supplier Code of Conduct can be found here: <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>

## Biocon Limited

### Supplier Screening

To ensure effective risk management, optimize resource allocation, and enhance transparency, we categorize our suppliers into critical and non-critical segments. This classification is primarily based on the importance of the materials they provide and the associated costs. Critical suppliers supply key starting materials, while non-critical suppliers provide supporting materials like solvents and buffers required in the production of APIs and formulations. We also evaluate Environmental, Social, and Governance (ESG) parameters, geographic location, and the commodity's significance when evaluating supplier criticality.

Biocon Supplier Code of Conduct (SCoC) is part of our all purchase orders. The SCoC and Purchase Order Terms & Conditions can be found here:

<https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>

### Supplier Assessment

367

Suppliers underwent questionnaire-based assessment for Quality in FY25

16

Suppliers underwent questionnaire-based assessment for ESG in FY25

73

Physical audits conducted for critical suppliers for Quality in FY25

At Biocon Limited, supplier assessments are integral to ensure the highest standards of quality, sustainability, and operational excellence across our supply chain. We conduct two primary types of assessments: ESG-based and Quality-based, which help us monitor and enhance supplier performance.

### ESG-Based Assessment

In FY25, Biocon assessed 16 suppliers using a comprehensive ESG questionnaire covering key areas:

- Environment: EHS&S policies, GHG emissions (Scopes 1, 2 & 3), renewable energy, and resource management.
- Social: Health and safety (e.g., ISO 45001), incident records, DEI, and human rights compliance.
- Governance: Board oversight of ESG, climate engagement, and risk management frameworks.

These evaluations, covering 6% of total spend for FY25, were scored on a 0–100

scale to ensure alignment with Biocon’s sustainability and ethical standards.

Based on their scores, suppliers were categorized as follows:

- Beginners (scores ≤40)
- Implementers (scores between 40-70)
- Stewards (scores >70)

**Quality-Based Assessment**

We place strong emphasis on quality assurance across our supply chain, conducting detailed assessments to ensure adherence to industry standards. All suppliers were required to complete a questionnaire covering essential aspects

such as vendor facility conditions, cGMP practices, certifications, and compliance with Quality Management System requirements. The responses, along with supporting documentation, were meticulously reviewed and analyzed for any gaps. In FY25, 367 suppliers underwent quality assessments through this questionnaire-based evaluation.

**Physical Audits**

For critical suppliers, including those located internationally, physical audits are conducted to verify compliance with our quality standards. In the reporting year, we carried out 73 physical audits, all of which were focused on critical suppliers,

ensuring that they meet our rigorous quality and operational requirements.

**Supplier ESG Training**

At Biocon Limited, we view sustainability as a shared responsibility across the supply chain. To support this, we conduct ESG training programs to help suppliers align with our sustainability goals. Our session, An Industry Approach to Sustainability, equips them with practical insights on energy efficiency, waste reduction, ethical labour, and governance.

In FY25, 120 suppliers and 275 participants took part in these sessions, reinforcing our commitment to building a responsible and future-ready supply chain.

**Biocon Biologics**

In FY25, we strengthened supplier collaboration and embedded ESG priorities into every possible link of our supply chain. By advancing patient-centered planning, responsible sourcing, and capital efficiency, we transformed supply chain management into a strategic enabler of access, resilience, and sustainable growth across our global operations.

**4 PILLARS OF ADVANCING REACH THROUGH SUPPLY CHAIN EXCELLENCE IN FY25**



Our Annual Global Supplier Conclave, Symposia 24, brought together 100+ supply chain partners from across the world to exchange insights on sustainability, diversity, climate risks, and collaboration.

## Global Procurement & External Manufacturing

We are committed to embedding responsible sourcing practices by actively engaging suppliers and Contract Manufacturing Organizations (CMOs) in our ESG journey. To support our partners, we offer clear guidance, tailored recommendations, and continuous support to help align their operations with our sustainability and business goals. We have introduced a comprehensive Business Partner Code of Conduct outlining the standards we expect from

all existing and new suppliers. It seeks their alignment and mandates their acknowledgement, reducing ambiguity and fostering transparent communication with our suppliers.

Our Global Procurement team regularly engages with suppliers, with ESG being a central theme of these interactions. These sessions review supplier performance, facilitate the exchange of insights and guidance, and provide a platform for suppliers to connect with internal teams - driving process improvements, innovation, and more efficient product development.

### Key Achievements

We enhanced sustainability by adopting nearshoring and reshoring strategies, which reduced supply risks, lead times, and emissions while increasing local sourcing, 62% of procurement in FY25 (India and Malaysia) was locally sourced. In logistics, we shifted over 200 consignments from air to sea transport, cutting ~4,000 tCO<sub>2</sub>e of emissions and reducing costs. We also collaborate with vendors to implement alternative fuels and optimize shipping routes for further emission reductions.

## Supplier Screening

As part of onboarding, every supplier undergoes ESG screening alongside operational and business capability reviews. Key ESG aspects, ethical conduct, human rights, and environmental stewardship, are assessed using market intelligence tools. A dedicated team ensures compliance expectations are communicated and embedded from the start and maintained throughout the vendor relationship.

and FY25, we assessed around 80% of our top suppliers by value (over 200 suppliers), both upstream and downstream, along with all active CMOs. These efforts have significantly strengthened our ability to manage risks across the supply chain.

**During FY25, no suppliers were found to have substantial actual or potential negative ESG impact.**

## Supplier Engagement and Capacity Building

To build supplier capability and alignment, Global Procurement function launched ESG workshops for all strategic suppliers, including our Micro, Small, and Medium Enterprises (MSME) partners. Additionally, we provide one-on-one support to MSME partners to help develop their capabilities and monitor their ESG progress. We aim to extend this program to our entire supplier base in the coming years. Suppliers have responded positively, embracing our recommendations and implementing initiatives such as reducing greenhouse gas emissions, adopting renewable

energy, introducing circular practices, and enhancing employee engagement, labor standards, and governance within their organizations.

**Supplier Diversity:** Our supplier base includes a diverse range of partners, from fully established vendors to those meeting baseline compliance. We ensure that all suppliers adhere to our mandatory standards for responsible sourcing. Through our Supplier Diversity Program, we support MSMEs by offering advisory assistance to help build their capabilities, and we continue to advance localization through near-shoring and on-shoring efforts.

## Digitization in Global Procurement

**Digital ESG Supplier Evaluation Tool:** We use digital questionnaires to conduct audits and ESG screening and reviews. The tool has dashboards that have improved efficiency, data availability and transparency, enabling data-driven decision-making throughout the supplier evaluation process.

## Supplier ESG Assessment

We use ESG assessment and monitoring as essential tools to understand our suppliers' capabilities and track their ESG performance. Our framework evaluates over 25 parameters, including climate change, human rights, fair labor practices, safety, waste management, natural resource efficiency, governance, regulatory compliance, diversity, and operational standards. When we identify gaps, such as regulatory notices, we conduct in-depth assessments and collaborate closely with suppliers to resolve the issues. Over FY24

## Syngene

Strategic sourcing is a cornerstone of driving Syngene's business growth by ensuring we have a swift, resilient, efficient, and sustainable supply chain. Our approach centers around localizing our supply base, establishing global

supplier partnerships, and adopting dual sourcing strategies to mitigate risks, all while maintaining the highest standards of quality, safety, and sustainability. Additionally, we are committed to leveraging digital tools to optimize operational processes and improve

employee productivity, aligning with Syngene's expansion plans. Syngene manages a diverse global supplier network, including over 2,800 suppliers across more than 30 countries.

## Key Highlights FY25

70%

Total procurement spends on suppliers based in India

46%

Total spend on MSME suppliers

44%

Total suppliers assessed on Environmental & Social Factors

### Supplier Distribution by Region

The majority of our suppliers are located in India, particularly in Bengaluru, Hyderabad, and Mangaluru, reinforcing our commitment to local procurement. After India, the largest share of our procurement spend is directed toward suppliers in Singapore, the U.S., China, and the UK.

### Supplier Screening & Assessment

Through our Supplier Engagement Program, we focused on upskilling and assessing over 200 suppliers on Environmental, Social, and Governance (ESG) parameters. This initiative allowed us to identify supplier risks and areas for improvement. Suppliers who initially

scored low in these assessments received targeted support for continuous improvement, leading to measurable progress in their ESG performance and a reduction in their risk profiles.

### Supply Chain Quality Management

**A. Supplier Development Program**  
Our Supplier Development Program includes comprehensive evaluations during onboarding to ensure compliance with quality management systems, regulatory requirements, and risk assessments. Critical suppliers undergo audits and capability assessments, followed by the development of plans with clear milestones based on audit

outcomes. We have a dedicated program for Key Starting Material (KSM) suppliers, focusing on assessing and enhancing the Quality Management Systems (QMS) of Indian KSM suppliers. Supplier performance is continuously monitored using quality KPIs and reviewed regularly.

### B. Supplier Training in Quality Management

In collaboration with the Indian Foundation for Quality Management (IFQM), we engage with Indian MSMEs specializing in niche sectors. This initiative aims to facilitate cultural shifts within these MSMEs, accelerating their growth and enhancing their international competitiveness.

## Customer Centricity

At Biocon Group, we serve a diverse customer base across healthcare and life sciences. Through strong stakeholder relationships, we drive innovation, enhance health outcomes, and create long-term value.

**Biocon Limited** delivers affordable, pharmaceuticals to healthcare providers, pharma companies, and patients.

**Biocon Biologics** offers affordable biosimilars to global healthcare institutions and individuals, improving patient care.

**Syngene** partners with pharma, biotech, academia, and research organizations, providing end-to-end drug development and manufacturing services.

### Biocon Limited

#### Customer Audits

We undergo regular customer audits to demonstrate our commitment to global regulatory standards and ensure we consistently meet the highest benchmarks in quality and compliance. We track our performance through KPIs such as audit closure timelines, number of observations, and recurrence rates to drive continuous improvement.

#### Grievance Redressal Mechanism

To maintain transparency and foster long-term trust, we have established a structured grievance redressal process led by our Customer Excellence teams. We monitor KPIs like resolution turnaround time, first-contact resolution rate, and post-resolution satisfaction to ensure timely and effective responses.

#### Customer Feedback and Experience

Listening to our customers remains a top priority. Every interaction is an opportunity to learn and improve. We actively encourage customers to share their feedback, helping us enhance the overall experience and deliver greater value.

## Biocon Biologics

We maintain a robust customer relationship management framework grounded in transparent communication, patient wellbeing, and ethical business conduct. A structured process is in place to manage customer complaints, with product safety concerns addressed by our Pharmacovigilance Team to enable timely and thorough resolution.

### Customer Interactions & Feedback

As an organization with commercial reach in 120+ countries, Biocon Biologics has implemented a global policy governing interactions with Healthcare Professionals (HCPs) and Healthcare Organizations (HCOs), ensuring that all sales and marketing teams are well-trained and comply with country-specific regulations across over 120 markets. Our engagement with HCPs and HCOs focuses on collecting valuable real-world insights and product feedback.

## Syngene

At Syngene, customer centricity is more than a value it's a way of working that shapes every facet of our operations. From project management to service delivery and operational excellence, we are committed to building enduring partnerships through responsiveness, reliability, and innovation.

### Integrated Project Management

Our project management function serves as a strategic link between internal teams and external stakeholders, ensuring seamless coordination and delivery. Supported by certified professionals and our SynPro platform, we proactively manage risks and align execution with customer needs.

Client acquisition begins with our business development team, which identifies and nurtures leads through focused discussions. Direct engagement at global events like CPHI enables us to showcase

capabilities and build strong, trust-based relationships with potential clients.

### Feedback-Driven Service Management

Customer feedback is a key driver of our service improvement. Our in-house platform, Lisyng, enables us to capture and act on insights that help us align more closely with client expectations and enhance the customer experience.

### Operational Excellence with a Customer Focus

We embed customer-centric principles across our operational excellence framework. With a focus on Safety, Quality, Delivery, Efficiency, and Culture, our initiatives support the long-term goal of becoming the most trusted and innovative partner in the industry.

Innovation and continuous improvement are enabled through our iConnect kaizen portal and the Kaizen League, which together logged over 2,600 ideas in FY25.

## Ethical and Responsible Marketing Practices

We introduced the 'Ethical Marketing Practices Code' to strengthen integrity, transparency, and accountability across commercial and marketing functions. Teams are trained on the new code alongside regular refreshers on Biocon's Code of Conduct and SOPs.

To uphold ethical standards across the value chain, we maintain Safety Data Exchange Agreements (SDEAs) with partners, ensuring regulatory compliance and prompt resolution of

adverse events. Regulatory, quality, and pharmacovigilance teams collaborate to ensure product labels are accurate, up-to-date, and include local-language instructions. Adverse events and label-

related feedback are addressed swiftly through our robust pharmacovigilance system.

## Stakeholder Communication

### Investor Relations

The Investor Relations (IR) team plays a vital role in bridging the gap between Biocon and the investment community. The team ensures that the Company's financial performance, business strategy, vision and outlook are clearly communicated and well understood by shareholders, analysts, potential investors and other stakeholders including ratings

agencies. By maintaining transparency and consistency in messaging, the IR function helps build investor confidence and supports the Company's market valuation.

The IR team is responsible for investor messaging, presenting quarterly earnings reports, hosting earnings calls, responding to inquiries from analysts, investors, and other stakeholders and managing communications around major corporate

events. They also are pivotal in setting up and conducting investor meetings by attending broker conferences, participating in roadshows, and hosting investors at the Company's offices and manufacturing sites (site visits).

They track market trends, peer performance, shareholding movement, broker commentary and estimates, and investor sentiment to provide feedback

and insights to Company leadership and develop effective investor communication and targeting strategies. The IR team also plays a role in managing ESG (Environmental, Social, and Governance) communications, which has become increasingly important to the investing community.

In FY25, Biocon continued its effective engagement and strong relationship with analysts and investors by hosting one-on-one/group meetings and calls and participating in conferences/roadshows globally to provide them with regular updates and address their queries. Apart from events in India, the other venues included major global financial centers such as Singapore, Hong Kong, cities in UK and the U.S.



## Global Communications

**In a complex and rapidly evolving global environment, effective stakeholder communication is not just a function - it is a strategic imperative. At Biocon Group, our Global Communications function plays a pivotal role in shaping and safeguarding the Company's reputation by crafting and amplifying a compelling corporate narrative that resonates across stakeholder groups.**

In FY25, our communication efforts were anchored in storytelling that brought to life Biocon's scientific and commercial advancements, global expansion, patient reach and community impact. Through a deliberate and integrated use of earned, owned and social media platforms we built a consistent, authentic and transparent voice for Biocon Group. We engaged proactively with the media to position Biocon as a trusted partner for affordable access to lifesaving therapies and a leading voice in the biopharmaceutical sector.

By integrating data-driven insights with compelling storytelling, we ensure our communication is not only creative but also measurable and effective. Leveraging traditional media, social media and other

digital platforms, our team implements a 360-degree communication strategy across earned, owned and shared, media channels, without any paid media. We track performance through industry- specific share of voice, and sentiment analysis, ensuring continuous improvement and real-time reputation management.

Our internal communication campaigns are aimed at fostering a culture of transparency, shared purpose, and pride among our employees. From leadership

townhalls to interactive digital platforms, we built a culture of open dialogue and recognition — ensuring every employee feels informed, engaged, and empowered as a brand ambassador.

As we continue to grow in scale and influence, the Global Communications function remains central to building stakeholder confidence, managing corporate reputation, driving long-term business sustainability and advancing Biocon's purpose of enabling equitable access to lifesaving therapies.



### Earned & Print Media

**Positive Sentiment:** Total of ~15,000 brand stories published with 43% positive and 50% neutral sentiment. Overall, media coverage reflected a positive tone, driven by strategic storytelling around biosimilars leadership, business achievements, leadership speak, partnerships, and ESG.

**Top-Tier Coverage:** Featured in leading business publications and trade publications in India and U.S., Europe, outlets such as The Economic Times, Business Standard, Mint, Reuters, Bloomberg, PTI, Yahoofinance and global trade publications like Generics Bulletin, Pharmaletter, Endpoints, Center for Biosimilars, Pharmabiz, Medical Dialogues, etc.

### Digital Media

**Audience Growth:** Biocon Group has expanded its social media followership to ~1.6M across Biocon and Biocon Biologics.

**292,000 new followers** joined during the year across LinkedIn, X, and Instagram.

**Corporate Brand Campaigns:** 12 Brand Campaigns Run on Social Media, which led to an acquisition of ~170,000 new followers.

**Engagement Rate:** Achieved an average engagement rate of ~11% - well above the industry benchmark of 2–3%.

**Top Performing Content:** Posts related to Biocon's leadership in biosimilars, speciality generics, women in STEM, global access to

insulins, employer branding and thought leadership saw the highest response.

**Video Performance:** Thought leadership videos from senior executives, public interest campaigns on disease awareness, and other videos on social media were very popular. Various videos garnered ~500,000 views across platforms, as a result of strong organic amplification.

### Internal Communication

**Employee Communication Campaigns:** Daily touch points amplified remarkable achievements of various teams, which had a reach of ~1.6 million with ~90% open rate.

### Driving Impact Through Communications - FY25 Highlights

Earned Media		Owned Media	
Created PR, Media Q&A, and Messaging Documents	<b>67</b> thought leadership articles published in various platforms	<b>~1.6</b> million followers on social media	<b>292,000</b> new followers added across LinkedIn, X, Instagram
Outreach in specific countries based on budget availability	<b>~15,000</b> brand stories published in print media	<b>12</b> brand campaigns ran on social media	<b>~600,000</b> views garnered by videos across platforms

### Corporate Thought Leadership

We have been at the forefront of corporate thought leadership in healthcare, innovation, and policy, with a prolific presence in leading media platforms. Our brand stories are built on the foundational themes of innovation, inclusion, and impact. Through such efforts, we have consistently shaped public discourse around global health equity, and healthcare sustainability. Our thought leadership efforts are designed to position our leaders as credible voices in global healthcare. Our strategic media engagement ensures a strong share of voice through:

- Quarterly long-format features in top-tier publications.

- Leadership interviews in mainstream and trade media.
- Op-eds and blogs authored by our senior leadership across issues like healthcare access, biosimilars, innovation, women in STEM, ESG, and future-ready manufacturing.
- Panel participation and keynote addresses at international forums, positioning Biocon at the forefront of industry dialogue.

In FY25, 65+ articles, featuring authored pieces and interviews with leaders, were published in leading publications across the globe. Executive Chairperson Kiran Mazumdar-Shaw shared powerful perspectives through a series of

interviews and opinion pieces - ranging from personal reflections to incisive commentary on biotechnology, public health, and budget policy. Senior leaders, including Biocon Limited CEO & MD Siddharth Mittal, Biocon Biologics CEO & MD Shreehas Tambe, Syngene CEO & MD Peter Bains, and Biocon Biologics Head of Commercial – North America, Joshua Salsi, also articulated the Company's strategic roadmap, highlighting our business expansion and growth opportunities. In an insightful opinion piece, Biocon Group's Global Head of Communications & Brand, Seema Ahuja, highlighted the vital role of storytelling in corporate reputation building.

### Shaping Corporate Narrative

The Communications team played a key role in shaping the narrative around Biocon Group's performance and growth. Through quarterly earnings releases, the team effectively communicated financial results, business milestones, and

strategic direction, reinforcing investor confidence and stakeholder engagement. It conceptualized and executed Biocon's Integrated Annual Report FY24. Developed on the theme 'Multiplier Effect' the report demonstrated the power of synergy that has been driving

value creation across the Group's diverse business verticals. It highlighted how Biocon is driving transformative impact across the biopharmaceuticals landscape by delivering sustainable solutions for a healthier world—amplifying value for patients, partners, and society at large.

### Social Media

Biocon Group's social media strategy is focused on building trust and amplifying our leadership in the global biotech space through impactful, insight-led content. Our platforms - LinkedIn, X, Instagram, Facebook and YouTube - foster meaningful engagement with diverse audiences - patients, caregivers, healthcare professionals, partners, policymakers, potential employees, and the broader public.

Our integrated campaigns, bridging multiple channels, not only advance awareness of critical diseases but also reinforce our global leadership in biosimilars and highlight our commitment to making healthcare affordable

and accessible. Beyond corporate milestones, we shine a spotlight on our community impact and strategic partnerships, reinforcing our vision to enhance healthcare through innovative and affordable biopharmaceuticals for

patients, partners, and healthcare systems across the world. By combining strategic storytelling with robust engagement strategies, we transform our campaigns into a platform for meaningful change and corporate excellence.

## CASE STUDY - 9



### Integrated Social Media Campaigns for the World Diabetes Awareness Month

Three key campaigns that were rolled out on Nov 14, 2024, World Diabetes Day, and continued through the month.

1

#### <60 Seconds

##### Overview

The campaign was designed to emphasize that a simple diabetes test takes less than 60 seconds, a small effort that can make a life-changing impact. It creatively highlighted how getting tested for diabetes is faster than many routine daily activities, making it easier for people to relate and take action.

The objective was to break inertia by demonstrating that a small investment of time today can help prevent major health risks in the future.

Apart from raising awareness, it sought to empower individuals to take control of their health.

**Target Audience:** Pre-diabetic patients and general public.

We created engaging videos and static posts, comparing the time it takes to get tested with common daily tasks - such as washing your hands, brewing a cup of coffee, or tying shoelaces. This analogy created a strong visual impact, making it relatable and memorable for audiences.



## 2

### Are You Talking Diabetes in Your Circle?

#### Overview

Through this campaign, we urged people to unite under the blue circle, the global symbol for diabetes awareness, and talk about wellbeing and support for those living with diabetes.

We wanted to highlight the theme for World Diabetes Day, "Breaking Barriers, Bridging Gaps", by creating A CIRCLE of Wellbeing, A CIRCLE of Support, A CIRCLE of Knowledge and A CIRCLE of Good Health.

We wanted to encourage people to take the onus of spreading awareness among friends, family, etc.

#### Target Audience: General Public

We creatively depicted scenarios in which people were shown having conversations around diabetes with their colleagues, friends, family members, etc.

The conversations covered relevant topics such as symptoms, diet control, weight management, etc.



## 3

### Upskilling Nurses

#### Overview

This campaign put the spotlight on our support to Diabetes Africa and St Paul's Hospital Millennium Medical College on the 'Embedding Specialist Nurses in Diabetes Care' project in Ethiopia.

We sought to effectively communicate the collaboration between Biocon Biologics and Diabetes Africa.

- Highlighting our joint effort to improve diabetes care in Ethiopia by upskilling nurses.
- Raising awareness about diabetes.

- Establishing Biocon Biologics' unwavering commitment towards creating and nurturing a sustainable healthcare ecosystem across the globe.

#### Target Audience: Healthcare providers, patients, partners, investors and the general public.

- We ran multi-platform campaigns across LinkedIn, X, Facebook, Instagram.
- We did media outreach to amplify the message across leading news platforms and healthcare forums.
- Internal messages were sent to employees and stakeholders to drive awareness.



#### Outcome

~1,673,000

Total Social Media Impressions

74,000+

Total Interactions (Likes and Comments)

**CASE STUDY - 10**



**World Cancer Awareness Month Campaign**

**Overview**

The campaign, titled #UnitedWeBattleCancer, built on the themes of unity and collective action, highlighting that while each cancer journey is unique, no one should face it alone. It was inspired by the global theme for World Cancer Day 2025, "United By Unique", and our previous campaign's theme, #It'sEveryone'sBattle.

**Objective**

Through social media engagement and people participation, #UnitedWeBattleCancer aimed to empower individuals, inspire solidarity, and demonstrate that by uniting our efforts, we can make meaningful progress in cancer treatment and care.

**Target Audience:** HCPs, patients, and general public.

**Execution**

- 3 videos and 6 creative posts were developed, capturing the essence of our goal to make cancer care affordable and accessible.
- A coordinated campaign was rolled out across all our social media and internal communications channels to enhance awareness and participation.
- We called all employees to join hands like a team and take pictures/videos to show support for those who are battling cancer and take the Pledge: "United We Battle Cancer".



**Outcome**

<b>110,000</b>	<b>3,000</b>
Total Social Media Impressions	Total Interactions

**Internal Communications to Strengthen Employer Brand**

In FY25, we launched impactful internal brand campaigns, drove high-engagement communication around key corporate developments, and celebrated pivotal milestones - fostering a unified, informed, and inspired workforce across Biocon.

**Biocon's 46th Founder's Day**

To celebrate Biocon's 46th Founder's Day, we unveiled a video featuring Biocon employees performing to the Biocon anthem, written, composed and sung by three-time Grammy Award winner Ricky Kej.

Over 500 Bioconites from across the globe participated in the video, which was amplified through targeted email campaigns and dynamic social media outreach, making it a truly memorable tribute to our journey and vision.



## Biocon Group Global Communications Team Ranked No. 2 in India



The Biocon Group Global Communications team, was ranked No. 2 among India's Top 30 Corporate Communications Teams for 2025 by Reputation Today, the country's premier magazine for Public Relations and Communications professionals. This marks a significant leap from its previous ranking of 4 in 2023, underscoring the team's remarkable progress in enhancing the corporate reputation of Brand Biocon and Brand Biocon Biologics.

This prestigious recognition is a testament to the team's strategic communication efforts and the exemplary leadership of Seema Ahuja, who has built and mentored an award-winning in-house team. Under her guidance, the team has consistently delivered excellence across key communication functions—including public and media relations, internal communications, digital and social media engagement, content creation, and design development. By fostering talent, driving innovation, and promoting agility, the team has effectively leveraged earned and owned media to strengthen stakeholder trust and visibility for the Group.

This recognition was further amplified with the Lifetime Achievement Award bestowed on Seema Ahuja, Global Head of Communications & Corporate Brand at Biocon Group, by

exchange4media at the 2025 Women Achievers Summit. This accolade celebrates her pioneering 35-year journey in corporate communications and brand management, and her lasting contributions to the industry.



## Policy Influence

### Engagement in Public Policy Development

At Biocon, we actively participate in public policy development at the local, national, and international levels to increase access to affordable therapeutics, advance pharmaceutical innovation, support biomanufacturing, and strengthen global health systems.

During the reporting year, key areas of policy engagement included:

### Strategic Engagement and Policy Advocacy

In FY25, we strengthened our engagement with key government, regulatory, and policy bodies, reinforcing

our role as a credible voice in the national and global biopharma sector. Through sustained interactions via apex industry associations and directly with allied government ministries, we advanced priorities like regulatory harmonization, trade facilitation, R&D incentives, biomanufacturing, and STEM talent development.

Our leadership contributed to top advisory forums, including the Prime Minister's Science, Technology and Innovation Council, WAVES Advisory Council, and NITI Aayog's Frontier Hub—aligning national policy frameworks with innovation and bioeconomy goals.

### Advancement in Industry Leadership

Through consensus-driven dialogue across pharmaceuticals, biotechnology, and life sciences supply chain cooperation, we effectively represented key policy positions aimed at building resilient supply chains for essential medicines.

Our contributions supported the development of a trusted regulatory and trade architecture that enabled simplified regulations, promoted incentives for R&D in advanced therapeutics, facilitated multilateral trade, and improved the regulatory landscape.

We actively engaged with national industry bodies such as FICCI, CII, and

ABLE, and participated in international forums including NASEM, USIBC, USIAC, and The Carnegie Endowment Fund.

### Global Policy Engagement and Advocacy

We deepened our role in global policy by engaging with governments and multilateral bodies across Asia, Europe, the Middle East, and the Americas, focusing on supply chain resilience, affordable healthcare access, and fair trade.

Our leaders represented us at key bilateral and multilateral forums, reinforcing our position as a trusted voice in pharma and biotech.

Biocon contributed to government and industry dialogues with Japan, Mexico, Moldova, Qatar, France, the Netherlands, the UAE, Brazil, Morocco, and Thailand, advocating for equitable access to medicines, greater regulatory convergence, and long-term market cooperation, which enabled timely resolution of market access challenges through government-to-government (G2G) and business-to-business (B2B) channels.

We also contributed to high-level discussions on innovation ecosystems, technology partnerships, and regulatory best practices through platforms like the India–U.S. Bioeconomy Dialogue under the Indo-U.S. Initiative on Critical and Emerging Technology (iCET), and the National Academies of Sciences, Engineering, and Medicine (NASEM), advocating for innovation and inclusive healthcare.

### Market Access and Ease of Business

This year saw key regulatory reforms that boosted India’s biopharma investment appeal, driven by collaborative dialogue with the government and industry bodies.

Highlights included clinical trial waivers for globally approved drugs (Rule 101), faster export NOC processing, and accelerated reviews for new drug applications. These changes improved launch readiness, supply chain continuity, and regulatory

predictability, enhancing India’s global competitiveness in biopharma.

### National Policy Shaping

We actively shaped India’s research, regulatory, and trade landscape through sustained policy engagement with ministries, think tanks, and global forums advancing biopharma competitiveness and global alignment.

#### Key highlights:

##### R&D and Innovation Financing:

Contributed to Viksit Bharat Vision 2047 and the national R&D Scheme, advocating risk-tolerant funding, low-interest R&D loans, and support for moonshot projects. Co-authored, as part of apex associations, Union budget proposals, including import duty reductions on raw material and innovation incentives.

**Trade and Export Enablement:** Shared insights on India’s export ambition, pharma export targets, informing trade policy decisions and dialogue on export augmentation under the government’s India@2047 strategic vision.

**Biotech Visioning:** Participated in Vision 2030/2047 dialogues on Industry 4.0, biotech, biomanufacturing, innovation finance and regulatory benchmarking. Submitted policy recommendations on Biodiversity Act, oncology and rare disease access, and manufacturing-linked incentive proposals.

**Emerging Areas Leadership:** Provided thought leadership in emerging areas such as Cell and Gene Therapy, Quantum Tech, Genomics and the Future of Biotech.

**Strengthening Compliance:** Met the timeline for compliance with Uniform Code for Pharmaceutical Marketing Practices (UCPMP) and strengthened internal tracking of ESG data.

### Transparency in Policy Positions and Political Contributions

Biocon upholds the highest standards of transparency and ethics in its public policy engagements. Our policy positions are communicated through formal channels either directly during government consultations or via

recognized industry associations and are documented in white papers and advocacy reports.

Consistent with our governance framework, Biocon does not make direct or indirect political contributions, reflecting our commitment to impartial and responsible policy engagement.

### FY25 Policy Engagement Expenditure:

**Advocacy:** Under USD 0.5 million, covering industry association memberships, expert advisory services, and participation in policy dialogues and forums.

**Political Contributions:** No contributions were made in adherence to our strict no-political-funding policy.

### Managing Risks of Misalignment with Industry Associations

We have instituted an internal governance and assessment framework to proactively identify and manage any potential misalignment between our corporate policies and the advocacy activities of affiliated industry associations.

This framework includes:

- Ongoing monitoring of association-led activities and formal submissions made to government bodies.
- Direct engagement with association leadership to raise concerns and seek clarification or redressal where necessary.
- Regular risk assessments to evaluate alignment with Biocon’s values, with the option to reconsider or withdraw membership in cases of significant and unresolved misalignment.

#### Alignment with Our Values

We ensure alignment between association positions and our corporate values through:

- Active participation in policy councils, working groups, and technical committees.
- Periodic internal reviews of public positions taken by associations to ensure consistency with our principles on

innovation, equitable access, and ethical business conduct.

### Governance and Oversight of Public Policy Activities

Our public policy and advocacy efforts are guided by a commitment to transparency, ethical conduct, and alignment with our core corporate values. These include:

- A robust framework anchored in our Code of Conduct, anti-bribery and corruption (ABAC) policies, and corporate governance standards.
- Internal oversight through designated teams and leadership accountability to ensure consistency and compliance with regulatory and ethical norms.
- External review of policy representations, conducted through participation in industry associations with shared governance protocols.
- Annual disclosures of key engagements, positions, and activities through our ESG disclosures and Integrated Annual Report.

### Public Policy Advocacy Channels

Our company engages in public policy advocacy through the following primary channels:

**Direct Submissions:** Providing written submissions to government ministries,

regulatory agencies, and legislative bodies on relevant policy matters.

**Issue-based stakeholder engagements:** With government line ministries, parliamentarians and think tanks.

**Via Industry Associations:** Holding leadership and membership roles in industry and policy councils and working groups.

**Multilateral Engagement:** Contributing to global discussions and initiatives, including those G2G bilateral dialogue where industry views are solicited, the iCET, WHO, SAARC, and G20 Health Tracks.

**Public Consultations and Publications:** Actively participating in public consultations and co-authoring white papers and policy studies to aid policy development through an industry-led and industrywide approach.

### Public Policy and ESG Alignment

Our public policy efforts are strategically aligned with our sustainability and ESG objectives, ensuring that our advocacy contributes to the long-term wellbeing of society and the environment. Key areas of focus include:

**Equitable Access to Biopharmaceutical Innovations:** Supporting SDG 3 (Good Health and Wellbeing) by advocating for policies that improve access to lifesaving medicines and innovations in healthcare.

### Promotion of Sustainable

**Manufacturing:** Advancing SDG 12 (Responsible Consumption and Production) through the promotion of sustainable biomanufacturing practices and green biotechnology.

### Strengthening Global Health Systems:

Contributing to pandemic resilience and global health security, aligning with our long-term health security and sustainability goals.

### Support for Climate-Related Policy Initiative

We actively support climate-related policy initiatives that align with our ESG commitments. In FY25, we advocated for:

### Green Biomanufacturing Standards:

Promoting the adoption of sustainable biomanufacturing practices in line with India's evolving policy framework and broader national sustainability goals.

### Pharmaceutical Waste Management:

Strengthening regulations on pharmaceutical waste management, incorporating climate sustainability considerations.

### Bio-based Climate Action:

Integrating renewable bio-based materials into our operations to contribute to climate mitigation efforts.

## Membership in Industry Associations

The Biocon Group engages in public policy advocacy through forums like FICCI, CII, ABLE, Invest India, USIBC, and others promoting affordable access to medicines, ease of doing business, and biotech sector growth.

Syngene launched the Innovative Pharmaceutical Services Organization (IPSO)\* with 10 CRDMOs to strengthen India's role in the global pharma value chain. Biocon Biologics strengthened its role as a policy and industry leader through active participation in various global industry and trade bodies, such as

the Association for Accessible Medicines (AAM) and Biosimilars Forum in the U.S., Medicines for Europe, and Biosimilars Canada.

Our policy engagements span export facilitation, licensing, MSME cGMP upgrades, and clinical trial regulations, with global efforts focused on market access, supply chain resilience, and trade barrier resolution.

\*The association is currently under registration process.

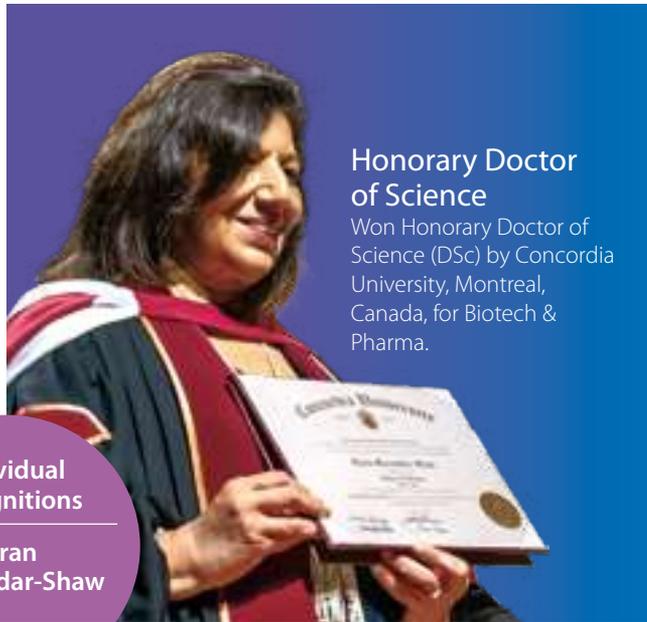
Note: Refer to the BRSR & ESG Data Book for comprehensive list of industry associations.

# Key Awards & Recognitions



Featured in Fortune India's Most Powerful Women - 2025 for the 15<sup>th</sup> consecutive year

Individual Recognitions  
Kiran Mazumdar-Shaw



## Honorary Doctor of Science

Won Honorary Doctor of Science (DSc) by Concordia University, Montreal, Canada, for Biotech & Pharma.



## IKP@25 Shapers Award

Honored with IKP@25 Shapers Award by IKP Knowledge Park, Genome Valley, Hyderabad, in recognition of her 'Legacy of Innovation'.



## Invest Karnataka 2025

Felicitated by Karnataka's Minister for Commerce & Industries, M.B. Patil for outstanding contributions to India's biotechnology sector and pioneering innovation in science and healthcare at 'Invest Karnataka 2025'.



## Fellow at Indian National Science Academy

Joined the prestigious Indian National Science Academy (INSA), as a fellow for her deep scientific expertise, immense contribution to India's biotechnology revolution and exceptional leadership.



## Jamsetji Tata Award

Won the prestigious Jamsetji Tata Award 2024 from Indian Society for Quality.

# TOP 10



## Medicine Maker Power List

Kiran featured among 'Top 10 in Biotech' on The Medicine Maker's Power List 2025. She has been featuring on the list for 10 consecutive years since 2015.

## Forbes 50 Over 50 Global

Listed in the first ever 'Forbes 50 Over 50 Global' list as a trailblazer in the biopharmaceutical industry.

Forbes International featured Kiran Mazumdar-Shaw on the cover of their Special Issue as the 'Biotech Billionaire'



## BIOCON (INCLUDING BIOCON BIOLOGICS)

### Global Communications



#### ↑ Top 30 Corporate Communications Team

Ranked No. 2 among Top 30 Corporate Communications Teams for 2025 by Reputation Today.



#### ↑ India PR and Corporate Communications Awards

Gold Award for 'In-house Team of The Year' at the 14<sup>th</sup> India PR and Corporate Communications Awards (IPRCCA).

### Manufacturing



#### ↑ Sunrise Sector Pioneer

Recognized as 'Sunrise Sector Pioneer' for largest investment in Biotechnology and Life Sciences Manufacturing in the state at 'Invest Karnataka 2025' organized by state government.

### Human Resources



#### ↑ Top 20 Global Employers

Ranked 9<sup>th</sup> in Science magazine's 2024 list of Top 20 Global Employers in biotech, pharma, and biopharma.

## BIOCON LIMITED

### ESG & Sustainability

#### EcoVadis Corporate Sustainability Assessment 2024

Awarded a Gold rating in the 2024 EcoVadis Corporate Sustainability Assessment, with score improving to 77 from 70.



#### ↑ Indian Pharma Awards

Won Excellence in Sustainability Award at Indian Pharma Awards at CPHI India 2024.



#### ↑ Most Sustainable Companies Award

Placed in Top 5 Most Sustainable Companies in Pharma & Healthcare at BW Businessworld Sustainability Awards 2024.

#### S&P Global Sustainability Yearbook 2025

Featured in the S&P Global Sustainability Yearbook 2025 for the third consecutive year, ranking among the top 5% in the Biotechnology sector based on its S&P Global CSA Score.

#### ESG Best Performer

Visakhapatnam unit awarded with 'ESG Best Performer of the Year' by Transformance Forums at the 5<sup>th</sup> Annual ESG Summit & Awards 2024.

#### FTCCI Award

Hyderabad site won FTCCI Award 2023-24 for 'Excellence in ESG Performance - Large Industries' for ESG into investment & operational decisions.

#### National EHS Award

Won the National EHS Award - Large Enterprises - Pharmaceuticals Sector at 12<sup>th</sup> Global Safety Summit by World Safety Forum, for ESG strategies.

## BIOCON LIMITED

### Environment, Health, and Safety Awards - Visakhapatnam



#### ↑ CII-SR EHS Excellence Awards

Received Gold in 'Southern Region Excellence' category & Second Sector Topper award under 'Pharmaceuticals and R&D' at CII-SR EHS Excellence Awards.

#### Best Company for Practising EHS Systems

Awarded at the National Symposium on Accident Prevention in Chemical & Pharma Industries with Sustainable Development, organized by Government Institute of Chemical Engineering & Indian Institute of Chemical Engineers and National Safety Council.

#### Andhra Pradesh Safety Excellence Awards

Received Best Performer of the Year 2024 - GOLD Category award at the 4<sup>th</sup> edition of Andhra Pradesh Safety Excellence Awards for EHS excellence and safety culture.

**Human Resources**  
Honored as one of the Top Companies Excelling in Women in STEM 2024 by CII

### Supply Chain Management



#### ← 'A' in CDP Supplier Engagement Rating

Scored 'A' in CDP Supplier Engagement Rating (SER), placing Biocon in the Leadership band, surpassing Asia regional average of 'C' and Biotech & Pharma average of 'B'.

### Corporate Social Responsibility Champion of CSR Award

Biocon Limited won the prestigious Champion of CSR Award at the ESG Impact Summit 2024, organized by ET Edge and supported by The Times Group.

## BIOCON BIOLOGICS

### Finance



#### ↑ Asset Triple A Treasure Award

Won The Asset Triple A Treasure Award 2024 for Best Solution for Healthcare – Regional in Best Liquidity and Investment Solution category.



#### ↑ IFR Asia Award

Won the IFR Asia Award 2024 for High-Yield Bond, recognizing the strategic refinancing of long-term acquisition debt through a USD 800 million bond issuance, the largest issuance by any Indian pharma company in the past 10 years.

### Data Protection



#### ← DSCI Excellence Award

Won DSCI Excellence Award for Best Privacy Practices in Organizations for 2024. Honored for Best Privacy Practices in Data Fiduciaries category at the 19<sup>th</sup> DSCI Excellence Awards 2024, by Data Security Council of India.

## BIOCON BIOLOGICS

### Ethics & Compliance



#### ↑ Compliance Team of the Year

Recognized at the 4<sup>th</sup> Edition of Future of Legal and Compliance Summit by UBS Forums.

### Human Resources



#### ↑ Best Companies for Women

Awarded for the 8<sup>th</sup> time at Avtar The Power of Diversity conference.

Recognized for second year in a row as one of the '**Best Organizations for Women**' by ET NOW.

### Biopharma Excellence



#### ↑ Bioprocessing Excellence in South Asia

Won the award at the Asia-Pacific Biopharma Excellence Awards 2024 for Bioprocessing, Supply Chain Management & Clinical Trials.

### Intellectual Property



#### ↑ Asia IP Elite

Recognized as an Asia IP Elite for 2024 by IAM for leadership and exceptional value creation in IP.

Won **Best IPR portfolio (Lifesciences) in Large Enterprise category** at the 4<sup>th</sup> Global IP Conclave and Excellence Awards by ASSOCHAM.

Won **Best Patent Award 2021-2024** from Indian Drug Manufacturers' Association (IDMA) for 13<sup>th</sup> consecutive year.

Adjudged **1<sup>st</sup> runner-up for Best Trademark Portfolio in the category of Large Industry - Lifesciences** at the 10<sup>th</sup> CII Industrial IP Awards 2024.



#### ↑ National Intellectual Property Award

Won this award as 'Top Indian Company for Brand in India and Abroad' from the Government of India.

### ESG & Sustainability



#### ← Sustainability & CSR Malaysia Awards

Biocon Malaysia won Company of the Year (Biotechnology Manufacturing) Award at the 9<sup>th</sup> edition of the Sustainability & CSR Malaysia Awards 2024.

**Biocon Biologics debuted in the Sustainability Yearbook 2025 as an independent Member.**

**Reported S&P Global ESG Score of 53.**

#### Life at Work Awards

Biocon Malaysia honored in the Environmental Practices category at the Life at Work Awards 2024, presented by Talent Corporation Malaysia Berhad.

## BIOCON BIOLOGICS

### Employee Health and Safety



← **Greentech Global EHS Awards**  
Won EHS Best Practices Global Award at the 1<sup>st</sup> Annual Greentech Global EHS Awards & Summit 2024.



↑ **OHS&E Excellence Award**  
Won Workplace OHS&E Excellence Award 2024 from the World Safety Organization.



↑ **Green Enviro Foundation Awards**  
Won Platinum for Best Safety Excellence, in the biopharmaceutical category, at Green Enviro Foundation Awards.

### Supply Chain Management



← **Procurement Excellence Summit & Awards**  
Won Procurement Team of the Year 2024 & Sustainability in Procurement Award at 10<sup>th</sup> Edition of the Procurement Excellence Summit & Awards 2024 by UBS Forums.

## SYNGENE

### ESG & Sustainability



← **Silver rating from EcoVadis**  
Earned a Silver rating from EcoVadis, placing in the top 15% of all assessed companies globally.

**India's Most Sustainable Companies**  
Ranked 9<sup>th</sup> in the pharmaceutical sector and the only CRDMO in the Business World India's Most Sustainable Companies list.

**Fortune India Top 10 list**  
Ranked as the No. 1 pharma company with the most women employees in the Fortune India Top 10 list.

## SYNGENE

### Employee Health and Safety

Hyderabad campus won **CII EHSS Excellence Gold Award and a Special Award for EHS Innovation.**

Mangaluru site won **Gold Award at International Convention on Quality Control Circles (ICQCC) 2024** for a sustainable hazardous waste co-processing project.

### Strategic Sourcing

Ranked **second in the Pharma Supply Chain Champion Awards (mid-sized pharma and API firms)** at the ISCM Supply Chain Rankings 2025.

Earned **'Supplier Partner' membership** with the Pharmaceutical Supply Chain Initiative (PSCI).

### Clinical Excellence



#### ↑ Excellence in High-quality Laboratory Care

Recognized by the College of American Pathologists for over 15 years of excellence in high-quality laboratory care.

### Business Excellence

**European Foundation for Quality Management Global Certification Program**

Three Syngene employees successfully completed the European Foundation for Quality Management (EFQM) Global Certification Program, hosted by the Confederation of Indian Industry (CII) as part of the CII-EXIM Bank Award for Business Excellence.

## BIOCON FOUNDATION



Won **Doing Good for Bharat Awards 2024** in the healthcare category for eLAJ Smart Clinics at 11<sup>th</sup> India CSR & ESG Summit by CSRBOX.

Honored at the **2<sup>nd</sup> Arogya City Summit 2024 – Making Bengaluru A Healthier City** for contributing to public health.

Won **Gold in the Health-Focused NGO of the Year** category at the 8<sup>th</sup> CSR Health Impact Award organized by IHW Council.

Won the **9<sup>th</sup> India Health and Wellness Award in the Public Health Initiative of the Year** category for Bangalore Urban Mental Health Initiative (BUMHI).

Outline India **awarded Data Conscious Badge to eLAJ program**, which spotlights and celebrates the most ethical and impactful CSR initiatives across the country.

## BIOCON ACADEMY



Won **Rotary DEI Award 2024 for Promoting and Enabling Women's Participation and Rotary's Choice Award 2024** for DEI Catalyst for Social Impact (Organization) at the inaugural Rotary Diversity, Equity & Inclusion (DEI) Awards 2024.

Recognized for **'Outstanding Leadership, Unwavering Commitment, and Significant Contributions to Uplift Society and Towards Building an Inclusive India'**, by Rotary Bangalore Health City (RBHC).

# ISSB’s IFRS S2 Climate-related Disclosures Alignment

## Content Index for Biocon’s FY25 Integrated Report

This content index aligns with the IFRS S2 Climate-related Disclosures issued by the International Sustainability Standards Board (ISSB). Relevant disclosures can be found in Biocon’s Integrated Annual Report FY25, including the FY25 BRSR & ESG Data Book and the CDP Climate Change Response FY25.

Principle	Recommended Disclosures	Report Chapter	Page No
<b>Governance</b> Disclose the Company’s governance around climate-related risks and opportunities.	Describe the board’s oversight of climate-related risks and opportunities.	Climate Strategy & Governance – IFRS2 Alignment: Governance	132-133
	Describe management’s role in assessing and managing climate-related risks and opportunities.		
<b>Strategy</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the Company’s businesses, strategy, and financial planning where such information is material.	Describe the climate-related risks and opportunities the Company has identified over the short, medium, and long term.	Climate Strategy & Governance – IFRS2 Alignment: Strategy	132-133
	Describe the impact of climate-related risks and opportunities on the Company’s businesses, strategy, and financial planning.		
	Describe the resilience of the Company’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.		
<b>Risk Management</b> Disclose how the Company identifies, assesses, and manages climate-related risks.	Describe the Company’s processes for identifying and assessing climate-related risks.	Climate Strategy & Governance – IFRS2 Alignment: Risk Management	132-133
	Describe the Company’s processes for managing climate-related risks.		
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the Company’s overall risk management.		
<b>Metrics and Targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics the Company uses to assess climate-related risks and opportunities in line with its strategy and risk management process strategy and risk management process.	Our ESG Roadmap	47-48
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Natural Capital: Energy & Emission Management	135-138
	Describe the targets used by the Company to manage climate-related risks and opportunities and performance against targets.	Our ESG Roadmap	47-48

# UNGC Index

Principles	Description	Sections	Page No
<b>Human Rights</b>			
1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Governance, Risks and Compliance	38-39
2	Make sure that they are not complicit in human rights abuses.	Human Capital	124
<b>Labour</b>			
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Human Capital	125
4	The elimination of all forms of forced and compulsory labour.	Governance, Risks, and Compliance	38-39
5	The effective abolition of child labour; and	Human Capital	124-125
6	The elimination of discrimination in respect of employment and occupation.		
<b>Environment</b>			
7	Businesses should support a precautionary approach to environmental challenges;	Sustainability Strategy	47-48
8	Undertake initiatives to promote greater environmental responsibility; and	Sustainability Strategy	47-48
9	Encourage the development and diffusion of environmentally friendly technologies.	Natural Capital	134-145
<b>Anti-Corruption</b>			
10	Businesses should work against corruption in all its forms, including extortion and bribery.	Governance, Risks, and Compliance	38-39

# Corporate Information

## Board of Directors

### Executive Chairperson

Kiran Mazumdar-Shaw

### Managing Director and CEO

Siddharth Mittal

### Non-Executive, Non-Independent Directors

Prof. Ravi Rasendra Mazumdar

Eric Vivek Mazumdar

### Independent Directors

Naina Lal Kidwai - *Lead Independent Director*

Bobby Kanubhai Parikh

Rekha Mehrotra Menon

Nicholas Robert Haggar

Atul Dhawan

## Board Committees

### Audit Committee

Bobby Kanubhai Parikh, *Chairperson*

Nicholas Robert Haggar

Atul Dhawan

### Risk Management Committee

Bobby Kanubhai Parikh, *Chairperson*

Kiran Mazumdar-Shaw

Siddharth Mittal

Eric Vivek Mazumdar

Nicholas Robert Haggar

Atul Dhawan

### Nomination and Remuneration Committee

Naina Lal Kidwai, *Chairperson*

Prof. Ravi Rasendra Mazumdar

Rekha Mehrotra Menon

### Corporate Social Responsibility and ESG Committee

Naina Lal Kidwai, *Chairperson*

Prof. Ravi Rasendra Mazumdar

Rekha Mehrotra Menon

Eric Vivek Mazumdar

Siddharth Mittal

Nicholas Robert Haggar

### Stakeholders Relationship Committee

Prof. Ravi Rasendra Mazumdar, *Chairperson*

Bobby Kanubhai Parikh

Rekha Mehrotra Menon

## Interim Chief Financial Officer

Mukesh Kamath

## Company Secretary and Compliance Officer

Mayank Verma

*(Resigned w.e.f. close of business hours of April 14, 2025)*

Ekta Agarwal

*(Appointed as Interim Company Secretary and Compliance Officer w.e.f. July 10, 2025)*

## Statutory Auditors

M/s. B S R & Co. LLP

Chartered Accountants

3<sup>rd</sup> Floor, Embassy Golf Links Business Park,

Pebble Beach, B Block,

No. 13/2, Off Intermediate Ring Road,

Bengaluru, Karnataka - 560 071, India

## Secretarial Auditors

M/s. V Sreedharan & Associates

Company Secretaries

Plot No 293 # 201,

2<sup>nd</sup> Floor, 10<sup>th</sup> Main Road,

3<sup>rd</sup> block, Jayanagar,

Bengaluru, Karnataka - 560 011, India

## Cost Auditors

M/s. Rao, Murthy & Associates

Cost Accountants

Sampurna Chambers,

No. 13, 1<sup>st</sup> Floor-FF2,

Vasavi Temple Road, VV Puram,

Bengaluru, Karnataka - 560 004, India

## Registered Office

**Biocon Limited**

20<sup>th</sup> KM, Hosur Road, Electronic City,

Bengaluru, Karnataka - 560 100, India

## Registrar and Share Transfer Agents ('RTA')

KFin Technologies Limited

(Unit: Biocon Limited)

Plot No. 31 & 32, Selenium, Tower - B,

Serilingampally, Nanakramguda,

Financial District, Hyderabad, Telangana - 500032, India

E-mail: suresh.d@kfintech.com

# Financial Reports

## Statutory Reports

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Corporate Governance Report	247
*Business Responsibility & Sustainability Report (BRSR)	

## Financial Statements

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## Supplementary Data Book\*

BRSR
ESG Data
GRI Index

\*A Supplementary Data Book is being released with the Integrated Annual Report that includes BRSR, ESG Data and GRI Index.

# Board's Report

Dear Shareholders,

We are pleased to present the 47<sup>th</sup> (Forty-Seventh) Annual Report on the business and operations, along with the audited standalone and consolidated financial statements and the Auditor's Report of the Company, for the Financial Year ended March 31, 2025.

## Financial Highlights

In ₹ million (except EPS)

Particulars	Standalone		Consolidated	
	FY2025	FY2024	FY2025	FY2024
Total Income	24,849	23,203	164,699	156,212
Expenses	24,315	21,845	146,798	140,002
Share of loss of joint venture and associate, net	-	-	-	842
<b>Profit before tax and exceptional items</b>	<b>534</b>	<b>1,358</b>	<b>17,901</b>	<b>15,368</b>
Exceptional items, net	6,075	145	965	(116)
<b>Profit before tax</b>	<b>6,609</b>	<b>1,503</b>	<b>18,866</b>	<b>15,252</b>
Income tax	516	310	4,572	2,274
Non-controlling interest	-	-	4,161	2,753
<b>Profit for the year</b>	<b>6,093</b>	<b>1,193</b>	<b>10,133</b>	<b>10,225</b>
Other comprehensive income, net	(124)	(7)	3,563	2,688
<b>Total comprehensive income</b>	<b>5,969</b>	<b>1,186</b>	<b>13,696</b>	<b>12,913</b>
Earnings per Share (EPS) after exceptional items	5.09	1.00	8.46	8.55

## Standalone and Consolidated Financial Statements

The standalone and consolidated financial statements of the Company have been prepared in accordance with the Indian Accounting Standards ('Ind AS') as notified under the Companies (Indian Accounting Standards) Rules, 2015, as amended. The financial highlights and the results of the operations, including major developments have been further discussed in detail in the Management Discussion and Analysis Report.

Further, a statement containing the salient features of the financial statements of our subsidiaries and joint venture pursuant to Section 129(3) of the Companies Act, 2013, in the prescribed form AOC-1 is appended as *Annexure 1* to the Board's Report. The statement also provides details of the performance and financial position of each subsidiary and joint venture.

## State of Affairs

The highlights of the Company's Consolidated Financial performance are as under:

- During the year, our consolidated income registered a growth of 5% to ₹ 164,699 million from ₹ 156,212 million in FY24. From a segment perspective, Generics recorded an annual growth of 8%, Biosimilars grew by 2% and Research services registered a growth of 4%. Biosimilars revenue grew by 15% adjusted for sales from Branded Formulations Unit, India (BFI), BFI divestment gain, licensing income and forex/ derivative accounting.
- Core operating margins (EBITDA margins net of licensing, forex and R&D) stood at 28%.
- Profit for the year including non-controlling interest stood at ₹ 14,294 million compared to ₹ 12,978 million for FY24.

- The Effective Tax Rate (ETR) for the year before the exceptional item was 23% (15% in FY24).

## Exceptional items for FY25 (Consolidated):

- During the year ended March 31, 2025, one of the subsidiaries of Biocon Biologics Limited (BBL), subsidiary of the Company has raised funds through issue of senior secured notes amounting to ₹ 66,763 million (USD 800 million) and new syndicated facility amounting to ₹ 26,705 million (USD 320 million). The funds are utilised to refinance existing term loans. The unamortized portion of debt raise cost of the retired term loans amounting to ₹ 1,216 million is written-off to consolidated profit and loss account, classified as an exceptional item in the consolidated financial statements. Consequential tax impact of ₹ 304 million was included within tax expense.
- During the year ended March 31, 2024, one of the subsidiaries of BBL recorded provision for inventory for a product due to its low demand and consequentially lower probability of liquation amounting to ₹ 2,366 million. This was recorded under the head 'Exceptional Item'.  
During the year ended March 31, 2025, such inventory amounting to ₹ 885 million was liquidated. Hence, the related provision has been reversed and reflected as an exceptional item in the consolidated financial statements for the year. Consequential tax impact of ₹ 147 million is included within tax expense.
- During the year ended March 31, 2025, Syngene received its final claim of ₹ 320 million from the insurance company for the loss of fixed assets in fire incident on December 12, 2016.

- d. During the year ended March 31, 2025, the Group invested ₹ 75 million against equity shares issued by Indian Foundation for Quality Management ('IFQM'). As at March 31, 2025, the Group has fair valued such investment and has recorded fair value charge of ₹ 75 million disclosed under 'exceptional items'.
- e. During the year ended March 31, 2024, one of the subsidiaries of Biocon Biologics Limited ('BBL') had received ₹ 18,269 million towards working capital under the existing arrangements. BBL had recorded these receivables at fair value of ₹ 10,219 million having regard to the timing and probability of recovery. The resulting difference of ₹ 8,050 million is recorded as a gain in the consolidated financial statements. Consequential tax impact of ₹ 407 million is included within tax expense.
- Further, during the year ended March 31, 2025, BBL settled ₹ 2,518 million towards working capital under the existing arrangements, which was recorded at fair value of ₹ 1,382 million. The resulting difference of ₹ 1,136 million is recorded as a gain in the consolidated financial statements. Consequential tax impact of ₹ 284 million is included within tax expense.
- f. During the year ended March 31, 2024, Biocon Pharma Limited ('BPL') and its subsidiaries pursuant to the uncertainty in commercialization of product in certain territories, recorded an impairment of the carrying value of the intangible asset amounting ₹ 91 million. Similarly, ₹ 86 million is recorded as an impairment of the carrying value of the intangible asset during the year ended March 31, 2025 by one of the subsidiary of BPL.

### Corporate Events:

- The Company has raised funds amounting to ₹ 5,700 million through the issuance and allotment of listed Commercial Papers on a private placement basis in January 2025 and ₹ 6,000 million in April 2025. The Commercial Papers raised in January 2025 was repaid in April 2025.
- The Company acquired 1,97,99,305 equity shares of BBL, aggregating to 1.50% of the paid up share capital of BBL, at an aggregate value of ₹ 5,550 million from the existing Investor of BBL, in accordance with the terms as set out under the Share Subscription Agreement ("SSA") and /or Shareholders' Agreement ("SHA") entered between the Company, BBL, existing investors of BBL, as applicable.
- The Board of Directors at its meeting held on April 23, 2025, approved raising of funds up to ₹ 45,000 million, in one or more tranches and/ or one or more issuances, through various instruments or securities, including equity shares, non-convertible debt instruments along with warrants, any other convertible securities or any other eligible securities or any combination thereof, by way of qualified institutions placement(s), rights issue, preferential allotment, private placement(s) and/or any combination thereof or any other method as may be permitted under applicable laws, subject to necessary approvals.
- During the year, the Company has sold 8,000,000 equity shares of Syngene International limited in the open market. The gain arising from sale of aforesaid equity shares amounting to ₹ 6,075 million has been recorded as an exceptional item in the standalone financial statements.
- During the year, Biocon Biologics Global PLC, a step-down subsidiary of Biocon Biologics Limited has raised funds through issue of senior secured notes amounting to ₹ 66,763 (USD 800 million) and new syndicated facility amounting to ₹ 26,705 (USD 320 million). The funds were utilised to refinance existing term loans.

The highlights of the Company's Standalone Financial performance are as under:

- Revenue from operations for FY25 stood at ₹ 22,426 million compared to ₹ 21,273 million in FY24. Other income for FY25 amounted to ₹ 2,423 million as against ₹ 1,930 million in FY24.
- Core operating margins (EBITDA margins net of licensing, impact of forex, R&D and dividend from subsidiaries) was 19% compared to 22% in the previous financial year.
- Profit before tax and exceptional items stood at ₹ 534 million compared to ₹ 1,358 million in FY24. Decrease in standalone profit is mainly due to price erosion in our base business products specifically statins and increase in finance cost on borrowings taken in relation to investments made in Biocon Biologics.
- Pursuant to amendment in the Finance Act, 2024, resulting in withdrawal of indexation benefit on Long-Term Capital Gain, the Company has written off Deferred Tax Asset created towards indexation benefit on Land amounting to ₹ 199 million.
- Profit for the year stood at ₹ 6,093 million compared to ₹ 1,193 million in FY24. This includes exceptional gain of ₹ 6,075 million on Syngene stake sale.

### Subsidiaries, Associates and Joint Ventures

The Company has 39 subsidiaries, 1 joint venture and 1 associate as on March 31, 2025. A report on the performance and financial position of each subsidiary and joint venture is outlined in AOC-1, which is annexed to this report as *Annexure 1*.

In accordance with the provisions of Section 136 of the Companies Act, 2013 and the amendments thereto, read with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), the audited financial statements, including the consolidated financial statements and related information of the Company and financial statements of the subsidiary companies will be available on our website [www.biocon.com](http://www.biocon.com).

The Company has also formulated a Policy for Determining Material Subsidiaries pursuant to the provisions of the SEBI Listing Regulations. The policy is available on the website of the Company at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

A report of the salient features and a summary of the financial performance of each of the subsidiaries/ joint venture/ associate is presented below:

#### Biocon Pharma Limited, India

Biocon Pharma Limited ('BPL') is a wholly owned subsidiary of the Company with its registered office situated in Bengaluru, Karnataka, India. The Company was incorporated under the Companies Act, 2013 on October 31, 2014, and is engaged in the development and manufacture of generic formulations for sale in global markets, with a focus on opportunities in the United States, Europe and Rest of the World markets. BPL has set up its formulations manufacturing facility for oral solid dosages at Bengaluru.

During the Financial Year ended March 31, 2025, BPL reported a total revenue of ₹ 9,825 million and a net profit of ₹ 823 million against a revenue of ₹ 8,816 million and a net profit of ₹ 348 million in FY24.

### **Biocon Pharma Inc., USA**

Biocon Pharma Inc. ('BPI'), a wholly owned subsidiary of BPL, was incorporated on July 27, 2015, in the State of Delaware, USA. BPI is engaged in the commercialization of generic formulations in the United States.

During the Financial Year ended March 31, 2025, BPI registered a total revenue of ₹ 8,962 million and net profit of ₹ 115 million against the total revenue of ₹ 7,275 million and net profit of ₹ 222 million in FY24.

### **Biocon Pharma UK Limited, United Kingdom**

Biocon Pharma UK Limited ('BPUK'), a wholly owned subsidiary of BPL, was incorporated on December 07, 2018, in the United Kingdom. BPUK is engaged in the commercialization of generic formulations in the United Kingdom.

During the Financial Year ended March 31, 2025, BPUK registered total revenue of ₹ 247 million and a net profit of ₹ 10 million against a total revenue of ₹ 135 million and a net loss of ₹ 9 million in FY24.

### **Biocon Pharma Ireland Limited, Ireland**

Biocon Pharma Ireland Limited ('BPIL'), a wholly owned subsidiary of BPL, was incorporated on December 14, 2018, in Ireland. BPIL is engaged in the commercialization of generic formulations in Ireland.

As on March 31, 2025, BPIL has not commenced its commercial operations. During the Financial Year ended March 31, 2025, BPIL reported a loss of ₹ 1 million against a loss of ₹ 17 million in FY24.

### **Biocon Pharma Malta Limited & Biocon Pharma Malta I Limited**

Biocon Pharma Malta Limited ('BPML'), a wholly owned subsidiary of BPL and Biocon Pharma Malta I Limited ('BPMIL') a wholly owned subsidiary of BPML, were incorporated on January 25, 2021 in Malta. BPMIL is engaged in commercialization of generic formulations in Europe.

During the Financial Year ended March 31, 2025, BPML recorded a total revenue of ₹ 1 million and reported no loss, consistent with FY24 and BPMIL recorded a total revenue of ₹ 242 million and reported a profit of ₹ 4 million against a total revenue of ₹ 169 million and a loss of ₹ 3 million in FY24.

### **Biocon Generics Inc., USA**

Biocon Generics Inc. ('BGI'), a wholly owned subsidiary of BPL, was incorporated on July 07, 2023 in the State of Delaware, USA. BGI is engaged in the manufacturing of generic formulations for sale in global markets, with a focus on opportunities in the United States and Europe.

During the Financial Year ended March 31, 2025, BGI commenced its commercial operations and recorded total revenue of ₹ 196 million and net loss of ₹ 53 million.

### **Biocon Biosphere Limited, India**

Biocon Biosphere Limited ('BBSL') is a wholly owned subsidiary of the Company with its registered office situated in Bengaluru, Karnataka, India. The Company was incorporated under the Companies Act, 2013 on December 24, 2019 and was formed for undertaking similar business to that of Biocon Limited, vide a Greenfield facility in Vizag to de-risk fermentation manufacturing at Bengaluru.

During the Financial Year ended March 31, 2025, BBSL reported a total revenue of ₹ 130 million and a net loss of ₹ 186 million against a revenue of ₹ 6 million and a net loss of ₹ 18 million in FY24.

### **Biofusion Therapeutics Limited, India**

Biofusion Therapeutics Limited ('BTL') was a wholly owned subsidiary of Biocon Limited with its registered office situated in Bengaluru, Karnataka, India. The Company was incorporated under the Companies Act, 2013 on March 18, 2021, for undertaking Contract Research and Manufacturing Services (CRAMS) and other R&D in the field of pharmaceuticals, including but not restricted to drug discovery, biotechnology pharmaceuticals, medicinal sciences, etc.

The scheme of amalgamation of Biofusion Therapeutics Limited ('BTL') with Biocon Pharma Limited ('BPL'), wholly owned subsidiary of Biocon Limited, was approved by the National Company Law Tribunal ('NCLT'), Bengaluru Bench on April 24, 2024. The financials of BTL had been amalgamated with BPL with effect from April 01, 2022 being the appointed date for the said scheme of amalgamation.

### **Biocon Academy, India**

Biocon Academy spearheads Biocon Group's CSR initiatives in technical and professional education. The Academy was established as a Centre of Excellence for Advanced Learning in Biosciences in 2013. Biocon Academy leverages the rich industry experience of Biocon, its subject matter expertise alongside international Education Partners such as Keck Graduate Institute of Claremont, California (USA) and BITS-Pilani, India, to deliver industry-oriented advanced learning and skill building programs for pharma and biotech graduates. Biocon Academy is dedicated exclusively to industry-oriented biosciences education. The programs offered by the Academy aim to empower the Biotechnology and Engineering graduates with advanced learning, industrial proficiency and job-skills development, the essential building blocks for a promising career in the Biotech industry.

### **Biocon SA, Switzerland**

Biocon SA ('BSA') is a wholly owned subsidiary of the Company, is primarily engaged in identifying and developing novel molecules into commercial products or licensable assets through strategic partnerships.

### **Biocon FZ LLC, United Arab Emirates**

Biocon FZ LLC is a wholly owned subsidiary of the Company, based in Dubai, United Arab Emirates. Incorporated on June 16, 2015, Biocon FZ LLC was established as a marketing entity for pharmaceutical products to target markets in the Middle East and the Gulf Cooperation Council ('GCC').

During the year ended March 31, 2025, Biocon FZ LLC earned ₹ 302 million in revenue and reported a net profit of ₹ 89 million against a revenue of ₹ 204 million and a net profit of ₹ 53 million in FY24.

### **Syngene International Limited, India**

Syngene International Limited (Syngene), subsidiary of the Company, is a Contract Research, Development and Manufacturing Organization (CRDMO) that provides integrated discovery, development and manufacturing services to pharmaceutical, biotechnology, animal healthcare, consumer goods and agrochemical Companies.

Syngene's clients are world leaders in their fields, ranging from leading global multinationals to small and medium-sized biotech Companies, non-profit institutions, academic institutes, and government organizations. The majority of the Company's clients are based in the US (68%) and Europe (21%) for whom Syngene plays an important role as part of their outsourcing strategies.

Incorporated in 1993, Syngene is listed separately on the Indian stock exchanges – NSE and BSE. With a talent pool of [5600+] scientists, scientific expertise across a wide range of therapeutic modalities, an experienced management team, and an independent Board of Directors, Syngene works for clients around the globe, delivering innovation that primarily benefits human and animal health. As a strategic partner to its clients, Syngene offers innovative, flexible and efficient solutions which expedite projects from discovery and development to clinical and commercial scale manufacturing, enabling clients to get their products to market – and to the patients who need them more quickly.

Syngene's focus on innovation underpins its approach to integrated, end-to-end services encompassing drug research, development and manufacturing capabilities spanning the entire value chain. SynVent, its proprietary platform for integrated services, provides an effective and efficient means to advance programs through target validation, translational interrogation, therapeutic discovery, and pre-clinical development for small molecules and biologics. Clients benefit from a faster, seamless R&D process, while the Company leverages the full breadth of its resources.

Syngene prides itself on its strong corporate governance framework which includes client satisfaction, quality, safety, ethics and data integrity. The operations underpinned by expert sourcing and a resilient global supply chain comprising 2800+ suppliers across 30 countries, including strong regional/local supplier networks to ensure uninterrupted supplies.

During the Financial Year ended March 31, 2025, Syngene posted a standalone revenue of ₹ 34,438 million (FY24 - ₹ 32,911 million) and a standalone net profit of ₹ 4,680 million (FY24 - Net profit of ₹ 4,665 million).

During the Financial Year ended March 31, 2025, Syngene posted consolidated revenue growth of 4% to ₹ 37,142 million (FY24 - ₹ 35,792 million) and a consolidated net profit of ₹ 4,962 million (FY24 - Net profit of ₹ 5,100 million).

### Syngene USA Inc., USA

Syngene USA Inc. is a wholly owned subsidiary of Syngene, incorporated on August 24, 2017, with its registered office in the State of Delaware, United States of America (USA). It plays a crucial role in strengthening Syngene's presence in the US market.

During the Financial Year ended March 31, 2025, Syngene USA Inc. reported a total revenue of ₹ 959 million and net profit of ₹ 38 million against a total revenue of ₹ 607 million and net profit of ₹ 40 million in FY24.

### Syngene Scientific Solutions Limited, India

Syngene Scientific Solutions Limited ('SSSL') is a wholly owned subsidiary of Syngene, incorporated on August 10, 2022, with its registered office in the State of Karnataka, India. SSSL specializes in contract research and clinical research services. As a dynamic player in the pharmaceutical and biotechnology sectors, SSSL offers a diverse range of services, including CRAMS, clinical research, R&D, and software development.

During the Financial Year ended March 31, 2025, SSSL reported a total revenue of ₹ 3,345 million and net profit of ₹ 244 million against a total revenue of ₹ 3,546 million and net profit of ₹ 396 million in FY24.

### Syngene Manufacturing Solutions Limited, India

Syngene Manufacturing Solutions Limited ('SMSL') is a wholly owned subsidiary of Syngene, incorporated on August 26, 2022, with its registered office in the State of Karnataka, India. SMSL is dedicated to the manufacturing of pharmaceutical, biopharmaceutical, and biological products.

During the Financial Year ended March 31, 2025, SMSL reported a total revenue of ₹ 1 million and reported no loss against nil total revenue and net loss in FY24. SMSL is yet to commence the operations.

### Biocon Biologics Limited, India

Biocon Biologics Limited ('BBL') was incorporated on June 08, 2016, in India with the objective of building a biologics focused business with strong R&D and global scale manufacturing capabilities.

BBL, a subsidiary of Biocon Limited, is a unique, fully integrated, leading global biosimilars Company committed to transforming healthcare and patient lives by enabling affordable access to high quality biologics worldwide. It is leveraging cutting-edge science, innovative tech platforms, global scale manufacturing capabilities and world class quality systems to lower the cost of lifesaving biologics and improve health outcomes.

BBL has commercialized nine biosimilars in several key Emerging Markets as well as Advanced Markets like US, EU, Australia, Canada and Japan.

BBL has a pipeline of 20 biosimilar assets across diabetology, oncology, immunology and other non-communicable diseases. It has a proven track record of success and has achieved several 'firsts' in the biosimilars industry. BBL is also committed to environmental, social and governance (ESG) goals in-line with global norms such as the UN Sustainable Development Goals (SDGs) and remains focused on managing ESG performance and improving outcomes.

During the Financial Year ended March 31, 2025, BBL posted a standalone revenue of ₹ 45,484 million (FY24 - ₹ 37,747 million) and a standalone net profit of ₹ 8,309 million (FY24 - Net profit of ₹ 3,689 million).

During the Financial Year ended March 31, 2025, BBL posted consolidated revenue growth of 13% to ₹ 101,444 million (FY24 - ₹ 90,006 million) and a consolidated net profit of ₹ 8,896 million (FY24 - Net profit of ₹ 2,182 million). Adjusting for BFI revenue, divestment gain and licensing income, like to like increase in revenue stands at 15%, driven by robust growth in the core business across Advanced and Emerging markets.

### Biocon Biologics UK Limited, United Kingdom

Biocon Biologics UK Limited ('BBUK') which was incorporated in the United Kingdom on March 02, 2016, is a wholly owned subsidiary of BBL.

During the Financial Year ended March 31, 2025, BBUK reported a total revenue of ₹ 13,854 million and net profit of ₹ 1,414 million against a total revenue of ₹ 18,157 million and net profit of ₹ 4,788 million in FY24.

### Biosimilars Newco Limited, United Kingdom

Biosimilars Newco Limited ('BNCL') is a wholly owned subsidiary of BBL, registered in the United Kingdom. BNCL undertakes biosimilar businesses, i.e. w.r.t. Trastuzumab, Bevacizumab, Pegfilgrastim, Glargine, Aspart and Ustekinumab across the globe.

During the Financial Year ended March 31, 2025, BNCL reported a total revenue of ₹ 31,502 million and net loss of ₹ 4,117 million against a total revenue of ₹ 43,656 million and net loss of ₹ 2,746 million in FY24.

### Biosimilar Collaborations Ireland Limited, Ireland

Biosimilar Collaborations Ireland Limited ('BCIL') is a wholly owned subsidiary of BBUK, registered in Ireland. BCIL undertakes biosimilars businesses w.r.t. Adalimumab, Etanercept and Aflibercept.

## Biocon Limited

During the Financial Year ended March 31, 2025, BCIL reported a total revenue of ₹ 31,088 million and net loss of ₹ 688 million against a revenue of ₹ 25,728 million and net loss of ₹ 3,546 million in FY24.

### Biocon Sdn. Bhd., Malaysia

Biocon Sdn. Bhd. ('BSB'), a wholly owned subsidiary of BBUK was incorporated in Malaysia on January 19, 2011. BSB was established as the group's first overseas manufacturing facility at Malaysia. BSB is engaged in the manufacturing of insulins and insulin analogues for global markets and is located within BioXcell, a biotechnology park in Iskandar Puteri, Johor. The facility is Asia's largest integrated insulins manufacturing facility with approvals from several global agencies including National Pharmaceutical Regulatory Authority ('NPRA'), Malaysia, cGMP certification from HPRA ('EMA') and cGMP certification from the U.S. Food and Drug Administration ('USFDA').

With over US\$ 400 million investment, about 750 strong workforce, BSB is the single largest biotech facility in Malaysia and holds the commercial and development rights of insulin and insulin analogues.

During the Financial Year ended March 31, 2025, BSB reported a revenue from operations of ₹ 15,563 million and net profit of ₹ 371 million against a revenue from operations of ₹ 14,680 million and net loss of ₹ 1,786 million in FY24.

### Biocon Biologics Healthcare Malaysia Sdn. Bhd., Malaysia

Biocon Biologics Healthcare Malaysia SDN BHD, Malaysia ('Biocon Healthcare Malaysia') is a wholly owned subsidiary of BBUK, incorporated on August 10, 2017 and registered in Malaysia. Biocon Healthcare Malaysia was established with an objective of undertaking operations for biologics in Malaysia. Biocon Healthcare Malaysia was set up to carry on the business as importers and distributors of drugs and devices in the Malaysian market.

Biocon Healthcare Malaysia did not have any operations during FY25 and FY24.

### Biocon Biologics Inc., USA

Biocon Biologics Inc, USA ('BBI') is a wholly owned subsidiary of BBUK, registered in the State of Delaware, United States of America on November 12, 2019. BBI was established with an objective to undertake all activities relating to pharmaceuticals, biopharmaceuticals and biologics products, i.e. commercialization, distribution etc. in the USA and other geographies.

During the Financial Year ended March 31, 2025, BBI reported a total revenue of ₹ 34,846 million and net profit of ₹ 975 million against a total revenue of ₹ 19,977 million and net profit of ₹ 623 million in FY24.

### Biocon Biologics Do Brasil Ltda, Brazil

Biocon Biologics Do Brasil Ltda, Brazil ('BBDBL') is a wholly owned subsidiary of BBUK, incorporated on August 17, 2020 and registered in Brazil. BBDBL was established with an objective to undertake activities such as commercialisation, sale and distribution, etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBDBL reported a revenue from inter-company cross charge of ₹ 276 million and net loss of ₹ 14 million against a revenue from inter-company cross charge of ₹ 95 million and net profit of ₹ 4 million in FY24.

### Biocon Biologics FZ-LLC, United Arab Emirates

Biocon Biologics FZ-LLC, UAE ('BBFL') is a wholly owned subsidiary of BBUK, incorporated on November 26, 2020 and registered in Dubai, UAE. BBFL was established with an objective to undertake activities such as commercialisation, sale and distribution, etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBFL reported a total revenue of ₹ 204 million and net profit of ₹ 10 million against a total revenue of ₹ 248 million and net profit of ₹ 7 million in FY24.

### Biocon Biologics Canada Inc., Canada

Biocon Biologics Canada Inc. ('BBCI') is a wholly owned subsidiary of BBUK, incorporated on March 20, 2023 and registered in Ontario, Canada. BBCI was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBCI reported a total revenue of ₹ 2,566 million and net profit of ₹ 67 million against a total revenue of ₹ 1,252 million and net profit of ₹ 29 million in FY24.

### Biocon Biologics Germany GmbH, Germany

Biocon Biologics Germany GmbH ('BBGG') is a wholly owned subsidiary of BBUK with effect from March 29, 2023, registered in Frankfurt, Germany. BBGG was set up with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBGG reported a total revenue of ₹ 6,584 million and net profit of ₹ 124 million against a total revenue of ₹ 609 million and net profit of ₹ 9 million in FY24.

### Biocon Biologics France S.A.S, France

Biocon Biologics France S.A.S ('BBFSAS') is a wholly owned subsidiary of BBUK, incorporated on April 14, 2023 and registered in Paris, France. BBFSAS was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBFSAS reported a total revenue of ₹ 6,728 million and net profit of ₹ 81 million against a total revenue of ₹ 2,115 million and net profit of ₹ 31 million in FY24.

### Biocon Biologics Spain S.L.U, Spain

Biocon Biologics Spain S.L.U ('BBSSLU') is a wholly owned subsidiary of BBUK, incorporated on April 21, 2023 and registered in Barcelona, Spain. BBSSLU was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBSSLU reported a total revenue of ₹ 871 million and net profit of ₹ 15 million against a total revenue of ₹ 204 million and net profit of ₹ 4 million in FY24.

### Biocon Biologics Switzerland AG, Switzerland

Biocon Biologics Switzerland AG ('BBSAG') is a wholly owned subsidiary of BBUK, incorporated on April 25, 2023 and registered in Zurich, Switzerland.

BBSAG was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBSAG reported a total revenue of ₹ 191 million and net profit of ₹ 8 million against a total revenue of ₹ 56 million and net profit of ₹ 1 million in FY24.

### Biocon Biologics Belgium BV, Belgium

Biocon Biologics Belgium BV ('BBBBV') is a wholly owned subsidiary of BBUK, incorporated on April 28, 2023 and registered in Kraainem, Belgium. BBBBV was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBBBV reported a total revenue of ₹ 265 million and net profit of ₹ 9 million against a total revenue of ₹ 76 million and net profit of ₹ 2 million in FY24.

### Biocon Biologics Finland OY, Finland

Biocon Biologics Finland OY ('BBFOY') is a wholly owned subsidiary of BBUK, incorporated on May 10, 2023 and registered in Helsinki, Finland. BBFOY was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBFOY reported a total revenue of ₹ 88 million and net profit of ₹ 4 million against a total revenue of ₹ 36 million and net profit of ₹ 1 million in FY24.

### Biocon Biologics Morocco S.A.R.L.A.U, Morocco

Biocon Biologics Morocco S.A.R.L.A.U ('BBM') is a wholly owned subsidiary of BBUK, incorporated on July 24, 2023 and registered in Casablanca, Morocco. BBM was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBM reported a total revenue of ₹ 210 million and net profit of ₹ 16 million against a total revenue of ₹ 32 million and net profit of ₹ 1 million in FY24.

### Biocon Biologics Greece SINGLE MEMBER P.C., Greece

Biocon Biologics Greece SINGLE MEMBER P.C. ('BBGSMPC') is a wholly owned subsidiary of BBUK, incorporated on July 27, 2023 and registered in Athens, Greece. BBGSMPC was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBGSMPC reported a total revenue of ₹ 888 million and net profit of ₹ 13 million against a total revenue of ₹ 230 million and net profit of ₹ 3 million in FY24.

### Biocon Biologics South Africa (PTY) Ltd, South Africa

Biocon Biologics South Africa (PTY) Ltd. ('BBSA') is a wholly owned subsidiary of BBUK, incorporated on August 11, 2023 and registered in Gauteng, South Africa. BBSA was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBSA reported a total revenue of ₹ 35 million and net profit of ₹ 2 million against a total revenue of ₹ 1 million in and no loss in FY24.

### Biocon Biologics (Thailand) Co. Ltd, Thailand

Biocon Biologics (Thailand) Co., Ltd. ('BBTCL') is a wholly owned subsidiary of BBUK, incorporated on September 08, 2023 and registered in Bangkok, Thailand. BBTCL was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBTCL reported a total revenue of ₹ 32 million and no profit against a total revenue of ₹ 1 million and net loss of ₹ 1 million in FY24.

### Biocon Biologics Philippines, Inc., Philippines

Biocon Biologics Philippines, Inc. ('BBPI') is a wholly owned subsidiary of BBUK, incorporated on October 25, 2023 and registered in Manila, Philippines. BBPI was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBPI reported a total revenue of ₹ 106 million and net profit of ₹ 4 million against a total revenue of ₹ 9 million in and no loss in FY24.

### Biocon Biologics Italy S.r.l, Italy

Biocon Biologics Italy S.r.l ('BBISRL') is a wholly owned subsidiary of BBUK, incorporated on December 27, 2023 and registered in Italy. BBISRL was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBISRL commenced its commercial operations and reported a total revenue of ₹ 50 million and net profit of ₹ 2 million.

### Biocon Biologics Croatia LLC, Croatia

Biocon Biologics Croatia LLC ('BBCL') is a wholly owned subsidiary of BBUK, incorporated on January 18, 2024 and registered in Zagreb, Croatia. BBCL was established with an objective to undertake activities such as commercialisation, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the Financial Year ended March 31, 2025, BBCL commenced its commercial operations and reported a total revenue of ₹ 47 million and net profit of ₹ 2 million.

### Biocon Biologics Global PLC, United Kingdom

During the year under review, BBUK has incorporated Biocon Biologics Global PLC ('BBGP'), as its wholly owned subsidiary on July 19, 2024, registered in London, United Kingdom. BBGP was established with an objective to undertake activities such as commercialisation, sale and distribution, etc. related to pharmaceuticals, biopharmaceuticals and biologics products. BBGP has raised USD 800 million by allotment of US dollar denominated senior secured notes (the "Notes"). The Notes are listed

## Biocon Limited

on Singapore Exchange Securities Trading Limited (SGX-ST). Proceeds from the issue of the Notes were utilized by the Group to refinance the existing debt of the BBL group.

During Financial Year year ended March 31, 2025, BBGP reported a total revenue of ₹ 6,338 million and net profit of ₹ 102 million.

## Neo Biocon FZ LLC, United Arab Emirates

Neo Biocon FZ LLC ('NB') is a joint venture based in Dubai, United Arab Emirates incorporated in 2007. NB was established as a market entity for the pharmaceutical products to target markets in the Middle East and GCC.

During the Financial Year ended March 31, 2025, NB reported a Nil revenue and a net loss of ₹ 153 million as against a total revenue of ₹ 166 million and a net loss of ₹ 75 million in FY24.

## Hinduja Renewables Two Private Limited

During the Financial Year ended March 31, 2021, the Company had acquired 26% equity stake in Hinduja Renewables Two Private Limited towards enhancing the renewable based power consumption. The Company does not consolidate the associate since it does not exercise significant influence over it.

## Dividend

In line with the Dividend Distribution Policy of the Company, we recommend a final dividend of ₹ 0.50/- per equity share (i.e. 10% of face value) for the Financial Year ended March 31, 2025. The dividend, if approved at the ensuing 47<sup>th</sup> Annual General Meeting ('AGM'), will be paid to those Members whose names appear in the Register of Members as on close of Friday, July 04, 2025 (being the Record date for the purpose of determining the entitlement of Members to receive dividend for FY25). The total dividend payout will be approximately ₹ 600 million subject to the adjustments if any, on account of further issuance of shares by the Company before the record date in respect of the proposed fund raising as approved by Board of Directors at its meeting held on April 23, 2025, subject to the approval of the Members of the Company through Postal Ballot.

## Dividend Distribution Policy

In terms of Regulation 43A of the SEBI Listing Regulations, the Board has formulated and adopted the Dividend Distribution Policy. The Policy is available on the website of the Company at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

## Transfer to Reserves

No amount is proposed to be transferred to reserves for the Financial Year ended March 31, 2025.

## Share Capital

During the year under review, there has been no change in the share capital of the Company. The share capital of the Company as on March 31, 2025, is as follows:

Particulars	Amount in ₹
Authorized Equity Share Capital (Equity shares of ₹ 5/- each)	6,250,000,000
Paid up Equity Share Capital (Equity shares of ₹ 5/- each)	6,003,000,000

The Board of Directors at its meeting held on April 23, 2025, recommended increase in the Authorised Equity Share Capital of the Company to ₹7,000,000,000/- (Rupees Seven Hundred Crores only) divided into 1,400,000,000 (One Hundred Forty Crores) Equity Shares of ₹ 5/- (Rupees Five only) each, subject to the approval of the Members of the Company through Postal Ballot.

## Human Resource Development

We, at Biocon, give paramount importance to our employees, who we believe to be our greatest assets. Attracting and retaining the best talents have been the cornerstone of the Human Resource function at Biocon. We strive to create a diverse and inclusive environment that is value driven, collaborating and growth inducing. The total headcount as on March 31, 2025 stood at 3,442.

## Management's Discussion and Analysis

Pursuant to Regulation 34 of the SEBI Listing Regulations, the Management Discussion and Analysis Report for the year under review, forms part of this Integrated Annual Report.

## Corporate Governance

The Company is committed to maintain the highest standards of corporate governance. We believe in adherence to good corporate practices, implementing effective policies and guidelines and developing a culture of the best management practices and compliance with the law at all levels. Our corporate governance practices strive to foster and attain the highest standards of integrity, transparency, accountability and ethics in all business matters to enhance and retain investor trust, long-term shareholder value and respect minority rights in all our business decisions.

A separate section on Corporate Governance as stipulated under Para C of Schedule V of the SEBI Listing Regulations forms part of this Integrated Annual Report. The Corporate Governance Report along with the requisite certificate from the statutory auditors of the Company, confirming compliance with the conditions of corporate governance as stipulated under SEBI Listing Regulations forms part of this Integrated Annual Report.

## Business Responsibility and Sustainability Reporting

The Business Responsibility and Sustainability Reporting ('BRSR'), originating from the MCA report on Business Responsibility Reporting, had found its way into the regulatory provisions by way of an amendment to the Regulation 34(2)(f) of the SEBI Listing Regulations.

The BRSR had replaced the Business Responsibility Reporting ('BRR') format w.e.f. the Financial Year 2022-23. SEBI has made BRSR on the environmental, social and governance disclosures mandatory for the top 1,000 (one thousand) listed entities by market capitalization with effect from the Financial Year 2022-23.

Pursuant to Regulation 34(2)(f) of the SEBI Listing Regulations, the BRSR Report for the year under review, forms part of this Integrated Annual Report.

Further, in terms of SEBI Listing Regulations, the Company has engaged Deutsch Quality Systems (India) Private Limited, an independent assurance provider, to provide Reasonable assurance on BRSR Core Indicators on a consolidated basis for the Financial Year ended March 31, 2025.

## Employee Stock Option Plan (ESOP)

The Board of Directors of the Company had formulated the Biocon Employees Stock Option Plan, 2000 (hereinafter referred to as the 'ESOP

Plan'), administered by the Biocon India Limited Employees Welfare Trust ('ESOP Trust') under the instructions and supervision of the Nomination and Remuneration Committee ('NRC'). The Plan is implemented through a trust route in accordance with the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ('SEBI SBEB & SE Regulations') with a view of attracting and retaining the best talent, encouraging employees to align individual performances with Company's objectives and promoting increased participation by them in the growth of the Company. The Company has discontinued granting ESOPs and does not plan to issue any further grants under this ESOP Plan in the future.

The Company had also introduced Biocon Restricted Stock Unit Long Term Incentive Plan FY 2020-24 (hereinafter referred to as 'the RSU Plan 2020'), administered by the ESOP Trust under the instructions and supervision of the NRC, which was approved by the shareholders at the 42<sup>nd</sup> Annual General Meeting ('AGM') of the Company held on July 24, 2020. The RSU Plan 2020 is designed to drive performance towards achieving the Board approved strategic objectives for the Financial Year 2020-24. The RSU Plan covers key employees who, by virtue of their roles, influence the accomplishment of the strategic objectives.

During the year under review, the Company introduced the Biocon Restricted Stock Unit Long Term Incentive Plan FY 2025-29 (hereinafter referred to as 'the RSU Plan 2025'), administered by the ESOP Trust under the instructions and supervision of the NRC, which was approved by the shareholders at the 46<sup>th</sup> AGM of the Company held on August 09, 2024. The RSU Plan 2025 is designed to drive performance towards achieving common goals and delivering on key initiatives measured through revenue, profits, cashflow & return on capital, shareholder value creation for the Financial Year 2025-29. This RSU Plan covers key employees who, by virtue of their roles, influence the accomplishment of the strategic objectives.

During the year, a total of 7,27,960 and 5,30,136 shares were transferred from the ESOP Trust to the eligible employees under the Company's prevailing ESOP Plan and RSU Plan 2020, respectively.

As on March 31, 2025, the ESOP Trust cumulatively held 25,36,922 equity shares of the Company under the ESOP and RSU Plans of the Company.

The applicable disclosures as stipulated under the SEBI SBEB & SE Regulations as on March 31, 2025, are appended herewith as *Annexure 2* to the Board's Report. The details of the ESOP and RSU Plans form part of the notes to accounts of the Financial Statements in this Integrated Annual Report. The Company has received a certificate from the Secretarial Auditors of the Company, that the ESOP and RSU schemes have been implemented in accordance with SEBI SBEB & SE Regulations and the resolutions passed by the Members. The certificate would be placed at the AGM for inspection by the Members.

During the year ended March 31, 2025, there has been no other changes in the Company's existing plans and they all are in compliance with SEBI SBEB & SE Regulations.

## Deposits

The Company has not accepted any deposit, including from the public, and as such no amount of principal and interest were outstanding as at March 31, 2025.

## Particulars of Loans, Guarantees or Investments

Details of loans, guarantees and investments covered under the provisions of Section 186 of the Companies Act, 2013 forms part of the notes to the Financial Statements provided in this Integrated Annual Report.

## Policy on Directors' Appointment and Remuneration

The Company's current policy centralises on having an appropriate mix of Executive, Non-Executive and Independent Directors to maintain the independence of the Board and separate its functions of governance and management. Assessment and appointment of Directors to the Board are based on a combination of criterion that includes ethics, personal and professional stature, domain expertise, gender diversity and specific qualifications required for the position.

For the purpose of selection of any Director, the Nomination and Remuneration Committee ('NRC') identifies persons of integrity who possess relevant expertise, experience and leadership qualities required for the position. A potential board member is also assessed based on independence criteria defined in Section 149(6) of the Companies Act, 2013 and Regulation 16(1)(b) of the SEBI Listing Regulations.

In accordance with Section 178(3) of the Companies Act, 2013 and Regulation 19(4) of the SEBI Listing Regulations, as amended from time to time, and on recommendation of the NRC, the Board has adopted a remuneration policy for Directors, Key Managerial Personnel, Senior Management and other employees. This policy is available on the website of the Company at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

We affirm that the remuneration paid to Directors, Key Managerial Personnel, Senior Management and other employees is in accordance with the remuneration policy of the Company.

## Board Diversity

The Company recognises and embraces the importance of a diverse board in contributing to its success. Adequate diversity on the Board is essential to meet the challenges of business globalisation, rapid deployment of technology, greater social responsibility, increasing emphasis on corporate governance and enhanced need for risk management. The Board enables efficient functioning through differences in perspective and skill, and fosters differentiated thought processes at the back of varied industrial and management expertise, gender, knowledge, ethnicity, country of origin and nationality. The Board has adopted a Diversity Policy that outlines its commitment to fostering a diverse and inclusive composition, setting forth the approach to achieving and maintaining diversity at the Board level. The policy is available on the website of the Company at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

## Declaration by Independent Directors

All Independent Directors of the Company have submitted the requisite declarations confirming that they meet the criteria of independence as prescribed under Section 149(6) of the Companies Act, 2013 read with Regulation 16(1)(b) and 25(8) of the SEBI Listing Regulations. The Independent Directors have also confirmed that they have complied with Schedule IV of the Companies Act, 2013 and the Company's Code of Conduct.

They have further confirmed that they are not aware of any circumstances or situations which exist or may be reasonably anticipated that could impair or impact their ability to discharge their duties and that they are independent of the management. Further, the Independent Directors have also submitted their declaration in compliance with the provision of Rule 6(3) of the Companies (Appointment and Qualification of Directors) Rules, 2014, which mandated the inclusion of an Independent Director's name in the data bank of the Indian Institute of Corporate Affairs ('IICA') for a period of one year or five years or life-time till they continue to hold the office of an Independent Director.

In the opinion of the Board, all the Independent Directors possess the requisite expertise and experience and are persons of high integrity and repute. They fulfil the conditions specified in the Companies Act, 2013 read along with the Rules made thereunder and are independent of the Management.

### **Board Evaluation**

Pursuant to the provisions of Section 134 of the Companies Act, 2013 and Regulation 19 of the SEBI Listing Regulations, the annual performance evaluation of the Board, Board level Committees and individual Directors was conducted during the year, in order to ensure that the Board and Board level Committees are functioning effectively and demonstrating good governance. For the Financial Year 2024-25, the Board had engaged M/s. Egon Zehnder, a leadership advisory firm on board matters, to conduct the Board evaluation exercise. The evaluation process focused on Board dynamics and other aspects towards Board effectiveness. The process involved the evaluation of all the Directors including the Chairperson, the Managing Director and Chief Executive Officer, Board committees and the Board as a whole.

The evaluation was carried out based on the criteria and framework approved by the NRC. A detailed disclosure on the parameters and the process of Board evaluation has been provided in the Report on Corporate Governance, which forms part of this Integrated Annual Report.

### **Directors**

As on March 31, 2025, the Board of Directors comprised of 9 (nine) Members, consisting of 2 (two) Executive Directors, 2 (two) Non-Executive Non-Independent Directors and 5 (five) Independent Directors. Out of the total Members, 3 (three) are Women Directors. The Board has an appropriate mix of Executive Directors, Non-Executive Non-Independent Directors and Independent Directors, which is compliant with the provisions of the Companies Act, 2013, the SEBI Listing Regulations and is also aligned with the best practices of Corporate Governance.

### **Appointment**

The Board of Directors, based on the recommendation of the Nomination and Remuneration Committee ('NRC'), had approved the appointment of Atul Dhawan (DIN: 07373372) as an Additional Director (Category: Non-Executive, Independent) of the Company, not liable to retire by rotation, with effect from May 16, 2024, till the conclusion of the 46<sup>th</sup> AGM of the Company. Further, the members at the 46<sup>th</sup> AGM held on August 09, 2024, approved the appointment of Atul Dhawan as an Independent Director of the Company for a term commencing from date of Board's approval i.e. May

16, 2024 till the conclusion of 49<sup>th</sup> AGM proposed to be held in the year 2027.

### **Re-appointment**

As per the provisions of the Companies Act, 2013 and Articles of Association of the Company, Prof. Ravi Rasendra Mazumdar (DIN: 00109213), Non-Executive Director of the Company, is liable to retire by rotation at the ensuing AGM and being eligible, seeks re-appointment.

Based on the recommendation of the NRC and the Board of Directors, the shareholders of the Company, at the 46<sup>th</sup> AGM of the Company, had approved (i) re-appointment of Kiran Mazumdar-Shaw (DIN: 00347229) as an Executive Director (designated as an 'Executive Chairperson') of the Company, liable to retire by rotation, for a period of 5 years commencing from April 01, 2025, including remuneration; and (ii) re-appointment of Siddharth Mittal (DIN: 03230757) as the Managing Director of the Company, not liable to retire by rotation, for a period of 5 (five) years effective from December 01, 2024, including remuneration.

The Board of Directors at its meeting held on May 08, 2025, based on the recommendation of NRC, has approved re-appointment of Naina Lal Kidwai (DIN: 00017806) as an Independent Director for a second term of 5 (five) consecutive years commencing from date of the ensuing 47<sup>th</sup> AGM i.e. August 08, 2025 till August 07, 2030 (both days inclusive) subject to approval of members of the Company at the ensuing 47<sup>th</sup> AGM.

In the opinion of the Board, all the Directors, as well as the Directors proposed to be appointed/ re-appointed possess the requisite qualifications, experience, expertise and hold high standards of integrity and relevant proficiency.

### **Completion of tenure**

During the year under review, Meleveetil Damodaran (DIN: 02106990) completed his second and final term as an Independent Director and consequently ceased to be the Independent Director of the Company with effect from the close of business hours on July 25, 2024. The Board placed on record its deep and gratitude appreciation for his extensive contribution and stewardship during his tenure at Biocon.

### **Key Managerial Personnel**

The Key Managerial Personnel(s) of the Company as on March 31, 2025, comprise of Kiran Mazumdar-Shaw, Executive Chairperson, Siddharth Mittal, Managing Director & CEO, Mukesh Kamath, Interim Chief Financial Officer and Mayank Verma, Company Secretary & Compliance Officer.

During the year under review, Mukesh Kamath was appointed as the Interim Chief Financial Officer and Key Managerial Personnel of the Company with effect from June 11, 2024.

Further, Mayank Verma, Company Secretary of the Company resigned with effect from the close of business hours on April 14, 2025. The Company is in the process of filling the vacancy for this office. The Board placed on record its appreciation towards the valuable services provided by him during his tenure in the Company.

Kiran Mazumdar-Shaw, Executive Chairperson of the Company, is also the Non-Executive Chairperson of Syngene International Limited ('Syngene')

and Executive Chairperson of Biocon Biologics Limited ('BBL'), both being subsidiaries of the Company and is in receipt of remuneration from the respective companies for the Financial Year 2024-25.

## Committees of the Board

Currently, the Company has 5 (five) Board level Committees: Audit Committee ('AC'), Risk Management Committee ('RMC'), Nomination and Remuneration Committee ('NRC'), Stakeholders Relationship Committee ('SRC') and Corporate Social Responsibility and Environmental, Social & Governance Committee ('CSR & ESG'). The composition of such committees, as on March 31, 2025, is disclosed as under:

S. No.	Name of Members	Category	AC		RMC		NRC		SRC		CSR & ESG	
			C	M	C	M	C	M	C	M	C	M
1	Kiran Mazumdar-Shaw	Executive Chairperson				•						
2	Siddharth Mittal	Managing Director & CEO				•						•
3	Prof. Ravi Rasendra Mazumdar	Non-Executive Director						•	•			•
4	Eric Vivek Mazumdar	Non-Executive Director				•						•
5	Bobby Kanubhai Parikh	Independent Director	•		•					•		
6	Naina Lal Kidwai	Independent Director					•				•	
7	Rekha Mehrotra Menon	Independent Director					•			•		•
8	Nicholas Robert Hagggar	Independent Director		•		•						•
9	Atul Dhawan	Independent Director		•		•						

Note: C - Chairperson and M - Member

## Meetings of the Board

The meetings of the Board are scheduled at regular intervals to discuss and decide on matters of business performance, policies, strategies and other matters of significance. The schedule of the meetings is circulated in advance, to ensure proper planning and effective participation. In certain exigencies, decisions of the Board are also accorded through circulation.

During the Financial Year 2024-25, the Board met 8 (eight) times on April 24, 2024, May 16, 2024, June 11, 2024, August 08, 2024, October 30, 2024, December 04, 2024, January 27, 2025 and January 30, 2025. The maximum interval between any 2 (Two) meetings did not exceed 120 (One hundred and Twenty) days, as prescribed in the Companies Act, 2013. Detailed information regarding the meetings of the Board is included in the Report on Corporate Governance, which forms part of this Integrated Annual Report.

## Particulars of Contracts or Arrangements made with Related Parties

There were no materially significant related party transactions entered between the company, directors, management and their relatives, except for those disclosed in the financial statements. All the contracts/arrangements/ transactions entered by the Company with the related parties during the Financial Year 2024-25 were in the ordinary course of business and on an arm's length basis, and whenever required the Company has obtained necessary approvals as per the related party transaction policy of the Company.

Accordingly, the particulars of contracts or arrangements with related parties which is required to be disclosed under Section 134(3)(h) read with Section 188(1) of the Companies Act, 2013 in Form AOC-2 is not applicable to the Company for Financial Year 2024-25 and, hence, the same does not form part of the Board's Report.

The Company has formulated the policy on Related Party Transactions, and the same is available on the website of the Company at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>. The details of related party disclosures form part of the notes to the Financial Statements provided in this Integrated Annual Report.

## Credit Ratings

ICRA Limited, vide its letter dated August 30, 2024, has reaffirmed the rating at 'ICRA AA+' for the long-term bank facilities and 'ICRA A1+' for the short-term bank facilities of the Company.

CRISIL vide its letter dated November 25, 2024, has reaffirmed the rating at 'CRISIL AA+' for the long-term bank facilities and 'CRISIL A1+' for the short-term bank facilities of the Company.

India Ratings and Research ('Ind-Ra') vide letter dated January 22, 2025, has reaffirmed the rating at 'IND AA+/ Stable' for the Non-convertible Debentures and Term Loans, 'IND AA+/A1+' for proposed working capital limits, and 'IND A1+' for Commercial paper program of the Company.

## Conservation of Energy, Technology Absorption, Foreign Exchange Earnings & Outgo

The particulars as prescribed under Section 134(3)(m) of the Companies Act, 2013, read with the Companies (Accounts) Rules, 2014, is appended herewith as *Annexure 3* to the Board's Report.

## AUDITORS

### Statutory Auditors

M/s. B S R & Co. LLP, Chartered Accountants (ICAI Registration No. 101248W/W-100022) were appointed as the Statutory Auditors of the Company for a term of 5 (five) years, to hold office from the conclusion of the 43<sup>rd</sup> AGM held on July 23, 2021, till the conclusion of the 48<sup>th</sup> AGM.

The Auditors' Report on the financial statements of the Company for the Financial Year ended March 31, 2025, is unmodified i.e. it does not contain any qualification, reservation or adverse remark or disclaimer. The Auditors' Report is enclosed with the financial statements forming part of the Integrated Annual Report.

### Cost Auditors

The Cost Records of the Company are maintained in accordance with the provisions of Section 148(1) of the Companies Act, 2013 as specified by the Central Government. The Cost Audit Report, for the Financial Year ended March 31, 2024, was filed with the Central Government within the prescribed time. The Board, based on recommendation of the Audit

Committee, appointed M/s. Rao, Murthy & Associates, Cost Accountants (Firm Registration Number 000065) as the Cost Auditors to conduct the audit of Company's cost records for the Financial Year ended March 31, 2025. The Cost Auditors will submit their report for the Financial Year 2024-25 on or before the due date.

The Board, based on the recommendation of the Audit Committee, has appointed M/s. Rao, Murthy & Associates, Cost Accountants (Firm Registration Number 000065) as the Cost Auditors of the Company to conduct the audit of Company's cost records for the Financial Year 2025-26. The Cost Auditors have confirmed that their appointment is within the limits of Section 141(3)(g) of the Companies Act, 2013 and have also certified that they are free from any disqualifications specified under Section 141(3) and proviso to Section 148(3) read with Section 141(4) of the Companies Act, 2013. The Audit Committee has also received a certificate from the Cost Auditors certifying their independence and arm's length relationship with the Company.

In accordance with the provisions of Section 148 of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014, since the remuneration payable to the Cost Auditor is required to be ratified by the Members, the Board recommends the same for approval by Members at the ensuing 47<sup>th</sup> AGM of the Company.

### Secretarial Auditors

Pursuant to the provisions of Section 204 of the Companies Act, 2013 and rules prescribed thereunder read with applicable provisions of the SEBI Listing Regulations, M/s. V. Sreedharan & Associates, Practicing Company Secretaries (holding Peer Review Certificate No. 5543/2024) were appointed to conduct the secretarial audit of the Company for the Financial Year 2024-25. The Secretarial Audit Report for the Financial Year 2024-25 does not contain any qualification, reservation or adverse remark or disclaimer and is appended herewith as *Annexure 4* to the Board's Report.

Pursuant to the provisions of Regulation 24A of the SEBI Listing Regulations, Biocon Biologics Limited, an unlisted material subsidiary of the Company undertook the secretarial audit for the Financial Year 2024-25. The Secretarial Audit Report for the Financial Year 2024-25 given by M/s. V. Sreedharan & Associates, Practicing Company Secretaries is appended herewith as *Annexure 4A* of the Board's Report.

Pursuant to the SEBI Master Circular SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024, the Annual Secretarial Compliance Report for the Financial Year 2024-25, issued by M/s. V. Sreedharan & Associates, Practicing Company Secretaries has been submitted with the stock exchanges where shares of the Company are listed, within the stipulated timeline.

Further, in compliance with Regulation 24A of SEBI Listing Regulations, as amended, the Board of Directors, based on the recommendation of the Audit Committee, has appointed M/s. V. Sreedharan and Associates, Practicing Company Secretaries, as the Secretarial Auditors of the Company for a term of 5 (five) consecutive years commencing from Financial Year 2025-26 till Financial Year 2029-30, at a proposed annual secretarial audit fees of ₹ 2,50,000 (Rupees Two Lakhs and Fifty Thousand only) payable in one or more tranches, plus applicable taxes, and reimbursement of out-of-pocket expenses as may be incurred in connection with performing the secretarial audit of the Company. The said appointment is subject to the approval of the Members at the ensuing 47<sup>th</sup> AGM of the Company.

### Reporting of fraud by Auditors

During the year, the statutory auditors have not reported to the Audit Committee any material fraud on the Company by its officers or employees

under Section 143(12) of the Companies Act, 2013, the details of which need to be provided in this report.

### Risk Management Policy / Framework

The Risk Management Committee ('RMC') of the Board oversees the Enterprise Risk Management process as defined in the Risk Management Policy. On a quarterly basis, the RMC reviews the risk assessment report and deliberates upon the aspects such as risk identification, prioritization based on impact and likelihood of occurrence, effectiveness of mitigation plans, emerging risks etc. All key risks from risk register are assessed in detail at least once a year. Overall re-assessment of all risks as per risk register is carried out annually and changes made to the register basis the internal/ external factors. Risk register covers risks across categories such as sector-specific, geo-political, strategic, regulatory, statutory, IT, Sustainability/ ESG, Catastrophic, and critical executional/ operational risks.

During the year under review, major focus areas by RMC includes cyber security, data privacy and governance, increasing geo-political concerns and their impact on supply chain, product portfolio selection, and high competitor pressure.

### Internal Financial Control

The Company has laid down guidelines, processes and structures, which enable implementation of appropriate internal financial controls across the organisation. Such internal financial controls encompass key activities or procedures adopted by the Company for ensuring the orderly and efficient conduct of business, including adherence to its policies, safeguarding of its assets, prevention and detection of frauds and errors, the accuracy and completeness of accounting records and the timely preparation of reliable financial information. Internal controls put in place are process-level manual controls, application level controls (i.e. controls residing in IT applications including the ERP applications wherein the transactions are approved and recorded), ITGC controls and Entity-level controls such as Code of conduct, ABAC, Whistleblowers, etc.

The Company is staffed by experienced and qualified professionals who play an important role in designing, implementing, maintaining and monitoring our internal control systems. Independent review and self-certification mechanisms are put in place to ensure that such control systems are adequate and are operating effectively on an ongoing basis. A quarterly update on Internal controls health is reported to the Audit Committee.

Periodic internal audits are carried out by the Internal Auditors of the Company to provide reasonable assurance of internal control effectiveness and advise the Company on industry-wide best practices. The Audit Committee, consisting of Independent Directors, reviews important issues raised by the internal and statutory auditors regularly and the status of rectification measures to ensure that risks are mitigated appropriately on a timely basis.

### Vigil Mechanism

The Vigil Mechanism as envisaged in the Companies Act, 2013, the rules prescribed thereunder and the SEBI Listing Regulations is implemented through the Whistle Blower Policy of the Company to enable the Directors, employees and all stakeholders (internal and external) of the Company to report genuine concerns, to adequately safeguard against victimisation of persons who use such mechanism and make provision for direct access to the Chairperson of the Audit Committee.

The Whistle Blower Policy of the Company is available on the Company's website and can be accessed at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

The Company has also launched a Speak-Up Hotline facility accessible to all employees across the globe. This Hotline allows our people to raise concerns about any kind of business or employee misconduct and seek clarification, while remaining anonymous if they choose.

The Integrity Committee ('IC') comprising of the CEO, CFO and HR Head oversees the investigation and reporting of suspected unethical practices, grievances and whistleblowers received. The IC assesses these concerns, takes corrective actions and presents quarterly summaries of key investigations to the Audit Committee.

### Directors' Responsibility Statement

Pursuant to the requirement under Section 134 of the Companies Act, 2013, the Directors to the best of their knowledge hereby state and confirm that:

- a. in the preparation of the annual accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures;
- b. they 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. they have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- d. they have prepared the annual accounts on a going concern basis;
- e. they have laid down internal financial controls based on the internal controls framework established by the Company, which were adequate and are operating effectively; and
- f. they have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

### Particulars of Employees

The statement containing particulars of employees in terms of Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 forms part of this report and is appended herewith as *Annexure 5* to the Board's Report.

The statement containing particulars in terms of Section 197(12) of the Companies Act, 2013 read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, forms part of this report. The above statement is available on the website of the Company at [www.biocon.com](http://www.biocon.com).

However, considering the first proviso to Section 136(1) of the Companies Act, 2013, the Integrated Annual Report, excluding the aforesaid information, is being sent to the Members of the Company and others entitled thereto. The said information is available for inspection at the registered office of the Company during business hours on working days of the Company up to

the date of the ensuing AGM. Any Member(s) interested in obtaining a copy thereof, may write to the secretarial team of the Company in this regard.

### Corporate Social Responsibility

The Company drives social and economic inclusion for underserved and marginalized communities through the Biocon Foundation, Biocon Academy and strategic partnerships with like minded organizations (both private and government).

During the year, the Company undertook several key Corporate Social Responsibility ('CSR') initiatives, including the following: (a) Environment Sustainability- Supporting the development of a sustainable urban public transport system to reduce carbon emissions and enhance urban mobility; (b) Promoting Education- Advancing healthcare and research infrastructure and fostering high-end talent in the biopharma sector through specialized learning programs; (c) Promoting Healthcare- A community centric & technology driven model offering primary healthcare services, focusing on non-communicable diseases and also involved in rural development initiatives.

For detailed CSR initiatives please refer to 'Social & Relationship Capital' section of this Integrated Annual Report.

In compliance with the provisions of Section 135 of the Companies Act, 2013, the Board has formed a CSR & ESG Committee, which monitors and oversees various CSR initiatives and activities of the Company. As on March 31, 2025, the CSR & ESG Committee comprises of Naina Lal Kidwai (Chairperson), Prof. Ravi Rasendra Mazumdar, Eric Vivek Mazumdar, Siddharth Mittal, Rekha Mehrotra Menon and Nicholas Robert Haggar.

An Annual Report on Corporate Social Responsibility, setting out the disclosures as per Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, is appended herewith as *Annexure 6*. The Policy on Corporate Social Responsibility and Annual Action Plan have been uploaded on the website of the Company and is available at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

### Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

The Company has in place a Policy on Prevention of Sexual Harassment in line with the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. An Internal Complaints Committee ('ICC') has been set up to redress complaints received regarding sexual harassment. All employees (permanent, contractual, temporary, trainees) are covered under this Policy. The Policy is gender neutral.

During the financial year under review, 5 (five) complaints with allegations of sexual harassment were filed and all 5 (five) complaints were disposed-off and no complaint is pending for closure as per the timelines of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

### Transfer of Unpaid and Unclaimed Amounts to Investor Education and Protection Fund

Pursuant to the provisions of Section 124(5) of the Companies Act, 2013, read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, all dividends which remains unpaid or unclaimed for a period of 7 (seven) years from the date of their transfer

to the unpaid dividend account are required to be transferred by the Company to the Investor Education and Protection Fund ('IEPF'), established by the Central Government. Further, as per IEPF Rules, the shares on which dividend has not been paid or claimed by the Members for 7 (seven) consecutive years or more shall also be transferred to the demat account of the IEPF Authority. Further, as per Rule 6(8) of IEPF Rules, all benefits such as bonus shares, split, consolidation except rights issue, accruing on shares which are transferred to IEPF, shall also be credited to the demat account of the IEPF authority.

During the year ended March 31, 2025, the Company has transferred unpaid and unclaimed dividends of Rs. 6,67,233 for the Financial Year 2016-17 and 50,018 corresponding equity shares on which dividends were unclaimed for 7 (seven) consecutive years were transferred as per requirements of the IEPF Rules.

As on March 31, 2025, Mayank Verma, Company Secretary of the Company was the Compliance Officer under Biocon Insider Trading Code framed under the SEBI (Prohibition of Insider Trading) Regulations, 2015 as well as the Nodal Officer of the Company for the purposes of verification of claims and coordination with IEPF Authority pursuant to the IEPF Rules.

Consequent to the resignation of Mayank Verma effective from close of business hours of April 14, 2025, Mukesh Kamath, Interim Chief Financial Officer acts as the Compliance Officer under Biocon Insider Trading Code and is also appointed as Nodal Officer of the Company effective from April 15, 2025 for the purposes of verification of claims and coordination with IEPF Authority pursuant to the IEPF Rules.

### Significant and Material Orders

There are no significant and material orders passed during the year by the regulators, courts or tribunals impacting the going concern status and Company's operations in the future.

### Statutory Disclosures

None of the Directors of the Company are disqualified as per the provisions of Section 164(1) and (2) of the Companies Act, 2013. The Directors have made necessary disclosures, as required under various provisions of the Companies Act, 2013, and the SEBI Listing Regulations.

### Material Changes and Commitments

No material changes and commitments affecting the financial position of the Company have occurred between March 31, 2025, and the date of this report.

### Change in Nature of Business

The Company continues to be a pioneer biopharmaceutical Company engaged in manufacturing active pharmaceutical ingredients and formulations, including biosimilar drugs for diabetics, oncology and autoimmune diseases with sales in markets across the globe.

There has been no change in the nature of the business of the Company.

### Annual Return

The Annual Return of the Company as per the provisions of Sections 134(3) (a) and 92(3) of the Companies Act, 2013, is available on the website of the Company at <https://www.biocon.com/investor-relations/shareholder-services/annual-general-meeting/>

### Secretarial Standards issued by the Institute of Company Secretaries of India

In terms of Section 118(10) of the Companies Act, 2013, the Company has complied with the applicable Secretarial Standards i.e. SS-1, SS-2 and SS-4, relating to the 'Meetings of the Board', 'General Meetings' and 'Report of the Board of Directors', respectively, as specified by the Institute of Company Secretaries of India ('ICSI') and approved by the Central Government.

### Corporate Codes and Policies

The details of the policies approved and adopted by the Board as required under the Companies Act, 2013, SEBI Listing Regulations, and other applicable laws, are provided in *Annexure 7* to this Board's Report.

### Other Disclosures

- There are no proceedings initiated/pending against the Company under the Insolvency and Bankruptcy Code, 2016, which materially impact the business of the Company; and
- There were no instances where the Company required the valuation for one time settlement or while taking the loan from the Banks or Financial institutions.

### Green Initiative

We request all the shareholders to support the 'Green Initiative' of the Ministry of Corporate Affairs and Biocon's continuance towards a greener environment by enabling the service of the Integrated Annual Report, AGM Notice, and other documents electronically to your email address registered with your Depository Participant/ the Registrar and Share Transfer Agent of the Company.

In support of the 'Green Initiative', the Company encourages Members to register their email addresses with their Depository Participant or the Registrar and Share Transfer Agent of the Company to receive soft copies of the Annual Report, Notices and other information disseminated by the Company, on a real-time basis without any delay.

### Acknowledgement

We place on record our appreciation for the committed services by every Member of the Biocon family globally whose contribution was significant to the growth and success of the Company. We would like to thank all our clients, partners, vendors, investors, bankers and other business associates for their continued support and encouragement during the year.

We also thank the Government of India and Malaysia, Government of Karnataka, Government of Telangana, Government of Andhra Pradesh, Ministry of Information Technology and Biotechnology, Ministry of Health, Ministry of Commerce and Industry, Ministry of Finance, Department of Pharmaceuticals, Department of Scientific and Industrial Research, Ministry of Corporate Affairs, Central Board of Indirect Taxes and Customs, Income Tax Department, CSEZ and all other regulatory agencies for their assistance and cooperation during the year and look forward to their continued support in the future.

For and on behalf of the Board

Bengaluru  
May 08, 2025

Sd/-  
Kiran Mazumdar-Shaw  
Executive Chairperson  
DIN: 00347229

**FORM AOC - 1**

**Annexure 1 - Statement containing salient features of the Financial Statement of Subsidiaries /Associate Companies/ Joint Ventures**

[Pursuant to first proviso to sub-section (3) of Section 129 of the Companies Act, 2013, read with Rule 5 of Companies (Accounts) Rules, 2014]

**Part A - Subsidiaries**

(in ₹ million)

Sl. No.	Name of the subsidiary	Date since subsidiary was acquired/ incorporated	Reporting Period	Reporting currency	Share capital*	Reserves & Surplus (other equity)**	Total Assets*	Total Liabilities (excl. capital & reserves)*	Investments (excluding in subsidiaries)*	Turnover#	Profit/ (loss) before taxation#	Provision for taxation#	Profit/ (loss) for the year#	Proposed dividend	% of Shareholding by the Company
1	Syngene International Limited, India	November 18, 1993	April - March	INR	4,025	42,364	64,069	17,681	6,341	34,438	6,216	1,536	4,680	503	52.46%
2	Syngene Manufacturing Solutions Limited, India	August 26, 2022	April - March	INR	10	(1)	10	0	-	1	-	-	-	-	Refer note 6
3	Syngene Scientific Solutions Limited, India	August 10, 2022	April - March	INR	840	849	8,064	6,375	126	3,345	330	86	244	-	Refer note 6
4	Biocon Academy, India	December 03, 2013	April - March	INR	1	-	54	54	-	101	-	-	-	-	100.00%
5	Biocon Pharma Limited, India	October 31, 2014	April - March	USD	141	676	16,037	15,220	1,004	9,825	1,004	181	823	-	100.00%
6	Biocon SA, Switzerland	April 21, 2008	April - March	USD	8	5,529	5,537	1	4,165	19	18	-	18	-	100.00%
7	Biocon Biologics Limited, India	June 08, 2016	April - March	INR	15,529	172,221	262,076	76,631	1,103	45,484	11,681	3,372	8,309	-	90.20%
8	Biocon Biologics UK Limited, UK	March 02, 2016	April - March	USD	98,817	18,808	135,553	17,928	15	13,854	3,977	2,563	1,414	-	Refer note 3
9	Biocon Sdn. Bhd., Malaysia	January 19, 2011	April - March	USD	1,430	(1,981)	39,847	40,398	-	15,563	397	26	371	-	Refer note 4
10	Biocon Pharma Inc, USA	July 27, 2015	April - March	USD	1,563	838	12,531	10,130	1,926	8,962	161	46	115	-	100.00%
11	Biocon FZ LLC, Dubai	June 16, 2015	April - March	AED	3	243	402	156	-	302	98	9	89	-	100.00%
12	Biocon Biologics Healthcare Malaysia SDN BHD, Malaysia	August 10, 2017	April - March	MYR	34	(36)	1	3	-	(1)	-	-	(1)	-	Refer note 3
13	Syngene USA Inc, USA	August 24, 2017	April - March	USD	24	4,415	46,279	191	24	959	52	14	38	-	Refer note 6
14	Biocon Pharma UK Limited, UK	December 07, 2018	April - March	GBP	207	-108	413	314	-	247	10	-	10	-	Refer note 4
15	Biocon Pharma Ireland Limited, Ireland	December 14, 2018	April - March	EUR	72	-66	11	5	-	0	-1	-	-1	-	Refer note 4
16	Biocon Biologics Inc, USA	November 12, 2019	April - March	USD	-	1,705	39,382	37,677	-	34,846	1,189	214	975	-	Refer note 4
17	Biocon Biophere Limited, India	December 24, 2019	April - March	INR	1	-106	10,938	11,043	20	204	10	-32	-186	-	100.00%
18	Biocon Biologics FZ LLC, United Arab Emirates	November 26, 2020	April - March	USD	73	30	193	90	-	204	10	-	10	-	Refer note 3
19	Biocon Biologics Do Brasil Ltda, Brazil	August 17, 2020	April - March	USD	143	(70)	102	29	-	276	14	28	(14)	-	Refer note 3
20	Biocon Pharma Malta Limited, Malta	January 25, 2021	April - March	EUR	0	-4	3	7	-	1	-0	-	-0	-	Refer note 4
21	Biocon Pharma Malta I Limited, Malta	January 25, 2021	April - March	EUR	0	278	277	8	-	242	8	5	4	-	Refer note 5
22	Biocon Biologics Germany GmbH, Germany	March 29, 2023	April - March	USD	2	134	4,553	4,417	-	6,584	174	50	124	-	Refer note 3
23	Biocon Biologics Canada Inc, Canada	March 20, 2023	April - March	USD	0	93	3,966	3,873	-	2,566	87	20	67	-	Refer note 3
24	Biosimilar Newco Limited, UK	November 29, 2022	April - March	USD	123,520	(9,289)	223,119	108,888	-	31,502	(7,552)	(3,415)	(4,117)	-	Refer note 7
25	Biosimilar Collaborations Ireland Limited, Ireland	November 29, 2022	April - March	USD	8,414	47,344	83,942	28,184	-	31,088	(878)	(190)	(688)	-	Refer note 3
26	Biocon Biologics France S.A.S, France	April 14, 2023	April - March	EUR	0	134	2,914	2,780	-	6,728	114	33	81	-	Refer note 3
27	Biocon Biologics Spain S.L.U, Spain	April 21, 2023	April - March	EUR	0	16	500	484	-	871	19	-4	15	-	Refer note 3
28	Biocon Biologics Switzerland AG, Switzerland	April 25, 2023	April - March	CHF	-	11	158	147	-	191	9	1	8	-	Refer note 3
29	Biocon Biologics Belgium BV, Belgium	April 28, 2023	April - March	EUR	1	11	148	136	-	265	14	5	9	-	Refer note 3
30	Biocon Biologics Finland OY, Finland	May 10, 2023	April - March	EUR	5	66	61	61	-	88	5	1	4	-	Refer note 3
31	Biocon Generics Inc, USA	July 7, 2023	April - March	USD	641	7	4,238	3,591	-	196	-73	-20	-53	-	Refer note 4
32	Biocon Biologics Morocco S.A.R.L.A.U, Morocco	July 24, 2023	April - March	MAD	42	17	198	139	-	210	20	4	16	-	Refer note 3
33	Biocon Biologics Greece SINGLE MEMBER P.C, Greece	July 27, 2023	April - March	EUR	-	17	899	882	-	888	17	4	13	-	Refer note 3
34	Biocon Biologics South Africa (PTY) Ltd, South Africa	August 11, 2023	April - March	ZAR	-	2	30	28	-	35	3	1	2	-	Refer note 3
35	Biocon Biologics (Thailand) Co. Ltd, Thailand	September 8, 2023	April - March	THB	45	18	72	9	-	32	1	1	-	-	Refer note 3
36	Biocon Biologics Philippines Inc., Philippines	October 25, 2023	April - March	PHP	17	4	75	54	-	106	5	1	4	-	Refer note 3
37	Biocon Biologics Italy S.r.l, Italy	December 27, 2023	April - March	EUR	3	75	72	72	-	50	3	-	2	-	Refer note 3
38	Biocon Biologics Croatia LLC, Croatia	January 18, 2024	April - March	EUR	-	2	26	24	-	47	2	-	2	-	Refer note 3
39	Biocon Biologics Global P.L.C, UK**	July 19, 2024 to March 31, 2025	July 19, 2024 to March 31, 2025	USD	11	93	70,373	70,269	-	6,338	133	31	102	-	Refer Note 3 & 8

\* Exchange rate considered in the case of foreign subsidiary - 1 USD = 85.43, 1 GBP = 110.35, 1 EUR = 92.40, 1 AED = 23.28, 1 MYR = 19.26, 1 ZAR = 4.66, 1 PHP = 1.50, 1 CHF = 96.6, 1 THB = 2.52, 1 MAD = 8.54

# Converted at monthly average exchange rates

Notes

1. Syngene International Limited, India has proposed a final dividend of 12.5% or Re. 1.25 per equity share as on the record date for distribution of final dividend. The proposed dividend is subject to the approval of the shareholders in the Annual General Meeting.

2. Biocon Biologics Limited, India holds 100% of equity stake in Biocon Biologics UK Limited, UK.
3. Biocon Biologics UK Limited, UK, holds 100% of equity stake in:-
  - a. Biocon SDN BHD, Malaysia\*\*
  - b. Biocon Biologics Healthcare Malaysia Sdn. Bhd., Malaysia
  - c. Biocon Biologics Inc. USA
  - d. Biocon Biologics Do Brasil Ltda, Brazil
  - e. Biocon Biologics FZ-LLC, UAE
  - f. Biosimilar Collaborations Ireland Limited, Ireland
  - g. Biocon Biologics Germany GmbH, Germany
  - h. Biocon Biologics Canada Inc, Canada
  - i. Biocon Biologics France S.A.S, France
  - j. Biocon Biologics Switzerland AG, Switzerland
  - k. Biocon Biologics Belgium BV, Belgium
  - l. Biocon Biologics Spain S.L.U, Spain
  - m. Biocon Biologics Finland OY, Finland
  - n. Biocon Biologics Greece SINGLE MEMBER P.C., Greece
  - o. Biocon Biologics (Thailand) Co., Ltd., Thailand
  - p. Biocon Biologics Morocco S.A.R.L.A.U, Morocco
  - q. Biocon Biologics South Africa (PTY) Ltd., South Africa
  - r. Biocon Biologics Philippines Inc., Philippines

- s. Biocon Biologics Italy S.r.l., Italy
- t. Biocon Biologics Croatia LLC, Croatia
- u. Biocon Biologics Global PLC, UK

\*\*The reporting currency of Biocon SDN BHD is MYR, however USD is disclosed since it is the functional currency

4. Biocon Pharma Limited, India holds 100% of equity stake in:-

- a) Biocon Pharma Inc., USA
- b) Biocon Pharma UK Limited, UK
- c) Biocon Pharma Ireland Limited, Ireland
- d) Biocon Pharma Malta Limited, Malta
- e) Biocon Generics Inc, USA
5. Biocon Pharma Malta Limited holds 100% of equity stake in Biocon Pharma Malta I Limited.
6. Syngene International Limited holds 100% of equity stake in :-
  - a) Syngene USA Inc., USA
  - b) Syngene Scientific Solutions Limited, India
  - c) Syngene Manufacturing Solutions Limited, India
7. Biocon Biologics Limited and Biocon Biologics UK Limited holds 68% and 32% of equity stake in Biosimilars Newco Limited, respectively
- #8. Newly incorporated during the year.

#### Part B - Associates & Joint Ventures

##### Statement pursuant to Section 129(3) of the Companies Act, 2013 related to Associate Companies and Joint Ventures

S.No	Name of Associate / Joint Venture	Date on which the Associate / Joint Venture was acquired	Latest audited Balance Sheet date	Share of Associate / Joint Venture held by the Company at the year end		Description of how there is significant influence	Reason why the Associate / Joint Venture is not consolidated	Net worth attributable to share holding as per latest audited Balance Sheet	Profit / (Loss) for the year	
				Number of shares	Amount of investments in Associate / Joint Venture				Extent of Holding %	Considered in consolidation
1	Neo Biocon FZ LLC, UAE	April 29, 2007	March 31, 2025	147,000	-	49%	By way of control of more than twenty percent of total share capital	NA	-	(153)

(in ₹ million)

For and on behalf of the Board

**Sd/-**  
**Kiran Mazumdar-Shaw**  
 Chairperson  
 (DIN: 00347229)

Bengaluru,  
 May 8, 2025

**Sd/-**  
**Siddharth Mittal**  
 Managing Director & CEO  
 (DIN: 03230757)

**Sd/-**  
**Mukesh Kamath**  
 Interim Chief Financial Officer

## Annexure 2 - Disclosure with respect to Employees Stock Option Plan of the Company

[Pursuant to Regulation 14 of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ('SEBI SBEB & SE Regulations')]

Sl. No.	Particulars	Status of compliance
1.	The Board of Directors in their report shall disclose any material change in the scheme(s) and whether the scheme(s) is / are in compliance with the regulations	There were no material changes in the schemes during the year and the schemes are in compliance with the SEBI SBEB & SE Regulations.
<b>A</b>	<b>Relevant disclosures in terms of the 'Guidance note on accounting for employee share-based payments' issued by ICAI or any other relevant accounting standards as prescribed from time to time</b>	Yes - Disclosed in Notes to Accounts – Refer note 30 to Standalone Financial Statements for the year ended March 31, 2025.
<b>B</b>	<b>Diluted EPS on issue of shares pursuant to all the schemes covered under the regulations shall be disclosed in accordance with 'Accounting Standard on Earnings Per Share' issued by ICAI or any other relevant accounting standards as prescribed from time to time</b>	Yes - Disclosed in Notes to Accounts – Refer note 31 to Standalone Financial Statements for the year ended March 31, 2025.
<b>C</b>	<b>Details related to ESOS</b>	
	A description of each ESOS that existed at any time during the year, including the general terms and conditions of each ESOS, including	Disclosed in Notes to Accounts – Refer note 30 to Standalone Financial Statements for the year ended March 31, 2025

### 1. Summary of Status of ESOP:

Sl. No.	Particulars	Details
1	Date of shareholders' approval	September 27, 2001
2	Total number of options approved under ESOS	Disclosed in Notes to Accounts – Refer note 30 to Standalone Financial Statements for the year ended March 31, 2025
3	Vesting requirements	
4	Exercise price or pricing formula	
5	Maximum term of options granted	
6	Source of shares (primary, secondary or combination)	
7	Variation in terms of options	No variation
8	Method used to account for ESOS - Intrinsic or fair value	Fair value
9	The impact on the profits and EPS of the Company	Disclosed in Notes to Accounts – Refer note 30 & 31 to Standalone Financial Statements for the year ended March 31, 2025

### 2. Summary of Status of Biocon Restricted Stock Unit (RSU) Long Term Incentive Plan FY 2020-24:

Sl. No.	Particulars	Details
1	Date of shareholders' approval	July 24, 2020
2	Total number of options approved under ESOS	Disclosed in Notes to Accounts – Refer note 30 to Standalone Financial Statements for the year ended March 31, 2025
3	Vesting requirements	
4	Exercise price or pricing formula	
5	Maximum term of options granted	
6	Source of shares (primary, secondary or combination)	
7	Variation in terms of options	No variation
8	Method used to account for ESOS - Intrinsic or fair value	Fair value
9	The impact on the profits and EPS of the Company	Disclosed in Notes to Accounts – Refer note 30 & 31 to Standalone Financial Statements for the year ended March 31, 2025

### 3. Summary of Status of Biocon Restricted Stock Unit (RSU) Long Term Incentive Plan FY 2025-29:

Sl. No.	Particulars	Details
1	Date of shareholders' approval	August 09, 2024
2	Total number of options approved under ESOS	Disclosed in Notes to Accounts – Refer note 30 to Standalone Financial Statements for the year ended March 31, 2025
3	Vesting requirements	
4	Exercise price or pricing formula	
5	Maximum term of options granted	
6	Source of shares (primary, secondary or combination)	
7	Variation in terms of options	No variation
8	Method used to account for ESOS - Intrinsic or fair value	Fair value
9	The impact on the profits and EPS of the Company	Disclosed in Notes to Accounts – Refer note 30 & 31 to Standalone Financial Statements for the year ended March 31, 2025

## 4. Option movement during the FY 2024-25:

Sl. No.	Particulars	Grant VII	Grant VIII	Grant IX	Grant X	RSU 2020-24	RSU 2025-29
1	Number of options outstanding at the beginning of the period	-	-	1,394,455	-	1,431,469	-
2	Number of options granted during the year	-	-	-	-	-	4,730,430
3	Number of options forfeited / lapsed during the year	-	-	(91,875)	-	(65,157)	(75,000)
4	Number of options vested during the year	-	-	-	-	-	-
5	Number of options exercised during the year	-	-	(727,960)	-	(530,136)	-
6	Number of shares arising as a result of exercise of options	-	-	-	-	-	-
7	Money realized by exercise of options (INR), if scheme is implemented directly by the Company	-	-	-	-	-	-
8	Loan repaid by the Trust during the year from exercise price received	-	-	-	-	-	-
9	Number of options outstanding at the end of the year	-	-	574,620	-	836,176	4,655,430
10	Number of options exercisable at the end of the year	-	-	272,370	-	329,294	-
11	Weighted-average exercise prices of options outstanding at the end of year	-	-	141	-	5	5
12	Weighted-average fair values of options granted	-	-	-	-	-	287

## 5. Options granted to the employees of the company during the year:

- a) Options granted to Senior Managerial Personnel during the year under the Biocon Restricted Stock Unit (RSU) Long Term Incentive Plan FY 2020-24, with exercise price in par with the face value i.e. ₹ 5/-:

Sl. No.	Name of the Employee	Designation	No of options granted

- (b) Options granted to Senior Managerial Personnel during the year under the Biocon Restricted Stock Unit (RSU) Long Term Incentive Plan FY 2025-29, with exercise price in par with the face value i.e. ₹ 5/-:

Sl. No.	Name	Designation	No. of Options Granted
1	Siddharth Mittal	Managing Director & CEO	1,345,430
2	Manoj Kumar Pananchukunnath	Chief Scientific Officer	300,000
3	Arun Kumar Gupta	Chief Operating Officer	300,000
4	Abhijit Zutshi	Chief Commercial Officer	300,000
5	Maninder Kapoor Puri	Head - Human Resources	200,000
6	Vishal Nayyar	Head – Supply Chain Management	200,000
7	Nitin Tiwari	Head - Quality	200,000
8	Mukesh Kamath K	Interim Chief Financial Officer	50,000
9	Amit Kaptain	Head Commercial API	25,000

- (c) Any other employee who received a grant during the year, options amounting to 5% or more of option granted during the year: Nil
- (d) Identified employees who were granted options during the year, equal to or exceeding 1% of the issued capital (excluding outstanding warrants and conversions) of the company at the time of grant – Nil

**6. Description of the method and significant assumptions used during the year to estimate the fair value of options including the following information:**

1	Weighted-average values of share price, exercise price, expected volatility, expected option life, expected dividends, the risk-free interest rate and any other inputs to the model	Disclosed in Notes to Accounts – Refer note 30 to Standalone Financial Statements for the year ended March 31, 2025
2	Method used and the assumptions made to incorporate the effects of expected early exercise	
3	How expected volatility was determined, including an explanation of the extent to which expected volatility was based on historical volatility	
4	Whether and how any other features of the option grant were incorporated into the measurement of fair value, such as a market condition	None

**D. Details related to ESPS - Not Applicable**

**E. Details related to SAR - Not Applicable**

**F. Details related to GEBS / RBS - Not Applicable**

**G. Details related to Trust**

(i) General information on schemes

Sl. No.	Particulars	Details
1	Name of the Trust	Biocon India Limited Employees Welfare Trust
2	Details of the Trustee(s)	(i) Krishnachar Nandakumar (ii) Renuka Ganesh
3	Amount of loan disbursed by Company / any Company in the group, during the year	-
4	Amount of loan outstanding (repayable to Company/ any Company in the group) as at the end of the year	-
5	Amount of loan, if any, taken from any other source for which Company/ any Company in the group has provided any security or guarantee	-
6	Any other contribution made to the Trust during the year	-

(ii) Brief details of transactions in shares by the Trust (both ESOP and RSU)

(a) Number of shares held at the beginning of the year i.e. April 1, 2024 – 3,795,018

(b) Number of shares acquired during the year through:

(i) primary issuance – Nil

(ii) secondary acquisition, also as a percentage of paid-up equity capital as at the end of the previous financial year, along with information on weighted average cost of acquisition per share – Nil

(c) Number of shares transferred to the employees / sold along with the purpose thereof – 1,258,096

(d) Number of shares held at the end of the year i.e. March 31, 2025 – (a + b - c) – 2,536,922

(iii) In case of secondary acquisition of shares by the Trust – Not Applicable

For and on behalf of the Board

Place: Bengaluru  
Date: May 08, 2025

**Sd/-**  
**Kiran Mazumdar-Shaw**  
Executive Chairperson  
DIN: 00347229

**Annexure 3 - Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo**

[Particulars pursuant to Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts) Rules, 2014]

**A. Conservation of energy**

i)	The steps taken or impact on conservation of energy	Power consumption for FY25 was 192 million Units as against 202 million units in FY24. The unit consumption has been decreased by 5% YOY comparison.
ii)	The steps taken by the Company for utilizing alternate sources of energy	By using the renewable energy for 83% of total power requirements and using Biomass fuel for steam generation, lead to a reduction of CO2 emission by 1,37,417 Tons.
iii)	The capital investment on energy conservation equipments	Total Investment in energy conservation stands at ₹ 130.3 million.

Sl. No.	Power and fuel consumption details	FY25	FY24
<b>1</b>	<b>Electricity</b>		
A	<b>Purchased</b>		
	million Units	192	202
	Total amount (₹ million)	988	1,048
	Rate / Unit (₹)	5.1	5.2
B	<b>Captive generation</b>		
	HSD Quantity, KL	1033	814
	million Units	3.55	2.97
	Units / Litre	3.4	3.6
	Cost / Litre (₹)	70.00	84.00
	Generation cost, Rate / Unit (₹)	20	23
<b>2</b>	<b>Steam</b>		
A	<b>Furnace oil</b>		
	Quantity, KL	-	-
	Total amount (₹ million)	-	-
	Average rate	-	-
B	<b>Natural gas</b>		
	Quantity, MMBTU	11,817,170	8,759,161
	Total amount (₹ million)	502.55	568.07
	Average rate	42.53	64.85
C	<b>Biomass</b>		
	Quantity, TON	130,633	179,209
	Total amount (₹ million)	312.71	425.52
	Average rate	2,394	2,374
D	<b>Coal</b>		
	Quantity, TON	5,535	6,059
	Total amount (₹ million)	45.99	46.65
	Average rate	8,309	7,699

Sl. No.	Energy conservation measures	Investment	Energy saved per Annum	
		(In ₹ million)	Units	Amount (In ₹ million)
1	Reducing Multiple Effect Evaporator feed volume with High-Pressure RO system (Biocon Park)	61.00	10,496 MMBTU 0.1 MU	9.50
2	Heat pump for Boiler feed water heating (Biocon Campus)	19.40	7,391 MMBTU	5.10
3	Installed VFD for cooling water pumps (Biocon Campus & Biocon Park)	11.90	0.6 MU	3.30
4	FRP (Fibre-Reinforced Polymer) fan for cooling tower (Biocon Campus & Biocon Park)	1.50	0.3 MU	1.90
5	Energy Saver device for Air conditioners (Biocon Campus & Biocon Park)	0.70	0.19 MU	1.00
6	Auto tube cleaning for chiller condensers (Biocon Park)	1.00	0.1 MU	0.40
7	Fresh water reduction with RO system for reject water (Biocon Campus)	9.80	8,702 KL	0.80
8	Steam turbine for power generation (Biocon Park)	21.00	0.14 MU	0.70
9	Pump efficiency improvement in effluent treatment (Biocon Park)	-	0.1 MU	0.60
10	Hydro-turbine for cooling tower fan (Biocon Campus)	3.00	0.05 MU	0.30
11	Electronically commutated fan for R & D Lab AHUs (Biocon Campus & Biocon Park)	1.00	0.01 MU	0.10

Continuous monitoring of high energy consumption areas/equipment and taking appropriate corrective measures as and when required, resulted in energy saving and reduction in power consumption.

## B. Technology Absorption

i)	The efforts made towards technology absorption	Ionizer implemented in air inlet of jet mill for micronization
ii)	The benefits derived like product improvement, cost reduction, product development or import substitution	of one of the low MIE (Minimum Ignition Energy) value product – Safety measure to avoid any flash fires.
iii)	In case of imported technology (imported during the last three years reckoned from the beginning of the financial year) -	No technology was imported by the Company during the year.
	(a) The details of technology imported	
	(b) The year of import	
	(c) Whether the technology been fully absorbed	
	(d) If not fully absorbed, areas where absorption has not taken place, and the reasons thereof	
iv)	The expenditure incurred on Research and Development (R&D)	Detailed disclosure on R&D are provided below

## Research and Development

### Specific areas in which R&D work has been carried out by the Company

1. Focus on GLP – 1 Product (API and Generic formulations).
2. Formulation development for Abbreviated New Drug Applications (ANDAs) for small, complex generics and GLP-1 products.
3. Generation of Intellectual Property Development – Process Patents for manufacture of key Generic Small Molecules and Biotherapeutics.
4. Development of Synthetic and Fermentation based Generic Small Molecules for Anti-infective, Oncology, Cardio-vascular, Nephrology and Transplantation segments.
5. Clinical development pertaining to Novel programs.
6. Innovative technologies.

### Benefits derived as a result of R&D activities

1. Approvals of GLP 1 product in UK and EU.
2. Rich pipeline of Generic Small Molecules catering to varied therapeutic areas.
3. Internationally competitive prices and product quality.
4. The Company has been granted 326 patents and 475 trademarks as on date in various jurisdictions.
5. Safe and environment friendly processes.
6. Launch of our products in US, UK and MoW markets.
7. Global presence in supply of fermentation based Small Molecules to the Generic Industry in regulated markets.
8. Clinical trial in progress for one of the Novel molecule.

### Future Plan of Action

1. Strategic Collaborations for increased speed and cost competitiveness in Drug Discovery.
2. Vertical integration for the entire portfolio.
3. Developing a portfolio of Complex Generics.
4. Collaborate with global Academia and Industry to build value & visibility to the portfolio.
5. Increase capital spend to build a stronger R&D base which is in line to current industry changes.
6. New collaborations for high yield strain developments.

## Expenditure incurred on Research &amp; Development

(In ₹ million)

	FY25	FY24
a) Capital	39	69
b) Recurring	1,033	963
<b>Total</b>	<b>1,072</b>	<b>1,032</b>
Less: recharge	131	100
<b>Net R&amp;D Expenses</b>	<b>941</b>	<b>932</b>

## C. Foreign Exchange Earnings and Outgo

(In ₹ million)

Foreign exchange earned and used during the year:	FY25	FY24
Gross Earnings	8,909	9,043
Outflow	7,886	6,510
<b>Net foreign exchange earnings</b>	<b>1,023</b>	<b>2,533</b>

For and on behalf of the Board

Place: Bengaluru  
Date: May 08, 2025

Sd/-  
**Kiran Mazumdar-Shaw**  
Executive Chairperson  
DIN: 00347229

## Annexure 4 - Secretarial Audit Report for the Financial Year ended on March 31, 2025

Form No. MR-3

### SECRETARIAL AUDIT REPORT

[Pursuant to Sub Section (1) of Section 204 of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

**For the Financial Year Ended March 31, 2025**

To,  
The Members  
**Biocon Limited**  
20th K.M. Hosur Road, Electronic City,  
Bengaluru - 560100

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Biocon Limited (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's Books, Papers, Minute Books, Forms and Returns filed and other Records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the financial year ended on March 31, 2025 (the audit period) 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 during the audit period according to the provisions of:

- (i) The Companies Act, 2013 ("the Act") and the rules made thereunder;
- (ii) The Securities Contracts (Regulation) Act, 1956 ("SCRA") and the rules made thereunder;
- (iii) The Depositories Act, 1996 and the Regulations and Byelaws framed thereunder;
- (iv) The Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowing;
- (v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ("SEBI Act"):
  - a. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
  - b. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
  - c. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (**Not Applicable to the Company during the Audit Period**);

- 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 (Delisting of Equity Shares) Regulations, 2021 (**Not Applicable to the Company during the Audit Period**);
  - g. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;
  - h. The Securities and Exchange Board of India (Buy-Back of Securities) Regulations, 2018 (**Not Applicable to the Company during the Audit Period**); and
  - i. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI LODR").
- (vi) Other Laws Applicable Specifically to the Company namely:
- a. Drugs and Cosmetics Act, 1940
  - b. Bio Medical Waste (Management & Handling) Rules, 1998
  - c. ICH Guidelines (this is the base on which US FDA/ EU Guidelines etc. are created on)
  - d. The Uniform Code for Pharmaceutical Marketing Practices, 2024
  - e. The Biological Diversity Act, 2002
  - f. Drugs & Magic Remedies (Objectionable Advertisements) Rules, 1955
  - g. Narcotic Drugs and Psychotropic Substance Act, 1985
  - h. The Drugs (Control) Act, 1950

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

- a. Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI) on Meetings of the Board of Directors and General Meeting.
- b. Listing Agreements entered into by the Company with BSE Limited and National Stock Exchange of India Limited.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc., mentioned above.

We have not examined compliance with applicable Financial Laws, like Direct and Indirect Tax Laws, since the same have been subject to review by statutory financial audit and other designated professionals.

We report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notices have been given to all the directors to schedule the Board Meetings. The agenda and detailed notes on agenda were sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes of the meetings duly recorded and signed by the Chairperson, the decisions of the Board were unanimous. Therefore no dissenting views were required to be captured and recorded as part of the minutes.

Based on the review of systems and processes adopted by the Company and the Statutory Compliance self-certification by the Managing Director of the Company which was taken on record by the Board of Directors, there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines as per the list of such laws as mentioned above in Point No. vi of para 3 of this report.

The following events/actions were having a major bearing on the Company's affairs in pursuance of the above-mentioned laws, rules, regulations, guidelines etc., during the audit period:

- a. The Scheme of Amalgamation of Biofusion Therapeutics Limited (Transferor Company) with Biocon Pharma Limited (Transferee Company), both wholly owned subsidiaries of the Company, has been approved by the National Company Law Tribunal (NCLT), Bengaluru Bench vide Order dated April 24, 2024.
- b. Mr. Mukesh Kamath was appointed as the Interim Chief Financial Officer and Key Managerial Personnel (KMP) of the Company with effect from June 11, 2024.
- c. The Company has raised funds by issuance and allotment of listed Commercial Papers aggregating to ₹ 570 Crores on private placement basis.
- d. Mr. Mayank Verma, Company Secretary, Compliance Officer and KMP of the Company, has resigned from his position with effect from close of business hours on April 14, 2025.

For **V. SREEDHARAN & ASSOCIATES**

Sd/-

**(Pradeep B. Kulkarni)**

Partner

Place: Bengaluru

Date: May 08, 2025

FCS: 7260; CP No. 7835

UDIN: F007260G000296571

Peer Review Certificate No. 5543/2024

This report (i.e., Form No. MR-3) is to be read with our letter of even date which is annexed as Annexure and forms an integral part of this report.

**'Annexure'**

To,  
The Members  
**Biocon Limited**  
20th K.M. Hosur Road, Electronic City,  
Bengaluru - 560100

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 the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the 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. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of 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 **V. SREEDHARAN & ASSOCIATES**

Place: Bengaluru  
Date: May 08, 2025

**Sd/-**  
**(Pradeep B. Kulkarni)**  
Partner  
FCS: 7260; CP No. 7835  
UDIN: F007260G000296571  
Peer Review Certificate No. 5543/2024

**Annexure 4A - Secretarial Audit Report of Biocon Biologics Limited for the Financial Year ended on March 31, 2025**

**Form No. MR-3**

**SECRETARIAL AUDIT REPORT**

[Pursuant to Sub Section (1) of Section 204 of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

**For the Financial Year Ended 31.03.2025**

To,  
The Members,  
**BIOCON BIOLOGICS LIMITED**  
Biocon House, Ground Floor, Tower-3,  
Semicon Park, Electronic City, Phase - II,  
Hosur Road, Bengaluru - 560100

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Biocon Biologics Limited ("the Company"). The Secretarial Audit was conducted in a manner that provided us with a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the financial year ended on March 31, 2025 (the audit period) 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:

- i. The Companies Act, 2013 ('the Act') and the rules made thereunder.
- ii. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder.
- iii. The Depositories Act, 1996 and the Regulations and Byelaws framed thereunder.
- iv. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowing.
- v. Other laws specifically applicable to the Company:
  - a. Drugs and Cosmetics Act, 1940
  - b. Drugs and Cosmetics Rules, 1945
  - c. Bio Medical Waste (Management & Handling) Rules, 1998
  - d. Drugs & Magical Remedies (Objectionable Advertisements) Rules, 1954
  - e. Narcotic Drugs and Psychotropic substance Act
  - f. Atomic Energy Act, 1962
  - g. The Hazardous Waste (Management, Handling and Trans-boundary movement) Rules 2008, amended in 2016.
  - h. Hazardous Substances (Classification packaging and labelling) Rules 2011

- i. The Explosives Act, 1983
- j. Manufacture, Storage, and Import of Hazardous Chemicals Rules, 1989
- k. Drug (Price Control) Order (DPCO) 2013 (NPPA)
- l. Regulation of Drug Act, 1978
- m. National Biodiversity Act, 2002
- n. Uniform Code of Pharmaceuticals Marketing Practices (UCPMP) Guidelines
- o. Livestock Importation Act, 1898
- p. Generic Drug User Fee Amendment (GDUFA) 2012
- q. Cosmetics, Devices and Drugs Act, 1980
- r. Registration Guideline for Registration of the Medicinal Products, 2013
- s. The Special Economic Zone Act 2005, Special Economic Zone Rules 2006

The Company being an unlisted public limited Company, the following Regulations prescribed under Securities and Exchange Board of India Act, 1992 ('SEBI Act') were not applicable to the Company during the audit period:

- (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 (Issue and Listing of Non-Convertible Securities) Regulations, 2021;
- (f) The Securities and Exchange Board of India (Registrar to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;
- (g) The Securities and Exchange Board of India (Delisting of Equity shares) Regulations, 2021;
- (h) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;
- (i) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; and
- (j) Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

We have also examined compliance with the applicable clauses of Secretarial Standards issued by the Institute of Company Secretaries of India on Meetings of the Board of Directors and General Meeting.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines and Standards etc., as mentioned above.

We have not examined compliance with applicable Financial Laws, like Direct and Indirect Tax Laws, since the same have been subject to review by statutory financial audit and other designated professionals.

We further report that the Board of Directors of the Company is duly constituted. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent to all the directors for all the Board Meetings held during the period under review. A system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes of the meetings duly recorded and signed by the Chairperson, the decisions of the Board were unanimous, and no dissenting views have been recorded.

We further report that, there are adequate systems and processes in the Company in line with Biocon's group level practices, commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations, and guidelines which are listed under point no. v of 3rd para of this report.

The following events/actions were having a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines etc., during the audit period:

- a) Allotment of 238,00,000 Optionally Convertible Debentures (OCDs) to Biocon Limited through preferential issue on private placement basis on the following instances:
  - 125,00,000 OCDs on May 30, 2024
  - 113,00,000 OCDs on December 18, 2024
- b) Ms. Deepika Srivastava resigned as Company Secretary and Key Managerial Personnel of the Company with effect from July 31, 2024.  
Mr. Akhilesh Nand was appointed as the Company Secretary and Key Managerial Personnel of the Company with effect from August 6, 2024.

For **V. SREEDHARAN & ASSOCIATES**

Sd/-  
**(Pradeep B. Kulkarni)**

Partner

FCS: 7260; C.P. No: 7835

UDIN: F002347G000275554

Peer Review Certificate No. 5543/2024

Place: Bengaluru

Date: 06.05.2025

This report (i.e., Form No. MR-3) is to be read with our letter of even date which is annexed as Annexure and forms an integral part of this report.

'Annexure'

To,  
The Members,  
**BIOCON BIOLOGICS LIMITED**  
Biocon House, Ground Floor, Tower-3,  
Semicon Park, Electronic City, Phase - II,  
Hosur Road, Bengaluru - 560100

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 the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the 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. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of 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 **V. SREEDHARAN & ASSOCIATES**

Sd/-  
**(Pradeep B. Kulkarni)**

Partner

FCS: 7260; C.P. No: 7835

UDIN: F002347G000275554

Peer Review Certificate No. 5543/2024

Place: Bengaluru  
Date: 06.05.2025

## Annexure 5 - Particulars of Remuneration

Information pursuant to Section 197(12) of the Companies Act, 2013

(Read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014)

S. No.	Name of the Director/Key Managerial Personnel and Designation	Percentage increase in remuneration of each Director/CEO/CFO/CS in the FY 2024-25 (%)	Ratio of the remuneration of each Director to the median remuneration of the employees
<b>Executive Directors</b>			
1	Kiran Mazumdar-Shaw (Executive Chairperson)	10.02	57.90
2	Siddharth Mittal (Managing Director and CEO)	28.61	100.95
<b>Non-Executive Non Independent Directors</b>			
3	Prof. Ravi Rasendra Mazumdar	8.90	9.31
4	Eric Vivek Mazumdar	6.79	8.15
<b>Independent Directors</b>			
5	Meleveetil Damodaran*	NA	0.23
6	Bobby Kanubhai Parikh	6.47	11.40
7	Naina Lal Kidwai	8.90	9.31
8	Rekha Mehrotra Menon	16.23	9.07
9	Nicholas Robert Haggard	45.38	10.35
10	Atul Dhawan**	NA	9.08
<b>Key Managerial Personnel</b>			
11	Mukesh Kamath® (Interim Chief Financial Officer)	NA	15.31
12	Mayank Verma (Company Secretary)	26.92	9.42

\* Meleveetil Damodaran was in office only for part of the year due to completion of his second and final term as an Independent Director effective from the close of business hours on July 25, 2024, and hence the percentage of increase of remuneration in his case is not comparable with that of the previous year.

\*\* Atul Dhawan was in office only for part of the year (appointed effective from May 16, 2024) and hence the percentage of increase of remuneration in his case is not comparable with that of the previous year.

® Mukesh Kamath was in office only for part of the year (appointed effective from June 11, 2024) and hence the percentage of increase of remuneration in his case is not comparable with that of the previous year.

### Notes:

- The remuneration paid to Non-Executive Directors (including Independent Directors) includes commission and sitting fees and is based on the position they occupied in various committees and meetings attended by them during Financial Year 2024-25.
- The remuneration does not include perquisite value on account of stock options exercised during the year.
- The remuneration to the Executive Director and Key Managerial Personnel does not include provisions made for gratuity and compensated absences, as they are obtained on an actuarial basis for the Company as a whole.

I	Percentage increase / (decrease) in median remuneration of employees in the financial year	The median remuneration of employees increased from ₹ 663,394 as at March 31, 2024 to ₹ 730,175 as at March 31, 2025, representing an increase of 10.07%.
II	Number of permanent employees on the rolls of the Company	There were 3,442 permanent employees as on March 31, 2025.
III	Average percentile increase in salaries of employees other than managerial personnel in the last financial year and its comparison with the percentile increase in managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration	The average increase in employee remuneration other than managerial personnel was 10%. The increase in managerial remuneration is in line with the measures to attract and retain the best talent. The Company also uses a mix of fixed, variable and ESOP/ RSU based compensation on a mid-to-long-term basis to align middle and senior management compensation to enhance shareholder values.

It is hereby affirmed that the remuneration paid for the Financial Year 2024-25 was as per the Company's Policy on Director's Appointment and Remuneration.

For and on behalf of the Board

Place: Bengaluru

Date: May 08, 2025

**Sd/-**  
**Kiran Mazumdar-Shaw**  
Executive Chairperson  
DIN: 00347229

## Annexure 6 - Annual Report on Corporate Social Responsibility (CSR) Activities

[Pursuant to Section 135 of the Companies Act, 2013 read with Companies (Corporate Social Responsibility Policy) Rules, 2014]

### 1. Brief outline on CSR Policy of the Company:

Biocon believes in making a difference to the lives of people who are underprivileged. It promotes social and economic inclusion by ensuring that marginalized communities have equal access to healthcare services, educational opportunities, civic infrastructure and a healthy environment.

The Company's CSR activities are implemented through:

- A. **Biocon Foundation**, through which the implementation of CSR activities are in the following modes:
  - Direct execution of projects/programs.
  - Partnership - Build fruitful collaborations with like-minded organisations through a memorandum of understanding.
  - Grants - Provide grants to NGOs, trusts and academic institutions under the grant-in-aid initiative for innovative and impactful social and environmental projects. In such scenario, the Foundation employs its expertise to evaluate the proposals of grant seekers and conducts due diligence when necessary before seeking approval from Corporate Social Responsibility and ESG (CSR & ESG) Committee for releasing grants to them. Organisations with an established record of at least three years in undertaking similar initiatives, a mandatory CSR Registration Number, as well as registration certificate required to undertake CSR activities under Sections 80G and 12A of The Income-tax Act, 1961, are selected to implement the CSR Activities, in pursuance of the Companies Act, 2013.
- B. **Biocon Academy** offers high-quality innovative programs enhancing employability and transforming fresh biotech graduates into biosciences professionals.
- C. **Any other Agency**: CSR activities can be undertaken through any other implementing agency. Such agency shall satisfy the statutory requirements as specified in the Companies Act, 2013.

The CSR Vision of the Company is to strive towards developing and sustaining healthy and empowered communities by promoting social & economic inclusion and improving overall quality of life.

### 2. Composition of CSR & ESG Committee:

The CSR & ESG Committee of our Board provides oversight of CSR Policy and monitors execution of various activities to meet the set CSR objectives. The composition of the CSR & ESG Committee is mentioned below:

Sl. No.	Name of Director	Designation	Category	Number of meetings of CSR & ESG Committee held during the year	Number of meetings of CSR & ESG Committee attended during the year
1.	Naina Lal Kidwai	Chairperson	Independent Director	5	5
2.	Prof. Ravi Rasendra Mazumdar	Member	Non-Executive Director	5	5
3.	Siddharth Mittal	Member	Executive Director	5	5
4.	Eric Vivek Mazumdar	Member	Non-Executive Director	5	5
5.	Rekha Mehrotra Menon	Member	Independent Director	5	5
6.	Nicholas Robert Hagggar	Member	Independent Director	5	5

### 3. Provide the web-link where Composition of CSR & ESG committee, CSR Policy and CSR projects approved by the Board are disclosed on the website of the Company:

- i. The CSR policy: <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>
- ii. The composition of the CSR & ESG Committee: <https://www.biocon.com/investor-relations/corporate-governance/board-committees/>
- iii. The projects as approved by the Board are disclosed on the website at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>

### 4. Provide the executive summary along with web-link(s) of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable:

Not Applicable.

5. (in ₹ million)

(a)	Average net profit of the Company as per Section 135(5)	1412.0
(b)	Two percent of average net profit of the Company as per Section 135(5)	28.2
(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	-
(e)	Total CSR obligation for the financial year [(b)+(c)-(d)]	28.2

6. (in ₹ million)

(a)	Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project):	63.5
(b)	Amount spent in Administrative Overheads:	-
(c)	Amount spent on Impact Assessment, if applicable:	-
(d)	Total amount spent for the Financial Year [(a)+(b)+(c)]:	63.5

(e) CSR amount spent or unspent for the Financial Year: (in ₹ million)

Total Amount Spent for the Financial Year	Amount Unspent				
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of section 135a		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
63.5	-	-	-	-	-

(f) Excess amount for set-off, if any: (in ₹ million)

Sl. No.	Particulars	Amount
(i)	Two percent of average net profit of the Company as per Section 135(5)	28.2
(ii)	Total amount spent for the Financial Year	63.5
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	35.3
(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)]	35.3

7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years: Not Applicable

(1)	(2)	(3)	(4)	(5)	(6)		(7)	(8)
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under Section 135(6) (in ₹)	Balance Amount in Unspent CSR Account under Section 135(6) (in ₹)	Amount Spent in the Financial Year (in ₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (in ₹)	Deficiency, if any
					Amount (₹)	Date of Transfer		
1	FY-1	-	-	-	-	-	-	-
2	FY-2	-	-	-	-	-	-	-
3	FY-3	-	-	-	-	-	-	-

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year: No

If Yes, enter the number of Capital assets created/ acquired: Not Applicable

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sl. No.	Short particulars of the property or asset(s) (including complete address and location of the property)	Pin code 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
-							

**9. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per Section 135(5):**

Not Applicable

For and on behalf of the Board

**Sd/-**  
**Naina Lal Kidwai**  
 Chairperson – CSR & ESG Committee  
 DIN: 00017806

**Sd/-**  
**Siddharth Mittal**  
 Managing Director and CEO  
 DIN: 03230757

Place: Bengaluru  
 Date: May 08, 2025

## Annexure 7 - Biocon Limited Corporate Codes & Policies

Biocon Limited ('the Company') believes in implementation of good corporate practices, policies, guidelines and is committed to meet the aspirations of all the stakeholders. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), the Companies Act, 2013 and other applicable laws mandate the formulation of certain codes and policies for all listed Companies. Such codes and policies are available on the Company's website at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>. The codes and policies are reviewed and approved periodically by the respective Committees and / or Board.

The summary of key Codes & Policies that have been adopted are as follows:-

Sl. No.	Name of the Code/Policy	Salient Features	Web Link
1.	Code of Conduct and Ethics	The code provides the framework for promoting ethical conduct in the Company and is a practical guide to ethical behavior for all our employees and Board Members.  The code was last revised and adopted on May 08, 2025.	<a href="https://www.biocon.com/docs/Code-of-conduct.pdf">https://www.biocon.com/docs/Code-of-conduct.pdf</a>
2.	Policy on Related Party Transactions	The policy provides a framework to govern transactions between the Company and its related parties based on the applicable laws and regulations.  The policy was last revised and adopted on January 30, 2025.	<a href="https://www.biocon.com/docs/Policy-on-Related-Party-Transactions.pdf">https://www.biocon.com/docs/Policy-on-Related-Party-Transactions.pdf</a>
3.	Whistle Blower & Integrity Policy (Vigil Mechanism)	The objective of the Policy is to: (a) Enable a person who observes an unethical practice to approach the Integrity Committee or Audit Committee. (b) Govern reporting and investigation of allegations of suspected unethical activities. (c) Enable Directors and employees to report genuine concerns or grievance.  The policy was last revised and adopted on October 30, 2024.	<a href="https://www.biocon.com/docs/Biocon-Whistle-Blower-and-Integrity-Policy.pdf">https://www.biocon.com/docs/Biocon-Whistle-Blower-and-Integrity-Policy.pdf</a>
4.	Biocon Policy on Corporate Social Responsibility and Environmental, Social & Governance	The policy is formulated to meet the CSR objectives set by the Company as well as the applicable statutory requirements notified by the Ministry of Corporate Affairs through the Companies Act, 2013. This policy also aims to establish boundaries for acceptable behaviour and guidelines for best practices in CSR & ESG related initiatives as applicable.  The policy was last revised and adopted on May 16, 2024.	<a href="https://www.biocon.com/docs/CSR-Charte-&amp;Policy.pdf">https://www.biocon.com/docs/CSR-Charte-&amp;Policy.pdf</a>
5.	Board Diversity Policy	The basic essence of the Policy is to provide a framework for leveraging on the differences within the expertise of the Board, offering a broad range of perspectives that are directly relevant to the business.  The policy was last revised and adopted on May 16, 2024.	<a href="https://www.biocon.com/docs/Board_Diversity_Policy_2024.pdf">https://www.biocon.com/docs/Board_Diversity_Policy_2024.pdf</a>
6.	Policy for determining Material Subsidiaries	The policy is largely framed in accordance with the requirement of Regulation 16 of SEBI Listing Regulations, intended to deal with material subsidiaries and to ensure governance framework for material subsidiaries of the Company.  The policy was last revised and adopted on January 30, 2025.	<a href="https://www.biocon.com/docs/Policy-on-Material-Subsidiaries.pdf">https://www.biocon.com/docs/Policy-on-Material-Subsidiaries.pdf</a>
7.	Policy for Determination of Materiality for Disclosures	The policy is primarily intended to specify the criteria based on which the event or information would be considered as material for disclosure to the stock exchanges in terms of SEBI Listing Regulations.  The policy was last revised and adopted effective from January 30, 2025.	<a href="https://www.biocon.com/docs/Biocon_Policy-for-determining-materiality-for-disclosures.pdf">https://www.biocon.com/docs/Biocon_Policy-for-determining-materiality-for-disclosures.pdf</a>
8.	Dividend Distribution Policy	The policy establishes the principles to ascertain amounts that can be distributed to equity shareholders as dividend by the Company as well as enable the Company to strike balance between payout and retained earnings, in order to address future needs of the Company.  The policy was last revised and adopted on May 14, 2020 and was last reviewed by the Board on May 23, 2023.	<a href="https://www.biocon.com/docs/Biocon_Dividend%20Distribution%20Policy_2020.pdf">https://www.biocon.com/docs/Biocon_Dividend%20Distribution%20Policy_2020.pdf</a>

Sl. No.	Name of the Code/Policy	Salient Features	Web Link
9.	Code of Conduct for Prevention of Insider Trading and Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information	<p>The code provides the framework for dealing with securities of the Company in accordance with the SEBI (Prohibition of Insider Trading) Regulations, 2015.</p> <p>Further, the "Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information" has been adopted to ensure timely and adequate disclosure of Price Sensitive Information with special reference to analysts, institutional investors, etc.</p> <p>The Code of Conduct for Prevention of Insider Trading was last revised and adopted on May 08, 2025 and the Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information was last revised and adopted on January 30, 2025.</p>	<a href="https://www.biocon.com/docs/Code-of-Conduct-for-Prevention-of-Insider-Trading.pdf">https://www.biocon.com/docs/Code-of-Conduct-for-Prevention-of-Insider-Trading.pdf</a>
10.	Policy for Preservation and Archival of Documents	<p>The policy is intended to establish guidelines for the creation, classification, maintenance, preservation and disposal of any documents.</p> <p>This policy was last revised and adopted on November 10, 2023.</p>	<a href="https://www.biocon.com/docs/Policy_for_Preservation_and_Archival_of_Documents-20231110.pdf">https://www.biocon.com/docs/Policy_for_Preservation_and_Archival_of_Documents-20231110.pdf</a>
11.	Familiarisation program for Independent Director	<p>This policy aims to provide insights into the Company to enable the Independent Directors to understand the business in depth and contribute to the strategy and overseeing of the Company.</p> <p>The policy was last revised and adopted on May 14, 2020 and was last reviewed by the Board on May 23, 2023.</p>	<a href="https://www.biocon.com/docs/Familiarisation%20Policy_%202020.pdf">https://www.biocon.com/docs/Familiarisation%20Policy_%202020.pdf</a>
12.	Policy on Appointment and Remuneration of Directors, Key Managerial Personnel and other employees	<p>This policy provides an underlying basis and guide for human resource management thereby aligning plans for strategic growth of the Company.</p> <p>The policy was last revised and adopted on January 30, 2025.</p>	<a href="https://www.biocon.com/docs/Policy-on-Directors-appointment-and-remuneration.pdf">https://www.biocon.com/docs/Policy-on-Directors-appointment-and-remuneration.pdf</a>
13.	Risk Management Policy	<p>The policy aims at formalizing a process to deal with the most relevant risks on existing management practices, knowledge and structures.</p> <p>The policy was last revised and adopted on October 30, 2024.</p>	-
14.	Biodiversity and No Deforestation Policy	<p>This policy is guided by best practices as well as principles included within India's National Biodiversity Action Plan (NBAP), 2008, Biological Diversity Act (India), 2002, United Nations Educational, Scientific and Cultural Organization (UNESCO), Biodiversity Initiative, International Union for Conservation of Nature Environmental &amp; Social Management System (IUCN ESMS) standard and the United Nations Sustainable Development Goals (UNSDGs).</p> <p>The policy was adopted on August 10, 2023.</p>	<a href="https://www.biocon.com/docs/Biodiversity-Policy-Document-Aug-2023.pdf">https://www.biocon.com/docs/Biodiversity-Policy-Document-Aug-2023.pdf</a>
15.	Policy for Anti-Bribery & Anti-Corruption (ABAC)	<p>The policy aims to ensure that adequate guidelines are in place to prevent any incident relating to bribery, corruption, and any forms thereof within or in relation to Biocon and set out the Company's responsibilities, and of those working for or with the Company in observing and upholding the Company's position on bribery and corruption matters.</p> <p>The policy was adopted on May 08, 2025.</p>	<a href="https://www.biocon.com/docs/Biocon-ABAC-Policy.pdf">https://www.biocon.com/docs/Biocon-ABAC-Policy.pdf</a>

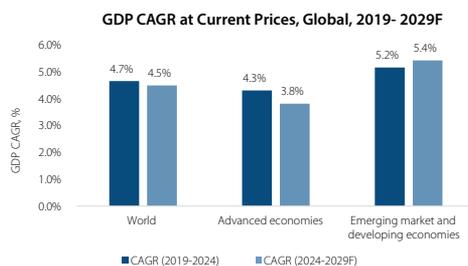
# Management Discussion and Analysis

The global economy continues to show resilience, marked by steady growth and a rapid decline in inflation after its recent surge. Despite challenges such as post-pandemic supply chain disruptions, geopolitical tensions—including the Russia-Ukraine conflict and unrest in the Middle East—and rising energy and food prices, the economy has adapted impressively. This resilience is supported by favorable supply-side developments, including easing energy costs and a rebound in labor market participation.

Ongoing tariff revisions and geopolitical tensions may temper global GDP growth, easing the growth rate for advanced economies from 4.3% (2019–2024) to 3.8% (2024–2029). In contrast, emerging markets and developing economies are set to accelerate from 5.2% to 5.4%, driven by domestic demand and broader trade ties.

Advanced Economies remain central to the growth trajectory since they represented 58.5% of the global output in 2024. With a projected 3.8% growth over the next five years, they are expected to maintain a dominant share that will continue to exceed 56% through 2029, reinforcing their enduring influence on global economic dynamics.

Nonetheless, the rising importance of emerging markets and developing economies cannot be overlooked. Marked by rapid industrialization, urbanization, and demographic shifts, these regions are becoming substantial contributors to global GDP growth, consumption patterns, and investment inflows. Forecasts indicate a CAGR of 5.4% between 2024 and 2029, with significant prominence in emerging economies across Asia, particularly India.



Source: World Economic Outlook-April 2025, Frost & Sullivan  
Note: F - Forecast

India's projected GDP acceleration, from an average of 6.6% during 2019–2024 to 9.5% during 2024–2029, is underpinned by strong domestic drivers, including robust private consumption, rising infrastructure investment, digitalization, and structural policy reforms, as well as external tailwinds such as the China+1 and ongoing tariff wars. Comparatively lower US tariffs on Indian goods, relative to Chinese goods, are boosting India's export competitiveness, significantly benefiting Indian suppliers.

India is projected to become the world's third-largest economy by 2027, surpassing Japan and Germany, with a GDP forecast to exceed USD 5 trillion. India aims to achieve developed economy status by 2047, driven by robust growth projections of 9.5% between 2024 and 2029. This surge in growth is bolstered by escalating domestic consumer demand across sectors,

substantial government and private global investments, strengthened global partnerships, and reforms centered on the Atmanirbhar Bharat initiative and a flourishing Micro, Small, and Medium-sized Enterprise (MSME) sector.

Furthermore, manufacturing has historically contributed 16-17% of the country's GDP. With the prioritization of manufacturing across sectors, including automotive, engineering, chemicals, pharmaceuticals, and consumer durables, through the implementation of policies like the Production-Linked Incentive (PLI) scheme and industrial development schemes in states with industrial backwardness, the manufacturing sector is expected to account for 25% of GDP by 2025. As India strengthens its position in the global manufacturing landscape, the pharmaceutical industry holds significant potential. By serving both domestic and export markets, pharmaceutical companies can harness the momentum of India's rise as a prominent manufacturing destination.

The projected expansion in emerging markets and developing economies, alongside consistent growth in advanced economies, is expected to stimulate demand across crucial sectors like healthcare and pharmaceuticals in particular.

## Global Pharma Market

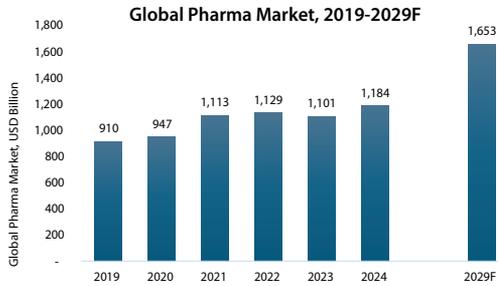
### Overview

The global pharmaceutical market is entering a period of strong and sustained growth, presenting compelling opportunities. Key supply-side drivers include the launch of innovative therapies and a significant uptick in generics and biosimilars, especially as major drugs face patent expirations. On the demand side, demographic shifts such as aging populations and the rising burden of chronic diseases are fueling long-term healthcare needs. Additionally, increased prioritization of health, broader access to affordable treatments, and growing consumer awareness are expanding the market base.

The industry is undergoing a transformation, shaped by scientific innovation, demographic evolution, and geopolitical developments. Breakthroughs in biomedical research and a growing emphasis on curative therapies are accelerating innovation pipelines. At the same time, the push for affordability and access is prompting companies to diversify their portfolios, particularly in generics and biosimilars, which offer attractive margins and scalability.

Traditional growth levers like chronic disease prevalence and OTC consumer engagement—remain strong, while emerging trends such as precision medicine and complex biologics are opening new high-value segments. These shifts are not only reshaping product development but also redefining competitive strategies and investment priorities.

The market is projected to grow at a CAGR of 6.9% between 2024 and 2029, outpacing the 5.4% CAGR recorded from 2019 to 2024. By 2029, the global pharmaceutical market is expected to reach USD 1.6 trillion, up from USD 1.18 trillion in 2024.



Source: Evaluate Pharma, Frost & Sullivan

Note: F - Forecast

### Growth Drivers of the Global Pharma Market

The global pharmaceutical market is set for sustained growth, driven by aging populations, rising chronic disease burden, and increased healthcare awareness—especially in emerging markets. Expanded coverage by governments and insurers is boosting access across income levels. On the supply side, the patent cliff is enabling generics and biosimilars, enhancing affordability and competition. Meanwhile, strong R&D investment is delivering innovative therapies in oncology, immunology, diabetes, obesity, and rare diseases.

### Pharma Market by Therapy areas

The composition of pharma spending is witnessing a therapeutic shift, shaped by innovation, rising chronic disease burden, and evolving treatment paradigms.

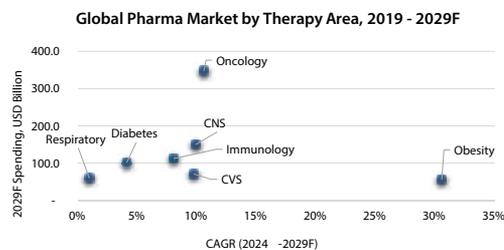
In 2024, chronic therapy areas account for 65–70% of global pharma spending. Oncology leads with 17.7% market share, projected to rise to 20.2% by 2029, driven by next-gen immunotherapies, targeted biologics, faster approvals, rising cancer diagnoses, and improved access.

Cardiovascular therapies, long slowed by generics, are set to grow at a 9.7% CAGR, reaching USD 71 billion by 2029, fueled by novel lipid and heart failure drugs and increased focus on metabolic risk.

CNS therapies will expand from USD 94 billion in 2024 to USD 150 billion by 2029, driven by aging populations, neurodegenerative diseases, and mental health awareness.

Obesity is emerging as a high-growth area, with market value growing at over 30% CAGR, led by GLP-1 drugs and their synergy with diabetes, cardiovascular, and metabolic care. While GLP-1s reshape diabetes treatment, insulin remains vital, sustaining growth in metabolic and endocrine therapies.

By 2029, chronic therapies are expected to comprise 75–80% of total pharma market value, shaped by lifelong medication use, high-value acute treatments, and specialty therapies with curative potential.



Source: Evaluate Pharma, Frost & Sullivan

Note: F - Forecast, CNS: Central Nervous System, CVS: Cardiovascular

### Trends Within the Pharmaceutical Sector

The biopharmaceutical industry is undergoing rapid transformation, driven by technology, shifting demographics, and evolving market demands. Companies are leveraging AI, blockchain, and digital tools across R&D, manufacturing, clinical trials, and supply chains to accelerate drug development and improve outcomes.

Advanced AI platforms, digital twins, and real-world data simulations are streamlining processes, enhancing precision, and enabling agile portfolio management. This tech-driven shift is making healthcare more patient-centric and efficient.

Pharma firms are also prioritizing global health equity and sustainability, integrating data-driven research with cutting-edge innovation to meet emerging health challenges.

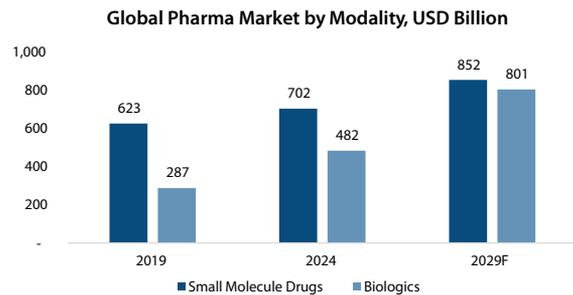
Key trends are discussed below.

### Growing demand for Biologics (incl. Biosimilars) and Specialty Molecules (incl. Complex Generics)

#### Growth in Biologics (incl. Biosimilars)

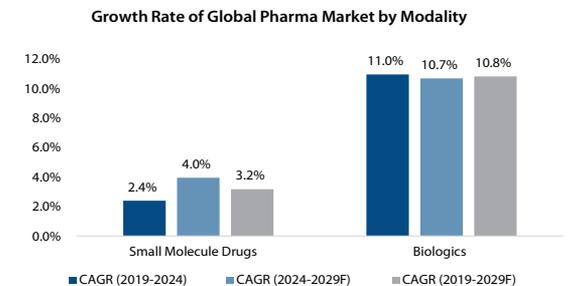
Biologics, medical drugs manufactured in or extracted from living organisms, have been revolutionizing healthcare. Driven by breakthroughs in antibody therapies, gene and cell treatments, and immuno-oncology, biologics now dominate top-selling drugs and are transforming care in complex diseases. Biologics accounted for 12 of the top 15 best-selling drugs in 2024. (Source: Frost & Sullivan)

The share of such drugs as a share of the overall medicines market has grown significantly. The biologics market is projected to grow at a compound annual growth rate (CAGR) of 10.7% from 2024 to 2029, from an estimated USD ~482 billion in 2024 to USD ~800 billion by 2029.



Source: Evaluate Pharma, Frost & Sullivan

Note: F - Forecast

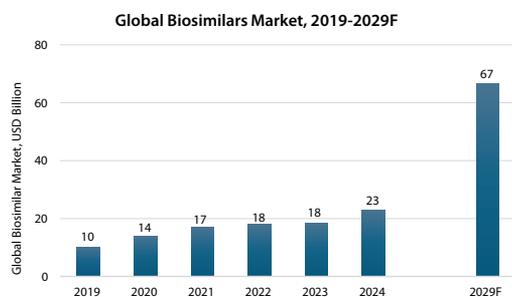


Source: Evaluate Pharma, Frost & Sullivan

Note: F - Forecast

Biologics remain costly, posing affordability challenges, especially in low- and middle-income countries.

Biosimilars are emerging as affordable, clinically comparable alternatives, expanding access, driving competition, and delivering significant cost savings across established markets and greater accessibility in lower- and middle-income countries. The global biosimilars market is growing at a rapid pace, driven by increasing trust among physicians and patients in biosimilars as cost-effective and clinically comparable alternatives to biologics, and supportive incentives from regulators and payers.



Source: Evaluate Pharma, Frost & Sullivan

Note: F - Forecast

Global biosimilar sales reached USD 23 billion in 2024 with the market projected to reach USD 67 billion by 2029. Biosimilars currently account for 5% of the biologics market, with this share expected to rise to 8% by 2029, driven by broader portfolios, increased adoption, and growing confidence among prescribers and payers.

As biologics continue to dominate pipelines and treatment paradigms, biosimilars are poised to play an increasingly strategic role in balancing innovation with sustainability across global healthcare systems.

#### Rise of Specialty Molecules (incl. Complex Generics)

Specialty medicines treat chronic, complex, and rare diseases. Though costly and requiring complex distribution and patient engagement, their most noted trait is high expense despite comprising just 2–3% of volume. Complex generics are advanced versions of generic drugs. Between 2025 and 2028, patent expirations of blockbuster small molecules will unlock a USD 114 billion opportunity, driven by oncologics, antidiabetics, and anticoagulants. (Source: Frost & Sullivan)

The rise of complex generics, specialty molecules, and biosimilars is reshaping pharma across developed and emerging markets. With a focus on cost savings and a looming patent cliff, companies have a prime opportunity for growth.

#### GLP-1 Drugs: Transforming Metabolic Disease Landscape

The global obesity market is expanding rapidly due to rising obesity rates, treatment innovations, and increased awareness of health risks. A major growth driver is GLP-1 receptor agonists (RAs), known for their effectiveness in weight loss, glycemic control, and broader therapeutic use beyond diabetes. Their growing acceptance, accessibility, and synergy with insulin therapies enhance their adoption. Combined use with basal insulin improves outcomes, reduces glycemic and weight gain risks, and is supported by clinical guidelines.

GLP-1 therapies have emerged as blockbuster treatments, especially in obesity—a market long underserved by effective drugs. In 2024, four GLP-1 drugs ranked among the top global therapies: semaglutide (USD 29.3 billion), tirzepatide (USD 16.5 billion), dulaglutide (USD 5.3 billion), and liraglutide (USD 1.8 billion). With proven benefits in glycemic control and weight loss, and ongoing research in cardiovascular disease, NASH, and neurodegenerative disorders, GLP-1s offer significant near-, mid-, and long-term potential—with growth projected at 3x the industry average. (Source: Frost & Sullivan)

The GLP-1 market is one of the fastest-growing segments in the global pharmaceutical industry. Global sales surged from USD 11 billion in 2019 and USD 54 billion in 2024 and are projected to reach USD 144 billion by 2029. This remarkable growth is fuelled by convergence of global health challenges, innovation, and expanding access. The dual epidemics of diabetes and obesity are placing immense pressure on healthcare systems and economies worldwide. Diabetes affects over 536 million people as of 2021 and is projected to affect 1.3 billion people by 2050, while obesity—linked to 80–85% of type 2 diabetes cases—is expected to impact more than 4 billion individuals by 2035, with prevalence rising from 14% to 24%. GLP-1 drugs offer a critical solution to these challenges, with their efficacy in glycemic control and weight reduction driving strong demand. (Source: Frost & Sullivan)

The market is further catalysed by the impending patent expiries of leading GLP-1 agents, opening the door for generics starting in 2026 and 2027. Biocon was among the first to receive approval for generic liraglutide in the UK in March 2024, followed by approvals in the EU and US for liraglutide and exenatide by other companies—significantly improving affordability and access. Next-generation GLP-1 therapies, including GLP-1/GIP co-agonists and triple agonists, are demonstrating superior efficacy, with 15–25% weight loss and improved cardiovascular and renal outcomes, expanding their appeal across the cardiometabolic spectrum. (Source: Frost & Sullivan)



Innovations like oral tablets and long-acting injectables are improving patient convenience and expanding GLP-1 adoption, especially among non-insulin-dependent and obesity-only populations. With oral semaglutide gaining traction and orforglipron completing Phase 3 trials, accessibility is set to rise. Reimbursement is also improving, notably in developed markets through Medicare and employer wellness programs. Beyond diabetes and obesity, GLP-1s are being explored for conditions like heart failure, NASH, CKD, Alzheimer's, and PCOS—broadening their therapeutic scope and long-term growth potential.

#### Continued Pricing Pressure on Drugs and Access to Healthcare

The pharmaceutical industry faces growing global pressure on drug pricing, with governments enforcing cost controls. In the U.S., the Inflation Reduction Act (IRA) allows Medicare to begin negotiating drug prices with manufacturers starting in 2026.

Pharmaceutical companies face reduced profitability due to lower drug prices, discouraging post-approval research—especially for small molecules—which may limit new indications and raise launch prices. President Trump's executive order supports the Inflation Reduction Act, directing the Department of Health and Human Services to negotiate drug prices and proposing equal treatment for small molecules and biologics, with negotiations starting after 13 years.

To adapt, the industry must innovate with new business models like value-based pricing, which ties payment to a drug's clinical value. Regional pricing strategies and improved R&D efficiency—through AI collaborations with tech startups—are also key to navigating current challenges.

### Digital Innovation

Digital innovation is reshaping pharma through AI, ML, automation, and analytics, driven by globalization, competition, and evolving goals. AI/ML aids drug discovery, patient targeting, and trial design, while e-clinical platforms and wearables enhance trial efficiency and treatment outcomes. GenAI accelerates candidate identification, manages decentralized trials, and improves real-time data analysis. Regulatory bodies like the EMA and FDA are increasingly accepting AI in drug development.

Real-world evidence, mHealth apps, and digital therapeutics are boosting remote care and patient engagement. Big data, IoT, and blockchain improve trials, medication tracking, and supply chains. The shift toward personalized medicine and digital health is creating a more efficient, accessible, and patient-centric ecosystem.

### Shifting Consumer Behavior and Personalized Medicines

Consumer behavior in healthcare is shifting toward convenience, personalization, and tech-driven solutions. Patients seek tailored care, preventive treatments, and tools for self-management, influenced by rising costs and changing spending patterns. Technologies like AI, IoT, and wearables enable real-time monitoring and personalized interventions, improving outcomes and efficiency.

Advances in genomics and biotechnology are driving personalized medicine, with gene-editing tools like CRISPR and therapies like CAR-T offering potential cures. However, high R&D costs, infrastructure needs, and limited access pose challenges, risking health inequalities. Overcoming these barriers is key to realizing the promise of precision health.

### Building an Agile Manufacturing Ecosystem

Agile manufacturing enables rapid adaptation to disruptions, demand shifts, and regulatory changes, ensuring supply chain stability and competitiveness. It leverages real-time data, analytics, and strong supply chain collaboration for quick decision-making and recovery. Continuous manufacturing adds value through real-time quality monitoring.

Additive manufacturing (3D printing) allows on-demand production of complex parts, reducing inventory, material use, energy, and time—making pharmaceutical production more efficient and sustainable.

### Health Equity and Access

The pharmaceutical industry is evolving amid rising health disparities, regulatory demands, and a shift toward patient-centric care. Companies are enhancing access, addressing social determinants, and promoting equity - especially for underserved groups and women - through education, inclusive policies, diverse clinical trials, and culturally sensitive outreach.

Investment is growing in R&D for diseases affecting marginalized populations, with collaboration across governments, providers, and advocacy groups. In LMIC\*, innovation in diagnostics, therapies, and distribution is vital, with AI and digital health improving surveillance, access, and efficiency.

\* LMIC: Low - and Middle- Income Countries

Despite progress, pricing pressures and cost controls threaten profitability and innovation. To adapt, the pharma industry must embrace value-based pricing, regional reimbursement models, and tech-driven solutions to ensure equitable, sustainable healthcare globally.

### Importance of Environment, Social and Governance (ESG) Practices Continues to Evolve

ESG practices are crucial for long-term success, focusing on reducing carbon emissions, improving energy efficiency, and adopting renewable energy and sustainable transport.

Technological advances are enabling green chemistry, which reduces hazardous substances, waste, and promotes responsible sourcing. Focus areas also include sustainable packaging, water stewardship, recycling, and improved wastewater treatment. Digital tools optimize energy use and identify waste through data analytics. ESG also emphasizes social impact by improving access to medicines, supporting patient programs, and ensuring diversity in clinical trials.

Governance in ESG emphasizes accountability, transparency, and ethical sourcing. Companies can show commitment by setting measurable goals, publishing progress reports, and implementing risk management to address environmental, social, and financial risks. These practices build stakeholder trust and position the biopharma industry for long-term success, strengthening investor and patient relationships while promoting sustainability.

### Business Review

Biocon operates four distinct business segments:

- A. Generics
- B. Novel Biologics
- C. Biosimilars (Under Biocon Biologics Limited)
- D. Research Services (Under Syngene International Limited)

#### A. Generics

**Our Generics business** began with a fermentation-based, cholesterol-lowering statin API and has evolved into a robust portfolio of APIs and finished dosages. In 2013, we entered the generic formulations space by forward-integrating our complex and differentiated in-house APIs—enhancing value, reliability, quality, and supply for customers and patients.

We operate API manufacturing facilities at five locations across Bengaluru, Hyderabad, and Visakhapatnam, along with an oral solid dosage (OSD) facility in Bengaluru capable of producing both potent and non-potent tablets and capsules. To strengthen our U.S. presence, we acquired an OSD facility in Cranbury, New Jersey in 2023. We are also developing an injectable facility in Bengaluru to support sterile fill-finish and device assembly needs.

Our current manufacturing capacity includes **900 MT of APIs** and **880 million oral solid dosages** annually. We serve global demand for statins, immunosuppressants, and other products in our portfolio. As of March 31, 2025, we have received **over 125 cGMP approvals** from international regulatory agencies such as U.S. FDA, EMA, TGA Australia, Health Canada, ANVISA, Brazil and Cofepris, Mexico. We also leverage Contract Manufacturing Organizations (CMOs) for formulation production as needed.

In the Generics segment, we served **over 420 customers** and distributed products across **more than 60 countries** as of March 31, 2025.

### Our Strategic Priorities

We had identified eight strategic priorities to drive our growth and expansion. These include **Development Excellence, Operational Excellence, Quality Excellence, Commercial Excellence, Cost Leadership, Innovation Focus, Talent Development, and Digital Initiatives**. The first four priorities are focused on execution excellence. Priorities five to eight complement, support and enable the first four. These eight priorities, given below encompass the entire business lifecycle with the objective of bringing our products to market at the right time and right cost.



Guided by these priorities, there is a continued focus on growing our product pipeline, with a clear priority on innovation and vertical integration. We continue to add capacities and niche capabilities in areas such as peptides, high potent drugs, and injectables. On-going efforts towards building strategic partnerships, to de-risk our supply chain and leveraging digital transformation initiatives should further aid in accomplishing our key strategic goals.

### Generic API Business

**Biocon has built a well-balanced API portfolio** encompassing both synthetic and fermentation-based molecules, backed by strong regulatory credentials and coverage across more than 10 therapeutic areas. This has been achieved by leveraging our strengths in R&D and manufacturing technology platforms, especially fermentation, to develop complex and differentiated APIs.

As of March 31, 2025, our API portfolio comprised over **75 products**, spanning therapeutic areas such as **cardiovascular, anti-diabetics, immunosuppressants, and specialty molecules**. This portfolio has been further strengthened with the addition of **oncology-focused HPAPIs** and **peptides**, including **GLP-1 receptor agonists** that target diabetes and weight management.

The portfolio includes 44 active APIs, covering a strategic mix of high-growth areas like oncology and peptides, as well as established segments such as cardiovascular (CVS) and central nervous system (CNS). Biocon's global footprint is supported by 67 active U.S. Drug Master Files (USDMFs) and 29 valid Certificates of Suitability (CEPs)<sup>1</sup>.

We are a key global supplier of fermentation-based APIs, including immunosuppressants and statins, and one of only two Indian companies with a measurable portfolio approved in regulated markets such as the U.S., Europe, and Japan.

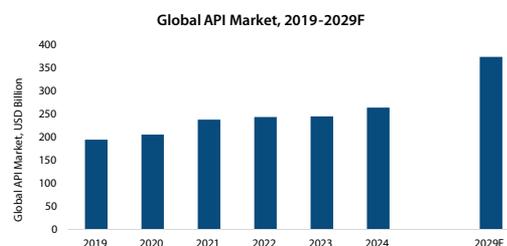
<sup>1</sup> Pharmacompass, Frost & Sullivan

### Growth Drivers for the API Business

The global API market is witnessing strong growth, driven by rising demand for generics and the increasing prevalence of chronic diseases, which are boosting volume. At the same time, complex, specialty, and high-value molecules such as peptides and HPAPIs are enhancing market value. Growth is fuelled by both volume demand from generics and value demand from specialty innovators.

Regulatory and commercial pressures are prompting a shift toward more reliable sourcing geographies, encouraging investment in emerging regional hubs. This diversification is strengthening supply chain resilience and ensuring consistent market supply. Additionally, technological advancements in manufacturing and process efficiency are improving yields, reducing costs, and raising quality standards—further enhancing the global competitiveness of the API segment.

The global API market reached approximately USD 263 billion in 2024 and is projected to grow at a CAGR of 7.2% between 2024 and 2029 to reach USD 373 billion by 2029.



Source: Evaluate Pharma, Frost & Sullivan

Note: F - Forecast

Biocon’s API Portfolio\*

Therapeutic Area	Molecule	Therapeutic Area	Molecule	
Cardiovascular	Apixaban	Anti-Diabetics	Liraglutide	
	Atorvastatin		Semaglutide	
	Dabigatran		Dapagliflozin	
	Fluvastatin		Empagliflozin	
	Ivabradine		Linagliptin	
	Pravastatin		Repaglinide	
	Rivaroxaban		Sitagliptin	
	Rosuvastatin		Vildagliptin	
	Simvastatin		Immunosuppressants	Tacrolimus
	Lovastatin			Mycophenolate Mofetil
	Sacubitril			Mycophenolate Sodium
Oncology	Dasatinib	Everolimus		
	Everolimus	Sirolimus		
	Lenalidomide	Pimecrolimus		
	Olaparib	Anti-fungal	Micafungin	
	Cabozantinib		Anidulafungin	
	Posaconazole			
Multiple Sclerosis	Fingolimod			
	Glatiramer Acetate			
	Teriflunomide			
Others	Orlistat			
	Ticagrelor			
	Deferasirox			
	Brinzolamide			
	Ivacaftor			
	Nintedanib			
	Mirabegron			
	Lurasidone			

\*Sample portfolio as on March 31, 2025; does not include molecules under development

Generic Formulations Business

In 2013, we entered the generic formulations space by forward-integrating our complex and differentiated in-house APIs—enhancing value, reliability, quality, and supply for customers and patients. We compete on quality, cost, and supply reliability for our generic products. Many of our products are vertically integrated, giving us better control over the value chain, thereby ensuring continuity of supplies to customers and eventually to patients. We manufacture oral solid dosages (OSDs) in various forms including tablets and capsules, in multiple dosage forms like immediate and modified release formulations. We also have injectables with complex APIs and formulations available in vials, drug-device combinations like pre-filled syringes (PFS), and pen devices and auto-injectors, for which we have built capabilities over the years.

Since the commercialization of our first generic formulation in the U.S. in 2017, we have launched 22 drug products in the U.S., five in Europe (including UK) and a few in most-of-the-world markets leveraging the U.S. approvals.

**22**  
Products Launched in the U.S.

**5**  
Products Approved in Europe (incl. UK)

Currently, our generics formulations portfolio comprises more than **80 products** across cardiology, anti-diabetics, obesity, oncology, immunology, and autoimmune indications, and the business crossed USD 100 million in

annual sales in Fiscal 2024 and USD 125 million in annual sales in Fiscal 2025. We anticipate commercializing products every year in the U.S. market and strengthening our presence in Europe and MoW markets.

Across our portfolio of launched and pipeline generic products, 18 of these formulations correspond to the top 100 generic molecules globally by sales, and 17 are classified as blockbuster products, each exceeding USD 1 billion in annual sales. (Source: Frost & Sullivan)

Peptides, particularly GLP-1s, are a key area of focus for Biocon. These are injectable formulations with a drug device combination and complex characterization. In the coming years, we expect GLP-1s to play a major role as a growth driver for the business. We are building our peptides technology capability and capacity to take advantage of this large and strategic opportunity, which is projected to grow from USD 11 billion in 2019 to around USD 144 billion by 2029.

As we had received approval for our GLP-1 Liraglutide in the UK in April 2024 and a decentralized procedure (“DCP”) end of procedure in Europe in December 2024, we remain focused on the strategic expansion of our differentiated GLP-1 portfolio into new markets. We aim to launch GLP-1 products in Europe and the United States, with approval in the United States expected to be in the Fiscal 2026.

We continue to expand and invest in our portfolio and build in-house manufacturing capabilities and capacities that will drive our future growth.

Generic Formulations Portfolio\*

Launched Approved

Therapeutic Area	Molecule	US	Dev Markets: ex-US	MoW <sup>1</sup>
Cardiovascular	Rosuvastatin Calcium		UK, EU <sup>2</sup>	
	Simvastatin			
	Atorvastatin			
	Pravastatin			
	Labetalol HCl			
	Dabigatran		UK, EU <sup>2</sup>	
	Sacubitril+valsartan			
	Prazosin			
	Rivaroxaban	TA	UK, EU <sup>2</sup>	
Oncology	Everolimus (Afinitor)		EU <sup>2</sup>	
	Everolimus (Zortress)			
	Pemetrexed	TA		
	Lenalidomide		UK, EU <sup>2</sup>	
	Dasatinib			
Immunosuppressants	Tacrolimus			
	Mycophenolic Sodium			
Multiple Sclerosis	Fingolimod		UK, EU <sup>2</sup>	
	Teriflunomide			
	Dimethyl Fumarate		UK, EU <sup>2</sup>	
Others	Liothyronin (Hypothyroidism)			
	Liraglutide (Anti-diabetic & Anti-Obesity) <sup>3</sup>		UK	
	Aminocaproic acid Tablet & Oral Sol. (Antifibrinolytic)			
	Dapagliflozin (Anti Diabetic)	TA		
	Esomeprazole DR (GI)			
	Dorzolamide (Ophthalmic)			
	Dorzolamide Timolol (Ophthalmic)			
	Posaconazole (Anti-Fungal)		UK, EU <sup>2</sup>	
	Micafungin (Anti-Fungal)		UK, EU <sup>2</sup>	
	Nitrofurantoin (Anti-Fungal)			
	Famotidine (GI)			
	Triamterene (Hypertension)			
	Vigabatrin Tablet & Oral Sol. (CNS)			
	Oxcarbazepine (CNS)			

\* Sample portfolio as on March 31, 2025; does not include molecules under development | <sup>1</sup> MoW - Most of the World markets | <sup>2</sup> Select EU countries | <sup>3</sup> Approved in select European countries | TA – Tentative approval

Generics – FY25 Highlights:

**New Launches in Generic Formulations Drive Full Year Performance:** We concluded the fiscal year on a strong note, with a robust second-half performance driven by our generic formulations business, supported by key new product launches. The launch of Liraglutide in the UK stood out as a major milestone, while the Q4 launch of Lenalidomide in the U.S. was a significant contributor to overall performance. Revenue growth in formulations, coupled with a recovery in the API segment, helped drive operational revenue growth for the full year. Notably, the share of formulations in total product sales increased to over 40%, up from around 35% in FY24

**Continued Focus on Geographical Diversification:** In FY25, Biocon advanced its global expansion strategy through direct presence and strategic partnerships across key markets including the UK, Europe, Middle East, Latin America, Asia, and Australia. Notable progress was made in the GLP-1 portfolio:

- **Brazil:** Signed exclusive licensing and supply agreements with Biomm S.A. for Semaglutide for diabetes and with another leading specialty pharma company for gLiraglutide, for both diabetes and obesity indications.
- **Middle East:** Expanded partnership with Tabuk Pharmaceuticals to introduce complex GLP-1 formulations in markets including Saudi Arabia.
- **Mexico:** Partnered with Medix to launch gLiraglutide for obesity treatment.
- **South Korea:** Collaborated with Handok for commercialization of synthetic Liraglutide for weight management.
- **United Kingdom:** Achieved a major milestone with the launch of gLiraglutide injection pens—Liraglutide Biocon for diabetes and Biolide for obesity—becoming the first generic company to gain approval in a major regulated market.

Additionally, Biocon continued participating in international tenders, with a notable win for Everolimus tablets in a MoW market.

**Portfolio expansion and Product Approvals:** During FY25, we made 108 formulation filings and received 50 approvals for our drug products across the U.S., EU, the UK and other markets, which includes U.S. FDA approvals for Micafungin injection, Sacubitril + Valsartan tablets, Daptomycin injection, Lenalidomide capsules, Dasatinib tablets, Triamterene capsules, Everolimus tablets as prophylaxis of organ rejection and Norepinephrine Bitartrate injection. We also received tentative approval of our ANDA for Rivaroxaban Tablets. The year saw us filing of 66 drug master files (DMFs) in different markets, including six in the U.S.

We also obtained the EU De-centralized Procedure (DCP) approval for Liraglutide, together with our partner Zentiva, for both diabetes and obesity indications. The product is expected to be launched in FY26, marking another step forward in accelerating the availability of these innovative GLP-1 therapies across the EU, positioning the Company for strategic growth in the region.

Furthermore, we received approval for Tacrolimus capsules in China making it Biocon's second significant drug product approval in this strategic market.

**Manufacturing Capacities and Capabilities:** We continued to invest in expanding our capacities and adding complementary capabilities to support our growth plans. A key milestone was the qualification of our oral solid dosage manufacturing facility in Cranbury, New Jersey—acquired to strengthen our manufacturing infrastructure and presence in the U.S.—by the U.S. FDA for three vertically integrated statin products. Commercial supplies from this site commenced during the year, and we secured a 5-year national contract for one of these products. We plan to continuously introduce new products from this facility and are actively investing to further expand its capacity.

Our greenfield immunosuppressant manufacturing facility in Visakhapatnam was successfully inspected and qualified by the U.S. FDA. We are progressing with the qualification of additional products from this site.

Additionally, in FY26, we expect to commission our injectables facility in Bengaluru, which will cater to our portfolio needs across vials, cartridges, prefilled syringes, and drug-device combinations.

To support global development and commercial API requirements, we are augmenting our peptide and non-immuno fermentation capacities in Bengaluru, alongside expanding synthetic API capacities in Hyderabad.

These investments in new, upgraded, and larger capacities and capabilities are fully aligned with our long-term strategic business objectives.

**Key Operational and Digital Initiatives:** In FY25, the Company maintained its strategic focus on operational excellence, advancing key cost and operational improvement initiatives (CIP, OIP). Several Lean Six Sigma Green Belt projects were successfully executed, resulting in enhanced process efficiency, expanded production capacity, and reduced manufacturing costs. These improvements contributed significantly to strengthening our competitive position across key product segments.

Process validation activities were completed for multiple products, reinforcing our commitment to quality and reliability in manufacturing operations.

On the innovation front, we achieved proof of concept in the laboratory for gene synthesis and in-house enzyme cloning, supporting the development of chemo-enzymatic peptides. Additionally, we initiated new biotransformation projects aimed at driving cost efficiencies and enhancing sustainability in our production processes.

The Company continued to prioritize digital adoption and transformation as a key strategic focus. Significant progress was made in automation and digitization across core business functions, enhancing operational efficiency, data integrity, and decision-making capabilities.

Key initiatives implemented during the year included:

- Quality Dashboard – enabling real-time monitoring and analytics for quality metrics.
- Commercial Business Case Automation – streamlining evaluation and approval processes.
- Serialization Readiness – strengthening supply chain traceability and compliance.
- Regulatory Information Management System (RIMS) – improving regulatory data governance and lifecycle management.
- SAP Paperless Preventive Maintenance – digitizing maintenance workflows to enhance equipment reliability.
- Document Management System (DMS) – centralizing document control and access.
- Electronic Computer System Validation (eCSV) – ensuring compliance and validation of digital systems.

These initiatives reflect our commitment to leveraging technology to drive operational excellence and regulatory compliance, while laying the foundation for scalable and sustainable growth.

**Focus on Quality Management:** At Biocon, excellence remains our benchmark, and our unwavering commitment to quality and compliance continues to drive performance across all functions. During FY25, our manufacturing sites underwent multiple regulatory inspections, aligned with new product approvals and compliance verification processes. These

inspections yielded successful outcomes, underscoring the robustness of Biocon's quality systems.

In June 2024, the U.S. FDA conducted GMP and pre-approval inspections at Sites 5 and 6 of our API facilities in Visakhapatnam. Both inspections were successfully concluded with the receipt of Establishment Inspection Reports (EIRs). Subsequently, in September 2024, the U.S. FDA carried out GMP inspections at Sites 1 and 2 of our API facilities in Bengaluru. These inspections were also successfully closed, with EIRs issued and classified as Voluntary Action Indicated (VAI), marking another significant milestone for the year.

Additionally, the Brazilian Health Regulatory Agency (ANVISA) conducted an audit of our API facility in Hyderabad and the oral solid dosage facility in Bengaluru. The inspections concluded without any significant or critical observations, further validating our commitment to maintaining high standards of regulatory compliance and operational excellence.

**Ensuring Supply Chain Continuity and Minimizing Environmental Footprint:** At Biocon, ensuring supply continuity remains a strategic priority, and we have undertaken proactive measures to de-risk our supply chain, particularly for key APIs. This includes the development of alternate vendors both within India and internationally, facilitated through technology transfers, long-term partnerships, or a combination of both. On the drug product side, in addition to our in-house manufacturing capabilities, we continue to collaborate with Contract Manufacturing Organizations (CMOs) across geographies to further strengthen supply chain resilience. The earlier acquisition of the oral solid dosage facility in the United States represents a significant step toward ensuring uninterrupted supply to customers in that region.

Aligned with our sustainability roadmap, we have implemented several initiatives across the supply value chain to reduce our environmental footprint and enhance stakeholder engagement. During FY25, we conducted ESG awareness sessions for our top suppliers, delivered either in-person or virtually, and carried out ESG audits to assess and improve supplier performance. Our broader sustainability efforts included initiatives focused on circular economy-based waste management, company-wide strategies for water neutrality, decarbonization of Scope 1 and Scope 2 emissions, and plastic sustainability.

Notably, in FY25, 99% of the electricity requirements at our Bengaluru sites and 72% of the total electricity consumption across our India-based Generics operations were met through renewable energy sources such as wind and solar, reflecting our commitment to responsible and sustainable operations.

**Focus on Talent Development:** Biocon remains deeply committed to the continuous growth and development of its employees. A wide range of training programs were conducted during FY25 to enhance technical expertise, industry knowledge, and leadership capabilities, fostering a culture of innovation and excellence. Our flagship leadership development initiatives—**BioAspire**, **BioLeap**, and **BioEdge**—continued to build strategic thinking, collaboration, and team leadership across organizational levels.

These efforts are part of our broader strategy to cultivate a high-performance culture driven by empowered and accountable teams. Reflecting the

impact of these initiatives, our **FY25 Employee Satisfaction (ESAT) survey** recorded a **93% overall satisfaction score**, with **89% participation** from the Generics business workforce.

**Building an Inclusive Work Culture - Diversity, Equity, Inclusion, and Belonging (DEIB):** At Biocon, we foster innovation, collaboration, and high performance through a strong commitment to Diversity, Equity, Inclusion, and Belonging (DEIB). We hire based on merit, guided by our core values—integrity, performance, innovation, quality, and collaboration—while promoting a culture of inclusion tailored to global and regional priorities.

Inspired by our Founder Chairperson, Kiran Mazumdar-Shaw, our focus on gender diversity has intensified, with clear targets to increase women's representation across levels. In FY25, female representation in the Generics workforce rose to 21%, up from 17.6% in FY24.

Progressive policies and programs support women in non-traditional roles, while senior leaders have adopted department-specific diversity targets to ensure accountability. Our inclusive practices are designed to empower individuals from diverse backgrounds and perspectives.

### Generics – FY25 Financial Performance:

The Generics business delivered a growth of 8% in FY25 over the previous year, contributing 19% to consolidated group revenues. Revenues were at ₹ 30,175 million in FY25 as compared to ₹ 27,985 million in FY24.

The growth resulted from new formulation launches in the second half of the fiscal year and a steady full-year performance from our API business, supported by cost and operational improvement initiatives that aided volume growth. While the full-year's financial performance was supported by the launch of Lenalidomide in the U.S. in the fourth quarter, a key strategic highlight of the year was the launch of our first GLP-1 peptide formulation globally, with the introduction of Liraglutide in the UK.

Formulations share of product sales increased to over 40% in FY25 from ~35% in the previous fiscal. While U.S. remained the biggest market for the formulations business, efforts to diversify continued with improved contributions from MoW markets and Europe.

### Generics – FY26 Outlook:

In FY26, Biocon will maintain its strategic focus on executing its GLP-1 programs, which are poised to be a key growth driver in the coming years. This will be supported by continued emphasis on fermentation-based products and injectable formulations. We expect growth to be driven by stronger core business performance, new product launches in key regions, continued global expansion, and increased in-house manufacturing capacity to support commercial operations.

Biocon aims to achieve cost leadership by proactively executing cost optimization and operational efficiency initiatives, ensuring long-term sustainability across its generics business. The Company's vertically integrated business model, focused on strategic product portfolios and supported by a strong track record in quality and regulatory compliance, positions it well to navigate the dynamic global landscape. This foundation enables Biocon to effectively capitalize on strategic opportunities across therapeutic areas, particularly in diabetes and obesity (diabesity).

## B. Novel Biologics

Biocon has consistently fostered a culture of innovation, supported by strategic investments in R&D to build robust, end-to-end capabilities. Leveraging advanced science and technology, we have developed a diversified portfolio of Biosimilars and Generics, reinforcing our position as an innovation-led organization committed to affordable healthcare.

Our Novel Biologics business focused on addressing unmet patient needs, particularly in oncology and immunology. Biocon was the first to develop, manufacture, and launch novel biologics in India—Nimotuzumab (anti-EGFR mAb) for head and neck cancer in 2006, and Itolizumab (anti-CD6 mAb) for psoriasis in 2013.

We also incubated Bicara Therapeutics, a clinical-stage biopharmaceutical company focused on bifunctional therapies for solid tumors. Bicara’s lead program, ficerafusp alfa, is a bifunctional antibody. Biocon holds a 10.1% stake in Bicara, which was listed on NASDAQ in September 2024.

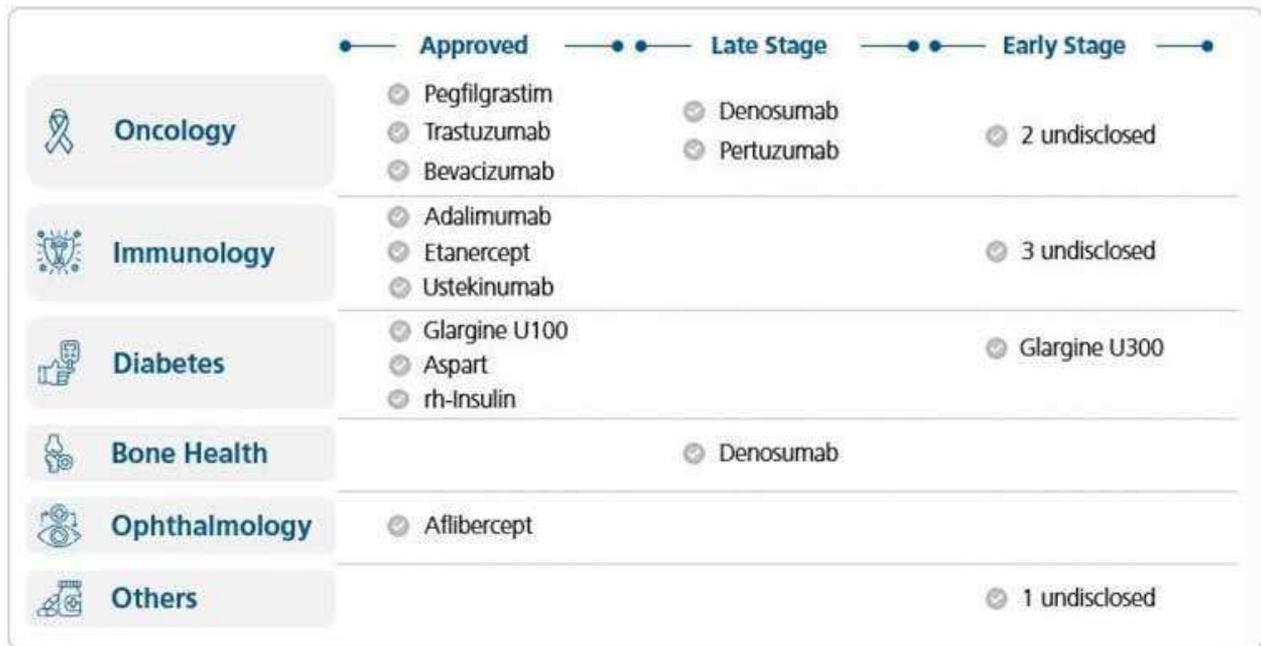
As part of a strategic realignment, Biocon discontinued its Novel Biologics business in December 2023.

## C. Biosimilars (Biocon Biologics Limited)

Biocon Biologics Limited (BBL) is a unique, fully integrated global biosimilars company with a proven track record across the value chain from R&D to manufacturing and commercialization. A subsidiary of Biocon Limited, BBL is the largest contributor to Biocon Group’s revenues and continues to be its fastest-growing business segment.

Our journey into biosimilars began in the early 2000s, when we became the world’s first company to develop and launch biosimilar human insulin in 2004, leveraging our proprietary *Pichia pastoris* expression platform. Building on this foundation, we expanded into the development of monoclonal antibodies (mAbs) and therapeutic proteins aimed at treating cancer and autoimmune disorders, utilizing advanced mammalian cell culture systems. As a pioneer in the biosimilars space, we have committed ~USD 1 billion each to date towards establishing cutting-edge R&D infrastructure and large-scale global manufacturing capabilities.

As one of the very few global players with a comprehensive biosimilars portfolio, Biocon Biologics addresses key therapeutic areas such as oncology, diabetes and immunology. With an unwavering commitment to quality, affordability, and access, BBL is setting new benchmarks in its mission to advance health equity worldwide.



The year FY25 marked a transformative year for BBL as we celebrated the first anniversary as a fully integrated global biosimilars company. This milestone marks our evolution from a development and manufacturing-focused organization into a unique, fully integrated, patient-centric company with a strong commercial engine with presence in over 120 countries.

Our three-stage strategy—Preserve, Consolidate, Accelerate - continues to yield results. Having successfully completed the Preserve phase in FY2024, our focus in FY2025 shifted to Consolidation, laying the groundwork for sustainable growth. We ensured business continuity by enhancing efficiencies across our value chain, building trust with patients, customers, prescribers, and payors worldwide, and expanding our reach through a combination of our own field force and strategic partnerships.



We also demonstrated predictable and consistent financial performance over the past several quarters following the integration. Additionally, we substantially improved our liquidity profile by refinancing our acquisition loan through a successful USD bond listing and a new syndicated loan facility.

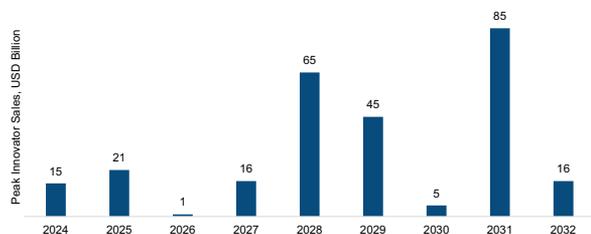
Over the year, we achieved notable market share gains across key geographies, launched over 60 new products, and established long-term commercial collaborations, all strong indicators of growing stakeholder confidence in both our products and our people

### Biosimilar Market: Increased Adoption and Growth

The biosimilars segment is rapidly expanding within the global pharmaceutical industry, driven by rising incidences of non-communicable diseases such as diabetes and cancer, along with improved diagnostics, proven safety and efficacy, and growing prescriber confidence.

As exclusivity for major biologic drugs expire, biosimilars offer cost-effective alternatives. Developed with the same scientific rigor and quality standards, biosimilars are addressing the challenges of cost and access while keeping patient needs at the centre. Regulatory support, coupled with growing physician and patient confidence, is accelerating market penetration across key therapeutic areas.

Exhibit 1: Upcoming Opportunities in the Global Biosimilars Market, 2024-2032F



Source: Evaluate Pharma, Frost & Sullivan: Expected LoE between 2024 to 2032 and based on peak sales between 2019-2030

**40+ blockbuster biologics** set to lose exclusivity between now and 2032 with a cumulative **USD 260 billion+** opportunity

As a result, the uptake rate in the first year after biosimilar entry has surged from 5%-40% to nearly 75%. Currently, over 70 biosimilars have been approved in the U.S. across 21 molecules, and more than 80 biosimilars have been approved in Europe across 24 molecules.

Despite the U.S. being an advanced market, the entry of biosimilars often coincides with branded biologics becoming more affordable. Biosimilars adoption has not only reduced healthcare costs but has also significantly increased access.

Emerging markets are also witnessing rapid adoption of biosimilars, fueled by the growing demand for affordable healthcare solutions. As healthcare systems in these regions face the dual challenge of rising disease prevalence and limited resources, biosimilars provide a viable solution to reduce the financial burden on both patients and healthcare systems.

### Biosimilars Market: Regulatory and Policy Trends

Policymakers around the world are increasingly recognizing the potential of biosimilars to address challenges related to healthcare affordability and access. In many countries, legislative efforts are focused on promoting biosimilars as a cost-effective alternative to expensive biologic drugs. By incentivizing biosimilar development through regulatory frameworks, lawmakers aim to foster competition and reduce overall healthcare spending.

For example, in the U.S., the FDA's Biosimilars Action Plan (BAP) seeks to streamline biosimilar development and approval processes. The BAP focuses on improving regulatory clarity, enhancing communication with stakeholders, and supporting biosimilar adoption by addressing misinformation and deterring anti-competitive behavior.

Similarly, in Europe, lawmakers are encouraging biosimilar adoption through policies that promote substitution and improve access to high-quality treatments.

There is also a growing global emphasis on the localization of pharmaceutical production within regional markets. This shift is driven by trade policies, regulatory changes, and strategic goals focused on enhancing supply chain resilience and ensuring consistent access to essential medicines. As a result, companies are increasingly forming partnerships with local entities to navigate complex regulatory environments and improve market penetration.

Moreover, the integration of digital technologies, such as artificial intelligence (AI) and digital twins, is revolutionizing biosimilar development. These tools enhance manufacturing precision and accelerate clinical trial processes, contributing to more efficient and cost-effective production. Leading biosimilars companies, including Biocon Biologics, are running AI pilots at various stages of the product value chain to improve operational efficacy and reduce development timelines.

There are also discussions about allowing biosimilar manufacturers to initiate patent litigation at the start of Phase 3 clinical trials in the U.S. This approach could align biosimilar launch timelines more closely with those of generic drugs.

### Diabetes Portfolio- A Key Differentiator

Diabetes has emerged as one of the most pressing global health challenges of the 21st century. According to the International Diabetes Federation's 2025 Diabetes Atlas, approximately 589 million adults aged 20-79 are living with diabetes worldwide—equating to about 1 in 9 individuals. The prevalence of diabetes has quadrupled since 1990, with projections indicating that the number of affected adults could soar to 853 million by 2050.

At the heart of the fight against diabetes is insulin therapy. Advances in insulin formulations and delivery methods have significantly improved the management of the disease, yet there remains a global disparity in access to these life-saving treatments.

Our insulin portfolio plays a crucial role in our broader mission to enhance access to critical medicines, especially in regions where healthcare resources are limited. By expanding the availability of affordable, high-quality insulin, we aim to bridge this gap and ensure that all patients, regardless of their location or income- have the opportunity to manage their diabetes effectively.

In 2024, Biocon Biologics, along with its partners, emerged as the third- largest supplier by biologic volume of both rh-Insulin and insulin glargine U100 worldwide. Moreover, the ranked among the top five suppliers by biologic volume in 2024 across the entire insulin market, including basal, rapid-acting, and premixed insulins. (Frost & Sullivan analysis using data from the following source: IQVIA MIDAS® quarterly volume sales data for the period MAT Q4 2023 and MAT Q4 2024.)

We are witnessing a surge in global demand for Insulins. Given our global scale manufacturing capacities, we are well placed to capitalize on this large opportunity. The Biocon Group is also uniquely positioned to address the growing global burden of 'Diabesity' through its portfolio and pipeline of Insulins and GLP-1s.

## Biocon Biologics Commercial Performance

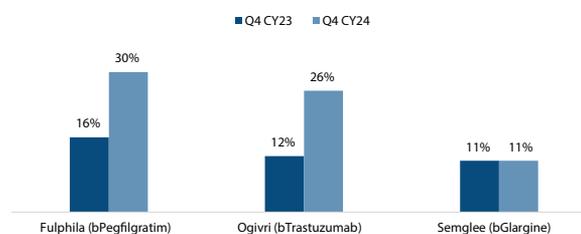
### Advanced Markets - North America

Biocon Biologics demonstrated strong performance across its product portfolio in the United States. The Company continues to deliver market share increases in the oncology franchise, with **Ogivri® (bTrastuzumab)** and **Fulphila® (bPegfilgrastim)** both gaining traction. Market shares for Ogivri® in the IV segment more than doubled, increased to 26% in Q4 CY 2024 from 12% in Q4 CY 2023, while Fulphila® increased to 30% in Q4 CY 2024 from 16% in Q4 CY 2023 over the past year. Market shares of our Semglee and Insulin Glargine franchise also continue to be in mid-to-high teens including all channels. The growth in the market reflects the solid foundation we have built in the U.S. and was driven by several key formulary wins, increased pull through at the physician level and a robust pricing strategy.

The company also entered into a strategic partnership with Civica, Inc., a U.S.-based nonprofit pharmaceutical organization, to enhance the accessibility and affordability of Insulin Aspart in the United States. This collaboration aims to address the critical need for affordable insulin among the approximately 38.4 million Americans living with diabetes.

We also launched YESINTEK™ (ustekinumab-kfce) in the United States which is one of the first Stelara® (ustekinumab) biosimilar market entrants in the country and the fifth product from our portfolio to be commercialized in the country. There has been strong uptake for the product with formulary coverage of over 100 million patient lives and strong adoption at the physician level. The health plans and insurers covering Yesintek™ include CVS Health, Express Scripts National Preferred Formulary (NPF), UnitedHealth, Cigna, Navitus, Med Impact, Costco Health Solutions, multiple Blue Cross Blue Shield Plans and several closed-door health systems.

Exhibit 2: US Market Share®



® Based on Q4 2024, IQVIA; The data presented hereunder inter alia volumes, projections, market share, is based solely on our study, interpretation and conclusion derived through analysis of different data sets from varied sources inter alia IQVIA | #Does not include Govt business and IDNs which are not captured by IQVIA but is a sizable share of Biocon Biologics business

In Canada, market shares have remained stable, with Ogivri, our biosimilar trastuzumab holding 29% and Hulio, our biosimilar adalimumab at 8% as of Q4 CY2024.

### Advanced Markets - Europe

In Europe, our biosimilars continue to demonstrate steady growth. Ogivri® (bTrastuzumab) grew from 10% in Q4 CY 2023 to 15% in Q4 CY 2024 and Abevmy® (bBevacizumab) increased its market share to 9% in Q4 CY 2024, up from 6% in Q4 CY 2023. The growth is primarily driven by key markets such as the Germany, France, Italy, UK, and Spain. Our Adalimumab franchise in Europe remains a significant contributor to our revenue, reflecting sustained market performance and continued prescriber confidence. We have also expanded our Immunology offering with the launch of Yesintek™ (bUstekinumab) in Germany during the last financial quarter of FY25.

### Advanced Markets – Japan, Australia and New Zealand

In the JANZ markets, we are seeing continuous momentum across our key products. In Australia, our oncology portfolio bTrastuzumab and bBevacizumab recorded considerable growth, driven by multiple hospital tender wins. The market share of Ogivri (bTrastuzumab) rose to 21% in Q4 CY2024, up from 16% in Q4 CY2024. Our commercial partner, Yoshindo Inc., has launched biosimilar Ustekinumab in Japan. Developed and manufactured by Biocon Biologics, the product is being commercialized and marketed in the region through this exclusive partnership.

We continue to work closely with our integrated partner network in the JANZ region to improve access to our portfolio and broaden the reach of high-quality biosimilars.

### Emerging Markets

The Emerging Markets segment closed the year on a strong note, progressing steadily from a phase of consolidation to one of acceleration. We continue to maintain leadership positions across several geographies and continue providing affordable access to patients across Emerging Markets. We remain at the forefront in providing access to both Human and Biosimilar Insulin in all major markets notably Malaysia, Mexico & India. We continue to focus on Oncology Biosimilars in both private and tender segments of the market and have leadership position in various markets in Latam, Africa

and Asia like Brazil, Philippines, South Africa, Tunisia Turkey and others. Our foray into immunology segment with the launch of bAdalimumab and bEtanercept has gone as per plan, seeing us generate market share in countries like Saudi Arabia and Latam. We remain steadfast in our commitment to expanding access to our lifesaving medicines for patients across Emerging Markets. Throughout the year, we launched over 40 products across multiple geographies in the Emerging Markets.

**Exhibit 3: Market Shares by Volume for Commercialized products in key Emerging Markets**

Emerging Markets			
Region	Country	Product	Market Share
LATAM	Brazil	bTrastuzumab	37%
	Mexico	rh-Insulin	95%
		Insulin Glargine	95%
APAC	Indonesia	bTrastuzumab	79%
	Malaysia	rh-Insulin	70%
		bTrastuzumab	37%
	Philippines	bTrastuzumab	54%
	Vietnam	bTrastuzumab	40%
AFMET	Egypt	bTrastuzumab	51%
	Morocco	bTrastuzumab	52%
	Saudi Arabia	bAdalimumab	70%
	South Africa	bBevacizumab	74%
		bTrastuzumab	99%

*Note: The data presented hereunder inter alia volumes, projections, market share, is based solely on our study, interpretation and conclusion derived through analysis of different data sets from varied sources inter alia IQVIA, April CY 25*

**Exhibit 4: Launches across markets**

Product Launches in FY25	
ADVANCED MARKETS	
<b>Ustekinumab</b>	US, Germany, Japan
<b>Bevacizumab</b>	Spain, Portugal, Austria, UK, Romania, Hungary
<b>Trastuzumab</b>	UK
<b>Pegfilgrastim</b>	Romania, Belgium, Spain, Portugal
<b>Adalimumab</b>	Romania
<b>Etanercept</b>	Spain, Portugal, Romania, Czech Republic, Slovakia
<b>Aspart</b>	Germany
EMERGING MARKETS	
<b>Bevacizumab</b>	Panama, Peru, Mexico, Dominican Republic, Bolivia, Trinidad & Tobago, Botswana, Tanzania, Vietnam, UAE, Saudi Arabia, Israel, Palestine, Brazil
<b>Trastuzumab</b>	Botswana, Libya, Ecuador
<b>Pegfilgrastim</b>	Zimbabwe, Libya, Saudi Arabia, Ecuador, Vietnam
<b>Adalimumab</b>	Guatemala, Syria, Egypt, Zimbabwe, Saudi Arabia
<b>Etanercept</b>	Peru, Morocco, Saudi Arabia
<b>Insulin Glargine</b>	Saudi Arabia, Myanmar, Cambodia, Egypt, Botswana, Zimbabwe, Angola, Argentina
<b>rh-Insulin</b>	Nigeria, Ecuador, Cambodia
<b>Aspart</b>	Argentina, Zimbabwe, Botswana

### Portfolio and Regulatory Milestones

During the year we achieved several key regulatory milestones while our pipeline continued to progress well, which will be a key driver of future growth.

#### bUstekinumab

YESINTEK®, a biosimilar of Ustekinumab, has received marketing authorisation from the European Commission (EC) for use across the European Union (EU). Simultaneously, the product has been approved by Japan's Pharmaceuticals and Medical Devices Agency (PMDA). In the United Kingdom (UK), the Medicines and Healthcare products Regulatory Agency (MHRA) has also granted marketing authorization.

The Company has also signed a settlement and license agreement with Janssen (Janssen Biotech Inc., Janssen Sciences Ireland, and Johnson & Johnson), paving the way for commercialization of YESINTEK® in Europe, the UK, Canada, and Japan.

Additionally, Biocon Biologics announced positive results from a pivotal Phase 3 randomized, double-blind, parallel group, multicenter study comparing YESINTEK® to Stelara® in adults with moderate to severe chronic plaque psoriasis, with data being presented at the 2025 American Academy of Dermatology (AAD) Annual Meeting in Orlando, Florida

#### bDenosumab

We received positive CHMP opinions in Europe for our biosimilar Denosumab candidates across distinct therapeutic indications. Additionally, the U.S. FDA also validated our Biologics License Application (BLA) filing for biosimilar Denosumab.

#### bBevacizumab

The U.S. FDA has approved Jobevne™ (bevacizumab-nwgd), a biosimilar Bevacizumab for intravenous use. JOBEVNE, a recombinant humanized monoclonal antibody used to treat several different types of cancer, is a biosimilar to the reference product Avastin® (bevacizumab). The approval of JOBEVNE expands Biocon Biologics' biosimilar oncology portfolio in the U.S., which also includes OGIVRI (Trastuzumab-dkst) and FULPHILA (Pegfilgrastim-jmdb).

#### bAflibercept

Biocon Biologics has signed a settlement and license agreement with Regeneron, clearing the way to commercialize YESAFILI™ (aflibercept-jbv), an interchangeable biosimilar of aflibercept, in the United States. This agreement enables the Company to launch the product in the U.S. in the second half of calendar year 2026, or earlier under certain circumstances.

Additionally, Biocon Biologics has secured a settlement agreement in Canada with Bayer Inc. and Regeneron Pharmaceuticals, Inc., allowing for the launch of YESAFILI™ no later than July 1, 2025.

YESAFILI, a vascular endothelial growth factor (VEGF) inhibitor used to treat various ophthalmology conditions, is a biosimilar of the reference product EYLEA® (aflibercept). The product has already received approvals from several key regulators, including the U.S. FDA, MHRA, EMA, and provisional approval from Health Canada.

Exhibit 5: Approvals across markets

<b>ADVANCED MARKETS</b>	
<b>Ustekinumab</b>	U.S., Japan, Europe
<b>Etanercept</b>	New Zealand
<b>Aflibercept</b>	U.S.
<b>Aspart</b>	New Zealand
<b>EMERGING MARKETS</b>	
<b>Bevacizumab</b>	Chile, Argentina, Ecuador, Ghana, Saudi Arabia, Belarus, Palestine, Bangladesh, Vietnam, Egypt, Jamaica
<b>Trastuzumab</b>	Tanzania, Paraguay, Honduras, Gulf Cooperation Council (GCC), Uganda,
<b>Pegfilgrastim</b>	Chile, Mexico, Lebanon, Vietnam
<b>Adalimumab</b>	Bahrain, Tunisia, Ghana, Bangladesh, Colombia, Peru, Iraq
<b>Etanercept</b>	Panama, Laos, Bahrain, Iraq, DR
<b>Aflibercept</b>	Bahrain, Turkey, Malaysia
<b>Insulin Glargine</b>	Chile, Argentina, Peru, Jordan, Gulf Cooperation Council (GCC), Iraq
<b>rHI</b>	Argentina, Nepal, Egypt
<b>Aspart</b>	Zimbabwe

#### Facility and Audit Updates

The U.S. Food and Drug Administration (FDA) has classified all of our facilities in Bengaluru, India, as Voluntary Action Indicated (VAI).

Similarly, our facility in Malaysia has received a VAI classification from the U.S. FDA. As a next step, we are awaiting the approval of our bAspart product from the agency.

These classifications have paved the way for launching several products in the U.S and enhanced access to our life-saving medicines. In the near term, we expect to launch five products in the U.S. market including bUstekinumab, bBecavizumab, bAspart.

The European Medicines Agency has renewed its Good Manufacturing Practice (GMP) Certificates of Compliance for its biosimilars manufacturing facility at Bengaluru and its insulin facility in Malaysia following routine GMP inspections, and as a result, none of our products require a pre-licensing inspection for the next three years.

In addition, the Company also received approval from the Pharmaceuticals and Medical Devices Agency (PMDA) of Japan for its mabs site in Bangalore.

To date, our facilities have secured more than 90 cGMP approvals from over 25 regulatory agencies, including the U.S. FDA and EMA. These approvals underscore Biocon Biologics' compliance to the highest international regulatory standards and unlock significant additional capacity to cater to the needs of patients well as our pipeline products.

#### ESG

ESG is core to our business operations. As part of our environmental, social, and governance (ESG) commitment, we are advancing the health of patients, people, and the planet to achieve key UN Sustainable Development Goals (SDGs). At the heart of our mission is the commitment to providing access to life-saving medicines for patients, and we remain steadfast in our efforts to increase product approvals and launches in LIC/LMIC countries.

Over the year, we made significant progress across several key sustainability parameters, including reductions in carbon emissions, waste generation, and freshwater consumption. We also launched a global volunteering policy to promote employee engagement and social responsibility.

Biocon Biologics made its first independent submission to the Dow Jones Sustainability Indices (DJSI) and earned recognition in the S&P Global Sustainability Yearbook. Additionally, Biocon Biologics is a signatory to the United Nations Global Compact.

We also advanced our human capital initiatives by strengthening employee engagement and improving gender diversity. Notably, we released our Gender Pay Gap report, which demonstrated a global pay parity of over 95% - indicating an immaterial gap overall.

In FY25, we also initiated projects to align our emissions targets with the Science Based Targets initiative (SBTi) guidelines (work in progress) to make our ESG approach more global and reflective of the evolved nature of our business.

#### Financial Update

In FY25, we recorded revenue of ₹ 90,174 million, a strong 15% year-on-year growth on a like-to-like basis<sup>2</sup> driven by robust performance in Advanced and Emerging markets.

The business delivered ₹ 30,274 million in EBITDA. This includes proceeds from the strategic business transfer agreement with Eris Lifesciences for the BFI segment. Adjusting for the income from the Eris transaction, business achieved ₹ 19,710 million in EBITDA representing a healthy margin of 22%. We have continued to invest in our pipeline to support future growth with our R&D spending at 7% of revenues.

We ended the year on a strong note and remain focused on delivering profitable and sustainable growth.

During the year, we successfully completed a debut USD 800 million Senior Secured Notes issuance, listed on the Singapore Exchange, alongside securing a new USD 320 million syndicated debt facility. Proceeds from these transactions were utilized to refinance existing debt of USD 1.1 billion (INR 93,468 million). This strategic refinancing strengthens our financial flexibility and positions Biocon Biologics for long-term growth as we consolidate our business operations.

#### Biosimilars FY26 Outlook

In summary, this has been a year of advancing our reach, strengthening our position as a global biopharmaceutical organization, and sustaining growth momentum.

Looking ahead, we are committed to the next phase of our strategic journey — accelerating growth of our existing portfolio, broadening our geographical footprint, and gearing for a series of new product launches. These upcoming launches are expected to serve as key catalysts for driving sustainable and profitable growth in the years ahead.

## D. Research Services (Syngene International Ltd.)

Syngene is a contract research, development, and manufacturing services company that offers a broad range of scientific services from the earliest stages of discovery to commercial supplies. With more than 5,600 skilled scientists, advanced technological capabilities and

<sup>2</sup> Adjusted for sales from Branded Formulations Unit, India (BFI), BFI divestment gain, licensing income and forex/ derivative accounting

in-depth scientific expertise, Syngene stands out as a preferred partner for biopharmaceutical companies seeking integrated drug discovery, development and manufacturing services. Although its primary focus is on the pharmaceutical sector, Syngene also collaborates with companies in nutrition, animal health, consumer products, and specialty chemicals. The Company has worked with around 400 clients primarily situated in the United States, Europe and the UK.

Syngene provides end-to-end services as a Contract Research Organization (CRO) and Contract Development and Manufacturing Organization (CDMO) for large and small molecules. The Company offers different collaboration models ranging from long-term relationships with dedicated R&D facilities to Full-Time Equivalent (FTE) and Fee-for-Service (FFS) arrangements.

### Contract Research Organization (CRO)

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### CRO Market

Contract Research Organization (CROs) provides research services to pharmaceutical, biotechnology, medical device, and other industries in the form of services outsourced on a contract basis. The contract research industry has experienced rapid growth over the past decade with the pharmaceutical industry continuing to invest heavily in R&D, in order to develop innovative therapies that address unmet medical needs.

The global CRO market size was valued at USD 23 billion in 2023 and is expected to grow at a CAGR of 10% to USD 37 billion in 2028<sup>3</sup>. The growth of the CRO market is driven by factors such as increasing R&D activities in the pharmaceutical and biotechnology industries, rising demand for outsourcing activities and improving technological capabilities and global expertise

FY25 was a challenging year for the research services industry as a whole as Biotech funding challenges in the U.S. impacted client spend for research services. Funding slowdown in 2022 and 2023 had pushed biotech companies to prioritize their spending towards development / late-stage assets, as these were most likely to be attractive immediately to potential acquirers. With overall funding in 2024 around pre-Covid levels, its flow towards research and preclinical work are showing signs of gradual recovery, resulting in higher requests for proposals and enquiries for CROs. However, the recovery of business has been uneven with many customers taking longer for decision making and

looking to commission smaller work packages to prioritize programs and extend cash funds. Biotech funding in Jan-March 2025 was down both y-o-y and sequentially. The pace of recovery in Biotech funding will be a key variable for growth in the CRO segment.

The pandemic and recent geopolitical events highlight the risks associated with relying on a single supply route. As a result, many companies are looking to build resilience in their supply chains by expanding and diversifying their suppliers to mitigate the risks. In addition, the geopolitical shifts and China + 1 strategy are encouraging companies to consider outsourcing to countries like India. Considering these demand drivers for the CRO industry, we believe the long-term fundamentals of the industry are intact.

### Our CRO Business:

The Company offers its Research Services through various flexible models, which include shared resources and infrastructure as well as the option of a dedicated facility. The newly formed Research Services division comprises the legacy Discovery Services, Dedicated centres and Translational & Clinical Research.

Discovery services span the entire spectrum of early-stage research from target identification to delivery of drug candidates for further development across small and large molecules. Syngene's flexible approach provides its clients with a choice of individual functional services or integrated drug discovery solutions. Functional services include chemistry, biology, safety assessment and toxicology, and computational and data sciences. Integrated Drug Discovery services – Synvent, encompasses the functional domains with a program management approach across various stages of the drug discovery process.

Dedicated Centres are built on long term strategic partnerships, offering dedicated multi-disciplinary scientific teams, support personnel, and a tailor-made ring-fenced infrastructure to support the clients R&D goals.

### Contract Development and Manufacturing Organization (CDMO)

#### CDMO Market:

CDMOs specialize in the development, scale-up and manufacturing of drug products both for clinical trials and commercial distribution. CDMOs offer a range of services that include drug development, process development, analytical testing, formulation development, scale-up, manufacturing, packaging, and distribution. These services can be provided on a stand-alone basis or as part of a complete end-to-end service offering.

The global CDMO (Small molecule + Large molecule) market was valued at ~USD 120 billion in 2023 and expected to grow at a CAGR of 8% to reach a market size of USD 176 billion by 2028<sup>3</sup>. Strong technical and R&D infrastructure capabilities, availability of skilled scientific talent and quality manufacturing with strong track record of regulatory compliance, are some of the key success factors for a CDMO. The reliance on CDMOs will further increase going forward as they continue to offer innovator pharmaceutical companies commercially feasible solutions for a range of drug development and manufacturing services, such as pharmaceutical formulation, analytical development, process optimization, and scale-up manufacturing.

<sup>3</sup> Frost & Sullivan: Independent Market Assessment of the Global and Indian CRDMO Market

### Small Molecule CDMO Market

A typical small molecule CDMO offers services in clinical scale drug substance and drug product development, clinical scale manufacturing services and commercial scale development and manufacturing services. The global small molecule CDMO market was ~USD 99 billion in the year 2023 and is expected to grow at a CAGR of 7% to reach a market size of ~USD 137 billion by 2028<sup>4</sup>.

#### Our Small Molecule CDMO Business:

We restructured our operating model with the integration of small molecule development and manufacturing into a single division. It now mirrors how our clients approach their commercial manufacturing requirements. To support this, we have consolidated our drug substance (DS) and drug product (DP) salesforce and strengthened our leadership team with step up hires.

In Small Molecule CDMO Development Services, Syngene offers preclinical development, API and drug product development. We engage in drug development services from lead generation to clinical supplies of drug substance and drug product. We also support our clients in drug filing with US FDA and other regulatory authorities.

The Company has an integrated small molecule offering including process development, nGMP supplies and clinical and commercial supplies. The Company has a state-of-the-art small molecule commercial manufacturing facility in Mangalore which is US FDA approved.

In the financial year 2025, Syngene's primary focus was on expanding capabilities through modifications to existing facilities, the construction of new ones, and strengthening our team by bringing in subject matter experts for emerging modalities.

### Large Molecule CDMO Market

The large molecule market size is currently estimated at USD 22 billion and is forecast to grow at a CAGR of 12% to reach the market size of USD 39 billion in 2028<sup>4</sup>. Drug development for large molecules can be divided into two sections: drug substance (DS) development, which includes the development of master and working cell banks, manufacturing process development, and scale-up; and drug product (DP) development, which includes filling the drug substance into the primary containers.

#### Our Large Molecule CDMO Business:

The Company is a fully integrated custom biomanufacturer. Our solutions include mammalian and microbial capabilities for clinical and commercial supplies. We have a strong track record in terms of experience and know-how across monoclonal antibodies, bispecific, antibody fragments, recombinant proteins, glycoproteins, mRNA, microbial (E. coli and Pichia) and microbiome Live Biotherapeutic Product (LBP).

Our biologics manufacturing facility can accommodate multi-product production campaigns simultaneously, based on a single-use technology platform. It is designed to support clients during long-term commercial manufacturing campaigns. Our facility has a wide range of

the latest technology combined with rich experience in handling cell culture-based products.

We intend to expand the portfolio in new growth areas by continuing progress in niche microbial and emerging Advanced Therapy Medicinal Products (ATMP) areas, expand portfolio with capability investments including ADC market via investment in commercial scale bioconjugation capability and drug product market.

The Company aims to enhance the business through further improving Syngene's biologics brand and commercial reach in human and animal health. Syngene acquired Unit 3 and recently entered the US market through the acquisition of the Emergent Baltimore facility. The focus now is to build a pipeline of projects that generate recurring revenue and expand our integrated development pipeline to feed future commercial launches. We will continue to expedite building our capabilities and focus on deriving efficiencies in the business.

#### Research Services (Syngene) - FY25 Highlights:

The Company continued to add capacity and capabilities in Discovery Services at its Bangalore and Hyderabad campuses in areas such as antibody-drug conjugates, peptides and oligonucleotides. Within Research services, Syngene continued to receive pilot projects from large and medium sized pharma companies and successfully converted majority of these programs into full-fledged contracts. Syngene continued technology upgrades and automation in its operations to enhance scientific excellence.

In small molecule CDMO, a new, dedicated laboratory for the synthesis of potent molecules has been established. A state-of-the-art facility for handling molecules under OEB-4 conditions has been set up at the Mangalore site. The Company has also been focusing on executing process development projects to build further on follow-the-molecule approach.

Syngene acquired its first biologics site in the USA – fitted with multiple monoclonal antibody (mAbs) manufacturing lines. The state-of-the-art biologics facility, acquired by Syngene USA Inc., a wholly owned subsidiary of Syngene, from Emergent Manufacturing Operations Baltimore, LLC (a subsidiary of Emergent BioSolutions Inc.), will expand Syngene's growing global biologics footprint to better serve its customers across both human and animal health market segments. It enables Syngene to expand its footprint in the largest US market and comply with requirements of clients looking for USDA approvals for their products. The new site will increase Syngene's total single-use bioreactor capacity to 50,000L for large molecule discovery, development and manufacturing services.

During the year, the Company introduced a protein production platform, which reduces development timelines by months for a variety of biologics. Syngene progressed with repurposing the biologics manufacturing facility (Unit III) acquired in FY25. The facility has recently got local regulatory approvals. During the year, Syngene achieved a milestone by becoming the first company in the Indian pharma and life sciences industry to earn the 5S certification (5S is a cyclical methodology: sort, set in order, shine, standardize, sustain the cycle) for the biologics quality control laboratory.

<sup>4</sup> Frost & Sullivan: Independent Market Assessment of the Global and Indian CRDMO Market

### Research Services (Syngene) - FY25 Financial Performance:

Syngene generated operating revenues of ₹ 36,424 million, contributing to 23% of Biocon's overall revenues and reflecting a growth of 4% over FY24, underpinned by growth in Research Services and Large Molecule CDMO business partially offset by decline in Small Molecule CDMO business.

The growth in Research services was led by pipeline build of pilot programs in discovery services deriving from large- and medium-sized pharma companies as they rebalance their China+1 supply chain network. Syngene has been successful in converting the majority of those pilots into full program contracts. Dedicated centers delivered at sustained pace.

Syngene's large molecule biologics business has delivered another strong year performance with FY25 growth of over 20% primarily driven by the ramp-up in commercial volumes. In the second half of the year, the company concluded several new collaborations with clients to execute integrated biologics development and manufacturing projects across both human and animal health that have the potential to feed into the pipeline for future commercial manufacturing.

Talking about the revenue breakup, Research Services remained stable, contributing to 61% of the total revenue, consistent with last year. Our large molecule CDMO business saw a solid uptick with its

revenue share increasing to 25% in FY25 from 21% in FY24. On the other hand, small molecule CDMO contributed 12% this year, down from 16% in the prior year.

The consolidated financial performance of Syngene for FY25 is available in its Annual Report.

### Research Services (Syngene) – FY26 Outlook:

We expect FY26 to be a transient year with uncertain short-term macro environment including pace of recovery in biotech funding, big pharma restructuring and tempering of urgency on the Biosecure Act. However, our underlying business growth remains strong with revenue growth in the early teens, driven by performance across research and CDMO businesses.

Adjusted for the need to balance client inventory in the large molecule commercial manufacturing, our reported revenue growth is likely to be in the mid-single digits. We have invested in building capabilities both in India and the acquisition of the biologics facility in the U.S. to strengthen our leading position in the biologics market. With the new facilities coming online and the ramp-up over the couple of years, we expect margins to moderate in the near term. We will continue to strategically invest in areas that strengthen our position as a leading integrated provider of research, development and manufacturing services. We will continue to add new niche capabilities and capacities that position us an integrated, differentiated and valued service provider for our clients.

## Financial Performance - An Overview

### Consolidated Statement of Profit and Loss

The following table highlights key components of the statement of Profit and Loss for the fiscal years ended March 31, 2025 (FY25) and March 31, 2024 (FY24).

All figures in ₹ Million			
Particulars	FY 25	FY 24	Change
Total income	164,699	156,212	5%
<b>Expenses</b>			
Cost of materials consumed	51,975	48,979	6%
Employee benefit expense	29,442	21,370	38%
Finance costs	8,974	9,744	-8%
Depreciation and amortisation expense	16,870	15,688	8%
Research and development expenses, net of recovery partners	8,585	11,540	-26%
Other expenses (including overheads from <i>Viatrix' biosimilar business</i> )	31,052	32,681	-5%
<b>Total expenses</b>	<b>146,798</b>	<b>140,002</b>	<b>5%</b>
Share of profit / (loss) of joint venture and associate (net)	-	(842)	
<b>Profit before tax and exceptional item</b>	<b>17,901</b>	<b>15,368</b>	<b>16%</b>
Exceptional items, net	965	(116)	-
<b>Profit before tax</b>	<b>18,866</b>	<b>15,252</b>	<b>24%</b>
Tax expense	4,156	2,308	80%
Tax on exceptional item	217	(34)	-
Tax expense on adoption of new tax regime – exceptional	199	-	-
<b>Profit for the year</b>	<b>14,294</b>	<b>12,978</b>	<b>10%</b>
Non-controlling interest	3,928	2,761	42%
Non-controlling interest on exceptional item	233	(8)	-
<b>Profit attributable to shareholders of the Company</b>	<b>10,133</b>	<b>10,225</b>	<b>-1%</b>
Other comprehensive income attributable to shareholders	3,563	2,688	33%
<b>Total comprehensive income attributable to shareholders of the Company</b>	<b>13,696</b>	<b>12,913</b>	<b>6%</b>

### Total income

During the year, Total income grew by 5% from ₹ 156,212 million to ₹ 164,699 million. Revenue from operations in Generics, Biosimilars and Research Services was up 8%, 2% and 4% respectively. Our Total income number includes ₹ 10,573 million of stake dilution and fair valuation gain in Bicara, pursuant to fund raise during the year.

Our Biosimilar revenues have increased by 2% over last year to ₹ 90,174 million. Adjusted for sales from Branded Formulations Unit, India (BFI), BFI divestment gain, licensing income and forex/ derivative accounting, revenues have grown 15% over last year. Growth in revenues has come from an increase in market shares of products in the U.S., EU and Emerging markets and new launches.

Generics revenues grew 8% to ₹ 30,175 million. Formulations business saw encouraging growth, driven by new product launches, strengthening of our US business footprint, further traction in our wider geographic expansion initiatives through both our direct-to-market and strategic partnership models. Momentum in our formulations business, the API sales uptick in the second half balanced the challenges we faced in pricing pressures on our API business, which witnessed modest year-on-year growth.

The Research services grew 4% at ₹ 36,424 million on strong performance in the large molecule CDMO business and recovery of performance in discovery services in the second half that was impacted due to slowdown in biotech funding. Dedicated centers and small molecule delivered at sustained pace.

The Total Income composition for FY25 and FY24 is detailed below:

Particulars	FY25	FY24
	(₹ million)	(₹ million)
Generics	30,175	27,985
Biosimilars	90,174	88,242
Research Services	36,424	34,886
Inter-segment	(4,156)	(3,556)
<b>Revenue from operations</b>	<b>152,617</b>	<b>147,557</b>
Other income	12,082	8,655
<b>Total income</b>	<b>164,699</b>	<b>156,212</b>

### Cost of material costs consumed.

Material costs include raw materials, packing materials and change in inventories. In FY25, material costs, as a percentage of revenue from operations stood at 34%, up by 85 bps from FY24.

### Employee benefit expense

Employee costs comprise of the following items:

- Salaries, wages, allowances, and bonuses
- Contributions to provident fund
- Contributions to gratuity
- Amortisation of employees' stock compensation expenses; and
- Employee welfare expenses including employee insurance.

These expenses increased by 38% in FY25, driven by increased cost on headcount (transition from Viatrix with corresponding decline in overheads from Viatrix transition services under other expenses), new facilities moving to operational phase and annual increments.

### Interest and Finance charges

The finance cost for FY25 decreased to ₹ 8,974 million from ₹ 9,744 million in FY24 primarily due to debt reduction in second half of FY24.

### Depreciation and Amortisation

During the fiscal, the depreciation and amortisation cost increased 8% at ₹ 16,870 million from ₹ 15,688 million in FY24 on new facilities across generics and biosimilars.

### Research and development expenses

The net R&D expenditure for FY25 decreased by 26% to ₹ 8,585 million (₹ 11,540 million in FY24). Net R&D was at 7% of revenue ex-Syngene. The R&D spend decreased due to reduced clinical spends in biosimilar development programs.

### Other expense

Other expenses comprise power and fuel costs, professional fees, overheads from Viatrix' biosimilar business, and other selling expenses such as freight outwards and general overheads. Other expenses for FY25 decreased by 5% to ₹ 30,952 million (₹ 32,681 million in FY24). Other expenses as a percentage of revenue reduced from 21% to 19% in FY25 driven by movement of overheads on Viatrix acquisition to employee benefit expenses.

### Tax expenses

The effective tax rate (ETR) for the year before the exceptional item and deferred tax charge on withdrawal of indexation benefit was 23% compared to 15% in FY24. Increase is mainly due to higher ETR in Biosimilars and Research services.

### Exceptional items (net)

The Exceptional items include the following:

- BBL liquidated inventory provided as exceptional in the previous year for ₹ 885 million. Hence, the related provision has been reversed in the financial results. Consequential tax impact ₹ 147 million is included within tax expense.
- Syngene received its final claim of ₹ 320 million from the insurance company for the loss of fixed assets in fire incident on December 12, 2016.

- c. Pursuant to repayment of the acquisition debt, BBL has written off the unamortized portion of such debt raise cost amounting to ₹ 1,216 million pertaining to such acquisition debt. Consequent tax impact of ₹ 304 million is included within tax expense.
- d. BBL was settled with ₹ 2,518 million towards working capital under the existing arrangements, which was recorded at fair value of ₹ 1,136 million. The resulting difference of ₹ 1,185 million is recorded as a gain in the financial results. Consequential tax impact of ₹ 284 million is included within tax expense.
- e. Biocon Pharma Inc ('BPI') pursuant to the uncertainty in commercialization of product in certain territories, recorded an impairment of the carrying value of the intangible asset

amounting to ₹ 86 million as impairment of the carrying value of the intangible asset during the year.

- f. The Group has fair valued equity shares issued by Indian Foundation for Quality Management ('IFQM') and has recorded fair value charge of ₹ 75

#### Other comprehensive income

Other comprehensive income includes re-measurement gains/losses on defined benefit plans, gains/losses on hedging instruments designated as cash flow hedges and exchange differences on translation of foreign operations, gains/losses on the fair value of the investment in equity through Fair Value through Other Comprehensive Income (FVOCI).

### Consolidated Balance Sheet

The following table highlights the Consolidated Balance Sheet as on March 31, 2025 (FY25) and March 31, 2024 (FY24)

All Figures in ₹ Million

ASSETS	Mar-25	Mar-24	Change
Tangible assets	134,141	119,778	14,363
Goodwill and intangible assets	270,576	266,591	3,985
Inventories	49,311	49,439	(128)
Financial assets (other than cash and bank balances)	66,163	75,150	(8,974)
Cash and bank balances – A	49,255	31,016	18,239
Current and Deferred tax	6,283	7,302	(1,019)
Other assets	12,231	11,431	800
	<b>587,973</b>	<b>560,707</b>	<b>27,266</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Share capital and other equity	216,440	197,837	18,603
Non-controlling interests	60,685	54,911	5,774
	<b>277,125</b>	<b>252,748</b>	<b>24,396</b>
<b>Liabilities</b>			
Borrowings – B	177,555	157,296	20,259
Financial Liabilities	109,847	128,933	(19,086)
Income tax and deferred tax liabilities	5,308	6,684	(1,376)
Provisions and other liabilities	18,138	15,046	3,092
	<b>310,848</b>	<b>307,959</b>	<b>2,889</b>
<b>Total</b>	<b>587,973</b>	<b>560,707</b>	<b>27,266</b>
<b>Net Debt C= (B-A)</b>	<b>128,300</b>	<b>126,280</b>	<b>2,020</b>

#### Tangible assets

Tangible assets grew 12%, primarily due to additions in Biosimilars' facility expansion in Malaysia and India, Generics' peptides facility and Research Services in Hyderabad and acquisition of Emergent facility in US, partly offset by depreciation during the year.

#### Goodwill and intangible assets

Goodwill and intangible assets are primarily on account of the acquisition of Viatrix' biosimilars business and intangibles under development in Biosimilars.

#### Inventories

Inventories stood at ₹ 49,311 million (March 24 - ₹ 49,439 million). Increase was on account of inventory built up in Generics to support

new launches partly offset by inventory optimisation in Biosimilars and Research.

#### Financial assets

Financial assets primarily include Trade and other receivables, derivative assets, and other financial assets. Decrease is primarily due to improvement in collection from customers in Generics and Biosimilars business.

#### Other assets

Other assets comprise of Balance with statutory / government authorities, capital and other supplier advances, prepayments. Increase is on account of PLI receivable and other balances with government authorities.

**Share Capital and other equity**

Other equity majorly comprises of securities premium, treasury shares, retained earnings, and further reserves. The Company’s total other equity increased by 9% in FY25. Increase is mainly due to earnings and other comprehensive income for the year.

**Non-controlling interests**

The profit attributable to minority shareholders increased due to current year’s profit accumulation and issue of shares by Subsidiary.

**Borrowings**

Total Borrowings stood at ₹ 177,555 million (March 31, 2024: ₹ 157,296 million). During the year ended March 31, 2025. Net Debt stood at ₹ 128,300 million (March 31, 2024: ₹ 126,280 million)

**Financial liabilities**

Other financial liabilities primarily comprise ₹ 14,186 million of gross liability on written put options to enable investors of our subsidiary, Biocon Biologics Limited, to exit over a period of time and ₹ 5,126 million of deferred compensation payable for Viatrix acquisition. Further, it also includes trade and capital goods payables, lease, derivative liabilities, and other liabilities.

**Provisions and other non-current liabilities**

Provisions and other non-current liabilities primarily include deferred revenue, deferred tax liability and provision for gratuity and compensated absences.

**Key financial ratios**

Particulars	FY25	FY24
Debtors days	131	130
Inventory days	262	240
Current ratio	1.2	1.2
Debt equity ratio	0.6	0.6
Operating profit margin (%) #	27%	27%
Net profit margin (%) *	6%	7%
Return on investment^	4.5%	5.2%

# Operating margin is defined as Profit before taxes, interest and depreciation

\* Net Profit before exceptional item and tax thereon

^ Net Profit before exceptional income and tax thereon to average equity

**Risks, Threats, and Concerns**

**Risk Management:**

Risk, as defined by ISO 31000:2018 (Risk Management - Principles and Guidelines), “is the effect of uncertainty on objectives”. A risk is a potential event or non-event, the occurrence or non-occurrence of which can adversely affect the objectives or strategy of the company or result in opportunities being missed. Risk is measured in terms of likelihood of occurrence and potential impact if it materializes. Risks can be categorized as Strategic, Regulatory and Statutory, Sectoral, Geo-political, Information technology, Catastrophic, Executional/ Operational, and Sustainability (ESG).

By effectively managing the risks that may have a material impact on the business either financially or otherwise, one can create sustainable value for all stakeholders. Therefore, identifying, assessing, and effectively managing key risks that matter is critical to attaining strategic objectives and to protect the interest of the stakeholders.

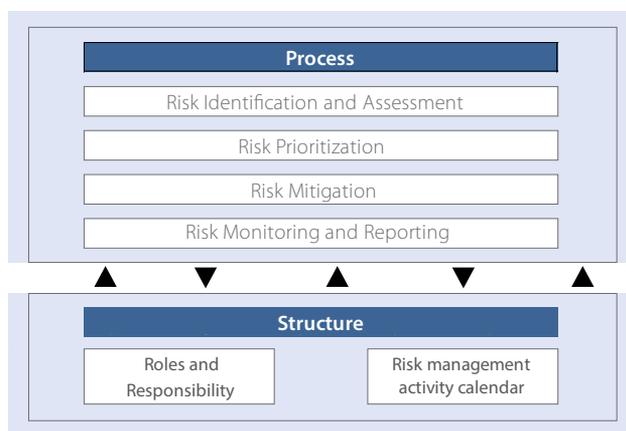
**Enterprise Risk Management (ERM)** is an integrated approach to proactively managing risks which affect the achievement of vision, mission, and objectives. Risk management does not aim at eliminating the risks, as that would simultaneously eliminate all chances of rewards/opportunities. Risk Management is instead focused on ensuring that these risks are known and addressed through a pragmatic and effective risk management process.

**At Biocon Limited** we follow a robust Risk Management framework that ensures business operations continue uninterrupted. The key objectives are:

- § Better understand the Company’s risk profile.
- § Increased certainty and fewer surprises.
- § Ensure that the Executive Leadership team can make informed business decisions based on risk assessment.
- § Sound business opportunities are identified and pursued without exposing the business to an unacceptable level of risk.
- § Contribute to safeguard Company value and interest of shareholders.
- § Improve compliance with good corporate governance guidelines and practices as well as laws and regulations.

**Our Risk Management Process:**

Once a risk is identified, there are four different ways in which a risk can be handled – Treat, Terminate, Transfer, Take. At Biocon, a responsive action plan is initiated for treating or managing the key risks identified and bringing them to a tolerable level.



The risk management process at Biocon involves the following four steps:

1. Risk Identification and Assessment
2. Risk Prioritization
3. Risk Mitigation
4. Risk Monitoring and Reporting

The organization's risks are identified, assessed, and prioritized on a periodic basis. The risk monitoring and reporting process aims to provide assurance to the Management that risks have been adequately identified, assessed, prioritized based on its impact on business and the likelihood of occurrence, and mitigation strategies put in place and regularly monitored for their effectiveness. The Risk Management Committee reviews the key risks that matter with respect to their gross exposure, mitigation action status, and net exposure periodically.

**Our Risk Management Structure:**

Biocon Limited's Board of Directors has direct oversight of the Company's overall risk management framework. The Board has formed a Risk Management Committee which reviews key existing and emerging risks, monitors the adequacy of mitigation strategies as well as the progress on implementing such strategies. The Risk Management Committee, which comprises of the Chairperson, Independent Directors and Managing Director and CEO meet once every quarter, and invites senior business leaders, who are essential to the discussions, to these meetings.



An enterprise-wide risk evaluation and validation process is conducted regularly and reviewed by the Risk Management Committee and the Board of Directors. The three lines of defense model lays out clear risk management responsibilities and accountabilities to ensure a company's risk-related objectives are achieved. In this model, the first line i.e., Departments/ Functions (risk owners, risk managers and business unit heads) are responsible for executing and implementing the risk management initiatives set and assigned by the second line;

the second line i.e., the Risk Management Committee and Executive Leadership Team with the support of Chief Risk Officer establishes the framework sets approach, provides direction and monitors risk management activities. The third line, i.e., the internal audit/ Governance, Risk, and Compliance (GRC) team or an external auditor, provides independent assurance that organizational practices are aligned with the company's risk strategy and policies, as implemented by the first and second lines.

**Collaboration:** With time, the practice of risk management has shifted in a fundamental way. In the past, risks were managed in "silos". Over time, risk management framework recognized that risks, by their nature, are highly interconnected and interdependent. This evolved approach views all risks together, within a coordinated and strategic framework, which is integrated throughout the organization cutting across functions. To formalize and communicate its approach to risk management, the Company has put in place an enterprise-wide Risk Management Framework. This holistic approach provides the assurance that, to the best of its capabilities, the Company and all its business units identify, assess, and mitigate risks that could materially impact on its performance in achieving the stated objectives. Our Chief Risk Officer works closely with all key functional heads who are the Risk and Mitigation plan owners.

Our integrated approach to risk management encompasses both business risks and ESG-related risks. This comprehensive view acknowledges the interconnected nature of risks across the Company, its stakeholders, and the value chain.

Our risk universe covers the entire gamut of risk exposure categorized under Sectoral, Strategic, Information Technology, Catastrophic, ESG/ Sustainability, Geo-political, Regulatory and Statutory, and Executional/ Operational risks. From this risk library the key risks that matter are arrived at based on the high impact on business and the high likelihood of occurrence. For the key risks that matter, mitigation strategies are developed, implemented, and assessed on a periodic basis.

**Risk Culture:** To strengthen the risk culture across the Organization, we undertake awareness programs with relevant stakeholders to educate them on the significance of risk management and encourage a culture of constant feedback to drive continuous improvement in our risk management systems and processes.

**Key Business Risks and Opportunities:**

Our established risk management framework addresses risks that are inherent to the pharma business and any others that may impact on our strategic goals. The following summary indicates some of our key risks and mitigation measures drawn from management reviews and deliberations with the Risk Management Committee:

#	Risk	Description	Mitigation Actions in Place
1	<b>Research and Development Risk</b>	Challenges in selecting differentiated product portfolio, major deviations from projected revenues, and delays in achieving target launch dates and/ or project cost overruns	<ul style="list-style-type: none"> <li>✓ Loss of exclusivity focused product universe screening and proactive evaluation of databases and screening of innovator pipeline.</li> <li>✓ Implemented Global product selection process</li> <li>✓ Comprehensive review by the leadership team of portfolio strategy and new products selection.</li> <li>✓ Use of digital and innovative solutions to increase the efficiency of R&amp;D operations and reduce development costs.</li> <li>✓ Internal alignment on execution amongst cross functional teams.</li> <li>✓ Continuous program monitoring to avoid potential delays.</li> <li>✓ Proactive interaction with regulators to secure timely inputs.</li> <li>✓ Explore application of AI/ ML in process development.</li> </ul>
<p><b>*ESG Opportunity (Social &amp; Environment, i.e. Access &amp; Affordability, &amp; Responsible Investments, Green Initiatives):</b> Innovation led technologies to bring in efficiencies and cost savings, lessen environmental impact and enhance performance, and also increase accessibility and affordability to healthcare.</p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>✓ Roadmap for innovation is put in place to apply Bio-Transformation pathways such as Green Chemistry and develop own enzymes.</li> <li>✓ Established a Lifecycle Assessment (LCA) framework for the API synthesis process by comparing environmental impact of enzymatic and chemical route of synthesis. The enzymatic step identified major hotspots, which can be further used for identifying alternate materials with less environmental impact.</li> </ul>			
2	<b>Regulatory Compliance Risk (ESG Risk – Social i.e. Product Quality)</b>	Regulatory observations resulting in plant shutdown (Existing products/ Mfg.).	<ul style="list-style-type: none"> <li>✓ All sites faced various regulatory inspections. CAPAs implemented and certificates received.</li> <li>✓ Process automation and simplification to reduce manual errors.</li> <li>✓ Digital initiatives such as the Learning Management system, Quality management system, Document management system, Scientific document management system, Laboratory information management system, cleaning validation, eGxP Inventory etc.</li> <li>✓ Improved quality and speak up culture.</li> <li>✓ Continuous knowledge enhancement of the personnel (training)</li> <li>✓ Strengthen and timely completion of investigation and root cause analysis.</li> <li>✓ Adequate and timely CAPA implementation.</li> <li>✓ Guidelines put in place to bring in expert decision making in onboarding ESQ partners for ensuring quality and compliance aspects.</li> <li>✓ Scope extended to external testing labs and CMOS with mitigation strategies such as Guidelines/ SOPs, risk assessments, and Quality agreements.</li> </ul>
3	<b>Product Quality Risk</b>	QC inefficiencies impacting productivity and development projects.	<ul style="list-style-type: none"> <li>✓ Excellence in Quality Control Practices award received from Eminence Business Media.</li> <li>✓ Best practices such as QC planner, fortnightly Quality Governance Meet, chaired by Head - Quality across all sites, regular shop floors visits by leadership team, proactive CFT requirement planning and quarterly FGD with the CEO are in place to identify, discuss and resolve issues and minimize delays.</li> <li>✓ Central Analytical Laboratory (CAL) is now in place with specialized analytical staff onboard.</li> <li>✓ Digitalization initiatives such as paperless calculations, electronic audit trail checklist, automated computations are implemented.</li> <li>✓ Operational excellence initiatives are being implemented to reduce testing by QC or increase efficiency.</li> <li>✓ Close monitoring to achieve SLAs for QC activities.</li> </ul>

#	Risk	Description	Mitigation Actions in Place
<p><b>* ESG Opportunity (Social &amp; Sustainability i.e., Digital Solutions):</b> Digital solutions enable streamline operations by minimizing human error, increasing standardization, efficiency and transparency while ensuring data integrity. This approach can also result in cost savings, faster turnaround times and better decision-making capabilities, leading to improved competitiveness and profitability for the Company.</p>			
4	<b>Human Capital Risk</b>	Non-availability of requisite talent for niche skills	<ul style="list-style-type: none"> <li>✓ Critical roles requiring niche skill sets are identified across functions. Occupancy and vacancy rates are monitored regularly.</li> <li>✓ Continued focus on talent retention through various talent development and engagement initiatives.</li> <li>✓ Enhanced employee engagement, Rewards &amp; Recognition have helped maintain attrition rate to minimum.</li> <li>✓ Periodic review with the Management on the closures for critical roles.</li> </ul>
<p><b>*ESG Opportunity (Social i.e., Diversity and Inclusion):</b> Efforts have been made to improve diversity in the workplace through interventions across recruitment at a functional level. We recognize the potential of a diverse and inclusive workforce in driving innovation, bringing fresh perspectives for long term value creation.</p>			
<p><b>*ESG Opportunity (Social i.e., Responsible):</b> Establishing engagement with local communities is vital for the Biocon Group to promote trust, stronger relationships with local communities, improved brand reputation and enhanced social responsibility. Further, the Biocon Group can prevent potential grievances or concerns, protecting its business interests from adverse events. Through the Biocon Foundation, diversified social impact interventions, including employee volunteering activities, have been developed and implemented that drive engagement within communities that we operate in.</p>			
5	<b>Commercial/ Pricing Risk</b>	Adverse Impact of the legislative changes on the growth of the business. (e.g. IRA, TAA, localization requirements, etc).  Highly competitive markets impacting growth and margins	<ul style="list-style-type: none"> <li>✓ Strategic approach to profit-oriented customer-mix to maintain price erosion at an acceptable level.</li> <li>✓ A robust assessment of the upcoming policy changes and market scenarios, executing COGS reduction programs, managing timely launch of products.</li> <li>✓ New technologies are being explored to drive long-term cost reduction.</li> <li>✓ Long-term contracts for key products in place.</li> <li>✓ New customers identified for lock-in of key products. Increase in customer base by qualifying customers in areas where pricing is marginally better.</li> <li>✓ Product revival and plant re-purpose to address low-capacity utilization.</li> <li>✓ Geographic diversification into MoW markets.</li> </ul>
<p><b>*ESG Opportunity (Social i.e., Affordability and Availability of Health Products):</b> Implementing responsible pricing strategies for innovative and generic medicines, which consider affordability, positive cost-benefit ratio and reduction of overall healthcare costs can significantly enhance reach among patients relative to Biocon's competitors, increase customer loyalty and improve our brand reputation, leading to sustained revenue growth and profitability. This is also in line with our four strategic pillars of Accessibility, Affordability, Availability and Assurance</p>			
6	<b>Risk of Lag in Growth</b>	Adverse Impact of the legislative changes on the growth of the business. (e.g. IRA, TAA, Localization requirements, etc).  Slower customer lock-in for new facilities/ Delay in regional expansion.	<ul style="list-style-type: none"> <li>✓ Localize manufacturing as per the country specific requirements where we operate. Build partnerships with strategic regional players.</li> <li>✓ Increased focus on 'API+ deals' taking advantage of Vertical Integration and localization requirements.</li> <li>✓ A comprehensive landscape analysis is performed for new markets, covering the competition and other market dynamics.</li> <li>✓ Continuous evaluation of new product launches in existing markets and entry into new markets.</li> <li>✓ A strategic partnership with customers is being established to improve capacity utilization.</li> <li>✓ Significant progress made on Lock-in of new customers.</li> <li>✓ Lock-ins for base products and new products are tracked separately, including grade variations.</li> </ul>

#	Risk	Description	Mitigation Actions in Place
7	<b>Single Source Risk (ESG Risk – Social i.e. Product Availability)</b>	Dependency on single region and single vendor for sourcing of input materials.	<ul style="list-style-type: none"> <li>✓ Focused alternate vendor development to reduce dependence on any specific country or single source for procurement of key materials.</li> <li>✓ Building strategic inventory to address any unanticipated disruption in supply.</li> <li>✓ Where alternate vendors are not available, mitigation actions such as planned inventory buildup, supply contracts, in-house manufacturing etc., are considered.</li> </ul>
8	<b>Information and Cyber Security Risk</b>	Having appropriate cyber and information security controls will reduce the probability of loss of critical information or any external cyber-attack.	<ul style="list-style-type: none"> <li>✓ Established Security Operations Center and Cyber Defense Center to proactively and effectively manage security requirements or incidents.</li> <li>✓ Robust incident monitoring and response measures.</li> <li>✓ Enhance the Cyber Defense Centre (CDC) with AI/ML* capability to detect advanced / zero-day attacks</li> <li>✓ Measures in place to identify and prevent phishing attacks.</li> <li>✓ Enhance Data Leakage Prevention (DLP) process through automated data classification tools</li> <li>✓ Continuous monitoring and protection using Identity protection solutions</li> <li>✓ Continuous efforts to increase employee awareness of information and cyber security.</li> <li>✓ Periodic vulnerability assessments and implementation of actions to address gaps.</li> </ul>
9	<b>Health and Safety Risk (ESG Risk - Social i.e., Safety)</b>	Process Safety and Health risk can potentially lead to disruption of operations or health impact for personnel or cause reputational damage.	<ul style="list-style-type: none"> <li>✓ Process safety is ensured through Risk registers that are in place across all sites.</li> <li>✓ A comprehensive scoring system 'Biocon Safety Index (BSI)' is developed to measure and evaluate safety performance across 10 indicators</li> <li>✓ ISO 45001 (Occupational Safety) audits conducted at all sites did not reveal any major non-conformances</li> <li>✓ Employees, contract workmen and vendors are trained on importance of safety compliance and culture, and with specific focus on chemical safety and zero accident safety culture. No fatal incidents reported during the last 3 years</li> <li>✓ Health exposure risk assessments are conducted for new products.</li> <li>✓ Measures like continuous review of Permitted daily exposure (PDE) and Occupational exposure limit (OEL) for new and existing products are in place</li> <li>✓ Additional safety in potent areas is ensured as per the Industrial Hygiene guidelines and Hazardous substance and Carcinogen control SOP.</li> <li>✓ Annual medical tests are conducted for all employees and half-yearly for employees working in hazardous areas.</li> </ul>

#	Risk	Description	Mitigation Actions in Place
10	<b>Statutory Compliance Risks</b>	Continuous compliance to the law of the land will prevent penalties and loss of reputation.	<ul style="list-style-type: none"> <li>✓ Compliance tracking and monitoring continue to be managed via an online system. No critical non-compliances (surprises) noted in the last 12 months.</li> <li>✓ Remediation plans for non-critical non-compliances, if any, are continuously tracked for implementation.</li> <li>✓ Timely identification of compliance changes and assessment of their applicability.</li> <li>✓ Technical support is sought as appropriate, including from external experts</li> </ul>
11	<b>Project/ Capital Investment Risk</b>	Project delays/ cost escalations impacting product launch, supply and ROI	<ul style="list-style-type: none"> <li>✓ Due diligence procedures strengthened for new CRO, CMO evaluation and selection.</li> <li>✓ Focus on increasing in-house capabilities and reducing dependence on CMOs through new blocks construction.</li> <li>✓ Full-fledged projects monitoring through digital tools are now in place with dashboards that help track projects effectively esp. the complex projects which have increased over time.</li> <li>✓ Digital analytical tools being deployed for Process Development to increase productivity in R&amp;D activities as well as commercial production.</li> <li>✓ Innovative technologies are being explored in Peptide synthesis and purification, Fermentation and Biotransformation.</li> <li>✓ Periodic meetings with the leadership team on project progress, escalations, risks, decisions required etc.</li> <li>✓ Business risk management methodology in place to identify, track and monitor the detailed list of risks impacting each project.</li> <li>✓ Budget is tracked at a granular level and analyzed appropriately.</li> <li>✓ A project scope change control (PSCR) mechanism is put in place to avoid cost escalations/ delays.</li> </ul>
12	<b>Sustainability Risks/ Climate Change Risk (ESG Risk – Environment i.e., Climate)</b>	<p>Impact on business continuity due to sitewide catastrophe, climate change</p> <p>Continuous efforts to address sustainability risk will help to reduce the probability of any external events impacting business continuity or value chain.</p>	<ul style="list-style-type: none"> <li>✓ Process safety is ensured through Risk registers. Continuous monitoring by the EHS team is undertaken to ensure the effectiveness of process and safety controls</li> <li>✓ All statutory approvals in place to ensure effective preventive measures</li> <li>✓ Onsite, an emergency plan with a detailed SOP on Emergency preparedness and Response is in place. Mock drills and training is conducted</li> <li>✓ Environmental audits (ISO 14001 Environmental Management) did not reveal any major non-conformances</li> <li>✓ Attained reduction in scope 1 &amp; 2 emissions, roadmap laid down for scope 3 reduction.</li> <li>✓ Biodiversity enhancement through tree plantations.</li> <li>✓ Infra being altered to facilitate increased consumption of renewable fuel.</li> <li>✓ Work is in progress to adopt renewable power.</li> <li>✓ Reduced freshwater intake through increased usage of recycled water. Grey to freshwater conversion plant set-up.</li> <li>✓ 90% circularity achieved towards waste reduction through recycling/ reuse</li> </ul>

#	Risk	Description	Mitigation Actions in Place
13	<b>Disaster Recovery</b>	Disruption in IT systems in case of a disaster	<ul style="list-style-type: none"> <li>✓ Disaster recovery plan (DRP) in place for SAP (ERP). Periodic restoration test in place to ensure data availability during any adverse event</li> <li>✓ For other applications, periodic data back-up and retrieval procedures are in place.</li> <li>✓ Transition of responsibility for back-up/ restoration of stand-alone OT systems to IT dept. is near completion.</li> <li>✓ Redundancy is built at all levels based on criticality (network, security, application, internet links).</li> <li>✓ All hardware in data center is at high availability mode and required redundancy is created</li> </ul>
14	<b>DPDPA Readiness</b>	Non-compliance with DPDPA once enforced	<ul style="list-style-type: none"> <li>✓ The proposed act has been analyzed vis-vis internal processes and gap assessment completed.</li> <li>✓ Implemented the Data privacy notice and consent mechanism for major data principals</li> <li>✓ Regular communications on DPDPA were carried out to spread awareness</li> <li>✓ Relevant clauses on responsibility and safeguards towards personal data built in contractual clauses.</li> <li>✓ Data protection impact assessment is in progress.</li> <li>✓ Data privacy policy will be finalized once the Act gets enforced.</li> </ul>
15	<b>Intellectual Property (IP) litigation and patent protection</b>	IP litigations impacting product filing/ launch	<ul style="list-style-type: none"> <li>✓ Periodic review of IP landscape / competitor litigation updates and use of external attorney's services have helped to identify potential risks / adverse impact on the programs or to settle the litigations.</li> <li>✓ Guidelines in place for identification and patent filing for any in-house IP generated.</li> <li>✓ Periodic presentations to relevant teams on IP awareness and discovery nuances</li> </ul>
16	<b>Financial Risk</b>	Biocon Limited's obligation to provide exit to BBL investors in case of IPO/ no- IPO scenarios, coupled with shortfall in BBL EBITDA impacting group covenants.	<ul style="list-style-type: none"> <li>✓ The Company has approval to raise additional funds up to ₹ 45,000 million in FY26 to meet certain financial commitments/ or debt obligations with respect to BBL</li> <li>✓ Debt covenants at BL and BBL are compliant based on current EBITDA to Net debt.</li> <li>✓ Group's ability to utilize working capital limits / capex limits to re-finance its borrowings when these fall due.</li> </ul>

#	Risk	Description	Mitigation Actions in Place
17	<b>Ethical and Effective Governance Risk</b> <b>(ESG Risk – Governance)</b>	Inadequate or ineffective control systems may weaken Governance mechanism	<ul style="list-style-type: none"> <li>✓ Employee and Supplier code of conduct, Anti-bribery Anti-corruption (ABAC) policies put in place. Principles of integrity, transparency, accountability, and ethics are imbedded in organization culture.</li> <li>✓ The authority matrix is in place for key business transactions which is adhered to always.</li> <li>✓ Policies and SOPs are put in place for all business processes which are followed diligently.</li> <li>✓ DOA for key decisions and automated approval workflows are in place.</li> <li>✓ Internal controls are defined across key business processes with financial and operational impact and a periodic self-certification process is put in place to affix responsibility and accountability and build a strong culture.</li> <li>✓ Further, internal audit reviews ensure adherence to key control activities and keep checking on mitigation effectiveness.</li> <li>✓ Principles of integrity, transparency, accountability, and ethics are imbedded in organization culture.</li> <li>✓ Employee Code of conduct (CoC) and Anti-bribery and Anti-corruption (ABAC) policies put in place and available on the company website and employee self-service (ESS) portal.</li> <li>✓ All employees undergo mandatory CoC, Zero Tolerance and ABAC training on an annual basis. Completion of training is systematically tracked by HR.</li> <li>✓ Whistle blower and Integrity policy in place and available on the company website and ESS portal for all stakeholders to report any unethical practices. A hotline for whistleblowing is also put in place.</li> <li>✓ Supplier code of conduct policy in place and displayed on the company website. Further, Purchase order terms and conditions contain reference to supplier CoC and ABAC provisions.</li> </ul>

A keen eye to identify and understand **Significant Emerging Risks and Opportunities** is also placed from time to time. This enables the company to manage these risks and safeguard our business proactively.

Currently the Generics industry faces two opposing forces that complicate profitability and growth. While demand for generics continues to increase globally and there will be an increase in number of blockbusters and other small molecule drugs going off-patent globally in next 5 years, buyers consolidation/ consortia may further add to the existing price pressure and limit generics manufacturers pricing power, reduce profitability and force to exit markets.

Geopolitical risks include the collapse of a multilateral institution, interstate conflicts, global trade wars and tariffs, terrorist attacks, etc. Any occurrence of this nature has the potential to severely disrupt our operations along with irreparable damage to life, access to medicines, livelihood and the ecosystem. Consistent monitoring of the regional policies and statutes in different countries where our products are marketed and sold is undertaken to ensure compliance.

An early alert to such risk events and scenarios provides us with the ability to plan, prepare for and respond against adverse impact and based on the assessment, it will be taken either as a placeholder in our risk library or if rated high, included in the key risks that matter for mitigation and monitoring.

AI and ML-driven drug discovery startups are transforming the traditional generics industry by speeding up the discovery process

and bringing innovative medications and therapies to market. While these technologies can expedite R&D, improve productivity and lower costs, they pose risks in terms of data governance, bias, and IP disputes.

The World Economic Forum's Global Risks Report 2023 identifies misinformation as the fifth most severe long term global risk. As the internet continues to evolve, pharmaceutical companies face increasing vulnerability to misinformation campaigns that can disseminate unreliable information about their products, ultimately undermining public trust in both the brand and the industry as a whole.

Our way forward plan is to further embed these risk management practices into the wider organization, by taking measures to educate and incentivize employees at all levels of the business, thereby nurturing a strong and effective risk culture. Creating a strong risk culture is important for integrating risk processes, procedures, and employee awareness throughout the organization. Such an approach ensures risk management is not just a compliance exercise but a fundamental part of the company's operational mindset.

#### Internal Controls

The Company has laid down guidelines, processes, and structures, which enable implementation of appropriate internal control systems commensurate with the business requirements, scale of operations and applicable statutes. Such internal financial controls encompass policies, processes and key activities or procedures adopted by the Company for ensuring the orderly and efficient conduct of business,

including adherence to its policies, safeguarding of its assets, prevention and detection of fraud and errors, the accuracy and completeness of accounting records and the timely preparation of reliable financial information. These include controls in the nature of manual or automated (IT applications including the ERP applications wherein the transactions are approved and recorded).

The Company is staffed by experienced, qualified professionals who play an important role in designing, implementing, maintaining, and monitoring our internal control systems. Appropriate review and self-certification mechanisms have been put in place to ensure that such control systems are adequate and are operating effectively on an ongoing basis.

The Corporate Internal Audit team is an independent assurance and advisory function, responsible for evaluating and improving the effectiveness of controls, risk management practices and governance

processes. This function helps to enhance and protect organizational value by providing risk-based objective assurance, advice and insights.

The internal audit team prepares annual audit plans based on risk assessment, which are approved by the Audit Committee of the Board. Audit execution is done in a co-sourcing model, partly in-house and partly by an Audit Firm. Such independent audits provide reasonable assurance of internal control effectiveness and benchmark on industry-wide best practices.

The firm representative and the Head of Internal Audit present an update on a quarterly basis on their respective areas of scope to the Audit Committee. The Audit Committee, consisting of Independent Directors, reviews important issues raised by the auditors regularly, alongside the remediation actions to ensure the control environment stays strong and risks are mitigated appropriately on a timely basis.

# Corporate Governance Report

## I. Company's philosophy on Code of Governance

Biocon Limited ('Biocon' or 'the Company') is committed to upholding robust corporate practices, policies, guidelines, with a clear focus on meeting the aspirations of all the stakeholders. Our aim is to foster a culture rooted in the adoption of the finest management practices and unwavering adherence to legal requirements. At the core of our Corporate Governance principles lie transparency, accountability, and a steadfast commitment to ensure the sustainable prosperity of the Company over the long haul. Good governance practices stem from the dynamic culture and positive mindset of the organization. Our actions are governed by our core values and principles, which are consistently reinforced at all levels within the Company. Commitment to adopt good and effective corporate governance practices in all the spheres of working, has always been an imperative factor in driving the Company's decisions and activities. Abidance with such governance practices has given the Company immense value addition and competitive advantage. Our corporate governance framework comprises of a formal system of control and administration that helps the management take prudent decisions in the interest of the stakeholders, and at the same time enables the Company to utilise its resources in a systematic and effective manner. We consider stakeholders as vital partners in our success journey and remain firmly committed to maximising stakeholder's value.



While implementing corporate practices, Biocon prioritizes transparency, accountability, and integrity to cultivate a robust corporate governance culture. This approach enhances employee morale and satisfaction, gains stakeholder acceptance, and earns regulatory recognition across various governance aspects. For detailed information on our corporate governance policies, please visit our website at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

Biocon's focus is not only to ensure compliance with the requirements as stipulated under Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations') regarding corporate governance, but is also committed to sound corporate governance principles and practices

and constantly strives to adopt emerging best corporate governance practices being followed worldwide.

A report on compliance with corporate governance principles as prescribed under Regulations 17 to 27 read with Schedule V of SEBI Listing Regulations, as applicable, is given below.

## II. Board of Directors

### Governance Structure

Governance Structure of the Company comprises the Board, as the apex decision making body and the Executive Leadership Team ('ELT'), comprising experts from various functions with rich knowledge and experience in the industry for providing strategic guidance and directions in running and managing the Company. The Board has the ultimate responsibility for the development of strategy, management, general affairs, direction, performance and long-term success of business as a whole. The Board exercises independent judgement and plays a vital role in the oversight of the Company's affairs. To sum up, the Board's key purpose is to ensure the Company's prosperity by collectively directing the Company's affairs, while meeting the appropriate interests of its shareholders and relevant stakeholders.

The Company's day to day affairs are managed by the ELT, under the overall supervision of the Board. The Board is committed to representing the long-term interests of the stakeholders and in providing effective governance over the Company's affairs and exercising reasonable business judgement on the affairs of the Company.

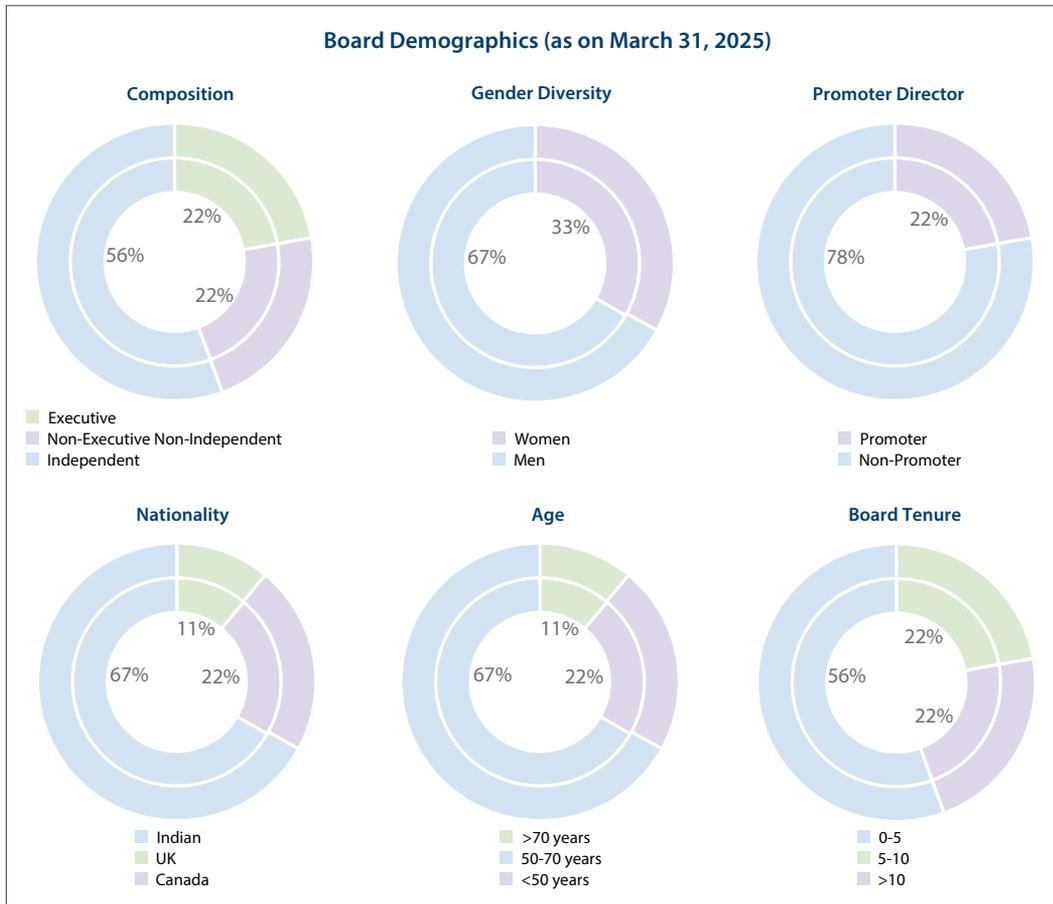
### Composition of the Board

Our Board represents an appropriate mix of Executive Directors ('EDs'), Non-Executive Non-Independent Directors ('NEDs') and Independent Directors ('ID'), which is compliant with the provisions of the Companies Act, 2013 ('the Act') and the SEBI Listing Regulations and is also aligned with the best practices of Corporate Governance.

The Board periodically evaluates the need for change in its composition and size. As on March 31, 2025, the Board comprised of 9 (nine) Members, consisting of 2 (two) Executive Directors, 2 (two) Non-Executive Non-Independent Directors, and 5 (five) Independent Directors. Out of the total Members, 3 (three) are Women Directors.

Effective from May 16, 2024, Atul Dhawan (DIN: 07373372) was appointed as an Additional Director categorised as Non-Executive and Independent Director, subject to the approval of the shareholders. Further, the shareholders at the 46<sup>th</sup> Annual General Meeting ('AGM') held on August 09, 2024 approved the appointment of Atul Dhawan as an Independent Director of the Company, not liable to retire by rotation, for a term commencing from May 16, 2024 till the conclusion of 49<sup>th</sup> AGM of the Company to be held in the year 2027.

The shareholders at the said 46<sup>th</sup> AGM approved the re-appointment of Kiran Mazumdar-Shaw (DIN: 00347229) as an Executive Director (designated as an "Executive Chairperson") of the Company, liable to retire by rotation, for a period of 5 (five) years commencing from April 01, 2025. The shareholders also approved the re-appointment of Siddharth Mittal (DIN: 03230757), as the Managing Director of the Company, not liable to retire by rotation, for a period of 5 (five) years effective from December 01, 2024.



During the year under review, Meleveetil Damodaran (DIN: 02106990) completed his second term as an Independent Director of the Company and consequently ceased to be a Board Member with effect from close of business hours on July 25, 2024. The Board placed on record its deep appreciation and gratitude for his extensive contribution and stewardship.

Further, consequent to the completion of tenure of Meleveetil Damodaran, who was also serving as the Lead Independent Director, Naina Lal Kidwai was appointed as the Lead Independent Director of the Board.

The detailed profile of our Directors is available on our website at <https://www.biocon.com/investor-relations/corporate-governance/board-of-directors/>.

None of the Directors on the Board hold the office of Director in more than 20 (twenty) Companies, including 10 (ten) public Companies, as disclosed under Section 184 of the Act read with Rules framed thereunder. None of the Directors serve as a Director in more than 7 (seven) listed Companies. Further, none of the Director serves as an ID in more than 7 (seven) listed Companies or 3 (three) listed Companies in case he/she serves as an ED in any listed Company. Further, none of our IDs serve as Non-Independent Director of any Company on the board of which any of our Non-Independent Director of the Company is an ID.

None of the Directors of the Company, are a Member of more than 10 (ten) Committees or Chairperson of more than 5 (five) Committees, across all public Companies in which he/she is a Director.

The Company has 2 (two) Executive Directors and 2 (two) Non-Executive Non-Independent Directors. The other 5 (five) Directors of the Company are Independent Directors. Naina Lal Kidwai and Rekha Mehrotra Menon are Independent Women Directors on the Board of the Company. The details of the directorship(s) of the Members on the Board are mentioned below in the table titled 'Composition of the Board'.

Based on the declarations received from the Independent Directors, the Board of Directors have confirmed that all the Independent Directors meet the criteria of independence as mentioned under Section 149 of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations and that they are independent of the management. The Independent Directors have also confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties. The Company has also received confirmation from all the existing Independent Directors of their registration on the Independent Directors Database maintained by the Institute of Corporate Affairs pursuant to Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014.

The statutory details of the Directors, including the directorships held by them in other listed Companies and their committee Memberships/ chairpersonships in other public Companies, are listed in the table below:

**Composition of the Board**

Name of the Director	Category	Directors Identification Number	Total Number of Directorships, Committee Chairpersonships and Memberships of Indian Public Limited Companies, as on March 31, 2025			Name of Indian Listed Entities Including this Listed Entity where person is a Director	Category of Directorship
			Directorships <sup>§</sup>	Committee Chairpersonships <sup>^</sup>	Committee Memberships <sup>^</sup>		
<b>Executive Directors</b>							
Kiran Mazumdar-Shaw <sup>#</sup>	Promoter & Executive	00347229	7	-	-	Biocon Limited	Executive Chairperson
						Syngene International Limited	Non-Executive Chairperson
						Narayana Hrudayalaya Limited	Non-Executive Non-Independent
						Trent Limited	Non-Executive, Independent
Siddharth Mittal	Executive	03230757	3	-	-	Biocon Limited	Managing Director and CEO
<b>Non-Executive Non-Independent Directors</b>							
Prof. Ravi Rasendra Mazumdar <sup>#</sup>	Promoter Group & Non-Executive	00109213	1	1	1	Biocon Limited	Non-Executive, Non-Independent
Eric Vivek Mazumdar <sup>#</sup>	Non-Executive	09381549	1	-	-	Biocon Limited	Non-Executive, Non-Independent
<b>Independent Directors</b>							
Bobby Kanubhai Parikh	Independent	00019437	4	3	6	Biocon Limited	Non-Executive, Independent
						Infosys Limited	Non-Executive, Independent
						Indostar Capital Finance Limited	Non-Executive, Non-Independent
Naina Lal Kidwai	Independent	00017806	4	1	2	Biocon Limited	Non-Executive, Independent
						UPL Limited	Non-Executive, Independent
						Gland Pharma Limited	Non-Executive, Independent
Rekha Mehrotra Menon	Independent	02768316	1	-	1	Biocon Limited	Non-Executive, Independent
Nicholas Robert Hagggar	Independent	08518863	1	-	1	Biocon Limited	Non-Executive, Independent
Atul Dhawan <sup>*</sup>	Independent	07373372	1	-	1	Biocon Limited	Non-Executive, Independent

Note:

- <sup>§</sup>Includes Additional Directorships and Directorships in Indian Public Limited Companies including Biocon Limited. Excludes Directorship held in private Companies, foreign Companies and Section 8 Companies.
- <sup>^</sup>As required under Regulation 26(1)(b) of the SEBI Listing Regulations, Committees considered are Audit Committee and Stakeholders Relationship Committee, in all Indian Public Limited Companies, including that of Biocon Limited. A Director, wherever she/he is the Chairperson of the Committee, is also considered as a Member of the Committee.
- <sup>#</sup>Kiran Mazumdar-Shaw, Prof. Ravi Rasendra Mazumdar and Eric Vivek Mazumdar are related to each other. Prof. Ravi Rasendra Mazumdar is the brother of Kiran Mazumdar-Shaw and father of Eric Vivek Mazumdar.
- <sup>\*</sup>Atul Dhawan was appointed as an Independent Director w.e.f. May 16, 2024.

## A. Board Membership Criteria and Selection Process

The responsibility for identifying and evaluating a candidate for the Board is discharged by the Nomination and Remuneration Committee ("NRC") as mandated under Section 178 of the Companies Act, 2013 read with Regulation 19 of SEBI Listing Regulations. During the candidate selection process, the NRC meticulously assesses the composition and diversity of the Board/Committee to ensure it possesses the requisite blend of skills, experience, independence, and knowledge to sustain effectiveness. Diversity, from the NRC's perspective, encompasses a broad spectrum of factors including but not limited to perspective,

experience, education, background, ethnicity, nationality, age, gender, and other personal attributes. These attributes extend to encompass professional experience, functional expertise, as well as educational and professional backgrounds.

Annually, the Independent Directors furnish a Certificate of Independence in accordance with relevant laws, which is duly taken on record by the Board. Encouraging collaboration and communication, all Board Members are urged to engage and interact with management. Furthermore, Board Members are actively invited to pivotal meetings to contribute strategic insights and guidance.



## B. Board Procedure

The Board and Committee meetings are meticulously planned, with schedules tailored to accommodate the availability of Directors. An annual calendar of these meetings is circulated well in advance, facilitating Directors' effective scheduling and ensuring their active participation. Despite this structured approach, urgent matters, within regulatory constraints, prompt the Board to seek approval through resolutions by circulation.

The Board meets at least once in a quarter to review and approve the quarterly financial results/statements alongside addressing other pertinent agenda items. Typically, Committee meetings precede those of the Board on the same day, streamlining discussions and enhancing synergy. The recommendations stemming from Committees deliberations are duly presented and are placed before the Board for necessary approval/noting. During the year under review, there was no situation/matter where the Board has not accepted recommendation of the Committee.

With a view to leverage technology, the Company has adopted a digital meeting(s) platform for its Board and Committee meetings, which can be accessed through web version, iOS and Android based application. The Board/ Committee Agenda and related notes are made available to the Directors, at least 7 (seven) days in advance of the meetings through this application, which meets high standards of security and integrity that is required for storage and transmission of Board/ Committee related documents in electronic form. All material information is incorporated in the agenda along with supporting documents and relevant presentations. Where it is not practicable to attach any document to the agenda, the same is tabled at the meeting with specific reference to this effect in the agenda. In special and exceptional circumstances, additional or supplementary item(s) on the agenda are permitted.

The Board reviews strategy and business plans, annual operating plans and capital expenditure budgets, investment and exposure limits, compliance reports of all laws applicable to the Company, as well as steps taken by the Company to rectify instances of non-compliances, if any. To enable the Board to discharge its responsibilities effectively, the Chairperson provides an overview of the overall performance of the Company at the meeting of the Board of Directors. The Board also reviews major legal issues, if any, minutes of meetings of various Committees of the Board and subsidiary Companies, significant transactions and arrangements entered into by the subsidiary Companies, approval of financial results and statements, transactions pertaining to purchase or disposal of properties, major accounting provisions and write-offs, corporate restructuring details of any joint ventures or collaboration agreements, material defaults, if any, in financial obligations, fatal or serious accidents, any material effluent or pollution problems, transactions that involve substantial payment towards goodwill, brand equity or intellectual property, any issue that involves possible public product liability, claims of substantial nature and the information as required under Regulation 17(7) read with Schedule II Part A of the SEBI Listing Regulations, as amended.

At the Board and Committee Meetings, apart from Board Members and the Company Secretary, the management team are invited to present the Company's performance in key areas such as the major business segments and their operations, subsidiaries and key functions.

The Company Secretary records Minutes of the proceedings of each Board and Committee meeting. Draft Minutes are circulated to Board / Committee Members within 15 (fifteen) days from the meeting for their comments. Directors communicate their comments (if any) in writing on the draft minutes within 7 (seven) days from the date of circulation. The Minutes are entered in the Minute Books within 30 (thirty) days from the conclusion of the Meeting and signed by the Chairperson. The copy of the signed Minutes, certified by the Company Secretary or in his absence by any Director authorised by the Board, are made available to all the Directors.

The guidelines governing Board and Committee Meetings are designed to ensure a streamlined post-meeting follow-up, review, and reporting process for decisions made by both the Board and its Committees. Decisions of significance made during these meetings are swiftly relayed to the respective departments or divisions concerned, fostering a culture of transparency and accountability.

To maintain continuity and accountability, an Action Taken Report on decisions or the Minutes of previous meeting(s) is diligently presented at subsequent Board or Committee meetings for acknowledgment and review. This practice not only ensures that actions are implemented in a timely manner but also provides a mechanism for ongoing assessment and improvement.

### C. Number of Board meetings, attendance of the Directors at meetings of the Board and the Annual General Meeting (“AGM”)

During the financial year under review, 8 (eight) Board Meetings were held on the following dates:

S. No.	Date of Board Meeting	Total Number of Directors associated as on the date of meeting	Attendance	
			Number of Directors attended	% of Attendance
1.	April 24, 2024	9	9	100.00
2.	May 16, 2024	9	9	100.00
3.	June 11, 2024	10	8	80.00
4.	August 08, 2024	9	9	100.00
5.	October 30, 2024	9	9	100.00
6.	December 04, 2024	9	9	100.00
7.	January 27, 2025	9	9	100.00
8.	January 30, 2025	9	9	100.00

The Board met at least once in every calendar quarter and the gap between 2 (two) meetings did not exceed 120 (one hundred and twenty) days.

The attendance of the Directors at these meetings is mentioned in the table below:

Name of the Director	No. of Board Meetings which Director was entitled to attend	No. of Board Meetings attended	% of Attendance	Attendance at the 46 <sup>th</sup> AGM
Kiran Mazumdar-Shaw	8	8	100.00	Yes
Siddharth Mittal	8	8	100.00	Yes
Prof. Ravi Rasendra Mazumdar	8	8	100.00	Yes
Meleveetil Damodaran*	3	2	66.67	NA
Bobby Kanubhai Parikh	8	8	100.00	Yes
Eric Vivek Mazumdar	8	7	87.50	Yes
Naina Lal Kidwai	8	8	100.00	Yes
Rekha Mehrotra Menon	8	8	100.00	Yes
Nicholas Robert Hagggar	8	8	100.00	Yes
Atul Dhawan**	6	6	100.00	Yes

\*Meleveetil Damodaran completed his second term as an Independent Director of the Company and consequently ceased to be a Board Member with effect from close of business hours on July 25, 2024.

\*\*Atul Dhawan was appointed as an Independent Director of the Company w.e.f. May 16, 2024.

### D. Shareholding of Non-Executive Directors

None of the Non-Executive Directors, including Independent Directors, hold any equity shares of the Company except as disclosed below (as on March 31, 2025):

Name of Director	Category	No. of Shares	% of Holding
Prof. Ravi Rasendra Mazumdar	Non-Executive Non-Independent Director	53,01,321	0.44
Eric Vivek Mazumdar	Non-Executive Non-Independent Director	31,76,367	0.26

### E. Meeting of the Independent Directors

Pursuant to Schedule IV of the Companies Act, 2013 and Regulation 25(3) of the SEBI Listing Regulations, the Independent Directors met on August 08, 2024 without the presence of Non-Independent Directors and Members of the management. They had discussed and reviewed the quality, quantity and timeliness of flow of information between the Company management and the Board, that is necessary for the Board to perform their duties effectively and reasonably.

The evaluation of Independent Directors is done by the entire Board of Directors of the Company which includes:

- Performance of such directors; and
- Fulfilment of the Independence criteria and their Independence from the management.

The evaluation exercise for the Financial Year 2024-25 was conducted by M/s. Egon Zehnder, a leadership advisory firm on board matters. The Independent Directors met on May 08, 2025 and discussed and reviewed the following:

- The performance of Non-Independent Directors and the Board as a whole;
- The performance of the Chairperson of the Company after taking into account the views of the Executive and Non-Executive Directors.

## F. Details of familiarization program imparted to Directors

The familiarisation programme for our Directors is customised to suit their individual interests and area of expertise.

Throughout the financial year in review, Independent Directors received comprehensive updates at regular intervals, ensuring they remained well-informed about industry trends, the Company's business model, strategic initiatives, product portfolio, market dynamics, risk management practices, group structure, subsidiaries, and operational activities. These updates were delivered by the senior management team, providing a holistic understanding of the Company's operations and external environment.

Furthermore, heads of various business units conducted presentations periodically, offering insights into the performance and future strategic direction of their respective units. This facilitated a deep dive into specific areas of operation, enabling Independent Directors to grasp the nuances of each business segment.

To uphold governance standards, Independent Directors were kept abreast of all regulatory and policy changes, along with their associated roles, rights, and responsibilities. Additionally, presentations on internal controls over financial reporting and operational controls were conducted, enhancing transparency and accountability in financial matters.

Moreover, as part of the induction program, Directors engaged in meaningful interactions with Members of the senior management team, fostering a collaborative environment and facilitating a smooth integration into the Company's culture and operations.

The Company's familiarization policy and the details of programs attended, and hours spent by Independent Directors during the financial year 2024-25 is available on the Company's website at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

## G. Board evaluation, Key expertise and attributes of the Board of Directors

### Board Evaluation

One of the key functions of the Board is to monitor and review the Board evaluation framework. The Nomination and Remuneration Committee in consultation with the Board, laid down the evaluation criteria for the performance of the Chairperson, Board, Committees of the Board, and Executive/ Non-Executive/ Independent Directors through peer evaluation, excluding the Director being evaluated, which includes the following:

The Board: Composition, quality & culture, agenda, dynamics, strategy, business performance, succession planning, risk management, Board and management relations, continuous improvement, among others.

The Committees: Composition, process & dynamics, effectiveness, structure, meetings, independence of the committee, contribution to decision making of the Board, among others.

Individual Directors (including Chairperson, Managing Director, Independent Directors and Non-Independent Directors): Qualification & Experience, Leadership, Governance, Commitment, Contribution, Expertise, Independence, Integrity, Attendance, Responsibility, among others.

For the Financial Year 2024-25, the Board had engaged Egon Zehnder, a leadership advisory firm on board matters, to conduct Board evaluation exercise. The evaluation process focused on Board dynamics and other aspects towards Board effectiveness. The process involved the evaluation of all the Directors including the Chairperson, the Managing Director and Chief Executive Officer, Board committees and the Board as a whole. This exercise was based on the criteria and framework approved by the Nomination and Remuneration Committee.

The performance evaluation report was also discussed by the Independent Directors and Board / Committees. In order to further uphold the effectiveness of the Board's governance, an overview of the suggestions as drawn from the evaluation exercise was deliberated and recommended for implementation in due course of time.

The outcome of the performance evaluation process for FY 2024-25 and the actions thereon are summarised below:

The Biocon Board has exhibited a strong sense of fiduciary and governance responsibility and has helped the Company navigate financial and performance seasonality. Overall, Board Members are positive about Board functioning, with progressive changes implemented since the last external review of the Board. Trust and mutual respect are evident between Board Members and between Board and Management. The Chair leads with informed views and openness to diverse perspectives. The Board's balanced and diverse composition continues to offer valuable guidance, and its Committees remain effective in terms of its composition, functioning and contributions.

Key recommendations out of the evaluation exercise includes inter alia fostering cross-learning across group companies; increasing engagement with the Executive Leadership Team; incorporating insights on industry trends and inviting external experts which would prove valuable for the Board's understanding of where other legacy Generics businesses are focusing, the global landscape and competitive scenario; introducing post-meeting feedback by the Chair; deeper discussion on talent management and C-suite succession planning.

In response to the suggestions in the previous board evaluation process: periodic review of succession planning is carried out, Strategic Plan and Succession Planning aspects are discussed in meetings, Sessions on regulatory updates by experts are arranged. The Board recognized the progressive changes implemented w.r.t. key recommendations from the previous year's evaluation.

## Key expertise and attributes of the Board of Directors

In compliance with the SEBI Listing Regulations, the Board has identified the following skills/ expertise/ competencies fundamental for the effective functioning of the Company which are taken into consideration by the Nomination and Remuneration Committee while recommending appointment of any candidate to the Board of the Company.



Based on the above-mentioned skill matrix, the skills which are currently available with the Board have been mapped below:

Board of Directors	Research / Academia / Innovation	General Management	Audit/Finance & Risk Management	Global Business Experience	Digital/Technology	Biopharmaceutical and Biotechnology	Manufacturing/R&D/Operations	Talent Management	Strategy	Science and Technology (including Emerging Technologies)	Environmental, Social and Governance (ESG)
Kiran Mazumdar-Shaw	•	•		•		•			•	•	
Siddharth Mittal	•	•	•	•		•	•	•	•		•
Prof. Ravi Mazumdar	•	•	•		•		•	•	•	•	•
Eric Vivek Mazumdar	•				•					•	
Bobby Kanubhai Parikh		•	•					•	•		
Naina Lal Kidwai		•	•	•				•	•		•
Rekha Mehrotra Menon		•	•	•	•			•	•	•	•
Nicholas Robert Haggart		•	•	•		•	•	•	•		•
Atul Dhawan*		•	•						•		

\*Atul Dhawan was appointed as an Independent Director of the Company w.e.f. May 16, 2024.

## H. Role of Company Secretary

The Company Secretary acts as the Compliance Officer and plays a key role in ensuring that effective board procedures are followed and reviewed periodically. The Company Secretary is primarily responsible to ensure compliance with the provisions of Companies Act, 2013, SEBI Listing Regulations and provisions of all other laws applicable to the Company. The Company Secretary ensures that all relevant information, details and documents are made available to the Board of Directors for effective decision-making at the meetings. The Company Secretary is also the interface between the management and regulatory authorities for governance matters. All the Directors of the Company have access to the advice and services of the Company Secretary.

## III. Committees of the Board

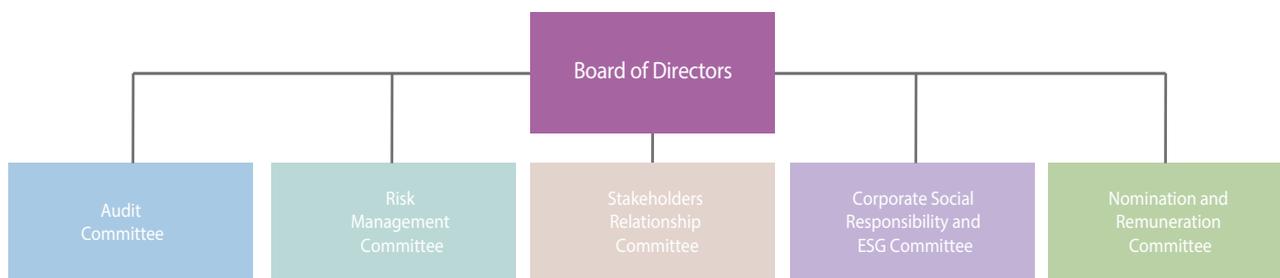
The Board has established several Committees, each tasked with addressing specific areas and making well-informed decisions within

their designated scope. Guided by their charters, these Committees delineate their roles, responsibilities, and authorities. All decisions and recommendations originating from these Committees are subsequently presented to the Board for final approval, ensuring alignment with the Company's overarching objectives.

The Company's guidelines pertaining to Board Meetings are extended to Committee meetings to the fullest extent feasible, ensuring consistency and adherence to best practices. Moreover, each Committee possesses the autonomy to enlist the expertise of external professionals, advisors, and legal counsels as deemed necessary to augment their functions and decision-making processes.

To facilitate comprehensive discussions and informed decisions, senior officers and functional heads are invited to present relevant details requested by the Committee during its sessions. This collaborative approach ensures that Committees have access to pertinent information and expertise, ultimately enhancing their effectiveness in fulfilling their mandates.

The Company Secretary of the Company acts as the Secretary to all Committees of the Board as detailed below. As on March 31, 2025, Mayank Verma, Company Secretary of the Company acted as the Secretary to all Committees of the Board.



## A. Audit Committee

### I. Brief description of terms of reference

The Company has constituted an Audit Committee ('AC') which acts as a link between the management, external and internal auditors and the Board of Directors of the Company. The Committee's role flows directly from the Board's oversight function and delegation to various Committees. It acts as an oversight body for transparent, effective anti-fraud and risk management mechanisms, and efficient Internal Audit and External Audit functions and Financial Reporting. The Audit Committee considers the matters which are specifically referred to it by the Board of Directors besides considering the mandatory requirements of Regulation 18 read with Part C of Schedule II of SEBI Listing Regulations and provisions of Section 177 of the Act. The brief description of the terms of reference of the Committee is given below.

The terms of reference and responsibilities of the Committee include review of the quarterly, half-yearly and annual financial results/

statements before submission to Board, review of compliance of internal control system, approval or any subsequent modification of transactions with related parties, oversight of the financial reporting process to ensure transparency, sufficiency, fairness and credibility of financial statements, recommendation for appointment, remuneration and terms of appointment of auditors of the Company etc. The Committee also reviews the adequacy and effectiveness of internal audit function and control system. The Committee meets at least once in a calendar quarter.

During the financial year under review, 6 (six) Meetings of the Audit Committee were held. The dates of the Meetings were April 24, 2024, May 15, 2024, August 08, 2024, October 30, 2024, December 04, 2024 and January 30, 2025.

### II. The composition of the Committee and attendance details:

The composition of the Committee and attendance details of the Members for the year ended March 31, 2025 are given below:

S. No.	Name of Members	Category	Position	No. of Meeting(s) which Director was entitled to attend	No. of Meeting(s) attended	% of Attendance
1	Bobby Kanubhai Parikh	ID	Chairperson	6	6	100.00
2	Meleveetil Damodaran*	ID	Member	2	2	100.00
3	Nicholas Robert Hagggar	ID	Member	6	6	100.00
4	Atul Dhawan*	ID	Member	4	4	100.00

ID - Independent Director

\* During the financial year under review, there were changes as mentioned below in the constitution of the Committee-

- Meleveetil Damodaran completed his second term as an Independent Director of the Company and consequently ceased to be a Board Member with effect from close of business hours on July 25, 2024. With this, he ceased to be the Member of the Committee from this date.
- Atul Dhawan was inducted as a Member of the Committee w.e.f. May 16, 2024.

The Members of the Committee possess sound knowledge of accounts, finance, audit and governance.

Senior staff from the Finance & Accounts Department and representatives of the Statutory and Internal Auditors attend the Audit Committee meetings. The Company Secretary acts as the Secretary to the Committee.

The Committee, as a good governance practice, also meets external auditors, internal auditors and the Chief Financial Officer of the Company separately, to understand their independent opinion on the performance of the Company.

## B. Risk Management Committee

### I. Brief description of terms of reference

The Company has constituted a Risk Management Committee ('RMC'), which assists the Board of Directors in timely identification, evaluation, assessment and mitigation of risks (i.e. financial, operational, strategic, regulatory, statutory, reputational, political, catastrophic and others) encountered by the Company. The Committee has overall responsibility for monitoring and reviewing the enterprise risk management framework and is capable of effectively addressing and monitoring these risks. The Committee also oversees a Company-wide risk management framework, capable of effectively addressing these risks.

The terms of reference of the RMC are in line with the provisions of the Act and Regulation 21 of the SEBI Listing Regulations.

During the financial year under review, 4 (four) Meetings of the RMC were held. The dates of the Meetings were May 15, 2024, August 07, 2024, October 18, 2024 and January 29, 2025.

### II. The composition of the Committee and attendance details:

The composition of the Committee and attendance details of the Members for the year ended March 31, 2025, are given below:

S. No.	Name of Members	Category	Position	No. of Meeting(s) which Director was entitled to attend	No. of Meeting(s) attended	% of Attendance
1	Bobby Kanubhai Parikh	ID	Chairperson	4	4	100.00
2	Meleveetil Damodaran*	ID	Member	1	1	100.00
3	Kiran Mazumdar-Shaw	ED	Member	4	4	100.00
4	Siddharth Mittal	ED	Member	4	4	100.00
5	Eric Vivek Mazumdar	NED	Member	4	4	100.00
6	Nicholas Robert Haggart	ID	Member	4	4	100.00
7	Atul Dhawan*	ID	Member	3	3	100.00

ID - Independent Director; ED - Executive Director; NED- Non-Executive Director

\* During the financial year under review, there were changes as mentioned below in the constitution of the Committee-

• Meleveetil Damodaran completed his second term as an Independent Director of the Company and consequently ceased to be a Board Member with effect from close of business hours on July 25, 2024. With this, he ceased to be the Member of the Committee from this date.

• Atul Dhawan was inducted as a Member of the Committee w.e.f. May 16, 2024.

## C. Stakeholders Relationship Committee

### I. Brief Description of the terms of reference

The Company has constituted a Stakeholders Relationship Committee ('SRC') pursuant to the provisions of Regulation 20 of the SEBI Listing Regulations and Section 178 of the Companies Act, 2013.

The SRC is primarily responsible to redress the grievances of shareholders/ investors/ other security holders whilst reviewing measures and initiatives taken to reduce the quantum of unclaimed dividends and ensure timely receipt of dividend/ annual report/

notices and other information by shareholders and ensures effective exercise of voting rights by the shareholders/ investors. It also ensures that service standards adopted by the Company in respect of services rendered by the Registrar and Share Transfer Agent are met and takes note of Internal Annual Audit Report and observations along with action taken in this regard.

During the financial year under review, 4 (four) Meetings of SRC were held. The dates of the Meetings were May 15, 2024, August 07, 2024, October 18, 2024 and January 29, 2025.

### II. The composition of the Committee and attendance details:

The composition of the Committee and attendance details of the Members for the year ended March 31, 2025 are given below:

S. No.	Name of Members	Category	Position	No. of Meeting(s) which Director was entitled to attend	No. of Meeting(s) attended	% of Attendance
1	Prof. Ravi Rasendra Mazumdar	NED	Chairperson	4	4	100.00
2	Bobby Kanubhai Parikh	ID	Member	4	4	100.00
3	Rekha Mehrotra Menon	ID	Member	4	4	100.00

ID - Independent Director; NED- Non-Executive Director

As on March 31, 2025, Mayank Verma, Company Secretary of the Company was the Compliance Officer under SEBI Listing Regulations and Biocon Insider Trading Code framed under the SEBI (Prohibition of Insider Trading) Regulations, 2015. Further, he was also the Nodal Officer of the Company for the purposes of verification of claims and coordination with Investor Education and Protection Fund Authority pursuant to the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016.

The table below encompasses the details of the complaints received and disposed off during the year ended March 31, 2025.

Particulars	Complaints
Remaining unsolved at the beginning of the year	-
Received during the year	101
Disposed during the year	99
Number of complaints not solved to the satisfaction of shareholders	-
Remaining unsolved at the end of the year*	2

\* The remaining 2 unresolved complaints relating to the unpaid dividend were resolved in April, 2025.

The quarterly statement on investor complaints received and disposed off are filed with Stock Exchanges within the prescribed timeline and the statement filed is also placed before the subsequent meeting of Board of Directors.

Further, with regards to the unpaid or unclaimed dividend, the Company has sent out reminders to the shareholders to claim their unpaid or unclaimed dividends before the dividend amounts are transferred to Investor Education and Protection Fund ("IEPF").

The Securities and Exchange Board of India ("SEBI") vide Master Circular dated May 07, 2024 (as amended), has mandated furnishing of PAN and KYC details (i.e., Contact details, bank account details, Specimen Signature, etc.) by holders of physical securities in prescribed forms. Necessary forms for furnishing the requisite details in this regard are available on the website of the Company at <https://www.biocon.com/investor-relations/shareholder-services/miscellaneous-communication/>.

## D. Corporate Social Responsibility and ESG Committee

### I. Brief description of terms of reference

The Company is driven by a vision to make a difference in global healthcare through improved access to high quality and life-saving bio therapeutics by making them affordable for patients across the world. The Company's contributions and initiatives towards social welfare and environment sustainability have been integral to its business.

The Corporate Social Responsibility ("CSR") & ESG activities of the Company shall continuously evolve for a long-term sustainability of business, society and environment at large. The CSR and ESG Committee shall further align and integrate social wellbeing, economic growth and environmental sustainability with the Company's core values, operations and growth.

The terms of reference of the CSR and ESG Committee are in line with the provisions of Section 135 of the Companies Act, 2013, which inter alia includes the following:

- Identifying the areas of CSR activities, its implementation and monitoring;
- Formulate and amend the CSR Policy, from time to time;
- Adoption of Annual Action Plan or modification thereof;
- Oversee Company's ESG program, strategy, initiatives, execution and disclosures;
- Report progress of various initiatives with respect to CSR and ESG.

During the financial year under review, 5 (five) Meetings of the CSR and ESG Committee were held. The dates of the Meetings were April 30, 2024, May 15, 2024, August 07, 2024, October 18, 2024 and January 29, 2025.

## II. The composition of the Committee and attendance details:

The composition of the Committee and attendance details of the Members for the year ended March 31, 2025 are given below:

S. No.	Name of Members	Category	Position	No. of Meeting(s) which director was entitled to attend	No. of Meeting(s) attended	% of Attendance
1	Naina Lal Kidwai	ID	Chairperson	5	5	100.00
2	Prof. Ravi Rasendra Mazumdar	NED	Member	5	5	100.00
3	Siddharth Mittal	ED	Member	5	5	100.00
4	Eric Vivek Mazumdar	NED	Member	5	5	100.00
5	Rekha Mehrotra Menon	ID	Member	5	5	100.00
6	Nicholas Robert Hagggar	ID	Member	5	5	100.00

ID - Independent Director; NED - Non-Executive Director; ED - Executive Director.

## E. Nomination and Remuneration Committee

### I. Brief description of terms of reference

The Company has a Nomination and Remuneration Committee ("NRC") pursuant to the provisions of Regulation 19, read with Part D of Schedule II of the SEBI Listing Regulations and Section 178 of the Companies Act, 2013. As per the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, the NRC of the Company acts as the Compensation Committee for administration of the Employee Stock Option Plans. The NRC has been vested with the authority to recommend nominations for Board

Membership, succession planning for the Senior Management and the Board, develop and recommend policies with respect to composition of the Board commensurate with the size, nature of the business and operations of the Company, establish criteria for selection of Board Members with respect to competencies, qualifications, experience, track record, integrity, devise appropriate succession plans and determine overall compensation policies of the Company.

The scope of the NRC also includes review of the market practices, decision on the remuneration to the Executive Director(s) and laying down of performance parameters for the Chairperson, Managing

Director, the Executive Director(s), Key Managerial Personnel(s) and Senior Management.

In addition to the above, the NRC's role includes identifying persons who may be appointed to a senior management position in accordance with the criteria laid down, recommending to the Board their appointment and removal.

The NRC also formulates the criteria for determining qualifications, positive attributes and independence of a Director. The Committee on a periodical basis, recommends to the Board, policies relating to the remuneration of Directors, Key Managerial Personnel and Senior Management. The Policy on Director's Appointment and Remuneration is available on our website at <https://www.biocon.com/docs/Policy-on-Director's-appointment-and-remuneration.pdf>.

The NRC undertakes the exercise to evaluate the performance of individual Directors. Feedback is sought by way of structured

questionnaires covering various aspects of the Board's functioning such as adequacy of the composition of the Board and its Committees, Board culture, execution & performance of specific duties, obligations and governances. Performance evaluation is carried out based on the responses received from all Directors. The performance evaluation for the Financial Year 2024-25 was conducted by an external agency engaged by the Company in this regard.

The performance evaluation of Independent Directors is based on various criteria including experience and expertise, independent judgement, ethics & values, adherence to the corporate governance norms, interpersonal relationships, attendance and contribution at meetings, amongst others.

During the financial year under review, 5 (five) Meetings of the NRC were held. The dates of the Meetings were April 30, 2024, May 15, 2024, August 07, 2024, October 18, 2024 and January 29, 2025.

## II. The composition of the Committee and attendance details:

The composition of the Committee and attendance details of the Members for the year ended March 31, 2025 are given below:

S. No.	Name of Members	Category	Position	No. of Meeting(s) which director was entitled to attend	No. of Meeting(s) attended	% of Attendance
1	Naina Lal Kidwai	ID	Chairperson	5	5	100.00
2	Prof. Ravi Rasendra Mazumdar	NED	Member	5	5	100.00
3	Rekha Mehrotra Menon	ID	Member	5	5	100.00

ID - Independent Director; NED - Non-Executive Director.

## IV. Particulars of Senior Management Personnel

The particulars of Senior Management Personnels of the Company including the changes therein during the year (as on March 31, 2025) are provided below:

S. No.	Name	Designation	Details of changes, if any
1	Peter John Bains	Biocon Group Chief Executive Officer	Resigned w.e.f. close of business hours of March 31, 2025
2	Mayank Verma	Company Secretary	-
3	Abhijit Zutshi	Chief Commercial Officer	-
4	Manoj Kumar Pananchukunnath	Chief Scientific Officer	-
5	Arun Kumar Gupta	Chief Operating Officer	-
6	Maninder Kapoor Puri	Head, Human Resources	-
7	Nitin Tiwari	Head, Quality	-
8	Vishal Nayyar	Head - Supply Chain Management	-
9	Amit Kaptain	Head Commercial - API	-
10	Mukesh Kamath	Interim Chief Financial Officer	Appointed w.e.f. June 11, 2024

## V. Remuneration of Directors

### A. Remuneration Policy

The Company has a well-defined policy for remuneration of the Directors, Key Management Personnel and Senior Management. The policy of the Company is designed to create a high-performance culture and enables the Company to attract, retain and motivate employees to achieve results. The policy is available on the Company's website at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

The elements of remuneration to the Executive Directors include fixed and variable salary, performance bonus, contribution to provident fund, superannuation, gratuity, perquisites and allowance, reimbursement

of expenses, stock options etc., as applicable to employees of the Company. The Executive Directors are employees of the Company and are subject to service conditions as per the Company policy, which is 3 (three) months' notice period, or such period as mutually agreed upon. There is no provision for payment of severance fees to Non-Executive Directors. Independent Directors are paid remuneration in the form of commission, apart from the sitting fees and are not subject to any notice period and severance fees.

### B. Remuneration to Non-Executive Directors

The shareholders at the 43<sup>rd</sup> Annual General Meeting of the Company held on July 23, 2021, based on the recommendation of Nomination & Remuneration Committee and Board of Directors, have approved the payment of remuneration to Non-Executive Directors, at an amount

not exceeding 3% of the net profit of the Company effective from the Financial Year 2021-22. The payment of such remuneration is in addition to the sitting fees for attending Board/Committee meetings.

As an abundant caution, approval of the shareholders was obtained for payment of remuneration to the Non-Executive Directors, in situation of absence or inadequacy of profits for 3 (three) years w.e.f. Financial Year 2022-23, by way of postal ballot on January 21, 2023.

### C. Remuneration to Executive Directors

The shareholders at the 46<sup>th</sup> Annual General Meeting ('AGM') of the Company, held on August 09, 2024 approved the re-appointment of Kiran Mazumdar-Shaw as an Executive Director, designated as Executive Chairperson for a period of 5 (five) years commencing from April 01, 2025, on certain terms and conditions, including her remuneration subject to prescribed limit under the applicable acts, rules and regulations. The remuneration includes fixed and variable salary, performance bonus, contribution to provident fund, superannuation, gratuity, perquisites and allowances, reimbursement of expenses, etc. as applicable to employees of the Company.

Further, at the same AGM, the shareholders have approved re-appointment of Siddharth Mittal as Managing Director of the Company for a period of 5 (five) years effective from December 01, 2024. The remuneration includes fixed and variable salary, performance bonus, contribution to provident fund, superannuation, gratuity, perquisites and allowances, reimbursement of expenses, long term rewards, etc., as applicable to employees of the Company.

As per the Biocon RSU Plans, in the event of misconduct or ethical/compliance violations, all outstanding stock options, whether vested or not, shall stand terminated with immediate effect unless otherwise determined by the Nomination and Remuneration Committee, whose determination will be final and binding.

The shareholders further approved payment of remuneration to Siddharth Mittal in excess of prescribed limit of 5% of the net profits of the Company computed in accordance with Section 198 of the Act, in any financial year(s), during his tenure as the Managing Director of the Company provided, however, that the total managerial remuneration payable to the executive director(s) of the Company taken together in any financial year shall not exceed the limit of 10% of net profit and overall managerial remuneration payable to all directors shall not exceed the limit of 11% of net profit of the Company as prescribed under Section 197 of the Act read with rules made thereunder or other applicable provisions or any statutory modifications thereof, unless specifically approved by the Members of the Company pursuant to Section 197 of the Act read with Schedule V.

The shareholders further approved that, the terms and conditions of appointment of Kiran Mazumdar-Shaw and Siddharth Mittal, including remuneration and annual incremental thereof, can be altered and varied, but such remuneration shall not exceed the limits specified

in the Companies Act, 2013 and / or as specifically approved by the Members of the Company pursuant to Section 197 of the Act read with Schedule V.

As an abundant caution, approval of the shareholders was obtained for payment of remuneration to the Executive Directors, in situation of absence or inadequacy of profits for 3 (three) years w.e.f. Financial Year 2022-23, by way of postal ballot on January 21, 2023.

### D. Criteria for Making Payment to Non-Executive Directors

The Company's Non-Executive Directors are leading professionals with high level of expertise and rich experience in functional areas such as business strategy, financial governance, corporate governance, research and innovation, amongst others. The Company's Non-Executive Directors have been shaping and steering the long-term strategy and make invaluable contributions towards Biocon group level strategy, monitoring of risk management and compliances.

The Nomination and Remuneration Committee determines and recommends to the Board the compensation payable to all the Directors from time to time.

Based on the recommendation of the Nomination and Remuneration Committee and the Board of Directors, the shareholders at their 43<sup>rd</sup> AGM held on July 23, 2021 have approved to pay remuneration by way of commission or otherwise to the Non-Executive Directors of the Company for the Financial Year 2021-22 and thereafter, at an amount not exceeding 3% of the net profits of the Company computed in accordance with the provisions of Section 198 of the Companies Act, 2013 and the said remuneration is in addition to sitting fees and reimbursement of expenses for attending the meetings of the Board of Directors or Committees thereof and the said remuneration is paid in such amount, proportion and manner as may be decided by the Board of Directors of the Company from time to time.

### E. Service Contracts, Notice Period and Severance Fees

As on March 31, 2025, the Board comprised of 9 (nine) Members, including 2 (two) Executive Directors and 7 (seven) Non-Executive Directors, of which 5 (five) are Independent Directors. Kiran Mazumdar-Shaw, Executive Chairperson and Siddharth Mittal, Managing Director and CEO are employees of the Company. Hence, the provision for payment of severance fees to them shall be as per the terms mentioned in the Company's policy. However, other Directors are not subject to any notice period and severance fees.

### F. All Pecuniary Relationship or Transactions of the Non-Executive Directors

There was no pecuniary relationship or transactions of the Non-Executive Directors vis-a-vis the Company, which has potential conflict with the interest of the organisation at large.

## G. Remuneration to Directors

The details of remuneration of Directors for the year ended March 31, 2025, are given below:

Amount in ₹ million

Directors	Salary and Perquisites			Others		
	Fixed Pay & Bonus	Perquisites <sup>^</sup>	Retirement Benefits	Commission	Sitting Fees	Total
Kiran Mazumdar-Shaw	42.28	-	-	-	-	42.28
Siddharth Mittal	71.64	-	2.07	-	-	73.71
Prof. Ravi Rasendra Mazumdar	-	-	-	4.93	1.87	6.80
Eric Vivek Mazumdar	-	-	-	4.59	1.36	5.95
Meleveetil Damodaran*	-	-	-	-	0.17	0.17
Bobby Kanubhai Parikh	-	-	-	6.46	1.87	8.33
Naina Lal Kidwai	-	-	-	5.27	1.53	6.80
Rekha Mehrotra Menon	-	-	-	4.76	1.87	6.63
Nicholas Robert Haggar	-	-	-	5.61	1.95	7.56
Atul Dhawan**	-	-	-	5.27	1.36	6.63

**Note:**

- <sup>^</sup>Perquisites valued as per Income Tax Act, 1961. Perquisite arising from exercise of vested stock options for Siddharth Mittal which were granted during earlier financial years was valued at ₹ 44.88 million.
- The remuneration to Executive Directors and Key Managerial Personnel does not include provisions made for gratuity and compensated absences, as they are obtained on an actuarial basis for the Company as a whole.
- \*Meleveetil Damodaran completed his second term as an Independent Director of the Company and consequently ceased to be a Board Member with effect from close of business hours on July 25, 2024.
- \*\*Atul Dhawan was appointed as an Independent Director of the Company w.e.f. May 16, 2024.
- During the year, no options under the Company's ESOP and RSU plans were granted to any Executive/Non-Executive Directors of the Company except to Siddharth Mittal, Managing Director & CEO of the Company.
- During the year, Siddharth Mittal was granted 13,45,430 Restricted Stock Units ('RSUs') at a face value of ₹ 5/- , under the Biocon Restricted Stock Unit Long Term Incentive Plan FY 2025-29. The RSUs will vest over a period of 5 years and exercisable within a period of 3 years from the date of last vesting as per the Plan. The details of such RSUs form part of Annexure 2 to the Director's Report.

## VI. General Body Meetings

### A. Annual General Meetings

The date, time, location of Annual General Meetings held during the last 3 (three) years and the special resolutions passed thereat are as follows:

Year	Date and Time	Venue	Special Resolution(s) Passed
2023-24	August 09, 2024 at 3:30 PM	*Held through video conferencing ('VC') or other audio-visual means ('OAVM').	<ol style="list-style-type: none"> <li>To appoint Mr. Atul Dhawan (DIN: 07373372) as an Independent Director of the Company.</li> <li>To re-appoint Ms. Kiran Mazumdar-Shaw (DIN: 00347229) as an Executive Director (designated as an "Executive Chairperson") of the Company.</li> <li>To re-appoint Mr. Siddharth Mittal (DIN: 03230757) as the Managing Director of the Company.</li> <li>To approve Biocon Restricted Stock Unit Long Term Incentive Plan FY 2025-29 and grant of Restricted Stock Units to eligible employees of the Company.</li> <li>Authorization for secondary acquisition of equity shares of the Company by Biocon India Limited Employees Welfare Trust for implementation of 'Biocon Restricted Stock Unit Long Term Incentive Plan FY 2025-29'.</li> <li>To approve grant of Restricted Stock Units to the employees of present and future subsidiary Company(ies) under Biocon Restricted Stock Unit Long Term Incentive Plan FY 2025-29.</li> </ol>
2022-23	August 11, 2023 at 3:30 PM	*Held through video conferencing ('VC') or other audio-visual means ('OAVM').	<ol style="list-style-type: none"> <li>To appoint Ms. Rekha Mehrotra Menon (DIN: 02768316) as an Independent Director of the Company.</li> </ol>

Year	Date and Time	Venue	Special Resolution(s) Passed
2021-22	July 28, 2022 at 3:30 PM	*Held through video conferencing ("VC") or other audio-visual means ("OAVM").	<ol style="list-style-type: none"> <li>To appoint Ms. Naina Lal Kidwai (DIN:00017806) as an Independent Director of the Company.</li> <li>To approve amendment and termination of Biocon Limited Employee Stock Option Plan 2000 ("the ESOP Plan").</li> <li>To approve amendment in the Biocon Restricted Stock Unit Long Term Incentive Plan FY 2020-24 of the Company.</li> </ol>

\*The AGM held on August 09, 2024, August 11, 2023, July 28, 2022 were in compliance with the applicable provisions of the Companies Act, 2013 including General Circular No. 14/2020 dated April 08, 2020, Circular No. 17/2020 dated April 13, 2020, Circular No. 20/2020 dated May 05, 2020, Circular No. 02/2021 dated January 13, 2021, Circular No. 2/2022 dated May 05, 2022, Circular No. 10/2022 dated December 28, 2022 and Circular No. 09/2023 dated September 25, 2023 issued by Ministry of Corporate Affairs ('MCA'). The deemed venue for the meeting was registered office of the Company situated at 20th KM, Hosur Road, Electronic City, Bengaluru - 560 100, Karnataka, India.

### I. Special Resolutions passed through Postal Ballot

During the financial year ended March 31, 2025, 2 (two) postal ballots were held for passing the following resolutions:

- 10 Ordinary Resolutions
- 1 Special Resolution

The details of the same are provided below:

Postal Ballot Notice dated August 21, 2024 (Date of passing of resolution: September 22, 2024)									
S.No.	Particulars of the Resolution	Type of Resolution	Voting Details						
			No. of shares	No. of votes polled	% of votes polled on Outstanding shares	Votes cast in favour		Votes cast against	
						No. of votes	%	No. of votes	%
1	To approve material related party transaction(s) between Biocon Biologics Limited and Biocon Biologics Global PLC, being direct and indirect subsidiaries of the Company.	Ordinary	1200600000	246452232	20.53	243821976	98.93	2630256	1.07
2	To approve material related party transaction(s) between Biocon Biologics UK Limited and Biocon Biologics Global PLC, being indirect subsidiaries of the Company.	Ordinary	1200600000	246452234	20.53	243823011	98.93	2629223	1.07
3	To approve material related party transaction(s) between Biosimilars Newco Limited and Biocon Biologics Global PLC, being indirect subsidiaries of the Company.	Ordinary	1200600000	246452229	20.53	243823031	98.93	2629198	1.07
4	To approve material related party transaction(s) between Biosimilar Collaborations Ireland Limited and Biocon Biologics Global PLC, being indirect subsidiaries of the Company.	Ordinary	1200600000	246451535	20.53	243822932	98.93	2628603	1.07
5	To approve material related party transaction(s) between Biocon SDN BHD and Biocon Biologics Global PLC, being indirect subsidiaries of the Company.	Ordinary	1200600000	246451435	20.53	243822171	98.93	2629264	1.07

Postal Ballot Notice dated August 21, 2024 (Date of passing of resolution: September 22, 2024)									
S.No.	Particulars of the Resolution	Type of Resolution	Voting Details						
			No. of shares	No. of votes polled	% of votes polled on Outstanding shares	Votes cast in favour		Votes cast against	
						No. of votes	%	No. of votes	%
6	To approve material related party transaction(s) between Biocon Biologics Limited and Biosimilars Newco Limited, being direct and indirect subsidiaries of the Company.	Ordinary	1200600000	246452123	20.53	243822860	98.93	2629263	1.07
7	To approve material related party transaction(s) between Biocon Biologics UK Limited and Biosimilars Newco Limited, being indirect subsidiaries of the Company.	Ordinary	1200600000	246452104	20.53	243822852	98.93	2629252	1.07
8	To approve material related party transaction(s) between Biosimilar Collaborations Ireland Limited and Biosimilars Newco Limited, being indirect subsidiaries of the Company.	Ordinary	1200600000	246452219	20.53	243822964	98.93	2629255	1.07
9	To approve material related party transaction(s) between Biocon SDN BHD and Biosimilars Newco Limited, being indirect subsidiaries of the Company.	Ordinary	1200600000	246452218	20.53	243822794	98.93	2629424	1.07
10	To approve sale, disposal and leasing of assets exceeding 20% of the assets of material subsidiaries of the Company.	Special	1200600000	968245103	80.65	965606848	99.73	2638255	0.27
Postal Ballot Notice dated February 26, 2025 (Date of passing of resolution: March 30, 2025)									
1	To approve material related party transaction(s) between Biocon Biologics UK Limited and Biosimilars Newco Limited, being indirect subsidiaries of the Company.	Ordinary	1200600000	251858211	20.98	251837980	99.99	20231	0.01

## II. Person who conducted the Postal Ballot process

Mr. V. Sreedharan, (FCS 2347; CP 833) and in his absence Mr. Pradeep B Kulkarni, (FCS 7260; CP 7835), Practicing Company Secretaries and Partners of M/s. V. Sreedharan & Associates, Company Secretaries, Bengaluru, Karnataka, were appointed as scrutinizers to conduct the Postal Ballot process.

## III. Procedure for Postal Ballot

In compliance with the provisions of the Companies Act, 2013 ('the Act'), read with rules made thereunder, the Company provides electronic voting (e-voting) facility to all its Members. The Company engages the services of KFin Technologies Limited, the Registrar and Share Transfer Agents of the Company for the purpose of providing e-voting facility to all its Members.

The Company dispatches the postal ballot notices to its Members in the electronic form to the email addresses registered with their

depository participants and to their email address registered with the Company (in case of physical shareholding). The Company also publishes a notice in the newspaper declaring the details of completion of dispatch and other requirements as mandated under the Act and applicable Rules.

Voting rights are reckoned on the paid-up value of the shares registered in the names of the Members as on the cut-off date. Members exercising their votes by electronic mode are requested to vote before close of business hours on the last date of e-voting.

The scrutinizer submits his report to the Chairperson, after the completion of scrutiny and the consolidated results of voting by postal ballot are then announced by the Chairperson/any Director of the Company/Company Secretary. The results are also displayed on the Company's website, [www.biocon.com](http://www.biocon.com), besides being communicated to the Stock Exchanges, Depositories & Registrar and Share Transfer Agent. In the event the resolution is passed by requisite majority, the

date of passing the resolution is deemed to be the last date specified by the Company for e-voting.

None of the business proposed to be transacted at the ensuing Annual General Meeting requires passing of special resolution through postal ballot.

## B. Means of Communication

### I. Quarterly financial results

The quarterly financial results are normally published in nationwide newspaper i.e. Financial Express and Vijayavani (Kannada edition) and are also displayed on Company's website <https://www.biocon.com/investor-relations/financial-information/quarterly-reports/>.

### II. News Releases, Presentations

Official news/press releases are disclosed to both the Stock Exchanges i.e. National Stock Exchange of India Limited ('NSE') and BSE Limited ('BSE') from time to time and are also displayed on the website of the Company at <https://www.biocon.com/investor-relations/stock-exchange-disclosures/press-release/>.

### III. Presentations to Institutional Investors/ Analysts

Presentations are made to institutional investors and financial analysts on the quarterly financial results of the Company. These presentations are also published on the website of the Company and are disclosed to both the Stock Exchanges i.e. National Stock Exchange of India Limited ('NSE') and BSE Limited ('BSE'). The details of meetings with institutional investors/financial analysts are intimated to the Stock Exchanges and disclosed on website of the Company at [www.biocon.com](http://www.biocon.com).

### IV. Website

The website of the Company i.e. [www.biocon.com](http://www.biocon.com) contains a separate and dedicated "investors" section to serve shareholders, by giving complete information pertaining to the Board of Directors and its Committees, annual reports along with supporting documents, financial results including subsidiaries financials, stock exchange disclosures and compliances such as shareholding pattern, corporate governance report and press releases, Notice of the Board and General Meetings, contact details of Registrar and Share Transfer Agents,

details of unclaimed or unpaid dividend and Investor Education and Protection Fund ('IEPF') related information, amongst others. These are made available on the website in a user-friendly and downloadable form.

### V. NSE Electronic Application Processing System ('NEAPS') and BSE Listing Centre

NEAPS and BSE Listing Centre are web-based applications designed by NSE and BSE, respectively, for the Corporates for smooth filing of information with the Stock Exchanges. All periodical compliance filings like Integrated Filing (Governance), Integrated Filing (Financial), shareholding pattern, press releases and other disclosures under SEBI Listing Regulations are electronically filed on NEAPS and BSE Listing Centre.

### VI. SEBI Complaints Redress System ('SCORES')

Investor complaints are processed through a centralized web-based complaints redressal system. Centralised database of all complaints received, online upload of the Action Taken Reports ('ATRs') by the Company, online viewing by investors of actions taken on the complaint and the current status are updated/resolved electronically in the SEBI SCORES system.

SEBI has established a common Online Dispute Resolution Portal ('ODR Portal') for resolution of disputes arising in the Indian Securities Market. Pursuant to this, post exhausting the option to resolve their grievance with the RTA/Company directly and through existing SCORES platform, the investors can initiate dispute resolution through the ODR Portal (<https://smartodr.in/login>).

## VII. General Shareholders Information

### A. Company Registration Details

The registered office of the Company is Biocon Limited, 20th KM, Hosur Road, Electronic City, Bengaluru - 560 100 and it is registered in the State of Karnataka, India. The Corporate Identity Number ('CIN') allotted to the Company by the Ministry of Corporate Affairs ('MCA') is L24234KA1978PLC003417.

### B. Annual General Meeting

<b>Day, Date and Time</b>	Friday, August 08, 2025 at 3:30 PM (IST)
<b>Venue *</b>	20th KM, Hosur Road, Electronic City, Bangalore – 560 100, Karnataka, India
<b>Financial Year</b>	April 01, 2024 – March 31, 2025
<b>Dividend Payment date</b>	On or before Friday, August 22, 2025
<b>Record Date (Dividend)</b>	Friday, July 04, 2025
<b>Cut-off Date (e-voting)</b>	Friday, August 01, 2025
<b>Financial Results Calendar for 2025-26 (tentative)</b>	
<b>Q1-FY 26</b>	August 07, 2025
<b>Q2-FY 26</b>	November 11, 2025
<b>Q3-FY 26</b>	February 12, 2026
<b>Q4-FY 26</b>	May 14, 2026
<b>Listed on Stock Exchanges</b>	<b>National Stock Exchange of India Limited ('NSE')</b> Exchange Plaza, Bandra-Kurla Complex, Bandra (E), Mumbai – 400 051  <b>BSE Limited ('BSE')</b> PJ Towers, Dalal Street, Mumbai- 400 001
<b>Stock Code/Symbol</b>	NSE – BIOCON BSE - 532523
<b>International Securities Identification Number ('ISIN')</b>	INE376G01013
<b>Payment of Annual listing fees to Stock Exchanges</b>	Paid

\*In terms of the MCA Circular No. 14/2020 dated April 08, 2020, Circular No. 17/2020 dated April 13, 2020, Circular No. 20/2020 dated May 05, 2020, General Circular No. 09/2023 dated September 25, 2023 and other relevant circulars, the latest one being General Circular no. 09/2024 dated September 19, 2024 ('MCA Circulars'), the 47<sup>th</sup> AGM of the Company shall be held through video conferencing ('VC') or other audio visual means ('OAVM'). Hence, Members can attend and participate in the AGM through VC/OAVM only. The detailed procedure for participating in the meeting through VC/OAVM is annexed to the AGM Notice and available on the website of the Company at [www.biocon.com](http://www.biocon.com).

### I. Share transfer system

The Company has the Stakeholders Relationship Committee to review and resolve the complaints by shareholders which may arise from time to time and the status of such complaints or requests is placed before the Board. The Company has complied with the requirements as specified in Regulation 40 of SEBI Listing Regulations for effecting transfer of securities of the Company.

Physical transfer of shares of the listed Companies is barred by SEBI and transfers are mandated only in dematerialised form. However, shareholders are not barred from holding shares in physical form. Further, transmission or transposition of securities held in physical or dematerialised form shall be effected only in dematerialised form.

Transfers of equity shares in electronic form are effected through the depositories with no involvement of the Company. Members holding shares in physical form are requested to consider converting their holdings to dematerialized form.

Shareholders holding shares in physical mode have been requested to furnish PAN, nomination, contact details, bank account details and specimen signature for their corresponding folios. Shareholders may contact the RTA at [einward.ris@kfintech.com](mailto:einward.ris@kfintech.com) in this regard.

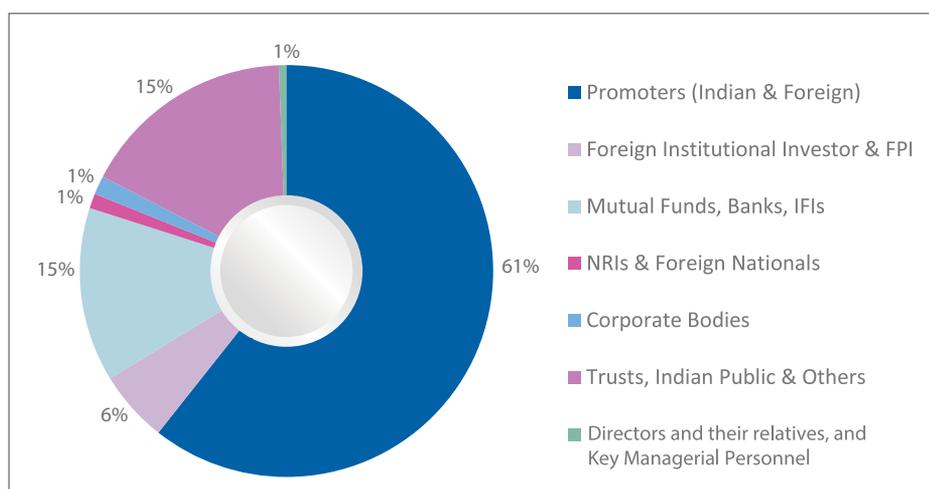
### II. Dematerialization of shares and liquidity

As on March 31, 2025, 99.96% of the equity shares were in electronic form. Trading in equity shares of the Company is permitted only in dematerialized form. The Company's equity shares are actively traded on both National Stock Exchange of India Limited ('NSE') and BSE Limited ('BSE').

Further, as mandated by SEBI, existing Members of the Company, who hold securities in physical form and intend to transfer their securities, can do so only in dematerialised form. Hence, shareholders who hold shares in physical form are requested to dematerialise these shares to ensure such shares are freely transferable.

### III. Distribution of shareholding (category wise) as on March 31, 2025 is as under:

S. No	Category	No. of Shares	% to Equity
1	Promoters (Indian & Foreign)	728,024,176	60.64
2	Foreign Institutional Investor & FPI	68,000,552	5.66
3	Mutual Funds, Banks, IFIs	188,791,962	15.72
4	NRIs & Foreign Nationals	12,979,034	1.08
5	Corporate Bodies	17,529,028	1.46
6	Trusts (Public as well as Employee Trusts)	3,539,390	0.29
7	Indian Public & Others	174,328,569	14.53
8	Directors and their relatives, and Key Managerial Personnel	7,407,289	0.62
	<b>Total</b>	<b>1,200,600,000</b>	<b>100.00</b>



Note: Percentages have been rounded-off

## IV. Distribution of Shareholding as on March 31, 2025:

S.N	Category (No. of Shares)	No. of Shareholders	% to Shareholders	Shareholding (No. of shares)	% to Equity
1	1 - 5000	420,865	99.19	77,478,069	6.45
2	5001 - 10000	1,736	0.41	12,491,752	1.04
3	10001 - 20000	778	0.18	10,973,744	0.91
4	20001 - 30000	266	0.06	6,603,295	0.55
5	30001 - 40000	127	0.03	4,412,924	0.37
6	40001 - 50000	102	0.02	4,693,742	0.39
7	50001 - 100000	173	0.04	12,163,825	1.01
8	100001 and above	250	0.07	1,071,782,649	89.28
	<b>TOTAL</b>	<b>424,297</b>	<b>100.00</b>	<b>1,200,600,000</b>	<b>100.00</b>

## V. Outstanding ADRs/GDRs/Warrants or any Convertible Instruments, Conversion Date and likely impact on Equity

The Company has not issued any ADRs/GDRs/Warrants or any Convertible Instruments.

## VI. Commodity Price Risk or Foreign Exchange Risk and Hedging Activities

The input pricing risk is managed through appropriate long-term rate contracts and constant evaluation of alternate support sources for key raw materials. The Company has an approved Foreign Exchange Risk Management Policy and accordingly, during the financial year ended March 31, 2025, the Company managed foreign exchange risk and hedged these to the extent considered necessary. The details of foreign currency exposure and hedging are disclosed in Notes to Standalone Financial Statements.

## VII. Plant Locations

1	2	3	4	5
20th KM, Hosur Road, Electronic City, Bengaluru, Karnataka - 560 100, India	Biocon Park, Plot No. 2, 3, 4 & 5, Bommasandra- Jigani Link Road, Bengaluru, Karnataka - 560 099, India	M/s. Biocon Limited, Plot No. 213-215 And 216/B, Phase II IDA, Pashamylaram, Sangareddy District 502307, Telangana State, India	Plot No. 02, Road No. 21, Jawaharlal Nehru Pharma city, Thadi Village, IDA Paravada (M), Anakapalli District- 531 019, Andhra Pradesh, India.	M/s. Biocon Biosphere Limited, Plot No. 95, Visakha Pharmacity, SEZ, Jawaharlal Nehru Pharma City, Paravada (M), Anakapalli District - 531 021, Andhra Pradesh, India

## VIII. Address for Correspondence

<b>Corporate Governance &amp; Compliance, Investor Grievances Redressal</b> <b>Mukesh Kamath</b> Interim Chief Financial Officer & Nodal Officer Tel: 91 80 2808 2038 E-mail id: co.secretary@biocon.com/ Mukesh.Kamath@biocon.com	<b>Financial Disclosure and Information</b> Email: co.secretary@biocon.com Tel: 91 80 - 2808 2808
<b>Media &amp; Corporate Communications</b> <b>Seema Shah Ahuja</b> Senior Vice-President & Global Head Corporate Communications & Corporate Brand Biocon Group Tel: 91 80- 2808 2808 E-mail id: Seema.Ahuja@biocon.com	<b>Corporate Communications</b> <b>Calvin Printer</b> Vice President Corporate Communications Tel: 91 80- 2808 2808 E-mail id: calvin.printer@biocon.com
<b>Investor Relations (Institutional Investors &amp; Research Analysts)</b> <b>Saurabh Paliwal</b> Head - Investor Relations Tel: 91 80 2808 2040 E-mail id: investor.relations@biocon.com	<b>Registrar and Share Transfer Agents ('RTA')</b> <b>KFin Technologies Limited (Unit: Biocon Limited)</b> Plot No. 31 & 32, Selenium, Tower B, Gachibowli, Financial District, Nanakramguda, Hyderabad - 500 032 E-mail id: suresh.d@kfintech.com / einward.ris@kfintech.com

## IX. Credit Ratings

ICRA Limited vide its letter dated August 30, 2024, has reaffirmed the rating at 'ICRA AA+' for the long-term bank facilities and 'ICRA A1+' for the short-term bank facilities of the Company.

CRISIL vide its letter dated November 25, 2024, has reaffirmed the rating at 'CRISIL AA+' for the long-term bank facilities and 'CRISIL A1+' for the short-term bank facilities of the Company.

India Ratings and Research ('Ind-Ra') vide letter dated January 22, 2025, has reaffirmed the rating at 'IND AA+/ Stable' for the Non-convertible Debentures and Term Loans, IND AA+/A1+ for proposed working capital limits and IND A1+ for Commercial paper program of the Company.

## C. Other Disclosures

### I. Materially Significant Related Party Transactions

During the financial year under review, no materially significant transactions or arrangements were entered into between the Company and its promoters, management, Directors or their relatives, subsidiaries, etc. that may have potential conflict with the interests of the Company at large. The Company has formulated a policy on dealing with Related Party Transactions, which specifies the manner of entering into Related Party Transactions. This policy has also been hosted on the website of the Company at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

### II. Details of Non-Compliance

During the last 3 (three) years, there were no instances of non-compliances by the Company related to capital markets and no penalty or strictures were imposed on the Company by the Stock Exchanges or SEBI or any statutory authorities. Further, the securities of the Company were not suspended from trading at any time during the year.

### III. Compliance with Corporate Governance Requirements

The Company has complied with the requirements of corporate governance specified in Regulations 17 to 27 and clause (b) to (i) of sub-regulation (2) of Regulation 46 of the SEBI Listing Regulations.

### IV. Vigil Mechanism / Whistle Blower Policy

The vigil mechanism as envisaged in the Companies Act, 2013 and SEBI Listing Regulations is implemented through the Company's Whistle Blower Policy to adequately safeguard against victimisation of persons who use such mechanism. During the year, no personnel was denied access to the Audit Committee of the Company. The address of the Chairperson of the Audit Committee has been given in the policy for the employees, Directors, vendors, suppliers or other stakeholders associated with the Company to report any matter of concern. Vigil mechanism of the Company is available on the website of the Company at <https://www.biocon.com/docs/Biocon-Whistle-Blower-and-Integrity-Policy.pdf>.

### V. Compliance with Mandatory and Discretionary Requirements

The Company has complied with all mandatory requirements prescribed by SEBI Listing Regulations and the Company has also complied with below mentioned discretionary requirements as stated under Part E of Schedule II to the SEBI Listing Regulations, as under:

- Modified opinion(s) in audit report: During the financial year under review, there is no audit qualification in the Company's financial statements. The Company continues to adopt best practices to ensure regime of unqualified financial statements.
- Reporting of Internal Auditors: Internal Auditors report directly to the Audit Committee.

### VI. Policy for Determining Material Subsidiary

The Company has formulated a policy for determining Material subsidiaries as defined under the SEBI Listing Regulations. This policy is also published on the website of the Company at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

### VII. Policy for Determining Related Party Transactions

The Company has formulated a policy on materiality of related party transactions and on dealings with such transactions. This policy has also been published on the website of the Company at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

### VIII. 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.

### IX. Total Fees for all Services Paid by the Company and its Subsidiaries, on a Consolidated Basis, to the Statutory Auditors of the Company and all Entities in the Network Firm/Network Entity of which the Statutory Auditor is a Part

The details of payment made to the Statutory Auditors on consolidated basis are available under Note no. 28 to the Consolidated Financial Statements of this Report.

### X. Certificate from Company Secretary in Practice

As required under Regulation 34(3) read with Clause 10(i), Part C of Schedule V of the SEBI Listing Regulations, the Company has received a Certificate from Pradeep B Kulkarni, Company Secretary in Practice, Partner of M/s. V. Sreedharan and Associates, certifying that none of our Directors on the Board of the Company have been debarred or disqualified from being appointed or to continuing as Directors of Company by the SEBI or Ministry of Corporate Affairs or any such statutory authority. This document is annexed to this report.

### XI. Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

The disclosure regarding the complaints of sexual harassment are given in the Board's Report.

### XII. Disclosure by Listed Entity and its Subsidiaries of Loans and Advances in the Nature of Loans to Firms/ Companies in which Directors are Interested by Name and Amount

There were no loans and advances provided to firms/Companies in which Directors are interested.

### XIII. Disclosures with respect to Demat Suspense Account/ Unclaimed Suspense Account

The Company does not have any securities in the demat suspense account/unclaimed suspense account.

#### XIV. Details of Material Subsidiaries of the Company

S. No.	Name of material subsidiary	Date of Incorporation	Place of Incorporation	Name of Statutory Auditor	Date of appointment of Statutory Auditors
1.	Biocon Biologics Limited	June 08, 2016	Bangalore, Karnataka	B S R & Co. LLP	July 26, 2022
2.	Biocon Biologics UK Limited	March 02, 2016	United Kingdom	KNAV Limited	January 27, 2025
3.	Biocon Biologics Inc. USA	November 12, 2019	State of Delaware	KNAV CPA LLP	July 02, 2024
4.	Biosimilars Newco Limited	July 27, 2022	United Kingdom	KNAV Limited	January 27, 2025
5.	Biosimilar Collaborations Ireland Limited	October 11, 2013	Ireland	Baker Tilly Ireland Audit Limited	January 27, 2025
6.	Syngene International Limited	November 18, 1993	Bangalore, Karnataka	B S R & Co. LLP	July 21, 2021

#### XV. Code of Conduct

The Code of Conduct ('the Code') for Board Members and senior management personnel as adopted by the Board, is a comprehensive Code applicable to Directors and senior management personnel. The Code lays down in detail, the standards of business conduct, ethics and strict governance norms for the Board and senior management personnel. A copy of the Code is available on the website of the Company at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>. The Code has been circulated to Directors and senior management personnel and its compliance is affirmed by them annually. A declaration signed by the Chief Executive Officer to this effect forms part of this Report.

#### XVI. Code of Conduct for Prevention of Insider Trading

The Company has formulated a comprehensive Code of Conduct for Prevention of Insider Trading for its designated persons, in compliance with Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, as amended from time to time. The Directors, officers, designated persons and other connected persons of the Company are governed by the Code. The Code is also hosted on the website of the Company at <https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/>.

#### XVII. Disclosure by Senior Management Personnel

The senior management of the Company have made disclosures to the Board confirming that there are no material, financial and commercial transactions where they have personal interest that may have a potential conflict of interest with the Company at large.

#### XVIII. CEO and CFO Certification

As required by Regulation 17(8) read with Schedule II Part B of the SEBI Listing Regulations, the Chief Executive Officer of the Company has furnished to the Board, the requisite Compliance Certificate for the financial year ended March 31, 2025.

#### XIX. Certificate for Compliance with Corporate Governance

A certificate from the statutory auditors confirming compliance with conditions of Corporate Governance is annexed to this Report.

#### XX. Secretarial Audit

The secretarial audit report of the Company for the year ended March 31, 2025, issued by Pradeep B Kulkarni, Partner of M/s. V. Sreedharan & Associates, Practicing Company Secretaries forms part of the Board's Report as *Annexure 4*.

As on March 31, 2025, none of the Indian subsidiaries of the Company except Biocon Biologics Limited qualified to be unlisted material subsidiaries. Further, pursuant to the provisions of the Regulation 24A of SEBI Listing Regulations, the secretarial audit report of Biocon Biologics Limited forms part of the Board's Report as *Annexure 4A*.

#### XXI. Agreement on Compensation of Profit Sharing in Connection with Dealings in Securities of the Company

During the financial year under review, no employee including Key Managerial Personnel or Director or Promoter of the Company had entered into any agreement, either for themselves or on behalf of any other person, with any shareholder or any other third party with regard to compensation or profit sharing in connection with dealings in securities of the Company.

#### XXII. Disclosure of Certain Types of Agreements Binding Listed Entities

The Company has not received any intimation/notification concerning agreements entered into by the shareholders, promoters, promoter group entities, related parties, directors, key managerial personnel, employees of the Company or of its holding, subsidiary or associate company, among themselves or with the Company or with a third party, solely or jointly, which, either directly or indirectly or potentially or whose purpose and effect is to, impact the management or control of the Company or impose any restriction or create any liability upon the Company.

#### XXIII. Declaration on Code of Conduct

Biocon Limited is committed to conducting its business in accordance with the applicable laws, rules and regulations and with highest standards of business ethics. The Company has adopted a "Code of Conduct and Ethics" which is applicable to all Directors and employees, amongst others.

I hereby confirm that all the Members of the Board of Directors and Senior Management Personnel of the Company have affirmed compliance with the Code of Conduct and Ethics with respect to the Financial Year 2024-25.

For Biocon Limited

Sd/-

**Siddharth Mittal**

Managing Director and CEO

DIN: 03230757

Date: May 08, 2025

Place: Bengaluru

## 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  
**BIOCON LIMITED**  
20th K.M. Hosur Road,  
Electronic City, Bengaluru - 560100

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of BIOCON LIMITED, having CIN L24234KA1978PLC003417 and having registered office at 20th K.M. Hosur Road, Electronic City, Bengaluru - 560100 (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 and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on March 31, 2025 have been debarred or disqualified from being appointed or continuing as the Directors of the Company by the Securities and Exchange Board of India (SEBI) and Ministry of Corporate Affairs (MCA).

Details of the Directors:

Sl. No.	Name of Director	Designation	DIN	Date of appointment in Company
1.	Ms. Kiran Mazumdar Shaw	Executive Director, Chairperson of the Board	00347229	01/04/2010
2.	Mr. Siddharth Mittal	Managing Director and Chief Executive Officer	03230757	01/12/2019
3.	Mr. Bobby Kanubhai Parikh	Non-Executive Independent Director	00019437	27/07/2018
4.	Ms. Naina Lal Kidwai	Non-Executive Independent Director	00017806	28/04/2022
5.	Prof. Ravi Rasendra Mazumdar	Non-Executive Non-Independent Director	00109213	08/08/2000
6.	Mr. Eric Vivek Mazumdar	Non-Executive Non-Independent Director	09381549	01/11/2021
7.	Ms. Rekha Mehrotra Menon	Non-Executive Independent Director	02768316	26/07/2023
8.	Mr. Nicholas Robert Haggart	Non-Executive Independent Director	08518863	01/09/2023
9.	Mr. Atul Dhawan	Non-Executive Independent Director	07373372	16/05/2024

**Notes:**

- i. Ms. Kiran Mazumdar Shaw (DIN: 00347229) was re-appointed as Executive Director of the Company for a period of 5 (five) years effective from April 1, 2025.
- ii. Mr. Siddharth Mittal (DIN: 03230757) was re-appointed as Managing Director of the Company for a period of 5 (five) years effective from December 1, 2024.
- iii. Mr. Meleveetil Damodaran (DIN: 02106990), Independent Director had stepped down from the Board due to the completion of his second and final term as an Independent Director with effect from the close of business hours on July 25, 2024.
- iv. Mr. Atul Dhawan (DIN: 07373372) was appointed as an Additional Director (Category: Non-Executive, Independent Director) on the Board of the Company with effect from May 16, 2024. Further, Mr. Atul Dhawan was appointed as an Independent Director of the Company at the 46th Annual General Meeting of the Company held on August 09, 2024.

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion 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 **V Sreedharan and Associates**

Place: Bengaluru  
Date: May 08, 2025

**Sd/-**  
**(Pradeep B Kulkarni)**  
Partner  
FCS: 7260; CP No.7835  
UDIN: F007260G000296648  
Peer Review certificate No. 5543/2024

## INDEPENDENT AUDITORS' CERTIFICATE ON COMPLIANCE WITH THE CORPORATE GOVERNANCE REQUIREMENTS UNDER SEBI (Listing Obligations and Disclosure Requirements) REGULATIONS, 2015

### TO THE MEMBERS OF BIOCON LIMITED

1. This certificate is issued in accordance with the terms of our engagement letter dated 9 August 2021 and addendum to the engagement letter dated 24 February 2025.
2. We have examined the compliance of conditions of Corporate Governance by Biocon 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 and 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

Sd/-  
**(Sudhir Soni)**  
Partner

Membership No: 041870  
UDIN: 25041870BMOMLI4538

Place: Mumbai  
Date: May 08, 2025

# Independent Auditor's Report

To the Members of Biocon Limited

## Report on the Audit of the Standalone Financial Statements

### Opinion

We have audited the standalone financial statements of **Biocon Limited** (the "Company"), its Employee Welfare Trusts ("Trust") 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 (herein referred to as the "standalone financial statements").

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 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 income, 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.

### 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 assessment of long term investments in subsidiaries See Note 6 and 2(a) to standalone financial statements	
The key audit matter	How the matter was addressed in our audit
<p>The Company has long term investments in subsidiaries aggregating to Rs. 113,496 million as at 31 March 2025. The Company accounts for these investments at cost less any provision for impairment loss. Changes in the business environment, including market or economic environment and general inflationary trend could have significant impact on the valuation of these investments. Investments where an indication based on these factors exist, are tested for impairment at the end of the reporting period.</p> <p>The Company determines the recoverable value of such investments and compares it to the carrying value if there are indicators of impairment. The recoverable value is the higher of the market value or the Value in Use (VIU). The recoverable value is determined using the following assumptions:</p> <ul style="list-style-type: none"> <li>projected future cash inflows</li> <li>expected growth rate, discount rate, terminal growth rate</li> <li>comparison of price and market multiples</li> </ul> <p>The assessment of discount rate and terminal growth rate requires specialized skills and knowledge. Changes in these assumptions, could impact the recoverable value of the investments Further, these significant assumptions are forward looking and could be affected by future economic and market conditions. The impairment testing is significant to our audit, because of the materiality of the investments as well as the involvement of estimates and judgements.</p>	<p>Our audit procedures to obtain sufficient audit evidence included:</p> <ul style="list-style-type: none"> <li>Assessed the design, implementation and operating effectiveness of the relevant key controls in respect of company's e impairment assessment process, including approval of forecasts and valuation models;</li> <li>Performed a retrospective analysis to assess the reasonableness of Company's projections by comparing historical forecast to actual results;</li> <li>Evaluated the reasonableness of the overall impairment model including assumptions by involving valuation specialist and comparing these inputs with externally available data, consistency with Board approved forecasts and knowledge of the industry and verified overall mathematical accuracy of calculations;</li> <li>Performed sensitivity analysis of key assumptions. These include future revenue growth rates, terminal growth rate and discount rate applied in the valuation.</li> </ul>

## Independent Auditor's Report (continued...)

Going concern	
See Note 1.2 to standalone financial statements	
The key audit matter	How the matter was addressed in our audit
<p>In respect of agreements entered into by the Company with certain financial investors for acquisition of biosimilar business by its subsidiary, there are put option obligations on the Company to provide exit to the investors. The Company also has certain long-term borrowings that carry drag along rights which require the Company to repay the debts if the put options, as mentioned above, are triggered. As at 31 March 2025, these contractual agreements indicate possible obligations as described in note 34(ii) to the financial statements.</p> <p>Management assessed its financial position as at 31 March 2025, its forecasts for the period of fifteen months from the date of these financial statements, its ability to re-negotiate the exit terms with investors, ability to raise funds by issuance of further shares as stated in note 46(b) to the standalone financial statements and support liquidity from its non-current assets.</p> <p>These factors involve subjectivity considering the fact that some of these are driven by external environment and hence outcomes could be different from those factored by the Company. Considering the significance of this issue it is considered as a Key Audit Matter.</p>	<p>Our audit procedures to assess the going concern assumption included the following:</p> <ul style="list-style-type: none"> <li>• Obtained the forecasted cashflows prepared by the Management for the next 15 months and examined the basis and details supporting the estimations considered therein;</li> <li>• Evaluated the reasonability of the cash flow forecast including assumptions by comparing these inputs with available data, consistency with Board approved forecasts and knowledge of the industry and verified overall mathematical accuracy of calculations;</li> <li>• Performed sensitivity analysis on the forecasted cash flows by considering plausible changes to the key assumptions;</li> <li>• Discussed with Audit Committee and key senior management personnel regarding the Company's plan to meet the obligations;</li> <li>• Assessed the adequacy of the disclosures – refer note 1.2 to the financial statements.</li> </ul>

Taxation	
See Note 2(m), 33 and 34 to standalone financial statements	
The key audit matter	How the matter was addressed in our audit
<p>The Company's tax provision involves complexities &amp; judgements with respect to various tax positions including the following:</p> <ul style="list-style-type: none"> <li>- deductibility of transactions</li> <li>- availability of tax incentives and exemptions for earlier years, ,</li> <li>- Uncertainty in a tax position that may arise as tax laws are subject to interpretation.</li> </ul> <p>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 matters progresses depending on experience on actual assessment proceedings by tax authorities and other judicial precedents.</p> <p>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. Accordingly, this was an area of focus for the engagement team during the audit for the year ended 31 March 2025.</p>	<p>Our audit procedures in relation to Taxation include the following:</p> <ul style="list-style-type: none"> <li>• We tested the design and operating effectiveness of the Company's controls around the tax computation and tax matters;</li> <li>• We obtained an understanding of the key uncertain tax positions based on list of ongoing litigations and tax computations for the current year;</li> <li>• We reviewed the tax demand / assessment orders and analysed the implications of observations in those orders to identify any additional uncertain tax positions;</li> <li>• We analysed the Company's judgment regarding the eventual resolution of matters with various tax authorities. In this regard, we understood how the Company has considered past experience, where available, with the tax authorities in the respective jurisdictions;</li> <li>• We also reviewed external legal opinions and consultations made by the Company for key tax matters during current and past periods; and</li> <li>• We involved tax specialists to assist us in evaluating the technical merits of tax position to form a judgement and the key assumptions made by the Company in tax computations and assessing the adequacy of the Company's disclosures in respect of contingent liabilities and provision for tax matters.</li> </ul>

### 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 information included in the Management Board's Report, Management Discussion and Analysis, Corporate Governance Report and Business Responsibility 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.

## Independent Auditor's Report (continued...)

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 other sections of the Annual Report (other than those mentioned above), 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'/Board of Trustees' 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. The respective Management and Board of Directors of the company/Board of Trustees of the Trust are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company/Trust 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 respective Management and Board of Directors/Board of Trustees are responsible for assessing the ability of the Company/Trust 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/Board of Trustees either intends to liquidate the Company/Trust or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors/Board of Trustees are responsible for overseeing the financial reporting process of the Company/Trust.

### 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 of the Company 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

## Independent Auditor's Report (continued...)

reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### Report on Other Legal and Regulatory Requirements

1. As required by 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 except for the matters stated in the paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.
  - 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.
  - e. On the basis of the written representations received from the directors as on 1 April 2025 and 3 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. 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 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 34 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 36 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 of the Company represented to us that, to the best of its knowledge and belief, as disclosed in the Note 43 to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
    - (ii) The management of the Company represented to us that, to the best of its knowledge and belief, as disclosed in the Note 43 to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding 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, 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.

## Independent Auditor's Report (continued...)

- 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 46(a) 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 an accounting software for maintaining its books of account which has a feature of audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except that the audit trail was not enabled (i) at the database level for the period from 1 April 2024 to 24 October 2024. Also, for one database user, the audit trail was not enabled for the period from 1 April 2024 to 25 February 2025; (ii) at the application level for certain fields / tables relating to all the significant processes and (iii) for certain changes at the application level which were performed by users having privileged access rights.

Further, for the periods where audit trail (edit log) facility was enabled and operated, we did not come across any instance of audit trail feature being tampered with. Additionally, except where the audit trail was not enabled in the previous year, the audit trail has been preserved by the 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 the remuneration paid 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 by the Company 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

**Sudhir Soni**  
*Partner*

Place: Mumbai  
Date: 08 May 2025

Membership No.: 041870  
ICAI UDIN:25041870BMOMLH7802

## Annexure A to the Independent Auditor's Report

on the Standalone Financial Statements of Biocon 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 3 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.
- (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:

Description of property	Gross carrying value (Rs. in Million)	Held in the name of	Whether promoter, director or their relative or employee	Period held- indicate range, where appropriate	Reason for not being held in the name of the Company. Also indicate if in dispute
Freehold land	35	Telangana State Industrial Infrastructure Corporation Limited	No	9 to 10 years	The land will be transferred to the Company once certain terms and conditions of the sale agreement are complied with which is currently pending. There is no dispute

- (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 and stocks lying with third parties, has been physically verified by the management during the year. For stocks lying with third parties at the year-end, written confirmations have been obtained and 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 or financial institutions. However, these loans are not secured with the current assets at any point of time the year. Accordingly, clause 3(ii)(b) of the Order is not applicable to the Company.
- (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 provided any security or granted any advances in the nature of loans, secured or unsecured to companies, firms, limited liability partnership and other parties during the year. The Company has made investments in, provided guarantees, and granted loans to companies during the year, in respect of which the requisite information is as below. The Company has not made any investment in, provided any guarantee or granted any loans, secured or unsecured, to firms, limited liability partnership or any other parties during the year.

- (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, security and stood guarantee as below:

Particulars	Guarantees	Security#	Loans
Aggregate amount during the year			
- Subsidiaries*	Rs. 1,003 millions	Nil	Rs. 2,844 millions
Balance outstanding as at balance sheet date- Subsidiaries*	Rs. 5,980 millions	Rs. 14,187 millions	Nil

\*As per the Companies Act, 2013

# refer note 34(ii)(b), (c), (d) and (e) of the standalone financial statements

- (b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion the investments made, guarantees provided, security given during the year and the terms and conditions of the grant of loans and advances in the nature of loans and guarantees provided during the year are not prejudicial to the interest of the Company.

## Annexure A to the Independent Auditor's Report

on the Standalone Financial Statements of Biocon Limited for the year ended 31 March 2025 (continued...)

- (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 principal and interest is repayable on demand. As informed to us, the Company has not demanded repayment of the loan and interest during the year. Thus, there has been no default on the part of the party to whom the money has been lent. 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, there is no loan or advance in the nature of loan granted falling due during the year, which has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to same parties.
- (f) 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 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 except for the following loans to related parties as defined in Clause (76) of Section 2 of the Companies Act, 2013 ("the Act"):

<b>Related Parties</b>	
Aggregate of loans	
- Repayable on demand (A)	Rs. 2,844 millions
Total (A)	Rs. 2,844 millions
Percentage of loans to the total loans	100%

- (iv) 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 provided any guarantee or security as specified under Section 185 and 186 of the Companies Act, 2013 ("the Act"). In respect of the loan given and investments made by the Company, in our opinion the provisions of Section 186 of the Act have been complied with.
- (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 GST, Provident Fund, Employees' State Insurance, Income-Tax, Duty of Customs, Cess and other statutory dues have been regularly deposited by the Company with the appropriate authorities

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 GST, Provident fund, Employees' State Insurance, Income-Tax, Duty of Customs, Cess and 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, there are no statutory dues relating to GST, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any disputes, other than those set out in Appendix 1.
- (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, the Company has not obtained any term loans during the year and the term loans obtained in the previous periods were fully utilised in the respective periods. Accordingly, clause 3(ix)(c) of the Order is not applicable.
- (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 the Company has not used funds raised on short-term basis for long-term purposes except in the case of short term funds raised through issue of commercial paper amounting to Rs. 5,580 Million which were utilized for long term investments in subsidiaries.
- (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

# Annexure A to the Independent Auditor's Report

on the Standalone Financial Statements of Biocon Limited for the year ended 31 March 2025 (continued...)

any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures 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, joint ventures or associate companies (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) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of our audit procedures.
- (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, on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, disclosures made in the standalone financial statements and other information accompanying the standalone financial statements, 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.
- (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, clause 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

**Sudhir Soni**

Partner

Place: Mumbai

Date: 08 May 2025

Membership No.: 041870

ICAI UDIN:25041870BMOMLH7802

## Annexure A to the Independent Auditor's Report

on the Standalone Financial Statements of Biocon Limited for the year ended 31 March 2025 (continued...)

Appendix I : Referred to in paragraph vii(b) of Annexure A to the Independent Auditor's Report

Name of the statute	Nature of dues	Amount (Rs. in million)	Amount paid under protest (Rs. in million)	Period to which the amount relates	Forum where dispute is pending
Income-Tax Act, 1961	Income tax	4	4	FY 1996-97	Supreme Court
Income-Tax Act, 1961	Income Tax	1,580	685	FY 2008-09 to FY 2017- 18	Income Tax Appellate Tribunal ("ITAT")
Income-Tax Act, 1961	Income Tax	13	12	FY 1997-98, FY 2003-04 to FY 2004- 05	High Court of Karnataka
Income-Tax Act, 1961	Income Tax	1,217	82	FY 2013-14, FY 2018-19, FY 2019-20, FY 2020-21	Commission er (Appeals)
Finance Act, 1994	Service-Tax	- *	-	FY 2017-18	High Court of Andhra Pradesh
Finance Act, 1994	Service-Tax	78	-	FY 2006-07 to FY 2011- 12	Customs, Excise and Service Tax Appellate Tribunal ("CESTAT")
Entry Tax (The West Bengal Tax on Entry of goods into Local Areas Act, 2012)	Entry Tax	20	-	FY 2012-13 to FY 2016- 17	High Court of West Bengal
Value Added Tax Act, 2005	Value Added Tax	2	1	FY 2005-06	Commission er (Appeals)
Value Added Tax Act, 2005	Value Added Tax	14	- *	FY 2008-09 to FY 2013- 14	Joint Commission er Appeals
Value Added Tax Act, 2005	Value Added Tax	66	8	FY 2013-14 to FY 2015- 16	Kerala Tribunal
Central Sales Tax Act 1956	CST	38	1	FY 2008-09 to FY 2013- 14 & FY 2016- 2017	Joint Commission er (Appeal)
The Central Excise Act, 1944	Excise Duty	118	46	FY 2005-06 to FY 2009- 10	Customs, Excise and Service Tax Appellate Tribunal ("CESTAT")
The Central Excise Act, 1944	Excise Duty	56	-	FY 2008-09 to FY 2013- 14	Commission er ( Appeals)
The Central Excise Act, 1944	Excise Duty	1	-	FY 2013-14	Joint Secretary (Revisionary Authority), Government of India
The Customs Act, 1962	Customs duty	45	45	FY 1994-95, FY 2004-05 to FY 2008- 09	Customs, Excise and Service Tax Appellate Tribunal ("CESTAT")

## Annexure A to the Independent Auditor's Report

on the Standalone Financial Statements of Biocon Limited for the year ended 31 March 2025 (continued...)

Name of the statute	Nature of dues	Amount (Rs. in million)	Amount paid under protest (Rs. in million)	Period to which the amount relates	Forum where dispute is pending
The Customs Act, 1962	Customs duty	4	1	FY 2003-04, FY 2005-06, FY 2007-08, FY 2008-09, FY 2010-11, FY 2011-12, FY 2013-14 & 2014-15 & 2017-18 to 2019-20	Commissioner (Appeals)
The Customs Act, 1962	Customs duty	47	-	FY 2012 -16	Karnataka High Court
Goods and Service Tax Act, 2017	GST	73	3	FY 2017-18 to FY 2019- 20, & FY 2023-24	Commissioner (Appeals)
Goods and Service Tax Act, 2017	GST	163	-	FY 2010-11 & FY 2020- 21	Deputy Commission er
Goods and Service Tax Act, 2017	GST	626	-	FY 2018-19	High Court of Karnataka

\* Amounts are not presented since the amounts are rounded off to Rs. million

# Annexure B to the Independent Auditor's Report

on the standalone financial statements of Biocon 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 Biocon 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 such companies/the Company 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 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 the company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

## Auditor's Responsibility

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

**Sudhir Soni**

Partner

Membership No.: 041870

ICAI UDIN:25041870BMOMLH7802

Place: Mumbai

Date: 08 May 2025

# Standalone Balance Sheet

as at March 31, 2025

(All amounts are in Indian Rupees Million, except share data and per share data, unless otherwise stated)

PARTICULARS	Note	March 31, 2025	March 31, 2024
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	3	10,038	8,463
Capital work-in-progress	3	6,867	5,450
Investment property	4(a)	540	580
Right-of-use-assets	4(b)	415	391
Other intangible assets	5	142	150
Intangible assets under development	5	146	146
<b>Financial assets</b>			
(i) Investments	6	113,826	92,556
(ii) Loans	7(a)	-	-
(iii) Other financial assets	8(a)	224	282
Deferred tax assets (net)	18	-	74
Income-tax asset (net)		1,433	1,267
Other non-current assets	9(a)	878	723
<b>Total non-current assets</b>		<b>134,509</b>	<b>110,082</b>
<b>Current assets</b>			
Inventories	10	8,363	6,647
<b>Financial assets</b>			
(i) Investments	11	-	629
(ii) Trade receivables	12	8,294	10,481
(iii) Cash and cash equivalents	13(a)	2,495	1,223
(iv) Bank balances other than (iii) above	13(b)	3	4,634
(v) Loans	7(b)	-	-
(vi) Other financial assets	8(b)	1,347	2,549
Other current assets	9(b)	1,200	1,437
<b>Total current assets</b>		<b>21,702</b>	<b>27,600</b>
<b>TOTAL ASSETS</b>		<b>156,211</b>	<b>137,682</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Equity share capital	14(a)	6,003	6,003
Other equity	14(b)	109,241	103,120
<b>Total equity</b>		<b>115,244</b>	<b>109,123</b>
<b>Non-current liabilities</b>			
<b>Financial liabilities</b>			
(i) Borrowings	15(a)	22,515	20,408
(ii) Lease liabilities	38	24	7
(iii) Other financial liabilities	16(a)	11	221
Provisions	17(a)	333	283
Deferred tax liabilities (net)	18	136	-
Other non-current liabilities	19(a)	576	728
<b>Total non-current liabilities</b>		<b>23,595</b>	<b>21,647</b>
<b>Current liabilities</b>			
<b>Financial liabilities</b>			
(i) Borrowings	15(b)	6,195	-
(ii) Lease liabilities	38	25	13
(iii) Trade payables			
Total outstanding dues of micro enterprises and small enterprises; and	20	627	428
Total outstanding dues of creditors other than micro enterprises and small enterprises		7,517	4,048
(iv) Other financial liabilities	16(b)	1,340	779
Other current liabilities	19(b)	267	313
Provisions	17(b)	345	321
Current tax liabilities (net)		1,056	1,010
<b>Total current liabilities</b>		<b>17,372</b>	<b>6,912</b>
<b>TOTAL LIABILITIES</b>		<b>40,967</b>	<b>28,559</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>156,211</b>	<b>137,682</b>

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 the Board of Directors of Biocon Limited

**Sudhir Soni**

Partner

Membership No.: 041870

**Kiran Mazumdar-Shaw**

Executive Chairperson

DIN: 00347229

**Siddharth Mittal**

Managing Director &amp; CEO

DIN: 03230757

**Mukesh Kamath**

Interim Chief Financial Officer

Bengaluru

May 08, 2025

Mumbai  
May 08, 2025

## Standalone Statement of Profit and Loss for the year ended March 31, 2025

(All amounts are in Indian Rupees Million, except share data and per share data, unless otherwise stated)

PARTICULARS	Note	Year ended March 31, 2025	Year ended March 31, 2024
<b>Income</b>			
Revenue from operations	21	22,426	21,273
Other income	22	2,423	1,930
<b>Total income</b>		<b>24,849</b>	<b>23,203</b>
<b>Expenses</b>			
Cost of materials consumed	23	10,854	10,333
Purchases of stock-in-trade		-	5
Changes in inventories of stock-in-trade, finished goods and work-in-progress	24	(546)	(991)
Employee benefits expense	25	5,013	4,523
Finance costs	26	2,369	1,988
Depreciation and amortisation expense	27	1,278	1,211
Other expenses	28	5,478	4,876
		<b>24,446</b>	<b>21,945</b>
Less: Recovery of cost from co-development partners (net)		(131)	(100)
<b>Total expenses</b>		<b>24,315</b>	<b>21,845</b>
<b>Profit before exceptional items and tax</b>		<b>534</b>	<b>1,358</b>
Exceptional items, net	45	6,075	145
<b>Profit before tax</b>		<b>6,609</b>	<b>1,503</b>
<b>Tax expense</b>			
Current tax	33	306	151
Deferred tax		210	159
<b>Total tax expense</b>		<b>516</b>	<b>310</b>
<b>Profit after tax</b>		<b>6,093</b>	<b>1,193</b>
<b>Other comprehensive income/(expense)</b>			
<b>(i) Items that will not be reclassified subsequently to profit or loss</b>			
Re-measurement on defined benefit plans		(25)	(19)
Equity investments through other comprehensive income - net change in fair value		6	(9)
Income tax effect on above		(26)	8
		<b>(45)</b>	<b>(20)</b>
<b>(ii) Items that will be reclassified subsequently to profit or loss</b>			
Effective portion of gains/(losses) on hedging instrument in cash flow hedges		(105)	16
Income tax effect on above		26	(3)
		<b>(79)</b>	<b>13</b>
<b>Other comprehensive income for the year, net of taxes</b>		<b>(124)</b>	<b>(7)</b>
<b>Total comprehensive income for the year</b>		<b>5,969</b>	<b>1,186</b>
<b>Earning per equity share</b>	31		
Basic (in Rs)		5.09	1.00
Diluted (in Rs)		5.09	1.00

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 the Board of Directors of Biocon Limited

**Sudhir Soni**

Partner

Membership No.: 041870

**Kiran Mazumdar-Shaw**

Executive Chairperson

DIN: 00347229

**Siddharth Mittal**

Managing Director & CEO

DIN: 03230757

**Mukesh Kamath**

Interim Chief Financial Officer

Bengaluru

May 08, 2025

Mumbai

May 08, 2025

# Standalone Statement of Changes in Equity

for the year ended March 31, 2025

(All amounts are in Indian Rupees Million, except share data and per share data, unless otherwise stated)

## (A) Equity share capital

	As at	
	March 31, 2025	March 31, 2024
Opening balance	6,003	6,003
Issued during the year	-	-
Closing balance	6,003	6,003

## (B) Other equity

Particulars	Reserves and surplus				Items of other comprehensive income			Total other equity
	Securities Premium	Revaluation reserve	General reserve	Retained earnings	Share based payment reserve	Treasury shares	Cash flow hedging reserves	
Balance at April 01, 2023	1,731	9	1,616	99,506	1,084	(970)	129	52
Profit for the year	-	-	-	1,193	-	-	-	-
Other comprehensive income, net of tax	-	-	-	-	-	-	13	(20)
<b>Total comprehensive income for the year</b>	-	-	-	<b>1,193</b>	-	-	<b>13</b>	<b>(20)</b>
Transactions recorded directly in equity								
Dividend paid	-	-	-	(1,801)	-	-	-	-
Share based payment	-	-	-	-	271	-	-	-
Purchase of treasury shares	-	-	-	-	-	-	-	-
Exercise of share options	550	-	-	307	(550)	-	-	-
<b>Balance at March 31, 2024</b>	<b>2,281</b>	<b>9</b>	<b>1,616</b>	<b>99,205</b>	<b>805</b>	<b>(970)</b>	<b>142</b>	<b>32</b>
Profit for the year	-	-	-	6,093	-	-	(79)	-
Other comprehensive income, net of tax	-	-	-	-	-	-	(79)	(45)
<b>Total comprehensive income for the year</b>	-	-	-	<b>6,093</b>	-	-	<b>(79)</b>	<b>(45)</b>
Transactions recorded directly in equity								
Dividend paid	-	-	-	(600)	-	-	-	-
Share based payment	-	-	-	-	578	-	-	-
Purchase of treasury shares	-	-	-	-	(306)	-	-	-
Exercise of share options	306	-	-	(13)	-	187	-	-
<b>Balance at March 31, 2025</b>	<b>2,587</b>	<b>9</b>	<b>1,616</b>	<b>104,685</b>	<b>1,077</b>	<b>(783)</b>	<b>63</b>	<b>(13)</b>

\* Refer Note 35 for remeasurement gain/(loss) on defined benefit obligations.

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 the Board of Directors of Biocon Limited

**Sudhir Soni**

Partner

Membership No.: 041870

**Kiran Mazumdar-Shaw**

Executive Chairperson

DIN: 00347229

**Siddharth Mittal**

Managing Director & CEO

DIN: 03230757

**Mukesh Kamath**

Interim Chief Financial Officer

Bengaluru

May 08, 2025

Mumbai

May 08, 2025

## Standalone Statement of Cash Flows for the year ended March 31, 2025

(All amounts are in Indian Rupees Million, except share data and per share data, unless otherwise stated)

PARTICULARS	Year ended March 31, 2025	Year ended March 31, 2024
<b>I Cash flows from operating activities</b>		
Profit for the year	6,093	1,193
Adjustments for:		
Depreciation and amortisation expense	1,278	1,211
Unrealised foreign exchange loss/ (gain), (net)	10	40
Share based compensation expense	400	171
Provision for/ (reversal) doubtful debts, (net)	57	(370)
Interest expense	2,369	1,988
Interest income	(47)	(657)
Gain on loss of significant influence	-	(123)
Net gain on financial instruments measured at fair value through profit or loss	(1,684)	(713)
Net (gain)/ loss on derivative liability measured at fair value through profit or loss	(213)	71
Loss on property, plant and equipment sold, (net)	13	11
Net gain on sale of investments	(61)	(35)
Dividend received	(274)	(274)
Profit on sale of investment in subsidiary	(6,075)	(197)
Tax expense	516	310
<b>Operating profit before changes in operating assets and liabilities</b>	<b>2,382</b>	<b>2,626</b>
<b>Working capital adjustments</b>		
(Increase) in inventories	(1,716)	(1,046)
(Increase)/decrease in trade receivables	2,108	(3,556)
Decrease/(increase) in other assets	309	1,022
(Decrease)/increase in trade payable, other liabilities and provisions	3,582	(3)
<b>Cash (used in)/ generated from operations</b>	<b>6,665</b>	<b>(957)</b>
Income taxes paid (net of refunds)	(426)	(275)
<b>Net cash flow (used in)/ generated from operating activities</b>	<b>6,239</b>	<b>(1,232)</b>
<b>II Cash flows from investing activities</b>		
Expenditure on Property, plant and equipment (net)	(3,174)	(3,004)
Expenditure on other intangible assets	(46)	(53)
Loan given to subsidiaries	(2,852)	(1,367)
Purchase of current investments	(22,345)	(6,732)
Proceeds from sale of current investments	23,035	7,646
Investment in equity shares of subsidiary	(5,550)	(5,000)
Investment in optionally convertible debentures of subsidiary	(11,900)	-
Investment in others	(25)	(91)
Proceeds from sale of equity shares in subsidiary	6,832	234
Investment in bank deposits and inter corporate deposits	(4,036)	(2,680)
Redemption/maturity of bank deposits and inter corporate deposits	9,419	7,392
Interest received	450	417
Dividend received	274	274
<b>Net cash flow used in investing activities</b>	<b>(9,918)</b>	<b>(2,964)</b>
<b>III Cash flows from financing activities</b>		
Exercise of share options	99	307
Proceeds from long-term borrowings	-	5,000
Proceeds from short-term borrowings	5,580	-
Payment of lease liabilities	(23)	(13)
Interest Paid	(108)	(57)
Dividend Paid	(600)	(1,801)
<b>Net cash flow generated from financing activities</b>	<b>4,948</b>	<b>3,436</b>

# Standalone Statement of Cash Flows

for the year ended March 31, 2025

(All amounts are in Indian Rupees Million, except share data and per share data, unless otherwise stated)

PARTICULARS	Year ended March 31, 2025	Year ended March 31, 2024
IV Net Increase/(decrease) in cash and cash equivalents (I + II + III)	1,269	(760)
V Effect of exchange differences on cash and cash equivalents held in foreign currency	3	17
VI Cash and cash equivalents at the beginning of the year	1,223	1,966
VII Cash and cash equivalents at the end of the year (IV + V + VI)	2,495	1,223
Reconciliation of cash and cash equivalents as per statement of cash flow		
Cash and cash equivalents [Note 13(a)]		
Cash on hand	-	-
Balances with banks - on current accounts	2,490	769
- on unpaid dividend accounts#	5	5
Deposits with banks with original maturity of less than 3 months	-	449
<b>Balance as per statement of cash flows</b>	<b>2,495</b>	<b>1,223</b>

#The Company can utilize these balances only towards settlement of the respective unpaid dividend liabilities.

## Reconciliation between opening and closing balance sheet for liabilities arising from financing activities as at March 31, 2025

Particulars	Opening balance April 1, 2024	Cash flows	Non-cash movement	Closing balance March 31, 2025
Borrowings (including current maturities)	20,408	5,580	2,722	28,710
Interest accrued but not due	7	(108)	107	6
Lease liabilities (including current)	20	(23)	52	49
<b>Total liabilities from financing activities</b>	<b>20,435</b>	<b>5,449</b>	<b>2,881</b>	<b>28,765</b>

## Reconciliation between opening and closing balance sheet for liabilities arising from financing activities as at March 31, 2024

Particulars	Opening balance April 1, 2023	Cash flows	Non-cash movement	Closing balance March 31, 2024
Borrowings (including current maturities)	12,977	5,000	2,431	20,408
Interest accrued but not due	7	(57)	57	7
Lease liabilities (including current)	35	(13)	(2)	20
<b>Total liabilities from financing activities</b>	<b>13,019</b>	<b>4,930</b>	<b>2,486</b>	<b>20,435</b>

(a) Statement of Cash Flows has been prepared under the indirect method as set out in the Ind AS 7 "Statement of Cash Flows".

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 the Board of Directors of Biocon Limited

**Sudhir Soni**

Partner

Membership No.: 041870

**Kiran Mazumdar-Shaw**

Executive Chairperson

DIN: 00347229

**Siddharth Mittal**

Managing Director &amp; CEO

DIN: 03230757

**Mukesh Kamath**

Interim Chief Financial Officer

Bengaluru

May 08, 2025

Mumbai

May 08, 2025

# Notes to the standalone financial statements for the year ended March 31, 2025

## 1. Company Overview

### 1.1 Reporting entity

Biocon Limited ("Biocon" or "the Company"), is engaged in the manufacture of biotechnology products and research services. The Company is a public limited company incorporated and domiciled in India and has its registered office in Bengaluru, Karnataka, India. The Company's shares are listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE) in India.

### 1.2 Basis of preparation of financial statements

#### a) Statement of compliance

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

These standalone financial statements have been prepared for the Company as a going concern on the basis of relevant Ind AS that are effective at the Company's annual reporting date, March 31, 2025. These standalone financial statements were authorised for issuance by the Company's Board of Directors on May 08, 2025.

The Company has a net current asset position of Rs. 4,330 million including cash and bank balance of Rs. 2,498 as at March 31, 2025. The Company and one of its subsidiary, Biocon Biologics Limited had entered into agreements with certain financial investors which included a put option obligation on the Company to provide exit to the investors. These contractual put options indicate possible obligations as described in note 34(ii) and note 15(b) to the financial statements. Management assessed its financial position as at March 31, 2025, its forecasts for the period of fifteen months from the date of these financial statements, its ability to re-negotiate the exit terms with investors, ability to raise funds as stated in Note 46 (b) and support liquidity from its non-current assets. Basis such evaluation, management believes that the Company has sufficient financial resources available to it at the date of approval of these financial statements and has prepared its financial statements under going concern assumption.

Details of the Company's material accounting policies are included in Note 2.

#### b) Functional and presentation currency

These standalone financial statements are presented in Indian rupees (INR), which is also the functional currency of the Company. All amounts have been rounded-off to the nearest million, unless otherwise indicated.

#### c) Basis of measurement

These standalone financial statements have been prepared on the historical cost basis (i.e. on accrual 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 obligations.

#### d) Use of estimates and judgements

The preparation of the standalone 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.

#### 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(a) and 36 — Financial instruments;
- Note 2(b), 2(c) and 2(d) — Useful lives of property, plant and equipment, intangible assets and investment property;
- Note 2(p) and 38 — Lease, whether an agreement contains a lease;
- Note 2(m) and 33 — Provision for income taxes and related tax contingencies and evaluation of recoverability of deferred tax assets.
- Note 2(k) and 21 — Revenue Recognition: whether revenue from sale of product and licensing income is recognised over time or at a point in time;

### 1.3 Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the year ended March 31, 2024 is included in the following notes:

- Note 2(h)(ii) – impairment test of non-financial assets; key assumptions underlying recoverable amounts including the recoverability of expenditure on internally-generated intangible assets;
- Note 18 and 33 – recognition of deferred tax assets; uncertain tax treatment;

# Notes to the standalone financial statements for the year ended March 31, 2025

- Note 36 – impairment of financial assets: underlying recoverable amount
- Note 17 and 34 – recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of an outflow of resources.

## 1.4 Measurement of fair values

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 30 – share based payment arrangements;
- Note 4 (a) – investment property; and
- Note 2(a) and 36 – financial instruments.

## 2 Material accounting policies

### a. Financial instruments

#### i. Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value plus, for an item not at fair value through profit and loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue.

#### ii. Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at

- amortised cost;
- Fair value through other comprehensive income (FVOCI) – equity investment; or
- Fair value through profit and loss (FVTPL)

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Company changes its business model for managing financial assets.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVOCI – equity investment). This election is made on an investment- by- investment basis.

## Notes to the standalone financial statements for the year ended March 31, 2025

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

### Equity investments

All equity investments in scope of Ind AS 109 are measured at fair value. Equity instruments which are held for trading and contingent consideration recognised by an acquirer in a business combination to which Ind AS 103 applies are classified as at FVTPL. For all other equity instruments, the Company may make an irrevocable election to present in other comprehensive income subsequent changes in the fair value. The Company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable. If the Company decides to classify an equity instrument as at FVOCI, then all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no recycling of the amounts from OCI to the Statement of Profit and Loss, even on sale of investment. However, the Company may transfer the cumulative gain or loss to retained earnings. Equity instruments included within the FVTPL category are measured at fair value with all changes recognised in the Statement of Profit and Loss.

### Investments in subsidiaries

Equity investments in subsidiaries are carried at cost less accumulated impairment losses, if any. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. On disposal of investments in subsidiaries, the difference between net disposal proceeds and the carrying amounts are recognised in the Statement of Profit and Loss.

Financial assets: Subsequent measurement and gains and losses

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in statement of profit and loss. However, see Note 36 for derivatives designated as hedging instruments.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in statement of profit and loss. Any gain or loss on derecognition is recognised in statement of profit and loss.

Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in statement of profit and loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are not reclassified to statement of profit and loss.
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Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, or it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in statement of profit and loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in statement of profit and loss. Any gain or loss on derecognition is also recognised in statement of profit and loss.

### iii. 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 substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of the Company's continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

#### Financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire.

The Company also derecognises a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognised in statement of profit and loss.

# Notes to the standalone financial statements for the year ended March 31, 2025

## iv. 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.

## v. Derivative financial instruments and hedge accounting

The Company holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met.

Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in statement of profit and loss.

The Company designates certain derivatives as hedging instruments to hedge the variability in cash flows associated with highly probable forecast transactions arising from changes in foreign exchange rates and interest rates.

At inception of designated hedging relationships, the Company documents the risk management objective and strategy for undertaking the hedge. The Company also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

## vi. Cash flow hedges

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in OCI and accumulated in other equity under 'effective portion of cash flow hedges'. The effective portion of changes in the fair value of the derivative that is recognised in OCI is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in statement of profit and loss.

If a hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in other equity remains there until, for a hedge of a transaction resulting in recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to profit or loss in the same period or periods as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in other equity are immediately reclassified to statement of profit and loss.

## vii. Treasury shares

The Company has created an Employee Welfare Trust (EWT) for providing share-based payment to its employees. Own equity instruments that are reacquired (treasury shares) are recognised at cost and deducted from equity. When the treasury shares are issued to the employees by EWT, the amount received is recognised as an increase in equity and the resultant gain / (loss) is transferred to / from securities premium.

## viii. Cash and cash equivalents

Cash and cash equivalents in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Company's cash management.

## Cash dividend to equity holders

The Company recognises a liability to make cash to equity holders when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity. Interim dividends are recorded as a liability on the date of declaration by the Company's Board of Directors.

## b. Property, plant and equipment

### i. Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any. The cost of an item of property, plant and equipment comprises its purchase price including import duty and non refundable taxes or levies, any other costs directly attributable to bringing the item to working condition for its intended use, and estimated costs of dismantling and removing the item and restoring the site on which it is located.

Expenditure incurred on startup and commissioning of the project and/or substantial expansion, including the expenditure incurred on trial runs (net of trial run receipts, if any) up to the date of commencement of commercial production are capitalised. 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.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in statement of profit and loss.

## Notes to the standalone financial statements for the year ended March 31, 2025

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company and cost can be measured reliably.

Advances paid towards acquisition of property, plant and equipment outstanding at each Balance Sheet date, are shown under other non-current assets and cost of assets not ready for intended use before the year end, are shown as capital work-in-progress.

### ii. Depreciation

Depreciation is calculated on cost of items of property, plant and equipment less their estimated residual values over their estimated useful lives using the straight-line method. Freehold land is not depreciated.

The estimated useful lives of items of property, plant and equipment for the current and comparative periods are as follows:

Asset	Assets Classification	Management estimate of useful life	Useful life as per Schedule II
Building	Building	25-30 years	30 years
Roads	Building	5 years	5 years
Plant and equipment (including Electrical installation and Lab equipment )	Plant and Machinery	9-14 years	8-20 years
Computers and servers	Plant and Machinery	3 years	3-6 years
Office equipment	Plant and Machinery	5 years	5 years
Research and development equipment	Research and development equipment	9 years	5-10 years
Furniture and fixtures	Furniture and fixtures	6 years	10 years
Vehicles	Vehicles	6 years	6-10 years
Leasehold improvements	Leasehold improvements	5 years or lease period whichever is lower	
Leasehold land	Land	90 years or lease period whichever is lower	

Depreciation method, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate. Based on technical evaluation and consequent advice, the management believes that its estimates of useful lives as given above best represent the period over which management expects to use these assets.

Depreciation on additions (disposals) is provided on a pro-rata basis i.e. from (upto) the date on which asset is ready for use (disposed of).

### iii. Reclassification to investment property

When the use of a property changes from owner-occupied to investment property, the property is reclassified as investment property at its carrying amount on the date of reclassification.

### c. Intangible assets

Internally generated: Research and development

Expenditure on research activities is recognised in statement of profit and loss as incurred.

Development expenditure is capitalised as part of the cost of the resulting intangible asset only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Company intends to and has sufficient resources to complete development and to use or

sell the asset. Otherwise, it is recognised in statement of profit and loss as incurred. Subsequent to initial recognition, the asset is measured at cost less accumulated amortisation and any accumulated impairment losses.

Others

Other intangible assets are initially measured at cost. Subsequently, such intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

#### i. Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates, and the cost of the asset can be measured reliably. All other expenditure, including expenditure on brands, is recognised in statement of profit and loss as incurred.

#### ii. Amortisation

Intangible assets are amortised on a straight line basis over the estimated useful life as follows:

— Computer software	3-5 years
— Marketing and Manufacturing rights	5-10 years
— Customer related intangibles	5 years
— Intellectual property rights	5-10 years

## Notes to the standalone financial statements for the year ended March 31, 2025

Amortisation method, useful lives and residual values are reviewed at the end of each financial year and adjusted if appropriate.

### d. Investment property

Investment property is property held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Upon initial recognition, an investment property is measured at cost. Subsequent to initial recognition, investment property is measured at cost less accumulated depreciation and accumulated impairment losses, if any.

Based on technical evaluation and consequent advice, the management believes a period of 25 years as representing the best estimate of the period over which investment properties (which are quite similar) are expected to be used. Accordingly, the Company depreciates investment properties over a period of 25 years on a straight-line basis. The useful life estimate of 25 years is different from the indicative useful life of relevant type of buildings mentioned in Part C of Schedule II to the Act i.e. 30 years. Any gain or loss on disposal of an investment property is recognised in statement of profit and loss.

### e. Business combination

In accordance with Ind AS 103, Business combinations, the Company accounts for business combinations after acquisition date using the acquisition method when control is transferred to the Company. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange. The cost of acquisition also includes the fair value of any contingent consideration and deferred consideration, if any. Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognised in OCI and accumulated in equity as capital reserve if there exists clear evidence of the underlying reasons for classifying the business combination as resulting in a bargain purchase; otherwise the gain is recognised directly in equity as capital reserve. Transaction costs are expensed as incurred.

Business combinations between entities under common control is accounted for at carrying value.

### f. Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the first-in first-out formula, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their present location and condition. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of fixed production overheads based on normal operating capacity.

Provisions are made towards slow-moving and obsolete items based on historical experience of utilisation on a product category basis, which consideration of product lines and market conditions.

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.

Raw materials, components and other supplies held for use in the production of finished products are not written down below cost except in cases where material prices have declined and it is estimated that the cost of the finished products will exceed their net realisable value.

The comparison of cost and net realisable value is made on an item-by-item basis.

### g. Foreign currency Transactions and translations:

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at balance sheet date exchange rates are generally recognised in Statement of Profit and Loss.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example translation differences on non-monetary assets such as equity investments classified as FVOCI are recognised in other comprehensive income (OCI).

### h. Impairment

#### i. Impairment of financial assets

In accordance with Ind AS 109, the Company applies expected credit loss ("ECL") model for measurement and recognition of impairment loss on following:

- financial assets measured at amortised cost; and

Loss allowance for trade receivables with no significant financing component is measured at an amount equal to lifetime expected credit losses. For all other financial assets, ECL are measured at an amount equal to the 12-month ECL, unless there has been a significant increase in credit risk from initial recognition in which case those are measured at lifetime ECL.

Loss allowance for financial assets measured at amortised cost are deducted from gross carrying amount of the assets. The amount of ECL (or reversal) that is required to adjust the loss allowance at the reporting date is recognised as an impairment gain or loss in the Statement of Profit and Loss.

#### ii. Impairment of non-financial assets

The Company assess at each reporting date whether there is any indication that the carrying amount may not be recoverable. If any such indication exists, then the asset's recoverable amount is estimated and an impairment loss is recognised if the carrying amount of an asset or Cash Generating Unit (CGU) exceeds its

## Notes to the standalone financial statements for the year ended March 31, 2025

estimated recoverable amount in the statement of profit and loss.

The recoverable amount of a CGU (or an individual asset) is higher of its value in use and its fair value less costs to sell. Value in use is based on the estimated future cash flow, discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to CGU (or the asset).

The Company's non-financial assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For impairment testing, assets that do not generate independent cash inflows are grouped together into cash-generating units (CGUs). Each CGU represents the smallest group of assets that generates cash inflows that are largely independent of the cash inflows of other assets or CGUs.

Impairment loss recognised in respect of a CGU is allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets of the CGU (or group of CGUs) on a pro rata basis.

An impairment loss in respect of other assets for which impairment loss has been recognised in prior periods, the Company reviews at each reporting date whether there is any indication that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. Such a reversal is made only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

### i. Employee benefits

#### i. Short-term employee benefits:

All employee benefits falling due within twelve months from the end of the period in which the employees render the related services are classified as short-term employee benefits, which include benefits like salaries, wages, short term compensated absences, performance incentives, etc. and are recognised as expenses in the period in which the employee renders the related service and measured accordingly."

#### ii. Post-employment benefits:

Post-employment benefit plans are classified into defined benefits plans and defined contribution plans as under:"

##### Gratuity

The Company provides for gratuity, a defined benefit plan ("the Gratuity Plan") covering the eligible employees of the Company. The Gratuity Plan provides a lump-sum payment to vested employees at retirement, death, incapacitation or termination of employment, of an amount based on the respective employee's salary and the tenure of the employment with the Company.

Liability with regard to the Gratuity Plan are determined by actuarial valuation, performed by an independent actuary, at each balance sheet date using the projected unit credit method. The defined benefit plan is administered by a trust formed for this purpose through the Company gratuity scheme.

The Company recognises the net obligation of a defined benefit plan as a liability in its balance sheet. Gains or losses through re-measurement of the net defined benefit liability are recognised in other comprehensive income and are not reclassified to profit and loss in the subsequent periods. The actual return of the portfolio of plan assets, in excess of the yields computed by applying the discount rate used to measure the defined benefit obligation is recognised in other comprehensive income. The effect of any plan amendments are recognised in the statement of profit and loss.

##### Provident Fund

Eligible employees of the Company receive benefits from provident fund, which is a defined contribution plan. Both the eligible employees and the Company make monthly contributions to the Government administered provident fund scheme equal to a specified percentage of the eligible employee's salary. Amounts collected under the provident fund plan are deposited with in a government administered provident fund. The Company has no further obligation to the plan beyond its monthly contributions. Company's contribution to the provident fund is charged to Statement of Profit and Loss.

#### iii. 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.

The liability in respect of all defined benefit plans and other long term benefits is accrued in the books of account on the basis of actuarial valuation carried out by an independent actuary using the Projected Unit Credit Method. The obligation is measured at the present value of estimated future cash flows. The discount rates used for determining the present value of obligation under defined benefit plans, is based on the market yields on Government securities as at the Balance Sheet date, having maturity periods approximating to the terms of related obligations.

Remeasurement gains and losses on other long term benefits are recognised in the Statement of Profit and Loss in the year in which they arise. Remeasurement gains and losses in respect of all defined benefit plans arising from experience adjustments and changes in actuarial assumptions are recognised in the period

## Notes to the standalone financial statements for the year ended March 31, 2025

in which they occur, directly in other comprehensive income. They are included in other equity in the Statement of Changes in Equity and in the Balance Sheet. Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service cost. Gains or losses on the curtailment or settlement of any defined benefit plan are recognised when the curtailment or settlement occurs. Any differential between the plan assets (for a funded defined benefit plan) and the defined benefit obligation as per actuarial valuation is recognised as a liability if it is a deficit or as an asset if it is a surplus (to the extent of the lower of present value of any economic benefits available in the form of refunds from the plan or reduction in future contribution to the plan).

Past service cost is recognised as an expense in the Statement of Profit and Loss on a straight-line basis over the average period until the benefits become vested. To the extent that the benefits are already vested immediately following the introduction of, or changes to, a defined benefit plan, the past service cost is recognised immediately in the Statement of Profit and Loss. Past service cost may be either positive (where benefits are introduced or improved) or negative (where existing benefits are reduced).

#### iv. Share-based compensation

The grant date fair value of equity settled share-based payment awards granted to employees is recognised as an employee expense, with a corresponding increase in equity, over the period that the employees unconditionally become entitled to the awards. The amount recognised as expense is based on the estimate of the number of awards for which the related service and non-market vesting conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of awards that do meet the related service and non-market vesting conditions at the vesting date.

The grant date fair value of options granted (net of estimated forfeiture) to employees of the Company is recognised as an employee expense.

The Company has adopted the policy to account for Employees Welfare Trust as a legal entity separate from the Company but as a subsidiary of the Company. Any loan from the Company to the trust is accounted for as a loan in accordance with its term.

The expense is recorded for each separately vesting portion of the award as if the award was, in substance, multiple awards. The increase in equity recognised in connection with share based payment transaction is presented as a separate component in equity under "share based payment reserve". The amount recognised as an expense is adjusted to reflect the actual number of stock options that vest. For the option awards, grant date fair value is determined under the option-pricing model (Black-Scholes-Merton). Forfeitures are estimated at the time of grant and revised, if necessary, in subsequent periods if actual forfeitures materially differ from those estimates.

#### j. Provisions (other than for employee benefits)

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources. When there is a possible obligation or a present obligation in respect of which the likelihood of outflow of resources is remote, no provision or disclosure is made.

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows (representing the best estimate of the expenditure required to settle the present obligation at the balance sheet date) at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost. Expected future operating losses are not provided for.

#### Onerous contracts

A contract is considered to be onerous when the expected economic benefits to be derived by the Company from the contract are lower than the unavoidable cost of meeting its obligations under the contract. The provision for an onerous contract is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before such a provision is made, the Company recognises any impairment loss on the assets associated with that contract.

#### k. Revenue from contracts with customers

##### i. 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 goods 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. However, in certain cases, revenue is recognized on sale of products where shipment is on hold at specific request of the customer provided performance obligation conditions has been satisfied and control is transferred, with customer taking title of the goods. 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 goods and services 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 and estimates of product returns, all of which are established at the time of sale.

For contracts with distributors, no sales are recognised when goods are physically transferred to the distributor under a

## Notes to the standalone financial statements for the year ended March 31, 2025

consignment arrangement, or if the distributor acts as an agent. In such cases, sales are recognised when control over the goods transfers to the end-customer, and distributor's commissions are presented within marketing and distribution.

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.

### ii. Milestone payments and out licensing arrangements

The Company enters into certain dossier sales, licensing and supply arrangements that, in certain instances, include certain performance obligations. Based on an evaluation of whether or not these obligations are inconsequential or perfunctory, the Company recognise or defer the upfront payments received under these arrangements.

Income from out-licensing agreements typically arises from the receipt of upfront, milestone and other similar payments from third parties for granting a license to product- or technology- related intellectual property (IP). These agreements may be entered into with no further obligation or may include commitments to regulatory approval, co-marketing or manufacturing. These may be settled by a combination of upfront payments, milestone payments and other fees. These arrangements typically also consist of subsequent payments dependent on achieving certain milestones in accordance with the terms prescribed in the agreement. Milestone payments which are contingent on achieving certain clinical milestones are recognised as revenues either on achievement of such milestones, if the milestones are considered substantive, or over the period we have continuing performance obligations, if the milestones are not considered substantive. Whether to consider these commitments as a single performance obligation or separate ones, or even being in scope of Ind-AS 115 Revenues from Contracts with Customers, is not straightforward and requires some judgement. Depending on the conclusion, this may result in all revenue being calculated at inception and either being recognised at point in time or spread over the term of a longer performance obligation. Where performance obligations may not be distinct, this will be bundled with the subsequent product supply obligations. The new standard provides an exemption for sales-based royalties for licenses of intellectual property which will continue to be recognised as revenue as underlying sales are incurred.

The Company recognises a deferred income (contract liability) if consideration has been received (or has become receivable) before the company transfers the promised goods or services to the customer. Deferred income mainly relates to remaining performance obligations in (partially) unsatisfied long-term contracts or are related to amounts the Company expects to receive for goods and services that have not yet been transferred to customers under existing, non-cancellable or otherwise enforceable contracts.

Contract assets are recognised when there is excess of revenue earned over billings on contracts. Contract assets are classified as unbilled receivables (only act of invoicing is pending) when there is unconditional right to receive cash, and only passage of time is required, as per contractual terms.

### iii. Royalty income and profit share

The Royalty income and profit share earned through a License or collaboration partners is recognised as the underlying sales are recorded by the Licensee or collaboration partners.

### iv. Sales Return Allowances

The Company accounts for sales return by recording an allowance for sales return concurrent with the recognition of revenue at the time of a product sale. The allowance is based on Company's estimate of expected sales returns. The estimate of sales return is determined primarily by the Company's historical experience in the markets in which the Company operates.

### v. Dividends

Dividend is recognised when the Company's right to receive the payment is established, which is generally when shareholders approve the dividend.

### vi. Rental income

Rental income from investment property is recognised in statement of profit and loss on a straight-line basis over the term of the lease except where the rentals are structured to increase in line with expected general inflation. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

### vii. Contribution received from customers/co-development partners towards plant and equipment

Contributions received from customers/co-development partners towards items of property, plant and equipment which require an obligation to supply goods to the customer in the future, are recognised as a credit to deferred revenue. The contribution received is recognised as revenue from operations over the useful life of the assets. The Company capitalises the gross cost of these assets as the Company controls these assets.

### viii. Interest income and expense

Interest income or expense is recognised using the effective interest method.

## I. Government grants

The Company recognises government grants at their fair value only when there is reasonable assurance that the conditions attached to them will be complied with, and the grants will be received. Government grants received in relation to assets are recognised as deferred income and amortised over the useful life of such asset. Government grants, which are revenue in nature are either recognised as income or deducted in reporting the related expense based on the terms of the grant, as applicable.

# Notes to the standalone financial statements for the year ended March 31, 2025

## m. Income taxes

Income tax comprises of current and deferred income tax. Income tax expense is recognised in statement of profit and loss except to the extent that it relates to an item recognised directly in equity in which case it is recognised in other comprehensive income. Current income tax for current year and prior periods is recognised at the amount expected to be paid or recovered from the tax authorities, using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

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.

Deferred income tax assets and liabilities are recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when:

- temporary differences arising on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss at the time of transaction; and
- temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Company is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Deferred tax assets (DTA) 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 income tax liability.

Deferred income tax assets and liabilities are measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect of changes in tax rates on deferred income tax assets and liabilities is recognised as income or expense in the period that includes the enactment or substantive enactment date. A deferred income tax assets is recognised to the extent it is probable that future taxable income will be available against which the deductible temporary timing differences and tax losses can be utilised. The Company offsets income-tax assets and liabilities, where it has a legally enforceable right to set off the recognised amounts and where it intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used

## n. Borrowing cost

Borrowing costs are interest and other costs (including exchange differences relating to foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs) incurred in connection with the borrowing of funds. Borrowing costs directly attributable to acquisition or construction of an asset which necessarily take a substantial period of time to get ready for their intended use are capitalised as part of the cost of that asset. Other borrowing costs are recognised as an expense in the period in which they are incurred.

Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

## o. Earnings per share

Basic earnings per share is computed using the weighted average number of equity shares outstanding during the period adjusted for treasury shares held. Diluted earnings per share is computed using the weighted-average number of equity and dilutive equivalent shares outstanding during the period, using the treasury stock method for options and warrants, except where the results would be anti-dilutive.

## p. Leases

### (i) The Company as lessee:

The Company assesses whether a contract contains a lease, at the inception of contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control use of an identified asset, the Company assesses whether:

- The contract involves use of an identified asset;
- The Company has substantially all the economic benefits from the use of the asset through the period of lease; and
- The Company has the right to direct the use of an asset.

At the date of commencement of lease, the Company recognises a Right-of-use asset ("ROU") and a corresponding liability for all lease arrangements in which it is a lessee, except for leases with the term of twelve months or less (short term leases) and low value leases. For short term and low value leases, the Company recognises the lease payment as an operating expense on straight line basis over the term of lease. Certain lease agreements include an option to extend or terminate the lease before the end of lease term. ROU assets and the lease liabilities includes these options when it is reasonably certain that they will be exercised.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right-of-use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e., higher of fair value less cost to sell

## Notes to the standalone financial statements for the year ended March 31, 2025

and the value-in-use) is determined on individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the interest rate explicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related right-of-use assets if the Company changes its assessment if whether it will exercise an extension or a termination of option.

Lease liability and ROU asset have been separately presented in the Balance Sheet and the lease payments have been classified as financing cash flows.

### (ii) The Company as a Lessor:

Leases for which the Company is a lessor is classified as a finance or operating lease. Whenever the terms of the lease transfer substantially all the risk and rewards of ownership to the lessee, the contract is classified as finance lease. All other leases are classified as operating lease.

### q. Operating cycle

The Company classifies an asset as current asset when:

- it expects to realise the asset, or intends to sell or consume it, in its normal operating cycle;
- it holds the asset primarily for the purpose of trading;
- it expects to realise the asset within twelve months after the reporting period; or
- the asset is cash or a cash equivalent unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is classified as current when –

- it expects to settle the liability, or consume it, in its normal operating cycle;

- it holds the liability primarily for the purpose of trading;
- the liability is due to be settled within twelve months after the reporting period; or
- it does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting period. Terms of a liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification.

All other liabilities are classified as non-current.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

### r. Exceptional items

Exceptional items refer to items of income or expense within the statement of profit and loss from ordinary activities which are non-recurring and are of such size, nature or incidence that their separate disclosure is considered necessary to explain the performance of the Company.

### s. 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. For 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 leaseback transactions, applicable to the Company w.e.f. April 1, 2024. The Company has reviewed the new pronouncements and based on its evaluation has determined that it does not have any significant impact in its financial statements.

#### Code on Social Security, 2020

The Indian Parliament has approved the Code on Social Security, 2020 which would impact the contributions by the Company towards Provident Fund and Gratuity. The Ministry of Labour and Employment had released draft rules for the Code on Social Security, 2020 on November 13, 2020. The Company will assess the impact and its evaluation once the subject rules are notified. The Company will give appropriate impact in its financial statements in the period in which, the Code becomes effective and the related rules to determine the financial impact are published.

# Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 3. Property, plant and equipment and capital work-in-progress

	Land [Refer note (c)]	Buildings	Leasehold improvements	Plant and equipment [Refer note (a)]	Research and development equipment	Furniture and fixtures	Vehicles	Total	Capital work- in-progress
<b>Gross carrying amount</b>									
At April 01, 2023	625	4,422	3	15,228	1,187	588	104	22,157	3,289
Additions	-	241	-	816	69	15	11	1,152	3,313
Disposals/transfers	-	(4)	-	(100)	(1)	-	(29)	(134)	(1,152)
At March 31, 2024	625	4,659	3	15,944	1,255	603	86	23,175	5,450
Additions	-	452	-	2,256	9	10	50	2,777	4,194
Disposals/transfers	-	(4)	-	(236)	(28)	-	(29)	(297)	(2,777)
At March 31, 2025	625	5,107	3	17,964	1,236	613	107	25,655	6,867
<b>Accumulated depreciation</b>									
At April 01, 2023	-	2,028	3	10,238	954	450	59	13,732	-
Depreciation for the year	-	190	-	811	46	33	10	1,090	-
Disposals/transfers	-	(1)	-	(87)	(1)	-	(21)	(110)	-
At March 31, 2024	-	2,217	3	10,962	999	483	48	14,712	-
Depreciation for the year	-	204	-	882	49	31	-	1,166	-
Disposals/transfers	-	(2)	-	(223)	(29)	-	(7)	(261)	-
At March 31, 2025	-	2,419	3	11,621	1,019	514	41	15,617	-
<b>Net carrying amount</b>									
At March 31, 2024	625	2,442	-	4,982	256	120	38	8,463	5,450
At March 31, 2025	625	2,688	-	6,343	217	99	66	10,038	6,867

(a) Plant and equipment include computers and office equipment.

(b) Refer note 34 (iii)(a) for disclosure of contractual commitments for the acquisition of property, plant and equipment.

(c) Title deeds of immovable properties not held in the name of the company

Relevant line item in the Balance sheet	Description of item of property	Gross carrying value	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/director or employee of promoter/director	Property held since which date	Reason for not being held in the name of the Company
Property, plant and equipment	Freehold Land	35	Telangana State Industrial Infrastructure Corporation limited	NA	November 30, 2015	The land will be transferred to the Company once certain terms and conditions of the sale agreement are complied with which is currently pending. There is no dispute.

(d) The Company capitalises its cost of general borrowings at the rates mentioned in note 15. Borrowing costs capitalised during the year amounted to Rs. 470 (March 31, 2024 - Rs. 467).

(e) Refer note 15 for assets pledged as security.

(f) Capital work-in-progress comprises of the Active Pharmaceutical Ingredient (API) manufacturing unit being set up in India.

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 3 (a) Capital work in progress ageing schedule

As at March 31, 2025

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	3,393	2,582	769	123	6,867
Projects temporarily suspended	-	-	-	-	-
<b>Total</b>	<b>3,393</b>	<b>2,582</b>	<b>769</b>	<b>123</b>	<b>6,867</b>

As at March 31, 2024

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	2,831	996	1,459	164	5,450
Projects temporarily suspended	-	-	-	-	-
<b>Total</b>	<b>2,831</b>	<b>996</b>	<b>1,459</b>	<b>164</b>	<b>5,450</b>

- (i) There are no capital work-in-process whose completion is overdue or has exceeded its cost compared to its original plan as at March 31, 2025 and March 31, 2024.
- (ii) The Company's on-going projects are subject to various phases of validations and related approvals. There are no predetermined completion dates for these on-going projects as these are dependent on obtaining regulatory approvals.

### 4 (a). Investment property

#### Gross carrying amount

At April 01, 2023	1,106
Transfer from property, plant and equipment	-
<b>At March 31, 2024</b>	<b>1,106</b>
Transfer from property, plant and equipment	-
<b>At March 31, 2025</b>	<b>1,106</b>

#### Accumulated depreciation

At April 01, 2023	486
Depreciation for the year	40
Transfer from property, plant and equipment	-
<b>At March 31, 2024</b>	<b>526</b>
Depreciation for the year	40
Transfer from property, plant and equipment	-
<b>At March 31, 2025</b>	<b>566</b>

#### Net carrying amount

At March 31, 2024	580
<b>At March 31, 2025</b>	<b>540</b>

- (a) During the year, the Company has recognised rental income of Rs 411 (March 31, 2024 Rs 433) from investment property and the same is included in other income (refer note 22).
- (b) The fair value of investment property is Rs 2,701 (March 31, 2024 Rs 2,115), based on market observable data and the same is categorised as a level 3 fair value. The Company has not engaged any registered valuer for determining the above fair value.
- (c) The Company's investment properties consist of land and building which are leased to group companies. Each of these leases contain an initial non-cancellable period of 5 years. Subsequent renewals are negotiated with the lessee and historically the average renewal period is 5 years.
- (d) The Company has no restriction on realisability of its investment property.

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 4 (b). Right-of-use assets

Particulars	Land	Buildings	Vehicles	Total
<b>Gross carrying amount</b>				
At April 01, 2023	374	3	60	437
Additions	-	-	-	-
Disposals/transfer	-	-	-	-
<b>At March 31, 2024</b>	<b>374</b>	<b>3</b>	<b>60</b>	<b>437</b>
Additions	-	-	33	33
Disposals/transfer	-	-	(41)	(41)
<b>At March 31, 2025</b>	<b>374</b>	<b>3</b>	<b>52</b>	<b>429</b>
<b>Accumulated depreciation</b>				
At April 01, 2023	7	3	25	35
Disposals/transfer	-	-	-	-
Depreciation for the year	1	-	10	11
<b>At March 31, 2024</b>	<b>8</b>	<b>3</b>	<b>35</b>	<b>46</b>
Disposals/transfer	-	-	(50)	(50)
Depreciation for the year	-	-	18	18
<b>At March 31, 2025</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>14</b>
<b>Net carrying amount</b>				
At March 31, 2024	366	-	25	391
At March 31, 2025	366	-	49	415

### 5. Other intangible assets

Particulars	Intellectual property rights	Computer software	Marketing and manufacturing rights	Customer related intangible	Total	Intangible assets under development
<b>Gross carrying amount</b>						
At April 01, 2023	81	645	294	77	1,097	146
Additions	-	53	-	-	53	-
Disposals	-	-	-	-	-	-
<b>At March 31, 2024</b>	<b>81</b>	<b>698</b>	<b>294</b>	<b>77</b>	<b>1,150</b>	<b>146</b>
Additions	-	47	-	-	47	-
Disposals	-	(1)	-	-	(1)	-
<b>At March 31, 2025</b>	<b>81</b>	<b>744</b>	<b>294</b>	<b>77</b>	<b>1,196</b>	<b>146</b>
<b>Accumulated amortisation</b>						
As at April 01, 2023	81	478	294	77	930	-
Disposals	-	-	-	-	-	-
Amortisation for the year	-	70	-	-	70	-
<b>At March 31, 2024</b>	<b>81</b>	<b>548</b>	<b>294</b>	<b>77</b>	<b>1,000</b>	<b>-</b>
Disposals	-	-	-	-	-	-
Amortisation for the year	-	54	-	-	54	-
<b>At March 31, 2025</b>	<b>81</b>	<b>602</b>	<b>294</b>	<b>77</b>	<b>1,054</b>	<b>-</b>
<b>Net carrying amount</b>						
At March 31, 2024	-	150	-	-	150	146
At March 31, 2025	-	142	-	-	142	146

# Notes to the standalone financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 5 (a) Intangible assets under development ageing schedule

As at March 31, 2025

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	-	-	-	146	146
Projects temporarily suspended	-	-	-	-	-
<b>Total</b>	-	-	-	146	146

As at March 31, 2024

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	-	-	-	146	146
Projects temporarily suspended	-	-	-	-	-
<b>Total</b>	-	-	-	146	146

(i) The intangible assets under development are subject to various phases of trial run and related approvals. There is no approval completion date for these assets.

## 6. Non-current investments

	March 31, 2025	March 31, 2024
<b>I. Quoted equity instruments</b>		
<b>In subsidiary company at cost:</b>		
Syngene International Limited - 212,277,055 (March 31, 2024 - 220,277,055) equity shares of Rs 10 each	20,089	20,846
<b>In others at fair value through other comprehensive income [refer note (c) below]:</b>		
Vaccinex Inc, USA - 1,425 (March 31, 2024 - 1,425) common stock of USD 0.0001 each	.*	1
Bicara Therapeutics Inc. : 115,757 (March 31, 2024 - 115,757) equity shares of USD 0.0001 each [refer note (a) below]	129	122
<b>Total quoted non-current investments</b>	<b>20,218</b>	<b>20,969</b>
<b>II. Unquoted equity instruments</b>		
<b>In subsidiary companies at cost:</b>		
Biocon Pharma Limited - 14,100,000 (March 31, 2024 - 14,100,000) equity shares of Rs 10 each	141	141
Biocon SA, Switzerland - 100,000 (March 31, 2024 - 100,000) equity shares of CHF 1 each	4	4
Biocon FZ LLC, UAE - 150 (March 31, 2024 - 150) equity shares of AED 1,000 each	3	3
Biocon Academy - 50,000 (March 31, 2024 - 50,000) equity shares of Rs 10 each	1	1
Biocon Biologics Limited 1,203,008,623 (March 31, 2024 - 1,183,209,318) equity shares of Rs 10 each# (Formerly known as Biocon Biologics India Limited)	57,638	52,088
Biocon Biosphere Limited - 50,000 (March 31, 2024 - 50,000) equity shares of Rs. 10 each	1	1
<b>In joint venture company at cost:</b>		
NeoBiocon FZ LLC, UAE - 147 (March 31, 2024 - 147) equity shares of AED 1,000 each	2	2
<b>In others at fair value through profit or loss:</b>		
Energon KN Wind Power Private Limited - 41,708 (March 31, 2024 - 41,708) equity shares of Rs 10 each	1	1
Less: Provision for decline, other than temporary, in the value of non current investments	(1)	(1)
Four EF Renewables Private Limited - 164,271 (March 31, 2024 - 164,271) equity share of Rs. 100 each	16	16
Hinduja Renewables Two Private Limited - 5,916,166 equity shares (March 31, 2024 - 5,916,166) of Rs. 10 each	59	59
Ampyr Renewable Energy Resources Private Limited - 3,032,354 (31 March 2024: 3,032,354) Equity shares of Rs. 10 each	30	30
<b>In others at fair value through other comprehensive income [refer note (d) below]:</b>		
Indian Foundation for Quality Management - 2,500,000 (31 March 2024: Nil) Equity shares of Rs, 10 each	25	-
Less: Provision for decline, other than temporary, in the value of non-current investments	(25)	-
<b>Total unquoted investments in equity instruments</b>	<b>57,895</b>	<b>52,346</b>

# Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 6. Non-current investments (continued...)

	March 31, 2025	March 31, 2024
<b>III. Unquoted preference shares</b>		
<b>In subsidiary company at fair value through profit or loss:</b>		
Biocon Biologics Limited: 205,420,000 (March 31, 2024 - 205,420,000).	2,054	2,054
8.3% Non convertible redeemable preference shares of Rs. 10 each fully paid.		
Biocon Pharma Limited: 887,300,000 (March 31, 2024 - 887,300,000)		
0.01% Optionally convertible redeemable non- cumulative preference shares of Rs. 10 each fully paid.	8,862	8,862
Biocon Biosphere Limited: 538,911,565 (March 31, 2024 - 252,693,642)		
0.01% Optionally convertible Redeemable non- cumulative preference shares of Rs. 10 each fully paid.	5,389	2,527
<b>In associate company at cost:</b>		
IATRICa Inc., USA - 4,285,714 (March 31, 2024 - 4,285,714) Series A preferred stock at USD 0.70 each, par value USD 0.00001 each	139	139
Less: Provision for decline, other than temporary, in the value of non-current investments	(139)	(139)
<b>Others at fair value through profit or Loss:</b>		
Four EF Renewables Private Limited : 328,541 (March 31, 2024 - 328,541)		
0.001% Compulsorily convertible preference Shares of Rs. 100 each fully paid [refer note (b) below]	33	33
Ampyr Renewable Energy Resources Private Limited - 6,064,708 (31 March 2024: 6,064,708)	61	61
Compulsorily convertible preference shares of Rs. 10 each		
Energon KN Wind Power Private Limited - 15,888 (March 31, 2024 - 15,888)	1	1
compulsorily convertible preference shares, par value Rs 100 each		
Less: Provision for decline, other than temporary, in the value of non current investments	(1)	(1)
<b>Total unquoted investments in preference shares</b>	<b>16,399</b>	<b>13,537</b>
<b>IV. Unquoted debentures</b>		
<b>In subsidiary company at fair value through profit or loss:</b>		
Biocon Biologics Limited (Formerly known as Biocon Biologics India Limited) - 50,000 (March 31, 2024 - 50,000)		
Optionally convertible debentures of Rs. 1,00,000 each	6,596	5,704
Biocon Biologics Limited (Formerly known as Biocon Biologics India Limited) - 23,800,000 (March 31, 2024 - Nil)		
12% Optionally convertible debentures of Rs. 500 each	12,718	-
<b>Total non-current investments</b>	<b>113,826</b>	<b>92,556</b>
Aggregate book value of quoted investments	20,218	20,847
Aggregate market value of quoted investments	154,285	154,756
Aggregate value of unquoted investments	93,774	71,850
Aggregate amount of impairment in value of investments	166	141

(a) During the previous year March 31, 2024, Bicara Therapeutics Inc. (Bicara) raised funds from third parties resulting into dilution of interest, which resulted in loss of significant influence over the investee. Accordingly, the Company has fair valued its investment in Bicara on the date of loss of significant influence resulting in a gain of Rs. 123. The same has been disclosed in other income. The Company has designated its investment in equity shares of Bicara to be accounted at fair value through other comprehensive income (FVOCI).

(b) Terms of conversion: 1 compulsory convertible preference share of face value Rs 100/- each will convert to 1 equity share of face value Rs 100/- at end of the tenure of 20 years from allotment.

(c) The company designated these investments as equity instruments at FVOCI because these investments that the company intends to hold for the long term for strategic purpose. No strategic investments were disposed of during the year ended March 31, 2025 and there were no transfers of any cumulative gains or loss within equity relating to these investments.

# Refer note 15 for investment pledged as security.

\* Amounts are not presented since the amounts are rounded off to Rupees million.

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 7. Loans

	March 31, 2025	March 31, 2024
<b>Unsecured considered good</b>		
(a) Non-current		
Loans to related parties [refer note 32]	-	-
(b) Current		
Loans to related parties [refer note 32]	-	-
	-	-
<b>Loans to related parties comprise loans to the following:</b>		
(i) Biocon Biosphere Limited		
Maximum amount outstanding during the year	611	452

Loans are granted to related parties (as defined under Companies Act, 2013) that are repayable on demand:

Name of borrower	March 31, 2025		March 31, 2024	
	Amount of loan outstanding	Percentage to the total Loans	Amount of loan outstanding	Percentage to the total Loans
(i) Biocon Biosphere Limited	-	0%	-	0%

The Company has not granted any advances in the nature of loans to promoters, KMPs and the related parties (as defined under Companies Act, 2013) either severally or jointly.

### 8. Other financial assets

	March 31, 2025	March 31, 2024
<b>(a) Non-current</b>		
Derivative assets	34	92
Deposits	190	190
	224	282
<b>(b) Current</b>		
Derivative assets	57	98
Inter corporate deposits with financial institutions#	1,070	2,177
Other receivables (considered good - unsecured) from:		
Related parties [refer note 32]	55	189
Others*	165	85
	1,347	2,549

\*Includes accruals

# Inter corporate deposits with financial institutions yield fixed interest rate.

The company's exposure of credit and currency risks, and loss allowances are disclosed in note 36.

### 9. Other assets

(Unsecured considered good, unless otherwise stated)

	March 31, 2025	March 31, 2024
<b>(a) Non-current</b>		
Capital advances	181	166
Duty drawback receivables	80	74
Balances with statutory/government authorities	580	418
Prepayments	37	65
	878	723
<b>(b) Current</b>		
Advance to suppliers	126	121
Balances with statutory/government authorities	809	1,051
Prepayments	265	265
	1,200	1,437

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 10. Inventories

	March 31, 2025	March 31, 2024
Raw materials, including goods-in-transit*	3,076	1,913
Packing materials	29	22
Work-in-progress	5,132	4,469
Finished goods	126	243
	<b>8,363</b>	<b>6,647</b>

\* includes goods in-transit Rs. 328 (March 31, 2024 - Rs 340)

Write-down of inventories to net realisable value amounted to Rs. 359 (March 31, 2024 - Rs 210). These were recognised as an expense during the year and included in 'changes in inventories of finished goods and work-in-progress' in the statement of profit and loss.

### 11. Current investments

	March 31, 2025	March 31, 2024
At fair value through profit or loss:		
Investment in mutual funds	-	629
<b>Total current investments</b>	<b>-</b>	<b>629</b>
Aggregate value of unquoted investments	-	629

### 12. Trade receivables

	March 31, 2025	March 31, 2024
(a) Trade receivables considered good - Unsecured [refer note (i) below]	8,294	10,481
(b) Trade receivables - credit impaired	124	66
	<b>8,418</b>	<b>10,547</b>
Allowance for credit loss	(124)	(66)
<b>Net trade receivables</b>	<b>8,294</b>	<b>10,481</b>

(i) During the current year, the Company has availed invoice purchase facility from the banks which met the derecognition criteria since the Company had transferred substantially all the risks and rewards of ownership over such receivables as the factoring arrangement represents a true sale and is without recourse to the Company. Accordingly, as at March 31, 2025, Rs. 2,203 has been derecognized from trade receivables.

(ii) The Company's exposure to credit and currency risk, and loss allowances are disclosed in Note 36

(iii) Includes receivables from related parties [refer note 32]

Trade receivables ageing schedule

	Outstanding for following periods from due date of payment							Total
	Unbilled	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	26	4,256	3,935	76	1			8,294
Undisputed Trade receivables - credit impaired				37	22	43	22	124
<b>As at March 31, 2025</b>	<b>26</b>	<b>4,256</b>	<b>3,935</b>	<b>113</b>	<b>23</b>	<b>43</b>	<b>22</b>	<b>8,418</b>
Undisputed Trade Receivables - considered good	7	4,195	3,953	1,368	958	-	-	10,481
Undisputed Trade receivables - credit impaired	-	-	-	-	37	3	26	66
<b>As at March 31, 2024</b>	<b>7</b>	<b>4,195</b>	<b>3,953</b>	<b>1,368</b>	<b>995</b>	<b>3</b>	<b>26</b>	<b>10,547</b>

# Notes to the standalone financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 13. Cash and bank balances

	March 31, 2025	March 31, 2024
<b>13(a) Cash and cash equivalents</b>		
Balances with banks:		
On current accounts	2,490	769
On unpaid dividend account	5	5
Deposits with banks with original maturity of less than 3 months	-	449
<b>Total cash and cash equivalents</b>	<b>2,495</b>	<b>1,223</b>
<b>13(b) Bank balances other than cash and cash equivalents</b>		
Deposits with banks with original maturity of more than 3 months but less than 12 months	-	4,631
Margin money deposit [refer note (a) below]	3	3
<b>Total other bank balances</b>	<b>3</b>	<b>4,634</b>

(a) Margin money deposits with carrying amount of Rs. 3 (March 31, 2024 - Rs. 3) are subject to first charge against bank guarantees obtained.

(b) The Company has cash on hand which are not disclosed above since amounts are rounded off to Rupees million.

## 14(a). Equity share capital

	March 31, 2025	March 31, 2024
<b>Authorised</b>		
1,250,000,000 (March 31, 2024 - 1,250,000,000) equity shares of Rs 5 each (March 31, 2024 - Rs 5 each)	6,250	6,250
<b>Issued, subscribed and fully paid-up</b>		
1,200,600,000 (March 31, 2024 - 1,200,600,000) equity shares of Rs 5 each (March 31, 2024 - Rs 5 each)	6,003	6,003

### (i) Reconciliation of the shares outstanding at the beginning and at the end of the reporting year

Equity shares	March 31, 2025		March 31, 2024	
	No. of shares	Rs.	No. of shares	Rs.
At the beginning of the year	1,200,600,000	6,003	1,200,600,000	6,003
Equity share capital issued during the year	-	-	-	-
Outstanding at the end of the year	1,200,600,000	6,003	1,200,600,000	6,003

### (ii) Terms/rights attached to equity shares

The Company has only one class of equity shares having a par value of Rs 5 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian Rupees.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts, if any. The distribution will be in proportion to the number of equity shares held by the shareholders.

### (iii) Details of shareholders holding more than 5% shares in the Company

	March 31, 2025		March 31, 2024	
	No. of shares	% holding	No. of shares	% holding
Equity shares of Rs 5 each fully paid				
Kiran Mazumdar-Shaw	484,581,970	40.36%	484,581,970	40.36%
Glentec International Limited	237,211,164	19.76%	237,211,164	19.76%

As per records of the Company, including its register of shareholders/members, the above shareholding represents both legal and beneficial ownerships of shares.

### (iv) Aggregate number of bonus shares issued during the period of five years immediately preceding the reporting date:

Particulars	Year ended March 31				
	2025	2024	2023	2022	2021
Equity shares of Rs 5 each	-	-	-	-	-

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 14(a). Equity share capital (continued...)

#### (v) Shares reserved for issue under options

For details of shares reserved for issue under the Share based payment plan of the Company, please refer note 30.

#### (vi) Details of shares held by promoters

##### As at March 31, 2025

Name of the Promoter	No. of shares at the end of the year	% of Total Shares	% change during the year
Kiran Mazumdar Shaw	484,581,970	40.36%	-
Ravi Mazumdar	5,301,321	0.44%	-
Dev Mazumdar	929,721	0.08%	-
Glentec International Limited	237,211,164	19.76%	-
<b>Total</b>	<b>728,024,176</b>	<b>60.64%</b>	<b>0.00%</b>

##### As at March 31, 2024

Name of the Promoter	No. of shares at the end of the year	% of Total Shares	% change during the year
Kiran Mazumdar Shaw	484,581,970	40.36%	0.70%
J M M Shaw	-	0.00%	-0.70%
Ravi Mazumdar	5,301,321	0.44%	-
Dev Mazumdar	929,721	0.08%	-
Glentec International Limited	237,211,164	19.76%	-
<b>Total</b>	<b>728,024,176</b>	<b>60.64%</b>	<b>0.00%</b>

### 14(b). Other equity

	March 31, 2025	March 31, 2024
Securities premium reserve	2,587	2,281
Revaluation reserve	9	9
General reserve	1,616	1,616
Retained earnings	104,685	99,205
Share based payment reserve	1,077	805
Treasury shares	(783)	(970)
Cash flow hedging reserve	63	142
Other items of other comprehensive income	(13)	32
	<b>109,241</b>	<b>103,120</b>

#### Nature and purpose of reserve:

##### 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.

##### General reserve

General reserve is used from time to time to transfer profits from retained earnings for appropriation purposes.

##### Retained earnings

The amount that can be distributed by the Company as dividends to its equity shareholders.

##### Share based payment reserve

The Company has established equity settled share based payment plans for certain categories of employees of the Company and its subsidiaries / joint venture company. Refer note 30 for further details on these plans.

##### Treasury shares

Own equity instruments that are reacquired [treasury shares] are recognised at cost and disclosed as deducted from equity.

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### Cash flow hedging reserves

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.

### Other Items of other comprehensive income

Other Items of other comprehensive income represents mark to market gain or loss on financial assets classified as FVTOCI and re-measurements of the defined benefits plan.

## 15. Borrowings

	March 31, 2025	March 31, 2024
<b>15(a) Non-current</b>		
<b>Loans from banks (secured)</b>		
Term loan [refer note (a) below]	2,136	2,084
Non-convertible debenture [refer note (b) below]	20,913	18,324
Less: Amount disclosed under the head "Short term borrowings" [refer note 15 (b)]	(534)	-
	<b>22,515</b>	<b>20,408</b>
<b>15(b) Current</b>		
<b>Loans from banks (secured)</b>		
Current maturities of long-term borrowings [refer note 15 (a)]	534	-
Other loans (unsecured)		
Commercial Paper [refer note (c)]	5,661	-
	<b>6,195</b>	<b>-</b>

- (a) The Company has external commercial borrowing (ECB) from Bank repayable in 3 yearly instalments commencing from June 15, 2025 and carry interest @ SOFR + agreed spread per annum. The loan is secured by exclusive charge on the property, plant and equipment created out of the term loan facility.
- (b) During the year ended March 31, 2023, the Company has issued 107,000 redeemable Non-Convertible Debentures (NCD) in 3 series each having a face value of Rs 1,00,000 with a minimum return of 12% per annum plus agreed variable coupon payable upon redemption. The variable coupon is linked to the equity share price of a subsidiary. Tenure of the NCD is 5 years from the date of allotment or earlier based on put option terms requiring the company to provide exit to the lender if exit terms do not occur by the specified date in the agreement. The agreement also has drag along rights allowing the lender to seek redemption of NCD if the put option as described in note 34 (ii) is exercised. The NCD are secured by way of pledge over 38,113,557 equity shares of a subsidiary held by the Company. The NCD proceeds were utilised for repayment of mezzanine borrowing which was raised for investing in the subsidiary.
- During the year ended March 31, 2024, the Company has issued 50,000 redeemable Non-Convertible Debentures (NCD) having a face value of Rs 1,00,000 with a minimum return of 12% per annum plus agreed variable coupon payable upon redemption. The variable coupon is linked to the equity share price of a subsidiary. Tenure of the NCD is 4 years from the date of allotment or earlier based on put option terms requiring the company to provide exit to the lender if exit terms do not occur by the specified date in the agreement. The agreement also has drag along rights allowing the lender to seek redemption of NCD if the put option as described in note 34 (ii) is exercised. The NCD are secured by way of pledge over 17,810,073 equity shares of a subsidiary held by the Company. The NCD proceeds were utilised for repayment of mezzanine borrowing which was raised for investing in the subsidiary."
- (c) On January 29, 2025, the Company has issued 11,400 Commercial Paper (CP) securities having a face value of Rs. 5,00,000 on private placement basis in favour of Nippon India Mutual Funds at a discount rate of 8.75% per annum for a tenure of 90 days. CP is due for repayment on April 29, 2025.
- (d) Working capital loan availed during the year of Rs. 1,680 at 7.8%-8.4% p.a and repaid as on March 31, 2025
- (e) The Company's exposure to liquidity, interest rate and currency risks are disclosed in note 36.

# Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 16. Other financial liabilities

	March 31, 2025	March 31, 2024
<b>(a) Non-current</b>		
Derivative liabilities [refer note 36 E (iii) (a)]	11	221
	<b>11</b>	<b>221</b>
<b>(b) Current</b>		
Unpaid dividends	5	5
Employee benefits payable	336	320
Capital creditors	988	446
Interest accrued but not due	6	7
Derivative liabilities	5	1
	<b>1,340</b>	<b>779</b>

## 17. Provisions

	March 31, 2025	March 31, 2024
<b>(a) Non-current</b>		
Provision for employee benefits		
Gratuity [refer note 35]	333	283
	<b>333</b>	<b>283</b>
<b>(b) Current</b>		
Provision for employee benefits		
Gratuity [refer note 35]	111	112
Compensated absences [refer note 35]	234	209
	<b>345</b>	<b>321</b>

<b>(i) Movement in provisions</b>	Gratuity	Compensated absences
Opening balance as at April 01, 2024	395	209
Provision recognised/(utilised) during the year	49	25
Closing balance as at March 31, 2025	<b>444</b>	<b>234</b>
Opening balance as at April 01, 2023	354	182
Provision recognised/(utilised) during the year	41	27
Closing balance as at March 31, 2024	<b>395</b>	<b>209</b>

## 18. Deferred tax (liabilities)/assets (net)

	March 31, 2025	March 31, 2024
<b>Deferred tax liabilities</b>		
Property, plant and equipment, investment property and intangible assets	363	249
Derivative liabilities	21	47
Gross deferred tax liabilities	<b>384</b>	<b>296</b>
<b>Deferred tax assets</b>		
Employee benefit obligations	171	170
Allowance for doubtful debts	31	17
Other disallowable expenses	78	78
Deferred revenue	45	17
Others	(77)	88
Gross deferred tax assets	<b>248</b>	<b>370</b>
<b>Net deferred tax (liabilities)/ assets</b>	<b>(136)</b>	<b>74</b>

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 19. Other liabilities

	March 31, 2025	March 31, 2024
<b>(a) Non-current</b>		
Contract liabilities	576	728
	576	728
<b>(b) Current</b>		
Contract liabilities	152	160
Advances from customers	10	24
Statutory taxes and dues payable	105	129
	267	313

### 20. Trade payables

	March 31, 2025	March 31, 2024
Trade payables		
Total outstanding dues of micro enterprises and small enterprises [refer note (a) below]	627	428
Total outstanding dues of creditors other than micro enterprises and small enterprises #	7,517	4,048
	8,144	4,476

#Includes dues to related parties [refer note 32]

#### (a) Trade payables Ageing Schedule

	Outstanding for following periods from due date of payment						Total
	Unbilled	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Total outstanding dues of micro enterprises and small enterprises	-	191	436	-	-	-	627
Total outstanding dues of creditors other than micro enterprises and small enterprises	2,410	1,818	2,663	503	98	25	7,517
<b>As at March 31, 2025</b>	<b>2,410</b>	<b>2,009</b>	<b>3,099</b>	<b>503</b>	<b>98</b>	<b>25</b>	<b>8,144</b>
Total outstanding dues of micro enterprises and small enterprises	-	354	74	-	-	-	428
Total outstanding dues of creditors other than micro enterprises and small enterprises	2,048	967	893	115	15	10	4,048
<b>As at March 31, 2024</b>	<b>2,048</b>	<b>1,321</b>	<b>967</b>	<b>115</b>	<b>15</b>	<b>10</b>	<b>4,476</b>

\* Amounts are not presented since the amounts are rounded off to Rupees million.

#### (b) Disclosure required under Clause 22 of Micro, Small and Medium Enterprise Development ('MSMED') Act, 2006

	March 31, 2025	March 31, 2024
(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	627	428
Interest due on the above	_*	_*
(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.		
(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.	7	9
(iv) The amount of interest accrued and remaining un-paid at the end of each accounting year.	-	-
(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 purpose of disallowance as a deductible expenditure under section 23 of the MSMED Act, 2006.	19	12

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.

(c) All Trade Payables are 'current'. The Company's exposure to currency and liquidity risks related to trade payables is disclosed in note 36.

\* Amounts are not presented since the amounts are rounded off to Rupees million.

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 21. Revenue from operations

	Year ended March 31, 2025	Year ended March 31, 2024
Sale of products		
Finished goods	18,224	17,109
Traded goods	-	15
Sale of services	109	112
Other operating revenue		
Sale of process waste	382	382
Incentive from government	202	187
Others [refer note (a) below]	3,509	3,468
<b>Revenue from operations</b>	<b>22,426</b>	<b>21,273</b>

(a) Others include, rentals and cross charge of research and development, power and other facilities by the Developer unit of the Company.

#### 21.1 Disaggregated revenue information

Set out below is the disaggregation of the Company's revenue from contracts with customers:

	Year ended March 31, 2025	Year ended March 31, 2024
<b>Revenues by Geography</b>		
India	9,069	8,505
Brazil	1,484	1,509
Singapore	1,687	1,840
Rest of the world	5,984	5,382
<b>Total revenues by Geography</b>	<b>18,224</b>	<b>17,236</b>
<b>Revenue from other sources</b>		
Other operating revenue	4,093	4,037
<b>Total revenue from operations</b>	<b>22,317</b>	<b>21,273</b>
Geographical revenue is allocated based on the location of the customers.		
<b>Revenues from operations</b>		
Timing of recognition		
Revenue recognised at a point of time	18,808	17,693
Revenue recognised over a period of time	3,618	3,580
<b>Total revenue from operations</b>	<b>22,426</b>	<b>21,273</b>

#### 21.2 Reconciliation of revenue from contracts with customers:

	Year ended March 31, 2025	Year ended March 31, 2024
<b>Revenue from contracts with customers as per contract price</b>	22,554	21,373
Adjustments made to contract price on account of:		
Sales returns/ reversals	128	100
<b>Revenue from Contracts with customers as per statement of profit and loss*</b>	<b>22,426</b>	<b>21,273</b>

\* Includes revenue from sale of products and sale of services.

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 21. Revenue from operations (continued...)

#### 21.3 Changes in contract liabilities:

	Year ended March 31, 2025	Year ended March 31, 2024
Balance at the beginning of the year	912	933
Add:- Increase due to invoicing during the year	66	174
Less:- Amount recognised as revenue/other adjustments during the year	(240)	(195)
Balance at the end of the year	738	912
Expected revenue recognition from remaining performance obligations:		
- within one year	162	184
- More than one year	576	728
	738	912

#### 21.4 Contract balances

	Year ended March 31, 2025	Year ended March 31, 2024
Trade receivables (including unbilled revenue)	8,294	10,481
Contract liabilities	738	912

Trade receivables are non-interest bearing.

Contract liabilities include deferred revenue and advance from customers.

#### 21.5 Performance obligation:

In relation to information about Company's performance obligations in contracts with customers [refer note 2(k)]. The Invoices are issued/generated according to contractual terms/ at the point in time and are usually payable within 30 to 120 days.

### 22. Other income

	Year ended March 31, 2025	Year ended March 31, 2024
Interest income at amortised cost on:		
Deposits with banks and financial institutions	37	657
Others	10	-
Dividend income from subsidiaries [refer note 32]	274	274
Dividend income from others [refer note 32]	28	-
Net gain on sale of current investments	61	35
Net gain on financial assets measured at fair value through profit or loss [refer note 32 (i)]	1,709	713
Gain on loss of significant influence [refer note 6 (b)]	-	123
Net gain on derivative liability measured at fair value through profit or loss	213	-
Foreign exchange gain, net	5	49
Other non-operating income [refer note (a)]	86	79
	2,423	1,930

(a) Others non operating income includes, rentals, cross charge of power and other facilities.

### 23. Cost of materials consumed

	Year ended March 31, 2025	Year ended March 31, 2024
Inventory at the beginning of the year	1,935	1,880
Add: Purchases	12,024	10,388
Less: Inventory at the end of the year	(3,105)	(1,935)
Cost of materials consumed	10,854	10,333

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 24. Changes in inventories of stock-in-trade, finished goods and work-in-progress

	Year ended March 31, 2025	Year ended March 31, 2024
Inventory at the beginning of the year		
Finished goods	243	253
Work-in-progress	4,469	3,468
	4,712	3,721
Inventory at the end of the year		
Finished goods	126	243
Work-in-progress	5,132	4,469
	5,258	4,712
	(546)	(991)

### 25. Employee benefits expenses

	Year ended March 31, 2025	Year ended March 31, 2024
Salaries, wages and bonus	3,906	3,674
Contribution to provident and other funds	192	181
Gratuity [refer note 35]	67	60
Share based compensation expense [refer note 30]	400	171
Staff welfare expenses	448	437
	5,013	4,523

### 26. Finance costs

	Year ended March 31, 2025	Year ended March 31, 2024
Interest expense on financial liability measured at amortised cost	89	1
Interest expense on financial liability measured at FVTPL	2,225	1,983
Other finance costs	47	-
Interest on lease liabilities [refer note 38]	8	4
	2,369	1,988

### 27. Depreciation and amortisation expense

	Year ended March 31, 2025	Year ended March 31, 2024
Depreciation on Property, plant and equipment [refer note 3]	1,166	1,090
Depreciation on Investment property [refer note 4 (a)]	40	40
Amortisation on intangible assets [refer note 5]	54	70
Depreciation on Right-of-use-assets [refer note 4(b)]	18	11
	1,278	1,211

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 28. Other expenses

	Year ended March 31, 2025	Year ended March 31, 2024
Royalty and technical fees	-	15
Rent	12	2
Communication expenses	46	39
Travelling and conveyance	162	160
Professional charges	493	283
Payments to auditors [refer note 29 below]	12	10
Directors' fees including commission	49	45
Power and fuel	1,920	2,153
Insurance	84	103
Rates, taxes and fees	49	33
Lab consumables	208	202
Repairs and maintenance		
Plant and machinery	749	716
Buildings	150	183
Others	531	453
Selling expenses		
Freight outwards and clearing charges	147	88
Sales promotion expenses	86	40
Commission and brokerage (other than sole selling agents)	78	64
Provision for doubtful debts, net	57	(370)
Loss on property, plant and equipment sold, (net)	13	11
Net loss on derivative liability measured at fair value through profit or loss	-	71
Printing and stationery	26	35
Research and development expenses [refer note 28(a) below]	476	433
Corporate social responsibility expenditure [refer note 40]	28	37
Miscellaneous expenses [refer note 32]	102	70
	<b>5,478</b>	<b>4,876</b>

### 28(a). Research and development expenses

		Year ended March 31, 2025	Year ended March 31, 2024
Research and development expenses	(a)	476	433
Other Research and development expenses included in other heads of account:			
Salaries, wages and bonus		349	328
Lab consumables		208	202
	(b)	<b>557</b>	<b>530</b>
	(a+b)	1,033	963
Less: Recovery of product development costs from co-development partners, (net)		(131)	(100)
		<b>902</b>	<b>863</b>

### 29. Payments to auditors

	Year ended March 31, 2025	Year ended March 31, 2024
As auditor:		
Statutory audit fee	6	5
Tax audit fee	1	1
Limited review	2	1
In other capacity:		
Other services (certification fees)	2	2
Reimbursement of out-of-pocket expenses	1	1
	<b>12</b>	<b>10</b>

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation

#### (a) Biocon ESOP Plan

On September 27, 2001, Biocon's Board of Directors approved the Biocon Employee Stock Option Plan ('ESOP Plan 2000') for the grant of stock options to the employees of the Company and its subsidiaries / joint venture company. The Nomination and Remuneration Committee ('Remuneration Committee') administers the plan through a trust established specifically for this purpose, called the Biocon India Limited Employee Welfare Trust (ESOP Trust).

The ESOP Trust shall make additional purchase of equity shares of the Company using the proceeds from the loan obtained from the Company, other cash inflows from allotment of shares to employees under the ESOP Plan and shall subscribe, when allotted to such number of shares as is necessary for transferring to the employees. The ESOP Trust may also receive shares from the promoters for the purpose of issuance to the employees under the ESOP Plan. The Remuneration Committee shall determine the exercise price which will not be less than the face value of the shares.

#### Grant VII

In July 2014, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at the closing market price of Company's shares existing on the date preceding to the date of grant.

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	-	-	25,750	79
Granted during the year	-	-	-	-
Lapses/Forfeited during the year	-	-	-	-
Exercised during the year	-	-	(25,750)	79
Expired during the year	-	-	-	-
Outstanding at the end of the year	-	-	-	-
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	-	-	-	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of year	-	-	-	-

#### Grant IX

In June 2016, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at 50% of the closing price as per National Stock Exchange as on the preceding day to the date of grant.

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	1,394,455	140	2,296,917	131
Granted during the year	-	-	-	-
Lapses/Forfeited during the year	(91,875)	143	(150,100)	135
Exercised during the year	(727,960)	136	(752,362)	115
Expired during the year	-	-	-	-
Outstanding at the end of the year	574,620	141	1,394,455	140
Exercisable at the end of the year	272,370	-	531,055	118
Weighted average remaining contractual life (in years)	0.8	-	1.5	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of year	78-173	-	77-173	-

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation (continued...)

#### Grant X

In June 2016, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at 50% of the closing price as per National Stock Exchange as on the preceding day to the date of grant.

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	-	-	1,346,649	154
Granted during the year	-	-	-	-
Lapses/Forfeited during the year	-	-	(55,500)	116
Exercised during the year	-	-	(1,291,149)	156
Expired during the year	-	-	-	-
Outstanding at the end of the year	-	-	-	-
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	-	-	-	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of year	-	-	-	-

The average market price of the Company's share during the year ended March 31, 2025 is Rs. 279 (March 31, 2024 - Rs. 248) per share .

#### (b) RSU Plan 2015

On March 11, 2015, Biocon's Remuneration Committee approved the Biocon - Restricted Stock Units (RSUs) of Syngene ('RSU Plan 2015') for the grant of RSUs to the employees of the Company and its subsidiaries other than Syngene. The Remuneration Committee administers the plan through a trust, called the Biocon Limited Employee Welfare Trust. For this purpose, on March 31, 2015, the Company transferred 2,000,000 equity shares of Syngene to Biocon Limited Employees Welfare Trust.

In April 2015, the Company approved the grant to its employees under the RSU Plan 2015. The RSUs under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. Exercise price of RSUs will be Nil.

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	-	-	11,504	-
Granted during the year	-	-	-	-
Lapses/Forfeited during the year	-	-	-	-
Exercised during the year	-	-	(11,504)	-
Expired during the year	-	-	-	-
Outstanding at the end of the year	-	-	-	-
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	-	-	-	-
Weighted average fair value of options granted (Rs)	-	-	-	-

#### (c) RSU Plan 2019

On January 7, 2019, Biocon's Nomination and Remuneration Committee ('NRC') and the Board of Directors approved the Biocon Biologics - Restricted Stock Units (RSUs) of Biocon Biologics India Limited ('RSU Plan 2019') for grant of RSUs to employees of the Group. The NRC administers the plan through a trust called, Biocon Limited Employee Welfare Trust. For this purpose on January 8, 2020, the Company transferred 2,161,904 equity shares of Biocon Biologics India Limited to Biocon Limited Employee Welfare Trust.

During the previous year, modification in vesting was approved by NRC. Based on revised approval, the options under this grant would vest to the employees as 25% in first year after the grant date, 25% on the event of IPO, 25% after the expiry of one year from IPO date and 25% after the expiry of 2 years from the IPO date. The options are exercisable only on the event of an IPO and exercise period shall be one year from the date of last vesting.

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation (continued...)

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	5,143,254	2	6,169,619	2
Granted during the year	-	-	-	-
Lapses/Forfeited during the year	(1,941,604)	2	(1,026,365)	2
Exercised during the year	-	-	-	-
Expired during the year	-	-	-	-
Outstanding at the end of the year	<u>3,201,650</u>	2	<u>5,143,254</u>	2
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	3	-	4	-
Weighted average fair value of options granted (Rs)	-	-	-	-

#### (d) RSU Plan 2020

On May 14, 2020, Biocon's Nomination and Remuneration Committee ("NRC") and the Board of Directors approved the Biocon Restricted Stock Units (RSUs) Long Term Incentive Plan FY2020-24 ("RSU Plan 2020") for grant of RSUs to present and/or future employees of the Company and its present and future subsidiary companies. The plan is implemented through a trust called, Biocon India Limited Employee Welfare Trust wherein the Company will issue shares to the trust by way of fresh allotment over a period of time.

The RSUs granted under this Plan shall vest over a period of time (service condition) and based upon the performance of the employee. The period of vesting shall be determined as per the date of grant and the maximum period of vesting shall not extend beyond August 1, 2024. The actual number of RSUs to be vested each year for each Grantee shall be based on his individual performance conditions, the key parameters of which shall be measured through growth in revenue and profits, delivering on key strategic initiatives and shareholders' value creation and such other conditions as may be determined by the Managing Director and Chief Executive Officer of the Company in accordance with the overall terms set by the NRC.

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	1,431,469	5	1,729,983	5
Granted during the year	-	-	713,500	5
Lapses/Forfeited during the year	(65,157)	5	(264,125)	5
Exercised during the year	(530,136)	5	(747,889)	5
Expired during the year	-	-	-	-
Outstanding at the end of the year	<u>836,176</u>	5	<u>1,431,469</u>	-
Exercisable at the end of the year	329,294	-	448,817	-
Weighted average remaining contractual life (in years)	1.2	-	1.8	-
Weighted average fair value of options granted (Rs)	353	-	353	-

Assumptions used in determination of the fair value of the stock options under the Black Scholes Model are as follows:

Particulars	
Weighted Average Exercise Price	5
Expected volatility	33.0% to 36.2%
Life of the options granted (vesting and exercise period) in years	0.75
Average risk-free interest rate	7.2%
Expected dividend rate	0.6%

#### (e) RSU Plan 2025

On Sep 4, 2024, Biocon's Nomination and Remuneration Committee ("NRC") and the Board of Directors approved the Biocon Restricted Stock Units (RSUs) Long Term Incentive Plan Financial Year 2025-29 ("RSU Plan 2025") for grant of RSUs to present and/or future employees of the Company and its present and future subsidiary companies. The plan is implemented through a trust called, Biocon India Limited Employee Welfare Trust.

The RSUs granted under this Plan shall vest over a period of time (service condition) and based upon the performance of the employee. The period of vesting shall be determined as per the date of grant and the maximum period of vesting shall not extend beyond September 1, 2029. The actual number of RSUs to be vested each year for each Grantee shall be based on his individual performance conditions, the key parameters of which shall be measured through growth in revenue and profits, delivering on key strategic initiatives and shareholders' value creation and such other conditions as may be determined by the Managing Director and Chief Executive Officer of the Company in accordance with the overall terms set by the NRC.

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation (continued...)

Particulars	March 31, 2025	
	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	-	-
Granted during the year	4,730,430	5
Lapses/Forfeited during the year	(75,000)	5
Exercised during the year	-	-
Expired during the year	-	-
Outstanding at the end of the year	4,655,430	5
Exercisable at the end of the year	-	-
Weighted average remaining contractual life (in years)	4.5	-
Weighted average fair value of options granted (Rs)	287	-

Assumptions used in determination of the fair value of the stock options under the Black Scholes Model for grants during the year are as follows:

Particulars	
Weighted Average Exercise Price	5
Expected volatility	33.0% to 36.2%
Life of the options granted (vesting and exercise period) in years	5.25
Average risk-free interest rate	7.0%
Expected dividend rate	0.6%

Particulars	March 31, 2025	March 31, 2024
<b>Summary of movement in respect of shares held by ESOP Trust is as follows:</b>		
Opening balance	3,795,118	6,612,268
Add: Shares purchased by the ESOP trust	-	-
Add: Shares issued by the Company	-	-
Less: Shares exercised by employees	(1,258,096)	(2,817,150)
Closing balance	2,537,022	3,795,118
Options granted and eligible for exercise at end of the year	601,664	979,872
Options granted but not eligible for exercise at end of the year	809,132	1,742,498
<b>Summary of movement in respect of equity shares of Syngene held by the RSU Trust is as follows:</b>		
Opening balance	1,091,447	1,091,447
Less: Shares exercised by employees	-	-
Closing balance	1,091,447	1,091,447
Options granted and eligible for exercise at end of the year	-	-
Options granted but not eligible for exercise at end of the year	-	-
<b>Summary of movement in respect of equity shares of BBIL held by the RSU Trust is as follows:</b>		
Opening balance	10,809,520	10,809,520
Add: Shares purchased by the RSU Trust from Biocon Limited	-	-
Closing balance	10,809,520	10,809,520
Options granted and eligible for exercise at end of the year	-	-
Options granted but not eligible for exercise at end of the year	3,201,650	5,143,254

# Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 31. Earnings per share (EPS)

	Year ended March 31, 2025	Year ended March 31, 2024
<b>Earnings</b>		
Profit for the year	6,093	1,193
Shares		
Basic outstanding shares	1,200,600,000	1,200,600,000
Less: Weighted average shares held with the ESOP Trust	(3,144,501)	(5,171,187)
<b>Weighted average shares used for computing basic EPS</b>	<b>1,197,455,499</b>	<b>1,195,428,813</b>
Add: Effect of dilutive options granted but not yet exercised/not yet eligible for exercise	746,290	1,441,689
<b>Weighted average shares used for computing diluted EPS</b>	<b>1,198,201,789</b>	<b>1,196,870,502</b>
<b>Earnings per equity share:</b>		
Basic (in Rs)	5.09	1.00
Diluted (in Rs)	5.09	1.00

## 32. Related party transactions

### List of related parties:

Particulars	Nature of relationship
<b>Key management personnel</b>	
Kiran Mazumdar Shaw	Executive Chairperson
Siddharth Mittal	Managing Director & Chief Executive Officer
Indranil Sen	Chief Financial Officer (upto March 14, 2024)
Mukesh Kamath	Interim Chief Financial Officer (w.e.f June 11, 2024)
Mayank Verma	Company Secretary (upto April 14, 2025)
Peter John Bains	Independent director (w.e.f December 12, 2022 upto September 18, 2023)
Peter John Bains	Group Chief Executive Officer (w.e.f September 18, 2023 upto March 31, 2025)
Bobby Kanubhai Parikh	Independent director
Ravi Rasendra Mazumdar	Non-executive director
Eric Vivek Mazumdar	Non-executive director
Naina Lal Kidwai	Independent director
Rekha Mehrotra Menon	Independent director
Nicholas Hagger	Independent director (w.e.f September 01, 2023)
Meleveetil Damodaran	Independent director (upto July 25, 2024)
Atul Dhawan	Independent director (w.e.f May 16, 2024)
<b>Subsidiaries</b>	
Syngene International Limited	Subsidiary
Syngene USA Inc.	Wholly-owned subsidiary of Syngene International Limited
Biocon Pharma Limited	Wholly-owned subsidiary
Biocon Biologics Limited	Subsidiary
Biocon Academy	Wholly-owned subsidiary
Biocon SA	Wholly-owned subsidiary
Biocon Biologics UK Limited	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon FZ LLC	Wholly-owned subsidiary
Biocon Biologics Healthcare Malaysia Sdn Bhd	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Biosphere Limited	Wholly-owned subsidiary
Biocon Pharma Inc	Wholly-owned subsidiary of Biocon Pharma Limited
Biocon Sdn.Bhd.	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Pharma Ireland Limited	Wholly-owned subsidiary of Biocon Pharma Limited
Biocon Pharma UK Limited	Wholly-owned subsidiary of Biocon Pharma Limited

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 32. Related party transactions (continued...)

Particulars	Nature of relationship
Biocon Biologics Inc. USA	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Biologics FZ LLC	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Biologics Do Brasil Ltda	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Pharma Malta Limited	Wholly-owned subsidiary of Biocon Pharma Limited
Biocon Pharma Malta I Limited	Wholly-owned subsidiary of Biocon Pharma Limited
Biocon Generics Inc	Wholly-owned subsidiary of Biocon Pharma Limited
Syngene Manufacturing Solutions Limited	Wholly-owned subsidiary of Syngene International Limited
Syngene Scientific Solutions Limited	Wholly-owned subsidiary of Syngene International Limited
Biosimilars Newco Limited	Wholly-owned subsidiary of Biocon Biologics Limited
Biosimilar Collaboration Ireland Limited	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Biologics Canada Inc.	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Biologics Germany GmbH	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Biologics France S.A.S	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics Spain, S.L.	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics Switzerland AG	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics Belgium BV	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics Finland OY	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics Morocco S.A.R.L.A.U	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics Greece SINGLE MEMBER PC	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics South Africa (PTY) Ltd	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics (Thailand) Co. Ltd	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics Philippines Inc	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics Italy S.R.L	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics Croatia LLC	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon Biologics Global PLC	Wholly-owned subsidiary of Biocon Biologics Limited

#### Associate

Bicara Therapeutics Inc. Associate (upto December 12, 2023)

#### Joint Ventures

NeoBiocon FZ LLC Joint-venture

#### Other related parties

Biocon Foundation	Trust in which key management personnel are the Board of Trustees
Mazumdar Shaw Medical Foundation	Trust in which key management personnel are the Board of Trustees
Glentec International Limited	Enterprise owned by key management personnel
Narayana Hrudayalaya Limited	Enterprise in which a director of the Company is a member of board of directors
Immuneel Therapeutics Private Limited	Enterprise in which a director of the Company is a member of board of directors
Bicara Therapeutics Inc.	Enterprise in which a director of the Company is a member of board of directors
Jeeves	Enterprise in which relative to a director of the Company is proprietor

The Company has the following related parties transactions

Particulars	Transaction / Balances	Year ended	Year ended
		March 31, 2025	March 31, 2024
Key management personnel	Salary and perquisites [refer note (d) & (e) below]	204	138
	Sitting fees and commission	49	45
	Outstanding as at the year end:		
	- Trade and other payables	-	-

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 32. Related party transactions (continued...)

The Company has the following related parties transactions

Particulars	Transaction / Balances	Year ended March 31, 2025	Year ended March 31, 2024
<b>Subsidiaries</b>			
	Sale of goods/other products	4,294	4,419
	Rent income [refer note (b) below]	403	432
	Cross charges towards facility and other expenses [refer note (a) & (b)]	3,035	2,001
	Interest income [refer note (i) below]	1,709	713
	Expenses incurred on behalf of the related party [refer note (a)]	458	1,089
	Reimbursement of incentive from government	330	250
	Guarantee income	59	34
	Income from scientific and research services	82	80
	Research services received	103	78
	Dividend received	274	274
	Purchase of goods	129	7
	Professional charges	16	6
	Expenses incurred by related party on behalf of the Company	54	55
	Funding received towards Property, plant and equipment	23	19
	Purchase of asset	11	44
	Investment in equity shares of Biocon Biologics limited	5,550	-
	Investment in optionally convertible debentures of Biocon Biologics limited [refer note (i)]	11,900	5,000
	Put options on compulsorily convertible debentures of Biocon Biologics limited	-	3,000
	Loans given [refer note (g) below]	2,862	1,367
	Outstanding as at the year end:		
	- Trade receivables	4,650	6,377
	- Other receivables	190	189
	- Trade and other payables	1,936	1,186
	Guarantee given/(withdrawn), net	565	583
	Guarantee given on behalf of related party	5,980	5,251
	Put option obligation outstanding [refer note 15(b), 34 (b), (c), (d) and (e)]	14,186	18,018
<b>Associate</b>			
	Expenses incurred on behalf of the related party [refer note (a)]	-	5
	Provision reversal for Expected credit loss	-	267
	Outstanding as at the year end:		
	- Trade and other receivables	-	-
<b>Joint venture</b>			
	Dividend received	28	-
<b>Other related parties</b>			
	CSR expenditure	42	37
	Other expenses	23	27
	Expenses incurred on behalf of the related party [refer note (a)]	4	-
	Provision reversal for Expected credit loss	-	130
	Expenses towards Scientific and Research services	-	-
	Outstanding as at the year end:		
	- Trade and other receivables	12	-
	- Trade and other payables	6	2

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 32. Related party transactions (continued...)

- Expenses incurred on behalf of the related party include Salary cost, ESOP cost and amount paid on behalf of the related party to vendors.
- The Company's SEZ Developer division has entered into agreements to lease land and provide certain facilities such as power, utilities etc. to SEZ units of Biocon Biologics Limited, Biocon Pharma Limited and Syngene International Limited, in respect of which the Company recovers rent and facilities usage charges.
- The above disclosures include related parties as per Ind AS 24 on "Related Party Disclosures".
- The remuneration to key management personnel doesn't include the provisions made for gratuity and compensated absences amounting to Rs 12 (March 31, 2024: Rs 13), as they are obtained on an actuarial basis for the Company as a whole.
- Share based compensation expense allocable to key management personnel is Rs 66 (March 31, 2024 - Rs 59), which is not included in the remuneration disclosed above.
- All transactions with these related parties are priced on an arm's length basis and none of the balances are secured.
- The loans to related parties is presented net of repayments due to multiple transactions. Loans repaid includes loan subsequently converted into preference shares. The loan given to subsidiaries are for Business purposes and interest rates are at arm's length. The Loans are payable on demand.
- Trade receivables from related parties have a credit period of 30 - 60 days.
- As stated in note 15(b) the Company has issued 50,000 Non-Convertible Debentures (NCD). Simultaneously, the Company entered into a debenture subscription agreement with Biocon Biologics Limited, a subsidiary of the company to subscribe Optionally Convertible Debenture ("OCD") on the same terms and conditions as of the original agreement with the lender. An interest income of Rs. 894 (March 31, 2024: Rs. 704) has been accrued for the year ended March 31, 2025.

### 33. Tax expense

	Year ended March 31, 2025	Year ended March 31, 2024
<b>(a) Amount recognised in Statement of profit and loss</b>		
Current tax	306	151
Deferred tax expense/(income) related to:		
Tax expense on removal of indexation benefit*	199	-
Origination and reversal of temporary differences	11	159
<b>Tax expense for the year</b>	<b>516</b>	<b>310</b>
<b>(b) Reconciliation of effective tax rate</b>		
Profit before tax and exceptional item	534	1,358
Add: Exceptional items, net	6,075	145
Profit before tax	<b>6,609</b>	<b>1,503</b>
Tax at statutory income tax rate 25.17% (March 31, 2024 - 25.17%)	1,663	378
Tax effects of amounts which are not deductible/(taxable) in calculating taxable income:		
Exempt income and other deductions	(1,598)	(119)
Land indexation benefit reversal	199	-
Non-deductible expense	11	17
Income from sale of investments, exempt from tax	-	-
Reversal of provision for tax for earlier years	(3)	5
Deferred tax impact on rate change	261	-
Others	(17)	29
<b>Income tax expense</b>	<b>516</b>	<b>310</b>

\* Pursuant to amendment in The Finance Act, 2024, resulting in withdrawal of indexation benefit on Long-Term Capital Gain, the Company has written off Deferred Tax Asset created towards indexation benefit on Land amounting to Rs. 199.

# Notes to the standalone financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 33. Tax expense (continued...)

### (c) Recognised deferred tax assets and liabilities

The following is the movement of deferred tax assets/liabilities presented in the balance sheet

For the Year ended March 31, 2025	Opening balance	Recognised in profit or loss	Recognised in OCI	Closing balance
<b>Deferred tax liabilities</b>				
Property, plant and equipment, investment property and intangible assets	249	113	-	362
Derivative liabilities	47	-	(26)	21
<b>Gross deferred tax liabilities</b>	<b>296</b>	<b>113</b>	<b>(26)</b>	<b>383</b>
<b>Deferred tax assets</b>				
Defined benefit obligations	170	(6)	7	171
Allowance for doubtful debts	17	14	-	31
Other disallowable expenses	78	-	-	78
Deferred revenue	17	28	-	45
Others	88	(133)	(33)	(78)
<b>Gross deferred tax assets</b>	<b>370</b>	<b>(97)</b>	<b>(26)</b>	<b>247</b>
<b>Net deferred tax assets/ (liabilities)</b>	<b>74</b>	<b>(210)</b>	<b>-</b>	<b>(136)</b>
<b>For the Year ended March 31, 2024</b>	<b>Opening balance</b>	<b>Recognised in profit or loss</b>	<b>Recognised in OCI</b>	<b>Closing balance</b>
<b>Deferred tax liability</b>				
Property, plant and equipment, investment property and intangible assets	177	72	-	249
Derivative liabilities	44	-	3	47
<b>Gross deferred tax liabilities</b>	<b>221</b>	<b>72</b>	<b>3</b>	<b>296</b>
<b>Deferred tax assets</b>				
Defined benefit obligations	168	(3)	5	170
Allowance for doubtful debts	110	(93)	-	17
Other disallowable expenses	73	5	-	78
Deferred revenue	17	-	-	17
Others	81	4	3	88
<b>Gross deferred tax assets</b>	<b>449</b>	<b>(87)</b>	<b>8</b>	<b>370</b>
<b>Net deferred tax assets</b>	<b>228</b>	<b>(159)</b>	<b>5</b>	<b>74</b>

## 34. Contingent liabilities and commitments

(to the extent not provided for)

	March 31, 2025	March 31, 2024
<b>(i) Contingent liabilities:</b>		
(a) Claims against the Company not acknowledged as debt	4,244	3,865
The above includes:		
(i) Direct taxation	2,216	2,098
(ii) Indirect taxation (includes matters pertaining to disputes on central excise, custom duty, service tax, VAT, CST, Entry tax and GST)	1,680	1,419
(iii) Other matters	348	348

The Company is subject to complexities with respect to various tax positions on deductibility of transactions and availability of tax incentives/exemptions, impact of group restructuring and on cross border transfer pricing arrangements. Judgment is required in assessing the range of possible outcomes for some of these tax matters, which could change over time as each of the matter progresses depending on experience on actual assessment proceedings by tax

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 34. Contingent liabilities and commitments (continued...)

authorities and other judicial precedents. Based on its internal assessment supported by external legal counsel views, if any, the Company believes that it will be able to sustain its positions if challenged by the authorities and accordingly no additional provision is required for these matters.

Other than the matter disclosed above, the Company is involved in disputes, lawsuits, proceedings etc. including patent and commercial matters that arise from time to time in the ordinary course of business. Management is of the view that above matters are not tenable and will not have any material adverse effect on the Company's financial position and results of operations.

#### (b) Guarantees:

	March 31, 2025	March 31, 2024
<b>(ii) Corporate guarantees given in favour of banks towards loans obtained by subsidiaries/step-down subsidiaries</b>	5,980	5,251

Movement in corporate guarantee during the year:

Particulars	As at April 01, 2024	Given during the year	Withdrawn/Cancelled during the year	Exchange rate movement	As at March 31, 2025
Biocon Biosphere Limited (Refer note a)	4,167			105	4,272
Biocon Pharma Inc (Refer note b)	417		437	20	-
Biocon Generics Inc (Refer note c)	667	1,003		38	1,708
<b>Total</b>	<b>5,251</b>	<b>1,003</b>	<b>437</b>	<b>163</b>	<b>5,980</b>

- Corporate guarantee given against loan obtained by subsidiary for development of new manufacturing facility.
- Corporate guarantee given against loan obtained by subsidiary for working capital purpose.
- Corporate guarantee given against loan obtained by subsidiary for Capital expenditure

The corporate guarantees given are at arm's length prices.

#### (ii) Commitments:

- Estimated amount of contracts remaining to be executed on capital account and not provided for, net of advances

	March 31, 2025	March 31, 2024
- Towards property plant and equipments	590	2,137
- Others	-	-

- During FY 2019-20, the Company and Biocon Biologics Limited had entered into an agreement with Active Pine LLP (Investor I) whereby the Investor has infused Rs 5,363 against issuance of equity shares of a subsidiary company, Biocon Biologics Limited. As per the agreement, the Company will be required to provide various options to enable the Investor to exit over a period of time. In the event, such exit events do not occur, the Investor may require the Company, to buy them out at certain prices agreed under the arrangement.
- During FY 2020-21, the Company and Biocon Biologics Limited had entered into an agreement with Beta Oryx Limited, a wholly owned subsidiary of ADQ (Investor II) whereby the Investor has infused Rs 5,550 against issuance of equity shares of a subsidiary company, Biocon Biologics Limited. As per the agreement, the Company will be required to provide various options to enable the Investor to exit over a period of time. In the event, such exit events do not occur, the Investor may require the Company, to buy them out at certain prices agreed under the arrangement.

During the year ended March 31, 2025, the Company purchased equity shares in Biocon Biologics Limited, from Beta Oryx Limited pursuant to liquidity option exercised under the shareholder's agreement for Rs. 5,550. Other investors have deferred their exit rights till March 31, 2026 and accordingly the derivative liability has been disclosed as Non-current liability in the financial statements considering that these rights are exercisable post March 31, 2026.

- During FY 2020-21, the Company and Biocon Biologics Limited has entered into an agreement with Tata Capital Growth Fund II (Investor III) whereby the Investor has infused Rs 2,250 against issuance of equity shares of a subsidiary company, Biocon Biologics Limited. As per the agreement, the Company will be required to provide various options to enable the Investor to exit over a period of time. In the event, such exit events do not occur, the Investor may require the Company, to buy them out at certain prices agreed under the arrangement.
- During the FY 2023-24, the Company and the Biocon Biologics Limited has entered into an agreement with ESOF III Investment Fund & Edelweiss Alternative Asset Advisors Limited ("Investor") whereby the investor has infused Rs. 3,000 by way of compulsorily convertible debentures ("CCD") as a private placement basis in Biocon Biologics Limited. As per the agreement, the Company will be required to provide various options to enable the investor to exit over a period of time. In the event such exit events do not occur, the investor may require the Company, to buy them out at certain prices agreed under the arrangement.

# Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 35. Employee benefit plans

- (i) The Company has a defined benefit gratuity plan as per the Payment of Gratuity Act, 1972. Under this legislation, employee who has completed five years of service is entitled to specific benefit. The level of benefits provided depends on the employee's length of service and salary at retirement/termination age and does not have any maximum monetary limit for payments. The gratuity plan is a funded plan and the Company makes contributions to a recognised fund in India.

The plans assets are maintained with HDFC Life in respect of gratuity scheme for certain employees of the Company. The details of investments maintained by Life Insurance Corporation are not available with the Company, hence not disclosed. The expected rate of return on plan assets is 6.6% p.a. (31 March 2024: 7.2 % p.a.).

The cost of the defined benefit plans and other long term benefits are determined using actuarial valuations. Actuarial valuations involve making various assumptions that may differ from actual developments in the future. These includes the determination of the discount rate, future salary increases and mortality rate. Due to these complexity involved in the valuation it is highly sensitive to the changes in these assumptions. All assumptions are reviewed at reporting date. The present value of the defined benefit obligation and the related current service cost and planned service cost were measured using the projected unit cost method.

The following table sets out the status of the gratuity plan and the amounts recognised in the Company's financial statements as at balance sheet date:

Particulars	Present value of defined benefit obligation	Fair value of plan assets	Net defined benefit (asset)/liability
Balance as on April 01, 2024	403	(8)	395
Current service cost	39	-	39
Interest expense/(income)	29	-	29
<b>Amount recognised in Statement of profit and loss</b>	<b>68</b>	<b>-</b>	<b>68</b>
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/(income)	-	- *	-
Actuarial (gain)/loss arising from:			
Financial assumptions	13	-	13
Experience adjustment	12	-	12
<b>Amount recognised in other comprehensive income</b>	<b>25</b>	<b>-</b>	<b>25</b>
Employers contribution	-	-	-
Benefits paid	(44)	-	(44)
<b>Balance as at March 31, 2025</b>	<b>452</b>	<b>(8)</b>	<b>444</b>

Particulars	Present value of defined benefit obligation	Fair value of plan assets	Net defined benefit (asset)/liability
Balance as on April 01, 2023	361	(7)	354
Current service cost	35	-	35
Interest expense/(income)	26	(1)	25
<b>Amount recognised in Statement of profit and loss</b>	<b>61</b>	<b>(1)</b>	<b>60</b>
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/(income)	-	- *	-
Actuarial (gain)/loss arising from:			
Demographic assumptions	-	-	-
Financial assumptions	2	-	2
Experience adjustment	17	-	17
<b>Amount recognised in other comprehensive income</b>	<b>19</b>	<b>-</b>	<b>19</b>
Employers contribution	-	-	-
Benefits paid	(38)	-	(38)
<b>Balance as at March 31, 2024</b>	<b>403</b>	<b>(8)</b>	<b>395</b>

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 35. Employee benefit plans (continued..)

Particulars	March 31, 2025	March 31, 2024
Non-current	333	283
Current	111	112
	444	395

\* Amounts are not presented since the amounts are rounded off to Rupees million.

The Company pursuant to Karnataka Compulsory Gratuity Rules, 2024 (Gratuity Rules) has amended its Gratuity trust for compliance with Gratuity Rules, Income Tax Act, 1961 and other laws, as applicable. The amended Gratuity trust in compliance with the above rules is approved by Board of Directors of the Company in its meeting dated April 24, 2024 and under process of filing with the Commissioner of Income tax for approval. Accordingly, the Company expects to contribute its obligation under the Gratuity scheme pursuant to receipt of this approval.

#### (ii) The assumptions used for gratuity valuation are as below:

	March 31, 2025	March 31, 2024
Interest rate	6.6%	7.2%
Discount rate	6.6%	7.2%
Expected return on plan assets	6.6%	7.3%
Salary increase	9.0%	9.0%
Attrition rate	14% - 30%	14% - 30%
Retirement age - Years	58	58

Assumptions regarding future mortality experience are set in accordance with published statistics and mortality tables as per IALM (2012-14)

The weighted average duration of the defined benefit obligation was 6 years (March 31, 2024 - 6 years).

The defined benefit plan exposes the Company to actuarial risks, such as longevity and interest rate risk.

#### (iii) Sensitivity analysis

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions are as below:

Particulars	March 31, 2025		March 31, 2024	
	Increase	Decrease	Increase	Decrease
Discount rate (1% Change)	(21)	23	(18)	20
Salary increase (1% Change)	22	(20)	19	(18)
Attrition rate (1% Change)	(4)	4	(3)	3

Sensitivity of significant actuarial assumptions is computed by varying one actuarial assumption used for the valuation of defined benefit obligation by one percentage, keeping all other actuarial assumptions constant. Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumption shown.

As of March 31, 2025 and March 31, 2024, the plan assets have been invested in insurer managed funds and the expected contribution to the fund during the year ending March 31, 2026, is approximately Rs 60 (March 31, 2025 - Rs 56).

Maturity profile of defined benefit obligation amount

Particulars	March 31, 2025	March 31, 2024
1st Following year	60	56
2nd Following year	53	50
3rd Following year	56	69
4th Following year	78	44
5th Following year	51	43
Years 6 to 10	177	167
Years 11 and above	189	178

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 35. Employee benefit plans (continued..)

#### (iv) Risk exposure

These defined benefit plans typically expose the Company to actuarial risks as under:

- Investment Risk: The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds.
- Interest rate risk: A decrease in bond interest rate will increase the plan liability.
- Longevity risk: The present value of the defined plan liability is calculated by reference to the best estimate of the mortality of plan participants. An increase in the life expectancy will increase the plan's liability.
- Salary risk: Higher than expected increase in salary will increase the defined benefit obligation.

#### (v) Other long term benefits

Present value of other long term benefits (i.e. compensated absences) obligations at the end of the year

Particulars	March 31, 2025	March 31, 2024
Compensated absences	234	209

### 36. Financial instruments: Fair value and risk managements

#### A. Accounting classification and fair values

PARTICULARS	Carrying amount				Fair value			
	FVTPL	FVTOCI	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
<b>March 31, 2025</b>								
<b>Financial assets</b>								
Non-current investments	35,818	129	77,879*	113,826	129	-	35,818#	35,947
Trade receivables	-	-	8,294	8,294	-	-	-	-
Cash and cash equivalents	-	-	2,495	2,495	-	-	-	-
Other bank balances	-	-	3	3	-	-	-	-
Other financial asset	-	91	1,480	1,571	-	91	-	91
	<b>35,818</b>	<b>220</b>	<b>90,151</b>	<b>126,189</b>	<b>129</b>	<b>91</b>	<b>35,818</b>	<b>36,038</b>
<b>Financial liabilities</b>								
Lease liabilities	-	-	49	49	-	-	-	-
Borrowings	20,913	-	7,797	28,710	-	-	20,913	20,913
Trade payables	-	-	8,144	8,144	-	-	-	-
Other financial liabilities	8	8	1,335	1,351	-	8	8	16
	<b>20,921</b>	<b>8</b>	<b>17,325</b>	<b>38,254</b>	<b>-</b>	<b>8</b>	<b>20,921</b>	<b>20,929</b>

PARTICULARS	Carrying amount				Fair value			
	FVTPL	FVTOCI	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
<b>March 31, 2024</b>								
<b>Financial assets</b>								
Non-current investments	19,346	-	73,210*	92,556	-	-	19,346#	19,346
Current investments	629	-	-	629	629	-	-	629
Trade receivables	-	-	10,481	10,481	-	-	-	-
Cash and cash equivalents	-	-	1,223	1,223	-	-	-	-
Other bank balances	-	-	4,634	4,634	-	-	-	-
Other financial asset	-	190	2,641	2,831	-	190	-	190
	<b>19,975</b>	<b>190</b>	<b>92,189</b>	<b>112,354</b>	<b>629</b>	<b>190</b>	<b>19,346</b>	<b>20,165</b>
<b>Financial liabilities</b>								
Lease liabilities	-	-	20	20	-	-	-	-
Borrowings	18,324	-	2,084	20,408	-	-	18,324	18,324
Trade payables	-	-	4,476	4,476	-	-	-	-
Other financial liabilities	221	1	778	1,000	-	1	221	222
	<b>18,545</b>	<b>1</b>	<b>7,358</b>	<b>25,904</b>	<b>-</b>	<b>1</b>	<b>18,545</b>	<b>18,546</b>

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 36. Financial instruments: Fair value and risk managements (continued...)

- (a) The fair value of trade receivables, trade payables and other financial assets and liabilities is considered to be equal to the carrying amounts of these items due to their short – term nature
- (b) There have been no transfers between level 1, 2 and 3 needs to be made.
- (c) The Company enters into derivative financial instruments with various counterparties. Derivatives are valued using valuation techniques in consultation with market expert. The most frequently applied valuation technique include forward pricing, swap models and Black Scholes Merton Model (for options valuation), using present value calculations. The models incorporate various inputs including foreign exchange forward rates, interest rate curve and forward rates curve.

\* Investment in equity shares in subsidiaries, associate and joint venture and investment in preference shares of associates has been accounted at cost as per Ind AS 27 “Consolidated and Separate Financial Statements”.

# These includes investment in preference shares in subsidiaries which are convertible (variable number of equity shares) / redeemable, at its face value, any time during the tenure of the instrument at the option of the holder. Owing to this feature, the instrument has been disclosed at its fair value which is equivalent to the face value.

#### B. Measurement of fair values

Fair value of liquid mutual funds are based on quoted price. Derivative financial instruments are valued based on quoted prices for similar assets and liabilities in active markets or inputs that are directly or indirectly observable in the market place.

#### Sensitivity analysis

For the fair values of range forward contracts of foreign currencies and interest rate swap, reasonably possible changes at the reporting date to one of the significant observable inputs, holding other inputs constant, would have the following effects in other comprehensive income (OCI).

PARTICULARS	March 31, 2025		March 31, 2024	
	Impact on other equity		Impact on other equity	
Significant observable inputs	Increase	Decrease	Increase	Decrease
Spot rate of the foreign currency (1% movement)	-	-	-	-
Interest rates (100 bps movement)	21	(21)	32	(32)

Fair value of the forward foreign contracts are determined using spot and forward exchange rates at the balance sheet dates.

#### C. Significant Unobservable inputs used in Fair Values

As at March 31, 2025	Valuation Techniques	Fair value hierarchy	Significant unobservable inputs	Sensitivity of input to fair value measurement
a. Non Convertible Debentures	Binomial Option Pricing Model - using risk free discount rate and growth rate.	Level 3	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 220 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 223 loss in Statement of Profit and loss.
			b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 164 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 246 loss in Statement of Profit and loss.
b. Optionally Convertible Debentures	Binomial Option Pricing Model - using risk free discount rate and growth rate.	Level 3	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs.70 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 70 loss in Statement of Profit and loss.
			b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 39 loss in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 77 gain in Statement of Profit and loss.
c. Non-convertible redeemable preference shares	Equivalent to face value	Level 3	Not Applicable	Not Applicable

# Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 36. Financial instruments: Fair value and risk managements (continued...)

As at March 31, 2024	Valuation Techniques	Fair value hierarchy	Significant unobservable inputs	Sensitivity of input to fair value measurement
Non Convertible Debentures	Binomial Option Pricing Model - using risk free discount rate and growth rate.	Level 3	a) Discount rate b) Volatility rate	A 1% increase in discount rate would have led to approximately Rs. 305 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 313 loss in Statement of Profit and loss. A 5% increase in volatility rate would have led to approximately Rs. 6 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 4 loss in Statement of Profit and loss.

### D. Reconciliation of Level 3 fair values

	Non-current investments	Non Convertible Debentures	Gross liability on put options
At April 01, 2023	12,177	10,922	154
Proceeds from Issue		5,000	-
- Net change in fair value (unrealised)	704	2,402	67
Investment in subsidiary/group entity	6,465	-	-
<b>At March 31, 2024</b>	<b>19,346</b>	<b>18,324</b>	<b>221</b>
Proceeds from Issue			
- Net change in fair value loss (unrealised)	1,709	2,589	(210)
Investment in subsidiary/other entity	14,763		-
<b>At March 31, 2025</b>	<b>35,818</b>	<b>20,913</b>	<b>11</b>

### E. Financial risk management

The Company has exposure to the following risks arising from financial instruments:

- Credit risk
- Liquidity risk
- Market risk

#### (i) Risk management framework

The Company's risk management is carried out by the treasury department under policies approved by the Board of Directors. The Board provides written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative and non-derivative financial instruments and investment of excess liquidity.

#### (ii) Credit risk

Credit risk is the risk that the counterparty will not meet its obligation under a financial instrument or customer contract, leading to financial loss. The credit risk arises principally from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions and other financial instruments.

Customer credit risk is managed by each business unit subject to Company's established policy, procedures and control relating to customer credit risk management. The Audit and Risk Management Committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Company's standard payment and delivery terms and conditions are offered. The Company's review includes external ratings, where available, and other publicly available financial information. Outstanding customer receivables are regularly monitored and any shipments to major customers are generally covered by letters of credit or other forms of credit insurance.

The Company establishes an allowance for impairment that represents its estimate of expected losses in respect of trade and other receivables. The maximum exposure to credit risk as at reporting date is primarily from trade receivables amounting to Rs. 8,294 (March 31, 2024: Rs. 10,481). The movement in allowance for impairment in respect of trade and other receivables during the year was as follows:

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

Allowance for Impairment	March 31, 2025	March 31, 2024
Opening balance	66	436
Impairment loss recognised	58	-
Impairment loss reversed/transferred	-	(370)
<b>Closing balance</b>	<b>124</b>	<b>66</b>

Receivable from two customers of the Company's trade receivable is Rs. 4,266 (March 31, 2024 two customer - Rs. 4,864) which is more than 10 percent of the Company's total trade receivables as at March 31, 2025.

Refer note 12 for ageing of trade receivables.

Other than trade receivables, the Company has no significant class of financial assets that is past due but not impaired.

### 36. Financial instruments: Fair value and risk managements (continued...)

The Company is no significantly exposed to geographical credit risk as the counterparties operate across various countries across the globe. Also refer geographical Revenues disclosure in Note 21.1.

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 which are rated A+ or AAA. Investments primarily include investment in liquid mutual fund units, bonds and non-convertible debentures.

#### (iii) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company believes that the working capital is sufficient to meet its current requirements. Accordingly, no liquidity risk is perceived.

The following are the contractual maturities of financial liabilities and excluding interest payments. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Company can be required to pay:

#### March 31, 2025

Particulars	Less than 1 year	1 - 2 years	2-5 years	More than 5 years	Total
Borrowings [refer note (b) below]	6,195	21,661	854	-	28,710
Trade payables	8,144	-	-	-	8,144
Other financial liabilities [refer note (a) below]	1,340	11	-	-	1,351
Lease Liabilities	26	24	3	-	53
<b>Total</b>	<b>15,705</b>	<b>21,696</b>	<b>857</b>	<b>-</b>	<b>38,258</b>

#### March 31, 2024

Particulars	Less than 1 year	1 - 2 years	2-5 years	More than 5 years	Total
Borrowings [refer note (b) below]	-	521	19,887	-	20,408
Trade payables	4,476	-	-	-	4,476
Other financial liabilities [refer note (a) below]	779	-	221	-	1,000
Lease Liabilities	13	21	-	-	34
<b>Total</b>	<b>5,268</b>	<b>542</b>	<b>20,108</b>	<b>-</b>	<b>25,918</b>

(a) Other financial liabilities amounting to Rs. 8 (March 31, 2024: Rs. 221) relates to mark to market valuation of the put options fully described in note 34(ii)(b), (c), (d) and (e) to these financial statements. The gross amount of these arrangements have been accounted for as an equity in the separate financial statements of the subsidiary and as a non current liability in the consolidated financial statements of the company for the year ended March 31, 2025.

(b) Borrowings include non-convertible debentures amounting to Rs. 20,913 (March 31, 2024: Rs. 18,324) related to agreements with the lenders containing certain put options fully described in note 15(b) to these financial statements.

# Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## (iv) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices, such as foreign exchange rates, interest rates and equity prices.

## 36. Financial instruments: Fair value and risk managements (continued...)

### Foreign currency risk

The Company operates internationally and a major portion of the business is transacted in several currencies and consequently, the Company is exposed to foreign exchange risk through operating and borrowing activities in foreign currency. The Company holds derivative instruments such as foreign exchange forward, interest rate swaps and option contracts to mitigate the risk of changes in exchange rates and foreign currency exposure.

The currency profile of financial assets and financial liabilities as at March 31, 2025 and March 31, 2024 are as below:

March 31, 2025	USD	EUR	Others	Total
<b>Financial assets</b>				
Trade receivables				
Cash and cash equivalents	2,355	228	3	2,586
Other financial assets	1,127	102	7	1,236
	91	-	-	91
<b>Financial liabilities</b>				
Trade payables				
Borrowings	(3,260)	(163)	(27)	(3,450)
Other financial liabilities	(2,136)	-	-	(2,136)
	(27)	(5)	(9)	(41)
<b>Net assets/(liabilities)</b>	<b>(1,850)</b>	<b>162</b>	<b>(26)</b>	<b>(1,714)</b>
<b>March 31, 2024</b>	<b>USD</b>	<b>EUR</b>	<b>Others</b>	<b>Total</b>
<b>Financial assets</b>				
Trade receivables				
Cash and cash equivalents	2,271	287	-	2,558
Other financial assets	472	51	8	531
	190	-	-	190
<b>Financial liabilities</b>				
Trade payables				
Borrowings	(449)	(22)	(22)	(493)
Other financial liabilities	(2,084)	-	-	(2,084)
	(230)	(13)	(6)	(249)
<b>Net assets/(liabilities)</b>	<b>170</b>	<b>303</b>	<b>(20)</b>	<b>453</b>

### Sensitivity analysis

The sensitivity of profit or loss to changes in exchange rates arises mainly from foreign currency denominated financial instruments and the impact on other components of equity arises from foreign exchange forward/option contracts designated as cash flow hedges.

Particulars	Impact on profit or loss		Impact on other components of equity	
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
<b>USD Sensitivity</b>				
INR/USD - Increase by 1%	(19)	2	(19)	2
INR/USD - Decrease by 1%	19	(2)	19	(2)
<b>EUR Sensitivity</b>				
INR/EUR - Increase by 1%	2	3	2	3
INR/EUR - Decrease by 1%	(2)	(3)	(2)	(3)

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 36. Financial instruments: Fair value and risk managements (continued...)

#### Derivative financial instruments

The Company uses derivative financial instruments exclusively for hedging financial risks that arise from its commercial business or financing activities. The Company's treasury team manages its foreign currency risk by hedging forecasted transactions like sales, purchases and capital expenditures. When a derivative is entered for hedging, the Company matches the terms of those derivatives to the underlying exposure. All identified exposures are managed as per the policy duly approved by the Board of Directors.

The following table gives details in respect of outstanding foreign exchange forward, option and interest rate swaps contracts:

Particulars	March 31, 2025	March 31, 2024
	(in Million)	
Interest rate swaps used for hedging LIBOR component in External Commercial Borrowings with periodical maturity dates between 0-5 Years	USD 25	USD 25
European style range forward contracts with periodical maturity dates between 0-2 Years	USD 98	USD 127

All of the above contracts are effective as at March 31, 2025 and March 31, 2024 and designated through other comprehensive income.

Also refer note 36 E (iii) (a) related to put options obligation as per the agreement with the lenders.

#### Cash flow and fair value interest rate risk

The Company's main interest rate risk arises from long-term borrowings with variable rates, which expose the Company to cash flow interest rate risk. During the year ended March 31, 2024 the Company's borrowings at variable interest rate exposing to cash flow variability is mainly denominated in USD, other than NCD which is denominated in Indian Rupees. Further, the NCD issued is at a minimum return of 12% per annum plus agreed variable coupon payable upon redemption. The variable coupon is linked to the equity share price of a subsidiary.

##### (a) Interest rate risk exposure

The exposure of the Company's borrowing to interest rate changes at the end of the reporting period are as follows:

Particulars	March 31, 2025	March 31, 2024
Fixed rate borrowings	7,797	2,084
Variable rate borrowings	20,913	18,324
<b>Total borrowings</b>	<b>28,710</b>	<b>20,408</b>

##### (b) Sensitivity

The Company policy is to maintain most of its borrowings at fixed rate using interest rate swaps to achieve this when necessary. They are therefore not subject to interest rate risk as defined under Ind AS 107. Refer note 36C for sensitivity disclosure of NCD.

### 37. Capital management

The key objective of the Company's capital management is to ensure that it maintains a stable capital structure with the focus on total equity to uphold investor, creditor, and customer confidence and to ensure future development of its business. The Company focused on keeping strong total equity base to ensure independence, security, as well as a high financial flexibility for potential future borrowings, if required without impacting the risk profile of the Company.

The Company's goal is to continue to be able to return excess liquidity to shareholders by continuing to distribute annual dividends in future periods.

The amount of future dividends of equity shares will be balanced with efforts to continue to maintain an adequate liquidity status.

The capital structure as of March 31, 2025 and March 31, 2024 was as follows:

Particulars	March 31, 2025	March 31, 2024
Total equity attributable to the equity shareholders of the Company	115,244	109,123
<b>As a percentage of total capital</b>	<b>80%</b>	<b>84%</b>
Borrowings	28,710	20,408
<b>Total borrowings</b>	<b>28,710</b>	<b>20,408</b>
Debt equity ratio	20%	16%
<b>Total capital (Equity and Borrowings)</b>	<b>143,954</b>	<b>129,531</b>

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 38. Lease

The Company has entered into lease agreements for use of land, buildings and vehicles which expires over a period ranging upto the year of 2117. Gross payments for the year aggregate to Rs. 53.

The following is the movement in lease liabilities during the year ended March 31, 2025:

Particulars	Land	Buildings	Vehicles	Total
Balance as at April 01, 2024	-	-	20	20
Addition during the year	-	-	55	55
Finance cost accrued during the year	-	-	8	8
Disposals	-	-	(11)	(11)
Payment of lease liabilities	-	-	(23)	(23)
<b>Balance as at March 31, 2025</b>	<b>-</b>	<b>-</b>	<b>49</b>	<b>49</b>

Particulars	Land	Buildings	Vehicles	Total
Balance as at April 01, 2023	-	-	35	35
Addition during the year	-	-	10	10
Finance cost accrued during the year	-	-	4	4
Disposals	-	-	(13)	(13)
Payment of lease liabilities	-	-	(16)	(16)
<b>Balance as at March 31, 2024</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>20</b>

The following is the breakup of current and non current lease liability:

Particulars	March 31, 2025	March 31, 2024
Current lease liabilities	25	13
Non current lease liabilities	24	7
	<b>49</b>	<b>20</b>

The table below provides details regarding the contractual maturities of lease liabilities on an undiscounted basis:

Particulars	March 31, 2025	March 31, 2024
Less than one year	26	12
More than one less than five year	27	10
<b>Total</b>	<b>53</b>	<b>22</b>

The following are the amounts recognised in the statement of Profit or Loss :

Particulars	March 31, 2025	March 31, 2024
Depreciation expenses on right of use-assets	18	11
Interest expenses on lease liabilities	8	4
<b>Total amount recognised in Profit or loss</b>	<b>26</b>	<b>15</b>

### 39. Segmental information

In accordance with Ind AS 108 - Operating segments, segment information has been provided in the consolidated financial statements of the Company and therefore no separate disclosure on segment information is given in these standalone financial statements.

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 40. Corporate Social Responsibility

As per Section 135 of the Companies Act, 2013, a company, meeting the applicability threshold, needs to spend at least 2% of its average net profit for the immediately preceding three financial years on corporate social responsibility (CSR) activities.

Particulars	In Cash	Yet to be paid in cash	Total
<b>March 31, 2025</b>			
(i) Construction/acquisition of any asset*	-	-	-
(ii) On purposes other than (i) above	28	-	28
	<b>28</b>	<b>-</b>	<b>28</b>
<b>March 31, 2024</b>			
(i) Construction/acquisition of any asset*	-	-	-
(ii) On purposes other than (i) above	37	-	37
	<b>37</b>	<b>-</b>	<b>37</b>

\* Not owned by the Company.

Particulars	Year ended March 31, 2025	Year ended March 31, 2025
Amount required to be spent by the Company during the year and approved by the Board:	28	37
Amount of expenditure incurred	28	37
Short fall/ (excess) at the end of the year	-	-
<b>Total of previous years shortfall</b>	<b>-</b>	<b>-</b>

Nature of CSR activities conducted by the company during year ended March 31, 2025 and March 31, 2024 are as follows:

- Promoting Education
- Mass Transit System
- Lake Rejuvenation

Refer Note 32 for details of related party transactions

**41.** The Company has established a comprehensive system of maintenance of information and documents as required by the transfer pricing legislation under sections 92-92F of the Income-tax Act, 1961. Since the law requires existence of such information and documentation to be contemporaneous in nature, the Company is in the process of updating the documentation for the international transactions entered into with the associated enterprises during the financial year. The Company is required to update and put in place the information latest by the due date of filing its income tax return. The management is of the opinion that its international transactions are at arm's length so that the aforesaid legislation will not have any impact on the financial statements, particularly on the amount of tax expenses and that of provision for tax.

### 42. Other Statutory Information

- The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property under Benami Transactions (Prohibition) Act, 1988 (45 of 1988).
  - The Company does not have any material transactions with companies struck off under Section 248 of the Companies Act, 2013 or Section 560 of Companies Act, 1956 during the financial year.
  - The Company does not have any charges or satisfaction which is yet to be registered with Registrar of Companies beyond the statutory period.
  - The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year.
  - The Company is not declared as wilful defaulter by any bank or financial institution or government or any government authority.
- 43.** 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 lend or invest in party identified by or on behalf of the company (Ultimate Beneficiaries).

Further, the Company has not received any fund from any party(s) (Funding Party) with the understanding that the company shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the funding party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 44. Ratio Analysis and its elements

Ratio	Numerator	Denominator	March 31, 2025	March 31, 2024	% change	Reason for variance
Current ratio	Current Assets	Current Liabilities	1.25	3.99	-68.71%	Borrowing in current year
Debt- Equity Ratio	Total Debt	Shareholder's Equity	0.25	0.19	33.21%	Issue of commercial paper
Debt Service Coverage ratio	Earnings for debt service = Net profit after taxes + Non-cash operating expenses + Interest	Debt service = Interest & Lease Payments + Principal Repayments	74.35	62.74	18.50%	
Return on Equity	Net Profits after taxes – Preference Dividend	Average Shareholder's Equity	5.43%	1.09%	396.88%	Exceptional gain on sale of shares of a subsidiary
Inventory Turnover ratio	Cost of goods sold	Average Inventory	1.37	1.53	-10.01%	
Trade Receivable Turnover Ratio	Net credit sales = Revenue from operations	Average Trade Receivable	2.39	2.49	-4.20%	
Trade Payable Turnover Ratio	Net credit purchases = Purchases of traded goods + Purchases of raw materials and packing materials + other expenses excluding provision for doubtful debts	Average Trade Payables	2.76	3.46	-20.05%	
Net Capital Turnover Ratio	Net sales = Total sales - sales return	Average Working capital = Current assets – Current liabilities	1.79	1.08	65.89%	Decrease in working capital
Net Profit ratio	Net Profit	Net sales = Total sales - sales return	27.17%	5.61%	384.47%	Exceptional gain on sale of shares of a subsidiary
Return on Capital Employed	Earnings before interest and taxes	Capital Employed = Tangible Net Worth (Total equity - Intangibles assets) + Total Borrowings - Deferred Tax Asset	6.25%	2.70%	131.21%	Exceptional gain on sale of shares of a subsidiary
Return on Investment	Interest income on deposits + Net gain on mutual funds	Average Investment in deposits and mutual funds	2.89%	6.63%	-56.41%	Deposits invested in subsidiaries

### 45. Exceptional item

- During the year, the Company has sold 8,000,000 equity shares of Syngene International limited in the open market. The gain arising from sale of aforesaid equity shares amounting to Rs. 6,075 has been recorded as an exceptional item.
- During the previous year, the Company has sold 834,402 equity shares of Biocon Biologics Limited to one of its subsidiary Biocon Pharma Limited. The gain arising from the sale of aforesaid equity shares amounting to Rs. 197 has been recorded as an exceptional item.

## Notes to the standalone financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 46. Events after reporting period

- (a) On May 08, 2025, the Board of Directors of the Company has proposed a final dividend of 10% i.e. Rs. 0.50 per equity share of face value of Rs. 5/- each amounting to Rs. 600 as on the record date for distribution of final dividend. The proposed dividend is subject to approval of the shareholders in the ensuing Annual General Meeting of the Company. The dividend declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend.
- (b) The Board of Directors at its meeting held on April 23, 2025, has approved raising of funds by the Company by way of issuance of any instrument or securities for an aggregate amount of upto Rs. 45,000 in one or more tranches.

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 the Board of Directors of Biocon Limited**

**Sudhir Soni**

*Partner*

Membership No.: 041870

**Kiran Mazumdar-Shaw**

*Executive Chairperson*

DIN: 00347229

**Siddharth Mittal**

*Managing Director & CEO*

DIN: 03230757

**Mukesh Kamath**

*Interim Chief Financial Officer*

Bengaluru

May 08, 2025

Mumbai

May 08, 2025

# Independent Auditor’s Report

To the Members of Biocon Limited

## Report on the Audit of the Consolidated Financial Statements

### Opinion

We have audited the consolidated financial statements of **Biocon Limited** (hereinafter referred to as the “Holding Company”) its employee welfare trusts and its subsidiaries (Holding Company, its employee welfare trusts and its subsidiaries together referred to as “the Group”), its associate 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 report of the other auditor on separate financial statements/financial information of such subsidiary as were audited by the other auditor, the aforesaid consolidated

### Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

financial statements give the information required by the Companies Act, 2013 (“Act”) in the manner so required and 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 associate 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 associate 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 auditor 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.

Revenue	
See Note 2(I) and Note 21 to consolidated financial statements	
The key audit matter	How the matter was addressed in our audit
<p>One of the subsidiaries of the Group derives revenue from contract research, development and manufacturing activities.</p> <p>Overstatement of revenue is a presumed fraud risk considering the subsidiary has pressure to meet external market expectations of reporting higher revenues.</p> <p>The subsidiary has various contractual arrangements with customers which are entered into at various stages of research and development. The Company, in line with Ind AS 115, recognises revenue based on the contractual terms and performance obligations with customers.</p> <p>The subsidiary, in certain instances, also has bill and hold arrangements that meet the criteria mentioned for such arrangements under Ind AS 115: Revenue from Contracts with Customers, wherein revenues are recognized prior to the physical transfer of the goods on the basis of specific requests from the customers to hold back the delivery of goods at period end.</p> <p>The above factors result in revenue from contract research and manufacturing service income being identified as a Key Audit Matter.</p>	<p>Our audit procedures in relation to revenue recognition includes the following:</p> <ul style="list-style-type: none"> <li>We have assessed the appropriateness of the subsidiary’s revenue recognition accounting policies and assessed compliance with the policies in terms of applicable accounting standards.</li> <li>We tested the design and implementation, operating effectiveness of the subsidiary’s controls around revenue recognition including general IT controls and key IT application controls.</li> <li>We have performed substantive testing (including year-end cut-off testing) by selecting samples of revenue transactions recorded during the year and verifying the underlying documents, which includes sales invoices/contracts, shipping and delivery documents.</li> <li>We have tested the specific requests from customers at the period end to evaluate transfer of control relating to the bill and hold arrangements. We evaluated the timing of recognition of revenue from these arrangements proposed by the subsidiary for compliance with Ind AS 115: Revenue from Contracts with Customers.</li> <li>We have assessed manual journal entries posted to revenue to identify unusual items not already covered by our audit testing.</li> </ul>

## Independent Auditor's Report (continued...)

Chargeback, rebates, returns, other adjustments and related accruals	
See Note 2(l) and Note 21 to consolidated financial statements	
The key audit matter	How the matter was addressed in our audit
<p>A significant part of the Group's sales consists of chargeback, rebates, returns, other adjustments and their related accruals (referred to as 'deductions to gross sales'). Estimating the amounts of deductions to be accrued as at the period end requires significant estimation and degree of subjectivity as management's model utilizes historical buying patterns of distributors/whole-sellers/other customers, estimated end-user demand, estimated inventory levels in the distribution channel, contracted sales terms with customers, as well as other competitive factors. The Group has engaged professional service providers to assist them in determining the year-end accruals in respect of its biosimilar business.</p> <p>This was an area of focus in our audit due to the significant value of the arrangements, their inherent complexity, and the substantial judgement and estimation required by the Group in computing accruals. Accordingly, we have determined this as a Key Audit Matter.</p>	<p>Our audit procedures in relation to the charge-back / deductions included the following:</p> <ul style="list-style-type: none"> <li>Assessed the appropriateness of the Group's accounting policies and assessed compliance with the policies in terms of applicable accounting standards.</li> <li>Assessed journal entries posted in respect of these deductions to identify unusual items not already covered by our audit testing.</li> <li>Tested the design and implementation of Group's controls around accruals for deductions.</li> <li>Obtained the computation for year-end accruals of chargebacks/deductions which were determined by the Group in respect of its biosimilar business and tested the underlying assumptions used by reference to the Group's stated commercial policies, applicable contracts and historical product returns and other claims / allowances.</li> <li>Performed test of details on the actual claims processed during the year towards chargebacks, rebates, sales return and other allowances etc. to determine the accuracy of deductions to gross sales.</li> <li>Compared prior period accruals to subsequent claims processed to evaluate management's ability to forecast year end accruals for deductions to gross sales.</li> <li>Performed analytical procedures on deductions to sales adjustments recognised during the year to identify any unusual variances / relationships.</li> <li>For each of the estimated accruals, tested the mathematical accuracy of the computation and verified the underlying data used for completeness and accuracy.</li> </ul>

Impairment of goodwill, intangible assets and intangible assets under development	
See Note 2(e), 4 and 43 to consolidated financial statements	
The key audit matter	How the matter was addressed in our audit
<p>The Group's subsidiaries has recorded goodwill, intangible assets and intangible assets under development of Rs. 167,593 million, Rs. 57,590 million and Rs. 43,119 million respectively as at 31 March 2025. Most of these were recorded pursuant to the purchase price allocation in respect of the acquisition of Viatrix's biosimilar business in the previous years. Further, in some cases, the products are yet to be launched or in their initial stages of commercialization and hence revenue and profitability are yet to reach its desired levels. Hence, there is a risk of impairment in the event the carrying amount of the CGU is lower than its recoverable value.</p> <p>These assets are subjected to impairment test as part of Cash Generating Units (CGU) which include goodwill. The annual impairment testing of goodwill, intangible assets and intangible assets under development within such CGU 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 CGU, which is the value in use has been derived from discounted forecast cash flow model. The discounted cash flow model involves a high degree of subjectivity, including key assumptions like the estimates of revenue growth, weighted-average cost of capital, expected market share, price erosion, expected regulatory approval and its consequential impact on the gross margin of the products sold. This assessment of discount rate and terminal growth rate requires specialized skills and knowledge. These significant assumptions are forward looking and could be affected by future economic and market conditions. Further, changes to these assumptions could have a significant impact on the recoverable amount of the CGUs and could lead to an impairment to the carrying value of these assets.</p> <p>Accordingly, we have determined this to be a key Audit Matter.</p>	<p>Our audit procedures in relation to impairment testing includes the following:</p> <ul style="list-style-type: none"> <li>We have tested the design and operating effectiveness of the subsidiary's controls around the impairment testing which included review of significant assumptions such as estimated revenue, inputs given to the Company's specialist and validating the outputs shared by the specialist.</li> <li>Evaluated all the assumptions used by the subsidiary in assessing the recoverability of assets and involved valuation specialists to assist us in evaluating the valuation methodologies.</li> <li>Evaluated the subsidiary's assessment of key inputs by considering third party sources and the impact on future cash inflows due to actions by competitors or changes in relevant market conditions;</li> <li>We corroborated the revenue projections with the annual board approved plan and the reasonableness of the revenue growth factored in the projections.</li> <li>Performed the sensitivity analysis in respect of certain key assumptions to evaluate the impact of change on recoverable value. We have assessed the historical accuracy by comparing past forecasts to actual results achieved.</li> <li>Tested the adequacy of disclosures made in consolidated financial statements, as required by Ind AS 36 Impairment of assets.</li> </ul>

## Independent Auditor’s Report (continued...)

Going concern	
See Note 1.2 to consolidated financial statements	
The key audit matter	How the matter was addressed in our audit
<p>In respect of agreements entered into by the Group with certain financial investors for acquisition of biosimilar business, there are put option obligations on the Company to provide exit to the investors. The Company also has certain long-term borrowings that carry drag along rights which require the Company to repay the debts if the put options, as mentioned above, are triggered. As at 31 March 2025, these contractual agreements indicate possible obligations as described in note 1.2 to the financial statements.</p> <p>The Group has performed an assessment of its financial position as at 31 March 2025 and the forecasts for a period of fifteen months from the date of these financial statements. In addition, Group considered projected cash flows, re-financing of existing borrowings, liquidity from non-current assets, ability to raise funds by issuance of further shares as stated in note 48(d) to the consolidated financial statements and re-negotiating the exit terms with financial investors.</p> <p>These factors involve subjectivity that some of these are driven by external environment and hence outcomes could be different from those factored by the Group. Considering significance of the issue it is considered as a Key Audit Matter.</p>	<p>Our audit procedures to assess the going concern assumption included the following:</p> <ul style="list-style-type: none"> <li>• Obtained the forecasted statement of profit and loss and cashflows prepared by the Management for the next 15 months.</li> <li>• Gained an understanding and assessed the design, implementation and operating effectiveness of Company and subsidiary’s key internal controls over preparation of cash flow forecasts to assess its liquidity.</li> <li>• Compared the forecasted statement of profit and loss and cash flows with the business plan approved by the board of directors; evaluated the key assumptions in the cash flow forecasts with reference to historical information, current performance, future plans, and market and other external available information.</li> <li>• Performed sensitivity analysis on the forecasted statement of profit and loss and cash flows by considering plausible changes to the key assumptions.</li> <li>• Reviewed the share purchase agreement with investors.</li> <li>• Discussed with Audit Committee and key senior management personnel regarding the Company’s plan to meet the obligations.</li> <li>• Assessed the adequacy of the disclosures – refer note 1.2 to the financial statements.</li> </ul>

Financial instruments	
See Note 16(a) to consolidated financial statements	
The key audit matter	How the matter was addressed in our audit
<p>The Group is a party to certain financial instruments that are carried at fair value through profit and loss. These financial instruments primarily pertain to the contingent consideration payable, which the Group had accounted for in connection with the acquisition of biosimilar business in previous years, as well as certain debentures issued by the Group. Fair valuation of these financial instruments involve application of complex pricing models which involves high degree of subjectivity, including key assumptions such as probability of various outcomes related to the instruments regarding factors that are contractually agreed with the counterparties. As of 31 March 2025, the Group had Rs. 8,970 million in derivative liabilities arising on account of contingent consideration. The fair valuation of these financial instruments is categorized as ‘Level 3’ fair value measurement in the fair value hierarchy due to the significant unobservable inputs used in determining the fair value and the use of management judgment about the assumptions market participants would use in pricing the financial instruments.</p> <p>The Group engaged third party valuation experts (management’s expert) to assist in determining the fair value of the financial instruments as described above.</p> <p>The valuation of these financial instruments are complex and requires significant judgment due to the use of complex pricing models and the high degree of subjectivity in evaluating certain assumptions required to estimate the fair value of these financial instruments. Accordingly, we have determined this to be a Key Audit Matter.</p>	<p>We have performed the following audit procedures in relation to the financial instruments:</p> <ul style="list-style-type: none"> <li>• Read the underlying agreements for these financial instruments to understand the terms of these instruments and tested the key contractual inputs.</li> <li>• Tested the design and operating effectiveness of the Group’s control around the valuation of these financial instruments.</li> <li>• Involved valuation specialists to assist in reviewing the valuation reports prepared by the Group’s valuation experts. These specialists assessed the fair value of these instruments, evaluated the pricing model used for valuing the financial instruments, and tested the significant assumptions and reasonableness of the derivative component.</li> <li>• Reviewed the disclosures in the financial statements in relation to the financial instruments.</li> </ul>

## Independent Auditor’s Report (continued...)

Taxation	
See Note 2(n), 34 and 38 to consolidated financial statements	
The key audit matter	How the matter was addressed in our audit
<p>The Group operates across various tax jurisdictions around the world and is subject to complexities with respect to various tax positions on matters such as:</p> <ul style="list-style-type: none"> <li>- deductibility of transactions</li> <li>- recoverability of deferred tax asset for subsidiary</li> <li>- Uncertainty in a tax position may arise as tax laws are subject to interpretation.</li> </ul> <p>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 the experience of actual assessment proceedings by tax authorities and other judicial precedents.</p> <p>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 the relevant jurisdiction.</p> <p>Biocon Biologics Limited, has recognised deferred tax assets (DTA) carried forward losses (hereinafter referred to as “tax losses”) and recognised MAT credit on the basis of the Company’s assessment of availability of future taxable profit to offset such tax losses based on business projections. The recoverability of the deferred tax assets depends upon factors such as the projected taxable profitability of business and the period considered for such projections, the rate at which those profits will be taxed and the period over which tax losses will be available for recovery. The amount is material to the financial statements and significant judgement and estimate is involved in the preparation of forecasts of future taxable profits based on the underlying business plans.</p> <p>Considering the above, this was determined to be a Key Audit Matter for the engagement team during the audit for the year ended 31 March 2025.</p>	<p>We performed the following audit procedures:</p> <ul style="list-style-type: none"> <li>• Tested the design and operating effectiveness of the Group’s controls around the tax computation and tax matters;</li> <li>• Obtained an understanding of the key uncertain tax positions based on list of ongoing litigations and tax computations for the current year;</li> <li>• Assessed the implications of correspondence received by the Group from the relevant tax authorities to identify any additional uncertain tax positions;</li> <li>• Assessed the Group’s judgment regarding the eventual resolution of matters with various tax authorities. In this regard, we understood how the Group has considered past experience, where available, with the tax authorities in the respective jurisdictions;</li> <li>• Examined external tax counsel opinions and consultations obtained by the Group for key matters during current and past periods, as relevant; and</li> <li>• Involved tax specialists to assist us in evaluating the technical merits of tax position to form a judgement and the key assumptions made by the Group in tax computations and assessing the adequacy of the Group’s disclosures in respect of contingent liabilities and provision for tax matters.</li> <li>• Understanding Management’s selection and application of methods, selection of assumptions and data, used in estimates for assessment of recoverability of deferred tax assets on tax losses and MAT credit.</li> <li>• Involved tax specialists’ to assess key assumptions made by the management for the recoverability of Deferred tax asset on tax losses.</li> <li>• Retrospective review of the projections used in the assessment when compared to historical performance and assessing the sensitivity of key assumptions.</li> </ul>

### Information Other than 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 Report, Management Discussion and Analysis, Corporate Governance Report and Business Responsibility 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 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 other sections of Annual Report (other than those mentioned above), 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 relevant laws and regulations.

## Independent Auditor's Report (continued...)

### Management's and Board of Directors'/ Board of Trustees' 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 associate 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 associate 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 associate 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 of its associate 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 associate 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 associate 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 auditor, such other auditor remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion. 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

## Independent Auditor's Report (continued...)

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 information of one subsidiary, whose financial information reflects total assets (before consolidation adjustments) of Rs. 39,847 million as at 31 March 2025, total revenues (before consolidation adjustments) of Rs. 15,563 million and net cash outflows (before consolidation adjustments) amounting to Rs. 47 million for the year ended on that date, as considered in the consolidated financial statements. This financial information has been audited by other auditor whose report has 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 this subsidiary, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiary is based solely on the report of the other auditor.

This subsidiary is located outside India whose financial statements and other financial information have been prepared in accordance with accounting principles generally accepted in its country and which has been audited by other auditor under generally accepted auditing standards applicable in its country. The Holding Company's management has converted the financial information of such subsidiary located outside India from accounting principles generally accepted in its country to accounting principles generally accepted in India. We have audited these conversion adjustments made by the Holding Company's management. Our opinion in so far as it relates to the balances and affairs of such subsidiary located outside India is based on the report of other auditor and the conversion adjustments prepared by the management of the Holding Company and audited by us.

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 our reliance on the work done and the report of the other auditor.

### 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, based on our audit and on the consideration of reports of the other auditor on separate financial statements of such subsidiary as were audited by other auditor, 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 except for the matters stated in the paragraph 2B(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.
  - e. On the basis of the written representations received from the directors of the Holding Company as on 1 April 2025 and 3 April 2025 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary companies 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 companies

## Independent Auditor's Report (continued...)

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 associate and joint venture. Refer Note 34 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 36 to the consolidated financial statements in respect of such items as it relates to the Group, its associate and joint venture.
- c. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company or its subsidiary companies incorporated in India during the year ended 31 March 2025.
- d.
  - (i) The respective management has represented to us that, to the best of its knowledge and belief, as disclosed in the Note 45 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 any of such subsidiary companies, associate companies and joint venture companies 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 companies, associate companies and joint venture companies ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
  - (ii) The respective management has represented to us that, to the best of its knowledge and belief, as disclosed in the Note 45 to the consolidated financial statements, no funds have been received by the Holding Company or any of such subsidiary companies, associate companies and joint venture companies 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 companies, associate companies and joint venture companies 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, 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 Holding Company and its subsidiary 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 48 to the consolidated financial statements, the respective Board of Directors of the Holding Company and its subsidiary company incorporated in India have proposed final dividend for the year which is subject to the approval of the respective 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, except for the instances mentioned below, the Holding Company and its subsidiary companies which are companies incorporated in India whose financial statements have been audited under the Act, 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: (a) In respect of the Holding Company and its six subsidiary companies, the feature of recording audit trail (edit log) facility was not enabled (i) at the database level for the period from 1 April 2024 to 24 October 2024. Also, for one database user the audit trail was not enabled for the period from 1 April 2024 to 25 February 2025; (ii) at the application level for certain fields / tables relating to all the significant processes and (iii) for certain changes at the application level which were performed by users having privileged access rights for the accounting software used for maintaining general ledger. (b) In respect of the Holding Company and its one subsidiary company, the feature of recording audit trail (edit log) facility was not enabled (i) at the database level to log any direct data changes and (ii) for certain changes at the application level which were performed by users having privileged access rights for the

## Independent Auditor's Report (continued...)

accounting software used for maintaining the books of account relating to consolidation.

Further, for the periods where audit trail (edit log) facility was enabled and operated, we did not come across any instance of audit trail feature being tampered with. Additionally, except where the audit trail was not enabled in the previous year, the audit trail has been preserved by the 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 explanation given to us the remuneration paid during the current year by the Holding Company and its subsidiary companies to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid

to any director by the Holding Company and its subsidiary companies are 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

Place: Mumbai  
Date: 08 May 2025

**Sudhir Soni**  
*Partner*  
Membership No.: 041870  
ICAI UDIN:25041870BMOMLG1589

## Annexure A to the Independent Auditor's Report

on the Consolidated Financial Statements of Biocon 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):

Sr. No.	Name of the entities	CIN	Holding Company/ Subsidiary/JV/ Associate	Clause number of the CARO report which is unfavourable or qualified or adverse
1	Biocon Limited	L24234KA1978 PLC003417	Holding	3(ix)(d)
2	Syngene Scientific Solutions Limited	U73200KA202 2PLC164804	Subsidiary	3(ix)(d)
3	Syngene Manufacturing Solutions Limited	U24290KA2022 PLC165409	Subsidiary	3(xvii)
4	Biocon Biosphere Limited	U24304KA2019 PLC130965	Subsidiary	3(xvii)

For **B S R & Co. LLP**

*Chartered Accountants*

Firm's Registration No.:101248W/W-100022

**Sudhir Soni**

*Partner*

Membership No.: 041870

ICAI UDIN:25041870BMOMLG1589

Place: Mumbai  
Date: 08 May 2025

# Annexure B to the Independent Auditor's Report

on the consolidated financial statements of Biocon 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 Biocon 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, the Holding Company and such companies incorporated in India which are its subsidiary companies, 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 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.

For **B S R & Co. LLP**  
Chartered Accountants  
Firm's Registration No.:101248W/W-100022

**Sudhir Soni**  
Partner

Place: Mumbai  
Date: 08 May 2025

Membership No.: 041870  
ICAI UDIN:25041870BMOMLG1589

# Consolidated Balance Sheet

as at March 31, 2025

(All amounts are in Indian Rupees Million, except share data and per share data, unless otherwise stated)

PARTICULARS	Note	March 31, 2025	March 31, 2024
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	3	87,082	74,181
Capital work-in-progress	3	41,017	39,852
Right-of-use assets	4 (b)	6,042	5,745
Goodwill	4 (a)	167,857	163,724
Other intangible assets	4 (a)	58,652	62,786
Intangible assets under development	4 (a)	44,067	40,081
<b>Financial assets</b>			
(i) Investments	5	6,797	6,841
(ii) Derivative assets		1,874	2,657
(iii) Other financial assets	6	683	1,466
Deferred tax assets (net)	7	2,577	3,173
Income-tax assets (net)		3,706	4,129
Other non-current assets	8(a)	4,757	4,280
<b>Total non-current assets</b>		<b>425,111</b>	<b>408,915</b>
<b>Current assets</b>			
Inventories	9	49,311	49,439
<b>Financial assets</b>			
(i) Investments	10	4,473	3,156
(ii) Trade receivables	11	54,879	62,306
(iii) Cash and cash equivalents	12	32,271	12,336
(iv) Bank balances other than (iii) above	12	8,931	10,251
(v) Derivative assets		964	1,384
(vi) Other financial assets	6	4,559	5,769
Other current assets	8(b)	7,474	7,151
<b>Total current assets</b>		<b>162,862</b>	<b>151,792</b>
<b>TOTAL ASSETS</b>		<b>587,973</b>	<b>560,707</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Equity share capital	13(a)	6,003	6,003
Other equity	13(b)	210,437	191,834
<b>Equity attributable to owners of the Company</b>		<b>216,440</b>	<b>197,837</b>
Non-controlling interests	13(b)	60,685	54,911
<b>Total equity</b>		<b>277,125</b>	<b>252,748</b>
<b>Non-current liabilities</b>			
<b>Financial liabilities</b>			
(i) Borrowings	14	124,054	129,324
(ii) Lease liabilities	15	5,391	4,924
(iii) Derivative liabilities		232	-
(iv) Other financial liabilities	16(a)	28,282	10,725
Provisions	17(a)	2,608	2,376
Deferred tax liabilities (net)	7	3,577	3,915
Other non-current liabilities	18(a)	3,366	3,107
<b>Total non-current liabilities</b>		<b>167,510</b>	<b>154,371</b>
<b>Current liabilities</b>			
<b>Financial liabilities</b>			
(i) Borrowings	19	53,501	27,972
(ii) Lease liabilities	15	674	547
(iii) Trade payables	20		
-total outstanding dues of micro enterprises and small enterprises; and		1,315	958
-total outstanding dues of creditors other than micro enterprises and small enterprises		64,172	61,762
(iv) Derivative liabilities		455	12
(v) Other financial liabilities	16(b)	9,326	50,005
Other current liabilities	18(b)	10,248	7,768
Provisions	17(b)	1,916	1,795
Current tax liabilities, (net)		1,731	2,769
<b>Total current liabilities</b>		<b>143,338</b>	<b>153,588</b>
<b>TOTAL LIABILITIES</b>		<b>310,848</b>	<b>307,959</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>587,973</b>	<b>560,707</b>

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

for **and on behalf of the Board of Directors of Biocon Limited**

**Sudhir Soni**

Partner

Membership No.: 041870

**Kiran Mazumdar-Shaw**

Executive Chairperson

DIN: 00347229

**Siddharth Mittal**

Managing Director & CEO

DIN: 03230757

**Mukesh Kamath**

Interim Chief Financial Officer

Bengaluru

May 08, 2025

Mumbai

May 08, 2025

# Consolidated Statement of Profit and Loss for the year ended march 31, 2025

(All amounts are in Indian Rupees Million, except share data and per share data, unless otherwise stated)

PARTICULARS	Note	Year ended March 31, 2025	Year ended March 31, 2024
<b>Income</b>			
Revenue from operations	21	152,617	147,557
Other income	22	12,082	8,655
<b>Total income (I)</b>		<b>164,699</b>	<b>156,212</b>
<b>Expenses</b>			
Cost of materials consumed	23	42,767	50,719
Purchases of stock-in-trade		6,266	6,827
Changes in inventories of finished goods, work-in-progress and stock-in-trade	24	2,942	(8,567)
Employee benefits expense	25	31,444	26,641
Finance costs	26	8,974	9,744
Depreciation and amortisation expense	27	16,870	15,688
Other expenses	28	39,011	39,788
		<b>148,274</b>	<b>140,840</b>
Less: Recovery of cost from co-development partners (net)		(1,476)	(838)
<b>Total expenses (II)</b>		<b>146,798</b>	<b>140,002</b>
<b>Profit before tax, share of profit/(loss) of joint venture and associates and exceptional items (I-II)</b>		<b>17,901</b>	<b>16,210</b>
Share of loss of joint venture and associates, (net)		-	(842)
<b>Profit before tax and exceptional items</b>		<b>17,901</b>	<b>15,368</b>
Exceptional items, (net)	32	965	(116)
<b>Profit before tax</b>		<b>18,866</b>	<b>15,252</b>
<b>Tax expense</b>			
Current tax	38	3,693	3,143
Deferred tax (credit) / charge			
MAT credit written off/ utilisation (net of entitlements) [refer note 38]		554	(774)
Other deferred tax		325	(95)
<b>Total tax expense</b>		<b>4,572</b>	<b>2,274</b>
<b>Profit for the year</b>		<b>14,294</b>	<b>12,978</b>
<b>Other comprehensive income (OCI)</b>			
<b>(i) Items that will not be reclassified subsequently to profit or loss</b>			
Re-measurement on defined benefit plans		(64)	(81)
Equity instruments through OCI		(84)	217
Income tax effect		(26)	30
		<b>(174)</b>	<b>166</b>
<b>(ii) Items that may be reclassified subsequently to profit or loss</b>			
Effective portion of gains/ (losses) on hedging instrument in cash flow hedges		(1,622)	2,887
Exchange difference on translation of foreign operations, including effective portion of net investment hedges		5,692	1,509
Income tax effect		471	(695)
		<b>4,541</b>	<b>3,701</b>
<b>Other comprehensive income for the year, net of taxes</b>		<b>4,367</b>	<b>3,867</b>
<b>Total comprehensive income for the year</b>		<b>18,661</b>	<b>16,845</b>
<b>Profit attributable to:</b>			
Shareholders of the Company		10,133	10,225
Non-controlling interests		4,161	2,753
<b>Profit for the year</b>		<b>14,294</b>	<b>12,978</b>
<b>Other comprehensive income attributable to:</b>			
Shareholders of the Company		3,563	2,688
Non-controlling interests		804	1,179
<b>Other comprehensive income for the year</b>		<b>4,367</b>	<b>3,867</b>
<b>Total comprehensive income attributable to:</b>			
Shareholders of the Company		13,696	12,913
Non-controlling interests		4,965	3,932
<b>Total comprehensive income for the year</b>		<b>18,661</b>	<b>16,845</b>
<b>Earnings per equity share</b>			
From continuing operations	31		
Basic (in Rs.)		8.46	8.55
Diluted (in Rs.)		8.46	8.54

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

for and on behalf of the Board of Directors of Biocon Limited

**Sudhir Soni**

Partner

Membership No.: 041870

**Kiran Mazumdar-Shaw**

Executive Chairperson

DIN: 00347229

**Siddharth Mittal**

Managing Director & CEO

DIN: 03230757

**Mukesh Kamath**

Interim Chief Financial Officer

Bengaluru

May 08, 2025

Mumbai

May 08, 2025

# Consolidated Statement of Changes in Equity

for the year ended March 31, 2025

(All amounts are in Indian Rupees Million, except share data and per share data, unless otherwise stated)

## (A) Equity share capital

Particulars	As at		As at
	March 31, 2025	March 31, 2024	
Opening balance	6,003	6,003	6,003
Issued during the year	-	-	-
Closing balance	6,003	6,003	6,003

## (B) Other equity

Particulars	Attributable to owners of the Company										Non-controlling interests (NCI)	Total		
	Reserves and surplus			Items of other comprehensive income				Total						
	Securities premium	Revaluation reserve	Debt redemption reserve	Capital redemption reserve	Capital reserve	General reserve	Retained earnings	SEZ Re-investment reserve	Share based payment reserve	Treasury shares	Foreign currency translation reserve	Cash flow hedging reserves	Other items of other comprehensive income*	Total other comprehensive equity
<b>Balance at April 01, 2023</b>	1,735	9	1,363	1,292	801	1,617	160,859	-	2,740	(971)	4,707	182	(1,668)	172,666
Profit for the year	-	-	-	-	-	10,225	-	-	-	-	-	-	-	10,225
Other comprehensive income/ (loss), net of tax	-	-	-	-	-	-	-	-	-	-	1,509	983	196	2,688
<b>Total comprehensive income/ (loss) for the year</b>	-	-	-	-	-	10,225	-	-	-	-	1,509	983	196	12,913
Transfer to Special Economic Zone (SEZ) re-investment reserve	-	-	-	-	-	(650)	650	-	-	-	-	-	-	-
Transfer from SEZ re-investment reserve on utilisation	-	-	-	-	-	650	(650)	-	-	-	-	-	-	-
<b>Transactions with Owners directly recorded in equity:</b>														
Share based payment	-	-	-	-	-	261	(989)	-	999	-	-	-	-	999
Change in fair value of gross liability on written put options	-	-	-	-	39	-	-	-	-	-	-	-	-	261
Acquisition of business (refer note-42B)	-	-	-	-	-	-	-	-	-	-	-	-	-	(989)
Issue of shares by a subsidiary	-	-	-	-	-	-	7,399	-	-	-	-	-	-	39
Dividend paid on equity shares (including to NCI)	550	-	-	-	-	(1,801)	-	-	(538)	-	-	-	-	7,399
Exercise of share options	-	-	-	-	-	335	-	-	-	-	-	-	-	(1,801)
<b>Balance at March 31, 2024</b>	2,285	9	1,363	1,292	840	1,878	176,028	-	3,201	(971)	6,216	1,165	(1,472)	191,834
Profit for the year	-	-	-	-	-	10,133	-	-	-	-	5,692	(1,944)	(185)	10,133
Other comprehensive income/ (loss), net of tax	-	-	-	-	-	-	-	-	-	-	5,692	(1,944)	(185)	3,563
<b>Total comprehensive income/ (loss) for the year</b>	-	-	-	-	-	10,133	-	-	-	-	5,692	(1,944)	(185)	13,696
Transfer to Special Economic Zone (SEZ) re-investment reserve	-	-	-	-	-	(360)	360	-	-	-	-	-	-	-
Transfer from SEZ re-investment reserve on utilisation	-	-	-	-	-	360	(360)	-	-	-	-	-	-	-
Gain on sale of shares in a subsidiary (refer note 32(a))	-	-	-	-	-	5,689	-	-	-	-	-	-	-	5,689
<b>Transactions with Owners directly recorded in equity:</b>														
Share based payment	-	-	-	-	-	1,344	-	-	1,344	-	-	-	-	1,344
Change in fair value of gross liability on written put options	-	-	(54)	-	-	(1,718)	-	-	-	-	-	-	-	(1,718)
Transfer from Debenture redemption reserve	-	-	-	-	-	54	-	-	-	-	-	-	-	54
Dividend paid on equity shares (including to NCI)	296	-	-	-	-	(600)	-	-	(296)	187	-	-	-	(600)
Exercise of share options	-	-	-	-	-	5	-	-	-	-	-	-	-	192
<b>Balance at March 31, 2025</b>	2,581	9	1,309	1,292	840	1,878	189,591	-	4,249	(784)	11,908	(779)	(1,657)	210,437

\* Refer Note 35 for remeasurement gain/(loss) on defined benefit obligations.

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date attached

for **BSR & Co. LLP**

Chartered Accountants

Firm Registration Number: 101248W/W-100022

for and on behalf of the Board of Directors of Biocon Limited

**Sudhir Soni**

Partner

Membership No.: 041870

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Executive Chairperson

DIN: 00347229

**Mukesh Kamath**

Interim Chief Financial Officer

Bengaluru

May 08, 2025

**Siddharth Mittal**

Managing Director & CEO

DIN: 03230757

# Statement of Consolidated Cash Flows for the year ended March 31, 2025

(All amounts are in Indian Rupees Million, except share data and per share data, unless otherwise stated)

PARTICULARS	March 31, 2025	March 31, 2024
<b>I Cash flows from operating activities</b>		
Profit for the year	14,294	12,978
<i>Adjustments to reconcile profit for the year to net cash flows</i>		
Depreciation and amortisation expense	16,870	15,688
Tax expense	4,572	2,274
Unrealised foreign exchange gain	(576)	(1,054)
Share-based compensation expense	1,370	1,006
Provision/ (reversal) of doubtful debts, (net)	260	(182)
Bad debts written off	30	11
Interest expense	8,974	9,744
Interest income	(1,087)	(1,613)
Net loss/ (gain) on financial instruments measured at fair value through profit or loss	798	(1,015)
Net gain on sale of current investments	(383)	(686)
Loss on sale of property, plant and equipment (net)	76	12
Gain on dilution of interest in a associate [refer note 44]	-	(1,053)
Gain on loss of significant influence [refer note 44]	-	(4,254)
Share of loss of joint venture/ associates	-	842
Gain on slump sale (net)	(10,573)	-
Dividend income	(28)	-
Other non-cash items	81	-
Exceptional items, (net) (refer note 32)	1,300	6,116
<b>Operating profit before changes in operating assets and liabilities</b>	<b>35,978</b>	<b>38,814</b>
<b>Movement in operating assets and liabilities</b>		
Increase in inventories	(3)	(8,864)
Decrease / (Increase) in trade receivables	5,482	(24,174)
Increase in other assets	(2,057)	(2,679)
Increase in trade payables, other liabilities and provisions	5,808	29,365
<b>Cash generated from operations</b>	<b>45,208</b>	<b>32,462</b>
Income taxes paid (net of refunds)	(4,596)	(2,923)
<b>Net cash flow generated from operating activities</b>	<b>40,612</b>	<b>29,539</b>
<b>II Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(21,366)	(16,805)
Purchase of intangible assets	(2,067)	(2,511)
Proceeds from sale of property, plant and equipment	3	233
Proceeds from sale of shares in subsidiary	6,832	-
Purchase of non-current investments	75	-
Purchase of current investments	(82,262)	(37,708)
Consideration paid for business acquisition [refer note 42A & 42B]	-	(5,532)
Proceeds from sale of current investments	81,098	39,682
Investment in bank deposits and inter-corporate deposits	(20,155)	(15,632)
Redemption/ maturity of bank deposits and inter-corporate deposits	22,909	26,782
Consideration of sale of business [refer note 42C]	11,420	-
Interest received	1,144	1,446
Dividend received	28	-
<b>Net cash flow used in investing activities</b>	<b>(2,341)</b>	<b>(10,045)</b>
<b>III Cash flows from financing activities</b>		
Proceeds from issuance of shares by subsidiary	5	-
Proceeds from exercise of share options	99	307
Proceeds from non-current borrowings	96,582	5,718
Proceeds from Non-recourse factoring arrangement	1,067	-
Repayment of non-current borrowings	(97,699)	(27,678)
Proceeds from issuance of debentures	-	8,000
Proceeds from current borrowings (net of repayments)	6,846	1,248
Dividend paid on equity shares (including to NCI)	(829)	(2,030)
Payment of deferred consideration related to acquisition of biosimilars business from Viatrix	(16,881)	-
Repayment of lease liabilities, (net)	(1,388)	(418)

# Statement of Consolidated Cash Flows

for the year ended March 31, 2025

(All amounts are in Indian Rupees Million, except share data and per share data, unless otherwise stated)

PARTICULARS	March 31, 2025	March 31, 2024
Interest paid	(6,342)	(8,474)
Net cash flow used in financing activities	(18,540)	(23,327)
<b>IV Net increase/ (decrease) in cash and cash equivalents (I + II + III)</b>	<b>19,731</b>	<b>(3,833)</b>
<b>V</b> Effect of exchange differences on cash and cash equivalents held in foreign currency	312	29
<b>VI</b> Cash and cash equivalents at the beginning of the year	9,195	12,999
<b>VIII Cash and cash equivalents at the end of the year (IV + V + VI + VII)</b>	<b>29,238</b>	<b>9,195</b>
Reconciliation of cash and cash equivalents as per statement of cash flows		
Cash and cash equivalents [note 12]		
Balances with banks - on current accounts	19,488	11,636
- on unpaid dividend accounts*	4	2
Deposits with original maturity of less than 3 months	12,779	698
	<b>32,271</b>	<b>12,336</b>
Cash credits [note 19]	(3,033)	(3,141)
<b>Balance as per statement of cash flows</b>	<b>29,238</b>	<b>9,195</b>

\*The Group can utilize these balances only towards settlement of the respective unpaid dividend liabilities.

## Reconciliation between opening and closing balance sheet for liabilities arising from financing activities

Particulars	Opening balance April 1, 2024	Cash flows	Non-cash movement	Closing balance March 31, 2025
Non- current borrowings (including current maturities)	135,804	(1,117)	8,321	143,008
Current borrowings	18,351	7,913	5,250	31,514
Interest accrued but not due	176	(6,342)	8,652	2,486
Lease liabilities (including current)	5,471	(1,388)	1,982	6,065
<b>Total liabilities from financing activities</b>	<b>159,802</b>	<b>(934)</b>	<b>24,205</b>	<b>183,073</b>

Particulars	Opening balance April 1, 2023	Cash flows	Non-cash movement	Closing balance March 31, 2024
Non- current borrowings (including current maturities)	152,905	(21,960)	4,859	135,804
Current borrowings	24,515	1,248	(7,412)	18,351
Interest accrued but not due	202	(8,474)	8,448	176
Lease liabilities (including current)	2,481	(418)	3,408	5,471
<b>Total liabilities from financing activities</b>	<b>180,103</b>	<b>(29,604)</b>	<b>9,303</b>	<b>159,802</b>

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

for and on behalf of the Board of Directors of Biocon Limited

**Sudhir Soni**

Partner

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Managing Director &amp; CEO

DIN: 03230757

**Mukesh Kamath**

Interim Chief Financial Officer

Bengaluru

May 08, 2025

Mumbai

May 08, 2025

# Notes to the consolidated financial statements for the year ended March 31, 2025

## 1. Company Overview

### 1.1 Reporting entity

Biocon Limited ("Biocon" or the "parent company" or "the Company"), together with its subsidiaries, joint venture and associates (collectively, the "Group") is engaged in the manufacture of biotechnology products and research services. The Company is a public limited company incorporated and domiciled in India and has its registered office in Biocon Campus, 20th KM, Hosur Road, Electronic City, Bengaluru – 560 100. The Company's shares are listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE) in India.

### 1.2 Basis of preparation of financial statements

#### a) Statement of compliance

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

These consolidated financial statements have been prepared for the Group as a going concern on the basis of relevant Ind AS that are effective at the Company's annual reporting date, March 31, 2025.

The Group has net current asset position of Rs. 19,524 as at March 31, 2025. The Group has assessed its financial position as at March 31, 2025 and its forecasts for a period of fifteen months from the date of these financial statements. As part of this assessment, Management has considered the Put option obligation entered by the Group with certain financial investors to provide exit to the investors as described in note 16(a).

Management has assessed its ability to re-negotiate the exit terms with financial investors, ability to raise funds as stated in Note 48 (d), re-finance its existing borrowings and support liquidity from its non current assets. Based on these factors, management believes that the Group has sufficient financial resources available to it at the date of approval of these financial statements and has prepared its financial statements under going concern assumption.

These consolidated financial statements are approved for issuance by the Company's Board of Directors on May 08, 2025.

Details of the Group's significant accounting policies are included in Note 2.

#### b) 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 self-contained and integrated, the functional currency has been determined to be the currency of the primary economic environment in which the entity operates.

#### c) Basis of measurement

These consolidated financial statements have been prepared on the historical cost basis (i.e. on accrual basis), except for the following items:

- Derivative Financial Instruments at fair value
- Certain financial assets and liabilities are measured at fair value;
- Net defined benefit assets/(liability) are measured at fair value of plan assets, less present value of defined benefit obligations
- Contingent consideration assumed in a business combination at fair value
- Non-Convertible Debentures with variable coupon linked to equity shares of the subsidiary at fair value
- Non derivative financial instruments at Fair Value Through Profit and Loss (FVTPL)

#### d. 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 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 consolidated financial statements.

#### 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 1.2(b) — Assessment of functional currency;
- Note 2(c) and 36 — Financial instruments;
- Note 2(d), 2(e) and 3 — Useful lives of property, plant and equipment and other intangible assets
- Note 2(j) and 35 — measurement of defined benefit obligation; key actuarial assumptions;
- Note 30 — Share based payments;
- Note 2(n), 7 and 38 — Provision for income taxes and related tax contingencies and

# Notes to the consolidated financial statements

for the year ended March 31, 2025

evaluation of recoverability of deferred tax assets

- Note 2(l) and 21 — Revenue Recognition: whether revenue from sale of product and licensing income is recognized over time or at a point in time;

- Note 16 — Liability on written put options;

## e. Assumptions and estimation uncertainties

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 2(i) – impairment test of non-financial assets; key assumptions underlying recoverable amounts including the recoverability of expenditure on internally-generated intangible assets;
- Note 2(n), 7 and 38 – recognition of deferred tax assets: uncertain tax treatment;
- Note 2(l) and 21 - Revenue Recognition; estimate of expected returns, chargebacks, rebates and other allowances;
- Note 17 and 34– recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of an outflow of resources;
- Note 2(j) and 35 – measurement of defined benefit obligations: key actuarial assumptions; and
- Note 36 – impairment of financial assets : underlying recoverable amount;
- Note 2(i) and 43 - impairment test of goodwill: key assumptions underlying recoverable amounts, including the recoverability of development costs; and
- Note 42 - acquisition of business: fair value of the consideration transferred (including contingent consideration) and fair value of the assets acquired and liabilities assumed, measured on a provisional basis.

## f. 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).

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 30 – Share-based payment arrangements
- Note 36 – Financial instruments
- Note 42 – Business Combination

## 2 Material accounting policies

### a. Basis of consolidation

#### i. Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

The 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.

## Notes to the consolidated financial statements for the year ended March 31, 2025

For the purpose of preparing these consolidated financial statements, the accounting policies of subsidiaries have been changed where necessary to align them with the policies adopted by the Group.

### Non-controlling interests (NCI)

NCI are measured at their proportionate share of the acquiree's net identifiable assets at the date of acquisition.

Changes in the Group's equity interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

#### ii. Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any interest retained in the former subsidiary is measured at fair value at the date the control is lost. Any resulting gain or loss is recognised in statement of profit or loss.

#### iii. Associates and joint arrangements (equity accounted investees)

The Group's interests in equity accounted investees comprise interests in associates and a joint venture.

An associate is an entity in which the Group has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group has joint control and has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in associates and joint venture are accounted for using the equity method. They are initially recognised at cost which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of profit or loss and other comprehensive income (OCI) of equity-accounted investees until the date on which significant influence or joint control ceases.

#### iv. Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

### b. Foreign currency

#### i. Foreign currency transactions

Transactions in foreign currencies are translated into the respective functional currencies of companies at the exchange rates at the dates of the transactions or an average rate if the

average rate approximates the actual rate at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Exchange differences are recognised in statement of profit or loss, except exchange differences arising from the translation of the qualifying cash flow hedges to the extent that the hedges are effective which are recognised in OCI.

#### ii. Foreign operations

The assets and liabilities of foreign operations (subsidiaries, associates, joint arrangements) including goodwill and fair value adjustments arising on acquisition, are translated into INR, the functional currency of the Group, at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into INR at the exchange rates at the dates of the transactions or an average rate if the average rate approximates the actual rate at the date of the transaction.

Foreign currency translation differences are recognised in OCI and accumulated in equity (as exchange differences on translating the financial statements of a foreign operation), except to the extent that the exchange differences are allocated to NCI.

### c. Financial instruments

#### i. Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value plus, for an item not at fair value through profit and loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue.

#### ii. Classification and subsequent measurement

##### Financial assets

On initial recognition, a financial asset is classified as measured at

- amortised cost;
- Fair value through other comprehensive income (FVOCI) – debt investment;
- Fair value through other comprehensive income – equity investment; or
- Fair value through profit and loss

## Notes to the consolidated financial statements for the year ended March 31, 2025

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Group changes its business model for managing financial assets.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVOCI – equity investment). This election is made on an investment by investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets: Subsequent measurement and gains and losses

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in statement of profit or loss. However, see Note 36 for derivatives designated as hedging instruments.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in statement of profit or loss. Any gain or loss on derecognition is recognised in statement of profit or loss.

Debt investments at FVOCI	These assets are subsequently measured at fair value. Interest income under the effective interest method, foreign exchange gains and losses and impairment are recognised in statement of profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to statement of profit or loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in statement of profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are not reclassified to profit or loss.

Financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held for trading, or it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in statement of profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in statement of profit or loss. Any gain or loss on derecognition is also recognised in statement of profit or loss.

### iii. De-recognition of financial instruments

#### Financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

# Notes to the consolidated financial statements for the year ended March 31, 2025

## Financial liabilities

The Group de-recognises a financial liability when its contractual obligations are discharged or cancelled, or expire.

The Group also de-recognises a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognised in statement of profit or loss.

### iv. Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the Group 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.

### v. Derivative financial instruments and hedge accounting

The Group holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met.

Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in statement of profit or loss.

The Group designates certain derivatives as hedging instruments to hedge the variability in cash flows associated with highly probable forecast transactions arising from changes in foreign exchange rates and interest rates.

At inception of designated hedging relationships, the Group documents the risk management objective and strategy for undertaking the hedge. The Group also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

### Cash flow hedges

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in OCI and accumulated in other equity under 'effective portion of cash flow hedges'. The effective portion of changes in the fair value of the derivative that is recognised in OCI is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in statement of profit or loss.

If a hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in other equity remains there until, for a hedge of a transaction resulting in recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to profit or loss in the same period or periods as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in other equity are immediately reclassified to profit or loss.

### vi. Net investment hedges

When a derivative instrument or a non-derivative financial liability is designated as the hedging instrument in a hedge of a net investment in a foreign operation, the effective portion of changes in the fair value of a derivative or foreign exchange gains and losses for a non-derivative is recognised in OCI and presented in other equity within equity. Any ineffective portion of the changes in the fair value of the derivative or foreign exchange gains and losses on the non-derivative is recognized immediately in profit or loss. The amount recognised in OCI is fully or partially reclassified to profit or loss as a reclassification adjustment on disposal or partial disposal of the foreign operation, respectively.

### vii. Treasury shares

The Group has created an Employee Welfare Trust (EWT) for providing share-based payment to its employees. Own equity instruments that are reacquired (treasury shares) are recognised at cost and deducted from equity. When the treasury shares are issued to the employees by EWT, the amount received is recognised as an increase in equity and the resultant gain / (loss) is transferred to / from securities premium.

### viii. Cash and cash equivalents

Cash and cash equivalents in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

### ix. Cash dividend to equity holders

The Group recognises a liability to make cash distribution to equity holders when the distribution is authorised and the distribution is no longer at the discretion of the Group. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity. Interim dividends are recorded as

## Notes to the consolidated financial statements for the year ended March 31, 2025

a liability on the date of declaration by the Company's Board of Directors.

### d. Property, plant and equipment

#### i. Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any. The cost of an item of property, plant and equipment comprises its purchase price including import duty and non refundable taxes or levies, any other costs directly attributable to bringing the item to working condition for its intended use, and estimated costs of dismantling and removing the item and restoring the site on which it is located.

Expenditure incurred on startup and commissioning of the project and/or substantial expansion, including the expenditure incurred on trial runs (net of trial run receipts, if any) up to the date of commencement of commercial production are capitalised.

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.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in statement of profit or loss.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group and cost can be measured reliably

Advances paid towards acquisition of property, plant and equipment outstanding at each Balance Sheet date, are shown under other non-current assets and cost of assets not ready for intended use before the year end, are shown as capital work-in-progress.

#### ii. Depreciation

Depreciation is calculated on cost of items of property, plant and equipment less their estimated residual values over their estimated useful lives using the straight-line method. Assets acquired under finance leases are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Group will obtain ownership by the end of the lease term. Freehold land is not depreciated.

The estimated useful lives of items of property, plant and equipment for the current and comparative periods are as follows:

Asset	Assets Classification	Management estimate of useful life	Useful life as per Schedule II
Building	Building	25-30 years	30 years
Roads	Building	5-12 years	5 years
Plant and equipment (including Electrical installation and Lab equipment )	Plant and Machinery	9-15 years	8-20 years
Computers and servers	Plant and Machinery	3 years	3-6 years
Office equipment	Plant and Machinery	3- 5 years	5 years
Research and development equipment	Research and development equipment	9 years	5-10 years
Furniture and fixtures	Furniture and fixtures	6 years	10 years
Vehicles	Vehicles	6 years	6-10 years
Leasehold improvements	Leasehold improvements	5 years or lease period whichever is lower	
Leasehold land	Land	90 years or lease period whichever is lower	

Depreciation method, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate. Based on technical evaluation and consequent advice, the management believes that its estimates of useful lives as given above best represent the period over which management expects to use these assets.

Depreciation on additions (disposals) is provided on a pro-rata basis i.e. from (upto) the date on which asset is ready for use (disposed of).

#### iii. Reclassification to investment property

When the use of a property changes from owner-occupied to investment property, the property is reclassified as investment property at its carrying amount on the date of reclassification.

# Notes to the consolidated financial statements for the year ended March 31, 2025

## e. Goodwill and other intangible assets

### i. Goodwill

For measurement of goodwill that arises on a business combination. Subsequent measurement is at cost less any accumulated impairment losses.

### ii. Other intangible assets

#### Internally generated: Research and development

Expenditure on research activities is recognised in statement of profit or loss as incurred.

Development expenditure is capitalised as part of the cost of the resulting intangible asset only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Group intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, it is recognised in statement of profit or loss as incurred. Subsequent to initial recognition, the asset is measured at cost less accumulated amortisation and any accumulated impairment losses.

#### Others

Other intangible assets are initially measured at cost. Subsequently, such intangible assets are measured at cost less accumulated amortization and any accumulated impairment losses.

### iii. Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in statement of profit or loss as incurred and cost can be measured reliably.

### iv. Amortisation

Goodwill is not amortised and is tested for impairment annually.

Other intangible assets are amortised on a straight line basis over the estimated useful life as follows:

— Computer software	3-5 years
— Marketing and Manufacturing rights	8-15 years
— Developed technology rights	8-15 years
— Brands	8-15 years
— Customer related intangibles	5 years

Amortisation method, useful lives and residual values are reviewed at the end of each financial year and adjusted if appropriate.

## f. Investment property

Investment property is property held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Upon initial recognition, an investment property is measured at cost. Subsequent to initial recognition, investment property is measured at cost less accumulated depreciation and accumulated impairment losses, if any.

Based on technical evaluation and consequent advice, the management believes a period of 25 years as representing the best estimate of the period over which investment properties (which are quite similar) are expected to be used. Accordingly, the Group depreciates investment properties over a period of 25 years on a straight-line basis. The useful life estimate of 25 years is different from the indicative useful life of relevant type of buildings mentioned in Part C of Schedule II to the Act i.e. 30 years.

Any gain or loss on disposal of an investment property is recognised in statement of profit or loss.

## g. Business combination

In accordance with Ind AS 103, Business combinations, the Group accounts for business combinations after acquisition date using the acquisition method when control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The consideration transferred in the acquisition is generally measured at fair value as at the date the control is acquired (acquisition date), as are the identifiable net assets acquired. Any gain on a bargain purchase is recognised in the OCI and accumulated in equity as capital reserve if there exists clear evidence of the underlying reasons for classifying the business combination as a bargain purchase. If there does not exist clear evidence of the underlying reasons for classifying the business combination as a bargain purchase, then gain on a bargain purchase is recognised directly in equity as capital reserve.

Transaction costs/ acquisition related costs are expensed as incurred and services are received, except if related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships with the acquiree. Such amounts are generally recognised in the statement of profit and loss.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration (or right to receive excess contingent consideration transferred) that meets the definition of a financial instrument is classified as equity, then it is not re-measured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recognized in profit or loss.

# Notes to the consolidated financial statements for the year ended March 31, 2025

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the business combination occurs, the Group reports in its financial statements provisional amounts for the items for which the accounting is incomplete. During the measurement period, the Group retrospectively adjusts the provisional amounts recognised at the acquisition date to reflect new information obtained about facts and circumstances that existed as of the acquisition date and, if known, would have affected the measurement of the amounts recognised as of that date.

During the measurement period, the Group also recognises additional assets or liabilities if new information is obtained about facts and circumstances that existed as of the acquisition date and, if known, would have resulted in the recognition of those assets and liabilities as of that date.

The measurement period ends as soon as the Group receives the information it was seeking about facts and circumstances that existed as of the acquisition date or learns that more information is not obtainable but does not exceed one year from the acquisition date.

## Business combinations – common control transaction

Business combination involving entities that are controlled by the group is accounted for at carrying value. No adjustments are made to reflect the fair values, or recognise any new assets or liabilities except to harmonise accounting policies. The financial information in the consolidated financial statements in respect of prior periods is restated as if the business combination had occurred from the beginning of the preceding period in the consolidated financial statements, irrespective of the actual date of combination. The identity of the reserves are preserved and the reserves of transferor becomes the reserves of the transferee. The difference, if any between the amounts recorded as share capital issued plus any additional consideration in the form of cash and the amounts of share capital of the transferor is transferred to amalgamation adjustment reserves and is presented separately from other capital reserves.

## h. Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the first-in first-out formula, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their present location and condition. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of fixed production overheads based on normal operating capacity.

Provisions are made towards slow-moving and obsolete items based on historical experience of utilisation on a product category basis, which consideration of product lines and market conditions.

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.

Raw materials, components and other supplies held for use in the production of finished products are not written down below cost

except in cases where material prices have declined and it is estimated that the cost of the finished products will exceed their net realisable value.

The comparison of cost and net realisable value is made on an item-by-item basis.

## i. Impairment

### i. Impairment of financial assets

In accordance with Ind AS 109 Financial Instruments, the Group applies Expected Credit Loss ("ECL") model for measurement and recognition of impairment loss on following:

- financial assets measured at amortised cost; and
- financial assets measured at FVOCI - debt investments.

Loss allowance for trade receivables with no significant financing component is measured at an amount equal to lifetime expected credit losses. For all other financial assets, ECL are measured at an amount equal to the 12-month ECL, unless there has been a significant increase in credit risk from initial recognition in which case those are measured at lifetime ECL.

Loss allowance for financial assets measured at amortised cost are deducted from gross carrying amount of the assets. The amount of ECL (or reversal) that is required to adjust the loss allowance at the reporting date is recognised as an impairment gain or loss in the Statement of Profit and Loss.

### ii. Impairment of non-financial assets

The Group assesses at each reporting date whether there is any indication that the carrying amount may not be recoverable. If any such indication exists, then the asset's recoverable amount is estimated and an impairment loss is recognised if the carrying amount of an asset or CGU exceeds its estimated recoverable amount in the statement of profit or loss.

Goodwill is tested annually for impairment. For the purpose of impairment testing, 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.

The recoverable amount of a CGU (or an individual asset) is higher of its value in use and its fair value less costs to sell. Value in use is based on the estimated future cash flow, discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to CGU (or the asset).

The Group's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For impairment testing, assets that do not generate independent cash inflows are grouped together into cash-generating units (CGUs). Each CGU represents the smallest group of assets that generates cash inflows that are largely independent of the cash inflows of other assets or CGUs.

# Notes to the consolidated financial statements for the year ended March 31, 2025

Impairment loss recognised in respect of a CGU is allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets of the CGU (or Group of CGUs) on a pro rata basis.

An impairment loss in respect of goodwill is not subsequently reversed. In respect of other assets for which impairment loss has been recognised in prior periods, the Group reviews at each reporting date whether there is any indication that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. Such a reversal is made only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

## j. Employee benefits

### i. Short-term employee benefits:

All employee benefits falling due within twelve months from the end of the period in which the employees render the related services are classified as short-term employee benefits, which include benefits like salaries, wages, short term compensated absences, performance incentives, etc. and are recognised as expenses in the period in which the employee renders the related service and measured accordingly."

### ii. Post-employment benefits

Post-employment benefit plans are classified into defined benefits plans and defined contribution plans as under:"

#### Gratuity

The Group provides for gratuity, a defined benefit plan ("the Gratuity Plan") covering the eligible employees of the Company and its Indian subsidiaries. The Gratuity Plan provides a lump-sum payment to vested employees at retirement, death, incapacitation or termination of employment, of an amount based on the respective employee's salary and the tenure of the employment with the Group.

Liability with regard to the Gratuity Plan are determined by actuarial valuation, performed by an independent actuary, at each balance sheet date using the projected unit credit method.

The Group recognises the net obligation of a defined benefit plan as a liability in its balance sheet. Gains or losses through re-measurement of the net defined benefit liability are recognised in other comprehensive income and are not reclassified to profit and loss in the subsequent periods. The actual return of the portfolio of plan assets, in excess of the yields computed by applying the discount rate used to measure the defined benefit obligation is recognised in other comprehensive income. The effect of any plan amendments are recognised in the statement of profit and loss.

### Provident Fund

Eligible employees of the Company and its Indian subsidiaries receive benefits from provident fund, which is a defined contribution plan. Both the eligible employees and the respective Companies make monthly contributions to the Government administered provident fund scheme equal to a specified percentage of the eligible employee's salary. Amounts collected under the provident fund plan are deposited with in a government administered provident fund. The Companies have no further obligation to the plan beyond its monthly contributions.

### iii. 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.

### iv. Share-based compensation

The grant date fair value of equity settled share-based payment awards granted to employees is recognised as an employee expense, with a corresponding increase in equity, over the period that the employees unconditionally become entitled to the awards. The amount recognised as expense is based on the estimate of the number of awards for which the related service and non-market vesting conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of awards that do meet the related service and non-market vesting conditions at the vesting date.

The grant date fair value of options granted (net of estimated forfeiture) to employees of the Group is recognised as an employee expense.

The expense is recorded for each separately vesting portion of the award as if the award was, in substance, multiple awards. The increase in equity recognised in connection with share based payment transaction is presented as a separate component in equity under "share based payment reserve". The amount recognised as an expense is adjusted to reflect the actual number of stock options that vest. For the option awards, grant date fair value is determined under the option-pricing model (Black-Scholes-Merton). Forfeitures are estimated at the time of grant and revised, if necessary, in subsequent periods if actual forfeitures materially differ from those estimates.

## k. Provisions (other than for employee benefits)

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources. When there is a possible obligation

# Notes to the consolidated financial statements for the year ended March 31, 2025

or a present obligation in respect of which the likelihood of outflow of resources is remote, no provision or disclosure is made.

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows (representing the best estimate of the expenditure required to settle the present obligation at the balance sheet date) at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost. Expected future operating losses are not provided for.

## Onerous contracts

A contract is considered to be onerous when the expected economic benefits to be derived by the Group from the contract are lower than the unavoidable cost of meeting its obligations under the contract. The provision for an onerous contract is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before such a provision is made, the Group recognises any impairment loss on the assets associated with that contract.

## I. Revenue from contracts with customers

The Group has implemented new standard Ind-AS 115 'Revenue from Contracts with Customers' effective April 1, 2018 using cumulative effect method. The effect of initially applying this standard is recognised at the date of initial application. The Group has evaluated its open arrangements on out-licensing with reference to upfront non-refundable fees received in earlier periods and concluded that some of the performance obligations may not be distinct and hence would need to be bundled with the subsequent product supply obligations. Accordingly standard is applied retrospectively only to contracts that were not completed as at the date of initial application.

### i. 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. However, in certain cases, revenue is recognized on sale of products where shipment is on hold at specific request of the customer provided performance obligation conditions has been satisfied and control is transferred, with customer taking title of the goods. The amount of revenue to be recognized (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.

For contracts with distributors, no sales are recognised when goods are physically transferred to the distributor under a consignment arrangement, or if the distributor acts as an agent. In such cases, sales are recognised when control over the goods transfers to the end-customer, and distributor's commissions are presented within marketing and distribution.

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.

## Provision for chargeback, rebates and discounts

Revenues are recorded net of provisions for variable consideration, including discounts, rebates, governmental rebate programs, price adjustments, returns, chargebacks, promotional programs and other sales allowances. Accruals for these provisions are presented in the consolidated financial statements as reductions in determining net sales and as a contra asset in accounts receivable, net (if settled via credit) and trade payables (if paid in cash).

Provisions for chargeback, rebates, discounts and Medicaid payments are estimated and provided for in the year of sales and recorded as reduction of revenue. A chargeback claim is a claim made by the wholesalers for the difference between the price at which the product is initially invoiced to the wholesaler and the net price at which it is agreed to be procured from the Company. Provisions for such chargebacks are accrued and estimated based on historical average chargeback rate actually claimed over a period of time, current contract prices with wholesalers/other customers and estimated inventory holding by the wholesalers/other customers.

Amounts recorded for revenue deductions can result from a complex series of judgements about future events and uncertainties and can rely heavily on estimates and assumptions.

### ii. Milestone payments and out licensing arrangements

The Group enters into certain dossier sales, licensing and supply arrangements that, in certain instances, include certain performance obligations. Based on an evaluation of whether or not these obligations are inconsequential or perfunctory, the Group recognise or defer the upfront payments received under these arrangements.

Income from out-licensing agreements typically arises from the receipt of upfront, milestone and other similar payments from third parties for granting a license to product- or technology- related intellectual property (IP). These agreements may be entered into with no further obligation or may include commitments to regulatory approval, co-marketing or manufacturing. These may be settled by a combination of upfront payments, milestone payments and other fees. These arrangements typically also consist of subsequent payments dependent on achieving

## Notes to the consolidated financial statements for the year ended March 31, 2025

certain milestones in accordance with the terms prescribed in the agreement. Milestone payments which are contingent on achieving certain clinical milestones are recognised as revenues either on achievement of such milestones, if the milestones are considered substantive, or over the period of continuing performance obligations, if the milestones are not considered substantive. Whether to consider these commitments as a single performance obligation or separate ones, or even being in scope of Ind-AS 115 'Revenues from Contracts with Customers', is not straightforward and requires some judgement. Depending on the conclusion, this may result in all revenue being calculated at inception and either being recognised at point in time or spread over the term of a longer performance obligation. Where performance obligations may not be distinct, this will be bundled with the subsequent product supply obligations.

The new standard provides an exemption for sales-based royalties for licenses of intellectual property which will continue to be recognised as revenue as underlying sales are incurred.

The Group recognises a deferred income (contract liability) if consideration has been received (or has become receivable) before the Group transfers the promised goods or services to the customer. Deferred income mainly relates to remaining performance obligations in (partially) unsatisfied long-term contracts or are related to amounts the Group expects to receive for goods and services that have not yet been transferred to customers under existing, non-cancellable or otherwise enforceable contracts.

Contract assets are recognised when there is excess of revenue earned over billings on contracts. Contract assets are classified as unbilled receivables (only act of invoicing is pending) when there is unconditional right to receive cash, and only passage of time is required, as per contractual terms.

### iii. Contract research and manufacturing services income:

Revenue is recognised upon transfer of control of promised services or compounds to customers in an amount that reflects the consideration we expect to receive in exchange for those services or compounds.

Arrangement with customers for Contract research and manufacturing services income are either on a time-and-material basis, fixed price or on a sale of compounds.

In respect of contracts involving research services, in case of 'time and materials' contracts, contract research fee are recognised as services are rendered, in accordance with the terms of the contracts.

Revenues relating to fixed price contracts are recognised based on the percentage of completion method determined based on efforts expended as a proportion to total estimated efforts. The Group monitors estimates of total contract revenue and cost on a routine basis throughout the contract period. The cumulative impact of any change in estimates of the contract revenue or

costs is reflected in the period in which the changes become known. In the event that a loss is anticipated on a particular contract, provision is made for the estimated loss.

In respect of contracts involving sale of compounds arising out of contract research, 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 to the customer. 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 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.

### iv. Royalty income and profit share

The Royalty income and profit share earned through a License or collaboration partners is recognized as the underlying sales are recorded by the Licensee or collaboration partners.

### v. Sales Return Allowances

The Group accounts for sales return by recording an allowance for sales return concurrent with the recognition of revenue at the time of a product sale. The allowance is based on Group's estimate of expected sales returns. The estimate of sales return is determined primarily by the Group's historical experience in the markets in which the Group operates.

### vi. Dividends

Dividend is recognised when the Group's right to receive the payment is established, which is generally when shareholders approve the dividend.

### vii. Rental income

Rental income from investment property is recognised in statement of profit or loss on a straight-line basis over the term of the lease except where the rentals are structured to increase in line with expected general inflation. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

# Notes to the consolidated financial statements for the year ended March 31, 2025

## viii. Contribution received from customers/co-development partners towards plant and equipment

Contributions received from customers/co-development partners towards items of property, plant and equipment which require an obligation to supply goods to the customer in the future, are recognised as a credit to deferred revenue. The contribution received is recognised as revenue from operations over the useful life of the assets. The Group capitalises the gross cost of these assets as the Group controls these assets.

## ix. Interest income and expense

Interest income or expense is recognised using the effective interest method.

## m. Government grants

The Group recognizes government grants only when there is reasonable assurance that the conditions attached to them will be complied with, and the grants will be received. Government grants received in relation to assets are recognised as deferred income and amortized over the useful life of such asset. Government grants, which are revenue in nature are either recognised as income or deducted in reporting the related expense based on the terms of the grant, as applicable.

## n. Income taxes

Income tax comprises of current and deferred income tax. Income tax expense is recognised in statement of profit or loss except to the extent that it relates to an item recognised directly in equity in which case it is recognised in other comprehensive income. Current income tax for current year and prior periods is recognised at the amount expected to be paid or recovered from the tax authorities, using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date. The amount of current tax reflects the best estimate of the tax amount expected to be paid or received after considering the uncertainty, if any, related to income taxes.

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.

Deferred income tax assets and liabilities are recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when:

- taxable temporary differences arising on the initial recognition of goodwill;
- temporary differences arising on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss at the time of transaction;
- temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Group is able to control the timing of the reversal of the temporary

differences and it is probable that they will not reverse in the foreseeable future.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

Deferred tax assets (DTA) 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 income tax liability.

Deferred income tax assets and liabilities are measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect of changes in tax rates on deferred income tax assets and liabilities is recognised as income or expense in the period that includes the enactment or substantive enactment date. A deferred income tax assets is recognised to the extent it is probable that future taxable income will be available against which the deductible temporary timing differences and tax losses can be utilized. Deferred income taxes are not provided on the undistributed earnings of subsidiaries where it is expected that the earnings of the subsidiary will not be distributed in the foreseeable future. The Group offsets income-tax assets and liabilities, where it has a legally enforceable right to set off the recognised amounts and where it intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

## o. Borrowing cost

Borrowing costs are interest and other costs (including exchange differences relating to foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs) incurred in connection with the borrowing of funds. Borrowing costs directly attributable to acquisition or construction of an asset which necessarily take a substantial period of time to get ready for their intended use are capitalised as part of the cost of that asset.

Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

## p. Earnings per share

Basic earnings per share is computed using the weighted average number of equity shares outstanding during the period adjusted for treasury shares held. Diluted earnings per share is computed using the weighted-average number of equity and dilutive equivalent shares outstanding during the period, using the treasury stock method for options and warrants, except where the results would be anti-dilutive.

## q. Operating segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur

## Notes to the consolidated financial statements for the year ended March 31, 2025

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.

### r. Leases

#### (i) The Group as lessee:

The Group assesses whether a contract contains a lease, at the inception of contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control use of an identified asset, the Group assesses whether:

- The contract involves use of an identified asset;
- The Group has substantially all the economic benefits from the use of the asset through the period of lease; and
- The Group has the right to direct the use of an asset.

At the date of commencement of lease, the Group recognises a Right-of-use asset ("ROU") and a corresponding liability for all lease arrangements in which it is a lessee, except for leases with the term of twelve months or less (short term leases) and low value leases. For short term and low value leases, the Group recognises the lease payment as an operating expense on straight line basis over the term of lease.

Certain lease agreements include an option to extend or terminate the lease before the end of lease term. ROU assets and the lease liabilities includes these options when it is reasonably certain that they will be exercised.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right-of-use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e., higher of fair value less cost to sell and the value-in-use) is determined on individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the interest rate explicit in the lease or, if

not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related right-of-use assets if the Group changes its assessment if whether it will exercise an extension or a termination of option.

Lease liability and ROU asset have been separately presented in the Balance Sheet and the lease payments have been classified as financing cash flows.

#### (ii) The Group as a Lessor:

Leases for which the Group is a lessor is classified as a finance or operating lease. Whenever the terms of the lease transfer substantially all the risk and rewards of ownership to the lessee, the contract is classified as finance lease. All other leases are classified as operating lease.

### s. Operating cycle

The Group classifies an asset as current asset when:

- it expects to realise the asset, or intends to sell or consume it, in its normal operating cycle;
- it holds the asset primarily for the purpose of trading;
- it expects to realise the asset within twelve months after the reporting period; or
- the asset is cash or a cash equivalent unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is classified as current when –

- it expects to settle the liability or consume it, in its normal operating cycle;
- it holds the liability primarily for the purpose of trading;
- the liability is due to be settled within twelve months after the reporting period; or
- it does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting period. Terms of a liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification.

All other liabilities are classified as non-current.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash or cash equivalents. The Group's normal operating cycle is twelve months.

### t. Exceptional items

Exceptional items refer to items of income or expense within the statement of profit and loss from ordinary activities which are non-recurring and are of such size, nature or incidence that their separate disclosure is considered necessary to explain the performance of the Group.

## Notes to the consolidated financial statements for the year ended March 31, 2025

### u. 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. For 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 leaseback transactions, applicable to the Group w.e.f. April 1, 2024. The Group has reviewed the new pronouncements and based on its evaluation has determined that it does not have any significant impact in its financial statements.

### Code on Social Security, 2020

The Indian Parliament has approved the Code on Social Security, 2020 which would impact the contributions by the Company towards Provident Fund and Gratuity. The Ministry of Labour and Employment had released draft rules for the Code on Social Security, 2020 on November 13, 2020. The Company will assess the impact and its evaluation once the subject rules are notified. The Company will give appropriate impact in its financial statements in the period in which, the Code becomes effective and the related rules to determine the financial impact are published.

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# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 3. Property, plant and equipment and Capital work-in-progress

Particulars	Land [Refer note (a)]	Buildings	Leasehold improvements	Plant and equipment [Refer note (c)]	Research and development equipments	Furniture and fixtures	Vehicles	Total	Capital work- in-progress [Refer note (d)]
<b>Gross carrying amount</b>									
At April 01, 2023	2,918	20,814	2,518	90,908	3,910	2,259	185	123,512	25,875
Additions	434	2,255	168	6,864	453	201	50	10,425	24,249
Disposals/transfers	-	(11)	-	(1,575)	(49)	(38)	(34)	(1,707)	(10,425)
Other adjustments									
- Foreign currency translation adjustment	21	112	-	254	-	1	-	388	153
<b>At March 31, 2024</b>	<b>3,373</b>	<b>23,170</b>	<b>2,686</b>	<b>96,451</b>	<b>4,314</b>	<b>2,423</b>	<b>201</b>	<b>132,618</b>	<b>39,852</b>
Additions	315	3,114	933	17,129	140	242	110	21,983	22,928
Disposals/transfers	-	(4)	-	(996)	(132)	(2)	(71)	(1,205)	(21,983)
Other adjustments									
- Foreign currency translation adjustment	38	212	-	476	-	3	1	730	220
<b>At March 31, 2025</b>	<b>3,726</b>	<b>26,492</b>	<b>3,619</b>	<b>113,060</b>	<b>4,322</b>	<b>2,666</b>	<b>241</b>	<b>154,126</b>	<b>41,017</b>
<b>Accumulated depreciation</b>									
At April 01, 2023	-	6,018	100	40,761	2,495	1,282	87	50,743	-
Depreciation for the year	-	866	131	7,410	256	240	26	8,929	-
Disposals	-	(5)	-	(1,328)	(49)	(37)	(22)	(1,441)	-
Other adjustments									
- Foreign currency translation adjustment	-	27	-	178	-	1	-	206	-
<b>At March 31, 2024</b>	<b>-</b>	<b>6,906</b>	<b>231</b>	<b>47,021</b>	<b>2,702</b>	<b>1,486</b>	<b>91</b>	<b>58,437</b>	<b>-</b>
Depreciation for the year	-	919	180	7,766	274	258	19	9,416	-
Disposals	-	(2)	-	(963)	(104)	(2)	(31)	(1,102)	-
Other adjustments									
- Foreign currency translation adjustment	-	57	-	234	-	2	-	293	-
<b>At March 31, 2025</b>	<b>-</b>	<b>7,880</b>	<b>411</b>	<b>54,058</b>	<b>2,872</b>	<b>1,744</b>	<b>79</b>	<b>67,044</b>	<b>-</b>
<b>Net carrying amount</b>									
At March 31, 2024	3,373	16,264	2,455	49,430	1,612	937	110	74,181	39,852
At March 31, 2025	3,726	18,612	3,208	59,002	1,450	922	162	87,082	41,017

(a) Land includes land held on lease under perpetual basis: Gross carrying amount Rs 661 (March 31, 2024 - Rs 661); Net carrying amount Rs 661 (March 31, 2024 - Rs 661).  
(b) The Group capitalises its cost of general borrowings at the rates mentioned in note 14 and note 19. Borrowing costs capitalised during the year amounted to Rs. 4,102 (March 31, 2024 - Rs. 2,753).

(c) Plant and equipment include computers and office equipment.

(d) Capital work-in-progress as on March 31, 2025, mainly comprises new biopharmaceutical and research manufacturing units.

(e) For details of security on certain property, plant and equipment, [refer note 14]

(f) During the year, Syngene's business expanded into manufacturing and following a technical evaluation, it revised the estimated useful life of its manufacturing assets, which include Plant and Machinery and Equipment, effective from April 1, 2024. As a result of this change in accounting estimate, the depreciation expense for these assets has decreased by Rs. 206 for the year ended March 31, 2025.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 3. Property, plant and equipment and Capital work-in-progress (continued...)

#### Capital work in progress ageing schedule :-

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	17,967	15,281	3,509	4,260	41,017
At March 31, 2025	17,967	15,281	3,509	4,260	41,017
Projects in progress	20,614	6,538	6,936	5,764	39,852
At March 31, 2024	20,614	6,538	6,936	5,764	39,852

- (i) There are no capital work-in-progress which is temporarily suspended as at March 31, 2025 and as on March 31, 2024.
- (ii) The on-going projects with respect to Generics segment are subject to various phases of validations and related approvals. There are no pre-determined completion dates for these on-going projects as these are dependent on obtaining regulatory approvals.

The details of the projects whose completion date is overdue in respect of Biosimilars and Research segment are as below:

Projects in progress	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Project 2	2,513	-	-	-	2,513
Project 3*	-	-	-	-	-
Project 5	3,876	-	-	-	3,876
Project 9	13	3	40	33	89
Project 10*	-	-	-	-	-
Project 11*	-	-	-	-	-
At March 31, 2025	6,402	3	40	33	6,478
Project 2	2,750	-	-	-	2,750
Project 3	6,563	-	-	-	6,563
Project 5	2,892	-	-	-	2,892
Project 9	3	40	33	-	76
Project 10	97	1	-	-	98
Project 11	502	21	-	-	523
At March 31, 2024	12,807	62	33	-	12,902

\*Project 3, 10 and 11 are capitalised during the year

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## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 4 (a). Intangible assets

Particulars	Goodwill	Other intangible assets			Intangible assets under development
		Computer software	Product related intangibles (including Licences, Brands and Patents)	Total	
<b>Gross carrying amount</b>					
At April 01, 2023	161,362	1,706	63,623	65,329	47,295
Additions	-	1,395	8,709	10,104	3,479
Assets acquired through Business Combination	69	-	-	-	-
Disposals/transfers	-	(1)	(9)	(10)	(7,291)
impairment during the year [refer note 32]	-	-	(21)	(21)	(3,924)
Other adjustments					
- Foreign currency translation adjustment	2,293	1	1,097	1,098	522
<b>At March 31, 2024</b>	<b>163,724</b>	<b>3,101</b>	<b>73,399</b>	<b>76,500</b>	<b>40,081</b>
Additions	-	467	709	1,176	2,311
Assets acquired through Business Combination	-	-	-	-	-
Disposals/transfers	-	(8)	-	(8)	(270)
impairment during the year [refer note 32]	-	-	(86)	(86)	(6)
Other adjustments					
- Foreign currency translation adjustment	4,133	2	1,516	1,518	1,951
<b>At March 31, 2025</b>	<b>167,857</b>	<b>3,562</b>	<b>75,538</b>	<b>79,100</b>	<b>44,067</b>
<b>Accumulated amortisation</b>					
At April 01, 2023	-	1,141	6,224	7,365	-
Amortisation for the year	-	347	5,948	6,295	-
Disposal	-	(10)	-	(10)	-
impairment during the year [refer note 32]	-	-	(9)	(9)	-
Other adjustments					
- Foreign currency translation adjustment	-	1	72	73	-
<b>At March 31, 2024</b>	<b>-</b>	<b>1,479</b>	<b>12,235</b>	<b>13,714</b>	<b>-</b>
Amortisation for the year	-	467	6,392	6,859	-
Disposal	-	(6)	(6)	(12)	-
impairment during the year [refer note 32]	-	-	-	-	-
Other adjustments					
- Foreign currency translation adjustment	-	1	(114)	(113)	-
<b>At March 31, 2025</b>	<b>-</b>	<b>1,941</b>	<b>18,507</b>	<b>20,448</b>	<b>-</b>
<b>Net carrying amount</b>					
At March 31, 2024	163,724	1,622	61,164	62,786	40,081
At March 31, 2025	167,857	1,621	57,031	58,652	44,067

(a) Borrowing cost capitalised during the year amounted to Rs 1,782 (March 31, 2024: Rs 2,136).

(b) Refer note 43 for impairment assessment of Goodwill.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 4 (a) Intangible assets (continued...)

Intangible assets under development ageing schedule:-

Particulars	Amount in Intangible assets under development for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	3,250	4,033	34,302	2,482	44,067
At March 31, 2025	3,250	4,033	34,302	2,482	44,067
Projects in progress	6,861	32,588	149	483	40,081
At March 31, 2024	6,861	32,588	149	483	40,081

- (i) There are no intangible assets under development which are temporarily suspended as at March 31, 2025 and as at March 31, 2024.
- (ii) The intangible assets under development includes intangibles for generics amounting to Rs.146 which are subject to various phases of trial run and related approvals. There are no pre-determined completion dates for these assets as these are dependent on obtaining regulatory approvals.

The details of the projects whose completion date is overdue in respect of Biosimilars segment are as below:

Particulars	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
<b>Projects in progress</b>					
Project 1	6,962	-	-	-	6,962
Project 2	5,325	-	-	-	5,325
At March 31, 2025	12,287	-	-	-	12,287
<b>Projects in progress</b>					
Project 1	-	6,835	-	-	6,835
Project 2	-	5,195	-	-	5,195
At March 31, 2024	-	12,030	-	-	12,030

### 4 (b). Right-of-use assets

	Right-of-use assets			
	Land	Buildings	Vehicles	Total
<b>Gross carrying amount</b>				
At April 01, 2023	374	2,517	120	3,011
Additions	-	4,927	273	5,200
Disposals	-	(1,745)	(7)	(1,752)
At March 31, 2024	374	5,699	386	6,459
Additions	-	798	349	1,147
Disposals	-	(493)	(153)	(646)
At March 31, 2025	374	6,004	582	6,960
<b>Accumulated depreciation</b>				
At April 01, 2023	18	364	47	429
Amortisation for the year	38	358	68	464
Disposals/transfer	-	(174)	(5)	(179)
At March 31, 2024	56	548	110	714
Amortisation for the year	7	278	310	595
Disposals/transfer	-	(321)	(70)	(391)
At March 31, 2025	63	505	350	918
<b>Net carrying amount</b>				
At March 31, 2024	318	5,151	276	5,745
At March 31, 2025	311	5,499	232	6,042

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 5. Non-current investments

	March 31, 2025	March 31, 2024
<b>I. Quoted equity instruments at fair value through other comprehensive income</b>		
Vaccinex Inc., USA - 1,425 (March 31, 2024 - 1,425) Common Stock, par value USD 0.0001 each	-	1
Equillum Inc., USA - 2,316,134 (March 31, 2024 - 2,316,134) Common Stock, par value USD 0.001 each	88	417
Bicara Therapeutics Inc. : 5,523,897 (March 31, 2024 - 5,523,897) equity shares of USD 0.0001 each [refer note 44]	6,149	5,877
<b>Total quoted investments in equity instruments</b>	<b>6,237</b>	<b>6,295</b>
<b>II. Unquoted instruments at fair value through other comprehensive income</b>		
Immuneel Therapeutics Private Limited - 2,020 (March 31, 2024: 2,020) equity shares of Rs 10 each [refer note (i) below]	247	229
HR Kaveri Private Limited - 4,922,663 (March 31, 2024: 4,922,663) Equity shares of Rs. 10 each	49	49
<b>Total unquoted investments in equity instruments</b>	<b>296</b>	<b>278</b>
<b>III. Unquoted equity instruments at fair value through profit or loss</b>		
<b>In others:</b>		
Energyon KN Wind Power Private Limited - 41,708 (March 31, 2024 - 41,708) equity shares of Rs 10 each	1	1
Less: Provision for decline, other than temporary, in the value of non-current investments	(1)	(1)
Four Ef Renewables Private Limited - 287,474 (March 31, 2024 - 287,474) equity share of Rs. 100 each	29	29
O2 Renewable Energy II Private Limited - 858,000 (March 31, 2024: 858,000) equity shares of Rs 10 each	9	9
Hinduja Renewables Two Private Limited - 5,916,166 equity shares (March 31, 2024 - 5,916,166) equity share of Rs. 10 each	59	59
Ampyr Renewable Energy Resources Private Limited - 4,365,687 (31 March 2024: 4,365,687) equity shares of Rs. 10 each	43	43
Indian Foundation for Quality Management - 7,500,000 (March 31, 2024: Nil) Equity shares of Rs. 10 each	75	-
Less: diminution in the value of investments	(75)	-
<b>Total unquoted investments in equity instruments</b>	<b>140</b>	<b>140</b>
<b>IV. Unquoted shares/ instruments at fair value through profit or loss</b>		
<b>In others:</b>		
Energyon KN Wind Power Private Limited - 15,888 (March 31, 2024 - 15,888) compulsorily convertible preference shares, par value Rs 100 each	1	1
Less: Provision for decline, other than temporary, in the value of non-current investments	(1)	(1)
O2 Renewable Energy II Private Limited - 20,020 (March 31, 2024: 20,020) 0.01% compulsory convertible debentures of Rs. 1,000 each [refer note (iii) below]	20	20
Four Ef Renewables Private Limited - 574,947 (March 31, 2024 - 574,947 ) 0.001% compulsorily convertible preference shares of Rs. 100 each [refer note (ii) below]	57	57
	<b>77</b>	<b>77</b>
Ampyr Renewable Energy Resources Private Limited - 8,731,375 (31 March 2024: 8,731,375) compulsory convertible preference shares of Rs. 10 each [refer note(iv) below]	87	87
Less: diminution in the value of investments	(40)	(40)
<b>Total unquoted investments in shares/ instruments</b>	<b>124</b>	<b>124</b>
<b>V. Investments in Certificates of deposits carried at amortized cost</b>		
<b>Others:</b>		
Inter corporate deposits with financial institutions *	-	4
<b>Total unquoted investments in deposits</b>	<b>-</b>	<b>4</b>
<b>Total non-current investments</b>	<b>6,797</b>	<b>6,841</b>
Aggregate value of quoted investments	6,237	418
Aggregate value of unquoted investments	602	6,465
Aggregate amount of impairment in value of investments	42	42

- (i) During the year ended March 31, 2021, Syngene invested Rs. 100 in Immuneel Therapeutics Private Limited. During the year ended March 31, 2022, additional funding from external investors were received resulting in a dilution of Syngene's equity interest. The gain on fair valuation from Rs. 100 to Rs. 214 is recognised in Other comprehensive income. During the year ended 31 March 2023 and March 31, 2024, Syngene based on a fair valuation recorded a fair value increase in its investment carrying value by Rs. 109 and a fair value decrease of Rs. 94 respectively. Further, during the year ended March 31, 2025, Syngene recorded a fair value increase of Rs. 18.

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 5. Non-current investments (continued...)

- (ii) Terms of conversion: 1 compulsory convertible preference share of face value Rs. 100/- each will convert to 1 equity share of face value Rs. 100/- at end of the tenure of 20 years from allotment.
- (iii) Terms of conversion: 1 compulsory convertible debentures of face value Rs. 1000/- each will convert to 1 equity share of face value Rs. 100/- at end of the tenure of 20 years from allotment.
- (iv) Terms of conversion: 1 compulsory convertible preference share of face value Rs. 10/- each will convert to 1 equity share of face value Rs. 10/- at end of the tenure of 20 years from allotment.
- (v) The company designated these investments as equity instruments at FVOCI because these investments that the company intends to hold for the long term for strategic purpose. No strategic investments were disposed of during the year ended March 31, 2025 and there were no transfers of any cumulative gains or loss within equity relating to these investments.

\* Inter corporate deposits with financial institutions yield fixed interest rate.

The Group's exposure to credit and currency risks, and loss allowances are disclosed in note 36.

## 6. Other financial assets

	March 31, 2025	March 31, 2024
<b>(i) Non-current</b>		
Deposits	655	699
Contingent consideration receivable [refer note 36(D)]	-	750
Bank deposits with maturity of more than 12 months	18	2
Other receivables	10	15
	<b>683</b>	<b>1,466</b>
<b>(ii) Current</b>		
Inter corporate deposits with financial institutions *	3,595	5,380
Other receivables (considered good - unsecured)	964	389
	<b>4,559</b>	<b>5,769</b>

\* Inter corporate deposits with financial institutions yield fixed interest rate.

The Group's exposure of credit and currency risks, and loss allowances are disclosed in note 36.

## 7. Deferred tax balances

	March 31, 2025	March 31, 2024
Deferred tax assets (net)	2,577	3,173
Deferred tax liabilities (net)	(3,577)	(3,915)
<b>Total</b>	<b>(1,000)</b>	<b>(742)</b>
<b>Deferred tax liabilities</b>		
Property, plant and equipment and intangible assets	3,485	3,742
Intangible assets	3,941	2,852
Goodwill	4,715	894
Derivative instruments	278	507
Deferred consideration	-	215
Others	(387)	-
<b>Gross deferred tax liabilities</b>	<b>12,032</b>	<b>8,210</b>
<b>Deferred tax assets</b>		
Provision for employee benefits	957	607
Allowance for doubtful debts	56	26
Other deductible expenses	175	78
MAT credit entitlement	2,975	3,419
Deferred revenue	88	80
Carry-forward losses	6,082	2,405
Others	699	853
<b>Gross deferred tax assets</b>	<b>11,032</b>	<b>7,468</b>
Deferred tax liabilities (net) [refer note 38 (d)]	(1,000)	(742)

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 8. Other assets

(Unsecured considered good, unless otherwise stated)

	March 31, 2025	March 31, 2024
<b>(a) Non-current</b>		
Capital advances	1,937	2,304
Duty drawback receivable	128	90
Balances with statutory / government authorities	2,410	1,793
Prepayments	282	93
	<b>4,757</b>	<b>4,280</b>
<b>(b) Current</b>		
Balances with statutory / government authorities	3,805	4,516
Advance to suppliers	1,770	1,064
Prepayments	1,899	1,571
	<b>7,474</b>	<b>7,151</b>

### 9. Inventories

	March 31, 2025	March 31, 2024
Raw materials, including goods-in-bond *	9,679	8,366
Packing materials	4,299	2,798
Traded goods	8,949	15,895
Finished goods	9,152	8,234
Work-in-progress	17,232	14,146
	<b>49,311</b>	<b>49,439</b>

\* Inventories includes goods in-transit Rs. 1,575 (March 31, 2024 - Rs 4,236)

For details of security on certain inventories [refer note 19]

The Group considers estimated shelf life of products, planned product discontinuances, price changes, ageing of inventory and introduction of competitive new products, to the extent each of these factors impact the Group's business and markets, in determining the provision for slow moving, obsolete and other non-saleable inventory. Pursuant to the take-over of the Viatrix's biosimilar business and completion of first anniversary since the exit from the transition service agreement, BBL and its subsidiaries re-assessed the provision for inventory of finished goods, raw material and semi-finished goods. This assessment resulted into a release of provision of Rs. 650 during the year ended March 31, 2025 and the credit has been accounted for as a change in estimate within 'Changes in inventories of traded goods, finished goods and work-in-progress' and 'Cost of raw materials and packing materials consumed' in consolidated statement of profit and loss.

Including the impact of change in estimates as explained in above para, net movement in provision for stock obsolescence, inventory write-off resulted in gain of Rs. 753 (March 31, 2024: expense of Rs. 565). These were recognised as an income/expense during the year and included in 'changes in inventories of traded goods, finished goods and work-in-progress' and 'Cost of raw materials and packing materials consumed' in consolidated statement of profit or loss.

### 10. Current investments

	March 31, 2025	March 31, 2024
<b>Quoted - Investments at fair value through profit or loss:</b>		
(a) Investment in mutual funds	4,458	3,047
(b) Investment in Invivyd Inc (formerly, 'Adagio Therapeutics Inc') - 294,000 (March 31, 2024 - 294,000) Common Stock, par value USD 0.0001 each	15	109
<b>Total current investments</b>	<b>4,473</b>	<b>3,156</b>
Aggregate market/ fair value of quoted investments	4,473	3,156
Aggregate value of unquoted investments	-	-

The Group's exposure to credit and currency risks, and loss allowances are disclosed in note 36.

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 11. Trade receivables

	March 31, 2025	March 31, 2024
(a) Trade Receivables considered good - Unsecured [refer note (a) below]	54,879	62,306
(b) Trade Receivables - credit impaired	627	646
	55,506	62,952
Allowance for expected credit loss	(627)	(646)
<b>Net trade receivables</b>	<b>54,879</b>	<b>62,306</b>

The Group's exposure to credit and currency risks, and loss allowances are disclosed in note 36

- a) During the current year, the Group has availed invoice purchase facility from the banks which met the derecognition criteria since the Group had transferred substantially all the risks and rewards of ownership over such receivables as the factoring arrangement represents a true sale and is without recourse to the Group. Accordingly, as at March 31, 2025, Rs. 7,074 has been derecognized from trade receivables.

### Trade receivables ageing schedule

	Outstanding for following periods from due date of payment							Total
	Unbilled	Not overdue	Less than 6 Months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables - considered good	1,568	49,665	14,670	3,132	1,307	29	-	70,371
Undisputed trade receivables - credit impaired	-	-	114	83	130	251	49	627
<b>At March 31, 2025</b>	<b>1,568</b>	<b>49,665</b>	<b>14,784</b>	<b>3,215</b>	<b>1,437</b>	<b>280</b>	<b>49</b>	<b>70,998</b>
Less: Provision for chargebacks / discounts / rebates / incentives settled through issuance of credit note								(15,492)
Less: Allowance for expected credit loss								(627)
								<b>54,879</b>
Undisputed trade receivables - considered good	961	41,804	32,520	8,121	437	2	-	83,845
Undisputed trade receivables - credit impaired	-	133	77	25	360	7	44	646
<b>At March 31, 2024</b>	<b>961</b>	<b>41,937</b>	<b>32,596</b>	<b>8,146</b>	<b>797</b>	<b>9</b>	<b>44</b>	<b>84,491</b>
Less: Provision for chargebacks / discounts / rebates / incentives settled through issuance of credit note								(21,539)
Less: Allowance for expected credit loss								(646)
								<b>62,306</b>

## 12. Cash and bank balances

	March 31, 2025	March 31, 2024
<b>Cash and cash equivalents</b>		
Balances with banks:		
On current accounts	19,488	11,636
On unpaid dividend account	4	2
Deposits with banks with original maturity of less than 3 months	12,779	698
<b>Total cash and cash equivalents</b>	<b>32,271</b>	<b>12,336</b>
<b>Bank balances other than cash and cash equivalents</b>		
Deposits with banks with original maturity of more than 3 months but less than 12 months	8,907	10,248
Margin money deposit [Refer note (a) below]	24	3
Total other bank balances	8,931	10,251
<b>Total cash and bank balances</b>	<b>41,202</b>	<b>22,587</b>

- (a) Margin money deposits with carrying amount of Rs 24 (March 31, 2024 - Rs 3) are subject to first charge against bank guarantees obtained.

- (b) The Group has cash in hand which are not disclosed above since amounts are rounded off to Rupees million.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 13(a). Equity share capital

	March 31, 2025	March 31, 2024
<b>Authorised</b>		
1,250,000,000 (March 31, 2024 - 1,250,000,000) equity shares of Rs 5 each (March 31, 2024 - Rs 5 each)	6,250	6,250
<b>Issued, subscribed and fully paid-up</b>		
1,200,600,000 (March 31, 2024 - 1,200,600,000) equity shares of Rs 5 each (March 31, 2024 - Rs 5 each)	6,003	6,003

#### (i) Reconciliation of the shares outstanding at the beginning and at the end of the reporting year

Equity shares	March 31, 2025		March 31, 2024	
	No. of shares	Rs. Million	No. of shares	Rs. Million
At the beginning of the year	1,200,600,000	6,003	1,200,600,000	6,003
Issue of shares	-	-	-	-
Outstanding at the end of the year	1,200,600,000	6,003	1,200,600,000	6,003

#### (ii) Terms/rights attached to equity shares

The Company has only one class of equity shares having a par value of Rs 5 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian Rupees.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts, if any. The distribution will be in proportion to the number of equity shares held by the shareholders.

#### (iii) Details of shareholders holding more than 5% shares in the Company

	March 31, 2025		March 31, 2024	
	No. of shares	% holding	No. of shares	% holding
Equity shares of Rs 5 each fully paid				
Kiran Mazumdar-Shaw	484,581,970	40.36%	484,581,970	40.36%
Glentec International Limited	237,211,164	19.76%	237,211,164	19.76%

As per records of the Company, including its register of shareholders/ members, the above shareholding represents both legal and beneficial ownerships of shares.

#### (iv) Shares reserved for issue under options

For details of shares reserved for issue under the share based payment plan of the Company, [refer note 30].

#### (v) Aggregate number of bonus shares issued during the period of five years immediately preceding the reporting date:

Particulars	Year ended March 31				
	2025	2024	2023	2022	2021
Equity shares of Rs 5 each	-	-	-	-	-

#### (vi) Details of shares held by promoters

##### As at March 31, 2025

Name of the Promoter	No. of equity shares	% of Total Shares	% change during the year
Kiran Mazumdar Shaw	484,581,970	40.36%	-
Ravi Mazumdar	5,301,321	0.44%	-
Dev Mazumdar	929,721	0.08%	-
Glentec International Limited	237,211,164	19.76%	-
<b>Total</b>	<b>728,024,176</b>	<b>60.64%</b>	<b>0.00%</b>

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 13(a) Equity share capital (continued...)

As at March 31, 2024

Name of the Promoter	No.of equity shares	% of Total Shares	% change during the year
Kiran Mazumdar Shaw	484,581,970	40.36%	0.70%
J M M Shaw	-	0.00%	-0.70%
Ravi Mazumdar	5,301,321	0.44%	-
Dev Mazumdar	929,721	0.08%	-
Glentec International Limited	237,211,164	19.76%	-
<b>Total</b>	<b>728,024,176</b>	<b>60.64%</b>	<b>0.00%</b>

## 13(b). Other equity

### 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.

### General reserve

General reserve is used from time to time to transfer profits from retained earnings for appropriation purposes.

### Retained earnings

The amount that can be distributed by the Company as dividends to its equity shareholders is determined based on the standalone financial statements of the Company and also considering the requirements of the Act. Thus the amounts reported are not distributable in entirety.

### SEZ re-investment reserve

The SEZ re-investment reserve has been created out of profit of eligible SEZ units in terms of the provisions of section 10AA(1)(ii) of the Income-tax Act, 1961. The reserve has been utilised for acquiring new plant and machinery for the purpose of its business in terms of section 10AA(2) of the Income-tax Act, 1961.

### Share based payment reserve

The Group has established various equity settled share-based payment plans for certain categories of employees of the Group. Also refer note 30 for further details on these plans.

### Treasury shares

Own equity instruments that are reacquired (treasury shares) by the ESOP trusts of the Group are recognised at cost and disclosed as deducted from equity.

### Foreign currency translation reserve

Exchange differences relating to the translation of the results and net assets of the Group's foreign operations from their functional currencies to the Group's reporting currency (i.e. Indian Rupees) are accumulated in the foreign currency translation reserve. This also includes effective portion of Group's net investment in foreign operations.

### Other Items of other comprehensive income

Other Items of other comprehensive income represents mark to market gain or loss on financial assets classified as FVTOCI and re-measurements of the defined benefits plan.

### Debenture redemption reserve

The Group had issued Redeemable Non-Convertible Debentures ("NCD") and Redeemable Optionally Convertible Debentures ("OCD") in prior years. As per the provisions of the Companies Act, 2013, debenture redemption reserve is created out of profits available for payment of dividend.

### Capital redemption reserve

The Group had redeemed intercompany Non Convertible Redeemable Preference Shares in prior years and as per the provisions of the Companies Act, 2013, a sum equal to the nominal value of the shares redeemed is transferred to the capital redemption reserve.

### Cash flow hedging reserves

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 to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 14. Non-current borrowings

	March 31, 2025	March 31, 2024
<b>Loans from banks (secured)</b>		
Term loan [refer note (a), (b), (c), (d), (e), (f), (h), (m) and (n) below]	36,112	100,833
Redeemable Non-Convertible Debentures ("NCD") [refer note (k) and (l) below]	20,913	18,324
<b>Loans from banks (unsecured)</b>		
Term loan [refer note (g) and (o) below]	2,950	1,708
<b>Other loans (secured)</b>		
Senior Secured Notes 2029 ("Notes") [refer note (i) below]	66,954	-
<b>Other loans and advances (unsecured)</b>		
Redeemable Optionally Convertible Debentures ("OCD") [refer note (j) below]	16,079	14,939
	<b>143,008</b>	<b>135,804</b>
Less: Current maturities disclosed in "Current borrowings" [refer note 19]	(18,954)	(6,480)
	<b>124,054</b>	<b>129,324</b>
<b>The above amount includes</b>		
Secured borrowings	123,979	119,157
Unsecured borrowings	19,029	16,647
Current maturities disclosed in "Current borrowings" [refer note 19]	(18,954)	(6,480)
<b>Net amount</b>	<b>124,054</b>	<b>129,324</b>

- (a) The Company has external commercial borrowing (ECB) from Bank repayable in 3 yearly instalments commencing from June 2025 and carry interest @ SOFR + 1.75% per annum. The loan is secured by exclusive charge on the property, plant and equipment created out of the term loan facility. The Company has entered into interest rate swap converting the floating rate to fixed rate of interest. Carrying value of the loan as at March 31, 2025 amounts to Rs 2,136 (March 31, 2024: 2,084).
- (b) Biocon Biosphere Limited ("BBSL") has external commercial borrowing (ECB) from Bank repayable in 3 yearly instalments commencing from June 2025 and carry interest @ SOFR + 1.75% per annum. The loan is secured by first priority pari passu charge on the plant and machinery of the facility for the manufacture of pharmaceuticals. BBSL has entered into interest rate swap to convert floating rate to fixed rate. Carrying value of the loan as at March 31, 2025 amounts to Rs 4,271 (March 31, 2024: 4,167).
- (c) During the year ended March 31, 2019, Biocon Biologics Limited ("BBL") had obtained an external commercial borrowing facility of USD 75 million from MUFG Bank Limited. This loan is repayable in 3 annual instalments commencing from April 2024 and carries an interest rate of SOFR + 1.26% p.a. The term loan facility is secured by first priority pari-passu charge on the plant and machinery of the proposed facility for the manufacturing of pharmaceuticals. Carrying value of the loan as at March 31, 2025 amounts to Nil (March 31, 2024: Rs. 6,251). During the year ended March 31, 2025, BBL has pre-closed the entire amount outstanding.
- (d) During the year ended March 31, 2021, BBL had obtained a Term loan facility from The Hongkong and Shanghai Banking Corporation Limited amounting to Rs 3,500 repayable in 2 equal annual instalments commencing from April 2024. Term loan carries an interest rate of 3 Months T Bill + 2.3% p.a. and are secured by first pari-passu charge on the present and future of movable property, plant and equipment of the BBL. Carrying value of the loan as at March 31, 2025 amounts to Nil (March 31, 2024: Rs. 3,500). During the year ended March 31, 2025, BBL has pre-closed the entire amount outstanding.
- (e) During the year ended March 31, 2023, the Biosimilars Newco Limited ("BNCL", subsidiary of BBL) has entered into a USD 1.2 Billion long-term syndicated loan facility agreement with consortium of lenders for a tenure of 5 years. The term loan is repayable in quarterly instalments starting after 30 months of the execution of the agreement and carries an interest rate of SOFR + margin of 1.95% p.a to 1.35% p.a. The loan is secured by first pari-passu charge movable property, plant and equipment of BBL, Biocon Sdn. Bhd., Malaysia. ("Biocon Malaysia"), Biocon Biologics UK Ltd ("Biocon UK"), Biosimilars Newco Limited and Biosimilars collaboration Ireland Limited. Further the loan is also secured by corporate guarantee by BBL, Biocon Malaysia, Biocon UK and Biosimilars Collaboration Ireland Limited. BNCL has pre-paid USD 950 million (March 31, 2024: USD 250 million) during the year. The carrying value of the loan as at March 31, 2025 amounts to Nil (March 31, 2024: 77,699), net-off unamortised debt issuance cost of Nil (March 31, 2024: 1,474). During the year ended March 31, 2025, BNCL has pre-closed the entire amount outstanding.
- (f) During the year ended March 31, 2022, Biocon UK had obtained a term loan facility of USD 75 million from The Hongkong and Shanghai Banking Corporation Limited for a tenure of 5 years. The term loan is repayable over the period of 4 years and carries an interest rate of 1 month SOFR + 1.11% p.a. and are secured by first pari-passu charge on the present and future Plant and Machinery of Biocon Malaysia. Carrying value of the term loan as at March 31, 2025 is Nil (March 31, 2024: 5,428). During the year ended March 31, 2025, Biocon UK has pre-closed the entire amount outstanding.

# Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 14. Non-current borrowings (continued...)

- (g) During the year ended March 31, 2022, Biocon Biologics UK Limited ("Biocon UK") (formerly "Biocon Biologics Limited") had obtained a term loan facility of USD 25 million from The HDFC Bank Limited for a tenure of 5 years. The term loan is repayable in 5 annual installments starting from the end of year 1 and carries an interest rate of 3 months SOFR + 1.26% p.a. Carrying value of the term loan as at March 31, 2025 is Nil (March 31, 2024: 1,708). During the year ended March 31, 2025, Biocon UK has pre-closed the entire amount outstanding.
- (h) Syngene has entered into foreign currency term loan agreement dated March 30, 2021 to borrow USD 20 million (Rs. 1,644) term loan facility. The facility is borrowed to incur capital expenditure at Bengaluru, Hyderabad and Mangaluru premises of Syngene and was used for this specific purpose. The facility carries an interest rate of 6M SOFR + 1.17% and are to be paid in three instalments of 15%, 25% and 60% from end of 3 years, 4 years and 5 years respectively from the date of origination. The facility is secured by first priority pari passu charge on property, plant and equipment (movable plant and machinery) and second charge on current assets of Syngene.
- (i) During the year ended March 31, 2025, BBL through its wholly owned step-down subsidiary, Biocon Biologics Global PLC, has raised Rs. 66,763 (USD 800 million) by allotment of US dollar denominated senior secured notes (the "Notes") at issue price of 99.041%. The Notes bear interest at a rate of 6.67% per annum and will mature in October 2029. Interest on the Notes is payable semi-annually in April and October of each year. The Notes are listed on Singapore Exchange Securities Trading Limited (SGX-ST). The Notes are secured by first priority lien over all of the (i) capital stock of the Biocon Biologics Global PLC held by Biocon Biologics UK Limited (ii) capital stock of Biosimilars Collaboration Ireland Limited held by Biocon Biologics UK Limited and (iii) capital stock of the Biosimilars Newco Limited held by Biocon Biologics Limited and Biocon Biologics UK Limited and also secured by corporate guarantee by Biocon Biologics Limited, Biocon Biologics UK Limited, Biosimilars Newco Limited, Biosimilars Collaboration Ireland Limited and Biocon Sdn Bhd. Funds raised through the Notes is utilised to refinance the existing term loans. Carrying value of the Notes as at March 31, 2025 amounts to Rs. 66,954 (March 31, 2024: Nil)
- (j) BBL had entered into an agreement with Goldman Sachs India AIF Scheme-1('Investor') whereby the Investor has infused Rs.11,250 against issuance of Optionally Convertible Debentures. The debentures are issued for a tenor of 61 months, maturing on January 2026, are unsecured, redeemable at par and carry a conversion option at any time during the tenor at the option of the investor. It also bears a coupon rate of 5% per annum payable on compounded and cumulative basis only on redemption. During the year ended March 31, 2022, BBL had entered into amendment to the terms of OCD agreement which provides for redemption amount INR equivalent of USD 153.23 million with reference to rate published by RBI for conversion of USD to INR one day prior to redemption. This resulted in the modification of the compound financial instrument and OCD is classified as financial liability from the modification date.
- (k) During the year ended March 31, 2023, the Company had issued 107,000 redeemable Non-Convertible Debentures (NCD) in 3 series each having a face value of Rs 1,00,000 with a minimum return of 12% per annum plus agreed variable coupon payable upon redemption. The variable coupon is linked to the equity share price of a subsidiary. Tenure of the NCD is 5 years from the date of allotment or earlier based on put option terms requiring the company to provide exit to the lender if exit terms do not occur by the specified date in the agreement. The agreement has drag along rights allowing the lender to seek redemption of NCDs if the put option as described in note 16 is exercised. The NCD are secured by way of pledge over 38,113,557 equity shares of a subsidiary held by the Company. The NCD proceeds were utilised for repayment of mezzanine borrowing which was raised for investing in the subsidiary.
- (l) During the year ended March 31 2024, the Company has issued 50,000 redeemable Non-Convertible Debentures (NCD) having a face value of Rs 1,00,000 with a minimum return of 12% per annum plus agreed variable coupon payable upon redemption. The variable coupon is linked to the equity share price of a subsidiary. Tenure of the NCD is 4 years from the date of allotment or earlier based on put option terms requiring the company to provide exit to the lender if exit terms do not occur by the specified date in the agreement. The agreement has drag along rights allowing the lender to seek redemption of NCDs if the put option as described in note 16 is exercised. . The NCD are secured by way of pledge over 17,810,073 equity shares of a subsidiary held by the Company. The NCD proceeds were utilised for repayment of mezzanine borrowing which was raised for investing in the subsidiary.
- (m) During the year ended March 31, 2025, one of the subsidiaries of BBL has raised funds through new syndicate facility amounting to Rs. 26,705 (USD 320 million). This facility is for a tenure of 5 years with repayment beginning after 24 months and carries interest rate of SOFR+1.75% margin per annum payable on quarterly basis. The new syndicate facility is secured by hypothecation over tangible moveable fixed assets of Biocon Biologics Limited and is also secured by corporate guarantee by Biocon Biologics Limited, Biocon Biologics UK Limited, Biosimilars Newco Limited, Biosimilars Collaboration Ireland Limited and Biocon Biologics Global PLC. Funds raised through the new syndicate facility is utilised to refinance the existing term loans. Carrying value of the loan as at March 31, 2025 amounts to Rs. 26,972 (March 31, 2024: Nil)
- (n) During the year ended March 31, 2024, Biocon Generics Inc. ('BGI') had entered into a term loan facility of USD 20 million from Mizuho bank. This loan is repayable in 3 annual instalments commencing from February 2027 and carries an interest rate of SOFR + 1.80% p.a. The term loan facility is secured by first priority pari-passu charge on the plant and machinery of the proposed facility for the manufacturing of pharmaceuticals. Carrying value of the loan as at March 31, 2025 amounts to Rs 1,709 (March 31, 2024: 662).

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 14. Non-current borrowings (continued...)

- (o) During the year ended March 31, 2025, BBL has obtained a term loan facility from The Federal Bank repayable in six quarterly instalments commencing from December 2025. The loan carries an interest rate of 8.50% p.a. The outstanding value of loan as on March 31, 2025 is Rs. 2,950 (March 31, 2024: Nil)
- (p) The Group has met all the covenants under these arrangements as at March 31, 2025 and March 31, 2024.
- (q) The Group's exposure to liquidity, interest rate and currency risks are disclosed in note 36.

### 15. Leases

The Group has entered into lease agreements for use of land, buildings and vehicles which expires over a period ranging upto the year of 2117. Gross payments for the year aggregate to Rs. 697 (March 31, 2024: Rs. 562).

The following is the movement in lease liabilities:

Particulars	Land	Buildings	Vehicles	Total
Balance at April 01, 2023	-	2,400	81	2,481
Additions during the year	-	3,252	40	3,292
Finance cost accrued during the year	-	260	9	269
Deletions	-	-	(9)	(9)
Payment of lease liabilities	-	(514)	(48)	(562)
<b>Balance at March 31, 2024</b>	<b>-</b>	<b>5,398</b>	<b>73</b>	<b>5,471</b>
Additions during the year	-	1,238	33	1,271
Finance cost accrued during the year	-	411	11	422
Deletions	-	(407)	-	(407)
Payment of lease liabilities	-	(643)	(49)	(692)
<b>Balance at March 31, 2025</b>	<b>-</b>	<b>5,997</b>	<b>68</b>	<b>6,065</b>

The following is the break-up of current and non-current lease liabilities:

	March 31, 2025	March 31, 2024
Non current lease liabilities	5,391	4,924
Current lease liabilities	674	547
	<b>6,065</b>	<b>5,471</b>
The table below provides details regarding the contractual maturities of lease liabilities on an undiscounted basis:		
Less than one year	797	868
One to five years	3,197	2,366
More than five years	5,340	2,797
<b>Total</b>	<b>9,334</b>	<b>6,031</b>
The following are the amounts recognised in Profit or loss:		
Amortisation of right to use assets	595	464
Interest expenses on lease liabilities	422	269
Short-term lease payment [refer note (i) below]	195	3
<b>Total</b>	<b>1,212</b>	<b>736</b>

(i) The Group applies the short-term lease recognition exemption to its short-term leases of certain premises taken on lease (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option).

### 16. Other financial liabilities

	March 31, 2025	March 31, 2024
<b>(a) Non-current</b>		
Gross liability on written put options [refer note (i) and (ii) below]	14,186	3,299
Contingent consideration payable [refer note 36(D) and note (iv) below]	8,970	7,426
Other payable (refer note (iii) below)	5,126	-
	<b>28,282</b>	<b>10,725</b>

# Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 16. Other financial liabilities (continued...)

- (i) During the year ended March 31, 2020, the Group had entered into an agreement with Activ Pine LLP ('Investor') whereby the Investor has infused Rs. 5,363 against issuance of equity shares of a subsidiary company, Biocon Biologics Limited ('BBL'), which represents 2.44 % shareholding of BBL. The consideration was received and equity shares were allotted on January 21, 2020.

During the year ended March 31, 2021, the Group had entered into an agreement with Tata Capital Growth Fund II ('Investor') whereby the Investor has infused Rs 2,250 against issuance of equity shares of a subsidiary company, BBL, which represents 0.85% shareholding of BBL. The consideration was received and equity shares were allotted on September 03, 2020.

During the year ended March 31, 2021, the Group had entered into an agreement with Beta Oryx Limited ('Investor') whereby the Investor has infused Rs 5,550 against issuance of equity shares of a subsidiary company, BBL, which represents 1.87% shareholding of BBL. The consideration was received and equity shares were allotted on March 09, 2021.

As per the above agreements, the Group will be required to provide various options to enable the Investor to exit over a period of time. In the event, such exit events do not occur, the Investor may require the parent company (Biocon Limited), to buy them out at certain prices agreed under the arrangement. Such an obligation to provide exit to the Investors required the Group to record a financial liability towards gross obligation amounting to Rs. 10,493 (March 31, 2024: Rs. 14,719) in the consolidated financial statements as at March 31, 2025, in accordance with the Indian Accounting Standards (Ind AS).

During the year ended March 31, 2025, the Company purchased equity shares in its subsidiary, BBL, from one of the above investors of the subsidiary pursuant to liquidity option exercised under the shareholder's agreement for Rs. 5,550. This has resulted in increase in Company's equity holding in the subsidiary effective from the date of purchase. Other investors have deferred their exit rights till March 31, 2026 and accordingly the Gross obligation has been disclosed as Non-current liability in the consolidated financial statements considering that these rights are exercisable post March 31, 2026.

The Group in accordance with Ind AS has elected an accounting policy choice to follow an anticipated acquisition method on initial recognition which requires recognition of a gross obligation liability with a corresponding derecognition of non-controlling interest balance in its consolidated financial statements. Further, in accordance with the generally accepted accounting principles, the Group has made an accounting policy choice to present any subsequent change in the fair value of gross obligation liability in other equity. The fair value of the gross obligation is computed using the underlying share price of the unlisted subsidiary which is determined based on discounted cash flow approach and other factors.

- (ii) During the previous year, BBL has issued 1,06,86,044 compulsory convertible debentures ("CCD") to ESOF III Investment Fund and Edelweiss Alternative Asset Advisors Limited, on private placement basis at an issue price of 280.74 amounts to Rs. 3,000. The CCD's are issued for a tenor of 36 months, are unsecured, redeemable at par and carry a conversion option at any time during the tenor at the option of the investor. CCD bears a coupon rate of 12% per annum plus agreed variable coupon payable on compounded and cumulative basis only on redemption. The variable coupon is linked to the equity share price of BBL. The CCD's are convertible upon occurrence of conversion event at 1:1 ratio.

Under the above arrangement, the Group will be required to provide various options to enable the Investor to exit over a period of time. In the event, such exit events do not occur, the Investor may require the parent company (Biocon Limited), to buy them out at certain prices agreed under the arrangement. Such an obligation to provide exit to the Investors required the Group to record a financial liability towards gross obligation amounting to Rs. 3,693 in the consolidated financial statements in accordance with the Indian Accounting Standards (Ind AS).

- (iii) The Group had acquired the biosimilar business from Viatris in November 2022 and under the definitive agreement, the Group had an obligation to pay a deferred consideration of Rs. 28,619 (USD 335 million) to Viatris. The Group settled Rs. 20,930 (USD 245 million) in cash and the parties also agreed to offset the closing working capital target of Rs. 2,563 (USD 30 million), against the deferred cash consideration. The Group entered into a full and final settlement agreement with Viatris, under which, Viatris has agreed to waive-off the remaining deferred consideration of Rs. 5,126 (USD 60 million) subject to certain conditions relating to royalty, profit shares, milestone payments in respect of a molecule, to be paid by the Group to one of its collaboration partner as and when the product is commercialized and hence such amount has been disclosed under Other financial liabilities.
- (iv) CCPS were fair valued using Binomial Option Pricing Model at Rs. 82,181. Each CCPS shall be convertible into equity shares of BBL at any time at the option of the holder at a conversion rate of 1:1. BBL has an obligation to issue further equity shares to Mylan Inc, subject to maximum of 61,562,420 equity shares, such that the fair value of the equity holding in BBL post conversion is atleast USD 1,000 Mn. The issue of additional shares results in contingent consideration. The CCPS on initial recognition has been bifurcated into equity component of Rs. 74,815 (fixed to fixed conversion) and contingent consideration (derivative liability) of Rs. 7,366. At March 31, 2025, the fair value of contingent consideration is Rs. 8,970 (March 31, 2024: Rs. 7,426).

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 16. Other financial liabilities (continued...)

	March 31, 2025	March 31, 2024
<b>(b) Current</b>		
Deferred consideration payable [refer note (iii) above]	-	27,423
Payable towards purchase consideration	57	-
Unpaid dividends	5	6
Gross liability on written put options [refer note (i) above]	-	14,719
Interest accrued but not due	2,486	176
Employee benefit payable	2,558	2,233
Payables for capital goods	4,220	5,448
	<b>9,326</b>	<b>50,005</b>

### 17. Provisions

	March 31, 2025	March 31, 2024
<b>(a) Non-current</b>		
Provision for employee benefits		
Gratuity [refer note 35]	1,214	1,101
Provision for sales return	1,394	1,275
	<b>2,608</b>	<b>2,376</b>
<b>(b) Current</b>		
Provision for employee benefits		
Gratuity [refer note 35]	408	398
Compensated absences	1,372	1,261
Provision for sales return	136	136
	<b>1,916</b>	<b>1,795</b>

#### (i) Movement in provisions

	For the year ended March 31, 2025		
	Gratuity	Compensated absences	Sales return
Opening balance	1,499	1,261	1,411
Provision recognised / (reversed) during the year	123	111	119
<b>Closing balance</b>	<b>1,622</b>	<b>1,372</b>	<b>1,530</b>

	For the year ended March 31, 2024		
	Gratuity	Compensated absences	Sales return
Opening balance	1,301	935	1,515
Provision recognised / (reversed) during the year	198	326	(104)
<b>Closing balance</b>	<b>1,499</b>	<b>1,261</b>	<b>1,411</b>

### 18. Other liabilities

	March 31, 2025	March 31, 2024
<b>(a) Non-current</b>		
Deferred revenues [refer note 21]	3,366	3,107
	<b>3,366</b>	<b>3,107</b>
<b>(b) Current</b>		
Deferred revenues [refer note 21]	1,452	1,176
Advances from customers [refer note 21]	6,119	5,165
Statutory taxes and dues payable	2,307	1,071
Other dues	370	356
	<b>10,248</b>	<b>7,768</b>

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 19. Current borrowings

	March 31, 2025	March 31, 2024
<b>From banks/ financial institutions</b>		
Packing credit foreign currency loan (unsecured) [refer note (i) below]	6,513	5,274
Packing credit rupee export loan (unsecured) [refer note (ii) below]	6,180	7,660
Commercial Paper [refer note (v) below]	5,661	-
Term loan (unsecured) [refer note (vi) below]	8,844	5,000
Cash credit [refer note (iii) below]	3,033	3,141
Working capital loan (secured) [refer note (iv), (viii) and (ix) below]	3,249	417
Current maturities of non-current borrowings [refer note 14]	18,954	6,480
Proceeds from Non-recourse factoring arrangement [refer note vii]	1,067	-
	<b>53,501</b>	<b>27,972</b>
<b>The above amount includes</b>		
Secured borrowings	3,033	3,141
Unsecured borrowings	15,942	18,351

- (i) BBL has obtained foreign currency short term unsecured pre-shipment credit loans from various banks that carries fixed interest rate ranging from 5.06% p.a. to 5.66% p.a. (March 31, 2024: 5.75% p.a. to 6.45% p.a.). Packing credit foreign currency loan tenure is upto 180 days from the date of draw down.
- (ii) BBL has obtained rupee denominated short term unsecured pre-shipment credit loans from various banks that carries interest rate ranging from 6.9% p.a. to 7.9% p.a. (March 31, 2024: 7.24% p.a. to 8.20% p.a.). Packing credit rupee loan tenure is upto 180 days from the date of draw down.
- (iii) Biocon SDN. BHD, Malaysia availed working capital facilities upto USD 10 million carrying an interest rate of Bank Lending Rate + 0.5% p.a. The loan is secured by corporate guarantee by BBL.
- (iv) During the year ended March 31, 2025, Biocon Pharma Inc. (BPI) has availed working capital facilities for USD 36 million with MUFG carrying an interest rate of SOFR + 0.9%. Further, BPI had existing working capital facility upto USD 5 million from CITI bank till March 2024. This has been repaid in the current year. The working capital facilities are secured by a charge on inventories and accounts receivables of BPI.
- (v) On January 29, 2025, the Company has issued 11,400 Commercial Paper (CP) securities having a face value of Rs. 5,00,000 on private placement basis in favour of Nippon India Mutual Funds at a discount rate of 8.75% per annum for a tenure of 90 days. CP is due for repayment on April 29, 2025.
- (vi) BBL has obtained short term unsecured loan from various banks that carries interest rate ranging from 6.07% p.a. to 7.8% p.a. The tenure of the loan is 365 days from the date of draw down.
- (vii) During the year ended March 31, 2025, the Company has received Rs. 1,067 towards discounting of its receivables on non-recourse basis, recorded under 'Current borrowings'.
- (viii) Syngene availed pre-shipment export credit of Rs. 171 at SOFR+0.95% during the year ended March 31, 2025, for a tenor of 3 months.

## 20. Trade payables

	March 31, 2025	March 31, 2024
<b>Trade and other payables</b>		
- total outstanding dues of micro and small enterprises	1,315	958
- total outstanding dues of creditors other than micro and small enterprises*	64,172	61,762
	<b>65,487</b>	<b>62,720</b>

\* includes Other payables comprising of allowances for Chargebacks / Discounts / Rebates / Incentives expected to be settled in cash

All trade payable are 'current'. The Group's exposure to currency and liquidity risks related to trade payables is disclosed in Note 36.

Trade payables aging schedule:

March 31, 2025	Outstanding for following periods from due date of payment						Total
	Unbilled	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Outstanding dues of micro and small enterprises	-	767	540	5	2	1	1,315
Outstanding dues of creditors other than micro and small enterprises	46,584	10,083	6,233	542	705	25	64,172
	<b>46,584</b>	<b>10,850</b>	<b>6,773</b>	<b>547</b>	<b>707</b>	<b>26</b>	<b>65,487</b>

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 20. Trade payables (continued...)

March 31, 2024	Outstanding for following periods from due date of payment						Total
	Unbilled	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Outstanding dues of micro and small enterprises	-	789	160	4	3	2	958
Outstanding dues of creditors other than micro and small enterprises	43,921	7,089	3,735	6,989	27	1	61,762
	43,921	7,878	3,895	6,993	30	3	62,720

### 21. Revenue from operations

	Year ended March 31, 2025	Year ended March 31, 2024
Sale of products*	115,378	105,880
Sale of services		
Contract research and manufacturing services income	34,802	34,150
Licensing and development fees	342	1,928
Other operating revenue		
Sale of process waste	439	448
Incentives from government	507	525
Sale of brands#	-	3,500
Others [refer note a below]	1,149	1,126
<b>Revenue from operations</b>	<b>152,617</b>	<b>147,557</b>

# During the year ended March 31, 2024, Biocon Biologics Limited ("BBL") has entered into a agreement with Eris Lifesciences for sale of its business of commercialization of (i) Branded generic immunotherapy and nephrology small molecules formulations being manufactured by third parties under manufacturing agreements and (ii) the in-licensed products in India for consideration of Rs. 3,660. The Group has recorded gain of Rs. 3,500 net of costs of the related underlying assets during the year ended March 31, 2024.

\* includes profit share

a) Others include income from support services, rentals by the SEZ Developer and recognition of deferred revenue for assets funded by customers over the useful life.

#### 21.1 Disaggregated revenue information

Set out below is the disaggregation of the Group's revenue from contracts with customers:

	Year ended March 31, 2025			
	Generics	Biosimilars	Research	Total
<b>Revenue from contracts with customers</b>				
Sale of products	26,494	88,884	-	115,378
Sale of services	46	128	34,970	35,144
	26,540	89,012	34,970	150,522
<b>Revenue from other sources</b>				
Other operating revenue	928	280	887	2,095
	928	280	887	2,095
<b>Total Revenue from operations</b>	<b>27,468</b>	<b>89,292</b>	<b>35,857</b>	<b>152,617</b>

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 21. Revenue from operations (continued...)

	Year ended March 31, 2024			
	Generics	Biosimilars	Research	Total
<b>Revenue from contracts with customers</b>				
Sale of products	23,912	81,968	-	105,880
Sale of services	116	2,290	33,672	36,078
	<u>24,028</u>	<u>84,258</u>	<u>33,672</u>	<u>141,958</u>
<b>Revenue from other sources</b>				
Other operating revenue	973	3,925	701	5,599
	<u>973</u>	<u>3,925</u>	<u>701</u>	<u>5,599</u>
<b>Total Revenue from operations</b>	<u>25,001</u>	<u>88,183</u>	<u>34,373</u>	<u>147,557</u>

### 21.2 Changes in contract liabilities - advances from customers and deferred revenues

	March 31, 2025	March 31, 2024
Balance at the beginning of the year	9,448	10,225
Add:- Increase due to invoicing during the year	7,377	6,139
Add:- foreign currency translation	141	129
Less:- Amounts recognised as revenue during the year	(6,029)	(7,045)
<b>Balance at the end of the year</b>	<u>10,937</u>	<u>9,448</u>
Expected revenue recognition from remaining performance obligations:		
- Within one year	7,571	6,341
- More than one year	3,366	3,107
	<u>10,937</u>	<u>9,448</u>

### 21.3 Contract balances

	March 31, 2025	March 31, 2024
Trade receivables including unbilled revenue	54,879	62,306
Contract liabilities	10,937	9,448

Trade receivables are non-interest bearing. Refer note 11 and note 18. Contract liabilities include deferred revenue and advance from customers.

### 21.4 Performance obligation:

In relation to information about Group's performance obligations in contracts with customers refer note 2(l). The Invoices are issued/generated according to contractual terms/ at the point in time and are usually payable within 30 to 120 days.

### 21.5 Reconciliation of revenue from contracts with customers

	Year ended March 31, 2025	Year ended March 31, 2024
Revenue from contracts with customers as per contract price	310,472	294,175
Adjustments made to contract price on account of :-		
a) Chargebacks / Discounts / Rebates / Incentives	(159,179)	(150,484)
b) Sales returns/ reversals	(771)	(1,733)
<b>Revenue from Contracts with customers as per consolidated statement of profit and loss*</b>	<u>150,522</u>	<u>141,958</u>

\* Includes revenue from sale of products and sale of services.

	Year ended March 31, 2025	Year ended March 31, 2024
<b>Revenues from operations</b>		
Timing of recognition		
Revenue recognised at a point of time	115,817	109,828
Revenue recognised over a period of time	36,800	37,729
<b>Total revenue from operations</b>	<u>152,617</u>	<u>147,557</u>

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 22. Other income

	Year ended March 31, 2025	Year ended March 31, 2024
Interest income on:		
Deposits with banks and financial institutions	978	1,495
Others	109	118
Dividend income	28	-
Net gain on sale of current investments	383	686
Net gain on financial assets measured at fair value through profit or loss	-	1,015
Gain on dilution of interest in an associate [refer note 44]	-	1,053
Sale of business (net) [refer note 42C]	10,573	-
Gain on loss of significant influence [refer note 44]	-	4,254
Other non-operating income	11	34
	<b>12,082</b>	<b>8,655</b>

### 23. Cost of materials consumed

	Year ended March 31, 2025	Year ended March 31, 2024
Inventory at the beginning of the year	11,164	12,729
Add: Purchases	45,581	49,154
Less: Inventory at the end of the year	(13,978)	(11,164)
Cost of materials consumed	<b>42,767</b>	<b>50,719</b>

### 24. Changes in inventories of finished goods, work-in-progress and stock-in-trade

	Year ended March 31, 2025	Year ended March 31, 2024
Inventory at the beginning of the year		
Stock-in-trade	15,895	11,983
Finished goods	8,234	4,013
Work-in-progress	14,146	13,712
	<b>38,275</b>	<b>29,708</b>
Inventory at the end of the year		
Stock-in-trade	8,949	15,895
Finished goods	9,152	8,234
Work-in-progress	17,232	14,146
	<b>35,333</b>	<b>38,275</b>
	<b>2,942</b>	<b>(8,567)</b>

### 25. Employee benefits expenses

	Year ended March 31, 2025	Year ended March 31, 2024
Salaries, wages and bonus	27,074	23,206
Contribution to provident and other funds	1,217	1,046
Gratuity [refer note 35]	282	263
Share-based compensation expense [refer note 30]	1,370	1,006
Staff welfare expenses	1,501	1,120
	<b>31,444</b>	<b>26,641</b>

### 26. Finance costs

	Year ended March 31, 2025	Year ended March 31, 2024
Interest expense on financial liabilities measured at amortised cost	6,466	7492
Interest expense on financial liability measured at FVTPL	1,989	1,983
Other finance costs	97	-
Interest on lease liabilities [refer note 15]	422	269
	<b>8,974</b>	<b>9,744</b>

(a) Interest expense on financial liabilities is net of borrowing cost capitalisation amounting to Rs. 5,884 (March 31, 2024 - Rs. 4,722).

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 27. Depreciation and amortisation expense

	Year ended March 31, 2025	Year ended March 31, 2024
Depreciation of property, plant and equipment [refer note 3]	9,416	8,929
Amortisation of intangible assets [refer note 4 (a)]	6,859	6,295
Depreciation of right of use assets [refer note 4 (b)]	595	464
	<b>16,870</b>	<b>15,688</b>

### 28. Other expenses

	Year ended March 31, 2025	Year ended March 31, 2024
Royalty and technical fees	5	87
Rent	195	3
Communication expenses	185	147
Travelling and conveyance	1,613	1,466
Professional charges	5,233	5,045
Transition Support Agreement ('TSA') expense	536	8,804
Payment to auditors	68	81
Directors' fees including commission	225	203
Power and fuel	3,779	3,889
Insurance	735	621
Rates, taxes and fees	1,064	420
Lab consumables	1,854	1,890
Repairs and maintenance		
Plant and machinery	5,559	4,435
Buildings	554	485
Others	2,088	1,923
Selling expenses		
Freight outwards and clearing charges	2,926	887
Sales promotion expenses	3,309	1,870
Commission and brokerage (other than sole selling agents)	264	209
Bad debts written off	30	11
Provision/ (reversal) for doubtful debts, (net)	260	(182)
Net loss on financial assets/ liabilities measured at fair value through profit or loss	798	-
Printing and stationery	163	148
Loss on sale of assets, (net)	76	12
Foreign exchange loss, (net)	562	523
Research and development expenses	5,888	6,071
Clinical trial and development expenses	75	74
Corporate social responsibility expenditure	224	201
Miscellaneous expenses	743	539
	<b>39,011</b>	<b>39,862</b>
Less: Expenses capitalized to intangible assets	-	(74)
	<b>39,011</b>	<b>39,788</b>

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 29. Research and development expenses

	Year ended March 31, 2025	Year ended March 31, 2024
Research and development expenses	5,888	6,071
Lab consumables	1,854	1,890
Employee benefits expense	2,127	2,160
Other research and development expenses included in other heads	395	2,331
	<b>10,264</b>	<b>12,452</b>
Less: Recovery of product development costs from co-development partners (net)	(1,476)	(838)
Less: Expenses capitalized to intangible assets	-	(74)
	<b>8,788</b>	<b>11,540</b>

### 30. Employee stock compensation

#### (a) Biocon ESOP Plan

On September 27, 2001, Biocon's Board of Directors approved the Biocon Employee Stock Option Plan ('ESOP Plan 2000') for the grant of stock options to the employees of the Company and its subsidiaries / joint venture company. The Nomination and Remuneration Committee ('Remuneration Committee') administers the plan through a trust established specifically for this purpose, called the Biocon India Limited Employee Welfare Trust (ESOP Trust).

The ESOP Trust shall make additional purchase of equity shares of the Company using the proceeds from the loan obtained from the Company, other cash inflows from allotment of shares to employees under the ESOP Plan and shall subscribe, when allotted to such number of shares as is necessary for transferring to the employees. The ESOP Trust may also receive shares from the promoters for the purpose of issuance to the employees under the ESOP Plan. The Remuneration Committee shall determine the exercise price which will not be less than the face value of the shares.

#### Grant VII

In July 2014, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at the closing market price of Company's shares existing on the date preceding to the date of grant.

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	-	-	25,750	79
Granted during the year	-	-	-	-
Lapses/forfeited during the year	-	-	-	-
Exercised during the year	-	-	(25,750)	79
Expired during the year	-	-	-	-
<b>Outstanding at the end of the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	-	-	-	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of the year	-	-	-	-

#### Grant IX

In June 2016, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at 50% of the closing price as per National Stock Exchange as on the preceding day to the date of grant.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation (continued...)

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	1,394,455	140	2,296,917	131
Granted during the year	-	-	-	-
Lapses/forfeited during the year	(91,875)	143	(150,100)	135
Exercised during the year	(727,960)	136	(752,362)	115
Expired during the year	-	-	-	-
Outstanding at the end of the year	574,620	141	1,394,455	140
Exercisable at the end of the year	272,370	-	531,055	118
Weighted average remaining contractual life (in years)	0.8	-	1.5	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of the year	78-173	-	77-173	-

#### Grant X

In June 2016, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at 50% of the closing price as per National Stock Exchange as on the preceding day to the date of grant.

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	-	-	1,346,649	154
Granted during the year	-	-	-	-
Lapses/forfeited during the year	-	-	(55,500)	116
Exercised during the year	-	-	(1,291,149)	156
Expired during the year	-	-	-	-
Outstanding at the end of the year	-	-	-	-
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	-	-	-	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of the year	-	-	-	-

The average market price of the Company's share during the year ended March 31, 2025 is Rs 279 (March 31, 2024 - Rs 248) per share .

#### (b) RSU Plan 2015

On March 11, 2015, Biocon's Remuneration Committee approved the Biocon - Restricted Stock Units (RSUs) of Syngene ('RSU Plan 2015') for the grant of RSUs to the employees of the Company and its subsidiaries other than Syngene. The Remuneration Committee administers the plan through a trust, called the Biocon Limited Employee Welfare Trust. For this purpose, on March 31, 2015, the Company transferred 2,000,000 equity shares of Syngene to Biocon Limited Employees Welfare Trust.

In April 2015, the Company approved the grant to its employees under the RSU Plan 2015. The RSUs under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. Exercise price of RSUs will be Nil.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation (continued...)

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	-	-	11,504	-
Granted during the year	-	-	-	-
Lapses/forfeited during the year	-	-	(11,504)	-
Exercised during the year	-	-	-	-
Expired during the year	-	-	-	-
Outstanding at the end of the year	-	-	-	-
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	-	-	-	-
Weighted average fair value of options granted (Rs)	-	-	-	-

#### (c) RSU Plan 2019

On January 7, 2019, Biocon's Nomination and Remuneration Committee ('NRC') and the Board of Directors approved the Biocon Biologics - Restricted Stock Units (RSUs) of Biocon Biologics Limited ('RSU Plan 2019') for grant of RSUs to employees of the Group. The NRC administers the plan through a trust called, Biocon Limited Employee Welfare Trust. For this purpose on January 8, 2020, the Company transferred 2,161,904 equity shares of Biocon Biologics Limited to Biocon Limited Employee Welfare Trust.

During the previous year, modification in vesting was approved by NRC. Based on revised approval, the options under this grant would vest to the employees as 25% in first year after the grant date, 25% on the event of IPO, 25% after the expiry of one year from IPO date and 25% after the expiry of 2 years from the IPO date. The options are exercisable only on the event of an IPO and exercise period shall be one year from the date of last vesting.

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	5,143,254	2	6,169,619	2
Granted during the year	-	-	-	-
Lapses/forfeited during the year	(1,941,604)	2	(1,026,365)	2
Exercised during the year	-	-	-	-
Expired during the year	-	-	-	-
Outstanding at the end of the year	3,201,650	2	5,143,254	2
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	3	-	4	-
Weighted average fair value of options granted (Rs)	-	-	-	-

#### (d) RSU Plan 2020

On May 14, 2020, Biocon's Nomination and Remuneration Committee ('NRC') and the Board of Directors approved the Biocon Restricted Stock Units (RSUs) Long Term Incentive Plan Financial Year 2020-24 ("RSU Plan 2020") for grant of RSUs to present and/or future employees of the Company and its present and future subsidiary companies. The plan is implemented through a trust called, Biocon India Limited Employee Welfare Trust wherein the Company will issue shares to the trust by way of fresh allotment over a period of time.

The RSUs granted under this Plan shall vest over a period of time (service condition) and based upon the performance of the employee. The period of vesting shall be determined as per the date of grant and the maximum period of vesting shall not extend beyond August 1, 2024. The actual number of RSUs to be vested each year for each Grantee shall be based on his individual performance conditions, the key parameters of which shall be measured through growth in revenue and profits, delivering on key strategic initiatives and shareholders' value creation and such other conditions as may be determined by the Managing Director and Chief Executive Officer of the Company in accordance with the overall terms set by the NRC.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation (continued...)

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	1,431,469	5	1,729,983	5
Granted during the year	-	-	713,500	5
Lapses/forfeited during the year	(65,157)	5	(264,125)	5
Exercised during the year	(530,136)	5	(747,889)	5
Expired during the year	-	-	-	-
Outstanding at the end of the year	836,176	5	1,431,469	5
Exercisable at the end of the year	329,294	-	448,817	-
Weighted average remaining contractual life (in years)	1.2	-	1.8	-
Weighted average fair value of options granted (Rs)	-	-	353	-

Assumptions used in determination of the fair value of the stock options under the Black Scholes Model for grants during the year are as follows

Particulars	March 31, 2025
Weighted Average Exercise Price	5
Expected volatility	33.0% to 36.2%
Life of the options granted (vesting and exercise period) in years	0.8
Average risk-free interest rate	7.2%
Expected dividend rate	0.6%

#### (e) RSU Plan 2025

On Sep 4, 2024, Biocon's Nomination and Remuneration Committee ("NRC") and the Board of Directors approved the Biocon Restricted Stock Units (RSUs) Long Term Incentive Plan Financial Year 2025-29 ("RSU Plan 2025") for grant of RSUs to present and/or future employees of the Company and its present and future subsidiary companies. The plan is implemented through a trust called, Biocon India Limited Employee Welfare Trust.

The RSUs granted under this Plan shall vest over a period of time (service condition) and based upon the performance of the employee. The period of vesting shall be determined as per the date of grant and the maximum period of vesting shall not extend beyond September 1, 2029. The actual number of RSUs to be vested each year for each Grantee shall be based on his individual performance conditions, the key parameters of which shall be measured through growth in revenue and profits, delivering on key strategic initiatives and shareholders' value creation and such other conditions as may be determined by the Managing Director and Chief Executive Officer of the Company in accordance with the overall terms set by the NRC.

Particulars	March 31, 2025	
	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	-	-
Granted during the year	4,730,430	5
Lapses/forfeited during the year	(75,000)	5
Exercised during the year	-	-
Expired during the year	-	-
Outstanding at the end of the year	4,655,430	5
Exercisable at the end of the year	-	-
Weighted average remaining contractual life (in years)	4.5	-
Weighted average fair value of options granted (Rs)	287	-

Assumptions used in determination of the fair value of the stock options under the Black Scholes Model for grants during the year are as follows:

Particulars	March 31, 2025
Weighted Average Exercise Price	5
Expected volatility	33.0% to 36.2%
Life of the options granted (vesting and exercise period) in years	5.25
Average risk-free interest rate	7.0%
Expected dividend rate	0.6%

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation (continued...)

#### (f) Syngene ESOP Plan 2011

On July 20, 2012, Syngene Employee Welfare Trust ("Trust") was created for the welfare and benefit of the employees and directors of Syngene and administered by the Nomination and Remuneration Committee. The Board of Directors approved the employee stock option plan of Syngene. On October 31, 2012, the Trust subscribed into the equity shares of the Syngene using the proceeds from interest free loan of Rs. 150 obtained from Syngene.

#### Grant

Pursuant to the Scheme, Syngene has granted options to eligible employees of the Company under Syngene Employee Stock Option Plan - 2011. Each option entitles for one equity share. The options under this grant will vest to the employees as 25%, 35% and 40% of the total grant at end of second, third and fourth year from the date of grant, respectively, with an exercise period of three years for each grant. The vesting conditions include service terms and performance of the employees. These options are exercisable at an exercise price of Rs. 11.25 [March 31, 2024 : Rs. 11.25] per share (Face Value of Rs. 10 per share).

#### Details of Grant

Particulars	March 31, 2025	March 31, 2024
	No of Options	No of Options
Outstanding at the beginning of the year	134,123	610,191
Granted during the year	-	-
Lapses/forfeited during the year	(10,132)	(6,306)
Exercised during the year	(89,992)	(469,762)
Outstanding at the end of the year	<b>33,999</b>	<b>134,123</b>
Exercisable at the end of the year	33,999	61,472
Weighted average exercise price	11.25	11.25
Weighted average share price at the date of exercise (In Rs)	787.7	745.7

The weighted average remaining contractual life for the stock options outstanding as at March 31, 2025 is 2 years [March 31, 2024- 3 years].

#### (g) Syngene Restricted Stock Unit Long Term Incentive Plan 2020

The Board of Directors of Syngene on April 24, 2019 and the Shareholders of the Company in the Annual General Meeting held on July 24, 2019 approved the Syngene Restricted Stock Unit Long Term Incentive Plan FY 2020. Each option entitles for one equity share. The options under this grant will vest to the employees as 25%, 25%, 25% and 25% of the total grant at the end of first, second, third and fourth year from the date of first grant, respectively, with an exercise period of 5 years for each grant. The vesting conditions include service terms and performance of the employees. These options are exercisable at an exercise price of Rs. 10 per share (Face Value of Rs. 10 per share).

#### Details of Grant

Particulars	March 31, 2025	March 31, 2024
	No of Options	No of Options
Outstanding at the beginning of the year	842,084	1,573,842
Granted during the year	-	38,032
Lapses/forfeited during the year	(70,507)	(128,203)
Exercised during the year	(549,015)	(641,587)
Outstanding at the end of the year	<b>222,562</b>	<b>842,084</b>
Exercisable at the end of the year	222,562	561,068
Weighted average exercise price	10	10
Weighted average fair value of shares granted during the year under Black Scholes Model (In Rs)	-	584.50
Weighted average share price at the date of exercise (In Rs)	787.72	659.80

The weighted average remaining contractual life for the stock options outstanding as at March 31, 2025 is 2.34 years [March 31, 2024 - 3.34 years].

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation (continued...)

Assumptions used in determination of the fair value of the stock options under the Black Scholes Model are as follows:

Particulars	March 31, 2025	March 31, 2024
Dividend yield (%)	0.0%	0.0%
Exercise Price (In Rs)	10	10
Expected volatility	30.4%	30.4%
Life of the options granted (vesting and exercise period) in years	3.5	3.5
Average risk-free interest rate	7.2%	7.2%

#### (h) Syngene Long Term Incentive Performance Share Plan 2023

The Board of Directors of Syngene on 22 March 2023 and the Shareholders of the Syngene on 23 April 2023 approved the Syngene Long Term Incentive Performance Share Plan 2023. Each option entitles for one equity share. The plan comprises of 3 metrics basis which performance is evaluated and the units shall vest on 31 May after the close of the third financial year for which the performance is being considered i.e. 31 May 2025, with an exercise period of 5 years for each grant. The vesting conditions include service terms of the employees. These options are exercisable at an exercise price of Rs. 10 per share (Face Value of Rs. 10 per share).

##### Details of Grant

Particulars	March 31, 2025	March 31, 2024
	No of Options	No of Options
Outstanding at the beginning of the year	258,254	-
Granted during the year	1,180,989	258,254
Lapses/forfeited during the year	(453,476)	-
Exercised during the year	-	-
Outstanding at the end of the year	985,767	258,254
Exercisable at the end of the year	-	-
Weighted average exercise price	-	-
Weighted average fair value of shares granted during the year under Black Scholes Model (In Rs)	976.7	905.7
Weighted average share price at the date of exercise (In Rs)	-	-

The weighted average remaining contractual life for the stock options outstanding as at 31 March 2025 is 6.29 years [31 March 2024 : 6.17 years].

Assumptions used in determination of the fair value of the stock options under the Black Scholes Model are as follows:

Particulars	March 31, 2025	March 31, 2024
Dividend yield (%)	0.0%	0.0%
Exercise Price (In Rs)	10	10
Expected volatility	25.4%	26.2%
Life of the options granted (vesting and exercise period) in years	6.29	6.17
Average risk-free interest rate	6.5%	7.1%

#### (i) Syngene Long Term Incentive Outperformance Share Plan 2023

The Board of Directors of Syngene on 22 March 2023 and the Shareholders of Syngene on 23 April 2023 approved the Syngene Long Term Incentive Outperformance Share Plan 2023. The performance assessment period for the said plan is FY 2023 to FY 2027 (i.e. 5 years). However, no grants were given to any employees during the year ended 31 March 2025. Accordingly, no accounting has been done in the current financial year.

#### (j) Biocon Biologics Limited Restricted Stock Units Long Term Incentive Plan FY 2022-24

On July 21, 2021, Board of Directors of Biocon Biologics Limited ("BBL") approved the Biocon Biologics Limited Restricted Stock Units Long Term Incentive Plan FY 2022-24 ('RSU Plan') for the grant of Restricted stock units to the employees of BBL and its subsidiaries. The Nomination and Remuneration Committee ('Remuneration Committee') administers the plan through a trust established specifically for this purpose, called the Biocon Biologics Employees Welfare Trust (ESOP Trust).

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation (continued...)

In August 2021, based on the approval of the Board of BBL, BBL granted RSUs to its employees under this Plan. For grants made before August 1, 2021, the options would vest to the employees as 33%, 33% and 34% of the total grant at the end of first, second and third year, respectively from the date of grant. Where the grant is made after August 01, 2021 and before July 31, 2022, the vesting would be 50% and 50% of the total grant at the end of first and second year, respectively from the date of grant. For grants made after August 1, 2022 and before March 31, 2023, 100% would vest in one year from the date of grant. Exercise period is 3 years for each grant. These options are exercisable at Rs. 10 per RSU. The RSU Plan provides for certain market and non-market conditions for vesting which are measured through revenue, profit, achievement of key milestones and share price increase."

#### Details of Grant

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	6,816,996	10	5,637,230	10
Granted during the year	-	-	1,873,818	10
Lapses/forfeited during the year	(359,607)	10	(660,462)	10
Exercised during the year	(501,379)	10	(33,590)	10
Expired during the year	-	-	-	-
Outstanding at the end of the year	5,956,010	10	6,816,996	10
Exercisable at the end of the year	5,956,010	10	2,954,271	10
Weighted average remaining contractual life (in years)	2.6	-	3.6	-
Weighted average fair value of options granted (Rs)	240.4	-	240.4	-

Assumptions used in determination of the fair value of the stock options under the option pricing model for the grants during the year are as follows:

Particulars	March 31, 2025	March 31, 2024
Dividend yield (%)	0.0%	0.0%
Exercise Price (In Rs)	10	10
Expected volatility	31.3% - 32.2%	31.3% - 32.2%
Life of the options granted (vesting and exercise period) in years	4	4
Average risk-free interest rate	7.0% - 7.2%	7.0% - 7.2%

#### (k) Biocon Biologics Limited Restricted Stock Units Long Term Incentive Plan FY 2023

On February 22, 2023, Board of Directors of the Company approved the Biocon Biologics Limited Restricted Stock Units Long Term Incentive Plan FY 2023 ('RSU Plan 2023') for the grant of Restricted stock units to the employees of the Company and its subsidiaries. The Nomination and Remuneration Committee ('Remuneration Committee') administers the plan through a trust established specifically for this purpose, called the Biocon Biologics Employees Welfare Trust (ESOP Trust).

In March 2023, based on the approval of the Board, the Company granted RSUs to its employees under this Plan. The options under this grant would vest to the employees as 25% in first year after the grant date, 25% on the event of IPO, 25% after the expiry of one year from IPO date and 25% after the expiry of 2 years from the IPO date. The options are exercisable only on the event of an IPO and exercise period shall be one year from the date of last vesting. These options are exercisable at Rs. 10 per RSU."

#### Details of Grant

Particulars	March 31, 2025		March 31, 2024	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	1,582,620	10	2,039,997	10
Granted during the year	-	-	9,550	10
Lapses/forfeited during the year	(350,186)	10	(466,927)	-
Exercised during the year	-	-	-	-
Expired during the year	-	-	-	-
Outstanding at the end of the year	1,232,434	10	1,582,620	10
Exercisable at the end of the year	338,530	-	393,268	10
Weighted average remaining contractual life (in years)	4.0	-	3.9	-
Weighted average fair value of options granted (Rs)	241.4	-	241.4	-

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation (continued...)

Assumptions used in determination of the fair value of the stock options under the option pricing model for the grants during the year are as follows:

Particulars	March 31, 2025	March 31, 2024
Dividend yield (%)	0.0%	0.0%
Exercise Price (In Rs)	10	10
Expected volatility	39.5% - 44.7%	39.5% - 44.7%
Life of the options granted (vesting and exercise period) in years	5	5
Average risk-free interest rate	7.1% - 7.4%	7.1% - 7.4%

#### (I) Biocon Biologics Limited Restricted Stock Units and Performance Stock Units Long Term Incentive Plan FY 2025-29 ('RSU Plan 2025')

On February 6, 2024, Board of Directors of Biocon Biologics approved the Biocon Biologics Limited Restricted Stock Units and Performance Stock Units Long Term Incentive Plan FY 2025-29 ('BBL RSU Plan 2025') for the grant of Restricted stock units ('RSU') and Performance stock units to the employees of BBL and its subsidiaries. The Nomination and Remuneration Committee ('Remuneration Committee') administers the plan through a trust established specifically for this purpose, called the Biocon Biologics Employees Welfare Trust.

During the year ended March 31, 2025, based on the approval of the Board, BBL granted RSUs to its employees under this Plan on various dates. Options granted under the Plan are subject to one of the following vesting criteria:

- i) 100% of the total grant at the end of first year from the date of grant.
- ii) 33%, 33% and 34% of the total grant at the end of first, second and third year, respectively from the date of grant.
- iii) 100% of the total grant at the end of third year from the date of grant.

RSU Plan 2025 also provides for certain market and non-market conditions for vesting which are measured through revenue, profit, achievement of key milestones and share price increase. Exercise period is 3 years from the date of vesting for each of the grant and the exercise price is Rs. 10 per RSU/PSU.

#### Details of Grant

Particulars	March 31, 2025	
	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	-	-
Granted during the year	3,898,782	10
Lapses/forfeited during the year	(15,222)	10
Exercised during the year	-	-
Expired during the year	-	-
Outstanding at the end of the year	3,883,560	10
Exercisable at the end of the year	-	-
Weighted average remaining contractual life (in years)	4.7	-
Weighted average fair value of options granted (Rs)	301.8	-

Assumptions used in determination of the fair value of the stock options under the option pricing model for the grants during the year are as follows:

Particulars	March 31, 2025
Dividend yield (%)	0.0%
Exercise Price (In Rs)	10
Expected volatility	30.4% - 33.8%
Life of the options granted (vesting and exercise period) in years	5
Average risk-free interest rate	6.5% - 6.7%

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 30. Employee stock compensation (continued...)

Particulars	March 31, 2025	March 31, 2024
<b>Summary of movement in respect of shares held by ESOP Trust is as follows:</b>		
Opening balance	3,795,118	6,612,268
Add: Shares purchased by the ESOP trust	-	-
Add: Shares issued by the Company	-	-
Less: Shares exercised by employees	(1,258,096)	(2,817,150)
<b>Closing balance</b>	<b>2,537,022</b>	<b>3,795,118</b>
Options granted and eligible for exercise at end of the year	601,664	979,872
Options granted but not eligible for exercise at end of the year	809,132	1,742,498
<b>Summary of movement in respect of equity shares of Syngene held by the RSU Trust is as follows:</b>		
Opening balance	1,091,447	1,091,447
Less: Shares exercised by employees	-	-
Less: Shares sold by the RSU Trust	-	-
<b>Closing balance</b>	<b>1,091,447</b>	<b>1,091,447</b>
Options granted and eligible for exercise at end of the year	-	-
Options granted but not eligible for exercise at end of the year	-	-
<b>Summary of movement in respect of equity shares of Biocon Biologics Limited held by the RSU Trust is as follows:</b>		
Opening balance*	10,809,520	10,809,520
Add: Shares purchased by the RSU Trust from Biocon Limited	-	-
<b>Closing balance</b>	<b>10,809,520</b>	<b>10,809,520</b>
Options granted but not eligible for exercise at end of the year	3,201,650	5,143,254

\*adjusted for the effect of bonus shares

### 31. Earnings per share (EPS)

	March 31, 2025	March 31, 2024
<b>Earnings</b>		
Profit for the year attributable to the shareholders of the Company		
<b>Profit for the year</b>	<b>10,133</b>	<b>10,225</b>
<b>Shares</b>		
Basic outstanding shares	1,200,600,000	1,200,600,000
Less: Weighted average shares held with the ESOP Trust	(3,144,501)	(5,171,187)
<b>Weighted average shares used for computing basic EPS</b>	<b>1,197,455,499</b>	<b>1,195,428,813</b>
Add: Effect of dilutive options granted but not yet exercised / not yet eligible for exercise	746,290	1,441,689
<b>Weighted average shares used for computing diluted EPS</b>	<b>1,198,201,789</b>	<b>1,196,870,502</b>
<b>Earnings per equity share</b>		
Basic (in Rs)	8.46	8.55
Diluted (in Rs)	8.46	8.54

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 32. Exceptional items (net)

- a. During the year ended March 31, 2025, one of the subsidiary of BBL has raised funds through issue of senior secured notes amounting to Rs. 66,763 (USD 800 million) and new syndicated facility amounting to Rs. 26,705 (USD 320 million). The funds are utilised to refinance existing term loans. The unamortized portion of debt raise cost of the retired term loans amounting to Rs. 1,216 is written-off to consolidated profit and loss account, classified as an exceptional item in the consolidated financial statements. Consequential tax impact of Rs. 304 was included within tax expense.
- b. During the year ended March 31, 2024, one of the subsidiary of BBL recorded provision for inventory for a product due to its low demand and consequentially lower probability of liquation amounting to Rs. 2,366. This was recorded under the head 'Exceptional Item'.  
During the year ended March 31, 2025, such inventory amounting to Rs. 885 was liquidated. Hence, the related provision has been reversed and reflected as an exceptional item in the consolidated financial statements for the year. Consequential tax impact of Rs. 147 is included within tax expense.
- c. During the year ended March 31, 2025, Syngene received its final claim of Rs. 320 from the insurance company for the loss of fixed assets in fire incident on December 12, 2016.
- d. During the year ended March 31, 2025, the Group invested Rs. 75 against equity shares issued by Indian Foundation for Quality Management ('IFQM'). As at March 31, 2025, the Group has fair valued such investment and has recorded fair value charge of Rs. 75 disclosed under 'exceptional items' in the consolidated financial statements.
- e. On 04 July 2023, Syngene entered into a binding term sheet for acquiring Unit 3 biologics manufacturing facility in Bangalore, India, from Stelis Biopharma Limited (SBL). The unit has been acquired effective 1 December 2023 on a slump sale basis at a total cash consideration of Rs. 5,632.  
Pursuant to above acquisition, Syngene incurred transaction costs of Rs. Rs. 111 for the year ended March 31, 2024 and the same has been disclosed in the consolidated financial statements. Consequential tax impact of Rs. Rs. 31 is included in tax expense for the year.
- f. The Department of Pharmaceuticals ('DOP'), via Corrigendum dated October 20, 2023, has modified the PLI guidelines to limit the annual incentive allocation to each applicant for the first 4 years of the scheme. Pursuant to such guidelines, during the year ended March 31, 2024, the Group reversed Rs. 166 of excess PLI accrual made in the consolidated financial statements. Consequential tax impact of Rs. 22 is included in tax expense for the year.
- g. During the year ended March 31, 2024, one of the subsidiaries of Biocon Biologics Limited (BBL) had received Rs. 18,269 towards working capital under the existing arrangements. BBL had recorded these receivables at fair value of Rs. 10,219 having regard to the timing and probability of recovery. The resulting difference of Rs. 8,050 is recorded as a gain in the consolidated financial statements. Consequential tax impact of Rs. 407 is included within tax expense. The remaining contingent consideration receivable of USD 30 Mn was recorded at fair value at Rs.750 under other financial assets as at March 31, 2025 [refer note 6]  
Further, during the year ended March 31, 2025, BBL settled Rs. 2,518 towards working capital under the existing arrangements, which was recorded at fair value of Rs. 1,382. The resulting difference of Rs. 1,136 is recorded as a gain in the consolidated financial statements. Consequential tax impact of Rs. 284 is included within tax expense.
- h. During the year ended March 31, 2024, one of the subsidiaries of Biocon Biologics Limited (BBL) pursuant to the uncertainty of ability to commercialize a product for development and commercialization in certain territories, recorded an impairment of the carrying value of the intangible asset amounting to Rs. 3,854.
- i. During the year ended March 31, 2024, Biocon Pharma Limited ('BPL') and its subsidiaries pursuant to the uncertainty in commercialization of product in certain territories, recorded an impairment of the carrying value of the intangible asset amounting Rs. 91. Similarly, Rs. 86 is recorded an impairment of the carrying value of the intangible asset during the year ended March 31, 2025 by one of the subsidiary of BPL.
- j. BBL had obtained services of professional experts (like advisory, legal counsel, valuation experts etc.) for the acquisition of Viatrix Biosimilar's business in the year 2023. The Group recorded Rs. 1,582 in the year ended March 31, 2024 as an expense in the consolidated financial statements.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 33. Related party transactions

List of related parties with whom the Group had transactions during the year:

Name of related parties	Nature of relationship
<b>Key management personnel</b>	
Kiran Mazumdar Shaw	Executive Chairperson
Siddharth Mittal	Managing Director & Chief Executive Officer
Indranil Sen	Chief Financial Officer (upto March 14, 2024)
Mukesh Kamath	Interim Chief Financial Officer (w.e.f June 11, 2024)
Mayank Verma	Company Secretary (upto April 14, 2025)
Meleveetil Damodaran	Independent director (upto July 25, 2024)
Bobby Kanubhai Parikh	Independent director
Ravi Rasendra Mazumdar	Non-executive director
Eric Vivek Mazumdar	Non-executive director
Naina Lal Kidwai	Independent director
Peter John Bains	Independent director (w.e.f December 12, 2022 upto September 18, 2023)
Peter John Bains	Group Chief Executive Officer (w.e.f September 18, 2023 upto March 31, 2025)
Rekha Mehrotra Menon	Independent director
Nicholas Hagger	Independent director (w.e.f September 01, 2023)
Atul Dhawan	Independent director (w.e.f May 16, 2024)
<b>Joint Ventures</b>	
NeoBiocon FZ LLC	Joint-venture
<b>Other related parties</b>	
Mylan Inc. (w.e.f November 29, 2022)	Investor which has significant influence over a subsidiary
Biocon Foundation	Trust in which key management personnel are the Board of Trustees
Immuneel Therapeutics Private Limited	Enterprise in which a director of the Company is a member of board of directors
Bicara Therapeutics Inc.	Enterprise in which a director of the Company is a member of board of directors (w.e.f. December 13, 2023)
Mazumdar Shaw Medical Foundation	Trust in which key management personnel are the Board of Trustees
Glentec International Limited	Enterprise owned by key management personnel
Catherine Rosenberg	Relative of a director
Jeeves	Enterprise in which relative to a director of the Company is proprietor
Narayana Hrudayalaya Limited	Enterprise in which a director of the Company is a member of board of directors

The Group has the following related party transactions

Particulars	Transactions / Balances	March 31, 2025	March 31, 2024
<b>Key management personnel</b>	Salary and perquisites [refer note (a) & (b) below]	277	199
	Sitting fees and commission	72	63
	Outstanding as at the year end:		
	- Trade and other payables	14	3
<b>Associate</b>	Sale of services	-	1,195
	Outstanding as at the year end:		
	- Trade and other receivables	-	190
<b>Joint Venture</b>	Purchase of goods	-	47
	Sale of services	18	-
	Dividend received	28	-
	Sales promotion and other expenses	-	18
	Outstanding as at the year end:		
	- Trade and other payables	4	301

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 33. Related party transactions (continued...)

Particulars	Transactions / Balances	March 31, 2025	March 31, 2024
<b>Other related parties</b>			
	Sale of goods	-	46
	Sale of services	-	8
	Expense cross charge in relation to Transition Support Agreement ('TSA')	536	10,924
	Expenses incurred by related party on behalf of the Company	884	130
	Health services availed	4	-
	CSR Expenditure	221	198
	Other expenses	63	69
	Outstanding as at the year end:		
	- Trade and other receivables	61	10
	- Deferred consideration payable	-	27,423
	- Contingent consideration payable	8,970	7,426
	- Contingent consideration receivable	-	750
	- Trade and other payables	144	-

\* Amounts are not represented since the amounts are rounded off to Rupees million.

^ For closing receivables and payable balances arising from business combination, refer note 6(a) and note 16.

- The remuneration to key management personnel doesn't include the provisions made for gratuity and compensated absences amounting to Rs 12 (March 31, 2024: Rs 13), as they are obtained on an actuarial basis for the Company as a whole.
- Share-based compensation expense allocable to key management personnel is Rs 66 (March 31, 2024 - Rs 59) which is not included in the remuneration disclosed above.
- The above disclosures include related parties as per Ind AS 24 on "Related Party Disclosures".
- All transactions with these related parties are priced on an arms length basis and none of the balances are secured.

### 34. Contingent liabilities and commitments

(to the extent not provided for)

	March 31, 2025	March 31, 2024
<b>(i) Contingent liabilities:</b>		
(a) Claims against the Company not acknowledged as debt	11,761	11,356
The above includes:		
(i) Direct taxation	9,468	9,337
(ii) Indirect taxation (includes matters pertaining to disputes on central excise, custom duty and service tax)	1,945	1,671
(iii) Other matters	348	348

In light of recent 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 in one of its subsidiary.

The Group is involved in taxation matters that arise from time to time in the ordinary course of business. Judgment is required in assessing the range of possible outcomes for some of these tax matters, which could change over time as each of the matter progresses depending on experience on actual assessment proceedings by tax authorities and other judicial precedents. Based on its internal assessment supported by external legal counsel views, if any, the Group believes that it will be able to sustain its positions if challenged by the authorities and accordingly no additional provision is required for these matters.

Other than the matter disclosed above, the Group is involved in disputes, lawsuits, proceedings etc. including patent and commercial matters that arise from time to time in the ordinary course of business. Management is of the view that above matters are not tenable and will not have any material adverse effect on the Group's financial position and results of operations.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 34. Contingent liabilities and commitments (continued...)

(b) Guarantees:

	March 31, 2025	March 31, 2024
Guarantees given by banks on behalf of the Group for contractual obligations of the Group	50	50

(ii) Commitments:

(a) Estimated amount of contracts remaining to be executed on capital account and not provided for, net of advances

	March 31, 2025	March 31, 2024
- Towards property plant and equipments	9,054	14,588
- Towards others	-	-

### 35. Employee benefit plans

(i) The Group has a defined benefit gratuity plan as per the Payment of Gratuity Act, 1972. Under this legislation, employee who has completed five years of service is entitled to specific benefit. The level of benefits provided depends on the employee's length of service and salary at retirement/termination age and does not have any maximum monetary limit for payments. The gratuity plan is primarily a funded plan and the Group makes contributions to a recognised fund in India.

The plan assets are maintained with HDFC Life Insurance Company Limited (HDFC Life) in respect of gratuity scheme for employees of the Group. The details of investments maintained by the HDFC Life are not available with the Group and not disclosed. The expected rate of return on plan assets is 6.5% p.a. (March 31, 2024: 7.3% p.a.). The Group actively monitors how the duration and expected yield of the investments are matching the expected outflows arising from the employee benefit obligations.

The cost of the defined benefit plans and other long term benefits are determined using actuarial valuations. Actuarial valuations involve making various assumptions that may differ from actual developments in the future. These includes the determination of the discount rate, future salary increases and mortality rate. Due to these complexity involved in the valuation it is highly sensitive to the changes in these assumptions. All assumptions are reviewed at reporting date. The present value of the defined benefit obligation and the related current service cost and planned service cost were measured using the projected unit cost method.

Based on the actuarial valuation obtained in this respect, the following table sets out the status of the gratuity plan and the amounts recognised in the Group's financial statements as at balance sheet date:

Particulars	Present value of defined benefit obligation	Fair value of plan assets	Net defined benefit (asset)/ liability
Balance as on April 01, 2024	1,507	(8)	1,499
Current service cost	179	-	179
Interest expense / (income)	104	(1)	103
<b>Amount recognised in Statement of profit and loss</b>	<b>283</b>	<b>(1)</b>	<b>282</b>
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense / (income)	-	-	-
Actuarial (gain) / loss arising from:			
Demographic assumptions	(20)	-	(20)
Financial assumptions	14	-	14
Experience adjustment	70	-	70
<b>Amount recognised in other comprehensive income</b>	<b>64</b>	<b>-</b>	<b>64</b>
Liabilities transferred out	(42)	-	(42)
Benefits paid	(181)	-	(181)
<b>Balance as at March 31, 2025</b>	<b>1,631</b>	<b>(9)</b>	<b>1,622</b>

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 35. Employee benefit plans (continued...)

Particulars	Present value of defined benefit obligation	Fair value of plan assets	Net defined benefit (asset)/liability
Balance as on April 01, 2023	1,308	(7)	1,301
Current service cost	169	-	169
Interest expense / (income)	95	(1)	94
Amount recognised in Statement of profit and loss	264	(1)	263
<b>Remeasurements:</b>			
Return on plan assets, excluding amounts included in interest expense / (income)	-	-	-
Actuarial (gain) / loss arising from:			
Demographic assumptions	-	-	-
Financial assumptions	9	-	9
Experience adjustment	72	-	72
Amount recognised in other comprehensive income	81	-	81
Liabilities transferred out	(8)	-	(8)
Benefits paid	(138)	-	(138)
Balance as at March 31, 2024	1,507	(8)	1,499
<b>Particulars</b>			
	<b>March 31, 2025</b>	<b>March 31, 2024</b>	
Non-current	1,214	1,101	
Current	408	398	
	1,622	1,499	

### (ii) The assumptions used for gratuity valuation are as below:

	March 31, 2025	March 31, 2024
Interest rate	6.6%	7.2%
Discount rate	6.6%	7.2%
Expected return on plan assets	6.6%	7.3%
Salary increase	6.5% - 9%	9% - 10%
Attrition rate	14% - 30%	14% - 30%
Retirement age - Years	58	58

Assumptions regarding future mortality experience are set in accordance with published statistics and mortality tables as per IALM (2012-14)

The weighted average duration of Group's defined benefit obligation was 6-9 years (March 31, 2024 - 6-9 years).

These defined benefit plans expose the Group to actuarial risks, such as longevity and interest rate risk.

### (iii) Sensitivity analysis

Sensitivity analysis is performed by varying a single parameter while keeping all the other parameters unchanged. Sensitivity analysis does not recognise the interrelationship between underlying parameters. Hence, the results may vary if two or more variables are changed simultaneously. The method used does not indicate anything about the likelihood of change in any parameter and the extent of the change if any. The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions are as below:

Particulars	March 31, 2025		March 31, 2024	
	Increase	Decrease	Increase	Decrease
Discount rate (1% change)	(74)	82	(65)	72
Salary increase (1% change)	80	(74)	70	(65)
Attrition rate (1% change)	(13)	14	(10)	11

Sensitivity of significant actuarial assumptions is computed by varying one actuarial assumption used for the valuation of defined benefit obligation by one percentage, keeping all other actuarial assumptions constant. Although, the analysis does not take account of the full distribution of the cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 35. Employee benefit plans (continued...)

As of March 31, 2025 and March 31, 2024, the plan assets have been invested in insurer managed funds and the expected contribution to the fund during the year ending March 31, 2026, is approximately Rs 281 (March 31, 2025 - Rs 218).

Maturity profile of defined benefit obligation

Particulars	March 31, 2025	March 31, 2024
1st Following year	281	218
2nd Following year	232	183
3rd Following year	226	204
4th Following year	225	166
5th Following year	178	159
Years 6 to 10	820	852
Years 11 and above	285	503

#### (iv) Risk exposure

These defined benefit plans typically expose the Group to actuarial risks as under:

- Investment Risk: The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds.
- Interest rate risk: A decrease in bond interest rate will increase the plan liability.
- Longevity risk: The present value of the defined plan liability is calculated by reference to the best estimate of the mortality of plan participants. An increase in the life expectancy will increase the plan's liability.
- Salary risk: Higher than expected increase in salary will increase the defined benefit obligation.

#### (v) Other long term benefits

Present value of other long term benefits (i.e compensated absences) obligations at the end of the year :

Particulars	March 31, 2025	March 31, 2024
Compensated absences	1,372	1,261

### 36. Financial instruments: Fair value and risk managements

#### A. Accounting classification and fair values

March 31, 2025	Carrying amount					Fair value			
	FVTPL	FVTOCI	Amortised Cost	FVTOE*	Total	Level 1	Level 2	Level 3	Total
<b>Financial assets</b>									
Non-current investments	264	6,533	-	-	6,797	6,237	-	560	6,797
Derivative assets	-	2,838	-	-	2,838	-	2,838	-	2,838
Current investments	4,473	-	-	-	4,473	4,473	-	-	4,473
Trade receivables	-	-	54,879	-	54,879	-	-	-	-
Cash and cash equivalents	-	-	32,271	-	32,271	-	-	-	-
Other bank balances	-	-	8,931	-	8,931	-	-	-	-
Other financial assets	-	-	5,242	-	5,242	-	-	-	-
	4,737	9,371	101,323	-	115,431	10,710	2,838	560	14,108
<b>Financial liabilities</b>									
Borrowings	20,913	-	156,642	-	177,555	-	-	20,913	20,913
Trade payables	-	-	65,487	-	65,487	-	-	-	-
Derivative liabilities	-	687	-	-	687	-	687	-	687
Other financial liabilities	8,970	-	14,452	14,186	37,608	-	-	23,156	23,156
Lease liabilities	-	-	6,065	-	6,065	-	-	-	-
	29,883	687	242,646	14,186	287,402	-	687	44,069	44,756

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 36. Financial instruments: Fair value and risk managements (continued...)

March 31, 2024	Carrying amount					Fair value			
	FVTPL	FVTOCI	Amortised Cost	FVTOE*	Total	Level 1	Level 2	Level 3	Total
<b>Financial assets</b>									
Non-current investments	264	6,573	4	-	6,841	6,295	-	542	6,837
Derivative assets	-	4,041	-	-	4,041	-	4,041	-	4,041
Current investments	3,156	-	-	-	3,156	3,156	-	-	3,156
Trade receivables	-	-	62,306	-	62,306	-	-	-	-
Cash and cash equivalents	-	-	12,336	-	12,336	-	-	-	-
Other bank balances	-	-	10,251	-	10,251	-	-	-	-
Other financial assets	750	-	6,485	-	7,235	-	-	750	750
	<b>4,170</b>	<b>10,614</b>	<b>91,382</b>	<b>-</b>	<b>106,166</b>	<b>9,451</b>	<b>4,041</b>	<b>1,292</b>	<b>14,784</b>
<b>Financial liabilities</b>									
Borrowings	18,324	-	138,972	-	157,296	-	-	18,324	18,324
Trade payables	-	-	62,720	-	62,720	-	-	-	-
Derivative liabilities	-	12	-	-	12	-	12	-	12
Other financial liabilities	7,426	-	35,286	18,018	60,730	-	-	25,444	25,444
Lease liabilities	-	-	5,471	-	5,471	-	-	-	-
	<b>25,750</b>	<b>12</b>	<b>242,449</b>	<b>18,018</b>	<b>286,229</b>	<b>-</b>	<b>12</b>	<b>43,768</b>	<b>43,780</b>

\*Refer note 16 for measurement of non current financial liabilities carried at fair value through other equity (FVTOE).

- The fair value of trade receivables, trade payables and other Current financial assets and liabilities is considered to be equal to the carrying amounts of these items due to their short – term nature
- There have been no transfers between level 1, 2 and 3 needs to be made.
- The Group enters into derivative financial instruments with various counterparties. Derivatives are valued using valuation techniques in consultation with market expert. The most frequently applied valuation technique include forward pricing, swap models and Black Scholes Merton Model (for options valuation), using present value calculations. The models incorporate various inputs including foreign exchange forward rates, interest rate curve and forward rates curve.

## B. Measurement of fair values

Fair value of liquid investments are based on quoted price. Derivative financial instruments are valued based on quoted prices for similar assets and liabilities in active markets or inputs that are directly or indirectly observable in the market place. Contingent consideration arising from business acquisition and Non-Convertible Debentures are valued based on option pricing models, as disclosed in note 36(C).

## Sensitivity analysis

For the fair values of derivative contracts of foreign currencies and interest rates swaps, reasonably possible changes at the reporting date to one of the significant observable inputs, holding other inputs constant, would have the following effects in other comprehensive income (OCI).

Significant observable inputs	March 31, 2025		March 31, 2024	
	Impact on other components of equity		Impact on other components of equity	
	Increase	Decrease	Increase	Decrease
Spot rate of the foreign currency (1% movement)	(287)	259	(617)	595
Interest rates (100 bps movement)	335	(335)	840	(840)

Fair value of the forward foreign contracts are determined using spot and forward exchange rates at the balance sheet dates.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 36. Financial instruments: Fair value and risk managements (continued...)

#### C. Significant Unobservable inputs used in Fair Values

As at March 31, 2025	Valuation Techniques	Significant unobservable inputs	Sensitivity of input to fair value measurement
a) Contingent consideration payable	Binomial Option Pricing Model - using risk free discount rate and growth rate. The fair value is equal to the present value of the probability - weighted future payoffs	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 223 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 269 loss in Statement of Profit and loss.
		b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 356 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 343 loss in Statement of Profit and loss.
b) Non Convertible Debentures [refer note 14(k)]	Binomial Option Pricing Model - using risk free discount rate and growth rate.	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 220 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 223 loss in Statement of Profit and loss.
		b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 164 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 246 loss in Statement of Profit and loss.

As at March 31, 2024	Valuation Techniques	Significant unobservable inputs	Sensitivity of input to fair value measurement
a) Contingent consideration receivable	Binomial Option Pricing Model - using risk free discount rate and growth rate.	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 17 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 17 loss in Statement of Profit and loss.
		b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 46 loss in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 52 gain in Statement of Profit and loss.
b) Contingent consideration payable	Binomial Option Pricing Model - using risk free discount rate and growth rate. The fair value is equal to the present value of the probability - weighted future payoffs	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 231 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 233 loss in Statement of Profit and loss.
		b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 114 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 76 loss in Statement of Profit and loss.
c) Non Convertible Debentures [refer note 14(k)]	Binomial Option Pricing Model - using risk free discount rate and growth rate.	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 305 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 313 loss in Statement of Profit and loss.
		b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 6 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 4 loss in Statement of Profit and loss.

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 36. Financial instruments: Fair value and risk managements (continued...)

### D. Reconciliation of Level 3 fair values

Particulars	Non-current investments	Contingent consideration receivable	Contingent consideration payable	Non Convertible Debentures [refer note 14(i)]	Gross liability on written put options [refer note 16(a)(i)]
<b>At April 01, 2023</b>	545	8,993	6,583	10,922	14,039
Investment made in the current year	130	-	-	-	3,000
Proceeds from Issue	-	-	-	5,000	-
Gain/loss included in Statement of Profit and loss					
- Net change in fair value loss (unrealised)	-	-	843	2,402	979
- Net change in fair value gain (unrealised)	5,744	1,895	-	-	-
Derecognised on account of conversion to Equity shares	-	(10,219)	-	-	-
Foreign currency translation adjustment	-	81	-	-	-
<b>At March 31, 2024</b>	<b>6,419</b>	<b>750</b>	<b>7,426</b>	<b>18,324</b>	<b>18,018</b>
Investment made in the current year	93	-	-	-	-
Gain/loss included in Statement of Profit and loss					
- Net change in fair value loss (unrealised)	-	632	1,544	2,589	1,718
- Net change in fair value gain (unrealised)	272	-	-	-	-
Derecognised on account of settlement	-	(1,382)	-	-	(5,550)
Foreign currency translation adjustment	-	-	-	-	-
<b>At March 31, 2025</b>	<b>6,784</b>	<b>-</b>	<b>8,970</b>	<b>20,913</b>	<b>14,186</b>

### E. Financial risk management

The Company has exposure to the following risks arising from financial instruments:

- Credit risk
- Liquidity risk
- Market risk

#### (i) Risk management framework

The Group's risk management is carried out by the treasury department under policies approved by the Board of Directors. The Board provides written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative and non-derivative financial instruments and investment of excess liquidity.

#### (ii) Credit risk

Credit risk is the risk that the counterparty will not meet its obligation under a financial instrument or customer contract, leading to financial loss. The credit risk arises principally from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions and other financial instruments.

Customer credit risk is managed by each business unit subject to Group's established policy, procedures and control relating to customer credit risk management. The Audit and Risk Management Committee of the respective Company's has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review includes external ratings, where available, and other publicly available financial information. Outstanding customer receivables are regularly monitored and any shipments to major customers are generally covered by letters of credit or other forms of credit insurance.

The Group establishes an allowance for impairment that represents its estimate of expected credit loss in respect of trade and other receivables. The maximum exposure to credit risk at reporting date is primarily from trade receivables amounting to Rs. 54,879 (March 31, 2024: Rs. 62,306). The movement in allowance for credit loss in respect of trade and other receivables during the year was as follows:

Allowance for credit loss	March 31, 2025	March 31, 2024
Opening balance	646	617
Allowance for credit loss recognised / (reversed)	(19)	29
<b>Closing balance</b>	<b>627</b>	<b>646</b>

Refer note 11 for details of aging of trade receivables and allowance for credit losses.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 36. Financial instruments: Fair value and risk managements (continued...)

Trade receivables including unbilled revenue from two individual customers is Rs. 11,428 (March 31, 2024 - Nil) which is individually more than 10 percent of the Group's trade receivables including unbilled revenue.

Credit risk on cash and cash equivalent and derivatives is limited as the Group generally transacts with banks and financial institutions with high credit ratings assigned by international and domestic credit rating agencies which are rated A1+ or AAA. Investments primarily include investment in liquid mutual fund units, bonds and non-convertible debentures.

#### (iii) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

As stated in note 48 (d), the Group believes that the working capital is sufficient to meet its current requirements. Accordingly, no liquidity risk is perceived. In addition, the Group maintains lines of credit as stated in note 14 and note 19.

The following are the contractual maturities of financial liabilities and excluding interest payments. 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:

#### March 31, 2025

Particulars	Less than 1 year	1 - 2 years	2-5 years	More than 5 years	Total
Borrowings [refer note b]	53,498	25,506	98,551	-	177,555
Trade payables	65,487	-	-	-	65,487
Lease liabilities	797	852	2,345	5,340	9,334
Derivative liabilities	455	232	-	-	687
Other financial liabilities [refer note a]	9,326	28,282	-	-	37,608
<b>Total</b>	<b>129,563</b>	<b>54,872</b>	<b>100,896</b>	<b>5,340</b>	<b>290,671</b>

#### March 31, 2024

Particulars	Less than 1 year	1 - 2 years	2-5 years	More than 5 years	Total
Borrowings [refer note b]	25,528	8,293	123,475	-	157,296
Trade payables	62,720	-	-	-	62,720
Lease liabilities	868	689	1,678	2,797	6,032
Derivative liabilities	12	-	-	-	12
Other financial liabilities [refer note a]	50,005	-	10,725	-	60,730
<b>Total</b>	<b>139,133</b>	<b>8,982</b>	<b>135,878</b>	<b>2,797</b>	<b>286,790</b>

(a) Other financial liabilities includes amounts payable towards Gross obligation liability, refer note 16.

(b) Borrowings include non-convertible debentures amounting to Rs. 20,913 (March 31, 2024: Rs. 18,324) related to agreements with the lenders containing certain put options fully described in note 14 to these financial statements.

#### (iv) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices, such as foreign exchange rates, interest rates and equity prices.

##### Foreign currency risk

The Group operates internationally and a major portion of the business is transacted in several currencies and consequently, the Group is exposed to foreign exchange risk through operating and borrowing activities in foreign currency. The Group holds derivative instruments such as foreign exchange forward and option contracts to mitigate the risk of changes in exchange rates and foreign currency exposure.

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 36. Financial instruments: Fair value and risk managements (continued...)

The currency profile of financial assets and financial liabilities as at March 31, 2025 and March 31, 2024 are as below:

March 31, 2025	USD	EUR	Others	Total
<b>Financial assets</b>				
Investments	15	-	-	15
Trade receivables	38,881	6,841	3,051	48,773
Cash and cash equivalents	25,287	2,956	994	29,237
Other bank balances	20	-	-	20
Other financial assets	976	56	10	1,042
<b>Financial liabilities</b>				
Non- current borrowings (including current maturities)	(119,145)	-	-	(119,145)
Current borrowings	(27,819)	-	-	(27,819)
Trade payables	(31,918)	(14,404)	(7,459)	(53,781)
Other financial liabilities	(28,512)	(269)	(20)	(28,801)
<b>Net financial assets/(liabilities)</b>	<b>(142,215)</b>	<b>(4,820)</b>	<b>(3,424)</b>	<b>(150,459)</b>
<b>March 31, 2024</b>				
<b>Financial assets</b>				
Investments	231	-	-	231
Trade receivables	48,370	8,206	2,243	58,819
Cash and cash equivalents	7,973	924	899	9,796
Other bank balances	16	-	-	16
Other financial assets	1,154	-	-	1,154
<b>Financial liabilities</b>				
Non- current borrowings (including current maturities)	(111,998)	-	-	(111,998)
Current borrowings	(13,172)	-	-	(13,172)
Trade payables	(38,779)	(5,943)	(9,424)	(54,146)
Other financial liabilities	(35,172)	(67)	(318)	(35,557)
<b>Net financial assets / (liabilities)</b>	<b>(141,377)</b>	<b>3,120</b>	<b>(6,600)</b>	<b>(144,857)</b>

### Sensitivity analysis

The sensitivity of profit or loss to changes in exchange rates arises mainly from foreign currency denominated financial instruments and the impact on other components of equity arises from foreign exchange forward/option contracts designated as cash flow hedges.

Particulars	Impact on profit or loss		Impact on other components of equity	
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
<b>USD Sensitivity</b>				
INR/USD - Increase by 1%	(1,422)	(1,414)	(1,709)	(2,031)
INR/USD - Decrease by 1%	1,422	1,414	1,709	2,031
<b>EUR Sensitivity</b>				
INR/EUR - Increase by 1%	(48)	31	(48)	31
INR/EUR - Decrease by 1%	48	(31)	48	(31)

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 36. Financial instruments: Fair value and risk managements (continued...)

#### Derivative financial instruments

The following table gives details in respect of outstanding foreign exchange forward and option contracts:

Particulars	March 31, 2025	March 31, 2024
	(in Million)	
Foreign exchange forward contracts to buy USD with maturity between 0-2 years	-	USD 115
Foreign exchange forward contracts to sell USD with maturity between 0-8 years	USD 643	USD 692
European style option contracts with periodical maturity between 0-8 years	USD 233	USD 281
European style range forward contracts with periodical maturity between 0-2 years	USD 211	USD 235
Interest rate swaps used for hedging SOFR component in external commercial borrowings	USD 435	USD 560
Foreign exchange forward contracts to buy between 0-2 Years -JPY	USD 56	-
Foreign exchange forward contracts to sell between 0-2 Years	EUR 128	-
European style range forward contracts with periodical maturity dates between 0-2 Years	EUR 112	-

All of the above contracts are effective as at March 31, 2025 and March 31, 2024 and designated through other comprehensive income.

#### Cash flow and fair value interest rate risk

The Group's main interest rate risk arises from long-term borrowings with variable rates, which expose the Group to cash flow interest rate risk. During the year ended March 31, 2025 and March 31, 2024 the Group's borrowings at variable rate were mainly denominated in USD.

##### (a) Interest rate risk exposure

The exposure of the Group's borrowing to interest rate changes at the end of the reporting period are as follows:

Particulars	March 31, 2025	March 31, 2024
Variable rate borrowings	78,222	126,349
Fixed rate borrowings	99,333	30,947
<b>Total borrowings</b>	<b>177,555</b>	<b>157,296</b>

##### (b) Sensitivity

The Group policy is to maintain a optimum balance between fixed and variable rate borrowings using interest rate swaps to achieve this when necessary. The Group is therefore subject to interest rate risk as defined under Ind AS 107.

A reasonably possible change of 100 basis points in interest rates for variable rate borrowings at the reporting date would have increased/ (decreased) equity and profit or loss by Rs. 782 (March 31, 2024 : Rs. 1,263)

#### Net Investment hedges

A foreign currency exposure arises from the Group's net investment in its foreign subsidiaries that have a USD functional currency. The risk arises from the fluctuation in spot exchange rates between the USD and the INR, which causes the amount of the net investment to vary.

The hedged risk in the net investment hedge is the risk of a weakening USD against the INR that will result in a reduction in the carrying amount of the Group's net investment in its foreign subsidiaries.

During the previous year, the Group designated a USD denominated loan as a hedging instrument to hedge its net investment in foreign operation of its foreign subsidiaries, which mitigates the foreign currency risk arising from the subsidiary's net assets. During the current year, the USD denominated loan has been repaid.

To assess hedge effectiveness, the Group determines the economic relationship between the hedging instrument and the hedged item by comparing changes in the carrying amount of the debt that is attributable to a change in the spot rate with changes in the investment in the foreign operation due to movements in the spot rate (the offset method). The Group's policy is to hedge the net investment only to the extent of the debt principal.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 36. Financial instruments: Fair value and risk managements (continued...)

Particulars	March 31, 2025					
	Nominal Amount	Assets	Liabilities	Balance sheet item where the hedging instrument is included	Change in value of hedging instrument recognised in OCI	Hedge ineffectiveness recognised in profit or loss
<b>Hedging Instrument</b>						
Foreign exchange denominated debt (USD)	7,689	-	(7,689)	Borrowings	(304)	-
<b>Hedged item</b>						
USD net investment	7,689	7,689	-	Net investment	304	-

Particulars	March 31, 2024					
	Nominal Amount	Assets	Liabilities	Balance sheet item where the hedging instrument is included	Change in value of hedging instrument recognised in OCI	Hedge ineffectiveness recognised in profit or loss
<b>Hedging Instrument</b>						
Foreign exchange denominated debt (USD)	12,501	-	(12,501)	Borrowings	(151)	-
<b>Hedged item</b>						
USD net investment	12,501	12,501	-	Net investment	151	-

### 37. Capital management

The key objective of the Group's capital management is to ensure that it maintains a stable capital structure with the focus on total equity to uphold investor, creditor, and customer confidence and to ensure future development of its business. The Group focused on keeping strong total equity base to ensure independence, security, as well as a high financial flexibility for potential future borrowings, if required without impacting the risk profile of the Group.

The Company's goal is to continue to be able to return excess liquidity to shareholders by continuing to distribute annual dividends in future periods.

The amount of future dividends of equity shares will be balanced with efforts to continue to maintain an adequate liquidity status.

The capital structure as of March 31, 2025 and March 31, 2024 was as follows:

Particulars	March 31, 2025	March 31, 2024
Total equity attributable to owners of the Company	216,440	197,837
As a percentage of total capital	55%	56%
Long-term borrowings	124,054	129,324
Short-term borrowings	53,501	27,972
Total borrowings	177,555	157,296
Debt-equity ratio	45%	44%
Total capital (Equity and Borrowings)	393,995	355,133

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 38. Tax expenses

#### (a) Amount recognised in Statement of profit and loss

Particulars	March 31, 2025	March 31, 2024
Current tax	3,693	3,143
Deferred tax expense / (income) related to:		
MAT credit written off/ entitlement	554	(774)
Tax expense on removal of indexation benefit*	199	-
Origination and reversal of temporary differences	126	(95)
<b>Tax expense for the year</b>	<b>4,572</b>	<b>2,274</b>

#### (b) Reconciliation of effective tax rate

Particulars	March 31, 2025	March 31, 2024
Profit/ (loss) before tax		
<b>Profit before tax</b>	<b>18,866</b>	<b>15,252</b>
Tax at statutory income tax rate 25.17% (March 31, 2024- 25.17%)	4,749	3,839
<i>Tax effects of amounts which are not deductible / (taxable) in calculating taxable income</i>		
Difference in overseas/domestic tax rates	1,769	1,193
Exempt income and other deductions	(2,326)	(2,040)
Non-deductible expense/ (income)	514	(209)
Tax losses on which no deferred tax has been recognised	496	263
Tax expense on removal of indexation benefit	199	-
Fair value & dilution gain in associate	-	(911)
Share in loss/ (profit) of joint venture and associate	-	212
Difference in rates for Top-up Tax	444	510
Tax for earlier years	(69)	(334)
Others [refer note (i) below]	(1,204)	(249)
<b>Income tax expense</b>	<b>4,572</b>	<b>2,274</b>

(i) Amounts for year ended March 31, 2025, includes tax impact on sale on business [refer note 42C].

\*Pursuant to amendment in The Finance Act, 2024, resulting in withdrawal of indexation benefit on Long-Term Capital Gain, the Company has written off Deferred Tax Asset created towards indexation benefit on Land amounting to Rs. 199.

#### (c) Recognised deferred tax assets and liabilities

The following is the movement of deferred tax assets / liabilities presented in the consolidated balance sheet

For the year ended March 31, 2025	Opening balance	Others	Recognised in profit or loss	Recognised in OCI	Exchange difference	Closing balance
<b>Deferred tax liabilities</b>						
Property, plant and equipment and intangible assets	3,742	(5)	(253)	-	1	3,485
Intangible assets acquired in business combination [refer note 42A]	2,852	-	999	-	90	3,941
Goodwill	894	-	3,748		73	4,715
Derivative assets	507	-	159	(388)		278
Deferred consideration	215	(24)	(196)		5	-
Others	-	-	(387)	-	-	(387)
<b>Gross deferred tax liabilities</b>	<b>8,210</b>	<b>(29)</b>	<b>4,070</b>	<b>(388)</b>	<b>169</b>	<b>12,032</b>

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 38. Tax expenses (continued...)

For the year ended March 31, 2025	Opening balance	Others	Recognised in profit or loss	Recognised in OCI	Exchange difference	Closing balance
<b>Deferred tax assets</b>						
Provision for employee benefits	607	11	306	24	9	957
Allowance for doubtful debts	26	-	30			56
Other deductible expenses	78	-	42		55	175
MAT credit entitlement	3,419	105	(549)			2,975
Deferred revenue	80	-	8			88
Carry forward losses	2,405	-	3,677			6,082
Others	853	(39)	(323)	33	175	699
<b>Gross deferred tax assets</b>	<b>7,468</b>	<b>77</b>	<b>3,191</b>	<b>57</b>	<b>239</b>	<b>11,032</b>
	(742)	106	(879)	445	70	(1,000)

For the year ended March 31, 2024	Opening balance	Impact of Business combination [note 42A]	Recognised in profit or loss	Recognised in OCI	Exchange difference	Closing balance
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<b>Deferred tax liabilities</b>						
Property, plant and equipment and intangible assets	3,771	-	(128)	-	99	3,742
Intangible assets acquired in business combination [refer note 42A]	2,852	-	-	-	-	2,852
Goodwill	654	-	231	-	9	894
Derivative assets	155	-	(329)	681	-	507
Deferred consideration	385	-	(166)	-	(4)	215
Others	-	-	-	-	-	-
<b>Gross deferred tax liabilities</b>	<b>7,817</b>	<b>-</b>	<b>(392)</b>	<b>681</b>	<b>104</b>	<b>8,210</b>

<b>Deferred tax assets</b>						
Provision for employee benefits	525	-	60	22	-	607
Allowance for doubtful debts	119	-	(93)	-	-	26
Other deductible expenses	180	-	(102)	-	-	78
MAT credit entitlement	2,723	-	696	-	-	3,419
Deferred revenue	93	-	(13)	-	-	80
Carry forward losses	2,603	-	(198)	-	-	2,405
Others	766	-	127	(6)	(34)	853
<b>Gross deferred tax assets</b>	<b>7,009</b>	<b>-</b>	<b>477</b>	<b>16</b>	<b>(34)</b>	<b>7,468</b>
	(808)	-	869	(665)	(138)	(742)

Particulars	March 31, 2025	March 31, 2024
<b>Deferred tax balances</b>		
Deferred tax assets (net)	2,577	3,173
Deferred tax liabilities (net)	(3,577)	(3,915)
	(1,000)	(742)

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 39. Interest in other entities

#### (a) Subsidiaries

The Group's subsidiaries as at March 31, 2025 are set out below. Unless otherwise stated, they have share capital consisting solely of equity shares that are held by the Group, and proportion of ownership interests held equals the voting rights held by the Group. The country of incorporation or registration is also their principal place of business.

No.	Name of entity	Country of incorporation	Ownership interest held by the Group		Ownership interest held by the non-controlling interest		Principal activities
			March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024	
			%	%	%	%	
1	Syngene International Limited	India	52.5	54.9	47.5	45.1	Contract research and manufacturing services
2	Biocon Pharma Limited ('BPL')	India	100.0	100.0	-	-	Biopharmaceutical manufacturing
3	Biocon Biologics Limited*	India	76.8	75.6	23.2	24.4	Biopharmaceutical manufacturing
4	Biocon Biosphere Limited	India	100.0	100.0	-	-	Biopharmaceutical manufacturing
5	Biocon Academy	India	100.0	100.0	-	-	Not for profit organisation
6	Syngene Scientific Solutions Limited	India	52.5	54.9	47.5	45.1	CRAMS and clinical research services
7	Syngene Manufacturing Solutions Limited	India	52.5	54.9	47.5	45.1	Manufacture of enzyme products and medicinal goods
8	Biocon SA	Switzerland	100.0	100.0	-	-	Research and development
9	Biocon Sdn Bhd	Malaysia	76.8	75.6	23.2	24.4	Biopharmaceutical manufacturing and sale of biosimilar products
10	Biocon Biologics Healthcare Malaysia SDN. BHD	Malaysia	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
11	Biocon Biologics UK Limited	United Kingdom	76.8	75.6	23.2	24.4	Sale of biosimilar products
12	Biocon Pharma UK Limited	United Kingdom	100.0	100.0	-	-	Sale of pharmaceutical products
13	Biosimilars Newco Limited	United Kingdom	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
14	Biocon Biologics Inc.	United States	76.8	75.6	23.2	24.4	Business support and marketing for Biosimilar products
15	Biocon Pharma Inc.	United States	100.0	100.0	-	-	Sale of pharmaceutical products
16	Syngene USA Inc.	United States	52.5	54.9	47.5	45.1	Marketing and business development support services
17	Biocon Biologics do Brasil Ltda.	Brazil	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
18	Biocon Biologics FZ-LLC	Dubai	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
19	Biocon FZ LLC.	Dubai	100.0	100.0	-	-	Sale of pharmaceutical products
20	Biocon Pharma Ireland Limited	Ireland	100.0	100.0	-	-	Sale of pharmaceutical products
21	Biosimilars Collaborations Ireland Limited	Ireland	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
22	Biocon Pharma Malta Limited	Malta	100.0	100.0	-	-	Sale of pharmaceutical products
23	Biocon Pharma Malta I Limited	Malta	100.0	100.0	-	-	Sale of pharmaceutical products
24	Biocon Biologics Canada Inc.	Canada	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
25	Biocon Biologics Germany GmbH	Germany	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
26	Biocon Biologics France S.A.S	France	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
27	Biocon Biologics Spain, S.L.	Spain	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
28	Biocon Biologics Switzerland AG	Switzerland	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
29	Biocon Biologics Belgium BV	Belgium	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 39. Interest in other entities (continued...)

No.	Name of entity	Country of incorporation	Ownership interest held by the Group		Ownership interest held by the non-controlling interest		Principal activities
			March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024	
			%	%	%	%	
30	Biocon Biologics Finland OY	Finland	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
31	Biocon Generics Inc.	United States	100.0	100.0	23.2	24.4	Sale of biopharmaceutical products
32	Biocon Biologics Morocco S.A.R.L.A.U	Morocco	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
33	Biocon Biologics Greece SINGLE MEMBER PC	Greece	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
34	Biocon Biologics South Africa (PTY) Ltd	South Africa	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
35	Biocon Biologics (Thailand) Co. Ltd	Thailand	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
36	Biocon Biologics Philippines Inc	Philippines	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
37	Biocon Biologics Italy S.R.L	Italy	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
38	Biocon Biologics Croatia LLC	Croatia	76.8	75.6	23.2	24.4	Sale of biopharmaceutical products
39	Biocon Biologics Global PLC#	United Kingdom	76.8	-	23.2	NA	Sale of biopharmaceutical products

\* Also refer note 16

# Incorporated during the current year

### (b) Non-controlling interests

Below is the summarised consolidated financial information for Syngene International Limited and Biocon Biologics Limited that has non-controlling interests that is material to the Group as on March 31, 2025. The amounts disclosed for the subsidiary are before inter-company eliminations.

#### Syngene International Limited

##### Summarised balance sheet

Particulars	March 31, 2025	March 31, 2024
Non-current assets	45,086	41,926
Current assets	22,873	19,590
<b>Total assets</b>	<b>67,959</b>	<b>61,516</b>
Non-current liabilities	6,727	7,496
Current liabilities	13,964	11,443
<b>Total liabilities</b>	<b>20,691</b>	<b>18,939</b>
Net assets	47,268	42,577
Accumulated non-controlling interest	22,495	19,440

##### Summarised statement of profit and loss

Particulars	March 31, 2025	March 31, 2024
Revenue from operations	36,424	34,886
Profit for the year	4,962	5,100
Other comprehensive income	(147)	1,426
<b>Total comprehensive income</b>	<b>4,815</b>	<b>6,526</b>
Total comprehensive income allocated to non-controlling interests	2,246	2,944
Dividends paid to non-controlling interests	(229)	(226)

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

### 39. Interest in other entities (continued...)

#### Summarised statement of cash flows

Particulars	March 31, 2025	March 31, 2024
Cash flows generated from operating activities	11,676	10,422
Cash flows used in investing activities	(7,448)	(4,956)
Cash flows (used in) from financing activities	(1,417)	(5,514)
Net (decrease) in cash and cash equivalents	2,811	(48)

#### Biocon Biologics Limited

#### Summarised balance sheet

Particulars	March 31, 2025	March 31, 2024
Non-current assets	334,599	330,169
Current assets	108,855	100,923
<b>Total assets</b>	<b>443,454</b>	<b>431,092</b>
Non-current liabilities	140,598	128,128
Current liabilities	105,928	119,555
<b>Total liabilities</b>	<b>246,526</b>	<b>247,683</b>
Net assets	196,928	183,409
Accumulated non-controlling interest	38,190	35,471

#### Summarised statement of profit and loss

Particulars	March 31, 2025	March 31, 2024
Revenue from operations	90,174	88,242
Profit for the year	8,896	2,182
Other comprehensive income	4,084	2,610
<b>Total comprehensive income</b>	<b>12,980</b>	<b>4,792</b>
Total comprehensive income allocated to non-controlling interests	2,719	988

#### Summarised statement of cash flows

Particulars	March 31, 2025	March 31, 2024
Cash flows generated from operating activities	23,729	21,867
Cash flows used in investing activities	(1,371)	(7,338)
Cash flows (used in) / generated from financing activities	(9,200)	(17,719)
Net (decrease) / increase in cash and cash equivalents	13,158	(3,190)

### (c) Interest in joint venture

The Group has only one joint venture in the name of NeoBiocon FZ LLC ("NeoBiocon"), incorporated in Dubai as at March 31, 2025 holding 49% (March 31, 2024: 49%) of the equity stake and accounted for using the equity method. NeoBiocon has share capital solely consisting of equity shares, which are held directly by ownership interest in the same proportion of voting rights held.

#### Summarised balance sheet of NeoBiocon is as follows:

Particulars	March 31, 2025	March 31, 2024
Non-current assets	5	1
Current assets	70	379
<b>Total assets</b>	<b>75</b>	<b>380</b>
Non-current liabilities	-	18
Current liabilities	41	120
<b>Total liabilities</b>	<b>41</b>	<b>138</b>
Net assets	34	242
Percentage ownership interest	49%	49%
Accumulated Group's share of net assets	-	-

# Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 39. Interest in other entities (continued...)

### Summarised statement of profit and loss of NeoBiocon

Particulars	March 31, 2025	March 31, 2024
Revenue from operations	-	47
Profit/(Loss) for the year	(153)	(156)
<b>Total comprehensive income</b>	<b>(153)</b>	<b>(156)</b>
Share of Profit/(loss) from joint venture	-	(77)

### (d) Interest in associate

Particulars	March 31, 2025	March 31, 2024
IATRICa Inc. - 4,285,714 (March 31, 2024 - 4,285,714) Series A Preferred Stock at US\$ 0.70 each, par value US \$ 0.00001 each	131	131
Less: Provision for decline, other than temporary, in the value of non-current investments	(131)	(131)
	-	-
<b>Total investment in associate and joint venture (c+d)</b>	<b>-</b>	<b>-</b>

## 40. Segment Reporting

Based on the "management approach" as defined in Ind AS 108, the Chief Operating Decision Maker ("CODM") evaluates the Group's performance based on an analysis of various performance indicators by business segments and geographic segments. Accordingly, information has been presented both along business segments and geographic segments. The accounting principles used in the preparation of the financial statements are consistently applied to record revenue and expenditure in individual segments, and are as set out in the significant accounting policies.

### April 1, 2024 to March 31, 2025

Particulars	Generics	Biosimilars	Research	Unallocated/ Eliminations	Total
<b>Revenues</b>					
External revenue	27,468	89,292	35,857	-	152,617
Inter-segment revenue	2,707	882	567	(4,156)	-
<b>Total revenues</b>	<b>30,175</b>	<b>90,174</b>	<b>36,424</b>	<b>(4,156)</b>	<b>152,617</b>
<b>Costs</b>					
Segment costs	(26,659)	(68,989)	(25,306)	-	(120,954)
Inter-segment costs	(547)	(2,183)	(700)	3,430	-
<b>Results</b>					
Other income including interest	796	11,275	718	(707)	12,082
<b>Operating profit</b>					<b>43,745</b>
Depreciation / Amortisation	(1,817)	(11,151)	(4,326)	424	(16,870)
Finance costs	(193)	(8,250)	(531)	-	(8,974)
Share of profit/(loss) of joint venture and associate	-	-	-	-	-
<b>Segment results</b>	<b>1,755</b>	<b>10,876</b>	<b>6,279</b>	<b>(1,009)</b>	<b>17,901</b>
Exceptional items, net	-	-	-	965	965
Income taxes - Current and deferred	-	-	-	(4,572)	(4,572)
Non-controlling interests	-	-	-	(4,161)	(4,161)
<b>Profit after taxes attributable to shareholders</b>					<b>10,133</b>
<b>Other Information</b>					
Segment assets	83,271	444,400	67,959	(7,657)	587,973
<b>Total assets</b>					<b>587,973</b>
Segment liabilities	31,004	239,121	20,691	20,032	310,848
<b>Total liabilities</b>					<b>310,848</b>

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 40. Segment Reporting (continued...)

April 1, 2023 to March 31, 2024

Particulars	Generics	Biosimilars	Novels	Research	Unallocated/ Eliminations	Total
<b>Revenues</b>						
External revenue	25,001	88,183	-	34,373	-	147,557
Inter-segment revenue	2,984	59	-	513	(3,556)	-
<b>Total revenues</b>	<b>27,985</b>	<b>88,242</b>	<b>-</b>	<b>34,886</b>	<b>(3,556)</b>	<b>147,557</b>
<b>Costs</b>						
Segment costs	(24,832)	(65,669)	148	(24,217)	-	(114,570)
Inter-segment costs	(86)	(2,432)	-	(526)	3,044	-
<b>Results</b>						
Other income including interest	888	1,754	5,353	906	(246)	8,655
<b>Operating profit</b>						<b>41,642</b>
Depreciation / Amortisation	(1,568)	(10,297)	-	(4,258)	435	(15,688)
Finance costs	(6)	(8,641)	-	(472)	(625)	(9,744)
Share of profit of joint venture and associate	(77)	-	(765)	-	-	(842)
<b>Segment results</b>	<b>2,304</b>	<b>2,957</b>	<b>4,736</b>	<b>6,319</b>	<b>(948)</b>	<b>15,368</b>
Exceptional items, net	-	-	-	-	(116)	(116)
Income taxes - Current and deferred	-	-	-	-	(2,274)	(2,274)
Non-controlling interests	-	-	-	-	(2,753)	(2,753)
<b>Profit after taxes attributable to shareholders</b>						<b>10,225</b>
<b>Other Information</b>						
Segment assets	71,067	431,435	-	61,516	(3,311)	560,707
<b>Total assets</b>						<b>560,707</b>
Segment liabilities	19,757	257,344	-	18,939	11,919	307,959
<b>Total liabilities</b>						<b>307,959</b>

## Geographical segments

Revenue from operations	Year ended	Year ended
	March 31, 2025	March 31, 2024
India	9,765	16,079
United States of America	70,423	64,550
European union (including Ireland)	38,481	35,169
Rest of the world	33,948	31,759
<b>Total</b>	<b>152,617</b>	<b>147,557</b>
Non-current assets	March 31, 2025	March 31, 2024
India	104,200	96,612
European union (including Ireland)	65,673	65,761
United Kingdom	199,731	197,217
Malaysia	31,934	27,664
Rest of the world	7,934	3,395
<b>Total</b>	<b>409,472</b>	<b>390,649</b>

Note: Non-current assets excludes financial assets, income tax and deferred tax assets.

## Significant clients

There is no revenue from single customer which is more than 10 percent of the Group's total revenue for the year ended March 31, 2025 and March 31, 2024.

## Segment revenue and results

The expenses that are not directly attributable and that can not be allocated to a business segment on a reasonable basis are shown as unallocated corporate expenses. Further, the Group has classified interest on loans raised by the Parent company and its wholly owned subsidiary to fund the business acquisition as unallocable corporate expenses.

## Segment assets and liabilities

Segment assets include all operating assets used by the business segment and consist principally of fixed assets and current assets. Segment liabilities comprise of liabilities which can be directly allocated against the respective segments. Assets and liabilities that have not been allocated between segments are shown as part of unallocated corporate assets and liabilities respectively.

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 41. Additional information, as required under Schedule III of the Act, of enterprises consolidated as subsidiary/associates/joint venture

Name of Entity	Net assets as at March 31, 2025		Share in profit or loss for the year ended March 31, 2025		Share in other comprehensive income for the year ended March 31, 2025		Share in total comprehensive income for the year ended March 31, 2025	
	As a % of consolidated net assets	Amount	As a % of consolidated profit or loss	Amount	As a % of consolidated other comprehensive income	Amount	As a % of consolidated total comprehensive income	Amount
<b>Holding Company</b>								
Biocon Limited	18%	115,244	33%	6,093	9%	(124)	35%	5,969
<b>Subsidiaries</b>								
<i>Indian</i>								
Syngene International Limited	4%	23,894	13%	2,381	6%	(93)	13%	2,288
Syngene Scientific Solutions Limited	-	1,689	1%	244	-	(3)	1%	241
Syngene Manufacturing Solutions Limited	-	9	-	-	-	-	-	-
Biocon Pharma Limited	-	817	4%	823	-	(4)	5%	819
Biocon Biologics Limited	22%	144,702	35%	6,444	74%	(1,072)	31%	5,372
Biocon Biosphere Limited	-	(95)	-1%	(186)	11%	(155)	-2%	(341)
Biocon Academy	-	1	-	-	-	-	-	-
<i>Foreign</i>								
Biocon SA	1%	5,536	-	18	-	-	-	18
Biocon Sdn Bhd	-	(551)	2%	371	-	-	2%	371
Biocon Biologics UK Limited	18%	117,625	8%	1,413	-	-	8%	1,413
Biosimilars Newco Limited	18%	114,231	-22%	(4,117)	60%	(874)	-29%	(4,991)
Biosimilars Collaboration Ireland Limited	9%	55,758	-4%	(688)	-	-	-4%	(688)
Biocon Biologics Canada Inc.	-	93	-	67	-	-	-	67
Biocon Biologics Germany GmbH	-	136	1%	124	-	-	1%	124
Biocon Pharma Inc.	-	2,401	1%	115	-1%	16	1%	131
Biocon FZ LLC.	-	246	-	89	-	-	1%	89
Biocon Biologics Healthcare Malaysia SDN. BHD	-	(2)	-	(1)	-	-	-	(1)
Syngene USA Inc.	1%	4,438	-	38	-	-	-	38
Biocon Pharma UK Limited	-	99	-	10	-	-	-	10
Biocon Pharma Ireland Limited	-	6	-	(1)	-	-	-	(1)
Biocon Biologics Inc.	-	1,705	5%	975	-	-	6%	975
Biocon Biologics do Brasil Ltda.	-	73	-	(14)	-	-	-	(14)
Biocon Biologics FZ-LLC	-	103	-	10	-	-	-	10
Biocon Biologics France S.A.S	-	134	-	81	-	-	-	81
Biocon Biologics Spain, S.L.	-	16	-	15	-	-	-	15
Biocon Biologics Switzerland AG	-	11	-	8	-	-	-	8
Biocon Biologics Belgium BV	-	12	-	9	-	-	-	9
Biocon Biologics Finland OY	-	5	-	4	-	-	-	4
Biocon Generics Inc.	-	648	-	(53)	-4%	59	-	6
Biocon Biologics Morocco S.A.R.L.A.U	-	59	-	16	-	-	-	16
Biocon Biologics Greece SINGLE MEMBER P.C	-	17	-	13	-	-	-	13

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

Name of Entity	Net assets as at March 31, 2025		Share in profit or loss for the year ended March 31, 2025		Share in other comprehensive income for the year ended March 31, 2025		Share in total comprehensive income for the year ended March 31, 2025	
	As a % of consolidated net assets	Amount	As a % of consolidated profit or loss	Amount	As a % of consolidated other comprehensive income	Amount	As a % of consolidated total comprehensive income	Amount
Biocon Biologics South Africa (PTY) Ltd	-	2	-	2	-	-	-	2
Biocon Biologics (Thailand) Co. Ltd	-	63	-	1	-	-	-	1
Biocon Biologics Philippines Inc	-	21	-	4	-	-	-	4
Biocon Biologics Italy S.R.L	-	3	-	2	-	-	-	2
Biocon Biologics Croatia LLC	-	2	-	2	-	-	-	2
Biocon Biologics Global PLC	-	104	1%	102	-	-	1%	102
Biocon Pharma Malta Limited	-	(4)	-	-	-	-	-	-
Biocon Pharma Malta I Limited	-	-	-	4	-	-	-	4
<b>Joint venture</b>								
<i>Foreign</i>								
NeoBiocon FZ LLC.	-	-	-	-	-	-	-	-
<b>Associates</b>								
<i>Foreign</i>								
IATRICa Inc., USA	-	-	-	-	-	-	-	-
Non-controlling interest	9%	60,685	22%	4,161	-55%	804	30%	4,965
<b>Gross Total</b>	<b>100%</b>	<b>649,936</b>	<b>100%</b>	<b>18,579</b>	<b>100%</b>	<b>(1,446)</b>	<b>100%</b>	<b>17,133</b>
Adjustment arising on consolidation		(372,811)		(4,285)		5,813		1,528
<b>Total</b>		<b>277,125</b>		<b>14,294</b>		<b>4,367</b>		<b>18,661</b>

Name of Entity	Net assets as at March 31, 2024		Share in profit or loss for the year ended March 31, 2024		Share in other comprehensive income for the year ended March 31, 2024		Share in total comprehensive income for the year ended March 31, 2024	
	As a % of consolidated net assets	Amount	As a % of consolidated profit or loss	Amount	As a % of consolidated other comprehensive income	Amount	As a % of consolidated total comprehensive income	Amount
<b>Holding Company</b>								
Biocon Limited	18%	109,123	14%	1,193	0%	(7)	11%	1,186
<b>Subsidiaries</b>								
<i>Indian</i>								
Syngene International Limited	4%	22,475	28%	2,364	35%	788	30%	3,152
Syngene Scientific Solutions Limited	-	1,450	5%	396	-	(5)	4%	391
Syngene Manufacturing Solutions Limited	-	9	-	-	-	-	-	-
Biocon Pharma Limited	-	(14)	4%	348	1%	30	4%	378
Biocon Biologics Limited	23%	138,789	38%	3,231	-16%	(355)	27%	2,876

# Notes to the consolidated financial statements

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(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

Name of Entity	Net assets as at March 31, 2024		Share in profit or loss for the year ended March 31, 2024		Share in other comprehensive income for the year ended March 31, 2024		Share in total comprehensive income for the year ended March 31, 2024	
	As a % of consolidated net assets	Amount	As a % of consolidated profit or loss	Amount	As a % of consolidated other comprehensive income	Amount	As a % of consolidated total comprehensive income	Amount
Biocon Biosphere Limited	-	256	-	(18)	-1%	(22)	-	(40)
Biocon Academy	-	-	-	-	-	-	-	-
<i>Foreign</i>								
Biocon SA	1%	6,648	16%	1,311	-	-	12%	1,311
Biocon Sdn Bhd	-	(1,495)	-21%	(1,786)	-	-	-17%	(1,786)
Biocon Biologics UK Limited	18%	107,971	57%	4,788	-	-	45%	4,788
Biosimilars Newco Limited	19%	112,258	-33%	(2,746)	28%	638	-20%	(2,108)
Biosimilars Collaboration Ireland Limited	8%	46,737	-42%	(3,546)	-	-	-33%	(3,546)
Biocon Biologics Canada Inc.	-	29	-	29	-	-	-	29
Biocon Biologics Germany GmbH	-	12	-	9	-	-	-	9
Biocon Pharma Inc.	-	2,215	3%	222	-	-	2%	222
Biocon FZ LLC.	-	153	1%	53	-	-	-	53
Biocon Biologics Healthcare Malaysia SDN. BHD	-	(1)	-	-	-	-	-	-
Syngene USA Inc.	-	127	-	40	-	-	-	40
Biocon Pharma UK Limited	-	83	-	(9)	-	-	-	(9)
Biocon Pharma Ireland Limited	-	7	-	(17)	-	-	-	(17)
Biocon Biologics Inc.	-	681	7%	623	-	-	6%	623
Biocon Biologics do Brasil Ltda.	-	85	-	4	-	-	-	4
Biocon Biologics FZ-LLC	-	91	-	7	-	-	-	7
Biocon Biologics France S.A.S	-	32	-	31	-	-	-	31
Biocon Biologics Spain, S.L.	-	3	-	4	-	-	-	4
Biocon Biologics Switzerland AG	-	5	-	1	-	-	-	1
Biocon Biologics Belgium BV	-	4	-	2	-	-	-	2
Biocon Biologics Finland OY	-	1	-	1	-	-	-	1
Biocon Generics Inc.	-	625	-	-	-	-	-	-
Biocon Biologics Morocco S.A.R.L.A.U	-	1	-	1	-	-	-	1
Biocon Biologics Greece SINGLE MEMBER P.C	-	3	-	3	-	-	-	3
Biocon Biologics South Africa (PTY) Ltd	-	-	-	-	-	-	-	-
Biocon Biologics (Thailand) Co. Ltd	-	(1)	-	(1)	-	-	-	(1)
Biocon Biologics Philippines Inc	-	17	-	-	-	-	-	-
Biocon Biologics Italy S.R.L	-	1	-	-	-	-	-	-
Biocon Biologics Croatia LLC	-	-	-	-	-	-	-	-
Biocon Pharma Malta Limited	-	(3)	-	-	-	-	-	-
Biocon Pharma Malta I Limited	-	(3)	-	(3)	-	-	-	(3)
<b>Joint venture</b>								
<i>Foreign</i>								
NeoBiocon FZ LLC.	-	-	-1%	(77)	-	-	-	(77)

# Notes to the consolidated financial statements

for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

Name of Entity	Net assets as at March 31, 2024		Share in profit or loss for the year ended March 31, 2024		Share in other comprehensive income for the year ended March 31, 2024		Share in total comprehensive income for the year ended March 31, 2024	
	As a % of consolidated net assets	Amount	As a % of consolidated profit or loss	Amount	As a % of consolidated other comprehensive income	Amount	As a % of consolidated total comprehensive income	Amount

## Associates

### Foreign

IATRICa Inc., USA	-	-	-	-	-	-	-	-
Bicara Therapeutics Inc.	-	-	-9%	(765)	-	-	-7%	(765)
Non-controlling interest	9%	54,911	33%	2,753	53%	1,179	37%	3,932
<b>Gross Total</b>	<b>100%</b>	<b>603,285</b>	<b>100%</b>	<b>8,446</b>	<b>100%</b>	<b>2,246</b>	<b>100%</b>	<b>10,692</b>
Adjustment arising on consolidation		(350,537)		4,532		1,621		6,153
<b>Total</b>		<b>252,748</b>		<b>12,978</b>		<b>3,867</b>		<b>16,845</b>

## 42A. Acquisition through Slump Sale:

On 04 July 2023, Board of Directors of Syngene entered into a binding term sheet for acquiring Unit 3 biologics manufacturing facility in Bangalore, India, from Stelis Biopharma Limited (SBL). The unit has been acquired effective 01 December 2023 on a slump sale basis at a total cash consideration of Rs. 5,632.

The acquisition will add 20,000 litres of installed biologics drug substance manufacturing capacity for Syngene. The site has the potential for future expansion of up to a further 20,000 litres of biologics drug substance manufacturing capacity. It also includes a commercial scale, high speed, fill-finish unit – an essential capability for drug product manufacturing.

The Group has carried out a preliminary purchase price allocation between tangible assets and other balances taken over to assess the fair value as on the acquisition date and accordingly recorded a capital reserve of Rs 39.

The following table summarises major class of the assets and liabilities taken over:"

Particulars	
Property, plant and equipment	6,207
Other assets	104
Capital creditors	(638)
Other liabilities	(2)
<b>Value of business taken over (A)</b>	<b>5,671</b>
Purchase consideration (B)	5,632
<b>Capital reserve (C=B-A)</b>	<b>(39)</b>

## 42B. Acquisition through Slump Sale:

During the year ended March 31, 2025, Syngene USA Inc. (wholly-owned subsidiary of Syngene) has acquired biologics site in the USA fitted with multiple monoclonal antibody (mAbs) manufacturing lines from Emergent Manufacturing Operations Baltimore, LLC (a subsidiary of Emergent BioSolutions Inc.). The transaction has been accounted for as an 'asset acquisition' under Ind AS 103.

The costs incurred till March 31, 2025, eligible for capitalization are being accumulated as Capital Work In Progress amounting to Rs. 2,981. An amount of Rs. 311 has been capitalized as Land. These amounts include pre-transaction costs of Rs. 101.

**42C.** During the year ended March 31, 2024, BBL had entered into a long-term commercial collaboration agreement with Eris Lifesciences for the sale of its business in relation to Metabolics, Oncology, and Critical Care products in India for a consideration of Rs. 12,420. As a part of deal BBL has signed a 10-year supply agreement with Eris. The transaction came into effect on April 1, 2024. the sale value is accounted post taking into account working capital, advance for supply agreement and expenses incurred towards commercial collaboration. Consequential tax impact of Rs. 2,520 is included within tax expense for the year ended March 31, 2025.

# Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

## 43 Goodwill

Goodwill arising upon business combination is not amortized but tested for impairment annually or more frequently if there is any indication that the cash generating unit to which goodwill is allocated is impaired.

Particulars	March 31, 2025	March 31, 2024
Opening Balance	163,460	161,098
Goodwill arising on business combination	-	69
Other adjustments	-	-
- Foreign currency translation adjustment	4,133	2,293
<b>Closing Balance</b>	<b>167,593</b>	<b>163,460</b>

"For the purposes of impairment assessment, the Group is considered as single Cash generating unit. The recoverable amount of the above cash generating units have been determined using a value-in-use model. Value-in-use is generally calculated as the net present value of the projected post-tax cash flows plus a terminal value of the cash generating unit. Initially, a post-tax discount rate is applied to calculate the net present value of the post-tax cash flows. Key assumptions upon which the Group has based its determinations of value-in-use include:

- Estimated cash flows for ten years, based on management's projections.
- A terminal value arrived at by extrapolating the last forecasted year cash flows to perpetuity, using growth rate ranging from 1% to 3%. This long-term growth rate takes into consideration external macroeconomic sources of data. Such long-term growth rate considered does not exceed that of the relevant business and industry sector.
- The post tax discount rate used is 14% based on the BBL's weighted average cost of capital."

The Group believes that any reasonably possible change in the key assumptions on which a recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash-generating unit.

## 44. Other notes

Bicara Therapeutics Inc, (Bicara), U.S., is a clinical-stage biotechnology company developing dual-action biologics designed to spur a potent and durable immune response in the tumor microenvironment. Bicara is actively engaged in advancing a robust pipeline of first-in-class bifunctional antibodies being developed by a global team.

During the year ended March 31, 2024, pursuant to fund raise by Bicara, the Group's interest in Bicara was diluted thereby resulting in loss of significant influence over the investee. Consequently, the Group fair valued its investment resulting in a gain of Rs. 4,254 in the consolidated financial statements, and was disclosed under 'Other income'.

Prior to the Series C financing, the Group accounted for its investments in Bicara using the equity method as it had significant influence. Consequently, the Group recorded dilution gain of Rs. 1,053 for the year ended March 31, 2024, disclosed under 'Other income' in the consolidated financial statements.

During the year ended March 31, 2025, the Group has recorded a fair value gain of Rs. 272, within "Other Comprehensive Income" in the consolidated financial statements."

45. 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 Group 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 lend or invest in party identified by or on behalf of the Group (Ultimate Beneficiaries).

The Group has not received any fund from any party(s) (Funding Party) with the understanding that the Group shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the Group ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries."

## 46. Other statutory information

- The Group does not have any Benami property, where any proceeding has been initiated or pending against the Group for holding any Benami property under Benami Transactions (Prohibition) Act, 1988 (45 of 1988).
- The Group does not have any material transactions with companies struck off under Section 248 of the Companies Act, 2013 or Section 560 of Companies Act, 1956 during the financial year.
- The Group does not have any charges or satisfaction which is yet to be registered with Registrar of Companies beyond the statutory period.
- The Group is not declared as wilful defaulter by any bank or financial institution or government or any government authority.
- The Group has not traded or invested in Crypto currency or Virtual Currency during the financial year.

## Notes to the consolidated financial statements for the year ended March 31, 2025

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

- 47 (a) The Board of Directors of the Company, at their meeting held on May 16, 2024, had proposed a final dividend of Rs. 0.5 per equity share of face value of Rs. 5/- each. The same was approved by the shareholders in the Annual General Meeting of the Company and has been distributed to the shareholders of the Company during the year ended March 31, 2025.
- 47 (b). On April 24, 2024, the Board of Directors of Syngene recommended a final dividend of Rs. 1.25 per equity share of Rs. 10/-. The share holders of Syngene approved the dividend in the Annual General Meeting of Syngene held on July 24, 2024 and was subsequently paid.

### 48. Events after reporting period

- a. On April 23, 2025, the Board of Directors of Syngene have approved an allotment of 402,439 equity shares of Rs. 10/- (Rupees Ten each) of Syngene to Syngene Employees Welfare Trust at face value.
- b. On April 23, 2025, the Board of Directors of Syngene recommended a final dividend of Rs. 1.25 per equity share of Rs. 10/-. The proposed dividend is subject to the approval of the shareholders of Syngene in its Annual General Meeting.
- c. On May 08, 2025, the Board of Directors of the Company recommended a final dividend of Rs. 0.50 per equity share of Rs. 5/- each amounting to Rs. 600. The proposed dividend is subject to the approval of the shareholders of the Company in its Annual General Meeting.
- d. The Board of Directors at its meeting held on April 23, 2025, has approved raising of funds by the Company by way of issuance of any instrument or securities for an aggregate amount of upto Rs 45,000, in one or more tranches to meet certain financial commitments and / or debt obligations of the Company and its subsidiary, Biocon Biologics Limited and/ or for other purposes as determined by the Board.

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 the Board of Directors of Biocon Limited**

**Sudhir Soni**  
*Partner*  
Membership No.: 041870

**Kiran Mazumdar-Shaw**  
*Executive Chairperson*  
DIN: 00347229

**Siddharth Mittal**  
*Managing Director & CEO*  
DIN: 03230757

**Mukesh Kamath**  
*Interim Chief Financial Officer*  
Bengaluru  
May 08, 2025

Mumbai  
May 08, 2025

## Concept

### Accelerating Reach

Expanding Access. Propelling Growth.

The cover design of Biocon's Integrated Annual Report FY25 reflects the Company's momentum in expanding access to lifesaving biopharmaceuticals. The dynamic infinity symbol evokes Biocon's origins and evolution, while the orbiting spheres signify scientific breakthroughs, strategic expansion, and a growing global impact.

Together, they visually reinforce the theme of 'Accelerating Reach' and Biocon's continued commitment to enabling access to affordable, innovative therapies for patients worldwide.

Biocon's Integrated Annual Report FY25 is conceptualised and executed by the Global Communications Team of Biocon Group and designed by its partner agency, to provide readers with a comprehensive yet refreshing reading experience, aligning with the theme of 'Accelerating Reach'.

## Concept, Content & Execution

Global Communications Team, Biocon Group, Investor Relations & Subject Matter Experts of Biocon Group, in collaboration with consultants.

 [Group.Communications@biocon.com](mailto:Group.Communications@biocon.com)

## Design

Trisys Communications

 [info@trisyscom.com](mailto:info@trisyscom.com)

## Forward Looking Statement

Biocon Integrated Annual Report: Certain information disclosed in this Integrated Annual Report concerning our future growth prospects are forward-looking statements, which are based on the management's current plans and assumptions. These statements are subject to a number of risks, uncertainties and assumptions that could cause actual results to differ materially from those contemplated in such forward-looking statements. Further, market data used in the various chapters are based on several published reports and internal Company assessment. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

In an effort to realize our vision of a cleaner, greener future, we have printed a very small number of this report. We encourage people to access and share digital versions of the Biocon's FY 2025 Integrated Annual Report, which is available on our website and can be downloaded from [www.biocon.com](http://www.biocon.com) or by scanning the QR codes above.



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Biocon Integrated  
Annual Report FY 2025



BRSR & ESG Data  
Book FY 2025



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