



MOLECULES TO MEDICINES

25 Years of Purpose-Driven, Responsible Impact

Sustainability Report FY 2025-26

MOLECULES TO MEDICINES

25 Years of Purpose-Driven, Responsible Impact

In a rapidly advancing world of life sciences, Aragen marks 25 years of transforming potential into progress driven by purpose, powered by science. The theme that drives us, **“Molecules to Medicines: 25 Years of Purpose-Driven, Responsible Impact,”** reflects our journey of enabling innovation while upholding responsibility at every step. As a trusted R&D and manufacturing partner, we seamlessly connect discovery to delivery, accelerating life-changing therapies for a global community. This milestone celebrates our commitment to scientific excellence, sustainable practices, and meaningful impact, creating long-term value while shaping a healthier, more responsible future for people and the planet.





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1. ABOUT THE REPORT

Aragen Life Sciences proudly presents its Sustainability Report for FY 2025–26, marking its **seventh year** of reporting on sustainability performance. Since initiating our sustainability disclosures in **FY 2018–19**, we have remained committed to transparent, consistent communication of our sustainability priorities and progress.

This reporting year holds special significance as Aragen celebrates **25 years** of scientific innovation, partnership, and operational excellence. Over the past quarter century, we have built a strong global presence across the biopharmaceutical value chain, enabling discovery, development, and manufacturing solutions that support better health outcomes. This milestone provides an important backdrop to our sustainability journey, reflecting how our growth has been closely aligned with responsible business practices and long-term value creation.

Sustainability continues to be an integral part of our business strategy, guiding how we innovate, operate, and create long-term value. This report highlights our efforts to advance responsible growth while strengthening our impact across operations, people, and communities.

Reporting Approach

This report has been developed in alignment with internationally recognized frameworks and standards, ensuring transparency, consistency, and comparability of disclosures. This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021 and guided by the principles of the United Nations Global Compact (UNGC), contributing to the United Nations Sustainable Development Goals (UNSDGs). Additionally, our disclosures reflect relevant EcoVadis and CDP requirements, strengthening our focus on responsible business practices across environmental, social, and governance dimensions.



Impressive sustainable infrastructure of Biologics manufacturing at Bengaluru

Scope and Boundary

This report covers Aragen’s operations across its Research & Development (R&D) and manufacturing facilities in India, along with its R&D facility in California, USA. Our global headquarters is located in Nacharam, Hyderabad, India, overseeing our integrated operations across geographies. FY23 serves as the baseline year for GHG emissions accounting and performance tracking, forming the reference point for evaluating progress toward our SBTi-aligned near-term targets and net-zero decarbonisation pathway, while FY21 remains the baseline year for all other reported metrics.

R&D Facilities

Nacharam Hyderabad Telangana	Mallapur Hyderabad Telangana	Bommasandra Bengaluru Karnataka
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Manufacturing Facilities

API Nacharam Hyderabad Telangana	API Parwada Visakhapatnam Andhra Pradesh	Formulations Mallapur Hyderabad Telangana	Cell Culture Manufacturing Bommasandra Bengaluru Karnataka
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Subsidiaries

Aragen Bioscience Inc, Morgan Hill, California, USA (wholly owned subsidiary) *	Aragen Life Sciences B.V., Netherlands (wholly owned subsidiary)	Aragen Biosafety Solutions Private Limited Urawade, Pune, India* (wholly owned subsidiary)
Aragen Foundation - India (wholly owned subsidiary)	Aragen Biologics Private Limited, Bengaluru, Karnataka, India (wholly owned subsidiary) *	

** Sustainability Impact of these three subsidiaries are included in the Report*

Reporting Period

This report covers our sustainability performance for the period, 1st April 2025 to 31st March 2026.

Restatement

Certain FY25 disclosures have been restated in FY2025-26 to improve accuracy and reporting consistency.

“Total Economic Value Retained” has been revised from **₹3,170.87 Mn** to **₹3,163.55 Mn**

CSR Expenditure from **₹31.70 Mn** to **₹35.39 Mn**

Independent Assurance:

CETIZION Verifica conducted a limited assurance engagement on reported sustainability disclosures for the reporting period 1st April 2025 to 31st March 2026, in accordance with ISAE 3000 (Revised), assurance engagements other than audits or reviews of historical financial information, and ISAE 3410, assurance engagements on greenhouse gas statements.

We welcome feedback and questions on our sustainability report FY26.

For more information, please refer to the [EHS & Sustainability](#) section on our website.

Email us at: shivaji.jadhav@aragen.com

Message from the Leadership

Message from Managing Director and CEO



From molecules to medicines, our 25-year journey reflects one enduring purpose: to advance science responsibly and create lasting impact for better health.

As Aragen marks 25 years of scientific innovation, partnership, and responsible growth, I am pleased to present our Sustainability Report for FY 2025-26. This milestone year is anchored in our theme, “Molecules to Medicines: 25 Years of Purpose-Driven, Responsible Impact,” reflecting our journey of transforming scientific potential into progress. Guided by our belief that “in every molecule is the possibility for better health,” we continue to connect discovery to delivery while strengthening trust and creating long-term value for all stakeholders.

FY26 was a year of meaningful progress as we strengthened our capabilities across discovery, development, and manufacturing. Today, our six-site global network, powered by 4,362 employees and trusted by 591 pharma and biotech customers, continues to drive innovation and deliver value across the life sciences ecosystem. The commissioning of our biologics

GMP manufacturing facility in Bengaluru, and continued investments in digital and AI-enabled transformation reflect our focus on building future-ready capacity and delivering greater value to customers.

Sustainability remained central to how we pursued growth during the year. Our four sustainability pillars: Healthy Planet, Healthy Workforce, Healthy Communities, and Healthy Organization, continued to guide our priorities and decisions, helping us embed sustainability considerations into strategy, governance, risk management, and operations.

Our progress was supported by a culture anchored in ETHICS: Empowerment, Teamwork, Honesty and Integrity, Innovation, Customer Focus, & Safety and Compliance. These values continued to guide how we served customers, engaged employees, collaborated with partners,

and strengthened trust with stakeholders across geographies. We also deepened employee engagement through initiatives such as town halls, leadership interactions, skip-level meetings, and business reviews, reinforcing openness and alignment across the organization.

Our people enable every aspect of this journey. Being certified as a Great Place to Work® for the seventh consecutive year, ranking among India's Top 25 Best Workplaces in Pharmaceuticals, Healthcare and Biotech, and becoming a signatory to the UN Women's Empowerment Principles reaffirm our commitment to a safe, inclusive and empowering workplace.

FY26 underscored Aragen's unwavering commitment to innovation, quality, customer focus, and AI-led transformation. Backed by global regulatory approvals, specialized scientific expertise, and integrated small molecule and biologics platforms, we further enhanced our ability to support customers across the entire discovery-to-manufacturing continuum. A notable milestone during the year was the Analytical Services division's second consecutive USFDA inspection with zero Form 483 observations, reflecting the strength of our quality systems.

Recognition for our customer-centric approach, quality leadership, operational excellence, commitment to advancing women in STEM,

and GenAI-enabled transformation further underscored the breadth and depth of progress achieved across Aragen during FY26. These accolades reflect our unwavering focus on innovation, inclusivity, and delivering lasting value to our customers and stakeholders.

For us, sustainable innovation means applying science, technology, and responsible research practices to create solutions that are scalable, reliable, and aligned with evolving customer and societal expectations. By embedding digital and AI-enabled efficiencies into our ways of working, we are improving agility, transparency, and long-term value creation while advancing our purpose of enabling better health.

As we move into the next phase of growth, our focus remains on carrying this purpose forward from **molecules to medicines** with responsibility at every step. Sustainability is an essential part of how we innovate, serve customers, support our people, engage communities, and build resilience.

I thank our employees, customers, suppliers, investors, communities, and partners for their continued confidence and collaboration as we shape a healthier, more responsible future for people and the planet.

Manmahesh Kantipudi
Managing Director & CEO

Sustainability is a strategic driver of our long-term growth and competitiveness. Through disciplined investments in innovation, digital transformation, talent, and responsible business practices, we continue to build a resilient organization capable of delivering sustainable returns and enduring value. Our focus remains on balancing growth with accountability while creating positive impact for all stakeholders



Supporting life sciences innovation from our Bengaluru research facility

Message from SVP and Head, EHS & Sustainability



Every safer process, every conserved resource, and every responsible decision strengthens our ability to deliver science sustainably.

For Aragen, sustainability is most meaningful when it is translated into disciplined action across our laboratories, manufacturing facilities, supply chain, workplaces, and communities. As Head of EHS & Sustainability, I see our journey as a practical operating commitment to protect people, conserve resources, strengthen resilience, uphold compliance, and continuously improve the way we deliver responsibly. FY 2025–26 has been an important year as we further embedded Environment, Health, Safety and Sustainability into business decisions while marking 25 years of Aragen’s contribution to the global life sciences ecosystem.

Our sustainability strategy is built around four interconnected pillars - Healthy Planet, Healthy

Workforce, Healthy Communities, and Healthy Organization. During the year, we accelerated site-level sustainability efforts, driving progress in energy efficiency, renewable and lower-carbon energy, water stewardship, waste and circularity management, biodiversity protection, and sustainable facility development. These initiatives are integral to responsible growth in a CRDMO setting, where efficient resource utilization, robust safety standards, process excellence, and regulatory preparedness underpin sustainable long-term success.

Climate action remained a priority area. Aragen’s SBTi approval for near-term and net-zero targets provides a clear direction for our decarbonization roadmap. We progressed this agenda through

True sustainability is measured not by commitments alone, but by the discipline with which they are executed. By embedding safety, environmental stewardship, resource efficiency, and responsible governance into everyday operations, we are creating resilient systems, reducing risks, and delivering sustainable value that benefits our business, our stakeholders, and the world around us



Advancing innovation through biosafety research and testing at ABS, Pune

renewable energy adoption, energy conservation measures, operational efficiency improvements, and lower-carbon alternatives where feasible, while strengthening resilience through planning, infrastructure, emergency preparedness, resource management and business continuity practices.

Health and safety remain foundational to our performance. Guided by our value of “Safety & Compliance,” we strengthened training, audits, risk assessments, contractor engagement, emergency preparedness, incident learning, wellness initiatives, and communication with employees and contractual workforce. Our objective is to build a proactive safety culture where risks are identified early, and every individual feels responsible for safe behaviour.

Responsible supply chain management also continued to advance through supplier engagement, audits, reliability assessments, dual sourcing strategies and participation in the Pharmaceutical Supply Chain Initiative. Our active participation in the PSCI Suppliers India Conference 2025, and the Silver Award for Sustainable Supply Chain Leadership at the Business World Awards reflect the growing maturity of our sustainable procurement approach.

FY26 brought important external validation of our progress. Aragen received an EcoVadis Gold Medal with a score of 84, retained an “A” score in CDP Supplier Engagement Assessment, achieved a “B” score in both Climate Change and Water Security, and was recognized among the Asia-Pacific Climate Leaders 2025 in the healthcare sector by Financial Times and Statista. These recognitions encourage us to keep raising the bar.

Looking ahead, we will continue to operationalize our SBTi-aligned targets, strengthen renewable energy and energy efficiency initiatives, improve water and waste performance, deepen safety culture, enhance ESG data quality, and strengthen supplier engagement. Our focus is to keep sustainability embedded in everyday execution rather than limited to reporting.

I thank the Board and APEX Management, employees, site teams, customers, suppliers, partners, and community stakeholders for their commitment and collaboration. As Aragen enters its next phase of growth, we remain committed to supporting scientific progress through safe operations, responsible resource use, resilient systems, ethical conduct and measurable sustainability outcomes.

Shivaji Jadhav

SVP & Head, EHS & Sustainability

From the Desk of Management



Subodh Deshmukh
CEO,
Biologics Solutions

Our end-to-end biologics capabilities, from cell line development to manufacturing, are built on sustainable practices, ethical research, and a strong commitment to animal welfare through the principles of Reduction, Refinement & Replacement. By integrating scientific excellence with sustainability and compassion, we continue to create meaningful, responsible impact for our partners and society.



Aniel Khubchandani
CEO,
Small Molecules-CDMO

We are embedding sustainability across the product lifecycle, from development to commercial manufacturing, through responsible resource use, green chemistry, and resilient operations. Guided by our sustainability commitments, we continue to reduce environmental impact, strengthen safety and quality, and create lasting value for our partners, communities, and the planet while enabling science-led progress.



Neeraj Garg
CEO,
Discovery Solutions

At Aragen Discovery Solutions, we believe scientific innovation and sustainability go hand in hand. By embedding responsible research practices, digital innovation, resource efficiency, and a strong culture of safety into our discovery ecosystem, we enable our customers to accelerate the development of transformative therapies responsibly. Our talented scientists, collaborative partnerships, and unwavering commitment to quality and ethics position us to create lasting value while minimizing our environmental footprint. Together, we are advancing the future of drug discovery with purpose, innovation, and sustainable impact.



Sachin Dharap
Chief Financial
Officer (CFO)

Sustainability is integral to Aragen's long-term value creation strategy. We continue to strengthen financial resilience by integrating environmental, social, and governance considerations into business planning, capital allocation, and risk management. This disciplined approach enables us to invest in innovation, operational excellence, resource efficiency, and responsible growth while delivering sustainable value to all stakeholders. As we advance our purpose, we remain committed to maintaining financial strength, fostering transparency, and creating enduring value for our customers, employees, investors, and the communities we serve.



Suresh Anubolu
Chief Human
Resources Officer (CHRO)

At Aragen, our people are the driving force behind every scientific breakthrough and sustainability milestone. We are proud to be a Great Place to Work, where a culture of trust, collaboration, and recognition empowers our people to do their best every day. We are committed to fostering a safe, inclusive, and purpose-driven workplace where individuals can learn, innovate, and thrive. Central to this commitment is our focus on advancing gender diversity and building an equitable environment where diverse perspectives are valued, opportunities are accessible, and everyone feels empowered to succeed. By investing in talent, strengthening well-being, promoting diversity, and nurturing a culture of integrity and accountability, we are building a resilient organization that creates lasting value for our employees, customers, communities, and the planet.



Ashu Tandon
Chief Commercial
Officer (CCO)

At Aragen, sustainability strengthens the way we create value for our customers and partners. By integrating responsible business practices into our commercial strategy, we enable trusted collaborations that accelerate scientific innovation while advancing environmental and social stewardship. Our customer-centric approach, underpinned by quality, ethics, and transparency, helps build resilient partnerships and sustainable growth. As we continue to expand our global footprint, we remain committed to delivering innovative solutions that support our customers' success while contributing positively to society and the environment.



Manjunath Ramarao
Chief Scientific Officer
(CSO) & EVP, Integrated
Drug Discovery

Sustainability is embedded in every aspect of our Integrated Drug Discovery operations. By fostering scientific innovation, strengthening client partnerships, optimizing resources, upholding the highest standards of safety and integrity, and empowering our people, we accelerate the discovery of transformative therapies while delivering lasting value to society and future generations.

2_o OUR BUSINESS OVERVIEW

Company Snapshot

Aragen Life Sciences Limited is a leading global Contract Research, Development, and Manufacturing Organization (CRDMO), delivering integrated solutions across the biopharmaceutical value chain, from early-stage drug discovery to commercial manufacturing. Established in 2001, Aragen partners with global life sciences companies to accelerate innovation across both small molecules and biologics. We offer a comprehensive suite of capabilities spanning medicinal chemistry, biology, process development, scale-up, and manufacturing, enabling seamless progression from research to commercialization.

Guided by our purpose, **“In every molecule is the possibility for better health,”** we combine scientific excellence with a strong commitment to responsible and sustainable operations. With advanced infrastructure in India and the United States, and

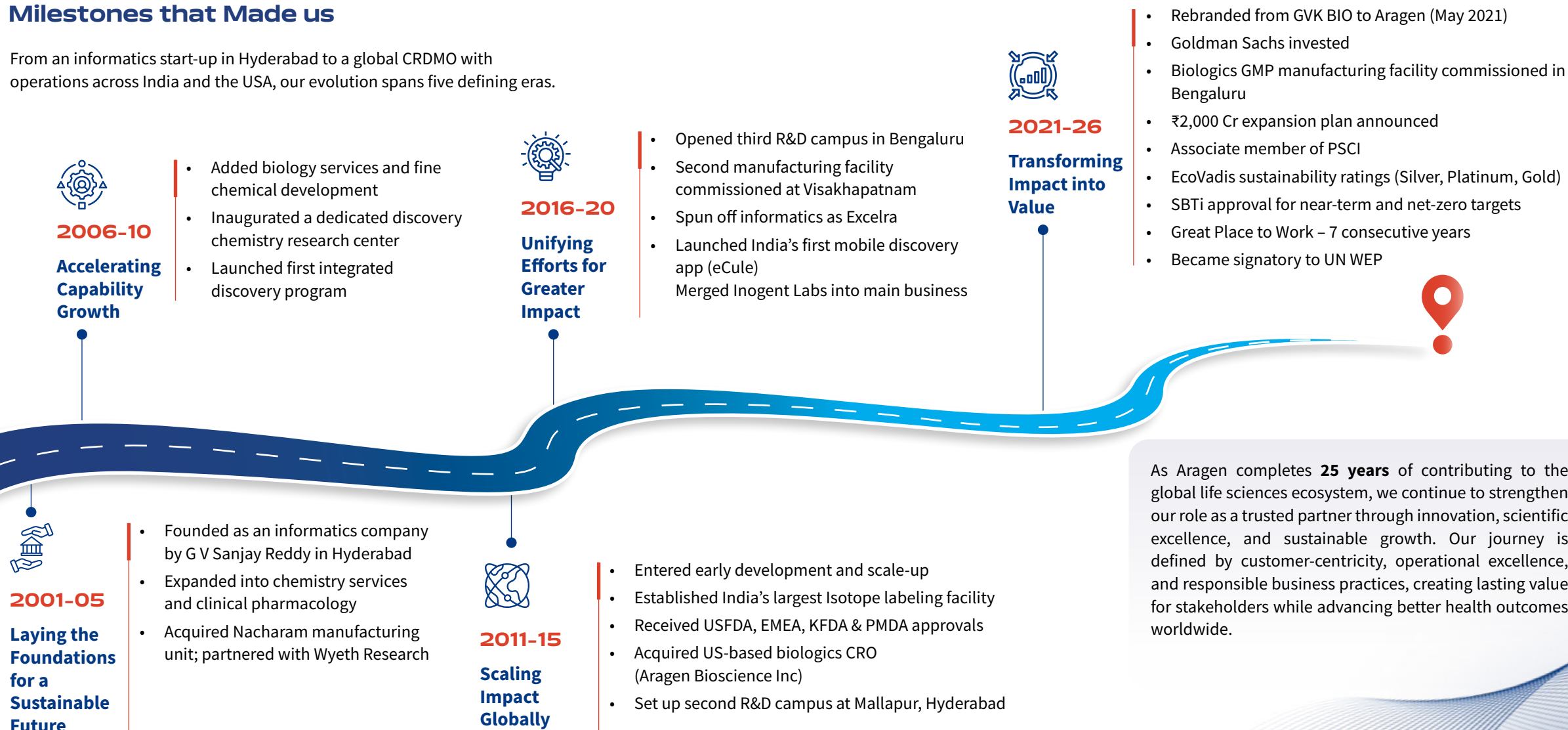
regulatory approvals from leading global agencies such as the USFDA, WHO, ANVISA, MFDS and EMEA, Aragen plays a critical role in supporting improved healthcare outcomes worldwide.



Biologics R&D facility at California

Milestones that Made us

From an informatics start-up in Hyderabad to a global CRDMO with operations across India and the USA, our evolution spans five defining eras.



As Aragen completes **25 years** of contributing to the global life sciences ecosystem, we continue to strengthen our role as a trusted partner through innovation, scientific excellence, and sustainable growth. Our journey is defined by customer-centricity, operational excellence, and responsible business practices, creating lasting value for stakeholders while advancing better health outcomes worldwide.

Twenty-five years. One purpose.

In 2026, Aragen marked 25 years of pioneering science in service of better health. The journey began in 2001, when Mr. Sanjay Reddy founded GVK BIO with a vision to build a global leader in pharma services, and Mr. D.S. Brar, an architect of India's pharmaceutical industry, joined as a promoter to help build an institution on three enduring principles: customer-centricity, frugality, and profitability. Those principles were carried forward by MD and CEO Manmahesh Kantipudi,

giving rise to the purpose that has guided Aragen ever since: in every molecule is the possibility for better health. Over 25 years, that purpose has evolved into a global partner spanning six sites, powered by 4,362 talented employees and trusted by 591 pharma and biotech customers worldwide. Across discovery, development, and manufacturing of small molecules and biologics, we continue to enhance our scientific excellence through digital and AI-enabled capabilities.

A milestone of this size could not be marked in a single day, so Aragen chose to celebrate across the year rather than on one anniversary date. The year began with an auspicious prayer and a message from the MD and CEO to all employees, followed by the 25-year anniversary brand launch. The Aragen 25 Memory Hunt brought employees together to relive the moments that shaped the organization, and a banner drop in Hyderabad marked the symbolic start of the celebration, with celebrations cascading across Visakhapatnam,

Bengaluru, Pune, and Morgan Hill. The celebration continues through the year with employee engagement programs, brand communications, community initiatives, and a flagship gala in October bringing every site together.

As this chapter closes and the next begins, the celebration reflects the same conviction that started it 25 years ago: that better health is built one molecule, and one person, at a time. That is the purpose Aragen carries forward, together ahead.



25 years celebrations at Mallapur facility



25 years celebrations at Mallapur facility



Celebrations at Mallapur facility



Celebrations at Bengaluru facility



Celebrations at Bengaluru facility



Celebrations at Visakhapatnam facility

Our Purpose and Values

At Aragen, our purpose, “In every molecule is the possibility for better health,” reflects our belief that science holds the power to transform lives. This conviction drives our commitment to advancing innovation, accelerating discovery, and delivering meaningful outcomes across the biopharmaceutical value chain, helping bring better health solutions to patients worldwide.

We strive to translate scientific potential into real-world impact by enabling the discovery, development, and manufacturing of intermediates & APIs that address critical healthcare needs. From early-stage research to commercialization, our efforts are guided by a strong sense of responsibility towards patients, partners, and society.

Our purpose serves as our guiding compass, aligning our teams and actions toward a shared vision, improving health outcomes globally, one molecule at a time.



Our Purpose

In every
Molecule is the possibility for
Better health



Our Values

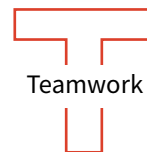
Our culture is anchored in ETHICS, which defines how we operate and engage with our stakeholders:



Empowerment

Freedom to make a difference:

Encouraging ownership and enabling individuals to make a meaningful impact



Teamwork

One Team.

One Purpose:

Collaborating as one team with a shared purpose



Honesty & Integrity

Say what you do.

Do what you say:

Acting with transparency and honouring our commitments



Innovation

Unlocking our collective genius:

Driving creativity and scientific excellence



Customer Focus

Exceed expectation consistently:

Delivering consistent value and exceeding expectations



Safety & Compliance

First and Always:

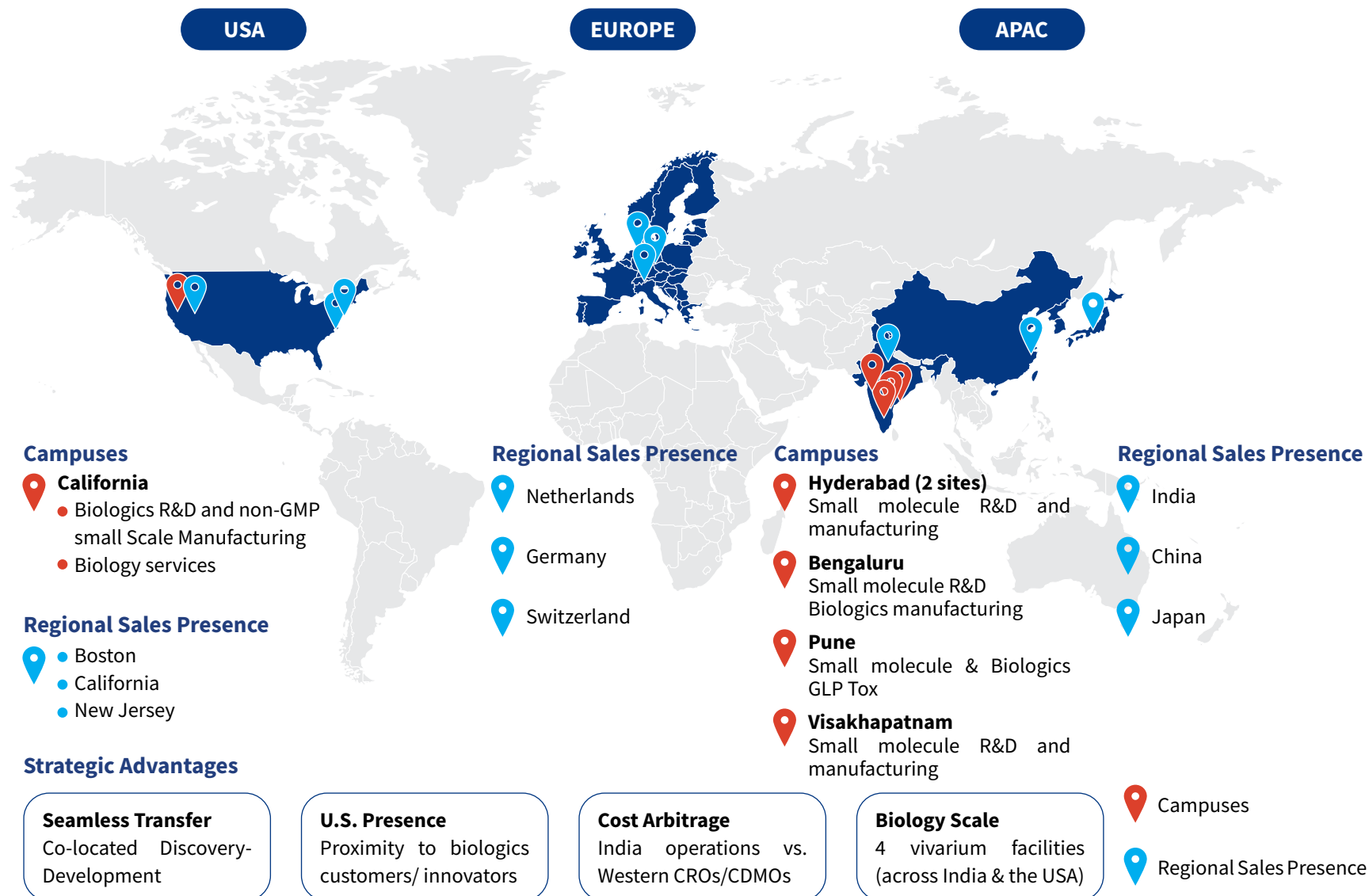
Upholding the highest standards in everything we do

Our Global Network

With a growing presence across North America, Europe, and the APAC region, Aragen's network of campuses in India and the United States provides the scale, scientific expertise, and operational capabilities needed to support customers worldwide. With 4 manufacturing facilities, 4 R&D centres, and a dedicated GLP toxicology facility, enabling end-to-end support across the drug development lifecycle.

Key locations include Hyderabad, Bengaluru, Pune, and Visakhapatnam in India, along with California in the United States. Our presence is further strengthened by regional sales offices in key hubs such as California, New Jersey, Netherlands, China, Japan and India, ensuring close engagement with customers and responsiveness to evolving needs.

The strategic co-location of discovery, development, and manufacturing facilities allows for seamless project transitions and accelerated timelines, enhancing delivery efficiency. Leveraging India's cost competitiveness alongside advanced infrastructure, including specialized biology capabilities and multiple vivarium facilities, Aragen consistently provides high-quality, scalable solutions to global life sciences innovators.



Products & Services Portfolio

Enabling Every Step from Discovery to Delivery

Aragen offers integrated, end-to-end CRDMO solutions across the biopharmaceutical value chain, supporting both small molecule and biologics programs across human, animal, and plant health.

Our small molecule platform encompasses capabilities from medicinal chemistry and discovery through process development, scale-up, and commercial manufacturing, enabling efficient progression from early-stage research to market-ready products. Our biologics platform provides comprehensive solutions spanning cell line development, process development, bioanalytical services, and biologics manufacturing, supporting innovation in complex modalities.

With **25** years of experience, Aragen combines scientific expertise, advanced infrastructure, and a highly skilled workforce to deliver high-quality, scalable, and innovation-led solutions. Our integrated model enables seamless transitions across the development lifecycle, helping global partners accelerate timelines and achieve successful outcomes.



Ensuring quality and safety through rigorous scientific research

End-to-End Value Chain Delivery: From Concept to Clinic and Concept to Commercial

Aragen delivers integrated solutions across the full drug development continuum:

60,000
 novel compounds
 synthesised in chemistry BU

>50,000
 compounds tested in
 biology BU



67
 early-phase projects

16
 late-phase projects

9
 integrated DS-DP programs



54
 cell lines developed and
 delivered to customers
 since 2019



591
 Diverse global clientele

 Trusted by
16
 of the top 20 Big Pharma
 companies

84.47%
 revenues from US and EU



4,362
 employees

3,412
 scientific personnel

479
 PhDs



6
 World-class campuses:
5 in India, **1** in California;

 Focus on speed, quality,
 safety, and talent base



Our Business Solutions



Small Molecules

Discovery

- Integrated Drug Discovery
- Chemistry
- Biology
- Biosafety



Small Molecules-CDMO

- Drug Substance
- Drug Product
- Analytical Development
- Performance Chemicals
- Custom Chemical Synthesis
- Commercial Manufacturing



Large Molecules (Biologics)

Discovery

- Integrated Discovery
- Biology
- Molecular Biology
- Antibody Discovery
- Protein Sciences
- Cell Line Development



Development & Manufacturing

- Process Research & Development
- Bioproduction
- Developability & Analytics
- GMP Manufacturing



Committed to excellence in research, quality, and innovation, Biologics manufacturing facility at Bengaluru

Small Molecules: Discovery

Aragen's small molecule discovery capabilities combine scientific expertise and advanced technologies to support programs from target identification through lead optimization and preclinical candidate selection.

Integrated Drug Discovery



End-to-end platform integrating chemistry, biology, pharmacology, and formulation to progress programs through key discovery decision points.

Chemistry



Medicinal, synthetic, and analytical chemistry services spanning lead optimization to complex molecule synthesis.

Biology



In vitro and in vivo biology services supporting discovery programs through pharmacology and mechanism-of-action studies.

Biosafety (Safety Assessment)



Preclinical safety and toxicology studies enabling informed decision-making during discovery.

Small Molecules: CDMO

Seamless progression from lab to commercial scale, delivering KSMs, APIs, drug products, and analytical solutions aligned with global regulatory standards.

Drug Substance



Custom synthesis of KSMs, advanced intermediates, and APIs from lab to plant scale, supported by regulatory-approved facilities.

Drug Product



Formulation development from preclinical to commercial dosage forms, addressing solubility, stability, and bioavailability challenges.

Analytical Development



Phase-appropriate analytical methods supporting development, quality control, and regulatory submissions.

Performance Chemicals



Specialty chemical and intermediate development for agrochemical and material science applications (adjacent offering).

Custom Chemical Synthesis



Commercial-scale synthesis of KSMs, intermediates, and APIs across innovator pharma, generics, and specialty chemicals.

Commercial Manufacturing



Integrated API manufacturing with seamless tech transfer, scale-up, and global regulatory support.



Large Molecules: Discovery

From gene to clinic: Aragen's biologics discovery platform, delivers integrated solutions supporting programs from target identification to preclinical development.

Integrated Biologics Discovery



End-to-end discovery services combining flexibility, speed, and quality for complex biologics programs.

Molecular Biology



Gene cloning, plasmid preparation, and expression analysis using advanced platforms.

Protein Sciences



Protein expression, purification, and characterization across research and development stages.

Biology (Large Molecules)



In vitro and in vivo biology services to evaluate pharmacology and toxicology of biologics.

Antibody Discovery



Technologies enabling development of high-quality monoclonal antibodies.

Cell Line Development



Stable mammalian cell line development supporting biologics production.

Large Molecules: Development & Manufacturing

Integrated gene-to-GMP biologics manufacturing supported by GMP-compliant infrastructure, including the Bengaluru facility.

Process Research & Development



Optimization of upstream and downstream processes for scalable biologics manufacturing.

Developability & Analytics



Analytical characterization assessing stability, safety, efficacy, and manufacturability.

Bioproduction



Services supporting production of biologics, including proteins and monoclonal antibodies, from development through supply.

GMP Manufacturing



Clinical and commercial-scale biologics manufacturing compliant with global regulatory standards.



Financial Performance

At Aragen, our approach to economic resilience is grounded in responsible and ethical business practices. We are committed to creating sustainable long-term value by continuously driving innovation and enhancing livelihoods. Our economic performance is rigorously monitored and transparently reported in full compliance with all applicable regulations. Additionally, our financial operations are subject to independent audits, reinforcing our commitment to transparency, accountability, and integrity.

Key Financial Highlights for FY 2026

₹22,255.88 Mn
Total income

₹6,055.81 Mn
EBITDA

27.80%
EBITDA margin

₹3,560.48 Mn
Profit before tax

₹2,576.44 Mn
Profit after tax

₹14,154.04 Mn
Net fixed assets

11.58%
PAT margin

₹11.94 Basic EPS
(earnings per share)

₹11.74 Diluted EPS

Economic Performance

Parameter	FY 26	FY 25	FY 24
1) Direct Economic Value Generated			
a) Revenues	22,134.70	18,583.52	16,738.85
2) Economic Value Distributed			
a) Operating Costs	9,329.35	7,682.87	6,470.49
b) Employee wages and benefits	6,807.79	6,173.53	5,721.74
c) Payment to providers of capital (dividends, interests)	842.00	766.38	866.20
d) Payments to governments by country	970.75	765.42	701.99
e) Community Investments	62.93	31.77	57.43
Total Economic Value Distributed	18,012.82	15,419.97	13,817.85
3) Economic Value Retained			
Total Economic Value Retained	4,121.88	3,163.55	2,921.00

**Values are in ₹ Mn



Government Support

Governments across the world provide financial assistance to promote industrial growth, enhance export competitiveness, reduce production costs, and encourage innovation. Aragen continues to benefit from such initiatives, which support its ability to deliver high-quality products and strengthen its operational capabilities. These government programs have contributed to improving cost efficiencies and supporting Aragen's continued growth and expansion in the global life sciences.

Government Support (FY 2026)

₹121.18 Mn received from Government of India through:

- **Remission of Duties and Taxes on Exported Products (RoDTEP):** This scheme is designed to promote exports by providing duty credit scrips, enabling companies to offset production costs and improve global competitiveness.
- **Production Linked Incentive (PLI) Scheme:** This initiative aims to incentivize domestic manufacturing by linking financial incentives to incremental production, thereby enhancing efficiency and encouraging capacity expansion.

The US subsidiary received no government financial support in FY26.



Tax Strategy & Governance

Aragen's tax strategy is aligned with its broader business objectives and sustainability commitments, emphasizing compliance, transparency, and responsible tax practices. The approach supports long-term value creation while fostering stakeholder trust and regulatory adherence.

Compliance & Transparency



Adherence to applicable tax laws across jurisdictions, with transparent disclosures in annual and sustainability reports.

Integration with Strategy



Tax approach is aligned with business growth and supports R&D and environmental initiatives, thereby contributing to UN SDG commitments.

Board Oversight



Board oversight with CFO accountability; Audit Committee conducts periodic reviews supported by an external audit firm.

Risk Management



Proactive identification and management of tax risks through internal policies, audits, and staff training.

Stakeholder Engagement



Transparent communication is supported by whistleblower policy and ombudsman mechanisms for confidential reporting.

Awards and Accolades

Aragen's commitment to sustainability, operational excellence, innovation, and people-centric practices continues to earn recognition across reputed global and national platforms. These accolades reflect the organization's dedication to building a responsible, future-ready enterprise while delivering value to stakeholders.



Sustainability Ratings



Achieved Gold medal in EcoVadis Sustainability Assessment 2026



"A" score in Supplier Engagement
"B" score in Climate Change and Water Security in CDP 2025



Awards



Recognized as one of Asia-Pacific's Climate Leaders 2025 by the Financial Times



Great Place to Work - 7th consecutive year



Top 25 India's Best Workplaces™ in Pharmaceuticals, Healthcare and Biotech 2025 by Great Place to Work® India



"Best Customer-Centric Company" and "Top Quality Leaders" at the 14th Global Awards 2025



Recognitions



Featured in "Aspire to Inspire - Success Stories" at the 3rd Prithvi Awards, highlighting Aragen's sustainability achievements



Dr Chandan Shirbhayye recognised as Procurement Leader of the Year in 15th Edition of Procurement Excellence Summit & Awards 2025



Secured the CII Award for Excellence in Women in STEM for the second consecutive year, ranking among the top 20% organizations across sectors



Supply chain outperformer Mid Size Companies by ICSM



4th SCM Business Leadership Awards 2025 by Businessworld



Received Gold Award at QCPI Tirupati (for process improvement project)

Memberships and Organizations

Aragen's commitment to excellence, sustainability, and customer-centricity is deeply embedded across its operations and stakeholder engagements. Through strong global partnerships, digital innovation, robust quality systems, and strict regulatory adherence, we continuously align our practices with internationally recognized standards and frameworks.

We actively participate in leading global initiatives and industry associations that promote responsible business conduct, environmental stewardship, and sustainable growth. These engagements not only reinforce our commitment to transparency and accountability but also enable us to contribute meaningfully to shaping industry best practices.

Aragen's key memberships and affiliations include:



Science Based Targets Initiative (SBTi)



United Nations Global Compact (UNGC)



United Nations Sustainable Development Goals (SDGs)



UN Women's Empowerment Principles (UN WEP)



GRI South Asia Charter on Sustainability Imperatives



Trusted Sustainability Ratings



Carbon Disclosure Project (CDP)



Pharmaceutical Supply Chain Initiative (PSCI)



NATIONAL SAFETY COUNCIL OF INDIA

National Safety Council (NSC)



Confederation of Indian Industry (CII)

Confederation of Indian Industry (CII)



Bulk Drug Manufacturing Association (BDMA)



Innovative Pharmaceutical Services Organisation

3_o RISK MANAGEMENT

Integration of ESG into Risk Strategy

Aragen continues to strengthen its Enterprise Risk Management (ERM) framework by systematically integrating environmental, social, and governance (ESG) considerations into business decision-making. This ensures that sustainability is embedded across strategy, operations, and governance processes rather than treated as a standalone initiative.

By aligning risk management with long-term business objectives, Aragen enhances organizational resilience, strengthens stakeholder confidence, and supports sustainable value creation.



Structured ESG Risk Integration Approach

In response to a dynamic and evolving risk landscape including climate change, resource constraints, regulatory developments, and changing stakeholder expectations, we continue to enhance our structured approach to ESG risk integration. Key elements include:

Integration at the enterprise level, aligned with business strategy and long-term objectives

Cascading ESG risks into business unit risk registers, with defined ownership and mitigation actions

Alignment with globally accepted risk management frameworks and practices

Periodic (quarterly) risk reviews, with increasing focus on strengthening monitoring and reporting mechanisms

Risk assessments continue to be based on likelihood and potential impact, enabling prioritization of key risks while progressively enhancing the depth and consistency of ESG risk evaluation.



Scientific expertise at work at Aragen's Biologics Manufacturing facility at Bengaluru

ESG Risk Landscape

Aragen continues to monitor a broad spectrum of sustainability-related risks across environmental, social, and governance dimensions:



Environmental Risks

Regulatory changes related to emissions, energy use, and water consumption; Physical risks due to climate variability (e.g., extreme weather, resource constraints); Transition risks in moving toward low-carbon operations.



Social Risks

Talent acquisition and retention; Employee wellbeing and safety; Community engagement and responsible supply chain practices.



Governance Risks

Data privacy and cybersecurity; Regulatory compliance; Business ethics and governance oversight.

Risk Governance Structure

Aragen maintains a structured and multi-tier governance framework to oversee enterprise risk management and ensure effective integration of sustainability considerations across all levels of the organization.

The Board of Directors retains overall accountability for risk management, providing strategic direction and oversight of key enterprise and sustainability-related risks. This is supported by management-level committees responsible for implementation, monitoring, and continuous improvement of the ERM framework.

Board of Directors



Oversees enterprise risk management, provides strategic direction on risk mitigation, and reviews high-priority risks to ensure sustainable operations

Management Committee



Reviews and approves updates to the ERM framework annually, ensures high-impact risks are effectively managed, and supports coordinated risk oversight (CFO plays a key coordinating role)

Executive Committee

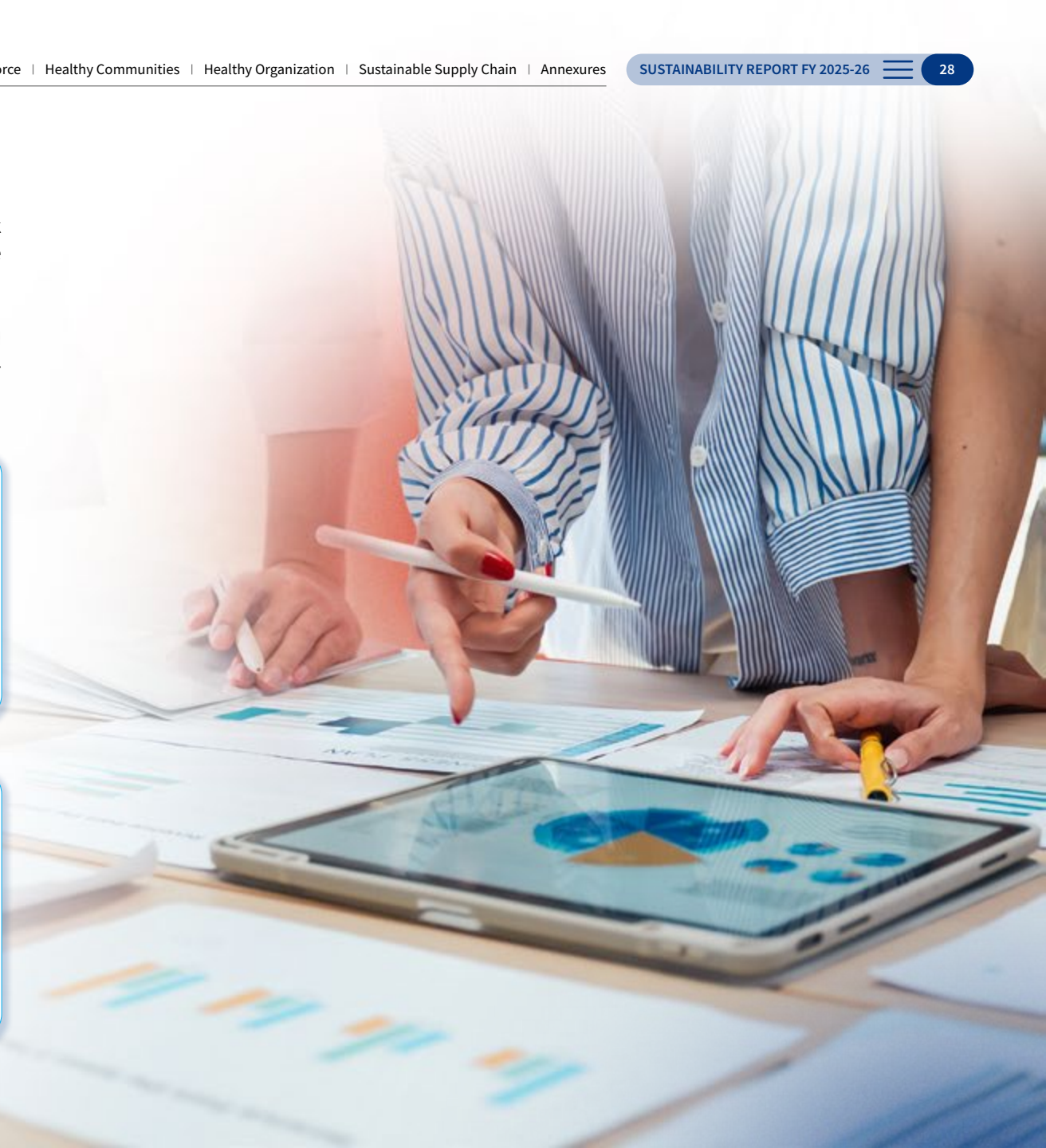


Executes the ERM framework across the organization and conducts quarterly reviews of risks, including ESG-related risks, ensuring timely mitigation and preparedness

Risk Owners



Designated across departments to identify, assess, and mitigate risks, implement action plans, and report progress to the Executive Committee



Risk Maturity Roadmap

Aragen is strengthening its risk management capabilities through a structured multi-year roadmap spanning key pillars. This phased approach enhances transparency, drives consistent implementation, and supports continuous improvement in managing both traditional and ESG-related risks. The roadmap outlines the progression of risk management practices, from foundational setup to full organizational integration.

Pillar	Year 1: Establish	Year 2: Enhance	Year 3: Institutionalize
Governance & Culture	Establish ERM structure and governance framework	Review and enhance ERM framework	Strengthen risk culture and embed ERM into organizational routines
Strategy & Objective Setting	Deploy ERM in strategic planning and budgeting	Develop BU-/ department-level models based on risk appetite and tolerance	Integrate ERM into all strategic planning processes
Performance	Identify KRIs and develop risk mitigation plans	Refresh risks and identify emerging risks across business units	Embed risk management into business operations and decision-making
Review & Revision	Monitor risks and mitigation plans through quarterly reviews	Strengthen review processes and explore alternative risk responses	Institutionalize continuous improvement through structured review mechanisms
Information, Communication & Reporting	Prioritize and report risks based on impact and likelihood	Periodically report BU-level risks and evaluate tools	Enable real-time communication and continuous improvement in reporting

As part of this journey, Aragen is currently in Year 2: Enhance phase, with all planned initiatives across each pillar successfully implemented. These enhancements have strengthened the ERM framework, expanded integration across business units, improved identification of emerging risks, and enhanced the effectiveness of risk monitoring, communication, and reporting.

Looking ahead, Year 3: Institutionalize phase will focus on embedding risk management deeply into organizational culture and decision-making processes, enabling real-time insights, continuous improvement, and proactive risk management.



Aragen's phased approach ensures that risk management evolves from a structured framework into a fully embedded organizational capability, strengthening resilience and enabling forward-looking ESG risk management.



Key Risks and Opportunities

Risk	Description	Potential Impact	Mitigation and Opportunities
Climate Change Risk	Exposure to physical risks (e.g., floods, droughts, extreme weather) and transition risks (e.g., carbon pricing, regulatory changes).	Operational disruptions, supply chain instability, increased costs, and asset impacts across geographies.	Decarbonization initiatives including renewable energy (solar), energy efficiency, adoption of low-carbon technologies, alternative fuels (bio-briquettes/CNG/PNG), and climate-resilient infrastructure.
Financial Risk	Exposure to Forex variation, client concentration, demand risk, macroeconomic uncertainties, and delayed payments.	Impacts on cash flow, investment decisions, and R&D commitments.	Continuous benchmarking, operational efficiency improvements, strategic prioritization (including M&A), sensitivity analysis, cost controls, and anticipatory financial planning.
Supply Chain Risk	Supplier disruptions, reliance on specialized raw materials, risk of geography dependency and third-party governance challenges.	Raw material shortages, production delays, loss of revenue, and potential reputational/legal risks.	Supplier audits, reliability assessments, dual sourcing strategies, advance procurement planning, and vendor development initiatives.
Data Security Risk	Increased cybersecurity risks due to dependence on digital systems and data-intensive operations.	Disruption to trials/manufacturing, data loss, compliance risks, and financial/legal exposure.	Robust IT security systems (ISO 27001-aligned), SOPs, stress testing, business continuity planning, employee training, and strengthened data/IP protection.
Technology Risk	Risks associated with technology adoption, system failures, and digital transformation challenges.	Operational disruptions, increased costs, delays, and data-related issues.	Oversight through internal governance mechanisms (e.g., Scientific Board), collaboration with research institutions, licensing strategies, and adoption of advanced technologies (including AI/ML).
Market Risk	Exposure to currency volatility, inflation, and broader economic fluctuations.	Pricing pressure, profitability impact, and payment disruptions across regions.	Risk-based pricing strategies, internal financial controls, benchmarking, and region-specific planning supported by regular reviews.
Product Risk	Risks related to product quality, regulatory compliance, and adherence to global standards.	License suspension, clinical trial delays, shipment penalties, and revenue loss; potential impact from supplier non-compliance.	Strong Quality Management System (QMS), end-to-end compliance checks across development and supply chain, and robust quality oversight mechanisms.

Emerging Risks

Risk	Description	Potential Impact	Mitigation and Opportunities
Geopolitical & Goeconomic Risk	Trade tensions, conflicts, supply chain fragmentation. Middle East war causing increased cost as the market fluctuates	Cost escalation, restricted market access	Supply diversification, regionalization
AI & Advanced Technology Risk	Risks from AI misuse, regulation, ethical concerns	Compliance risk, operational disruption	AI governance framework, ethics policy
Misinformation & Trust Risk	Spread of misinformation impacting brand trust	Reputation damage, stakeholder distrust	Transparent communication, digital monitoring
Societal Polarization Risk	Workforce and stakeholder division due to social trends	Talent retention issues, operational friction	Inclusive policies, workforce engagement
Legal & Regulatory Evolution Risk	Increasingly complex global regulations	Compliance cost, delays in approvals	Real-time regulatory tracking, compliance automation
Increasing Competition Risk	Aggressive pricing and innovation by competitors	Margin compression, market share loss	Innovation, partnerships, differentiation strategy
Resource Scarcity Risk	Shortage of raw materials, water, energy	Cost volatility, supply disruption	Circular economy, resource efficiency
ESG Financing & Investor Pressure Risk	Shift toward sustainable finance and disclosure requirements	Capital access constraints	ESG integration in strategy

Emerging risks have been revised in line with the World Economic Forum's Global Risks Report 2026

Stakeholder Engagement and Materiality

Effective stakeholder engagement forms the backbone of Aragen's sustainability strategy. Grounded in the principles of transparency, proactivity, and inclusivity, we engage meaningfully with a broad ecosystem of stakeholders to understand evolving expectations, identify ESG priorities, and build lasting, trust-based relationships.

Our Engagement Philosophy

How We Prioritize Stakeholders

We prioritize stakeholders based on two dimensions:

- Their influence on our business operations
- The potential impact of our business on them

Regular formal and informal channels allow us to assess stakeholder perceptions and align our sustainability goals with their expectations, identifying risks and creating mutual value.

Our Engagement Principles

- Transparency in communication and reporting
- Proactive outreach across all stakeholder groups
- Inclusivity - every voice matters
- Alignment of sustainability goals with stakeholder expectations
- Identifying risks and opportunities for mutual value creation



Approach to Stakeholder Engagement

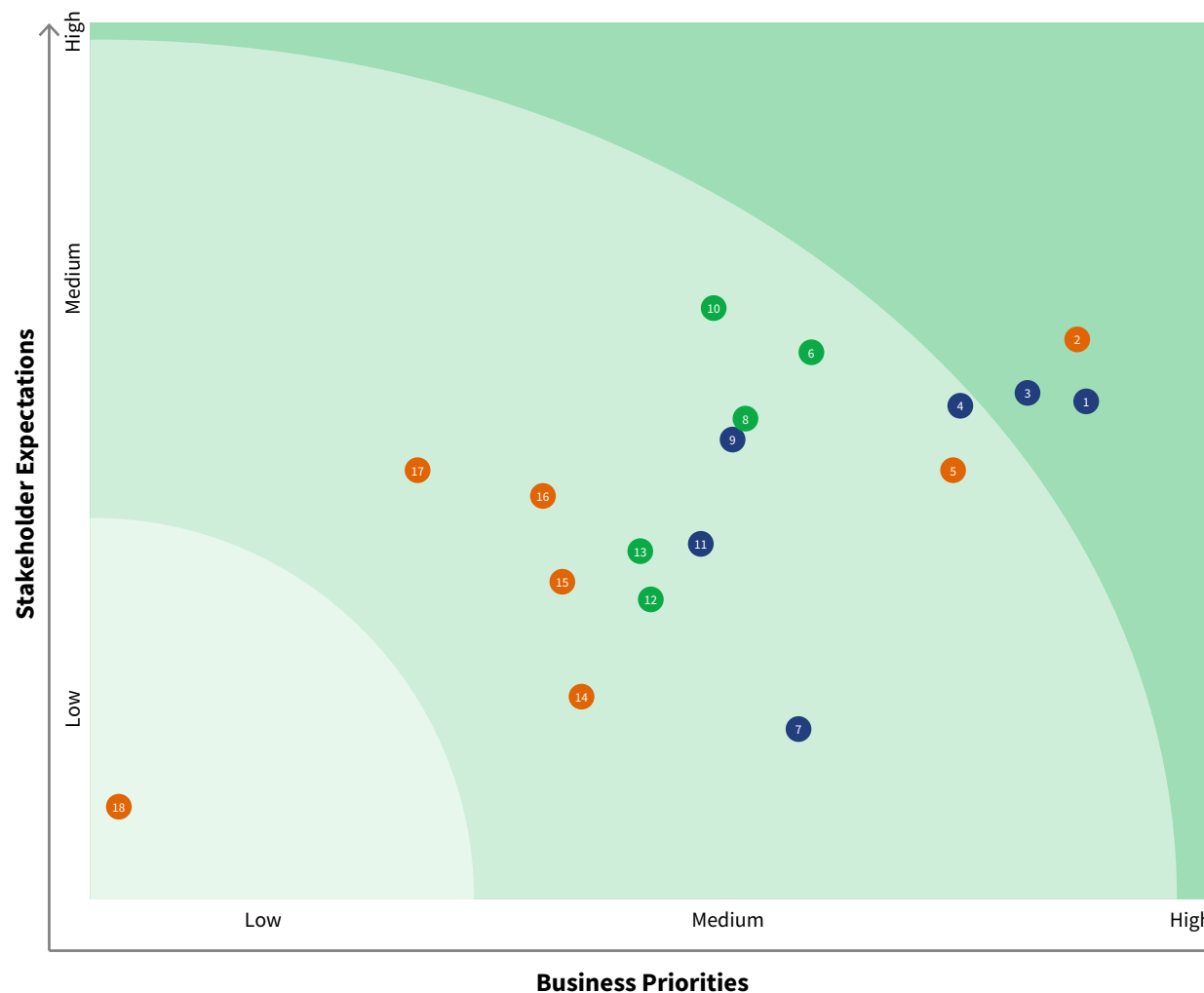
Stakeholder Group	Engagement channels	Frequency	Key Focus Areas
 Customers	Feedback surveys, forms, and business reviews	Annual	Competitive pricing, product quality, and on-time delivery
 Investors	Monthly MIS sharing, investor meetings	Monthly	Profitability, business growth, corporate governance and ethical practices
 Suppliers	Supplier surveys, SRM meetings, grievance redressal, feedback forms	Weekly/Quarterly/ Yearly	Cost, supply timelines, timely payment and business ethics
 Employees (Permanent)	Employee perception surveys, town hall meeting, Buzz with CEO, coffee with BU Head, skip level meeting, intranet updates	Yearly	Ethics, Human Rights & labor practices, growth opportunities, safety, wellness and productivity
 Employees (Contractual)	Contractor/safety meetings, newsletters, grievance redressal meeting	Quarterly	Business ethics, workplace safety, and productivity
 External Service Providers	Meetings, audit/gap assessment reports	As and when required	Business ethics and timely payments
 Regulators	Inspections, meetings, website communications	As and when required	Statutory and regulatory compliance
 Community	Social/public meetings, website outreach	As and when required	Environmental pollution, brand image, and societal impact
 NGOs	Social/public meetings, website, goodwill initiatives	As and when required	Environmental pollution and climate impact
 Media	Newsletters, physical/mail communications, brand support	As and when required	Environmental impact, corporate governance, ethics, and socioeconomic impact on the community

Materiality Assessment

Aragen conducts an annual review of its materiality assessment to ensure continued alignment with evolving business priorities, regulatory developments, and stakeholder expectations. In FY26, we revisited our material topics through a structured assessment process involving senior leadership and key internal and external stakeholder groups. This review reaffirmed the relevance of the existing eighteen material topics identified in prior years, reflecting consistency in our strategic focus areas while validating their importance in the current operating landscape.

Our approach integrates ongoing stakeholder engagement, risk evaluation, and business impact analysis to ensure that our sustainability priorities remain responsive to emerging global trends, such as climate transition, supply chain resilience, data security, and workforce well-being. This continuous process enables Aragen to maintain a forward-looking sustainability strategy while addressing both current and anticipated stakeholder concerns.

Our Materiality Matrix



Material Topics	Priority level	Boundary
1 Regulatory compliance	High	Internal & External
2 Employee wellbeing, health, and safety	High	Internal
3 Data privacy and security	High	Internal
4 Business ethics	Medium	Internal
5 Customer management	Medium	External
6 Environmental management and compliance	Medium	Internal
7 Financial performance	Medium	Internal
8 Energy efficiency & energy management	Medium	Internal
9 Sustainable supply chain management	Medium	External
10 Waste and water management	Medium	Internal
11 Corporate governance	Medium	Internal
12 GHG Emissions	Medium	Internal & External
13 Climate action/climate change	Medium	Internal & External
14 Diversity, equity, and inclusion	Medium	Internal
15 Human capital management	Medium	Internal
16 Talent attraction and retention	Medium	Internal
17 Stakeholder engagement	Medium	Internal & External
18 Community engagement and development	Low	External

- Environment
- Social
- Governance

4 OUR SUSTAINABILITY STRATEGY

Four Pillars of Aragen's ESG Strategy

At Aragen, our sustainability strategy is structured around four interconnected pillars that translate our ESG vision into measurable action and long-term value creation. Rooted in EHSS excellence, these pillars collectively guide how we manage environmental impact, empower people, strengthen communities, and uphold responsible governance across our operations and value chain.



Healthy Planet



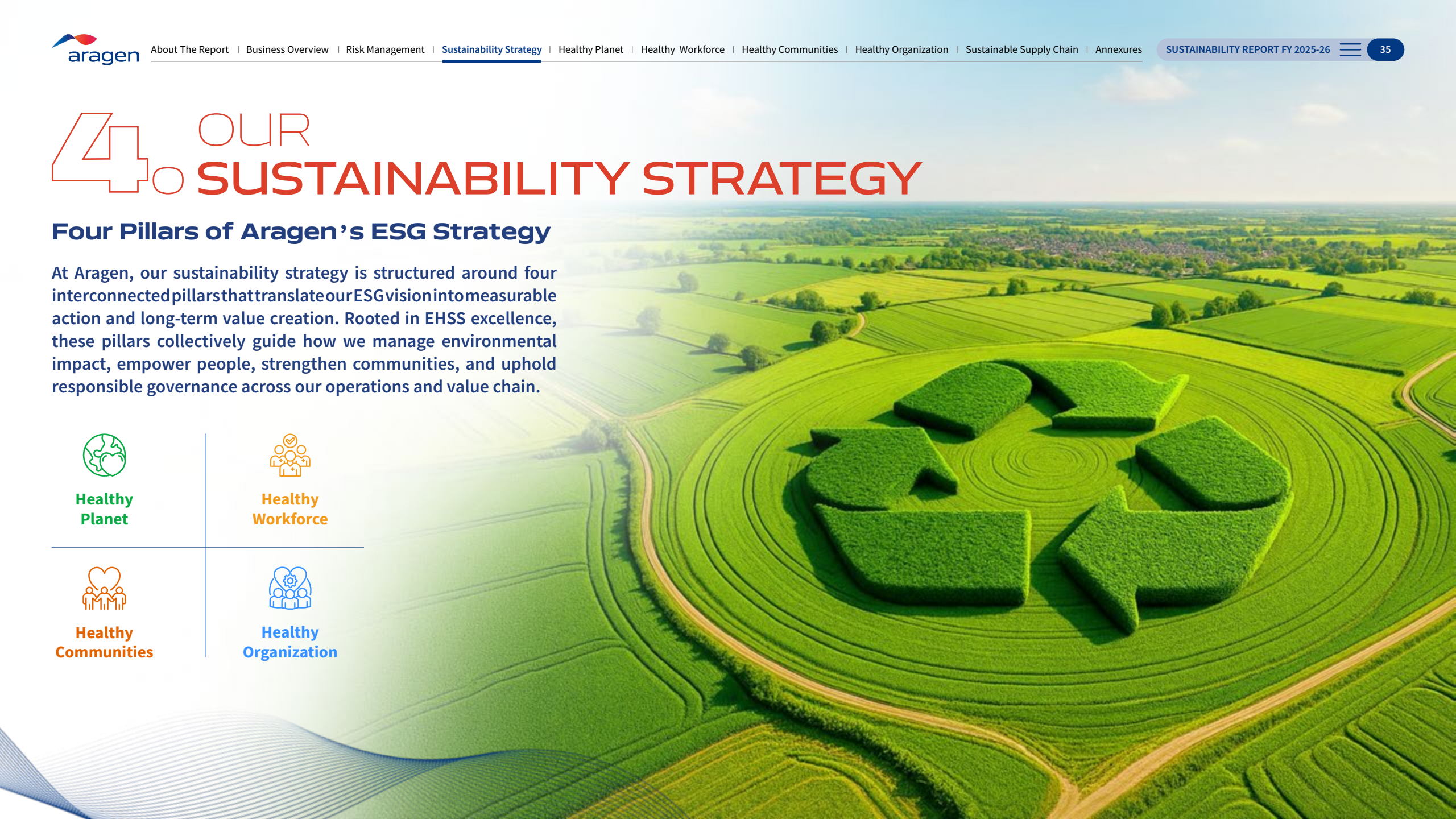
Healthy Workforce



Healthy Communities



Healthy Organization



ESG Pillar	Strategic Intent	Key Focus Areas	Value Created
 Healthy Planet	Advance responsible environmental stewardship and resource-efficient operations.	Climate action, energy efficiency, renewable energy, water stewardship, waste management and biodiversity.	Reduced environmental footprint and stronger operational resilience.
 Healthy Workforce	Build a safe, inclusive, engaged and future-ready workplace.	Employee wellbeing, diversity and inclusion, learning and development, engagement, human rights and safety.	Empowered people, improved productivity and a stronger safety culture.
 Healthy Communities	Create positive social impact through responsible community engagement.	Community wellbeing, CSR, local engagement, customer safety and responsible outreach.	Enhanced stakeholder trust and shared value for communities.
 Healthy Organization	Strengthen ethical, resilient and innovation-led governance.	Governance, ethics, compliance, data trust, innovation, digital transformation and responsible business conduct.	Stronger accountability, transparency and long-term business resilience.

ESG Commitments and Actions

At Aragen, sustainability continues to evolve from commitment to measurable transformation. Our environmental, social, and governance approach is anchored in science-based targets, operational accountability, and long-term value creation aligned with global climate goals.

Our Public Sustainability Goals

TARGET YEAR: FY2025

Zero hazardous waste to landfill

Commitment: Achieving zero hazardous waste to landfill for all waste streams by FY25

Why It Matters: Responsible waste management reduces operational footprint and supports a circular economy

Progress: Aragen achieved zero hazardous waste to landfill status in Jul-24



STATUS: Achieved

TARGET YEAR: 2026

Gender diversity: 25%

Commitment: Reaching 25% gender diversity in the workforce by 2026

Why It Matters: Diversity drives innovation. Equity and inclusiveness in the workplace create better outcomes for business and society

Progress: Gender diversity increased from 21.70% in FY24 to 22.39% in FY26



STATUS: In Progress

TARGET YEAR: FY2033

50.40% absolute reduction in scope 1, 2 & 3 emissions

Commitment: A 50.40% cut in absolute GHG emissions (Scope 1, 2 & 3) by FY33

Why It Matters: A science-based approach helps mitigate climate change and builds resilience in operations

Progress: SBTi-validated and science-aligned, with long-term roadmap set. Achieved 7.30% reduction in emissions from the FY 23 baseline



STATUS: In Progress

TARGET YEAR: FY2035

Water neutrality across operations

Commitment: Achieving water neutrality by FY35

Why It Matters: Water is a critical resource. Water neutrality ensures sustainability for all, especially in water-stressed regions.

Progress: 20.30% increase in water recycling in FY26 compared to FY25; ZLD plants at key facilities



STATUS: In Progress

TARGET YEAR: FY2050

Net-Zero emissions: 90% absolute reduction

Commitment: Net-Zero emissions with 90% absolute GHG reduction across the value chain by FY50

Why It Matters: Climate change is the greatest challenge of our era. Achieving net-zero ensures long-term environmental and economic sustainability for all. Target boundary includes land-related emissions and removals from bioenergy feedstocks



STATUS: In Progress

Value Creation Framework

Our Sustainability Value Creation Model demonstrates how Aragen creates long-term value by integrating sustainability, scientific innovation, and responsible business practices across the value chain. From discovery and development to commercial manufacturing, we transform strategic investments in people, planet, communities, governance, and responsible sourcing into measurable outcomes and shared value for stakeholders. As we celebrate, 25 years of transforming molecules into medicines, our purpose-driven approach continues to connect innovation with responsibility, accelerating better health outcomes while fostering resilience, sustainable growth, and positive impact for society and the planet.

INPUTS

Healthy Planet

- Energy Consumption: **3,58,707 GJ**
- Water withdrawal: **2,60,230 kL**
- Waste generated: **6,006 MT**
- ISO 14001 & 50001 certified

Healthy Workforce

- Employee strength: **4,362**
- Health & safety training hours: **17,319**
- ISO 45001 certified OHS systems

Healthy Community

- CSR spent: **₹66.81 Mn**
- Customer safety assurance wrt products & services

Healthy Organization

- Independent directors: **38%**
- Operational excellence training man hours: **6,100+**
- ISO/IEC 27001:2022 certified
- Enterprise risk management framework

Sustainable Supply Chain

- Global network of **1,400+ partners**
- Supply partner training hours: **1,500+**
- New supply partners signing the Supplier Code of Conduct: **100%**



Purpose and Values: In every molecule is the possibility for better health

ETHICS

Comprehensive Solutions

Robust Infrastructure

From Concept to Commercial



Discover > Development > Commercial

Vibrant Talent Pool

Diverse Customer Base



OUTPUTS

- Zero** coal consumption
- 28.80 %** of renewable energy
- 42%** of water recycled and reused
- Zero** waste to landfill organisation (hazardous waste)
- 8,612** trees and plants grown

- Certified with GPTW, **7 years** in a row
- 22.39%** gender diversity
- 44.48** average training hours per employee
- Zero** fatalities & LTIFR for employees
- Zero** incidents of discrimination

- 3,700+** saplings distributed
- 0.20 Mn+** people use community park
- 103** students trained through finishing school
- Zero** product safety complaints from customers

- Zero** corruption cases
- Zero** incidents of non-compliance of labelling and marketing
- 216** Kaizen ideas successfully implemented
- Zero** data breaches or privacy violations

- 40%** of procurement within a 250 km radius
- 47%** spend on green procurement
- 62%** spend directed to diverse supply partners

OUTCOMES

- Lower emissions and environmental footprint
- Improved resource efficiency and circularity
- Enhanced water stewardship to achieve water neutrality by FY35

- Safe, diverse, and engaged workforce
- Future-ready talent
- Strong learning culture
- Inclusive and equitable workplace
- Stronger safety culture with zero-harm mindset

- Better livelihoods and community wellbeing
- Enhanced social impact
- Sustainable community development
- Greater access to education and healthcare
- Long-term societal value creation

- Trusted and resilient organization
- Strong governance and compliance
- Enhanced stakeholder confidence
- Strong culture of continuous improvement
- Robust data privacy and information security

- Responsible and resilient supply chain
- Sustainable and inclusive sourcing
- Reduced supply chain emissions
- Enhanced local economic impact
- Improved supply chain reliability

Small Molecules

Peptides

PROTACS

Oligos

ADCs

Biologics (mAbs)

5. HEALTHY PLANET

At Aragen, nurturing a Healthy Planet is integral to our purpose of advancing science responsibly while creating long-term business value. As we mark 25 years of innovation and growth, we continue to strengthen our commitment to environmental stewardship by embedding sustainability into every stage of our operations, from discovery to commercialization. Guided by a robust, integrated Environmental Management System (EMS) and supported by global certifications such as ISO 14001, and ISO 50001, we ensure that environmental, health, safety, and sustainability considerations are seamlessly aligned with our strategic objectives and decision-making processes.

Our environmental approach is further anchored in a strong policy framework comprising our Sustainability Policy, Environment, Health & Safety (EHS) Policy, Energy Policy, and Biodiversity Policy which collectively guide our actions towards responsible resource management, environmental protection, and continuous improvement.

In an era where climate and sustainability imperatives are redefining industry expectations, Aragen views environmental responsibility as a

catalyst for innovation, efficiency, and resilience. By integrating green chemistry principles, sustainable procurement practices, and resource-efficient operations, we strive to minimize our environmental footprint while delivering high-quality scientific solutions. Our unified EHSS management system enables continuous improvement across key focus areas, ensuring that we not only meet global standards but also contribute meaningfully to a more sustainable future for our stakeholders and the planet.



Material Topics



Climate Action /
Climate Change



Energy Efficiency
and Management



Environmental
Management and
Compliance



GHG
Emissions



Waste and
Water Management

SDG Mapping



Key Highlights

7.69 MWp

group captive solar plant commissioned for
Bengaluru facility

28.80%

energy sourced from
renewable sources

Zero

coal
consumption

Zero

Hazardous Waste
to Landfill

9%

increase in renewable electricity
consumption compared to FY25

4.28 MTCO₂e

GHG emission
intensity per ₹ Mn

15,521 MTCO₂e

Total avoided emissions
(scope 1, 2 & 3)

42%

of water recycled
and reused



World Environment Day celebrations at Aragen Biosafety Solutions, Pune

Driving Energy Efficiency

At Aragen, energy management is integral to both operational excellence and environmental stewardship. We focus on improving energy efficiency, optimizing consumption, transitioning to cleaner fuels, and increasing the use of renewable energy across our R&D and manufacturing operations, supporting our broader ESG commitment to reduce environmental impact while enabling scientific innovation.

Energy efficiency also contributes to enhanced profitability, responsible operations, and the creation of long-term value for stakeholders across our value chain. Our approach is guided by a robust Energy Policy, which embeds energy conservation into our core business strategy. This policy drives the adoption of energy-efficient technologies, process improvements, and renewable energy solutions to reduce greenhouse gas emissions.

Through sustained implementation of energy conservation initiatives each year, we achieve measurable reductions in both energy consumption and emissions, reinforcing our commitment to sustainable growth. Energy consumption remains a key indicator of our environmental impact and operational efficiency. The table below presents energy consumption trends across renewable and non-renewable sources for FY24–FY26, reflecting our ongoing transition towards a cleaner and more sustainable energy mix.

Energy Source	UoM	FY26	FY25	FY24
Non-Renewable Energy	GJ	2,55,568	2,38,392	2,02,090
Oil	GJ	15,076	25,842	20,101
Coal	GJ	0	201	4,979
Gas	GJ	28,911	3,725	1,490
Grid Electricity	GJ	2,11,581	2,08,624	1,75,520
Renewable Energy	GJ	1,03,139	78,353	69,541
Solar Electricity	GJ	50,687	23,795	24,346
Biomass	GJ	52,452	54,558	45,195
Total Energy Consumption	GJ	3,58,707	3,16,745	2,71,631

Accelerating the Transition to Cleaner Fuels

The data reflects Aragen’s continued progress towards cleaner energy practices, highlighted by the complete phase-out of coal at API manufacturing facility at Hyderabad and the successful transition from furnace oil to natural gas during at API manufacturing facility at Visakhapatnam in FY26. At the same time, the increased adoption of natural gas demonstrates a strategic shift towards lower-carbon fuel alternatives, while consistently high biomass usage underscores the company’s commitment to renewable energy sources. Overall, Aragen is steadily reducing its reliance on more carbon-intensive fuels and strengthening its transition to a cleaner energy mix. However, the rising consumption of diesel remains an area of focus and presents an opportunity to further reduce fossil fuel dependence and enhance decarbonisation efforts.

Towards a Greener Electricity Portfolio

Electricity consumption is a key driver of operational efficiency and environmental

impact. As part of the company’s commitment to sustainability and responsible energy management, increasing emphasis is being placed on transitioning from conventional grid electricity to cleaner, renewable energy sources.

Over the three-year period from FY24 to FY26, total electricity consumption has shown a steady increase, reflecting operational growth. Notably, while non-renewable power continues to constitute a significant portion of total consumption, renewable energy procurement has seen a substantial rise, particularly in FY26. This

indicates a positive shift towards cleaner energy sources and demonstrates our ongoing efforts to integrate sustainability into its energy strategy. Continued focus on renewable energy adoption will be critical in reducing dependency on fossil fuels and achieving long-term environmental goals.

Energy consumption within the organization reflects both operational demand and the effectiveness of energy management practices. As part of our sustainability journey, we are actively working to improve energy efficiency while increasing the share of renewable energy in its overall consumption mix.

28.80 %

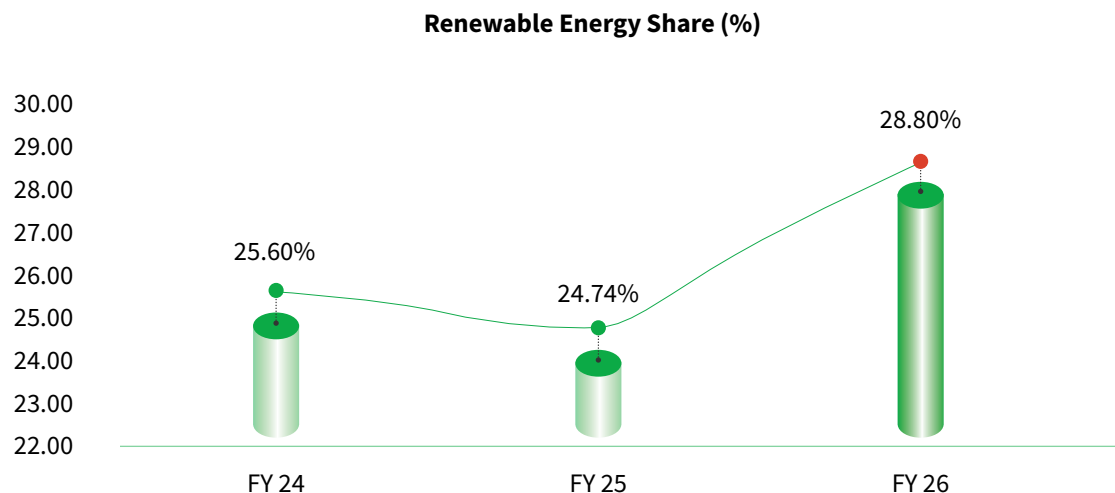
Renewable energy in total energy mix

19.33 %

Renewable electricity in total electricity consumption

Expanding Our Renewable Energy Footprint

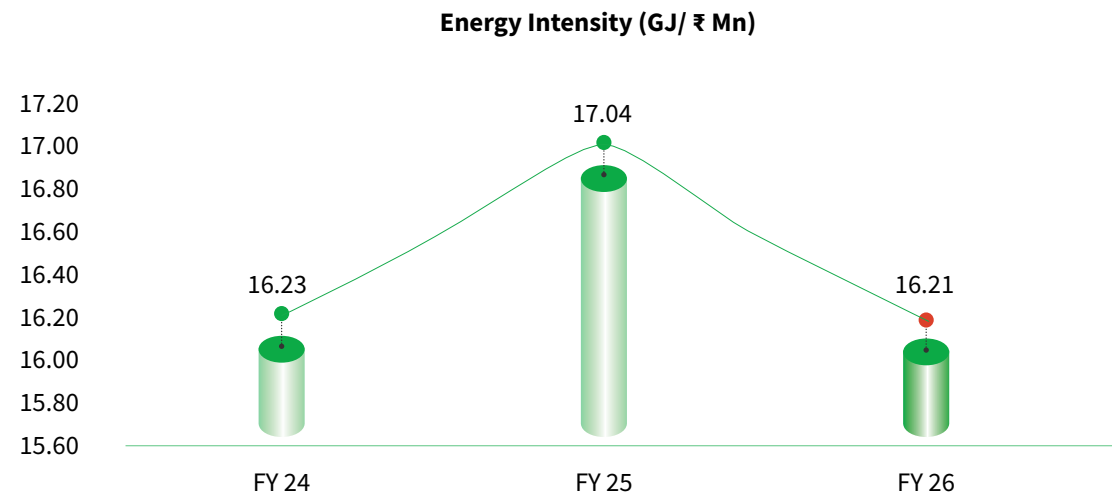
Between FY24 and FY26, total energy consumption has increased steadily in line with business growth. While non-renewable energy continues to dominate the overall energy mix, there has been a notable rise in renewable energy consumption, particularly in FY26, resulting in an improvement in the share of renewables to 28.80%. Although there was a slight dip in renewable share in FY25, the overall trend indicates a gradual shift towards cleaner energy sources. This progress underscores our commitment to enhancing sustainability performance, though continued efforts will be essential to further expand renewable adoption and reduce reliance on non-renewable energy sources.



Our U.S. facility runs on
100 %
renewable electricity.

Energy Intensity

From FY25 to FY26, total energy consumption increased by 13.25%, in line with strong business growth, while revenue rose by 19.11%. Despite the rise in absolute energy use, energy intensity improved by 4.89%, indicating better energy efficiency and optimization across operations.



Energy Conservation in Action

At Aragen, continuous improvement in energy performance remains an important focus area across our operations. To identify opportunities for continuous improvement, we conduct regular energy audits across our facilities with the support of accredited external energy auditors and technical experts. These assessments help us evaluate energy performance, uncover optimization opportunities, and implement targeted interventions that reduce energy consumption, improve operational efficiency, and support our decarbonization goals.

The following case studies highlight some of the key energy conservation initiatives undertaken in FY26, demonstrating how focused operational improvements have delivered measurable energy savings while enhancing process efficiency and resource utilization across our facilities.

Case Study

Optimization of Cooling Tower Operations at Manufacturing unit-1

The manufacturing facility at Hyderabad initially operated two separate cooling towers, with CT-10 dedicated to Chiller-301 consuming 26.12 kW and CT-11 dedicated to Chiller-2 consuming 24.84 kW, resulting in parallel operation and higher overall energy use. To optimize performance, the cooling load of BC-301 was integrated with CT-11 alongside BC-2, enabling the shutdown of CT-10, and post-implementation, CT-11 efficiently handled the combined load with adequate cooling water flow for both condenser and oil cooler requirements at a total power consumption of 26.84 kW.

Impact & Outcomes

Annual savings of
1,92,960 kWh



Improved operational
efficiency



Reduced operational
energy demand



Case Study

Energy Efficiency Upgrade in Chilling System at NRM-1

Commissioned a new energy-efficient air cooled chiller at Nacharam R&D labs on 19 February 2026, replacing the old system (1.7 kW/TR) with a high-efficiency air cooled chiller (1.0 kW/TR) under the ESCO model, leading to significant energy performance improvement.

Impact & Outcomes

35% reduction in energy
consumption achieved



Enhanced chiller efficiency



Reduced operational energy
demand



Managing Carbon Footprint

Climate action remains one of Aragen's most material sustainability priorities. As a science-driven CRDMO, we recognize that the transition to net zero requires rigorous measurement, transparent disclosure, and decisive operational action. Since FY18, we have consistently tracked and reported Scope 1 and Scope 2 greenhouse gas emissions, with Scope 3 emissions subsequently incorporated to provide a comprehensive view of our value chain impact.

A defining milestone in our climate journey was achieved in August 2024, when Aragen's near-term and long-term greenhouse gas (GHG) reduction targets were validated by the Science Based Targets initiative (SBTi). This recognition places Aragen among a select group of CRDMOs in India with science-aligned climate commitments, reinforcing our dedication to credible and measurable decarbonization.

Physical Climate Risk Assessment

Aragen Life Sciences recognizes climate change as a critical business risk and strategic priority and has undertaken a comprehensive physical climate risk assessment to evaluate its impact on operations, assets, and financial performance. Aligned with TCFD and IFRS S2 frameworks, the assessment uses scenario-based modelling based on IPCC pathways to analyse risks across multiple climate futures. By evaluating low, moderate, and high emission scenarios over short-, medium-, and long-term horizons, Aragen assesses evolving physical risks, financial implications, and operational resilience. This structured approach supports informed decision-making, strengthens long-term resilience, and integrates climate considerations into strategic planning and capital allocation.

The table beside summarizes the key characteristics of the climate scenarios used in this assessment, including their underlying assumptions, projected temperature increases, and relevance to Aragen's risk management framework.

Scenario	Description	Temperature Rise by 2100	Approach of Analysis	Relevance to Aragen
SSP1 2.6 (Low Emissions / Accelerated Transition)	A sustainability-focused pathway with strong climate action, reduced emissions, and improved resource efficiency	~1.6°C (0.9°C–2.3°C)	Used as a baseline / optimistic scenario to assess risks under effective climate mitigation	Reflects lower physical risk exposure and manageable operational impacts
SSP2 4.5 (Middle-of-the-Road)	Represents continuation of current trends with moderate climate policies and uneven development	~2.4°C (1.7°C–3.2°C)	Used as the primary scenario for financial and business impact assessment	Most relevant for strategic planning and investment decisions
SSP5 8.5 (High Emissions / Hot-House World)	A fossil-fuel intensive pathway with minimal mitigation and high greenhouse gas emissions	~4.3°C (3.2°C–5.3°C)	Used as a stress-testing scenario to evaluate maximum exposure and resilience needs	Highlights worst-case impacts on operations, costs, and infrastructure

To support a structured understanding of Aragen Life Sciences' exposure to climate-related physical risks, the following table presents a consolidated view of key risks identified through scenario-based analysis. It integrates insights across multiple climate scenarios and time horizons, providing a forward-looking perspective on how different hazards may evolve and impact the organization.

Risk	Impact Rating Under Scenario Analysis	Degree of Risk Concentration	Description of Potential Risk Impact	Potential Financial Impact (Category)	Scenario	Short-term (2020–2030)	Medium-term (2030–2040)	Long-term (2040–2050)	Response Strategy
 Flood	Low → Moderate increase	Moderate	Damage to manufacturing facilities and laboratories, inventory loss, and operational downtime impacting project delivery and supply continuity	CapEx (building, contents), OpRev downtime	SSP2-4.5 / SSP5-8.5	Low	Moderate	Moderate–High	Implement flood protection measures (barriers, drainage systems), elevate critical equipment and assets, strengthen site-level emergency response plans, and optimize insurance coverage to minimize financial losses and recovery time
 Wind	Moderate → High	Medium–High	Structural damage to facilities and equipment, leading to operational disruption, delays in project execution, and increased repair costs	CapEx damage, inventory loss, downtime losses	SSP2-4.5 / SSP5-8.5	Moderate	High	High	Reinforce building structures to withstand extreme winds, conduct regular infrastructure audits, retrofit vulnerable assets, and enhance disaster preparedness and business continuity planning
 Heat	High → Very High	High	Reduced workforce productivity, increased cooling demand for labs and facilities, higher energy costs, and strain on equipment performance	OpEx (cooling), productivity losses	SSP2-4.5 / SSP5-8.5	High	Very High	Very High	Invest in energy-efficient cooling systems for laboratories and facilities, adopt climate-resilient building designs, implement workforce safety measures (shift optimization, heat protection), and improve energy management practices

Risk	Impact Rating Under Scenario Analysis	Degree of Risk Concentration	Description of Potential Risk Impact	Potential Financial Impact (Category)	Scenario	Short-term (2020–2030)	Medium-term (2030–2040)	Long-term (2040–2050)	Response Strategy
 Drought	High → Very High	High	Water scarcity affecting manufacturing and lab processes, increased dependency on external water sources, and higher operational costs	Increased operational costs	SSP2-4.5 / SSP5-8.5	High	High	Very-High	Deploy water conservation and recycling systems, invest in alternative water sourcing (e.g., rainwater harvesting), optimize water usage in operations, and integrate water risk into site selection and planning
 Fire (Wildfire)	Low → Moderate	Low–Moderate	Localized infrastructure damage, operational interruptions, and workforce safety risks, including air quality-related disruptions	CapEx damage, insurance cost increase	SSP2-4.5 / SSP5-8.5	Low	Moderate	Moderate	Use fire-resistant construction materials, maintain vegetation management around facilities, install fire detection and suppression systems, and ensure robust emergency evacuation and response protocols
 Cold	Very Low → Declining	Very Low	Minimal impact with limited operational disruption; not material to Aragen’s overall business performance	Minimal financial impact	SSP2-4.5 / SSP5-8.5	Very Low	Very Low	Very Low	No significant mitigation required; maintain basic infrastructure resilience and contingency measures for occasional cold-related disruptions

The assessment highlights that heat and drought pose the most significant long-term risks to Aragen, driving operational costs and productivity impacts. Wind and flood represent high-impact episodic risks, contributing to financial losses. Fire risk remains moderate and localized, while cold risk is negligible. Overall, climate risks are expected to intensify over time.

Science Based Targets Initiative (SBTi) – Approved Climate Commitment

Aragen Life Sciences Limited has received official validation from the Science Based Targets initiative (SBTi) for its near-term and net-zero emissions reduction targets.

Date of Approval: 21 August 2024

Classification: 1.5°C-aligned (Scope 1 & 2), with Scope 3 targets aligned to SBTi requirements

Target Type	Target Details
Near-Term (by FY2033)	Achieve 50.40% absolute reduction in Scope 1 & Scope 2 emissions
	Achieve 50.40% absolute reduction in Scope 3 emissions
	Alignment: 1.5°C pathway (SBTi validated)
Long-Term (by FY2050)	90% reduction in absolute Scope 1, 2 & 3 GHG emissions from FY2023
Net-Zero	Net-zero across the value chain by FY2050

**Target boundary includes land-related emissions and removals from bioenergy feedstocks.*

Our Emissions Profile: Scope 1,2 & 3

Scope 1 (MTCO₂e)



Scope 2 (MTCO₂e)



Scope 3 (MTCO₂e)



**Baseline year of GHG emissions is FY23*

In FY26, total emissions were 94,777 MTCO₂e, reflecting a 2.74% reduction from FY25 and a 7.30% reduction from the FY23 baseline, demonstrating improved emissions management despite ongoing business growth. Scope 1 emissions declined significantly by 20.37%, driven by enhanced process efficiencies and increased use of cleaner fuels, while Scope 2 emissions saw a marginal reduction of 0.95%, indicating stabilization supported by energy optimization and gradual renewable energy adoption. Scope 3 emissions decreased by 1.50%, reflecting early progress in managing value chain impacts.

Although, overall emissions remain higher than FY24 due to business expansion, the consistent decline across all scopes compared to FY25 highlights positive momentum toward Aragen's SBTi-aligned decarbonization goals.

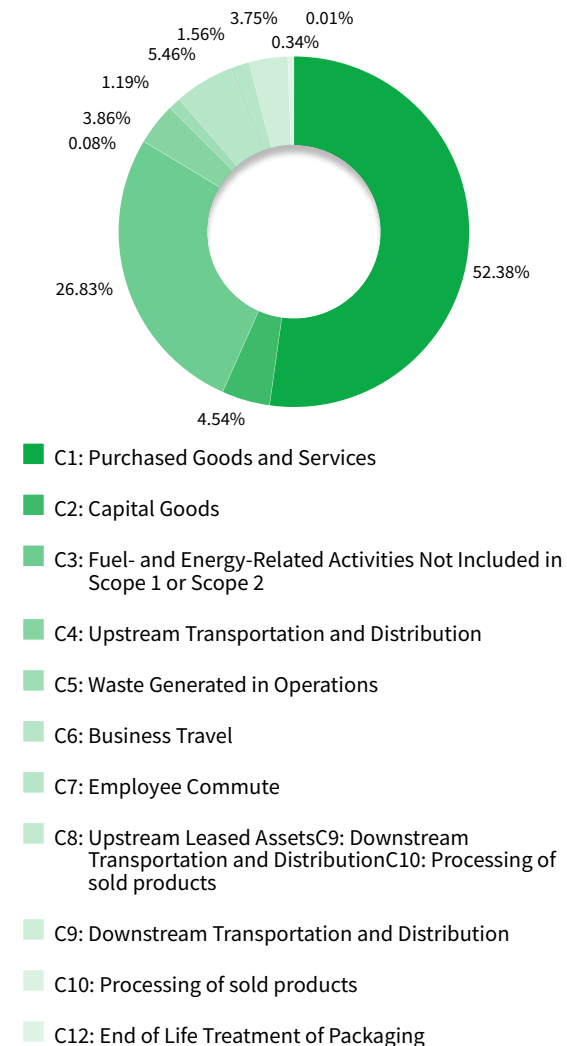
Inside Scope 3: Where Our Value-Chain Emissions Originate

Scope 3 emissions represent the most significant share of Aragen's total carbon footprint, covering indirect emissions generated across the value chain, including procurement, logistics, business travel, and product lifecycle impacts. Tracking these categories enables us to identify emission hotspots and prioritize targeted interventions.

The table below provides a detailed breakdown of Scope 3 emissions across key categories over FY23 to FY26, reflecting our evolving approach to value chain decarbonization.

Scope 3 Categories	UoM	FY26	FY25	FY24	FY23
C1: Purchased Goods and Services	MTCO ₂ e	24,600	21,922	22,865	31,376
C2: Capital Goods	MTCO ₂ e	2,132	3,944	3,372	5,829
C3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	MTCO ₂ e	12,599	12,974	7,604	10,893
C4: Upstream Transportation and Distribution	MTCO ₂ e	1,815	1,643	484	634
C5: Waste Generated in Operations	MTCO ₂ e	37	124	112	169
C6: Business Travel	MTCO ₂ e	561	863	690	341
C7: Employee Commute	MTCO ₂ e	2,564	2,620	2,470	2,470
C8: Upstream Leased Assets	MTCO ₂ e	5	8	7	6
C9: Downstream Transportation and Distribution	MTCO ₂ e	733	1,009	992	739
C10: Processing of sold products	MTCO ₂ e	1,760	1,407	1,416	1,947
C12: End of Life Treatment of Packaging	MTCO ₂ e	161	1,169	805	677
Total Emissions	MTCO₂e	46,967	47,683	40,817	55,072

Scope 3 Emissions - FY 26



In FY26, Scope 3 emissions stood at 46,967 MTCO₂e, reflecting a 1.50% reduction compared to FY25, driven by focused efforts in optimizing operations and improving efficiency across the value chain. Purchased goods and services (C1) remained the largest contributor, highlighting the importance of supply partner engagement in achieving further reductions. Notable declines were observed in capital goods (C2), waste generated in operations (C5), business travel (C6), and end-of-life treatment of packaging (C12), indicating progress in resource efficiency and responsible consumption practices.

At the same time, certain categories such as upstream transportation (C4) and processing of sold products (C10) showed an increase, reflecting business growth and evolving operational demands. Overall, the FY26 performance demonstrates early but meaningful progress in Scope 3 emission management, with continued focus required on supply partner collaboration, sustainable procurement, and logistics optimization to drive deeper value chain decarbonization.



Special Appreciation Award – World Environment Day 2025

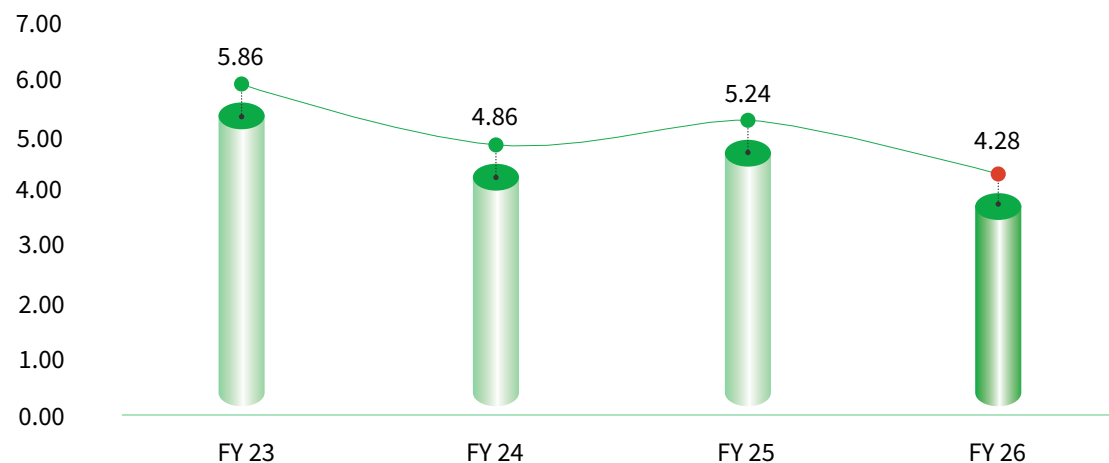
Mr. Saravanan, employee at our Mallapur facility in Hyderabad is recognized for his commitment to sustainability through his daily cycling commute and for inspiring others to adopt a more sustainable lifestyle.



Emissions Intensity

From FY25 to FY26, total emissions decreased by 2.74% while revenue grew by 19.11%. This decoupling of emissions from business growth is further reflected in the significant improvement in emission intensity, which reduced by 18.32%.

Emission Intensity Trend (MTCO₂e/ ₹Mn)



Key Decarbonization Initiatives:

As part of our decarbonization roadmap, Aragen is actively implementing targeted interventions to reduce emissions across operations. These initiatives focus on transitioning to cleaner fuels, scaling renewable energy adoption, and building strategic partnerships to accelerate the shift toward low-carbon operations. The highlights below showcase key projects undertaken during FY26, demonstrating measurable impact in reducing emissions while strengthening energy resilience and operational sustainability.

Case Study

Expanding Green Energy Through Strategic Partnerships

At the Mallapur R&D site, renewable energy adoption was strengthened through a long-term open access Power Purchase Agreement (PPA). This initiative enabled the procurement of 3.18 million units of solar energy in FY26, resulting in a reduction of Scope 2 emissions.

Impact & Outcomes



3.18 million units renewable energy consumed



2,255 MTCO₂e emissions avoided

Case Study

Fuel Transition from FO to PNG at API manufacturing unit-II, Visakhapatnam

Transitioned boiler fuel from furnace oil to piped natural gas (PNG) at Manufacturing Unit-II, Visakhapatnam, resulting in reduced direct fossil fuel (Scope 1) emissions

Impact & Outcomes



366 MTCO₂e emissions avoided

Case Study

Scaling Solar for Clean Energy Transition

At our Bengaluru site, a 7.69 MWp group captive solar plant, driving a significant shift toward clean energy. During FY26, the facility consumed 4.26 million units of solar energy (from Nov 25), enabling a reduction in Scope 2 emissions and advancing our transition away from grid-based electricity.

Impact & Outcomes



4.26 million units renewable energy consumed



3,027 MTCO₂e emissions avoided



We will continue to advance our decarbonization agenda through targeted energy transition initiatives. Key actions will include the planned replacement of the existing PNG-fired boiler with a biomass-fired boiler at API manufacturing unit-II, Visakhapatnam, thereby increasing the use of renewable fuel sources and Scope 1 emission reduction. Additionally, we will focus on enhancing the share of renewable energy at Mallapur R&D facility, contributing to a reduction in Scope 2 emissions and supporting the organization's broader climate commitments.

Advancing Decarbonization Through Sustainable Mobility

Electric Vehicle Adoption at Mallapur Facility

Material ESG Concern:

Conventional internal transportation methods that rely on fossil fuel-powered vehicles and manual material handling can contribute to greenhouse gas emissions, increased operational inefficiencies, and higher safety risks, particularly in the movement of hazardous materials such as chemical solvents. Reducing transport-related emissions while improving operational safety and efficiency is therefore a key sustainability and ESG priority.

Aragen's Strategic Intervention

Aligned with its sustainability strategy and commitment to decarbonization, Aragen implemented targeted intervention at its Mallapur facility to address both energy consumption and internal logistics.

Key elements of the intervention include:

- Reduction in reliance on conventional grid electricity, contributing to lower carbon emissions and energy cost optimization
- Introduction of an electric vehicle (EV) for internal transportation of solvents from storage areas to laboratories
- Transition from manual trolley-based material movement to EV-enabled logistics, improving process efficiency and control
- Enhancement of operational safety and standardization, particularly for handling and transporting chemical solvents
- Integration of sustainability with day-to-day operations by combining clean energy adoption with green mobility solutions

Impact & Outcomes

The initiative delivered measurable environmental, operational, and safety benefits:



Clean energy adoption



Zero tailpipe emissions logistics



Improved material handling safety

Operationally, the EV enhances efficiency, consistency, and reliability in internal transport processes, while significantly reducing manual effort and associated ergonomic risks. The initiative also strengthens safety standards by enabling smoother and more controlled movement of solvents within the facility.



Product Carbon Footprint (PCF)

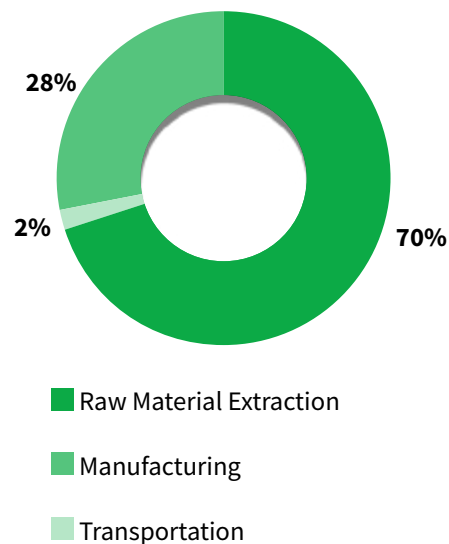
Approach

With increasing global focus on climate change and the transition toward low-carbon products, Aragen has completed a Product Carbon Footprint (PCF) assessment of 10 products internally. The PCF assessment has been conducted in alignment with ISO 14067:2018, Greenhouse gases: Carbon footprint of products, along with relevant principles of ISO 14040/14044 (Life Cycle Assessment). The methodology ensures a scientifically robust, transparent, and consistent approach to quantifying greenhouse gas (GHG) emissions.

This initiative follows a cradle-to-gate approach, covering key emission sources including raw material extraction, transportation, and manufacturing processes reflects a strong commitment to understanding and minimizing environmental impacts throughout the product life cycle. This approach enables a comprehensive evaluation of carbon emissions associated with each stage of product development.

Outcomes

Based on the ISO 14067-aligned assessment, the average contribution of life cycle stages to the overall carbon footprint of the evaluated products is as follows:

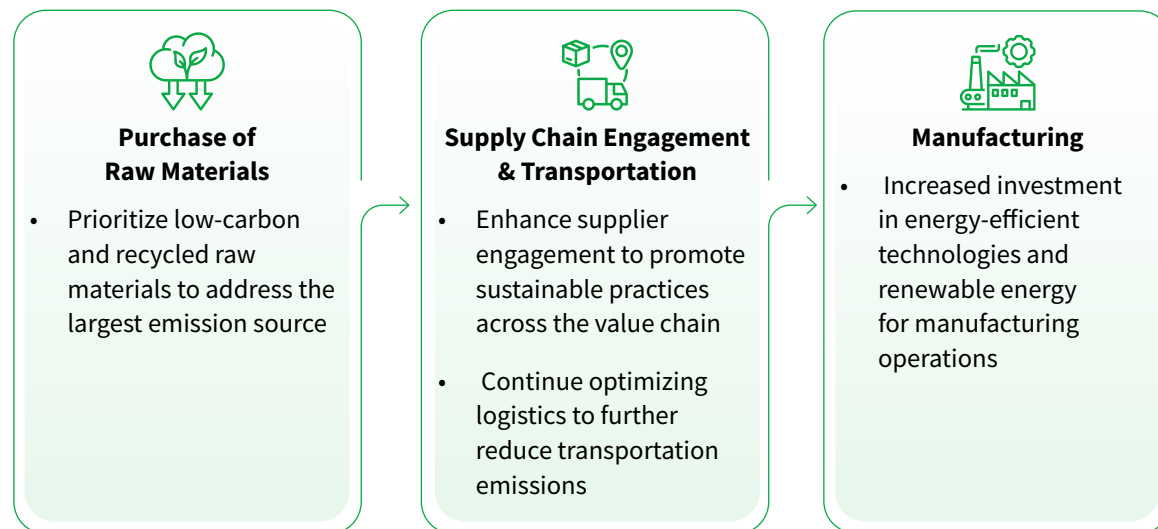


Key Insights and Way Forward

Guided by ISO 14067 principles, Aragen is focusing on

Focus areas for Aragen

Stage



Through this assessment, Aragen demonstrates a proactive approach to climate action, aligning its operations with global sustainability goals and reinforcing its commitment to delivering environmentally responsible products.

Air Emissions Management

We remain committed to minimizing our air emissions through robust monitoring and control systems installed across key emission sources, including process stacks, boilers, and DG sets. Emissions are regularly tracked and reported in accordance with regulatory requirements as well as internal environmental performance targets.

In FY26, we continued to strengthen our air emissions management practices, with focused efforts on reducing key pollutants such as Nitrogen Oxides (NOx), Particulate Matter (PM), and Sulphur Oxides (SOx) across all operating units.

NOx (kg)		SOx (kg)		Particulate Matter (kg)		Total Air emissions (kg)	
FY26	5,133	FY26	3,488	FY26	4,068	FY26	12,689
FY25	4,948	FY25	3,703	FY25	4,154	FY25	12,805

Air emissions remained well controlled in FY26, with total emissions declining to 12,689 kg, a 0.91% reduction from FY25. This improvement reflects the effectiveness of our ongoing efforts to minimize air pollutant emissions through the adoption of cleaner fuels such as biomass & PNG, process optimization initiatives, and the deployment of robust emission control technologies across our operations. These sustained efforts ensure compliance with applicable environmental regulations, and no instances of non-compliance were identified during the reporting period.



Strengthening Water Stewardship

Water is one of the most critical natural resources in pharmaceutical research and manufacturing, used extensively for synthesis reactions, cleaning, cooling, and utility operations. Aragen operates across regions that are classified as water-stressed, particularly in Hyderabad (Telangana) and Bengaluru (Karnataka), making responsible water stewardship a non-negotiable priority.

Aragen's approach to water stewardship goes beyond regulatory compliance. It is guided by a long-term commitment to **achieve Water Neutrality by FY2035**, ensuring that water withdrawn from the environment is balanced through recharge, recycling, and reuse initiatives. This approach integrates operational efficiency with ecosystem responsibility across all sites.

Water Sourcing and Withdrawal

Aragen primarily relies on third-party water supply (municipal and Industrial Development Area supply), supplemented by limited groundwater and minimal surface water use. This strategy helps reduce stress on natural freshwater sources while ensuring reliability of operations.

Total Water Withdrawal by Source

Description	UoM	FY26	FY25	FY 24
Groundwater	kL	7,645	8,350	6,695
Surface Water	kL	0	1,920	0
Third-Party Water (Municipality/Industrial Development Area water supply)	kL	2,52,585	2,05,701	1,88,712
Total Water Withdrawal	kL	2,60,230	2,15,971	1,95,407

Water Use in Water-Stressed Regions

A large proportion of Aragen's water consumption occurs in water-stressed areas. This makes efficient water use and responsible sourcing particularly important.

Total Water Withdrawal in Water-Stressed Areas

Description	UoM	FY26	FY25	FY 24
Groundwater	kL	7,645	8,350	6,695
Surface Water	kL	0	1,920	0
Third-Party Water (Municipality/Industrial Development Area water supply)	kL	2,11,305	1,69,724	1,52,452
Total Water Withdrawal	kL	2,18,950	1,79,994	1,59,147

In FY26, 84.14% of total water withdrawal was from water-stressed regions, with the majority supplied by third-party water suppliers. This highlights the importance of Aragen's ongoing efforts to optimize water efficiency and reduce environmental impact in these areas.



Rainwater Harvesting

Aragen has implemented rainwater harvesting systems across key sites to support groundwater recharge and reduce dependency on external water sources. These systems contribute to aquifer replenishment and strengthen resilience in water-stressed locations. Site-specific targets for water collection and recharge infrastructure continue to evolve.



Water Balance: Consumption, Treatment, and Reuse

At Aragen, we actively monitor water consumption, treatment, recycling, and discharge across our operations to improve efficiency and minimize freshwater dependency.

Water Discharge by Destination

Total Water Discharge (All areas) (kL)

FY26	49,768
FY25	60,141
FY24	46,274

Total Water discharge (water stress areas) (kL)

FY26	33,300
FY25	54,492
FY24	39,440

Water Recycled and reused (kL)

FY26	1,08,596
FY25	86,516
FY24	72,789

Water Recycled & Reused Trend (%)

FY26	42%
FY25	40%
FY24	42%

Water Consumption

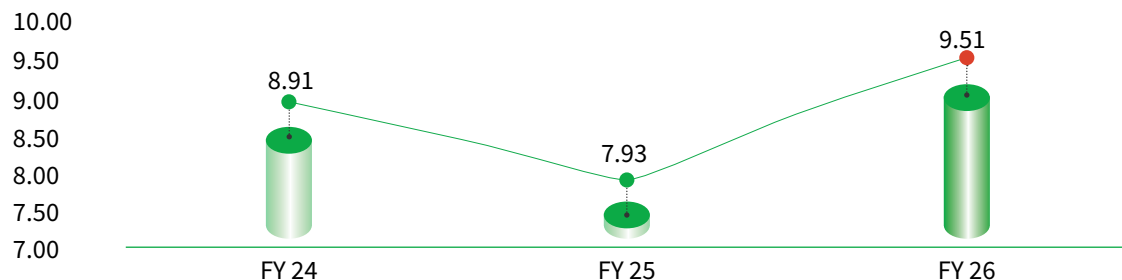
Total Water Consumption (All Areas) (kL)

FY26	2,10,463
FY25	1,47,398
FY24	1,49,133

Total Water Consumption (Water-Stressed Areas) (kL)

FY26	1,85,650
FY25	1,24,986
FY24	1,19,707

Water Consumption Intensity Trend (kL/₹Mn)



Water consumption intensity increased by 19.92% in FY26 compared to FY25 due to a rise in operational water demand. The trend highlights opportunities to further strengthen water conservation and efficiency initiatives as the business continues to grow.

The FY26 water balance reflects strengthened water stewardship, with total water recycled and reused increasing to 1,08,596 kL, which is 42% of the total water withdrawal, indicating improved adoption of circular water practices across operations. Despite higher water consumption driven by business growth, reduced wastewater treatment and lower discharge volumes highlight better process efficiencies and enhanced internal reuse systems. This demonstrates a gradual shift from a linear to a circular water management approach, supported by ZLD and recycling initiatives, helping decouple operational growth from freshwater dependency and reinforcing progress toward Aragen's water neutrality goal by FY2035.



Wastewater RO plant, Manufacturing Unit I, Nacharam

Water Recycling, Reuse and Efficiency

Aragen continues to invest in water-efficient technologies and circular water systems:

- Reuse of treated STP water for landscaping and toilet flushing **(33,890 kL)**
- Use of RO permeate from ZLD Plants for boiler feed and utilities **(38,232 kL)**
- Recycling of DM plant reject water for cooling tower operations and urinal flushing **(18,958 kL)**
- Condensate from autoclaves for gardening **(17,516 kL)**
- Continuous tracking of water consumption and performance at site level

At the same time, controlled discharge levels reflect effective wastewater treatment and reuse strategies. Treated water is reused across multiple operational applications including gardening,

boiler feed, cooling tower make-up, scrubber systems, and toilet flushing. These integrated efforts contribute significantly to reducing freshwater intake and minimizing wastewater discharge across operations.

Water Treatment and Discharge Management

Wastewater generated across facilities is treated through Effluent Treatment Plants (ETPs) and, where applicable, Zero Liquid Discharge (ZLD) plants, ensuring minimal environmental impact.

A significant portion of treated water (RO permeate) is reused internally, while the remaining is safely discharged to authorized Common Effluent Treatment Plants (CETPs).

This structured approach ensures that wastewater is responsibly managed and does not adversely impact surrounding ecosystems.



Zero Liquid Discharge Facility, Manufacturing Unit I, Nacharam

Key manufacturing facilities, including Nacharam and Bengaluru, operate advanced Zero Liquid Discharge (ZLD) systems. These systems eliminate liquid waste discharge by treating and recycling wastewater within the plant.

Two

of our key facilities operate **Zero Liquid Discharge (ZLD) plants** for sustainable water management.



Water Quality Management

As part of our commitment to responsible environmental stewardship, Aragen prioritizes the effective management of water resources and wastewater quality across its R&D and API manufacturing operations. Recognizing that pharmaceutical and life sciences activities generate complex effluents with organic load, solvents, and trace contaminants, Aragen has deployed advanced treatment technologies tailored to process-specific wastewater streams.

Aragen adopts a risk-based approach to wastewater management, ensuring that all effluents are treated through multi-stage Effluent Treatment Plants (ETPs) incorporating physical, chemical, and biological processes. Continuous monitoring systems supported by periodic laboratory analysis are deployed to assess key water quality parameters. Internal controls and governance mechanisms ensure transparency, regulatory compliance, and continuous improvement.

To strengthen accountability, Aragen aligns its wastewater management practices with discharge standards prescribed by the Central Pollution Control Board (CPCB) and State Pollution Control Boards (SPCBs). Regular monitoring and testing help minimize pollution-related environmental impacts and ensure responsible discharge management across sites.

Strategic Direction for Water Stewardship

In line with Aragen's growth trajectory and expanding infrastructure footprint, wastewater volumes are expected to increase over time. Aragen is proactively addressing this through a forward-looking water stewardship strategy focused on:

- Capacity expansion of wastewater treatment infrastructure across key sites in Hyderabad, Bengaluru, and other operational locations
- Adoption of Zero Liquid Discharge (ZLD) systems to eliminate liquid waste discharge and enhance water circularity at manufacturing facility at Hyderabad and R&D facility at Bengaluru
- Increased water recycling and reuse, particularly for utilities such as cooling towers and gardening
- Integration of green chemistry principles to minimize effluent load at source

Aragen also actively collaborates with regulators and local authorities to ensure that its wastewater discharge does not adversely affect surrounding ecosystems or communities.

Ensuring High Wastewater Quality Standards

Aragen's facilities operate under strict environmental compliance frameworks in

accordance with Indian environmental regulations and global client expectations. Our approach includes:

- Compliance with CPCB/SPCB discharge norms and site-specific consent conditions
- Segregated treatment of high COD streams to improve efficiency and reduce environmental risk
- Regular third-party testing and validation to ensure adherence to standards

Effluent discharge is carefully monitored to ensure minimal environmental impact, particularly in regions with sensitive ecosystems. Aragen continuously evaluates opportunities to upgrade treatment technologies to maintain global best-in-class standards.



Water Quality Performance

Our wastewater treatment systems achieved effluent quality levels that meet or outperform both regulatory requirements and internal performance standards.

Category	Regulatory Limit (in India)	Internal Standard (Aragen)	Achieved Levels
Biochemical Oxygen Demand	≤ 30 mg/L	≤ 25–30 mg/L	<28 mg/L
Suspended Solids (TSS)	≤ 100 mg/L	≤ 50 mg/L	<20 mg/L
Total Phosphorus	≤ 5 mg/L	≤ 0–3 mg/L	<1 mg/L
Total Ammoniacal Nitrogen	≤ 50 mg/L	≤ 25–45 mg/L	<45 mg/L

These performance outcomes demonstrate Aragen's commitment to maintaining wastewater quality beyond regulatory compliance and advancing responsible water management practices across its operations.

Water Use Across Our Value Chain

Responsible water management is a thread that runs through every link of Aragen's value chain, from how raw materials are sourced, to how they are processed in-house, to how finished products ultimately reach customers. The sections below outline the focus areas and actions in place at each stage.

Stage 1



Inbound Supply: Supply partners & Raw Materials

Water Intensive Inputs

- Several raw materials used in production, including solvents and reagents are inherently water-intensive to manufacture.

Supply Partner Engagement

- Collaborating with supply partners located in water-stressed regions
- Encouraging adoption of the ISO 14001 environmental management standard
- Promoting synthesis methods that consume less water

Procurement Due Diligence

- Water-related criteria are built into sustainability assessments conducted for key supply partners, with particular attention to those operating in high-risk geographies.

Stage 2



Internal Operations: R&D and Manufacturing

Process Development

- Water is used for reaction quenching, solvent recovery, and cooling
- Green chemistry principles are applied to cut water consumption and improve yields

Manufacturing Operations

- Utility water supports cooling, while process water is used for cleaning and emissions control
- Facilities employ Zero Liquid Discharge (ZLD) plants and advanced treatment technologies to maximise water reuse

Environmental Controls

- Treated wastewater is recycled for non-potable purposes such as gardening and utility use
- Real-time monitoring systems track water consumption and recycling performance

Stage 3



Outbound Impact: Customers and End Products

Custom Research & Manufacturing Services (CRAMS)

- Water footprint is factored into customers' lifecycle assessments
- Data is provided to support customers' sustainability reporting and to inform low-water-intensity process design

Limited End-Use Impact

- Products undergo further processing once they reach customers
- Process optimisation support is offered to help reduce water use at the customer's end

Catchment-Level Risk and Mitigation

Aragen operates across diverse geographies with varying levels of water stress and risk. Based on facility locations, several priority catchments have been identified where water-related risks are proactively assessed, monitored, and managed

Mitigation strategies implemented include:



Operational Location	River Basin	Water Risk Level	Mitigation Measures
Hyderabad	Musi Sub-basin, Krishna River Basin	High	ZLD plant, rainwater harvesting, treated sewage water reused for gardening
Visakhapatnam	Nagavali sub-basin, Indian North East Coast River basin	Medium-High	Condensate reuse, WTP RO rejects recycling
Bengaluru	Ponnaivar sub-basin, India East Coast River Basin	Severe	Enhance condensate recovery, ZLD plant wastewater recycling
Pune	Krishna basin (Ghod, Nira, Bhima, Man)	High	Water conservation initiatives, treated water recycled
California	San Joaquin or Los Angeles Basin	Regulatory/Drought	Compliance and water efficiency programs

These actions help reduce dependency on freshwater resources while strengthening resilience in water-stressed regions.

Water Conservation Initiative

Water conservation remains a key component of Aragen's environmental stewardship strategy. Through process optimization and water reuse initiatives, the company seeks to reduce freshwater dependency and enhance water circularity.

The following case study demonstrates the environmental and operational benefits achieved through the reuse of WTP backwash water at the Bengaluru facility.



Advancing Water Stewardship Through Resource Efficiency

Reuse of WTP Backwash Water at Bengaluru Facility

Material Sustainability Concern:

The mixing of relatively clean WTP backwash water with wastewater streams reflects an opportunity to improve water management efficiency. This practice elevates freshwater consumption, increases treatment demand, and places avoidable pressure on the ZLD plant, highlighting the need to strengthen water reuse and conservation efforts as a strategic sustainability priority.

Aragen's Strategic Intervention

Aligned with its water stewardship goals and commitment to sustainability, Aragen implemented a targeted intervention at its Bengaluru facility to optimize water use and reduce wastewater generation.

Key elements of the intervention include:

- Segregation of WTP backwash water from wastewater streams, preventing unnecessary treatment in the ZLD plant
- Reuse of treated backwash water for gardening and utility purposes, enabling circular water utilization
- Reduction of freshwater consumption by substituting with recovered water
- Decrease in wastewater hydraulic load and treatment costs at the ZLD plant
- Installation of supporting infrastructure, including storage tanks, flow meters, and transfer pumps to enable efficient water reuse
- Adoption of a process optimization approach, improving resource efficiency and operational sustainability

Impact & Outcomes

The initiative delivered measurable environmental and financial benefits:



3,537 kL of WTP
backwash water reused



₹ 1.64 Mn financial savings by
reduction in freshwater consumption
and wastewater generation



Driving Circular Economy

At Aragen, circularity is integral to the way we design, operate, and optimize our Contract Research, Development, and Manufacturing Organization (CRDMO) business. As a science-led partner to global pharmaceutical and biotechnology companies, we recognize that resource efficiency, waste minimization, and responsible material stewardship are critical to sustainable growth. Our circular economy approach focuses on maximizing the value of resources, reducing reliance on virgin materials, and enhancing opportunities for reuse, recovery, and recycling across our operations.

Pharmaceutical research and manufacturing are inherently resource-intensive, involving the use of water, chemicals, solvents, packaging materials, and energy. To address these challenges, Aragen integrates circularity considerations into process development, laboratory operations, manufacturing activities, utility management, and waste handling practices. Through collaboration among scientific, engineering, EHS, and operational teams, we continually identify opportunities to improve material efficiency, reduce waste generation, and recover valuable resources from our processes while maintaining the highest standards of quality, safety, and regulatory compliance.

Solvent recovery and reuse remain a key component of our circularity strategy. Through advanced recovery systems and process optimization initiatives, selected solvents are reclaimed and reused where quality and regulatory requirements permit. This reduces the consumption of virgin raw materials, minimizes waste generation, and lowers the environmental footprint associated with procurement and transportation. In parallel, our scientists continue to advance green chemistry principles, process intensification, and yield optimization efforts that further enhance resource productivity and reduce lifecycle impacts.

Aragen promotes responsible waste management through a structured framework based on the principles of reduction, reuse, recycling, recovery, and responsible disposal. Segregation at source enables effective management of waste streams and maximizes opportunities for material recovery. Non-hazardous waste such as paper, cardboard, plastics, metals, and packaging materials is channelled through authorized recyclers to support material recirculation and reduce landfill dependency.

Responsible management of hazardous waste remains a key priority across our research, development, and manufacturing operations.

Hazardous waste is managed in accordance with applicable regulations and stringent internal EHS standards, with a focus on minimization through process improvements, inventory optimization, and operational controls. Where feasible, solvents and other materials are recovered and reused, while non-recoverable waste is treated, co-processed, or disposed of through authorized partners.

Digital monitoring, lean practices, and continuous improvement initiatives further support resource efficiency and reduce material losses across laboratories and manufacturing facilities. As we grow, Aragen remains committed to advancing circular economy principles through innovation, sustainable process design, responsible waste management, and enhanced resource recovery, contributing to a more resilient and sustainable pharmaceutical ecosystem.

Waste Generation Profile

In FY26, total waste generated was 6,006 MT, reflecting a reduction from 6,415 MT in FY25, despite business growth.

Total Waste Generated

Type of Waste	UoM	FY26	FY25	FY24
Non-Hazardous Waste	MT	669	1,762	1,029
Hazardous Waste	MT	5,337	4,653	4,153
Total Waste Generated	MT	6,006	6,415	5,182

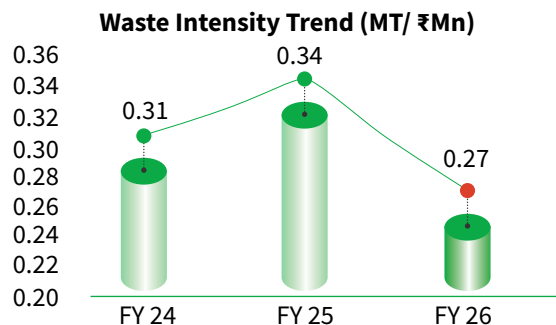


At Aragen, sustainability in preclinical research is treated as a scientific responsibility, with environmental and ethical considerations integrated across every stage of research. By adopting innovative technologies, applying the 3Rs principles, and optimizing resource efficiency in our GLP-certified facilities, we strive to minimize our environmental footprint. Our AAALAC-accredited vivarium reflects our strong commitment to ethical, high-quality, and responsible life sciences research.

Malavika Ghosh | Senior Vice President, Global Preclinical Research Services

Waste Intensity Performance

Aragen demonstrated improved resource efficiency in FY26:

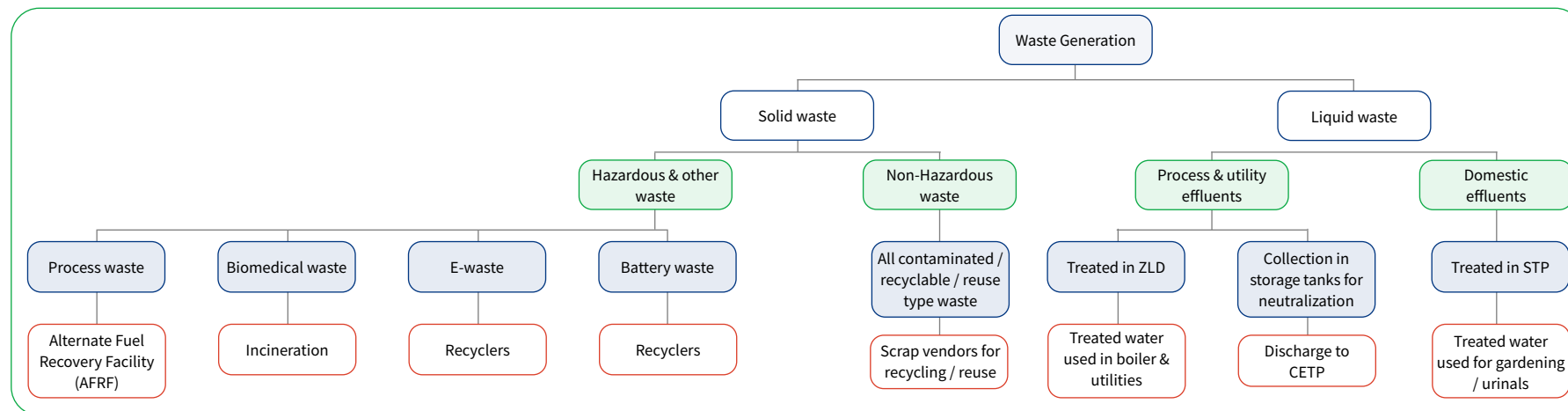


Waste intensity decreased by 21.45% in FY26 compared to FY25, highlighting the successful decoupling of waste generation from business growth and reflecting improved operational efficiency and resource management.

Waste Treatment and Disposal

Aragen's waste management approach follows the principles of reduction, reuse, recycling, recovery, and safe disposal, ensuring compliance with applicable environmental regulations and internal EHS standards. Waste is segregated at source to maximize recycling opportunities and enable efficient handling of different waste streams. Hazardous waste is managed through approved treatment, co-processing, and disposal facilities operated by authorized partners, while non-hazardous materials are routed for recycling wherever feasible. Through continuous process improvements and resource recovery initiatives, we strive to minimize waste generation, reduce environmental impacts, and support our circular economy objective.

Waste Management Category	Unit	FY26	FY25	FY24
Recycling	MT	1,652	1,768	2,012
Reuse	MT	0	668	90
Recovery	MT	3,408	3,160	2,997
Co-Processing	MT	809	743	0
Incineration	MT	137	65	67
Landfilling	MT	0	9	16
Total Waste Managed	MT	6,006	6,413	5,182



Equipment Refurbishment and E-Waste Reduction

Aragen's IT equipment refurbishment program supports Extended Producer Responsibility (EPR) by ensuring responsible lifecycle management of electronic assets. The program involves systematic activities such as inspection, cleaning, repair, upgrading, and component replacement to restore equipment to optimal working condition and extend its useful life. Refurbished assets are reused or redeployed wherever feasible, reducing the need for new equipment procurement and limiting the volume of E-waste requiring disposal. Assets that cannot be refurbished are transferred to authorized recyclers for environmentally responsible processing in compliance with EPR regulations. The initiative promotes circular economy principles, reduces environmental impact, and ensures regulatory compliance.



Waste Streams and Management Framework

Aragen's operations generate a variety of waste streams across research, development, manufacturing, utility, and administrative functions. Managing these streams responsibly is essential to minimizing environmental impacts, protecting human health, and maintaining regulatory compliance.

Hazardous waste generated from R&D, manufacturing operations, solvents, reagents is managed through stringent segregation, labeling, secure storage, and tracking procedures. Wherever feasible, solvent recovery and reuse practices are implemented to promote resource efficiency, while non-recoverable waste is treated and disposed of through authorized waste management partners.

Biological waste arising from biologics research, microbiology laboratories, and cell culture activities is handled in accordance with established biosafety protocols. Treatment methods such as autoclaving and approved disposal processes are employed to mitigate health, safety, and environmental risks.

Non-hazardous solid waste, including paper, plastics, metals, and packaging materials, is segregated at source and routed through authorized recycling channels to maximize material recovery and reduce landfill disposal.

We also continue to explore opportunities to reduce packaging intensity and improve material efficiency across our operations.

Electronic waste generated from laboratory equipment, information technology assets, and electronic devices is managed through certified recyclers, ensuring the responsible recovery of materials and prevention of environmental contamination from hazardous components.

Wastewater from research, manufacturing, and facility operations is treated through advanced effluent management systems. At select locations, Zero Liquid Discharge (ZLD) infrastructure enables the recovery and reuse of treated water, minimizing freshwater consumption and reducing environmental discharge.

Through this comprehensive waste management framework, Aragen seeks to reduce environmental impacts, enhance resource circularity, and support its commitment to sustainable and responsible operations.

Operational Controls and Preventive Measures

Aragen has implemented comprehensive control measures to minimize waste-related environmental impact:

Deployment of effluent treatment systems across facilities, including ZLD systems at key sites

Robust segregation and recycling systems for solid, packaging, and e-waste

Strict adherence to hazardous waste handling protocols aligned with international and local standards

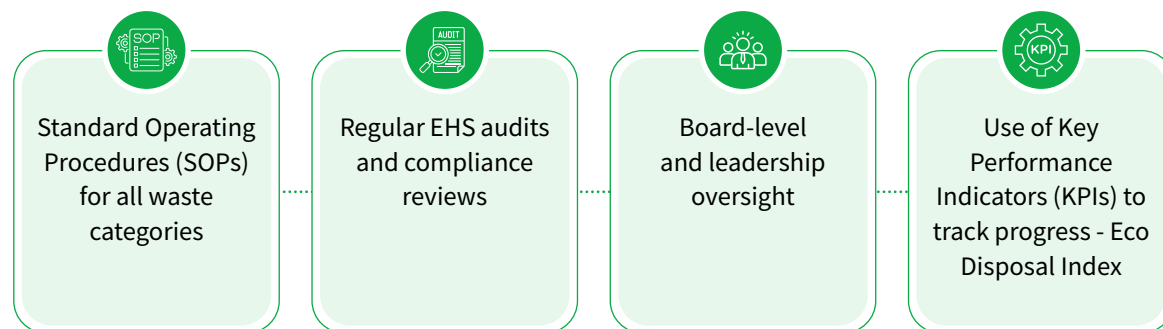
Continuous employee training programs to reinforce responsible waste practices

Collaboration with certified recyclers and authorized disposal partners

These measures ensure a proactive approach to waste reduction and environmental protection.

Governance and Performance Monitoring

Waste management at Aragen is supported by a structured governance framework, including:



Data-driven monitoring enables continuous improvement in waste efficiency, ensuring alignment with sustainability objectives and regulatory expectations.

Protecting Biodiversity

Biodiversity is fundamental to ecosystem resilience, climate stability, natural resource availability, and human well-being. As a global research, development, and manufacturing partner to the life sciences industry, Aragen recognizes its responsibility to protect and enhance biodiversity across its operational footprint.

Our Biodiversity Policy is aligned with the principles of the Convention on Biological Diversity (CBD) and supports our broader environmental sustainability commitments. Biodiversity considerations are integrated into environmental planning, operational management, site development, and community engagement initiatives. Through biodiversity risk assessment, habitat restoration, responsible land stewardship, and awareness-building programs, we strive to minimize ecological impacts while contributing positively to local ecosystems.

Biodiversity Risk Assessment and Site Management

During FY26, Aragen strengthened its understanding of biodiversity-related risks, dependencies, and opportunities through a biodiversity risk assessment conducted using the Biodiversity Risk Filter (BRF) Version 3.0, a globally recognized screening framework developed by WWF. The assessment covered eight operational facilities across India and the United States and evaluated physical, regulatory, and reputational biodiversity risks associated with the landscapes in which we operate.



Green belt development, Mallapur campus

Assessment Area	Key Findings	Mitigation Strategy
Physical Risks	Biodiversity Risk Filter scores ranged from 3.25-3.87, indicating moderate-to-high exposure across assessed locations. Key risk drivers include water stress, ecosystem degradation, habitat loss, declining ecosystem services, and vulnerability to climate-related events such as flooding and cyclones in certain regions.	Water stewardship initiatives, rainwater harvesting systems, water recycling programs, Zero Liquid Discharge (ZLD) systems, habitat restoration, and pollution prevention measures.
Regulatory Risks	Risk scores ranged from 2.75-3.25, reflecting evolving biodiversity regulations, environmental compliance obligations, and increasing stakeholder expectations regarding biodiversity disclosures and conservation performance.	Environmental compliance management, biodiversity considerations in project planning, environmental impact assessments, and alignment with emerging biodiversity frameworks.
Reputational Risks	Risk scores ranged from 2.90-3.33, influenced by land-use change, habitat degradation, invasive species pressures, and proximity to ecologically significant landscapes and protected areas.	Responsible site management, stakeholder engagement, habitat enhancement initiatives, environmental monitoring, and transparent sustainability disclosures.
Nature-Related Dependencies	Operations depend on ecosystem services including freshwater availability, water purification, soil health, climate regulation, carbon sequestration, pollination, and natural pest control.	Conservation of green spaces, protection of ecosystem services, pollinator-supportive habitats, sustainable water management, and biodiversity-sensitive landscaping.
Priority	Indian operations located within the Krishna Basin, East Coast, and North-East Coast landscapes face relatively higher ecosystem dependency and biodiversity pressures. The California site benefits from stronger regional conservation frameworks and lower biodiversity risk exposure.	Site-specific environmental controls, biodiversity risk monitoring, restoration activities, and continuous assessment of nature-related risks and opportunities.

The assessment highlighted the importance of healthy ecosystems in supporting operational resilience, water security, climate adaptation, and long-term business continuity. Findings from the assessment are being used to strengthen biodiversity management practices, enhance environmental planning, and support future alignment with nature-related disclosure frameworks.

Aragen evaluates biodiversity-related risks and opportunities as part of its environmental management processes for both existing operations and future developments. Potential impacts on habitats, species, land use, and ecological resources are assessed during project planning and operational reviews to ensure compliance with applicable environmental regulations and conservation requirements.

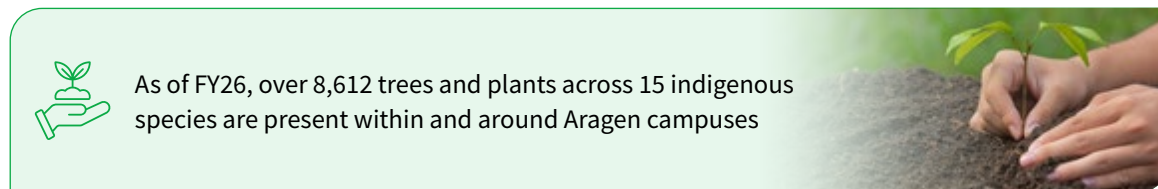
All operational facilities are located outside protected ecological areas and critical biodiversity habitats. Several facilities are situated in proximity to recognized protected areas; however, our activities do not extend into these ecosystems and are managed to prevent adverse impacts on surrounding biodiversity through robust environmental controls, compliance mechanisms, and responsible site management practices.

Site	Nearby Protected Area (IUCN Category)	Distance from Protected Area	Biodiversity & Conservation Measures	Habitat Restoration Achievements
Manufacturing Unit and R&D labs, Nacharam, Telangana	Kasu Brahmananda Reddy National Park (Category II)	21 km	Environmental controls and responsible site management minimize impacts on surrounding ecosystems.	1.8 acres restored with 737 native trees, creating a thriving green habitat that supports local biodiversity and ecosystem resilience.
Manufacturing Unit, Visakhapatnam, Andhra Pradesh	Kambalakonda Wildlife Sanctuary (Category IV)	39 km	Wastewater treated through CETP facilities and hazardous waste managed through authorized agencies to minimize environmental impacts.	3.5 acres restored with 1,818 native trees, enhancing habitat quality and supporting local flora and fauna.
Mallapur R&D Laboratories, Telangana	Mahavir Harina Vanasthali National Park (Category II)	15 km	Advanced wastewater management through CETP facilities and preservation of existing vegetation during site expansion activities.	3.9 acres restored with 2,711 native trees, strengthening ecological resilience and biodiversity conservation.
Bengaluru Laboratories, Karnataka	Bannerghatta National Park (Category II)	11 km	Environmental management practices ensure that research operations do not impact adjacent ecosystems.	Existing green spaces and landscaped areas maintained to support biodiversity-friendly operations with 1,214 trees.
Aragen Biosafety Solutions, Pune, Maharashtra	Tamhini Wildlife Sanctuary (Category IV)	20 km	Low-impact operations supported by responsible environmental management and resource conservation practices.	Ongoing conservation-focused landscape management and protection of surrounding ecological values with 466 trees.
Morgan Hill Facility, California, USA	Coyote Ridge Open Space Preserve (Category V)	5 km	Sustainable landscaping and vegetation management support protection of local ecological resources.	Biodiversity-supportive green spaces maintained to preserve local habitat and ecological value.

Aragen's habitat restoration and greening efforts have resulted in the ecological enhancement of approximately 9.2 acres of land and the establishment of 8,612 trees across operational and community landscapes. This includes 6,946 trees within operational sites and 1,666 trees planted in surrounding roadsides and community park. These initiatives contribute to improved habitat quality, strengthened ecosystem resilience, enhanced carbon sequestration, soil conservation, and greater ecological connectivity, while providing valuable habitats for native plants, birds, pollinators, and other biodiversity-dependent species.



As of FY26, over 8,612 trees and plants across 15 indigenous species are present within and around Aragen campuses



Biodiversity-Supportive Infrastructure and Ecological Design

Aragen incorporates biodiversity considerations into facility planning, infrastructure development, and operational practices to create environments that support local ecosystems while minimizing environmental impacts.

Key initiatives include:

- Deployment of wildlife-friendly lighting systems, including shielded, downward-facing, and low blue-light fixtures, particularly near boundary areas, to minimize disturbance to nocturnal wildlife and insect populations.
- Integration of native and adaptive plant species into landscaping programs to enhance habitat quality and ecological resilience.
- Development and maintenance of pollinator-supportive gardens and vegetation that provide food and shelter for birds, butterflies, bees, and other beneficial species.
- Installation of rainwater harvesting systems to support water conservation and sustainable water management.
- Implementation of Zero Liquid Discharge (ZLD) plants at two key facilities, preventing wastewater discharge and reducing potential impacts on surrounding aquatic ecosystems.

- Preservation of existing tree lines and vegetative buffers during facility expansion projects, including the Mallapur facility expansion, thereby minimizing habitat disturbance.
- Maintenance of landscaped green spaces that contribute to habitat connectivity, microclimate regulation, and ecosystem health.

These initiatives support critical ecosystem services such as pollination, natural pest regulation, soil conservation, and water management. Birds, butterflies, and other pollinator species supported by these habitats play an important role in maintaining ecological balance and biodiversity.



Promoting biodiversity through ecological restoration and sustainable landscaping

Biodiversity Awareness and Community Engagement

Building a culture of environmental stewardship is essential to long-term biodiversity conservation. Aragen actively engages employees, business partners, and local communities through awareness and capacity-building initiatives designed to promote ecosystem protection and responsible environmental practices.

Key initiatives include:

- Biodiversity awareness and environmental stewardship programs for employees and supply-chain partners.
- Integration of biodiversity considerations into environmental training and sustainability communications.
- Community-based conservation initiatives implemented through CSR programs.
- Development and maintenance of the Rock Garden Community Park at IDA Nacharam, Hyderabad, contributing to urban greening and ecological awareness.
- Periodic CSR impact assessments to evaluate environmental and biodiversity-related outcomes of community development projects.

Protection of Species and Ecosystems

Aragen is committed to preventing adverse impacts on biodiversity and maintaining ecological integrity across its operational footprint. Environmental management practices are designed to avoid habitat disturbance, reduce pollution, and support sustainable resource use.

Zero
significant
impacts on
protected habitats
or ecologically
sensitive areas

Zero
significant
biodiversity-
related incidents,
regulatory
violations

As biodiversity challenges increasingly intersect with climate change, water security, and ecosystem resilience, Aragen remains committed to strengthening biodiversity management practices across its global operations. We will continue to enhance habitat restoration efforts, protect existing natural assets, improve biodiversity performance monitoring, expand awareness and engagement programs, and integrate nature-positive considerations into future infrastructure development.

Through responsible environmental stewardship, ecosystem conservation, and biodiversity-enhancing initiatives, Aragen aims to contribute to healthier ecosystems, support nature-positive outcomes, and create long-term environmental value for stakeholders and communities.

Designing Sustainable Facilities

At Aragen, sustainability is embedded across the entire lifecycle of facility development from design and construction to operations and maintenance. The company adopts an integrated approach that prioritizes environmental performance, operational efficiency, and long-term resource optimization.

All new and upcoming facilities will be aligned with recognized green building standards such as the Indian Green Building Council (IGBC) and the U.S. Green Building Council (USGBC) frameworks. These standards guide the incorporation of eco-efficient materials, energy-saving systems, and low-impact infrastructure to minimize environmental footprint while enhancing building performance.

Sustainable and Responsible Procurement

Sustainable procurement practices are integrated into infrastructure development to ensure that materials and equipment align with environmental and health considerations.

Key practices include:

Adoption of BEE 5-star rated appliances to improve energy efficiency

Use of low VOC (Volatile Organic Compound) paints to enhance indoor air quality

Incorporation of recycled construction materials, such as bricks, to reduce resource extraction

Preference for FSC-certified products, supporting responsible forestry practices

Installation of IE3-rated high-efficiency motors, reducing energy consumption

Use of eco-friendly housekeeping chemicals to maintain safe and sustainable workplaces

These measures enable Aragen to reduce environmental impact while promoting responsible sourcing throughout its value chain.

Innovative Environmental Controls

Aragen has integrated advanced technologies and design interventions to further strengthen environmental performance within its facilities:

- Zero ozone-depleting fire suppression systems, eliminating harmful emissions associated with traditional fire safety technologies
 - Eco-friendly Air Handling Unit (AHU) chillers, utilizing refrigerants with lower environmental impact
 - Waterless urinals, installed at key locations to significantly reduce water consumption
- These solutions support efficient resource use while minimizing environmental risks associated with facility operations.

Energy-Efficient Built Environment

Energy optimization remains a key design priority across Aragen's facilities. Various measures have been implemented to reduce energy consumption and improve operational efficiency:

- Deployment of LED lighting systems across facilities
- Installation of motion sensors in common areas to avoid unnecessary energy use
- Use of solar-powered street lighting in selected locations

These energy-efficient interventions contribute to reduced electricity consumption and support the organization's efforts to lower carbon emissions.

Case Study

Green Building Certification and Sustainable Infrastructure

As part of our commitment to sustainable infrastructure development, our new HPAPI Manufacturing Block and the existing F-Block successfully completed the audit process for EDGE (Excellence in Design for Greater Efficiencies) Green Building Certification. EDGE is a comprehensive international green rating system of the International Finance Corporation (IFC), part of the World Bank Group. The Certification requires a minimum of 20% savings in Energy, Water & Embodied Carbon over the common practice building. Our facilities integrate several sustainability concepts that will enable resource efficiency throughout the lifecycle of the buildings, which were verified during the rigorous audit process.

Key strategies implemented include:

- Optimized building envelope using Autoclaved Aerated Concrete (AAC) blocks, rock wool insulation and high-performance double-glazed windows which minimize solar heat gain.

- High efficiency water cooled chiller with VFD controls for all HVAC components to achieve precise temperature control with least energy consumption.
- The buildings feature dual-flush toilets, low flow faucets with water saving aerators, sensor urinals and complete wastewater recycling, which is used for flushing and gardening.
- Further, the building structure was designed to optimize the material usage (such as steel, concrete) and adopt low carbon construction materials.

Thus, the design ensures that the buildings leave the least carbon and water footprint while providing significant operational cost savings. The EDGE Certificates for these buildings are anticipated in the near future.



F block



HPAPI block



MLR-4 and MLR-5 buildings at the Mallapur R&D site are targeted for IGBC Green Building certification, reflecting our continued commitment to sustainable development, operational excellence, and environmental responsibility.

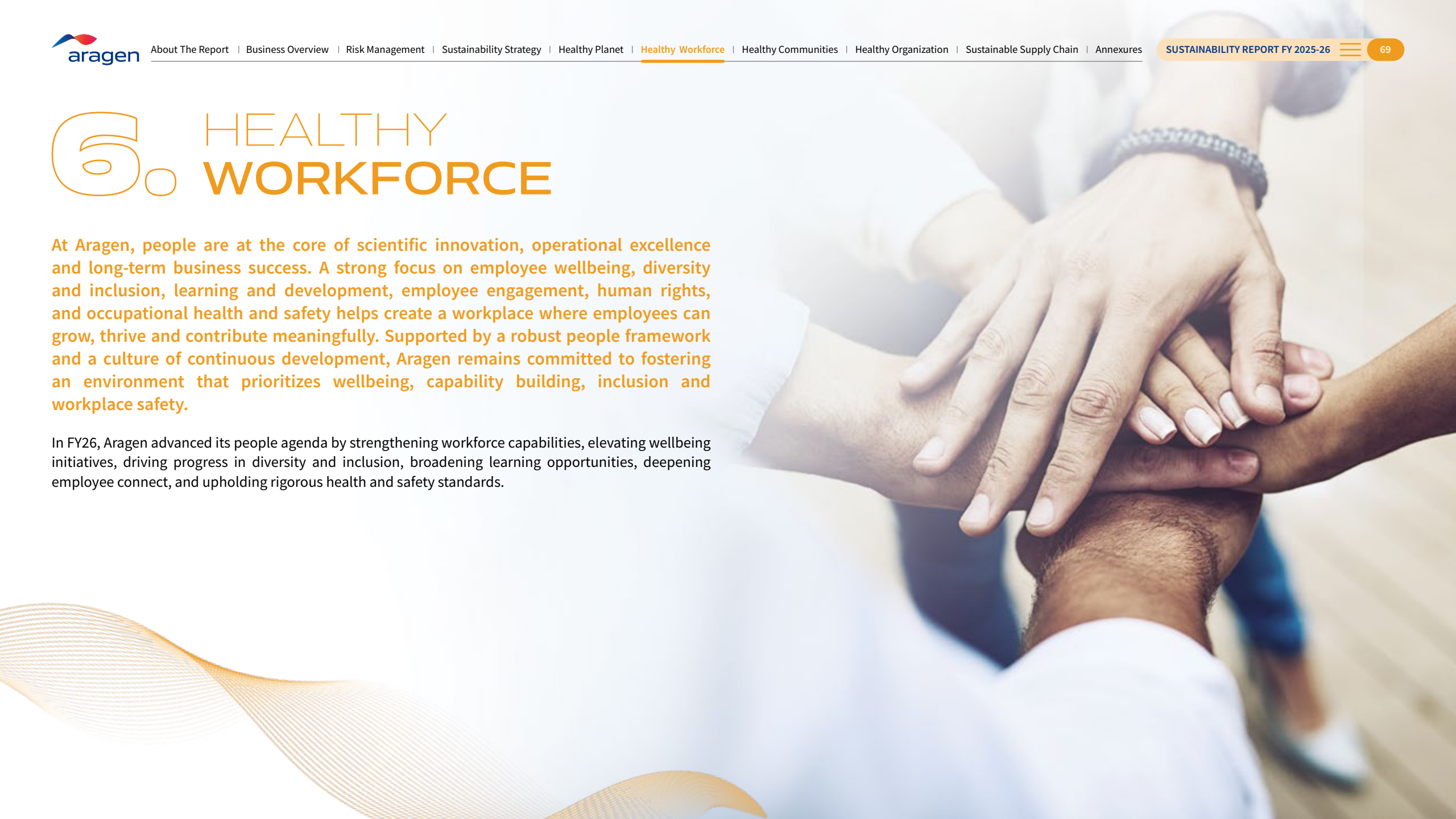


MLR-4 & MLR-5 buildings at Mallapur facility

6. HEALTHY WORKFORCE

At Aragen, people are at the core of scientific innovation, operational excellence and long-term business success. A strong focus on employee wellbeing, diversity and inclusion, learning and development, employee engagement, human rights, and occupational health and safety helps create a workplace where employees can grow, thrive and contribute meaningfully. Supported by a robust people framework and a culture of continuous development, Aragen remains committed to fostering an environment that prioritizes wellbeing, capability building, inclusion and workplace safety.

In FY26, Aragen advanced its people agenda by strengthening workforce capabilities, elevating wellbeing initiatives, driving progress in diversity and inclusion, broadening learning opportunities, deepening employee connect, and upholding rigorous health and safety standards.



Material Topics



Diversity, Equity and Inclusion



Human Rights and Labour Practices



Talent Attraction and Retention



Employee Wellbeing



Occupational Health and Safety



Learning and Development



Employee Engagement

SDG Mapping



Key Highlights

22.39%

gender diversity

LXP

Digital Learning Platform for personalised learning journeys

Zero

fatalities during the year

100%

eligible employees received performance and career development reviews

44.48

average training hours per employee

3

leadership training programmes launched **LEAP, LEAP+ and EvoIWE**



Career guidance and counselling to employee's childrens through Mentorix

Enhancing Employee Wellbeing

At Aragen, our people power our success, and we are committed to enabling an environment where they can excel both personally and professionally. Through a cohesive approach spanning talent acquisition, engagement, inclusion, learning, and career growth, we cultivate a high-performance and supportive workplace. During the year, focused efforts were directed toward strengthening employee capabilities across both behavioral and scientific domains, while advancing initiatives that promote holistic wellbeing encompassing physical, emotional, social, and financial health. A key focus during the year was advancing leadership development and building a robust pipeline of future leaders.

Workforce Overview

Our Workforce



5,842 Total Strength including contract employees

74.67% Permanent Employees

25.33% Contract employees

Talent Pool



3,412 scientific personnel across all locations

14.04% PhDs & 75.20% Masters

28.30% workforce with Aragen for 5+ years

Total Employees by Gender in FY26

Employee Category	Male	Female	Total
Top Management (Executive Committee members)	23	2	25
Senior Management (Band G & L)	143	18	161
Middle Management (Band M)	689	111	800
Junior Management (Band P)	2,530	846	3,376
Total Permanent Employees	3,385	977	4,362
Total Contract Employees	1,335	145	1,480
Total	4,720	1,122	5,842

Total Employees by Age Group in FY26

Employee Category	Age <30	Age 30-50	Age >50	Total
Top Management (Executive Committee members)	0	7	18	25
Senior Management (Band G & L)	0	100	61	161
Middle Management (Band M)	6	758	36	800
Junior Management (Band P)	1,568	1,779	29	3,376
Total Permanent Employees	1,574	2,644	144	4,362

Total Permanent Employees by Region in FY26

Region	Number
India	4,292
International	70
Total	4,362

The above table represents permanent employees

Employee Hiring

Aragen continued to strengthen its talent pipeline during FY26 through strategic hiring across management and operational levels, supporting the company's growth and business objectives. A total of 1,026 new employees joined the organization during the year, with the majority of hires taking place at the junior management (Band P) level, reflecting a strong focus on building future talent and enhancing organizational capabilities. The hiring mix also included additions across middle management, senior management, and executive committee levels, ensuring a balanced workforce structure.

Employee Category	Age <30		Age 30-50		Age >50		Total New Hires	Hiring Rate
	Male	Female	Male	Female	Male	Female		
Top Management (Executive Committee members)	0	0	2	0	3	0	5	20.00%
Senior Management (Band G & L)	0	0	12	2	5	1	20	12.42%
Middle Management (Band M)	1	1	62	8	2	0	74	9.25%
Junior Management (Band P)	428	192	234	69	0	4	927	27.46%
Total	429	193	310	79	10	5	1,026	23.52%

The above table represents permanent employees

Employee Turnover

Aragen focused on strengthening its talent management approach through a strong focus on its employee value proposition, underpinned by a comprehensive total rewards framework. By offering competitive compensation, differentiated benefits, career development opportunities, and a supportive work environment, the organization seeks to enhance retention and engagement. These efforts are complemented by targeted initiatives to retain critical talent and ensure continuity of key capabilities. As a result, the overall employee turnover rate improved from 26% in FY25 to 25% in FY26, reflecting positive progress in talent retention across the organization. Turnover rates declined across key employee categories, including top management (25% to 20%) and junior management (29% to 28%), demonstrating the impact of initiatives aimed at fostering a supportive and rewarding work environment.

Employee Category	Age <30		Age 30-50		Age >50		Employees Exits	Turnover Rate
	Male	Female	Male	Female	Male	Female		
Top Management (Executive Committee members)	0	0	0	0	3	2	5	20.00%
Senior Management (Band G & L)	0	0	18	4	13	0	35	22.00%
Middle Management (Band M)	1	2	99	28	1	3	134	17.00%
Junior Management (Band P)	388	184	305	62	1	5	945	28.00%
Total	389	186	422	94	18	10	1,119	25.00%

The above table represents permanent employees

Employee Turnover by Region in FY26

Region	Number	Turnover Rate
India-based Employees	1,097	25.00%
International Employees	22	31.00%
Total	1,119	25.00%

The above table represents permanent employees

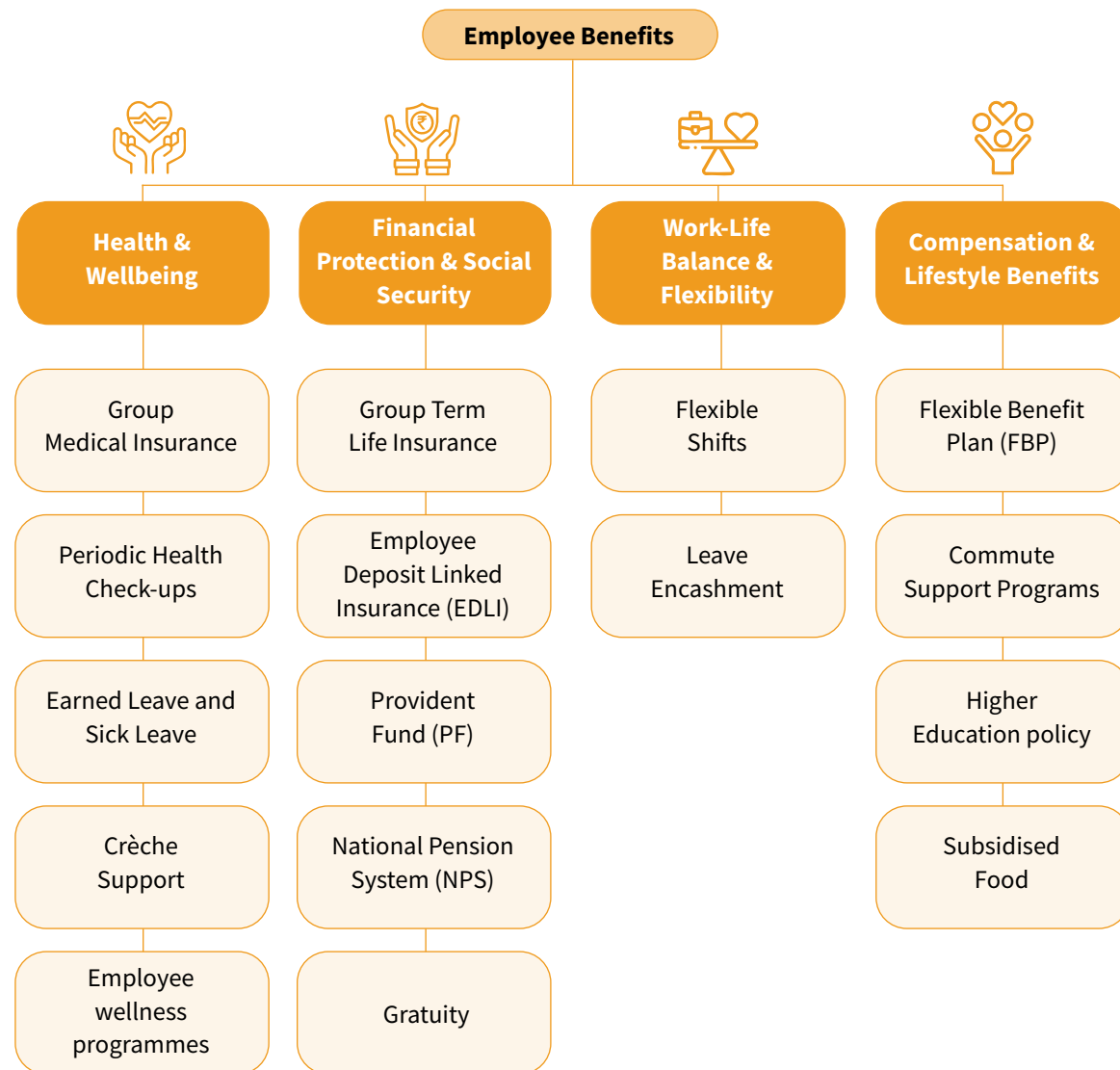
We follow a structured minimum notice period policy for significant operational changes, providing 30 days' notice for employees on probation (0–6 months) and 90 days' notice for confirmed employees (tenure of more than 6 months). In the case of transfers, a minimum notice period of one month is provided. Additionally, the minimum notice requirements, along with provisions for consultation and negotiation, are specified in the standing orders, demonstrating formal alignment with collective bargaining practices and a commitment to employee engagement.

Employee Wellbeing

In FY26, Aragen continued to enhance employee wellbeing and financial security through a comprehensive benefits framework available to all full-time employees. Benefits included healthcare and insurance coverage, retirement and social security provisions, paid leave, learning and development opportunities, wellness initiatives, and family-support programs.

Employees were covered under group medical insurance, group term life insurance, and Employee Deposit Linked Insurance (EDLI), and received statutory benefits such as Provident Fund (PF), National Pension System (NPS), and gratuity. To support holistic wellbeing, the Company also provided periodic health check-ups, earned leave, sick and wellness leave, leave encashment, and crèche facilities, reinforcing its commitment to an inclusive and employee-centric workplace.

In FY26, Aragen continued to enhance employee wellbeing and workplace experience through flexible work arrangements, customized benefits, mobility support, and learning opportunities. Employees benefited from flexible shift schedules, a Flexible Benefits Plan (FBP), mobility initiatives such as the 2-Wheeler Policy and My 4-Wheeler Program, and access to subsidized food and transportation facilities. The Higher Education Policy further supported employees in pursuing academic and professional qualifications, reinforcing the company's commitment to continuous learning, employee wellbeing, and long-term career development.



Our Approach to Employee Wellbeing

At Aragen, employee wellbeing is viewed as a multidimensional priority that enables individuals to thrive both personally and professionally. Our wellbeing strategy is built around four interconnected pillars that address the diverse needs of our workforce:



Physical Wellbeing



Emotional Wellbeing



Social Wellbeing



Financial Wellbeing

Through initiatives that promote health and preventive care, work-life balance and emotional resilience, meaningful workplace connections, and long-term financial security, we strive to create a supportive and empowering employee experience. By investing across these four dimensions, Aragen fosters a culture where employees feel valued, supported, and equipped to achieve their full potential both at work and beyond.



Fostering collaboration through employee engagement



Physical Wellbeing

Wellness Hub

Aragen's Wellness Hub is a dedicated initiative that supports employees' holistic wellbeing across physical, emotional, social, and financial dimensions. The hub provides a welcoming space for employees to recharge, connect, and prioritize their overall wellness through facilities such as yoga, zumba and meditation areas, indoor games, and recreational activities. By encouraging healthy habits, stress management, social interaction, and work-life balance, the Wellness Hub reflects Aragen's commitment to fostering a positive and supportive workplace where employees can thrive both personally and professionally.

Medical Insurance and Preventive Healthcare

Aragen supports employees' physical wellbeing through comprehensive medical insurance coverage and periodic health check-ups. These benefits enable employees to access quality healthcare, identify potential health concerns early, and take proactive steps toward maintaining their overall health. By prioritizing preventive care and medical support, Aragen helps employees and their families stay healthy and secure, contributing to a more productive and resilient workforce.



Promoting employee well-being through yoga



Emotional Wellbeing

Employee Leave Benefits

Aragen enhanced its leave policies to provide greater support for employee wellbeing and work-life balance. Sick Leave was expanded to Sick Leave/Wellness Leave, allowing employees to take time off for illness, recovery, preventive care, and overall wellness needs. The Company also introduced advanced earned leave for new employees and increased paternity leave, reinforcing its commitment to supporting employees through different life stages and personal circumstances while fostering a caring and compassionate workplace.

Flexible Shifts

Aragen's flexible shift arrangements provide employees with greater autonomy in managing their work schedules while balancing personal and family responsibilities. By offering flexibility in work timing, the initiative helps reduce stress, enhances employee satisfaction, and supports overall emotional wellbeing. This approach enables employees to maintain a healthier balance between professional commitments and personal priorities.

Crèche Support

Aragen's crèche support program helps employees balance their professional and caregiving responsibilities by providing access to childcare assistance. The initiative offers peace of mind to working parents, allowing them to focus on their work while ensuring their children are cared for in a supportive environment. By addressing family-related needs, the program contributes to reduced stress and improved employee wellbeing.

13 employees
availed crèche facility in FY26



Social Wellbeing

Flexible Benefit Plan

Aragen's Flexible Benefit Plan (FBP) allows employees to customize select components of their benefits package based on their individual needs and lifestyles. By providing greater choice and flexibility, the program empowers employees to make decisions that align with their personal circumstances and priorities. This employee-centric approach fosters a sense of inclusion, engagement, and belonging within the organization.

Aragen's Toastmasters Club

Aragen's Toastmasters Club provides a platform to strengthen employees' communication, presentation, and leadership skills. Through structured sessions and peer feedback, participants build confidence, enhance public speaking, and sharpen critical thinking, supporting both personal and professional growth.



Aragen toastmasters: Fostering communication and public speaking skills



Financial Wellbeing

Refyne Financial Wellness Program

Aragen's partnership with Refyne reflects its commitment to supporting employees' financial wellbeing by providing greater flexibility and control over personal finances. Through Refyne's earned wage access platform, employees can securely access a portion of their earned salary before payday, helping them manage unexpected expenses and short-term cash flow needs without relying on high-interest borrowing. The initiative promotes financial resilience, reduces financial stress, and empowers employees to make informed financial decisions while supporting both immediate needs and long-term financial stability.

- **1,208** employees registered
- **327** transactions completed
- **₹ 82.70 Mn** reinforcing Aragen's focus on fostering a supportive, inclusive, and financially secure workplace.

Commute Support Programs

Aragen's mobility programs are designed to enhance employee wellbeing by improving accessibility, convenience, and financial affordability. Through benefits such as zero down-payment options, preferential financing, EMI sponsorship, insurance coverage, annual maintenance contract (AMC) support, and safety kits, the programs help make vehicle ownership more accessible while enabling safer and more comfortable daily commutes.

Further strengthening this commitment, Aragen expanded its mobility benefits during FY26 with the introduction of the My Four-Wheeler Car Program for managerial-level employees and above in Q3. The program complemented the existing 2-Wheeler Program and was well received by employees.

As of FY26, **460 employees had benefited from the 2-Wheeler Program and 37 employees from the My Four-Wheeler Car Program.** Together, these initiatives reflect Aragen's continued focus on supporting employee wellbeing, easing financial burdens associated with personal mobility, and enhancing overall quality of life.

Financial & Social Security

Aragen provides a comprehensive suite of financial protection and social security benefits, including Group Term Life Insurance (GTL), Employee Deposit Linked Insurance (EDLI), Provident Fund (PF), National Pension System (NPS), and gratuity. These benefits offer employees and their families financial security, support long-term savings and retirement planning, and provide protection against unforeseen circumstances. Through these programs, Aragen demonstrates its commitment to helping employees build a secure financial future.

Retirement Plan	Type	Mandatory / Voluntary	Country	Employer %	Employee %
Provident Fund	Defined Contribution	Mandatory	India	3.67%	12%
Pension	Defined Benefit	Mandatory	India	8.33%	0%
Voluntary Provident Fund	Defined Contribution	Voluntary	India	0%	Based on employee request
Gratuity	Defined Benefit	Mandatory	India	4.81%	0%
ESI	Defined Contribution	Mandatory	India	3.25%	0.75%

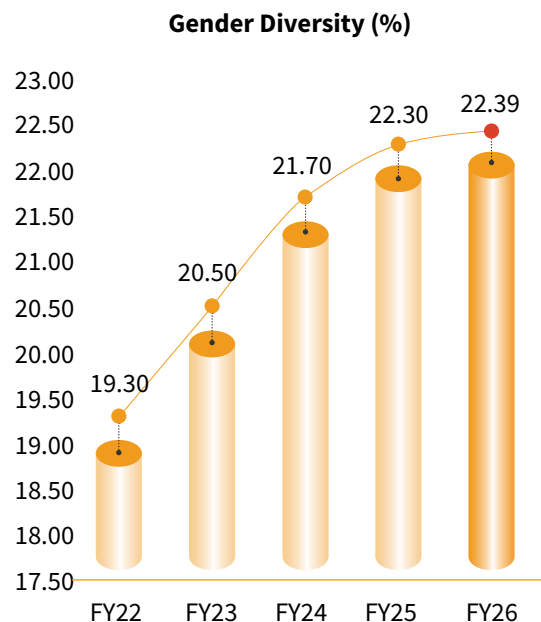
Fostering Diversity and Inclusion

At Aragen, we believe that a diverse and inclusive workforce fuels innovation, collaboration, and business success. We are committed to creating an equitable workplace where employees are valued for their unique perspectives, experiences, and backgrounds, and where everyone has equal opportunities to learn, grow, and contribute. Through inclusive people practices, equitable talent management, and a culture of belonging, Aragen strives to foster an environment where every employee feels respected, supported, and empowered to achieve their full potential.

Building a Diverse Workforce

In FY26, Aragen had a workforce of 4,362 employees, including 977 women employees, resulting in 22.39% gender representation across the organization. We remain committed to strengthening workforce diversity by creating an environment that attracts, develops, and retains talent from diverse backgrounds, while continuing our journey towards achieving 25% gender diversity by 2026.

Over the past few years, Aragen has made steady progress in enhancing gender representation, with the proportion of women employees increasing from 19.30% in FY22 to 22.39% in FY26. This growth reflects our sustained efforts to build a more inclusive workplace through equitable hiring practices, career development opportunities, and initiatives that enable employees to thrive and contribute meaningfully at every stage of their careers.



Diversity across Employee Levels

Employee Category	Male (%)	Female (%)
Top Management (Executive Committee members)	0.70	0.20
Senior Management (Band G & L)	4.10	1.80
Middle Management (Band M)	20.00	11.00
Junior Management (Band P)	73.30	83.70
Overall	77.60	22.39

The above table represents permanent employees

Representation of Women in Leadership Roles

As of FY26, women accounted for 12.50% of the Board of Directors, with one woman serving on the 8-member Board. Aragen remains focused on enhancing gender diversity at leadership and governance levels through sustained efforts to strengthen female representation.

Local Workforce Representation

Hiring local talent enables Aragen to contribute to regional employment and benefit from local knowledge and expertise. Aragen continued to prioritise local leadership recruitment in FY26, with 96% of senior management employees (Band G and above) hired from local communities across its operations in Telangana, Andhra Pradesh, Karnataka, Maharashtra, and the United States, highlighting the Company's strong reliance on local talent to support its operations and growth.

Compensation Ratio of Basic Salary

Aragen is committed to maintaining fair and equitable compensation practices across the organization. We periodically review our reward frameworks and compensation structures to help ensure that pay decisions are based on role, skills, experience, and performance. Monitoring the female-to-male basic salary ratio across employee categories enables us to assess pay equity and strengthen our efforts to foster an inclusive workplace where employees are recognized and rewarded fairly.

Employee Category	FY26	FY25	FY24
Junior Management	0.78	0.78	0.78
Middle Management	0.83	0.83	0.83
Senior Management	0.54	0.72	0.81

Annual total compensation ratio: FY26

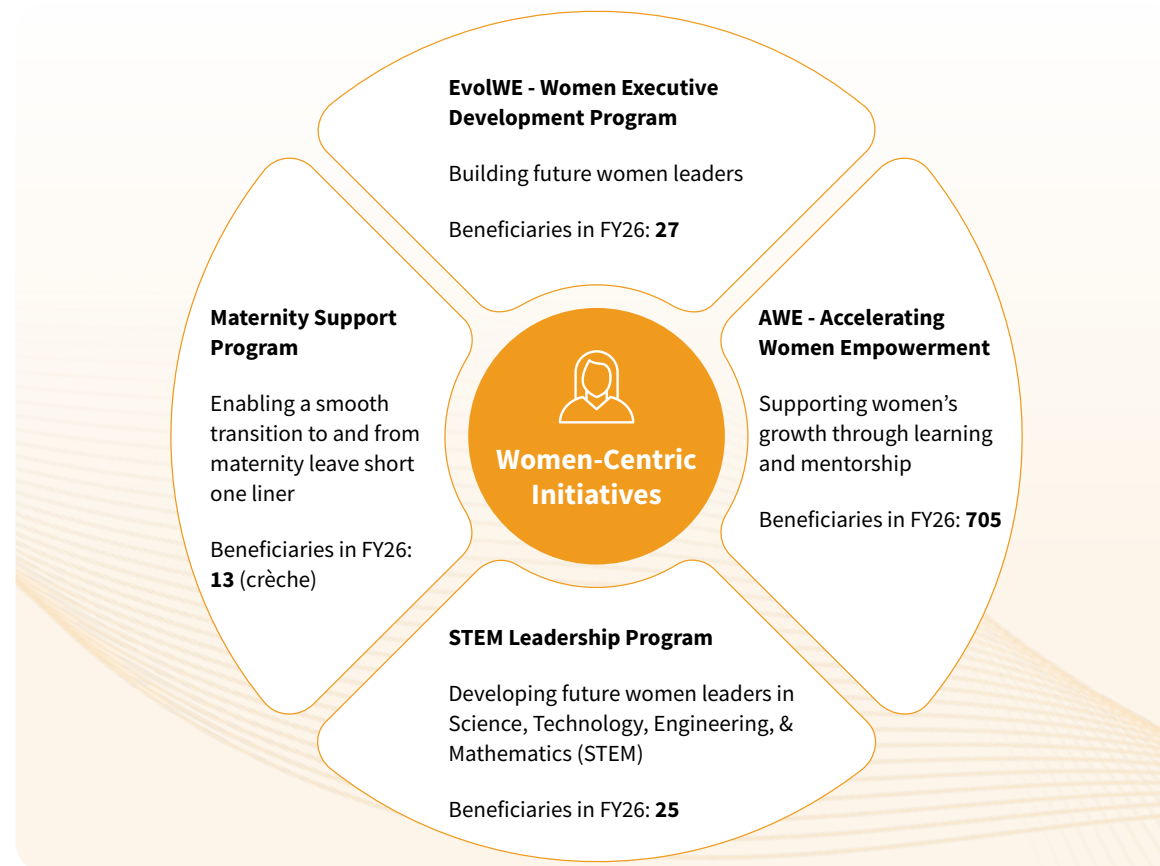
Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest paid individual)	1:1.04
Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	1:0.77



Celebrating women leaders of tomorrow, Evolve women leadership programme

Strengthening Support for Women Employees

At Aragen, we are committed to fostering an inclusive workplace where women are empowered to grow, lead, and succeed throughout their careers. Through focused initiatives that support professional development, wellbeing, flexibility, mentorship, and workplace inclusion, we strive to create an environment where women feel valued, supported, and equipped to reach their full potential. The key initiatives undertaken during FY26 to strengthen support for women employees are highlighted below.



International Women's Day Celebration

As part of its commitment to fostering an inclusive and equitable workplace, Aragen celebrated International Women's Day, recognizing the invaluable contributions of women across the organization and reinforcing the importance of gender diversity and inclusion.

The celebration featured employee engagement activities, appreciation initiatives, interactive sessions, and opportunities for employees to come together and celebrate the achievements, leadership, and resilience of women in science, technology, and business. The event encouraged meaningful conversations around empowerment, professional growth, and creating an environment where every individual can thrive.

Through such initiatives, Aragen continues to strengthen a culture of respect, inclusion, and equal opportunity, aligning with its broader sustainability goals of supporting employee well-being and promoting workplace diversity.



Guest speaker session inspiring women leaders of tomorrow



International Women's Day celebrations promoting inclusion and empowerment

Championing Women in the Workplace

Aragen's efforts to foster an inclusive workplace and create opportunities for women continued to gain external recognition during FY26.

- The Company received the CII Award for Excellence in Women in STEM for the second consecutive year, ranking among the top 20% of participating organizations across industries.
- Aragen also became a signatory to the United Nations Women's Empowerment Principles (UN WEPs) in Q3 FY26, joining a global community of organizations dedicated to promoting gender equality and empowering women in the workplace, marketplace, and wider society.
- Aragen's Head of Learning & Development participated in the ET 5th Edition L&D Summit and Awards 2025, engaging with industry experts to exchange best practices and gain insights into emerging trends in learning, talent development, and workforce capability building.



Aragen's Head of L&D at the ET 5th edition L&D summit & awards 2025

Supporting Employees Through Parenthood

During FY26, 252 employees availed parental leave, including 202 male employees and 50 female employees. The Company recorded a **97% overall return-to-work rate**, with all male employees and 86% of female employees returning to work following the completion of their parental leave. These outcomes reflect Aragen's efforts to create a supportive workplace that enables employees to successfully transition back to work while managing their caregiving responsibilities.

Description	Male	Female
Number of employees entitled to parental leave in FY26	202	50
Number of employees that took parental leave in FY26	202	50
Number of employees who returned to work in the reporting period after parental leave ended in FY26	202	43
Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	182	41
Return Rate	100%	86%
Return Rate (Total)	97%	

Policy Framework for Inclusion and Fairness

A robust policy framework guides our efforts to promote diversity, ensure a safe and respectful work environment, prevent discrimination and harassment, and provide employees with accessible channels to raise concerns. The key policies supporting our commitment to inclusion and equity are outlined below:

- Diversity, Equity and Inclusion (DEI) Policy:** Reinforces Aragen's commitment to building a diverse workforce and an inclusive workplace where all employees are treated with fairness, respect, and equal opportunity, irrespective of their background or identity.
- Policy on Prevention of Sexual Harassment (POSH):** Provides a framework for preventing, prohibiting, and addressing incidents of sexual harassment, ensuring a safe, respectful, and dignified workplace for all employees.
- Non-Discrimination Policy:** Promotes equal employment opportunities and prohibits discrimination on the basis of any protected characteristic, fostering an environment where employees are valued for their skills, contributions, and potential.

- Anti-Harassment Policy:** Prohibits all forms of workplace harassment and reinforces Aragen's commitment to maintaining a professional, respectful, and inclusive work environment for employees, visitors, and vendors.

In December 2025, Aragen updated its Anti-Harassment Policy and Grievance Redressal Policy to further strengthen employee protections and promote a safe workplace culture. The scope of these policies extends to all employees and contract workmen across Aragen and its subsidiaries, including Aragen Biologics Private Limited and Aragen Biosafety Solutions. These policies prohibit all forms of harassment and provide clear mechanisms for reporting and addressing workplace concerns.

Zero

incidents of discrimination across our operations in FY26



Advancing Learning and Development

Continuous learning is a key enabler of innovation, scientific excellence and long-term business success at Aragen. We are committed to creating a learning-centric culture that empowers employees to build new capabilities, expand their expertise and stay ahead in a rapidly evolving industry. Through a combination of classroom learning, digital platforms, technical and scientific training, leadership development programs and knowledge-sharing initiatives, we support employees at every stage of their professional journey.

Culture of Learning and Growth

At Aragen, learning and development remain key priorities for building workforce capability and supporting business growth. In FY26, the company delivered 194,019 training hours to 4,362 permanent employees across management and non-management levels. Employees participated in a wide range of learning programs, including behavioural skills, technical skills, leadership development, induction, and policy and compliance training. The highest training participation was recorded in behavioural and technical skills programs, reflecting the Company's focus on strengthening both professional and

role-specific capabilities. On average, employees received 44.48 training hours during the year, with training delivered across all employee categories, helping build the knowledge and skills required to support operational excellence and future growth.



Strengthening workforce capability through continuous learning and training

Training Coverage across Employee Groups

In FY26, Aragen delivered targeted learning interventions across behavioural, technical, leadership, induction and compliance domains, ensuring employees at different levels of the organization had access to relevant development opportunities.

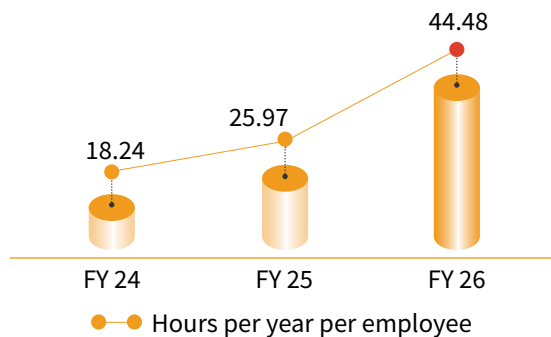
Training Category	Training Hours
Leadership Excellence	7,030
Scientific Excellence	1,08,539
Professional Excellence	16,073
Manufacturing Excellence	17,716
Compliance	15,351
Foundation	29,310
Total Training Hours	1,94,019

Average hours of training per year per employee

Gender	No. of Employees	Total hours of training received	Average hours of training per year per employee
Male	3,385	1,08,570	32.07
Female	977	85,449	87.46
Total	4,362	1,94,019	44.48

Employee category	No. of Employees	Total hours of training received	Average hours of training per year per employee
Top Management (Executive Committee members)	25	321	12.80
Senior Management (Band G & L)	161	2,063	12.81
Middle Management (Band M)	800	16,401	20.50
Junior Management (Band P)	3,376	1,75,234	51.91
Total	4,362	1,94,019	44.48

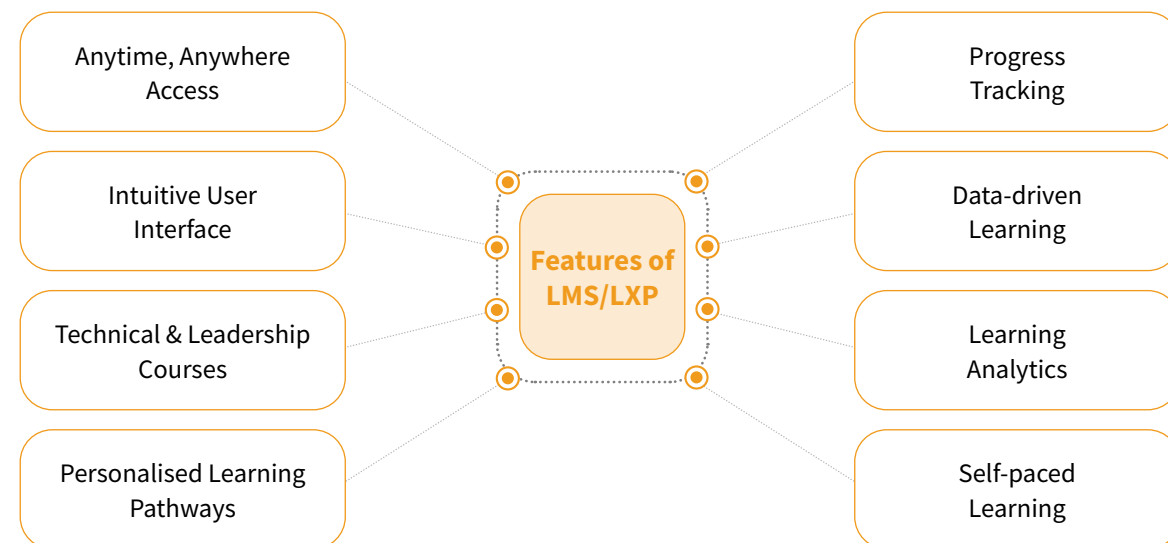
Average Training Hours Per Year Per Employee



Average training hours per employee have increased consistently over the past three years, rising from 18.24 hours in FY24 to 25.97 hours in FY25 and further to 44.48 hours in FY26. This represents an overall increase of nearly 143% between FY24 and FY26, reflecting Aragen's strong commitment to continuous learning and capability development. The significant growth in FY26 was driven by investments in digital learning platforms, expanded learning and development programs, scientific knowledge-sharing initiatives, and targeted capability-building interventions, enabling employees to access a broader range of technical, scientific, functional and leadership learning opportunities.

Enhancing Learning Through Digital Platforms

In FY26, Aragen introduced a new Learning Management System/Learning Experience Platform (LMS/LXP), creating a more personalized, accessible and engaging learning ecosystem for employees. The platform provides curated learning pathways, role-based development programs and a wide range of technical, functional and leadership learning resources through a unified digital interface. With intuitive navigation, anytime-anywhere access and data-driven learning insights, the LMS/LXP enables employees to continuously build new skills, track their learning progress and take greater ownership of their professional development.



As part of its vision to become an AI-driven CRDMO, Aragen also introduced foundational AI learning programmes during FY26. These programmes were designed to build awareness and understanding of artificial intelligence across the workforce and help employees explore its potential applications in scientific and business functions. During the year, **263 employees participated in AI learning programmes**, supporting the development of future-ready digital capabilities.

Building the Leaders of Tomorrow

During FY26, the Company delivered programmes such as LEAP, LEAP+, and EvolWE, each designed to strengthen leadership capabilities at different stages of the professional journey. While LEAP focuses on developing director-level leaders through experiential learning, LEAP+ supports senior leaders through assessments, coaching and real-business projects. Complementing these efforts, EvolWE, the Women Executive Development Program, aims to accelerate the growth of women leaders and promote greater leadership diversity across the organization. In FY26, a total of 27 employees participated in these leadership development programmes, reinforcing Aragen's commitment to nurturing leadership talent and fostering an inclusive leadership culture.

Building Future Scientific Talent

At Aragen, we are committed to fostering scientific excellence through continuous learning, knowledge sharing and capability building. During FY26, we introduced several initiatives aimed at strengthening scientific expertise, encouraging collaboration and developing future-ready talent across the organization.

CSO's Corner

Introduced in Q1 FY26, CSO's Corner is a dedicated platform that enables employees to learn directly from the Chief Scientific Officer through articles, insights and perspectives on topics relevant to Aragen's research and innovation journey. The initiative encourages knowledge sharing, promotes scientific discussions and helps employees stay informed about emerging developments and trends in the scientific community. By creating regular opportunities for learning and reflection, CSO's Corner supports a culture of curiosity, continuous learning and innovation across the organization.

Aragen Chemistry Vignettes

Launched in Q2 FY26, Aragen Chemistry Vignettes (ACV) is a knowledge-sharing initiative designed to encourage reading, discussion and dissemination of recent developments in organic chemistry. The initiative supports Aragen's vision of building communities of practice across business units by promoting regular scientific engagement and collaborative learning. As part of the program, quarterly and annual learning goals have been established across business units, helping drive continuous knowledge development and fostering a culture of scientific excellence and shared learning.

Green Chemistry Learning

To advance sustainable scientific practices, Aragen supported the participation of two scientists in a specialized Green Chemistry program conducted by Industrial Green Chemistry World (IGCW) during Q2 FY26. The training provided exposure to emerging concepts and best practices in sustainable chemistry, helping strengthen capabilities aligned with responsible innovation, resource efficiency and environmental stewardship.



Strengthening Employee Engagement

At Aragen, employee engagement is driven by a strong focus on open communication, continuous feedback, recognition and career development. We believe that engaged employees are more likely to contribute meaningfully to organizational success, drive innovation and strengthen our culture of collaboration. Through structured performance management processes, regular development conversations and recognition programs, we strive to create an environment where employees feel valued, supported and empowered to grow.



Driving Performance Through Continuous Feedback

Aragen's performance management framework is designed to support employee growth through ongoing feedback, clear goal setting and development-focused discussions. The Company follows a structured review process that begins with self-assessment, followed by manager and reviewer evaluations, ensuring a balanced and comprehensive assessment of performance.

Performance is evaluated using a management-by-objectives approach, aligning individual goals with business priorities and enabling employees to understand their contribution to organizational success. Aragen follows a structured top-down goal-setting process, with goals defined at the leadership level and cascaded across business units and roles to ensure alignment with organizational strategy. Progress against goals is monitored through regular governance reviews, supported by a formal mid-year review process that enables the recalibration of objectives in response to evolving business needs.

Formal performance and career development reviews are conducted twice a year, providing employees with regular opportunities to discuss achievements, development needs and future career aspirations.

100%

eligible employees received performance reviews in FY26



25 Years Celebration: Curtain drop at Mallapur campus

Supporting Career Growth and Internal Mobility

Aragen is committed to helping employees build rewarding and long-term careers within the organization. Career development begins from the onboarding stage, where employees are introduced to available growth opportunities and internal mobility pathways.

The Company's Global Job Architecture (GJA) provides a structured framework for career progression through clearly defined competency requirements and dual career pathways, including managerial and scientific career tracks. Employees are encouraged to explore growth opportunities through internal job postings and cross-functional transfers, enabling them to broaden their skills, gain diverse experiences, and pursue career aspirations within the organization.

Enhancing Communication and Employee Voice

Aragen invests in developing employees' communication, collaboration, and professional effectiveness skills to help them succeed in an increasingly global and customer-focused business environment.

Through the InterACT learning suite, employees have access to a range of specialized development programs, including:



Aragen Speaker Club, conducted in partnership with Toastmasters International, to strengthen public speaking and leadership communication skills.



English Podium, a structured learning program focused on listening, speaking, reading, and writing proficiency.



Client Interfacing Skills programs that build confidence in customer engagement and professional interactions.



Role-specific and customized communication learning interventions tailored to business needs.



Business Communication (Biz Com) training to enhance business writing, presentations, and stakeholder communication.

Complementing these development initiatives, Aragen provides multiple platforms that encourage open dialogue and employee participation. Regular engagement forums include:

Town Hall meetings, where business updates, strategic priorities, and organizational achievements are shared with employees.

Buzz with CEO sessions, which provide employees with opportunities to interact directly with senior leadership, ask questions, share perspectives, and discuss ideas.

Business updates, skip-level meetings, and team huddles, which encourage open communication and strengthen alignment across teams.

Consistent with the principles of freedom of association and collective bargaining, Aragen promotes an environment where employees can freely express their views, seek representation, and participate in constructive workplace dialogue without fear of retaliation.

Recognizing Excellence

Recognizing and celebrating employee contributions is an important part of Aragen's employee engagement approach. Through various recognition programs and awards, the Company acknowledges individuals and teams who demonstrate excellence, innovation, collaboration and commitment to organizational values.

Awards/ Recognitions	Description	Recipients in FY26
Outstanding Achiever	Monthly award for extraordinary performance	1,232
Value Award	Quarterly award aligned with Aragen's core values	28
Green Chemistry Award	Recognizing sustainable practices in scientific work	32
Team Award	For impactful team contributions, awarded biannually	346
WOW cards	Instant recognition for commendable efforts	28,902
Service awards	Marking milestones of 5, 10, 15 & 20 years	On-going

Fostering Connection and Inclusion

At Aragen, employee engagement extends beyond performance and recognition to creating opportunities for employees to connect, learn and grow together. The Company regularly organizes engagement initiatives that encourage collaboration, knowledge sharing and an inclusive workplace culture, helping employees build meaningful professional networks and a stronger sense of belonging.

Celebrating Diversity Through Cultural Events

Aragen proudly celebrates the rich cultural diversity of its workforce through various festive and cultural events. These celebrations provide employees with opportunities to connect beyond their professional roles, creating a sense of belonging and inclusion across teams.

Key celebrations during the year included:

Independence Day (15th August): Employees came together to commemorate the nation's spirit through flag hoisting ceremonies, cultural performances, and team activities that reflected values of unity and patriotism.



Diwali Celebrations: Festive décor, traditional attire, cultural competitions, and employee participation created a vibrant environment, encouraging camaraderie and shared celebrations.



Sankranti Festivities: The festival was marked with traditional themes, cultural competitions, and employee engagement activities that highlighted India's rich heritage and cultural traditions.



Promoting Health, Wellness, and Teamwork Through Sports

Recognizing the importance of physical well-being and teamwork, Aragen actively promotes employee participation in sports and recreational activities. These programs encourage healthy lifestyles, resilience, and collaboration while creating opportunities for employees to engage outside the workplace.

Major sports initiatives included:



Aragen Badminton Championship

The Aragen Badminton Championship brought together participants from various functions and locations, providing a competitive yet enjoyable platform to showcase sporting talent. The event encouraged fitness, sportsmanship, and employee networking across teams.



Aragen Champion Trophy (ACT) Cricket Tournament

The ACT Cricket Tournament continues to be one of Aragen's flagship employee engagement events. Employees formed teams representing different functions and business units, fostering collaboration, leadership, and team spirit. The tournament served as a platform to strengthen interpersonal relationships and build a sense of community across the organization.



Indoor Games Competitions

A variety of indoor games, including chess, carrom, table tennis, and other recreational activities, provided employees with opportunities to participate regardless of skill level. These events promoted inclusivity, healthy competition, and employee interaction across departments.



Employee wellness games promoting health, engagement, and teamwork



Quarterly Women Connect

Through AWE (Accelerating Women Empowerment), Aragen conducted Quarterly Women Connect sessions for 705 women employees during FY26. The program provides a platform for women to connect, share experiences and learn from one another through interactive discussions and development-focused engagements. By strengthening confidence, leadership capabilities and professional networks, Women Connect supports career progression while fostering a more inclusive and supportive workplace culture.



Quarterly women connect: fostering inclusion and growth

Upholding Human Rights

At Aragen, we are committed to creating a workplace where everyone is treated with respect, fairness, and dignity. Under the leadership of the Chief Human Resources Officer (CHRO), we strive to maintain a safe, inclusive, and supportive work environment while upholding ethical labour practices across our operations.

Our human rights approach is guided by a robust policy framework and aligned with applicable laws and global principles:



Human Rights Policy:

Outlines our commitment to respecting and protecting the rights of employees, contractors, and other stakeholders while promoting diversity, inclusion, equal opportunity, and a workplace free from discrimination, harassment, intimidation, and retaliation.



Freedom of Association and Collective Bargaining:

We respect employees' rights to freely associate, join or form worker organizations, seek representation, and participate in collective bargaining in accordance with local laws and internationally recognized labour standards.



Child Labour Policy:

Reaffirms our zero-tolerance approach to child labour across our operations and supply chain. We implement age-verification procedures, incorporate child labour requirements into supplier agreements, and conduct due diligence to ensure compliance with applicable legal and ethical standards.



Grievance Redressal Policy:

Provides employees and stakeholders with accessible and confidential channels to raise concerns, report potential human rights violations, and seek timely and fair resolution.

To ensure transparency and accountability, Aragen has established clear communication channels and a structured grievance redressal mechanism. Employees and stakeholders can raise concerns through designated reporting channels, following which a dedicated committee reviews and investigates each grievance confidentially and impartially. All grievances are documented, assessed based on their nature and severity, and addressed within stipulated timelines. The committee analyzes feedback received, implements corrective and preventive actions where required, and monitors closure of cases to ensure fair resolution and continuous improvement in workplace relations and stakeholder engagement.



Forced Labour Prevention:

Aragen strictly prohibits all forms of forced, bonded, trafficked, or involuntary labour. We are committed to ensuring that employment is voluntary, employees are free to leave their employment in accordance with applicable laws, and no personal documents are withheld as a condition of employment.

Zero

incidents of child labour, forced labour, and violations of freedom of association or collective bargaining across our operations in FY26

Aragen ensures that security personnel are sensitized to key human rights principles, including respect for human dignity, non-discrimination, prevention of harassment, ethical conduct, and appropriate grievance escalation. This helps ensure that security practices are carried out responsibly and align with the Company's commitment to maintaining a safe, inclusive, and respectful workplace for all stakeholders. 100% of security personnel were trained in Aragen's human rights policies and procedures.

Aragen's commitment to responsible business practices was recognized through the EcoVadis Gold rating, placing the Company among the top-performing organizations globally assessed for sustainability performance. Aragen also participated in the UN Global Compact Network India (UNGCI), reaffirming its support for globally recognized principles on human rights, labour standards, environmental responsibility, and ethical business conduct.

Promoting Health, Safety & Occupational Wellbeing

At Aragen, protecting the health and safety of our employees, contract employees, supply partners, communities surrounding our facilities is fundamental to how we operate. We are committed to creating workplaces where risks are proactively managed, safe behaviours are encouraged and continuous learning strengthens our safety culture. In FY26, we further enhanced our Environment, Health, Safety and Sustainability (EHSS) framework through targeted safety interventions, employee engagement and capability-building initiatives.

As part of these efforts, Aragen strengthened its occupational health infrastructure through the operationalization of a dedicated Occupational Health Centre (OHC) at the Mallapur campus. The facility was established to support employees' medical needs and provide guidance on maintaining health and wellbeing, reinforcing our commitment to fostering a safe and healthy workplace.



New Occupational Health Center at Mallapur R&D facility

Leadership, Accountability and Governance

Aragen's approach to occupational health and safety (OHS) is anchored in its Environment, Health, Safety and Sustainability (EHSS) Policy and supported by a robust governance framework, standardized management systems, risk management processes, and continuous improvement programs. The framework is designed to proactively identify, assess, and mitigate workplace risks while ensuring compliance with applicable regulatory requirements, industry standards, and organizational objectives.

To maintain a globally aligned and systematic approach to occupational health and safety management, all Aragen facilities are certified to the ISO 45001:2018 Occupational Health and Safety Management System standard. This certification reinforces the Company's commitment to providing safe and healthy workplaces through structured risk management, employee participation, operational controls, and continual improvement of safety performance.

Oversight of OHS performance is embedded across multiple levels of the organization. At the site level, the Site Safety Committee, chaired by the Site Head and comprising representatives from operations, engineering, quality, corporate services, human resources, and EHSS functions, meets quarterly to

review safety performance indicators, incidents, near misses, workplace inspections, employee safety concerns, and the status of corrective and preventive actions. The committee also monitors the effectiveness of risk mitigation measures and supports the implementation of proactive safety initiatives.

In addition, monthly Site Performance Review meetings, chaired by the Site Head, evaluate EHSS performance, operational risks, compliance status, and resource requirements necessary to maintain safe and reliable operations. These reviews ensure timely decision-making and accountability for safety performance across sites.

At the business unit level, EHSS performance is reviewed monthly by the Executive Committee (EC), chaired by the Business CEO. The review encompasses leading and lagging safety indicators, significant incidents, audit and inspection findings, regulatory compliance matters, and emerging risks. The EC provides strategic direction and oversight to strengthen workplace health and safety performance across business operations.

At the enterprise level, quarterly divisional reviews chaired by the Managing Director and Chief Executive Officer (MD & CEO) assess the Company's



Industrial hygiene monitoring

long-term EHSS strategy, performance trends, key risks, and resource and capital investment requirements. These reviews support the integration of EHSS considerations into broader business planning and decision-making processes.

Further strengthening governance and accountability, EHSS performance is reviewed by the Board on a half-yearly basis. The Board provides strategic oversight on EHSS matters, including policy direction, risk management effectiveness, organizational performance, and the adequacy of systems and resources required to safeguard employee health, safety, and well-being.

Employee participation remains a cornerstone of Aragen's safety governance framework. Health and safety committees operate across manufacturing, laboratory, and biologics facilities, providing structured mechanisms for employee consultation and engagement. Through these forums, employees actively contribute to hazard identification, risk assessments, development and review of standard operating procedures, incident investigations, and implementation of preventive and corrective actions, fostering a culture of shared accountability and continuous improvement.

To ensure effective communication and awareness, occupational health and safety information is disseminated through multiple channels, including toolbox talks, safety briefings,

awareness campaigns, digital communication platforms, email communications, and workplace notice boards. These mechanisms help reinforce safety expectations, communicate workplace risks and emergency preparedness requirements, share lessons learned, and promote continuous engagement in the Company's safety culture.

Through this multi-tiered governance structure, Aragen seeks to embed health and safety considerations into decision-making processes at all levels of the organization, reinforcing its commitment to operational excellence, risk management, and the protection of employee health, safety, and well-being

Managing Risk Through Prevention and Control

Aragen follows a systematic risk-based approach to identify, assess and manage health and safety risks across its operations. Hazards are identified through multiple channels, including monthly safety inspections, senior leadership team rounds, internal audit programs, incident investigations and formal risk assessments. All operational activities are evaluated based on their safety impact and classified as routine or non-routine activities under normal, abnormal and emergency conditions. Identified hazards are then assessed through a structured risk assessment process, with controls implemented in accordance with

the Hierarchy of Controls (HoC) framework to minimize risks and reduce them to acceptable levels.

As part of its ongoing commitment to risk reduction, Aragen implemented several engineering and infrastructure enhancements in FY26, including:

- Upgradation of fire suppression systems in production and warehouse areas.
- Installation of gas detection systems across facilities.
- Deployment of overflow protection systems for solvent storage tanks.
- Replacement of collapsible emergency exits with two-hour fire-rated doors in cleanroom facilities.
- Installation of fixed and mobile dust collection systems.
- Installation of first-flush rainwater and firewater runoff collection systems.
- Enhancement of process safety capabilities through installation of advanced DSC equipment in the Process Safety Laboratory.
- Completion of baseline industrial hygiene monitoring across the Formulation Business Unit.

Promoting Safety Beyond Our Operations

Recognizing the importance of industry-wide safety awareness, Aragen Life Sciences sponsored the “Safety Awareness Program for Chemical Factories”, organized by the Department of Factories in collaboration with the National Safety Council (NSC), Telangana Chapter, on 29 December 2025. The programme featured technical sessions delivered by Aragen’s EHSS and manufacturing experts from its Hyderabad manufacturing facility, who shared practical insights and best practices on occupational health and safety, hazard identification, risk management, accident prevention, and emergency preparedness.

The programme enabled participants to strengthen their understanding of workplace safety requirements, hazard identification, and risk control measures. It reinforced the importance of accident prevention, emergency preparedness, and responsible operational practices while encouraging greater regulatory compliance across the sector. The initiative also fostered collaboration and knowledge-sharing among industry stakeholders, helping advance a collective commitment to safe, sustainable, and compliant manufacturing operations.



Empowering a Speak-Up Safety Culture

Aragen promotes a proactive safety culture where employees are encouraged and empowered to identify and address risks. Multiple reporting channels are available for employees to raise concerns regarding unsafe acts, unsafe conditions, incidents and near misses. Reports can be submitted through supervisors, site EHSS teams, Corporate EHSS teams or the organization’s digital reporting platform, iSHIELD.

All reported incidents, accidents and near misses are investigated through a structured incident management process designed to identify root causes and implement corrective and preventive actions. Investigations are tracked through to closure, supporting continuous improvement and organizational learning.

Aragen maintains a non-retaliatory reporting culture and actively recognizes employees who report unsafe conditions. In addition, all employees are empowered to stop unsafe acts, behaviours or conditions that may result in injury or ill health, reinforcing accountability and shared responsibility for workplace safety.

Measuring Safety Performance

Aragen continued to focus on injury prevention and operational safety during FY26, recording zero fatalities, zero high-consequence work-related injuries and zero fatalities as a result of work-related ill health among both employees and contract employees.



Work-Related Injuries – Permanent Employees

Category	FY26	Rate	FY 25	Rate	FY 24	Rate
Fatality	0	0	0	0	0	0
LTI	0	0	0	0	0	0
Recordable injuries	13	0.19	10	0.16	11	0.26
Main injury types	Cut injuries, chemical exposure and chemical burns	-	Cut injury, chemical burns,	-	Thermal burns, chemical exposure	-
Hours worked	1,33,49,670	-	1,24,02,635	-	85,27,458	-

Work-Related Injuries - Other than Permanent Employees

Category	FY26	Rate	FY 25	Rate	FY 24	Rate
Fatality	0	0	0	0	0	0
LTI	1	0.055	0	0	0	0
Recordable injuries	9	0.50	3	0.17	5	0.27
Main injury types	Cut injuries, chemical exposure and chemical burns	-	Cut injury, Thermal burns,	-	Cut injury, chemical exposure	-
Hours worked	36,16,901	-	34,36,692	-	35,78,196	-

Lost Time Injury Frequency Rate (LTIFR)

Aragen continued to maintain a strong focus on workplace safety, recording zero fatality, zero employee lost-time injuries and zero high-consequence work-related injuries during FY26. One contract employee lost-time injury was reported during the year, and the incident was investigated

with corrective and preventive actions implemented to strengthen safety controls and prevent recurrence.

Zero
Fatality for the past **six years**

Lost Time Injury Frequency Rate (LTIFR)

Category	FY 26	FY 25	FY 24
LTIFR – Permanent Employees	0	0	0
LTIFR – Contract Employees	0.06	0	0

In line with international standards and to ensure consistency across our global operations and customer base, particularly in the US and Europe, injury rates are calculated based on 2,00,000 hours worked in accordance with OSHA guidelines. This standardized approach enables meaningful performance monitoring and supports continuous improvement in safety outcomes.

Total Recordable Incident Rate (TRIR)

Category	FY 26	FY 25	FY 24
Permanent Employees	0.19	0.16	0.26
Contract Employees	0.50	0.17	0.27

Aragen's Occupational Health and Safety Management System covers employees as well as contract employees whose work and workplace are controlled by the organization. In FY26, 1,450+ contract employees were covered under the system, all of whom were covered by management systems that had undergone both internal audits and external certification assessments.

Strengthening Process Safety Resilience

Process safety remains a critical component of Aragen's operational excellence framework, particularly across research, development, pilot-scale, and manufacturing operations involving hazardous materials and complex processes. During FY26, we continued to strengthen our process safety capabilities to enhance operational resilience, prevent major incidents, and protect our employees, assets, communities, and the environment.

Our process safety management approach is founded on systematic hazard identification, risk assessment, engineering controls, and operational discipline. Process hazard analyses, including HAZOP and other risk assessment methodologies, are conducted throughout the lifecycle of projects and operations to identify potential risks and implement effective mitigation measures. These assessments are periodically reviewed to ensure continued effectiveness as processes evolve.

During the year, we enhanced process safety awareness and competency through targeted training programs for employees involved in laboratory, engineering, pilot plant, and manufacturing activities. Emergency preparedness drills and scenario-based response exercises were also conducted to strengthen readiness for potential process-related incidents.

Aragen continued to invest in critical risk reduction measures, including process monitoring systems, safety interlocks, alarm management controls, and preventive maintenance programs designed to maintain the integrity and reliability of critical equipment. Insights from incidents, near misses, audits, and inspections were systematically incorporated into operational practices to drive continuous improvement.

Process safety performance and key risk mitigation initiatives are reviewed through established governance forums at site, business unit, and enterprise levels, ensuring leadership oversight, accountability, and effective resource allocation. Through these efforts, Aragen remains committed to building a strong process safety culture and ensuring safe, reliable, and sustainable operations.



Process safety laboratory at Nacharam supporting safe and sustainable operations

Advanced Process Safety Management

At Aragen, process safety is a foundational element of operational excellence, sustainability, and responsible manufacturing. The Company's Process Safety Laboratory provides specialized expertise in thermal characterization and combustible dust hazard assessment, enabling systematic identification, evaluation, and mitigation of risks associated with chemical reactions and powder handling prior to pilot-scale and commercial-scale manufacturing.

Using advanced analytical technologies, including the Reaction Calorimeter (RC1e), Accelerating Rate Calorimeter (EsARC), Thermal Screening Unit (TSU), and Differential Scanning Calorimeter (DSC), engineers conduct thermal hazard evaluations to characterize critical safety parameters such as reaction kinetics, adiabatic temperature rise, temperature and pressure escalation rates, exothermic behavior, and decomposition potential under varying operating conditions. These assessments generate scientific data that supports the safe design, scale-up, and commercialization of chemical processes in the CRDMO sector.

Complementing these capabilities, the combustible dust hazard assessment program evaluates risks associated with powder processing, including ignition sensitivity to electrostatic discharge, hot surfaces, mechanical sparks, combustion characteristics, explosion potential,

and electrostatic charge accumulation. These assessments are particularly important for the safe handling of intermediates, advanced intermediates, and active pharmaceutical ingredients (APIs).

Together, these studies generate hazard data that supports process design, equipment selection, plant engineering, and operational control strategies. By integrating hazard assessment into process development, Aragen promotes a proactive and evidence-based approach to safety across the product lifecycle. Early identification and mitigation of process safety risks help reduce the likelihood of incidents during scale-up and manufacturing, safeguard employees and facilities, support business continuity, and strengthen compliance with applicable regulatory and industry standards.

Our continued investment in process safety capabilities reflects our commitment to responsible operations and continuous improvement. Through ongoing enhancement of safety protocols supported by scientific evaluation and hazard testing, we continue to strengthen operational resilience and support our sustainability objectives.

1,274

Thermal and Powder safety studies

conducted at process safety lab, safeguarding company assets, employees and reputation



PSCI Assessments and Industry Collaboration

As part of its commitment to responsible business practices and sustainable supply chains, Aragen is an Associate Member of the Pharmaceutical Supply Chain Initiative (PSCI) and participates in customer-led and PSCI-aligned assessments that evaluate performance across environmental management, occupational health and safety, labor practices, business ethics, and governance systems. These assessments provide valuable insights for strengthening operational excellence and aligning with global pharmaceutical industry expectations.

Aragen leverages PSCI's knowledge-sharing platforms, guidance documents, training modules, audit learnings, best-practice resources, webinars, and industry collaboration forums to strengthen responsible business practices across the organization. Access to PSCI resources enables employees, particularly those involved in EHS, sustainability, procurement, quality, and supply chain functions, to stay informed on evolving industry expectations related to health and safety, environmental stewardship, labor standards, ethics, and governance.

Technology-led Safety Innovation

At Aragen, technology plays an increasingly important role in strengthening workplace safety and risk prevention. By integrating advanced digital and AI-enabled solutions into operational processes, Aragen is moving beyond traditional safety controls to implement proactive, engineering-based interventions that reduce human error, enhance compliance and create safer workplaces.

At the PSCI Annual India Conference & Exhibition 2025 held in Chandigarh, Aragen actively contributed to industry discussions on sustainable supply chains and responsible business practices. Mr. Shivaji Jadhav, Sr Vice President & Head EHSS, represented the organization through direct engagement with the PSCI India team, strengthening collaboration on capability building for India-based suppliers. Additionally, Dr. Chandan Shirbhaye, Vice President & Head of Supply Chain and Operations Excellence, participated in a panel discussion focused on building resilient and sustainable value chains, sharing insights on operational excellence, risk management, and sustainability integration.

Three

Aragen case studies were showcased on the PSCI **"Wall of Impact"**, earning recognition among 35 high-impact sustainability stories from across the pharmaceutical industry

Case Study

Leveraging AI to Strengthen Occupational Safety at Mallapur Facility

Material lifts are widely used across manufacturing and research facilities but can pose serious safety risks if personnel inadvertently enter the lift car. Traditional controls such as signage and procedures rely on human compliance and may not completely eliminate the risk of entrapment or injury.

To address this, Aragen implemented an AI-powered Smart Lift Safety System featuring real-time human detection through an AI-enabled camera, backed by a fail-safe motion sensor. When personnel are detected, automated interlocks prevent

door closure and lift movement, while multilingual audio and visual alerts provide immediate warnings.

By replacing behavior-based controls with engineering safeguards, Aragen has eliminated personnel entrapment risks, enhanced operational reliability, and strengthened workplace safety. The scalable solution supports consistent safety standards across facilities and reinforces Aragen's commitment to a zero-harm workplace and ISO 45001 compliance.



Building Safety Capability Across the Organization

Continuous learning is a cornerstone of Aragen's safety culture and plays a critical role in strengthening workplace health and safety performance. We are committed to equipping employees with the knowledge and skills required to identify hazards, manage risks, and maintain safe working practices across our operations.

In FY26, Aragen delivered **17,319 hours** of EHSS training across the organization, reinforcing

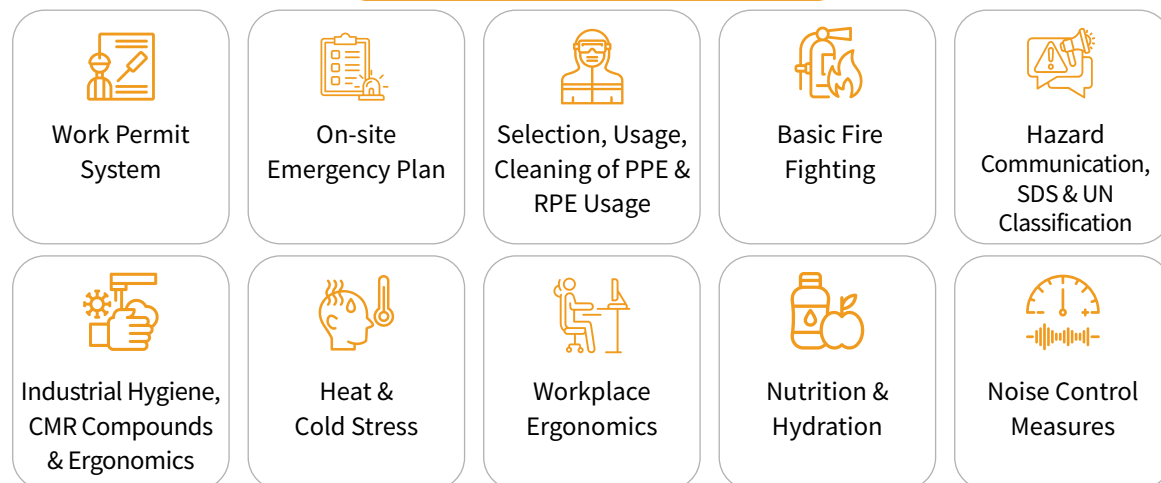
safety awareness, enhancing risk management capabilities, and promoting a proactive approach to accident prevention. Ensured **4 hours** of safety training per employee per year.

Through ongoing training and awareness initiatives, we continue to foster a culture where safety is a shared responsibility and every employee is empowered to contribute to a safe, healthy, and resilient workplace.

Safety Training Overview as of FY 2025-26



Training Topics on Occupational Safety

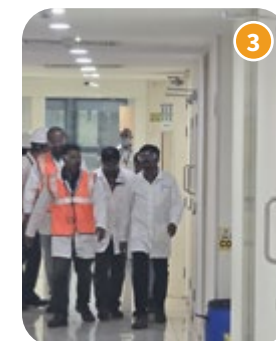
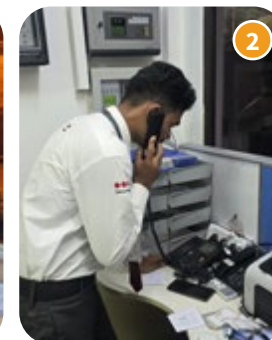
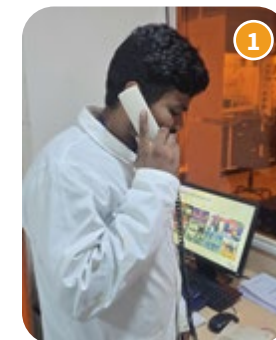


Emergency Preparedness

At Aragen, emergency preparedness is an integral component of the Environment, Health, Safety, and Sustainability (EHSS) management system. Comprehensive emergency response procedures are established across facilities to address potential scenarios such as fires, chemical spills, medical emergencies and process-related incidents. Regular mock drills and fire evacuation exercises are conducted to evaluate response effectiveness, emergency communication systems, evacuation readiness, and coordination among employees, contractors, and emergency response teams. Lessons learned from each drill are documented and integrated into corrective and preventive action programs to strengthen organizational resilience and improve emergency preparedness. This proactive approach supports a culture of safety and aligns with Aragen's commitment to risk mitigation and operational excellence.

FY26 Highlights:

- **56** fire drills were conducted across R&D and manufacturing sites, exceeding the statutory requirement by **75%**, underscoring Aragen's commitment to proactive emergency preparedness.
- **100%** operational sites covered through at least two mock drills during the reporting year.
- **100%** closure of critical observations identified during mock drills within defined timelines.



Emergency Response Team (ERT) and First Aid Training

Dedicated Emergency Response Teams (ERTs) are established across Aragen facilities to respond effectively to fire, chemical, medical, and other emergency situations. Team members undergo periodic training in firefighting, rescue operations, spill management, evacuation procedures, and crisis response. First aid training programs are also conducted to enhance emergency medical preparedness and improve response capabilities across the workforce.

FY 26 Highlights:

- **950+** ERT members trained and certified across Aragen.
- **23.50%** of workforce has been trained on emergency preparedness
- **75** employees completed first aid certification or refresher training.
- **180+** employees completed advanced fire safety training from external expert
- **6** ERT refresher sessions conducted during the year.
- **100%** ERT members participation in practical emergency response drills



Emergency response team at Nacharam facility ensuring workplace safety and preparedness

Contractor Safety Management and Training

Aragen maintains a comprehensive contractor safety management framework to ensure safe execution of contracted activities. All contract employees undergo mandatory safety induction prior to site access and receive task-specific training based on risk profiles. Safety performance is regularly monitored through inspections, observations, permit-to-work reviews, and contractor compliance assessments. This approach enables the consistent application of safety standards across operations and the broader value chain.

FY 26 Highlights:

- **400+** contract employees received safety induction training.
- **100%** contract employees covered under safety orientation before commencement of work.
- **350+** specialized training sessions delivered covering hot work, work-at-height, confined space entry, electrical safety, and chemical handling.



Strengthening workplace safety through contractor training

7 HEALTHY COMMUNITIES

At Aragen, community engagement is centered on creating long-term, meaningful impact by aligning initiatives with local needs and fostering collaborative partnerships. The organization focuses on strengthening social well-being, enhancing economic opportunities, and supporting sustainable development in the communities it serves. Through responsible business practices and targeted interventions, Aragen contributes to inclusive growth while addressing socio-economic and environmental challenges.



Material Topics



Community Engagement
and Development



Customer
Management

Key Highlights

₹66.81 Mn
spent on
CSR programs

3,700+
Saplings distributed
to employees

0.20 Mn+
people use
community park

SDG Mapping



103 students
trained through
finishing school

**9.70 million
community members**
travelled on the bridge
constructed approximately

20 students
placed after training
from Aragen Academy

Zero
product safety-related
non-conformities reported
by customers



Engaging Communities

We are deeply committed to fostering the wellbeing of the communities in which we operate. We believe that true growth is measured not just by our achievements, but by the positive and lasting impact we have on the communities we serve. Our activities not only drive economic growth but also enhance local economy, contribute to community health, and provide opportunities for sustainable development.

Community Wellbeing Support

While we actively work to minimize challenges such as environmental impacts and socio-economic disparities, we remain focused on maximizing the positive effects of our operations through responsible business practices and robust community engagement.



Economic Growth & Employment

Creating jobs across skill levels from scientists and researchers to support and administrative staff driving local employment and overall economic development.



Infrastructure Development

Our facilities catalyze infrastructure growth through improved transportation networks, upgraded utilities, and strategic partnerships with local healthcare services.



Education & Skill Development

Investments in training, upskilling, and collaboration with educational institutions enhance the local talent pool and drive long-term regional growth.

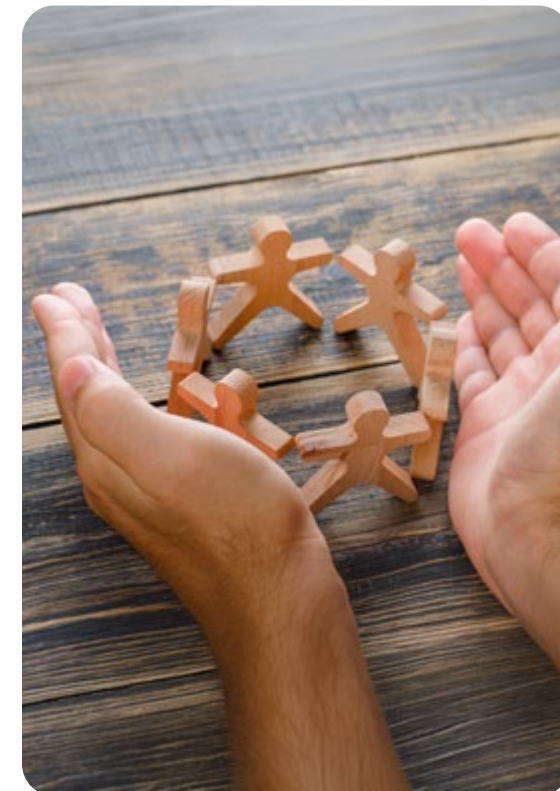
Our Approach to Community Engagement

At Aragen, we prioritize meaningful community engagement to create lasting positive impacts. Our approach focuses on transparent collaboration with local stakeholders and aligning our actions with the community's needs. A prime example of our community development work is the garden we have developed what began as a peaceful green space, which has transformed into a vibrant hub for social gatherings, from family picnics to large community festivals. This garden has become a place for residents to connect, strengthening neighborhood bonds and enhancing quality of life.

In addition to our environmental efforts, we actively contribute to local health and wellbeing through health camps, educational initiatives, and sustainable practices. By championing green technologies, we support the development of a healthier, more sustainable community. Through ongoing collaboration with local stakeholders, we continue to create shared value, ensuring long-term social, economic, and environmental benefits for the communities we are part of.

100%

of operations free from significant actual or potential impacts on local communities in FY26



Governance framework for CSR Execution

A Board-approved CSR policy defines the key focus areas and guides the planning and execution of projects and activities across different domains.



The Committee supervises the implementation of CSR programs, ensuring proper allocation and efficient utilization of CSR funds on an annual basis.

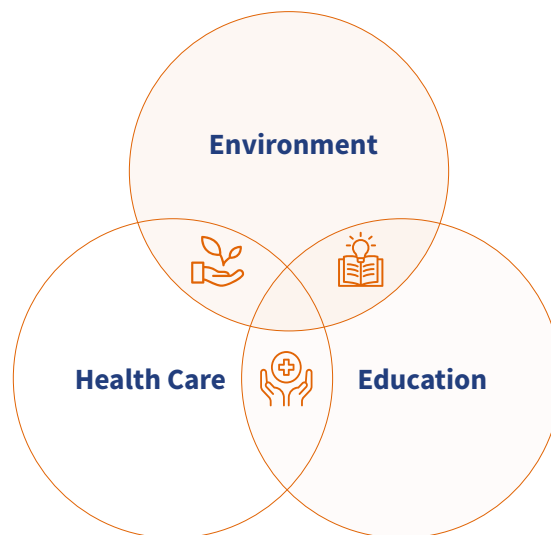


Monitoring and reporting mechanisms are established to evaluate the progress and impact of all CSR initiatives.



The CSR policy is reviewed periodically by the Committee to ensure continued alignment with evolving social priorities and regulatory requirements.

Our Three Pillars of Community Engagement



Aragen's Educational Commitment

At Aragen, we focus on expanding access to learning and skill development opportunities, particularly for underprivileged and socially disadvantaged communities, while also supporting differently abled individuals. We undertake initiatives aimed at improving educational outcomes, enhancing employability, and fostering inclusive growth. Through strategic partnerships and direct interventions, we bridge the gap between academic learning and industry requirements, equipping young graduates with practical, industry-relevant skills in life sciences and transforming them into job-ready professionals.

Transforming Rural Lives Through Education:

Education is one of the most powerful drivers of social progress, particularly in underserved rural communities. Aragen partners with Swami Vivekananda Gramonnayan Kendra (SVGK) in

West Bengal to expand access to quality education for children in Punia village and surrounding areas of Murshidabad district, one of the state's educationally challenged regions.

103

Students supported

92%

First-generation learners

56

Female students

92%

Average attendance

Aragen's support bridges educational gaps for children who would otherwise have limited access to formal education. The program creates local employment for 7 educators, including a dedicated special educator, extending support across 3 villages. The initiative demonstrates that sustainable community development begins with education and equal opportunities for all.



Expanding access to quality education in Murshidabad, West Bengal

Case Study

Aragen Academy

Shaping the Next Generation of Life Sciences Professionals

The gap between academic learning and industry requirements often limits the employability of graduates in the pharmaceutical and biotechnology sectors. To address this challenge, Aragen Academy was established as a dedicated talent development initiative to equip aspiring scientists with industry-relevant skills and hands-on laboratory experience.

Located in Nacharam, Hyderabad, the Academy provides practical training in

synthetic chemistry, analytical techniques, and drug discovery and development. Through a combination of scientific learning, real-world laboratory exposure, and mentorship from experienced professionals, participants gain the technical and professional competencies needed to succeed in the life sciences industry. The program also supports inclusive growth through stipends, placement assistance, and alignment with the Government of India's Skill India Mission

Impact & Outcomes



111 beneficiaries
enrolled in FY26



30 participants
completed training
in the first batch



20 participants
secured placements
in industry roles

By bridging the gap between academia and industry, Aragen Academy is strengthening workforce readiness, enhancing employability, and contributing to the development of a skilled talent pool for India's growing pharma and biotech ecosystem



Aragen's integrated educational initiatives reflect a holistic approach to community development: removing barriers to learning, equipping individuals with market-relevant skills, creating sustainable pathways to economic opportunity, and building resilient, empowered communities. Through SVGK and Aragen Academy, the Company is transforming lives in the communities where it operates.



Aragen's Healthcare Commitment

At Aragen, we are committed to strengthening community health and well-being through initiatives that improve access to emergency medical care, preventive healthcare services, hygiene, sanitization, and safe drinking water. Our approach focuses on delivering sustainable and inclusive healthcare solutions that address critical community needs while fostering awareness of preventive health practices.

Through our Corporate Environmental Responsibility (CER) initiatives, we support programs that promote better health outcomes, including menstrual hygiene management for adolescent girls in underserved communities. In addition, employee-driven efforts such as blood donation camps further contribute to lifesaving medical support and reinforce our commitment to public health and community welfare.



Blood Donation Camp

Organized a voluntary blood donation camp on 18 & 19 June 2025 across Aragen facilities, encouraging employee participation and community contribution toward critical healthcare needs.



Employees contributing to lifesaving care through voluntary blood donation

Case Study

Corporate Environmental Responsibility (CER): Advancing Menstrual Health and Gender Equity in Mandya District, Karnataka

As part of its commitment to community well-being and gender equity, Aragen supported the distribution of 6,000 menstrual cups to 10th-grade girls in government schools across Mandya District, Karnataka. Launched in September 2025 in partnership with the Mandya Zilla Panchayat, the initiative promotes safe, affordable, and sustainable menstrual hygiene solutions for adolescent girls.

Impact Highlights

- Improved menstrual hygiene and reduced health risks
- Enhanced access to affordable, reusable menstrual care products
- Supported school attendance, confidence, and educational continuity



Aragen's Environmental Commitment



At Aragen, we are committed to environmental stewardship through initiatives that promote sustainability, enhance ecological balance, and conserve natural resources. Our CSR programs focus on creating long-term environmental and community value by improving green cover, supporting biodiversity, and developing sustainable public spaces. Through our Green Initiative, we have undertaken afforestation and tree plantation activities aimed at enhancing green cover, improving air quality, and contributing to climate change mitigation.

Community Park-Rock Garden

We have supported the development of the Rock Garden Park, a sustainable community space that promotes biodiversity while providing a green and accessible recreational environment. To date, more than 2 lakh people have benefited from this community asset.



Community Park

Green belt development

Further strengthening our commitment to environmental sustainability, Aragen has supported green belt development initiatives in Mallapur, contributing to urban greening and the creation of healthier ecosystems.



Green belt development beside Mallapur facility

Community infrastructure projects

In addition, we have invested in community infrastructure projects, including the construction of a public bridge that has improved connectivity, accessibility, and mobility for local residents. With over 97 lakh commuters having utilized the bridge, the project has delivered significant social and economic benefits to the community.

Through these initiatives, Aragen continues to advance sustainable development by fostering greener, healthier, and more resilient communities while creating lasting value for society and the environment.



Fostering healthier communities through accessible green spaces, community park developed by Aragen

Safeguarding Customer Safety

At Aragen, protecting customer health and safety is a fundamental responsibility that underpins every stage of our product and service lifecycle. We adopt a proactive, science-driven approach to identifying, assessing, and managing potential health and safety impacts associated with our products and services, integrating advanced technologies, rigorous quality systems, and internationally recognized regulatory standards into our operations. Through comprehensive risk assessments, close collaboration with customers and stakeholders, continuous monitoring, and periodic audits, we strive to identify and mitigate potential risks at the earliest stages. This commitment enables us to maintain the highest standards of safety, quality, and reliability, while fostering trust and supporting responsible innovation. Aragen also maintains robust governance mechanisms to monitor compliance with applicable health and safety requirements and to promptly address any concerns related to the health and safety impacts of our products and services.

Anticipating Risks Through Proactive Assessment

We prioritize the early identification and mitigation of potential health and safety risks across our products, services, and development programs. Through structured risk assessment methodologies, including Hazard Identification and Risk Assessment (HIRA), we systematically evaluate potential hazards, assess their impact, and implement appropriate control measures. From assessing chemical and biological risks to evaluating process-related safety considerations, our proactive approach helps minimize risks throughout the development lifecycle, safeguarding customer interests and supporting the delivery of safe, high-quality products & services.

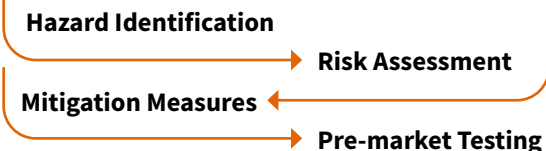
Embedding Safety into Innovation

Safety considerations are integrated into every stage of innovation and product development. By leveraging advanced scientific tools, including computational toxicology, exposure modeling, and predictive assessments, we identify and address potential risks early in the development process. Modeling and simulation capabilities further support the evaluation of new compounds, optimization of molecular structures, and refinement of formulations, enabling us to advance innovation while maintaining the highest standards of safety, quality, and reliability.

Zero

product safety-related non-conformities from our customers in FY26

Risk Management Process Flow



Comprehensive Safety Impact Management

Aragen utilizes a diverse set of methods and tools to assess health and safety impacts effectively:



Material Safety Data Sheets (MSDS)

Detailed documentation outlining chemical hazards and safe handling practices



HAZOP Studies

Structured evaluations to identify potential deviations in process design and associated risk. During the year, Aragen conducted 110 HAZOP and 1,274 thermal and powder safety studies



Exposure Assessments

Use of advanced modeling tools to analyze and reduce chemical and biological exposure risks



Audits

Regular internal and external reviews to ensure compliance and minimize environmental impact from operations

8. HEALTHY ORGANIZATION

Trust is the foundation of Aragen's business. As a research and manufacturing partner in the global life sciences industry, the company is entrusted with sensitive scientific work, confidential data, and the safety of products that ultimately reach patients. A strong and resilient organization forms the basis on which Aragen creates long-term value. Robust governance, ethical practices, and responsible innovation are essential to earning and maintaining the confidence of customers, supply partners, and regulators. This approach also underscores that innovation, when guided by responsibility, reinforces sustainability rather than competing with it.

In FY26, Aragen further strengthened its commitment to responsible and sustainable business practices by embedding enterprise risk management more deeply into strategic decision-making, advancing green chemistry initiatives, and accelerating digital transformation across the molecule lifecycle. The Company also maintained its unwavering commitment to ethical conduct, upholding a zero-tolerance approach to corruption, discrimination, and harassment.

Guided by its ETHICS values and purpose, "In every molecule is the possibility for better health," Aragen continues to foster stakeholder trust through transparent governance, accountable leadership, responsible innovation, and a steadfast commitment to integrity. By consistently measuring, strengthening, and renewing stakeholder confidence, Aragen reinforces the foundations for sustainable long-term value creation.



Material Topics



Business Ethics



Corporate Governance



Data Privacy and Security



Regulatory Compliance

SDG Mapping



Key Highlights

Zero

confirmed corruption incidents across all operations

Zero

data breaches

6,100+

man-hours to operational-excellence training

100%

operational sites certified with ISO 27001:2022

Zero

complaints received through whistleblower

Advancing Responsible Governance

At Aragen, robust corporate governance forms the foundation of sustainable and responsible business performance. Our governance framework is designed to ensure compliance with applicable laws, regulations, and standards while supporting transparency, accountability, and ethical conduct across the organization.

Our approach is anchored in the core values of integrity, fairness, and honesty, supported by strong internal controls, risk oversight mechanisms, and well-defined policies. This framework enables effective decision-making, strengthens stakeholder confidence, and supports long-term value creation.

Our Governance Principles

Through well-defined structures and policies, we foster:

- Accountability at every level of the organization
- Transparency in decision-making and reporting
- Ethical conduct across all functions
- Clear and consistent communication across stakeholders

These principles are reinforced by robust systems for risk oversight and compliance monitoring, forming the foundation of responsible and sustainable business practices.

Governance at a Glance

- Governed by core values of integrity, fairness, and honesty
- Board-level oversight by 8 Directors
- 5 specialized Board committees supporting governance
- Board meets at least four times annually (quarterly)
- Clearly defined governance structures and oversight mechanisms

Board of Directors

Corporate governance at Aragen is overseen by a diverse and experienced Board of Directors, supported by senior leadership. The Board is responsible for ensuring compliance with statutory, financial, operational, and other applicable regulations, while guiding the company's strategic direction.

The Board, as the highest governing body, consists of eight members, including executive, non-executive, non-independent and independent directors. The Board meets quarterly to review key developments, guide strategies, and take decisions on matters requiring approval.

 Audit Committee

 Nomination and Remuneration Committee

 Stakeholders Relationship Committee

 ESG and CSR Committee

 Risk Management Committee



Mr. Davinder Singh Brar
Non-Executive
Non-Independent
Chairman

ES



Mr. Keshav Gunupati Venkat Reddy
Non-Executive
Non-Independent
Director

AERS



Mr. Rajat Sood
Non-Executive
Non-Independent
Director

NS



Dr. Amit Varma
Non-Executive
Non-Independent
Director



Dr. Robert Richard Ruffolo
Non-Executive
Independent
Director

N



Mr. Ajay Srivastava
Non-Executive
Independent
Director

AERS



Ms. Anita Ramachandran
Non-Executive
Independent
Director

ANR



Mr. Manmahesh Kantipudi
Executive Non-Independent
Director
(Managing Director & CEO)

R

The above board composition is as on 31st March 2026

Board Demographics: Composition

Aragen's Board composition reflects its commitment to strong governance and balanced oversight. The Board comprises experienced professionals with expertise across life sciences, finance, technology, strategy, and business leadership. This diversity of skills, experience, and backgrounds strengthens decision-making, enhances stakeholder value creation, and supports the company's long-term growth strategy

Board Independence Profile

62%

Non-Independent
Directors

38%

Independent Directors

Board Diversity & Representation

8

Total Board Members

1

Female Director

1

Executive Director

7

Non-Executive
Directors

Role & Responsibilities of the Board

The Board plays a comprehensive role in guiding Aragen toward sustainable and responsible growth. Its key responsibilities span the following areas:

Role	Responsibility
Strategic Oversight & Direction	Sets the overall direction of the organization, including purpose, values, and mission. ESG considerations are integrated into strategic decision-making.
Policy Approval & Governance Framework	Reviews and approves key policies related to ESG, including climate action, CSR, ethics, diversity and inclusion, health and safety, and environmental stewardship.
Monitoring & Accountability	Monitors implementation of ESG strategies and tracks progress against sustainability goals through regular review of performance metrics.
Risk Management	Oversees ESG-related risks, including climate change, regulatory compliance, and stakeholder expectations, as part of the enterprise risk management framework.



Board Committees: Governance in Action

To enable focused oversight and effective decision-making, the Board of Aragen has established five specialised committees with clearly defined roles and responsibilities. These committees support the Board in discharging its duties across key governance areas.



1. Audit Committee

The Audit Committee provides oversight of financial reporting, internal controls, and audit processes. Its responsibilities include:

- Reviewing financial reporting and disclosures
- Overseeing internal control systems and audit functions
- Monitoring related-party transactions
- Evaluating risk management and control frameworks

2. Nomination & Remuneration Committee

The Committee oversees Board composition, appointment processes, and remuneration policies. Its responsibilities include:

- Identifying and recommending Board and leadership candidates
- Supporting diversity considerations in Board composition
- Overseeing remuneration policies for directors and senior leadership
- Evaluating Board and director performance

3. Stakeholders Relationship Committee

The Committee ensures effective engagement with stakeholders and timely resolution of concerns. Its responsibilities include:

- Addressing stakeholder grievances
- Overseeing communication with shareholders
- Ensuring fair treatment of stakeholders

4. ESG & CSR Committee

The ESG & CSR Committee oversees sustainability and social responsibility initiatives. Its responsibilities include:

- Guiding ESG strategy and initiatives
- Reviewing ESG risks and opportunities
- Monitoring progress on sustainability goals
- Overseeing CSR strategy and programme implementation
- Reporting progress to the Board

5. Risk Management Committee

The Committee oversees the company's risk management framework. Its responsibilities include:

- Identifying and assessing key risks
- Monitoring risk mitigation measures
- Evaluating effectiveness of risk management systems
- Supporting enterprise-wide risk oversight

Board Skills, Expertise, and Ongoing Development

1. Continuous Learning and Development

- Regular ESG and sustainability workshops to build awareness of global frameworks, climate risks, and regulatory trends
- Engagements with external experts, consultants, and industry leaders on topics such as decarbonization, circular economy, and responsible supply chains

2. Committee-Led Insights and Oversight

- The ESG & CSR Committee drives focused discussions on sustainability strategy, performance, and risk management

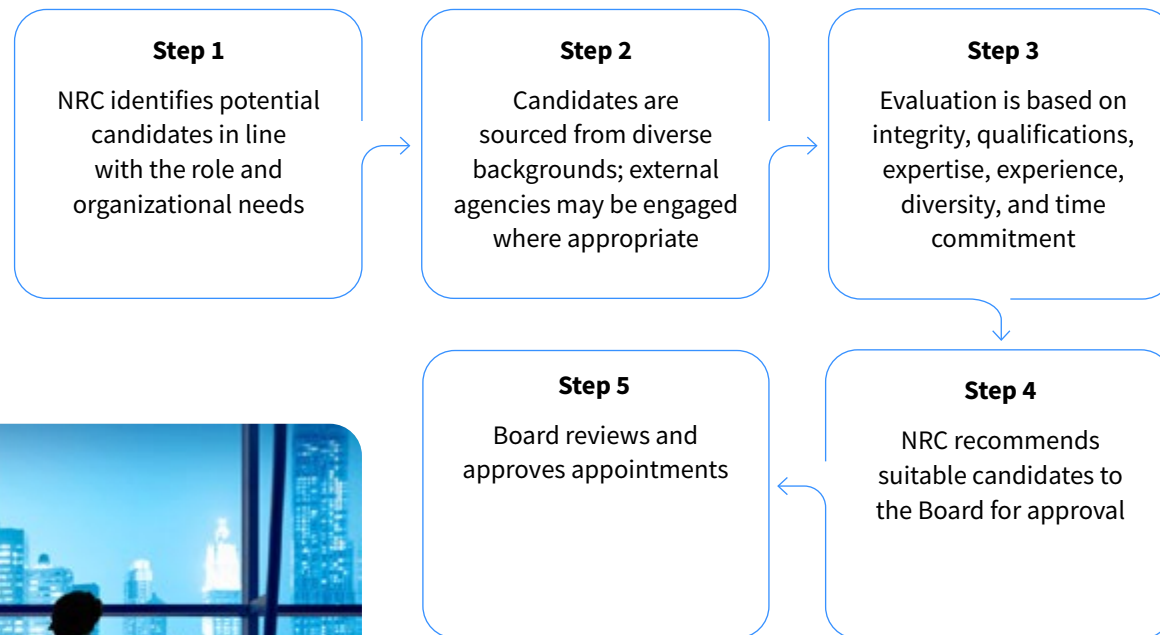
- Audit and Risk Committees review ESG-related risks, disclosures, and compliance frameworks, strengthening integrated governance oversight

3. External Engagement and Industry Participation

- Active participation of Board members in industry bodies, ESG platforms, and professional forums
- Continuous exposure to evolving best practices, regulatory developments, and stakeholder expectations

Director Selection: A Structured & Inclusive Process

Aragen follows a structured process for selecting Board members, guided by a structured and transparent process led by the Nomination and Remuneration Committee (NRC), ensuring the inclusion of individuals who can effectively contribute to the company's strategic direction and long-term value creation.



Oversight of Sustainability by the Board

Sustainability is a strategic priority at Aragen. The Board of Directors, supported by the dedicated ESG & CSR Committee, plays an active role in guiding and monitoring the company's sustainability agenda, ensuring its effective integration into the overall business strategy.

How the Board Embeds Sustainability

The ESG & CSR Committee guides management on action plans relating to climate change, environmental stewardship, human rights, and responsible business practices. It monitors metrics, reviews progress against sustainability goals and ensures integration with the overall business strategy.

This structured oversight framework reinforces Aragen's dedication to integrating sustainability into core business decisions, enabling resilient growth and long-term value creation for stakeholders.



Certifications and Regulatory Accreditations

Aragen maintains a comprehensive portfolio of internationally recognised certifications across its manufacturing and laboratory facilities. These accreditations validate our commitment to quality, safety, environmental responsibility, and data integrity.

Certification	Mfg Unit I Nacharam	Mfg Unit II Vizag	Nacharam Labs	Mallapur Labs	Bengaluru Labs
ISO 9001:2015	🏆	🏆	NA	NA	NA
ISO 14001:2015	🏆	🏆	🏆	🏆	🏆
ISO 27001:2022	🏆	🏆	🏆	🏆	🏆
ISO 45001:2018	🏆	🏆	🏆	🏆	🏆
ISO 50001:2018	🏆	🏆	🏆	🏆	🏆
NABL 17025	NA	NA	NA	🏆	NA
WHO GMP	🏆	NA	NA	🏆	NA
FDA	🏆	❌	NA	🏆	NA
PMDA	🏆	🏆	NA	NA	NA
EDQM	🏆	❌	NA	NA	NA
WHO Geneva	🏆	❌	NA	NA	NA
ANVISA	🏆	❌	NA	NA	NA
MFDS	🏆	🏆	NA	NA	NA
DCA	🏆	🏆	🏆	🏆	NA
AAALAC	NA	NA	🏆	NA	🏆

Notes: Our subsidiary Aragen BioSafety Pvt Ltd, Pune is accredited with AAALAC, CDSCO, DSIR, CPCSEA, and NGCMA. Our US wholly owned subsidiary, Aragen Bioscience Inc, are accredited with ISO 9001:2015.

🏆 = Certified ❌ = Not certified at this facility NA = Not applicable

Conducting Business with Integrity

Ethical business conduct is fundamental to Aragen's operations and is anchored in its ETHICS framework. This places integrity, accountability, and transparency at the center of every internal and external relationship. The company maintains strict adherence to applicable local, national, and international laws, including regulations governing political contributions and lobbying, and reports no pending legal proceedings related to anti-competitive practices. Materiality assessments further reinforce the strategic importance of ethics and compliance, highlighting their critical role in strengthening stakeholder trust, enabling sustainable growth, and effectively managing operational and reputational risks.

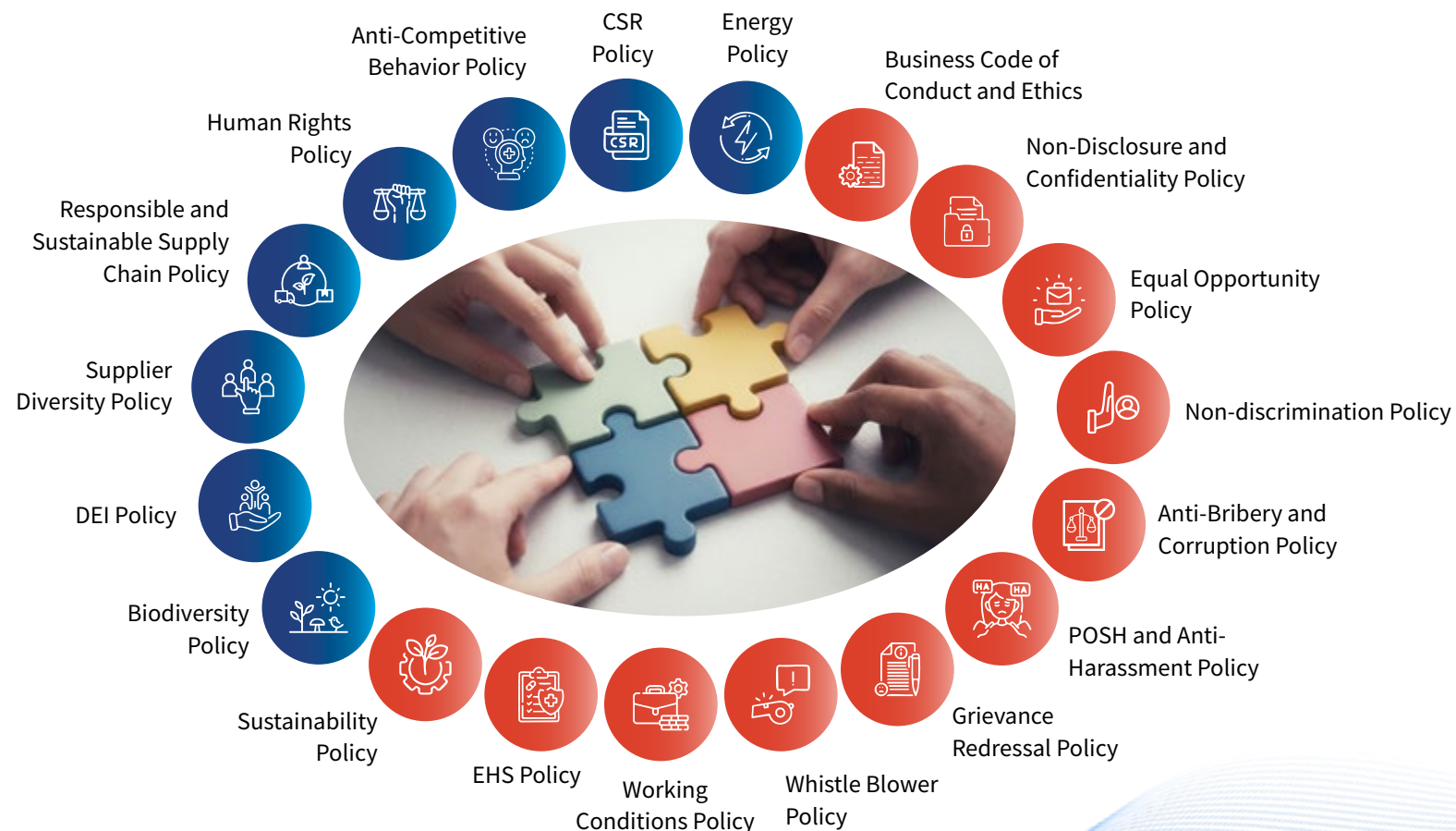
Zero

political contribution in FY26



Policies and Principles

A comprehensive set of policies translates these values into day-to-day practice and forms the foundation of Aragen's compliance culture. These include:

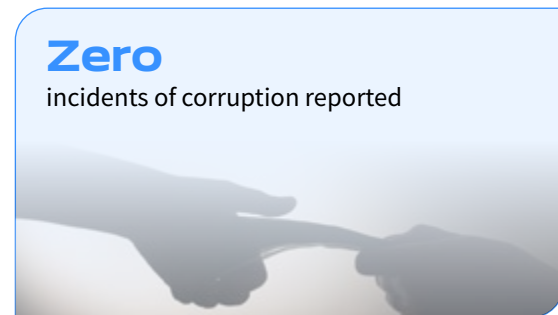


Preventing Bribery and Corruption

Aragen maintains a zero-tolerance stance on bribery and corruption, supported by anti-bribery and corruption policy. The policy is regularly communicated to employees and business partners. All operations are assessed for corruption-related risks.

Zero

incidents of corruption reported



Controls, Audits, and Due Diligence

- Strong internal controls and regular risk assessments allow potential issues to be identified early and mitigated effectively.
- Internal audits verify that operations comply with both legal standards and internal policies.
- Regular risk assessments identify areas of potential non-compliance, enabling proactive mitigation.
- Periodic compliance audits, supported by external firms, reinforce adherence to ethical, legal, and regulatory standards

Reporting and Whistle-blowing Mechanism

Aragen fosters a culture of openness, respect, and accountability by providing employees and stakeholders with confidential and accessible channels to raise concerns, report misconduct, and seek guidance without fear of retaliation. Through its Whistleblower, Grievance Redressal, and Anti-Harassment policies, the company enables the reporting of matters related to ethics, compliance, workplace grievances, discrimination, harassment, and other conduct-related concerns.

All reported concerns are addressed through a structured and impartial process that ensures confidentiality, fairness, and timely resolution. Supported by a robust non-retaliation policy, Aragen safeguards individuals who raise concerns in good faith and ensures that appropriate corrective actions are taken where necessary. By promoting a strong speak-up culture, the company strengthens accountability, supports a safe, respectful, and inclusive workplace, and reinforces its commitment to ethical and responsible business conduct.

Training and Awareness

The importance of ethical behavior is reiterated across all levels through continuous learning. Weekly awareness flyers are shared with employees, scenario-based learning modules equip staff to navigate real-world ethical challenges, and periodic e-learning refresher courses ensure the workforce stays aligned with evolving legal and regulatory requirements.

Promoting Ethical Marketing Practices

Aragen holds its marketing and sales practices in the same ethical standard as its scientific work. The company recognizes responsible communication leads to stakeholder trust, protects brand reputation, and reflects the company's core values of being sustainable, transparent, and ethical in their conduct.

Transparent Product and Service Information

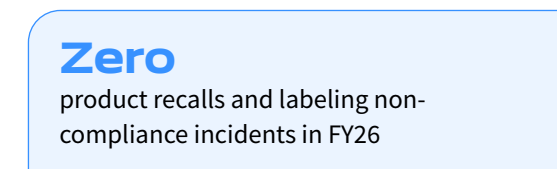
All of Aragen's products and services are supported by clear and compliant labeling. Material Safety Data Sheets and regulatory documentation provide detailed insights into product composition and sourcing, while integrated EHSS guidelines guide customers on safe handling, use, and disposal. In addition, the company's annual sustainability disclosures are aligned with GRI, UNGC, and SBTi frameworks to communicate its environmental and social impact. These disclosures are rigorously reviewed and validated through internal processes such as Product Quality Reviews, Pre-Startup Safety Reviews, and structured change management procedures.

Internal Controls and Label-Accuracy Governance

Aragen's robust Quality Management System underpins end-to-end compliance with labeling and safety requirements. Independent audits by a global firm assess compliance and identify improvements. An Internal review committee is established to monitor labelling accuracy and address grievances. Employees receive regular training on labeling laws and policies, supported by annual certifications, and dedicated regulatory and quality assurance teams provide oversight and expertise throughout every stage of product development.

Zero

product recalls and labeling non-compliance incidents in FY26



Managing Non-Compliance and Product Recalls

Aragen's Quality Assurance team maintains a defined system to identify, track, and address potential issues. This includes thorough investigation of any deviations, a recall management framework aligned with regulatory requirements, and transparent communication with stakeholders throughout any recall process.

Transparent Communications, Trusted Outcomes

Responsible marketing at Aragen goes beyond compliance. Feedback loops and open communication channels keep customers and partners continuously informed, while Marketing, Regulatory, QA, and Legal teams collaborate on every product release so that messaging is both compliant and aligned with the company's sustainability vision.



Sustainable Marketing and Industry Engagement

Aragen continues to integrate sustainability principles into its marketing and industry engagement activities through digital-first communication and responsible event participation.

Key initiatives include:

- **Digital Collateral:** Replaced printed brochures at major industry events with QR-based digital content, reducing paper consumption and logistics-related emissions.
- **Hybrid Engagement:** Increased the use of webinars and hybrid event formats to expand stakeholder reach while reducing travel-related environmental impacts.
- **Reusable Exhibition Design:** Adopted modular and reusable booth components to minimize single-use materials and exhibition waste.
- **Responsible Communication:** Sustainability-related claims and disclosures are reviewed in collaboration with EHSS, Regulatory, QA, and Legal teams to ensure accuracy, consistency, and transparency.



Recognition: Aragen's booth at CPHI Frankfurt 2025 achieved the Better Stands Gold Certification, meeting sustainability criteria across all 10 assessment categories and demonstrating the company's commitment to low-waste, reusable exhibition design.



Animal Welfare and Responsible Research at Aragen

Aragen is committed to conducting research in an ethical, responsible, and scientifically rigorous manner, ensuring the highest standards of animal care, welfare, and regulatory compliance. As a global CRDMO, we integrate innovation with ethical responsibility across the drug development lifecycle.

Animal-based research at Aragen is undertaken only when scientifically justified and essential for advancing knowledge or improving human or animal health. All such studies are conducted in controlled environments designed to ensure humane care and treatment at every stage.

Our formal Animal Welfare Policy is guided by core principles: limiting animal use to essential research, ensuring humane handling and care, minimizing pain and distress, and requiring prior approval for all procedures by the Institutional Animal Ethics Committee (IAEC).

Aragen's animal welfare framework is built on strong governance, ethical oversight, and operational excellence. We align our practices with CCSEA regulations and internationally recognized standards, including AAALAC-referenced

guidelines. Oversight is provided by the IAEC and qualified veterinary professionals, who review and monitor all study protocols to ensure ethical justification and adherence to welfare standards.

Operational compliance is supported by a comprehensive suite of Standard Operating Procedures (SOPs) covering animal housing, care, enrichment, health monitoring, and pain management. These include routine health surveillance, sentinel programs, structured documentation, and clearly defined humane endpoints to prevent unnecessary suffering.

We also promote transparency and accountability through established reporting mechanisms, enabling concerns related to animal welfare to be raised confidentially and addressed promptly. Continuous improvement is driven through regular SOP updates, staff training, and alignment with evolving regulatory expectations.

Through this integrated approach, Aragen reinforces its commitment to balancing scientific advancement with the highest standards of animal welfare, ethical responsibility, and integrity.



Safeguarding Data and Trust Digitally

Protecting sensitive client and operational information is integral to sustaining trust and ensuring regulatory compliance in a research-intensive environment. Aragen adopts a robust and structured approach to data security, safeguarding all forms of information against unauthorized access, cyber threats, and privacy breaches. These are implemented in alignment with data privacy regulations and recognized global standards. 100% operational sites of Aragen are ISO 27001:2022 certified. Aragen's approach follows a **"Security by Design"** philosophy, built on four principles:



Proactive Protection



Compliance-driven policies



User-centric security awareness



End-to-end control across the data lifecycle

How our Framework Protects our Data

Control area	Tools / Systems	Purpose
Data governance	ISO/IEC 27001:2022 SOPs, data-handling protocols	Establish policies and standard procedures
Data leak protection	Forcepoint Data Leak Prevention	Prevent loss or leakage of data
Access control	Role-based access, Multi-factor authentication	Manage user permissions
Backup and recovery	Automated backups, Redundant storage	Ensure business continuity
Monitoring and response	24/7 monitoring, Ethical hacking, Stress testing	Detect and respond to threats
Mobile data protection	Mobile Device Management (MDM)	Reduce unauthorized mobile access
Employee awareness	Cybersecurity training, Confidentiality NDAs	Build a human firewall



Regulatory Compliance

Aragen's data protection framework is aligned with leading global privacy regulations and standards, reflecting a strong commitment to safeguarding sensitive information. Its practices under the EU General Data Protection Regulation (GDPR) incorporate principles such as data minimization, robust consent mechanisms, and the protection of data subject rights. Compliance with the Health Insurance Portability and Accountability Act (HIPAA) ensures the secure handling of protected health information, particularly in healthcare-related engagements.

These measures are further highlighted by having all operational sites ISO/IEC 27001:2022 certified.

Secure-by-Digital Tools

Advanced cybersecurity solutions protect against breaches and unauthorized access. Forcepoint Data Leak Prevention reduces risks associated with human handling of data; mobile data-management solutions guard against leaks from mobile devices; and automation and backup services keep the data infrastructure secure and resilient. Encrypted, version-controlled electronic lab notebooks have replaced paper entries, and the **e-Cule mobile application**, the first in India to securely share structural information, provides end-to-end encryption.

Sustaining a Zero-Cybercrime Record

Aragen maintains a zero-cybercrime record, with no data breaches or privacy violations internally or externally. The company had no complaints concerning customer privacy either.

Business Continuity and Incident Response

Our business continuity plan ensures rapid recovery and minimal downtime in the event of a network or server disruption. Extensive IT security systems and controls are routinely evaluated and updated to address emerging threats, with a dedicated IT team continuously monitoring vulnerabilities to preserve data integrity.

Dialogue with Stakeholders

Aragen ensures transparency in its data handling and security practices through a comprehensive privacy notice published on its website. This includes clearly articulated policies on data usage, protection, and third-party engagements, supported by annual customer satisfaction surveys conducted across operations to assess effectiveness and build trust.

Employees are positioned as the first line of defense against cyber risks and are regularly trained in critical areas such as phishing awareness, password hygiene, and secure data practices. Their efforts are guided by well-defined standard operating procedures that ensure consistency and compliance across the organization.

On the same aspect, stakeholders are provided with structured avenues to raise concerns through dedicated data protection contacts, ensuring that any issues related to data privacy or security are addressed promptly, transparently, and in accordance with established protocols.



Driving Responsible Innovation

Aragen continues to set new industry benchmarks by consistently adopting advanced technologies and making investments to strengthen its scientific and operational capabilities. The company's innovation spans specialized platforms such as compound management, catalyst screening, microchemistry, electrochemistry, and flow chemistry, supported by state-of-the-art analytical capabilities including supercritical fluid chromatography (SFC) for chiral purification and Nuclear Magnetic Resonance (NMR).

Digitalization as a Parallel Priority

Aragen has demonstrated early leadership in technology adoption within the CRDMO sector, being the first in India to implement electronic laboratory notebooks, deploy AI and machine learning across core operations, and digitize its supply chain through robotic process automation-enabled procure-to-pay systems.

Its geographically diversified operating model, spanning multiple sites, enhances business continuity and mitigates operational risks. At the same time, targeted efforts to strengthen domestic supply partner networks reduce dependence on single-country sourcing, thereby improving supply chain resilience.

These capabilities are underpinned by a structured Define, Measure, Analyze, Improve, and Control (DMAIC) framework that drives operational excellence across functions, paired with a firmwide commitment to "Green Chemistry."

Designing Greener and Safer Processes

A cornerstone of Aragen's scientific and operational approach is its commitment to Green Chemistry: integrating sustainability into process design to minimize waste, reduce by-products, and lower environmental and health impacts. Through continuous innovation, our R&D teams focus on improving process efficiency while enhancing overall sustainability outcomes.

A recent advancement in Product #1 exemplifies this commitment. By transforming a conventional two-step synthesis into a more efficient single in-situ (telescopic) process, Aragen achieved significant improvements in both environmental and operational performance.

Case Study

Green Chemistry Driving Operational Excellence

In FY26, Aragen successfully redesigned the manufacturing process for Product #1, transforming a conventional two-step synthesis into a single-step telescopic (in-situ) process. This innovation enhanced both operational efficiency and environmental performance by eliminating intermediate purification steps and reducing solvent use.

Key Outcomes

- 38% reduction in Process Mass Intensity (PMI) from 260 to 160
- 29% improvement in overall yield from 60% to 84%

- Elimination of column purification and intermediate operations
- Reduction in solvent usage from three solvents to one

The optimized process lowered material consumption, energy requirements, and associated greenhouse gas emissions while simplifying operations and improving resource efficiency. This achievement highlights Aragen's commitment to embedding green chemistry principles into process development and delivering sustainable, high-performance solutions for its customers.

A Culture of Continuous Improvement: ACE

Aragen's Continuous Excellence (ACE) program, launched on Feb 2022, has reinforced Aragen's commitment to operational excellence as a core organizational philosophy rather than a standalone initiative. During FY26, ACE continued to mature as an integrated system that drives agility, innovation, and sustained performance improvement across the organisation.

ACE creates a culture where employees at all levels are empowered to identify opportunities, solve problems, and deliver improvements, ranging from incremental Kaizens to large-scale transformation initiatives. This inclusive and structured approach ensures that continuous improvement remains consistent, scalable, and outcome-driven.

The ACE framework is anchored in a comprehensive suite of methodologies, including:



Together, these tools enable Aragen to enhance productivity, reduce inefficiencies, and deliver superior customer value.

To make improvement measurable, the ACE Scorecard aligns operational effort to four pillars:



Performance impact

Via Kaizen and project-driven initiatives that deliver measurable business results.



Capability building

By equipping cross-functional teams with the skills and tools to drive sustained performance improvements.



Value realization

Achieved by translating efficiency gains into tangible cost advantages for Aragen and its customers.



Governance and accountability

Through leadership-led oversight that ensures transparency, alignment, and ownership

In FY26, the ACE Scorecard improved significantly from 62% in June 2025 to 86% in March 2026, reflecting stronger adoption and maturity of operational excellence practices.

Leadership-Driven Governance and Execution

ACE program is governed by a structured governance model ensuring alignment, accountability, and sustained momentum:

ACE Steering Committee

Provides strategic direction, leadership oversight and governance for the ACE program. The committee is responsible for setting priorities, reviewing progress, enabling resource allocation and ensuring alignment of continuous improvement initiatives with organizational objectives.

ACE Promotion Team

Drives the deployment and execution of ACE initiatives across the organization. The team supports project identification, capability building, employee engagement, progress tracking and the sharing of best practices to foster a culture of continuous improvement and operational excellence.

In FY26, ACE progressed beyond isolated initiatives to become a fully embedded operational system, driven through:

- Monthly Kaizen ideation forums across business units
- Cross-functional collaboration through SPOCs and champions
- Continuous performance tracking via ACE Scorecards

Driving Excellence Through People

Aragen continues to invest significantly in building a culture of excellence through capability development and engagement:

- **6,100+** man-hours invested in operational excellence training
- **1,400+** employees trained in Kaizen
- **1,700+** employees trained in operational excellence methodologies
- **1,500+** employees completed Lean Six Sigma Yellow Belt training
- **21** employees completed Six Sigma certification programs

Capability building was strengthened through multiple structured initiatives:

- ACE Educational Snippets: 22 learning modules covering Lean and Six Sigma tools
- Knowledge quizzes to reinforce learning and application
- Represented the ACE team in external forums as a panelist and jury member

Additionally, regular ideation meetings were conducted across business units, fostering grassroots innovation and employee participation.

Scaling Kaizen Through Digital Enablement

FY26 marked a significant step forward in embedding a digital-first continuous improvement culture with the launch of the **Ignite** platform in March 2025:

- **710** ideas approved across business units
- **216** ideas successfully implemented
- Participation from 20 Business units/functional departments, reflecting enterprise-wide engagement

The Kaizen culture was further strengthened through:

- 6 editions of the ACE newsletter, showcasing implemented Kaizens and CXO insights

- 3 Kaizen reward & recognition events conducted for development & manufacturing business unit
- 75 ACE SPOC and Champions onboarded & deployed



ACE Kaizen newsletter



Six Sigma Green Belt certification



Ignite tool launch

These initiatives have significantly improved visibility, engagement, and scalability of Kaizen practices across the organization.

High Impact Projects and Value Creation

In FY26, Aragen successfully executed high-impact cross-functional projects focused on sustainability, cost optimization, and process efficiency. These initiatives delivered measurable benefits across operations.

In FY26, Aragen completed **43** high-impact projects, continuing a focus on reengineering complex, cross-functional processes in areas such as supply chain optimization, process improvement, process simplification, and cost reduction.



1. Resource Efficiency and Cost Optimization

- Reduction in solvent consumption and cycle time through process redesign
- Reduction in Heptane (30%) and MTBE (10%) usage in one of the projects
- Significant catalyst optimization, including reduced Palladium consumption across multiple processes
- Reduction in solvent losses through improved handling and storage practices

2. Energy and Sustainability

- Adoption of solar energy solutions reducing dependence on conventional grid energy
- Utility optimization leading to savings in energy, compressed air, and oxygen
- Implementation of Product Carbon Footprint (PCF) analysis to enhance product-level emissions visibility and support informed carbon reduction initiatives

3. Circular Economy & Resource Recovery

- Deployment of solvent recovery and reuse systems across prioritised labs
- Water recycling initiatives (WTP backwash reuse)
- Reduced waste through better handling and storage practices

4. Process Innovation and Throughput Improvement

- Telescopic process integration delivering faster cycle times and reduced solvent usage
- Alternate routes and process redesign reducing turnaround time
- Process optimization initiatives delivering higher yield and catalyst reduction
- Scale-up improvements enhancing overall process efficiency and resource utilization

5. Operational Efficiency

- Reduction in Nuclear Magnetic Resonance (NMR) solvent and sample usage through optimized testing practices
- Reduction in liquid nitrogen consumption through process improvements
- Enhanced overall process reliability and throughput

The progress achieved in FY26 reflects a significant step forward in Aragen's journey toward operational excellence maturity. By integrating people capability, digital tools, governance, and innovation, ACE continues to drive measurable business outcomes.

As Aragen evolves, ACE will remain a key enabler of efficiency, sustainability, and customer-centric value creation, reinforcing its position as a high-performing, future-ready organization.

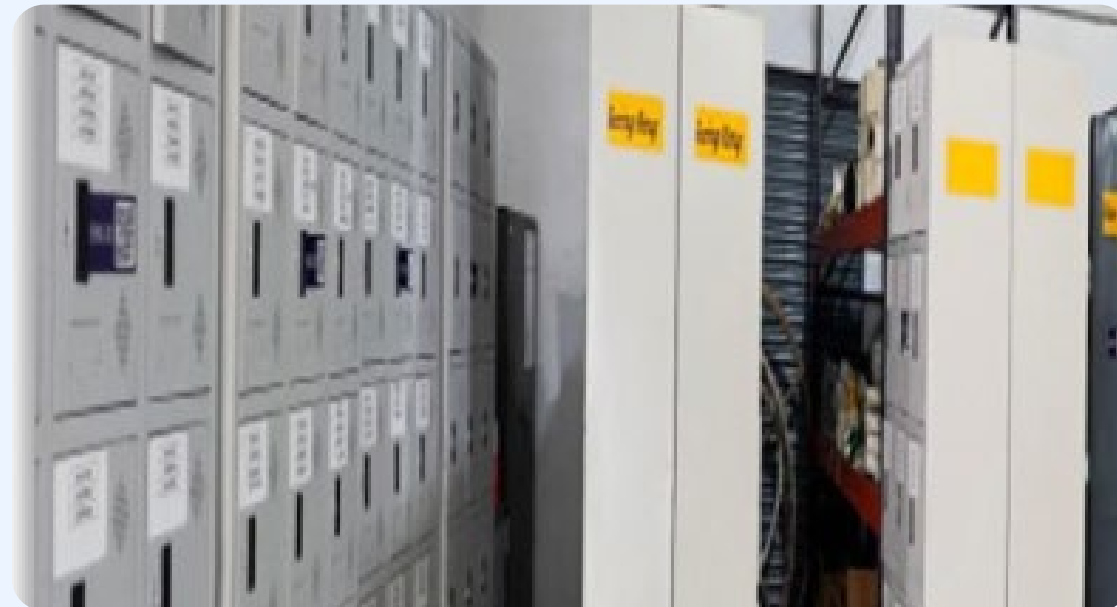
Warehouse Operational Excellence, Digitalization & Compliance

In FY26, Aragen's Warehouse team of manufacturing facility at Hyderabad, drove significant improvements in operational excellence through digitalization, inventory optimization, quality compliance, and safety enhancements. The implementation of WMS Phase-II and an Environmental Monitoring System (EMS) strengthened inventory traceability and regulatory compliance across warehouse operations.

Key achievements included the closure of 70 inventory optimization projects, enabling the transfer of inventory in obsolete stock, and creation of valuable warehouse space. Quality and compliance performance improved with a 15% reduction in audit observations, while a USFDA regulatory audit

and internal quality audits were completed with zero observations.

The team also enhanced workplace safety by closing 46 unsafe conditions, while implementing 5S practices to improve organization and material retrieval efficiency. Additionally, optimised EOU procedures delivered substantial customs duty savings, demonstrating how operational excellence initiatives can simultaneously improve efficiency, compliance, safety, and business value.



Advancing Digital and AI Transformation

In FY26, Aragen accelerated its digital transformation journey by strengthening end-to-end data integration across research, development, and operations. This has enabled the creation of high-quality, interconnected data ecosystems, forming the foundation for scalable adoption of AI, advanced analytics, and data-driven decision-making.

To support this transformation, the Aragen Digital X (ADx) team continued to invest in capability building through targeted upskilling and professional certifications in:

- Generative AI and AI/ML
- Agile methodologies (Scrum)
- Information security (CISM, CISSP)
- Test automation and digital engineering

These efforts are complemented by domain-specific training and cross-functional AI and GenAI learning sessions, fostering a digitally fluent workforce and enabling the integration of advanced analytics into core business processes.

Digitally Enabling Seamless Operations

Aragen implemented several digital solutions to enhance efficiency, standardization, and collaboration across operations:

- **Collaboration Companion:** Real-time dashboards improving visibility into delivery timelines and process performance
- **ATR Digitalization:** Standardized and automated QC data capture, enhancing consistency, compliance, and reporting efficiency
- **eSample Platform:** End-to-end digital sample submission reducing manual effort and enabling seamless cross-team collaboration
- **Custom Mapping Solution:** Improved tracking and utilization of animal-house facilities



Scaling AI and GenAI Across the Enterprise

In FY26, Aragen expanded its portfolio of AI and GenAI platforms, embedding intelligence across scientific discovery, development, operations, and commercial functions.

1. AI for Scientific Discovery

- **ADMETelligence:** Predicts key pharmacokinetic parameters including solubility, volume of distribution, plasma protein binding, and human oral bioavailability, enabling faster lead optimization, improving productivity, and reducing experimental iterations
- **Chem AIRS Platform:** AI-driven synthesis planning that enables optimized pathways, visualization and editing of reaction steps, and identification of novel routes, reducing trial-and-error and cycle time in synthesis planning
- **SciGenie:** GenAI-powered scientific search and copilot platform integrating internal and external literature, enabling natural language interaction and significantly reducing literature discovery time while improving research productivity

2. AI for Productivity and Knowledge Efficiency

- **ProposalGenie (RFI Module):** GenAI-enabled solution that retrieves and ranks relevant responses using natural language processing, improving customer RFI response turnaround time and productivity
- **TechGenie:** GenAI and LLM-based platform supporting requirement gathering, code generation, review, and testing, enabling faster code and test artifact generation
- **AiRS:** Automates drafting of experimental procedures based on reaction schemes and raw materials, improving documentation quality and language consistency

3. AI for Operations and Manufacturing

- **Golden Batch Analytics:** ML-based platform optimizing manufacturing parameters such as temperature and pressure, improving product yield and enabling significant annual cost savings
- **AI-enabled Sourcing:** Streamlines supply partner discovery and prioritization while enabling faster price discovery, reducing time required for supply partner identification and catalog search
- **AI-NMR:** Automates NMR data processing, including phase and baseline correction, peak integration, calibration, and report generation, reducing manual effort and turnaround time

4. AI for Commercial Excellence

- **MarketIQ:** AI-powered platform supporting lead generation, search, conferences, and customer meeting preparation, improving turnaround time, productivity, and customer win rates

Embedding Sustainability through Digital Innovation

Aragen's digital initiatives are aligned with its sustainability objectives, enabling resource-efficient and environmentally responsible operations through:

- Reduced experimental redundancy using predictive platforms such as ADMETelligence
- Lower solvent usage and waste generation through AI-driven synthesis planning (Chem AIRS and retrosynthesis tools)
- Improved energy and resource efficiency in manufacturing through ML-based optimization (Golden Batch Analytics)
- Digitization of workflows, reducing manual processes and associated resource consumption

Additionally, MeetGenie has enhanced collaboration by automating meeting workflows, improving knowledge capture, and reducing administrative effort.



In FY26, Aragen received the CII “Most Innovative Best Practice” Award in Operational Excellence for its Genie Series, a GenAI-powered ecosystem comprising SciGenie, ProposalGenie, and TechGenie.

9. SUSTAINABLE SUPPLY CHAIN

As a CRDMO operating within a globally integrated sourcing network, Aragen recognizes that its sustainability performance is inherently linked to that of its supply partners. Accordingly, the company views a resilient and responsible supply chain as a critical enabler of delivering high-quality scientific outcomes in a timely manner, while effectively managing risks and advancing its environmental and social commitments.

At Aragen, we view a sustainable supply chain as a strategic enabler of enduring customer value, grounded in responsible stewardship and a shared commitment to minimizing our environmental and social footprint. Through responsible sourcing, deep supplier collaboration, digital innovation, and risk-resilient operations, we are forging an integrated ecosystem that balances commercial excellence with positive planetary and societal impact across the value chain.

Throughout FY26, Aragen reinforced its position as a leader in sustainability, establishing new benchmarks across the pharmaceutical supply chain ecosystem. Through focused supplier capability development initiatives, implementation of a strategic green procurement program, and adoption of low-carbon logistics solutions, Aragen continued to drive meaningful transformation in its operations. Anchored in responsible sourcing practices and aligned with globally recognized frameworks, including UNGC, CDP, EcoVadis, SBTi, and PSCI Principles, the organization accelerated its progress toward net-zero ambition while ensuring that sustainability, environmental stewardship, and resilience remain embedded across every stage of its value chain.



Material Topics



Sustainable
Supply Chain
Management



Responsible
Value Chain

SDG Mapping



Key Highlights

Global network of
1,400+

100%

of targeted supply partners signed
the Supplier Code of Conduct

57%

supply partners trained in
Green Supply Chain Management

30%

gender diversity within
the supply chain team

1,500+

hours of Supply Partner Training
conducted on ESG & Digitalization

62

supply partners rated by
EcoVadis

61.24%

procurement spend sourced
within India

40%

local sourcing within a
250 km radius

62%

spend directed to diverse supply partners
(MSME / women-owned)

15%

deliveries via EV/CNG; continued use of
DHL GoGreen Plus

₹65.30 Mn

worth of chemicals
recycled internally

100%

supply partner grievances
resolved



Strengthening Sustainable Supply Chain Management

Sustainable supply chain practices are at the core of Aragen's commitment to building a resilient, ethical, and future-ready business. By incorporating environmental and social considerations throughout the supply chain, from sourcing to delivery, the company improves efficiency, mitigates risk, and creates enduring value. This approach aligns with global ESG frameworks including the CDP, EcoVadis, GRI, and SBTi, and is reinforced by Aragen's membership of the UN Global Compact and the Pharmaceutical Supply Chain Initiative (PSCI).

Aragen's Supply Chain Mantra

"To be an agile and sustainable supply chain with high responsiveness and partnership approach driving continuous improvement through risk management, technological adoption, people development, and ensuring focus on safety and compliance"

Global Supply Chain Network

With a formidable global network of over **1,400** partners across **20+** countries and **70+** cities executing **15,000+** annual shipments, Aragen demonstrates exceptional supply chain scale, agility, and competitive execution, enabling the company to source responsibly, operate efficiently, and deliver at scale.



Green Supply Chain Initiative: EnVision

At Aragen, sustainable supply chain management is a core pillar of responsible business conduct and long-term value creation. Through its EnVision initiative, the company is building a greener, more resilient, and more responsible supply chain ecosystem by embedding sustainability into procurement, supply partners management, and logistics practices. The initiative is designed to foster collaboration with partners who share Aragen's commitment to environmental stewardship, ethical conduct, and continuous improvement across the value chain.

Sustainability considerations are integrated into the day-to-day operations of Aragen's global procurement and logistics teams, ensuring that sourcing, supplier engagement, and distribution decisions are aligned with the company's broader environmental and social objectives. Through this approach, Aragen seeks not only to reduce the environmental footprint of its supply chain, but also to strengthen supplier capability, improve transparency, and build long-term resilience.

Governance Framework for Sustainable Supply Chains

Under the EnVision initiative, Aragen has established a robust policy and governance architecture to guide sustainable supply chain practices. This framework is anchored in clearly defined policies, codes, and operational mechanisms that promote responsible sourcing, supplier accountability, and ESG integration. Key elements of this framework include:



Responsible
Supply Chain
Policy



Supplier Code
of Conduct



Risk
Management
Framework



Green
Procurement
Framework



Supplier
Diversity
Policy

ESG-focused supply partner onboarding and incentivization processes

In addition, Aragen employs a range of mechanisms to strengthen implementation and oversight, including supply partner assessment tools, grievance mechanisms, and supply partner performance management systems. Progress is monitored through a Green Supply Chain Scorecard, supported by an internal scorecard that tracks ongoing improvement against defined sustainability parameters.

Embedding Sustainability Across the Value Chain

Aragen promotes a greener and more sustainable supply chain through focused interventions across key areas of value chain management. These include:

Green Procurement	Sustainable Sourcing
Green Logistics	Green Packaging

Green Supply partners development

Together, these efforts enable Aragen to extend its sustainability commitment beyond its own operations and drive more responsible practices throughout its supply partner and logistics networks.

Performance Management and Best Practices

Aragen has adopted a range of industry-aligned best practices and established defined metrics to monitor performance across key sustainability parameters within its supply chain.



Responsible Supply Chain Targets

We have established measurable, time-bound green supply chain targets and use a dedicated Green Scorecard to monitor supplier partner sustainability performance and drive continuous improvement.



Annual Supply Partner Assessments

All critical supply partners are assessed annually through sustainability scorecard to identify gaps, develop action plans, and track improvement against defined timelines.



Supply Partner Development & Capability Building

We conduct regular training and awareness programs, engages with supply partners on improvement roadmaps, and encourages participation in global sustainability platforms such as PSCI, EcoVadis, and GreenCo.



Supply Partner Incentivization

Supply partners completing GSCM training receive digital certificates, while high-performing supply partners are recognized as Green Champions, considered for preferred supply partner status, and gain eligibility for Capex and Opex procurement opportunities.



Green Procurement & Digital Integration

Sustainability criteria are embedded throughout the procurement lifecycle through Aragen's Green Procurement Framework, integrated into SAP Ariba from supply partner onboarding to final selection.



Internal Capability Building

SCM teams receive periodic GSCM training and assessments, with sustainability objectives embedded in employee KRAs and new-employee induction programs.



Localization & Emissions Reduction

We prioritize domestic sourcing and, where feasible, supply partner located within a 250-km radius to reduce logistics emissions, enhance responsiveness, and strengthen supply chain resilience.



Supplier Diversity & Sustainable Sourcing

Aragen promotes sourcing from women-led businesses, MSMEs, minority-owned enterprises, and other diverse supply partners while increasing procurement from environmentally certified suppliers.



Sustainable Packaging & Paperless Operation

Aragen encourages the use of green and recyclable packaging and has digitized procurement processes to enable paperless transactions and reduce waste.



Green Logistics Practices

Aragen improves logistics sustainability through shipment consolidation, promotion of green fuels, and adoption of lower-emission transportation modes to reduce the environmental impact of goods movement.

Managing Supply Chain Risk

Aragen's supply chain risk management framework is designed to proactively identify and mitigate third-party and operational risks, safeguarding business continuity, regulatory compliance, and data security. A dedicated third-party risk management program operates within an overarching Enterprise Risk Management (ERM) framework, and ESG risks are explicitly incorporated into supply partner evaluations. The framework follows a structured cycle of Identify, Measure, Mitigate, Monitor, and Report.

Aragen maintained an exemplary 'Low' overall supply chain risk score of 4 out of 15 in FY26, underscoring our exceptional operational resilience, proactive risk governance and unwavering commitment to a secure, high-performing value chain.



Governing Policies

- Responsible Supply Chain Policy, ensuring ethical practices, sustainability, and transparency at every stage of supply chain operations.
- Supplier Code of Conduct, setting clear expectations on labour practices, environmental standards, business ethics, social responsibility, and legal compliance.
- Supplier Diversity Policy, promoting fair opportunities for businesses owned by under-represented groups, including women, minorities, LGBTQ+, veterans, and MSMEs, weighted at 30% within the assessment criteria.

Supply Partner Screening and Classification

Aragen maintains an evolving supplier ecosystem across both upstream and downstream operations. Critical supply partners are identified on the basis of spend, quality, distance from operating sites, criticality to operations, and whether they fall into hazardous categories. The deliberate concentration of oversight on a smaller group of critical partners reflects a maturing, risk-based approach to supplier management.

Type of supply partner	FY26	FY 25	FY 24
Total Tier-1 supply partners	1,385	1,477	1,441
Critical Tier-1 supply partners	179	200	44
Non-critical Tier-1 supply partners	1,206	1,277	1,397

Engaging Supply Partners through ARISE

Aragen's flagship engagement program, Aragen's Relationship Initiative for Supply Partner Engagement (ARISE), is designed to strengthen collaboration and enable mutual growth across its global partner network. The program is built on a comprehensive framework that includes strategic meetings and technical seminars, alongside targeted collaboration initiatives such as the Go Green Plus agreement with DHL, electric vehicle-based material movement, implementation of a Green Procurement Framework, and integration of advanced technologies.

ARISE also emphasizes robust performance management through supplier scorecards and annual surveys, ensuring continuous improvement and alignment with business goals.

It supports end-to-end lifecycle management, from onboarding to certification, while reinforcing responsible sourcing practices and proactive risk management.

Through these initiatives, ARISE drives innovation, sustainability, and competitive advantage for both Aragen and its partners.

Complementing ARISE, the ASCEND program focuses on upskilling and developing Aragen's internal supply chain teams, ensuring they are equipped to effectively manage and enhance partner relationships.

Type of supply partner	FY26 outcome	FY25 outcome	FY24 outcome
Supply Chain Engagement	350+ hours of interaction	300+ hours of interaction	300+ hours of interaction
Supplier training	1,500+ hours	1,200+ hours	1,200+ hours
Buyer training (under ASCEND)	2,500+	2,300+ hours	1,800+ hours
Buyer participation rate	95%	90%	100%
Buyer certification	85% passing criteria	80% passing criteria	85% passing criteria
Supply partners under Low/Medium risk	90%	90%	90%



Case Study

Driving Responsible Supply Chains through Digital Partner Engagement Portal

As part of its commitment to responsible sourcing and sustainable supply chain management, Aragen launched a dedicated Supply Partner Portal under the ARISE (Aragen's Relationship Initiative for Supply Partner Engagement) program. Designed to strengthen transparency, collaboration, and sustainability across a network of more than 1,400 active supply partners, the platform serves as a centralized hub for governance, compliance, and engagement.

The portal provides seamless access to Aragen's Responsible and Sustainable Supply Chain Policy, Supplier Code of Conduct, grievance mechanisms, and sustainability expectations, while integrating

with the ARIBA Supplier Network to support transparent procurement processes. It also enables partner assessments, annual surveys, and continuous communication on risk management and ethical business practices.

Impact Highlights:

- Enhanced supply partner engagement and collaboration
- Improved sustainability compliance and policy awareness
- Greater transparency, accountability, and ethical business conduct
- Strengthened supply chain resilience through digital governance.

Sourcing with Purpose

Aragen's responsible value chain begins with the design, development, and management of its products and services, guided by the principles of green chemistry, ethical sourcing, and life cycle thinking. Its supply chain strategy is closely aligned with sustainability objectives, supported by measurable KPIs, supplier agreements, and active board-level oversight.

Social compliance is reinforced through regular training programs, well-defined grievance mechanisms, and continuous stakeholder engagement. By embedding social and environmental considerations into procurement decisions, Aragen ensures that responsible practices are not just aspirational but integral to its value chain operations.

Partnering with Responsible Supply Partners

Aragen follows a structured and rigorous process to assess environmental and social performance across its value chain. New supply partners are screened through a comprehensive onboarding process that includes ESG evaluation via the supplier onboarding form and the Green Supply Chain Management (GSCM) checklist.

For existing partners, performance is continuously monitored using sustainability scorecards that assess adherence to high standards in labour rights, non-discrimination, minimum wages, and health and safety.

The supply partner lifecycle at Aragen spans from initial sourcing to ongoing performance management. Supply partner identification leverages diverse channels such as subscription databases, trade data, internal repositories,

custom synthesis networks, and B2B platforms. This is followed by a detailed evaluation phase, where supply partners are assessed on operational performance, market intelligence, technical and commercial competitiveness, regulatory compliance, and sustainability parameters.

Onboarding includes thorough due diligence processes such as DNB checks, financial assessments, ethical and compliance risk evaluations, GDPR declarations, and GSCM assessments. Once onboarded, supply partners are subjected to continuous performance monitoring through monthly scorecards, regular ARISE engagement meetings, and ongoing GSCM training programs.



Supply partner Identification

Subscription databases & trade intelligence, Internal supplier repositories, Custom synthesis networks, B2B platforms & search engines



Supply partner Evaluation

Operational performance assessment, Market & technical capability review, Commercial competitiveness, Regulatory & sustainability compliance



Supply partner Onboarding

DNB & financial due diligence, Ethics and compliance risk assessment, GDPR declaration, ESG & GSCM evaluation



Performance Management

Monthly supplier scorecards, ARISE engagement reviews, GSCM training & capability building, Continuous sustainability monitoring



Digital Transformation in Supply Chain Operations

Aragen is reimagining its supply chain through a connected digital ecosystem that enhances agility, visibility, and data-driven decision-making. Core solutions such as the e-Cule LogiTracker enable real-time shipment tracking, improving planning precision and operational control. Complementing this, Raw Material Commodity (RMC) databases and supply partner screening platforms provide deep insights into pricing trends, supply partner performance, and compliance status.

An SAP-powered digital backbone streamlines procurement processes end-to-end automating workflows from CAPEX justification to PR-to-PO conversion. Strategic sourcing is further strengthened through SAP Ariba and reverse auction platforms, enabling transparent, competitive, and efficient supply partner engagement. Additionally, integrated tools such as online material master data management systems and regulatory subscription services ensure data accuracy and continuous compliance adherence.

Looking ahead, we are advancing towards a more intelligent and autonomous supply chain with next-generation digital initiatives. These include AI-enabled costing solutions for enhanced financial precision, next-gen e-Cule LogiTracker 2.0 with controlled client access, and end-to-end asset lifecycle management systems. Furthermore, we are driving digitalized compliance management, particularly in EXIM processes, to strengthen governance and regulatory efficiency.

These digital capabilities enable faster decision-making, improved supplier visibility, enhanced compliance, better demand responsiveness, and reduced operational risks, contributing to a more resilient, intelligent and sustainable supply chain ecosystem.

EXISTING DIGITAL SOLUTIONS

Vendor Screening

Used for onboarding new suppliers on compliance aspect

E-Cule Logitracker

To Know the status of the shipment, live tracking, helps in Planning

RMC Database

Analyze the data customer wise, price wise, monthly & date

Nexgen Sourcing Platform

AI-based solution for RM sourcing

Digitalised P2P

SAP S4HANA capex justification form, robotic process automation, BI tool, auto PR-PO



Online MDM Tool

Tool for creating the codes

Online Subscriptions

Discovery, ROW2, DWCP, Import & Export Data, Scifinder

SAP ARIBA

Digital Sourcing & SRM Platform

Integrated Order Processing

B2B integration for seamless ordering

Reverse Auction

Used for bidding

Green Supply Chain Management (GSCM) Scorecard

The GSCM scorecard forms the core of Aragen's supply partner's evaluation framework, enabling systematic assessment of partners against defined environmental criteria such as green certifications, waste reduction practices, and the adoption of sustainable materials. This evaluation spans the entire supplier lifecycle, from initial onboarding to ongoing performance monitoring.

During onboarding, supply partners are required to complete a comprehensive GSCM questionnaire and formally commit to Aragen's Supplier Code of Conduct. Sustainability expectations are further reinforced through clearly defined purchase order terms, ensuring that environmental considerations remain integral to supplier engagement and procurement decisions.

Green Procurement Framework

Aragen's Green Procurement Framework systematically embeds sustainability across its supply chain and is directly integrated into its SAP Ariba procurement platform, ensuring that environmental considerations are applied from supplier onboarding through to final selection.

This framework applies a robust set of evaluation criteria, including global certifications, Environmental Product Declarations (EPDs), sustainability disclosures, and ethical sourcing practices. These are implemented through a tiered structure comprising core and transition levels, aligned with internationally recognized standards such as ISO 14001, ISO 50001, ISO 14064, and ISO 20400, alongside life cycle assessment principles.

To ensure consistent adoption and capability building, the framework is supported by virtual training programs for supply partners across India and global markets, reinforcing Aragen's commitment to a sustainable and responsible procurement ecosystem.

Aragen is in the process of implementing ISO 28000 standard to strengthen supply chain security, enhance resilience, and improve risk management and operational transparency.



Supply Partner Assessment for Environmental & Social Impacts

Environmental and social considerations are embedded within Aragen’s supply partners assessment processes, ensuring that sustainability remains a core factor in partner selection and evaluation. Aragen continues to achieve its target of 100% of new supply partners signing the Supplier Code of Conduct, reinforcing alignment across its network with key principles of environmental protection, human rights, business ethics, and regulatory compliance.

	FY26	FY 25	FY 24
No. of suppliers assessed	167	221	183
% assessed	100%	100%	100%
Environmental & Social violations	0	0	0

Powering Local Supply and Green Logistics

Aragen prioritizes local sourcing across its key operational hubs in Hyderabad, Pune, Bengaluru, and Visakhapatnam. Defined as procurement within a 250 km radius of the delivery location, this approach supports regional economic development while reducing the environmental footprint of its supply chain.

In parallel, the company is progressively shifting its logistics towards lower-emission transportation modes to minimize carbon impact. Aragen also invests in building the capabilities of local and smaller supply partners through bi-annual training programs focused on ESG practices and digital initiatives, strengthening resilience and sustainability across its partner ecosystem.

Local sourcing & green logistics indicator	FY26	FY 25	FY 24
Spend on local supply partners (within 250 km)	40.00%	42.00%	41.00%
Procurement spend directed to local supply partners	61.24%	67.00%	74.00%

As we look ahead, Aragen remains steadfast in advancing our strategic pillars strengthening partnerships, accelerating sustainability, adopting digital technology and driving high performance with risk resilience. Through green procurement and collaborative innovation, we continue shaping a future-ready supply chain dedicated to delivering better health through sustainable science.”

GOGREEN PLUS

CERTIFICATE 2025

ARAGEN LIFE SCIENCES LIMITED

used DHL GoGreen Plus Low Emission Transportation Services for air transportation, facilitated by sustainable aviation fuel. For the period between 01/01/2025 and 31/12/2025, a third-party auditor verified the below numbers as part of this service.

Measure	Unit	Low Emission Transport Service	Reference Standard Service ¹
Total Air WtW emissions	t CO ₂ e	39.05	112.23
Air Tonne-km transported	tkm	176,383.40	176,383.40
WtW Carbon Intensity	g CO ₂ e / tkm	221.40	636.27

	Sustainable Aviation Fuel	Reference Jet A
Energy Source (Fuels/Electricity) ²	22.16	29.27
m MJ	0.98	1.26
Sustainable Aviation Fuel Share	75.70%	

Reduced Air WtW emissions t CO₂e **73.18 (-65.20%)**

Listing fuel locations:

Supplier	Process	Feedstock	Certification	Station	Reductions
Shell	Co-processing	Spent Bleaching Earth	ISCC CORSIA	BRU	26.81
Neste	Hydrotreated Esters and Fatty Acids (HEFA)	Used Cooking Oil (UCO) only	ISCC CORSIA	LAX	25.81
AirBP	Co-processing	Used Cooking Oil (UCO) only	ISCC Plus	LEJ	14.26
World Fuel Services	Hydrotreated Esters and Fatty Acids (HEFA)	Technical Corn Oil	ISCC CORSIA	MIA	6.29

Certificate ID: DHL-EXP-TDI-202512-0491380

Michiel Greeven
Executive Vice President
Global Commercial DHL Express

This certificate is issued by DHL Express. The greenhouse gas emissions have been calculated and reduced based on expenditures of the GoGreen Plus Service and contractually agreed emission reduction abatement price for sustainable aviation fuel. Through a base-and-claim accounting process, the greenhouse gas emission reductions are allocated to the customer's emission balance down if DHL Express is not physically using SAF at the locations where the customer's shipments are transported. For further details please see the glossary page.

Reference Standard Service – refers to entire contracted logistic service.
The above Energy Source figures are calculated with verified conversion factors and are provided for reference only.

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DHL GoGreen Plus initiative enabled Aragen to avoid **73 MTCO₂e** of transportation-related emissions through low-emission logistics services in FY26



10. ANNEXURES

Abbreviations

Terms/abbreviations	Glossary
AAALAC	Association for Assessment and Accreditation of Laboratory Animal Care International
ACE	Aragen Continuous Excellence
ACV	Aragen Chemistry Vignettes
ADx	Aragen Digital X team
AFRF	Alternate Fuel Recovery Facility
AHU	Air Handling Unit
AI	Artificial Intelligence
AMC	Annual Maintenance Contract
ANVISA	Agência Nacional de Vigilância Sanitária (Brazilian Health Regulatory Agency)
APAC	Asia-Pacific
API	Active Pharmaceutical Ingredients
ARISE	Aragen's Relationship Initiative for Supply Partner Engagement
AWE	Accelerating Women Empowerment
B2B	Business-to-Business
BDMA	Bulk Drug Manufacturing Association
BE	Business Excellence
Biz Com	Business Communication
BRF	Biodiversity Risk Filter
BU	Business Unit
CCSEA	Committee for Control and Supervision of Experiments on Animals
CDMO	Contract Development and Manufacturing Organization
CDP	Carbon Disclosure Project

Terms/abbreviations	Glossary
CEO	Chief Executive Officer
CER	Corporate Environmental Responsibility
CETP	Common Effluent Treatment Plant
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
CII	Confederation of Indian Industry
CNG	Compressed Natural Gas
CO2	Carbon dioxide
CO2e	Carbon dioxide equivalent
CPHI	Convention on Pharmaceutical Ingredients
CPCB	Central Pollution Control Board
CRAMS	Custom Research & Manufacturing Services
CRDMO	Contract Research, Development and Manufacturing Organization
CSO	Chief Scientific Officer
CSR	Corporate Social Responsibility
DCA	Drug Control Administration
DEI	Diversity, Equity and Inclusion
DJSI	Dow Jones Sustainability Indices
DMAIC	Define, Measure, Analyze, Improve, and Control
DNB	Dun & Bradstreet
DSC	Differential Scanning Calorimeter
EDLI	Employee Deposit Linked Insurance
EDGE	Comprehensive international green rating system
EDQM	European Directorate for the Quality of Medicines & HealthCare
EHSS	Environment, Health, Safety and Sustainability
EHS	Environment, Health & Safety
EMS	Environmental Monitoring System
EMEA	Europe, Middle East and Africa
EPA	Environmental Protection Agency

Terms/abbreviations	Glossary
EPD	Environmental Product Declarations
EPS	Earnings Per Share
ERP	Enterprise Resource Planning
ERM	Enterprise Risk Management
ERT	Emergency Response Team
ESG	Environment Social Governance
EsARC	Accelerating Rate Calorimeter
ETP	Effluent Treatment Plant
EV	Electric Vehicle
EvolWE	Women Executive Development Program
E-Waste	Electronic Waste
FBP	Flexible Benefits Plan
FDA	Food and Drug Administration
FO	Furnace Oil
FY	Financial Year
GDPR	General Data Protection Regulation
GHG	Greenhouse Gases
GJ	Giga Joule
GJA	Global Job Architecture
GMP	Good Manufacturing Practice
GRI	Global Reporting Initiative
GSCM	Green Supply Chain Management
GTL	Group Term Life Insurance
HAZOP	Hazard and Operability Study
HIRA	Hazard Identification and Risk Assessment
HoC	Hierarchy of Controls
HVAC	Heating, Ventilation and Air Conditioning
IAEC	Institutional Animal Ethics Committee

Terms/abbreviations	Glossary
IFC	International Finance Corporation
IGBC	Indian Green Building Council
IICT	Indian Institute of Chemical Technology
INR	Indian Rupee
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organization for Standardization
iSHIELD	Digital reporting platform
KFDA	Korea Food and Drug Administration
KPI	Key Performance Indicators
kW	Kilowatt
kWh	Kilowatt hour
L	Litre
LMS	Learning Management System
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
LXP	Learning Experience Platform
MD	Managing Director
MDM	Mobile Device Management
MFDS	Ministry of Food and Drug Safety
MFG	Manufacturing Unit
mg	Milligram
ML	Machine Learning
Mn	Million
MSME	Micro, Small and Medium Enterprises
MSDS	Material Safety Data Sheet
MT	Metric Tons
MTCO2e	Metric tons of carbon dioxide equivalent
MW	Megawatt

Terms/abbreviations	Glossary
MWp	Megawatt peak
NGO	Non-Governmental Organization
NOx	Nitrogen Oxides
NPS	National Pension System
NRM	Nacharam Unit
NSC	National Safety Council
OE	Operational Excellence
OHC	Occupational Health Centre
OHS	Occupational Health & Safety
PAT	Profit After Tax
PCF	Product Carbon Footprint
PF	Provident Fund
PMI	Process Mass Intensity
PM	Particulate Matter
PMDA	Pharmaceuticals and Medical Devices Agency
PNG	Piped Natural Gas
POSH	Prevention of Sexual Harassment
PPA	Power Purchase Agreement
PSCI	Pharmaceutical Supply Chain Initiative
QA	Quality Assurance
QCFI	Quality Circle Forum of India
QMS	Quality Management System
R&D	Research & Development
RC1e	Reaction Calorimeter
RO	Reverse Osmosis
SBTi	Science Based Targets initiative
SCM	Supply Chain Management
SDG	Sustainable Development Goals

Terms/abbreviations	Glossary
SEZ	Special Economic Zone
SFC	Supercritical Fluid Chromatography
SOx	Sulphur Oxides
SOP	Standard Operating Procedure
SPCB	State Pollution Control Boards
SPGP	Supply Partner Grievance Portal
SSP	Shared Socioeconomic Pathway
STEM	Science, Technology, Engineering & Mathematics
SVP	Senior Vice President
TCFD	Task Force on Climate-related Financial Disclosures
TSS	Total Suspended Solids
TSU	Thermal Screening Unit
UN GCNI	UN Global Compact Network India
UN WEP	UN Women's Empowerment Principles
UNGC	United Nations Global Compact
UNSDGs	United Nations Sustainable Development Goals
UoM	Unit of Measurement
USA	United States of America
USFDA	United States Food and Drug Administration
VFD	Variable Frequency Drive
VOC	Volatile Organic Compound
WHO	World Health Organization
WTP	Water Treatment Plant
ZLD	Zero Liquid Discharge

ESG Dashboard

S.No.	Key Performance Indicators	Unit	FY24	FY25	FY26
1	Number of permanent employees	#	4,018	4,455	4,362
Environment					
2	Total non-renewable energy consumption	GJ	2,02,090	2,38,392	2,55,568
3	Total renewable energy consumption (fuel + electricity)	GJ	69,541	78,353	1,03,139
4	Total energy consumption	GJ	2,71,631	3,16,745	3,58,707
5	% Renewable energy in total energy mix	%	25.60	24.74	28.80
6	Total electrical units consumed	kWh	5,60,56,532	6,45,61,895	7,28,52,367
7	Renewable electrical units consumed	kWh	70,97,575	66,09,850	1,40,79,737
8	% Renewable energy (electrical)	%	12.66	10.24	19.33
9	Total Scope 1 GHG emissions	MTCO ₂ e	5,972	7,636	6,081
10	Total Scope 2 GHG emissions	MTCO ₂ e	34,544	42,130	41,729
11	Total Scope 3 GHG emissions	MTCO ₂ e	40,817	47,683	46,967
12	Scope 3 - C1: Purchased goods and services	MTCO ₂ e	22,865	21,922	24,600
13	Scope 3 - C2: Capital goods	MTCO ₂ e	3,372	3,944	2,132
14	Scope 3 - C3: Fuel and energy related	MTCO ₂ e	7,604	12,974	12,599
15	Scope 3 - C4: Upstream transportation and distribution	MTCO ₂ e	484	1,643	1,815
16	Scope 3 - C5: Waste generation in operation	MTCO ₂ e	112	124	37
17	Scope 3 - C6: Business travel	MTCO ₂ e	690	863	561
18	Scope 3 - C7: Employee commute	MTCO ₂ e	2,470	2,620	2,564

S.No.	Key Performance Indicators	Unit	FY24	FY25	FY26
19	Scope 3 - C8: Upstream leased assets	MTCO ₂ e	7	8	5
20	Scope 3 - C9: Downstream transport and distribution	MTCO ₂ e	992	1,009	733
21	Scope 3 - C10: Processing of sold products	MTCO ₂ e	1,416	1,407	1,760
22	Scope 3 - C12: End of Life treatment of packaging	MTCO ₂ e	805	1,169	161
23	Total water withdrawn	kL	1,95,407	2,15,971	2,60,230
24	% of operational sites covered under climate risk assessment	%	100	100	100
25	Total weight of waste (hazardous + non-hazardous)	MT	5,182	6,415	6,006
26	Total weight of hazardous waste generated	MT	4,153	4,653	5,337
27	Total weight of non-hazardous waste generated	MT	1,029	1,762	669
28	Total weight of Hazardous waste recovered (recycled/reused/co-processed)	MT	4,070	4,579	5,200
29	Total weight of waste recovered (recycled/reused/co-processed)	MT	5,113	6,340	5,869
30	% of employees trained on environmental issues	%	20.00	47.00	31.80
31	% of operational sites covered under environmental risk assessment	%	100	100	100
32	% of operating sites certified with ISO 14001 certification	%	100	100	100

S.No.	Key Performance Indicators	Unit	FY24	FY25	FY26
Biodiversity					
33	% of operational sites covered under biodiversity assessment*	%	0	0	0
34	Number of incidents reported w.r.t biodiversity loss due to operations*	#	0	0	0
35	Number of critically endangered species used for drug testing*	#	0	0	0
36	Total numbers of trees/plants available (inside and vicinity of the Aragen facilities)	#	7,491	7,840	8,612
Labour and Human Rights					
37	% of women in the workforce	%	21.70	22.27	22.39
38	% of women in top executive position	%	9.40	10.00	8.00
39	% of women in the board of directors	%	12.50	12.50	12.50
40	Average unadjusted gender pay gap	%	19.00	19.80	21.20
41	Attrition rate of permanent employees	%	17.42	20.16	19.83
42	Average hours of training imparted per employee per year**	#	18.24	25.97	44.48
43	% of employees trained on career or skill-related training	%	51	80	82
44	% of employees trained on discrimination and harassment	%	100	100	100

S.No.	Key Performance Indicators	Unit	FY24	FY25	FY26
45	% of employees trained on preventing discrimination and human rights violation	%	100	100	100
46	Stress-relieving active measures in place for employees	Yes/No	Yes	Yes	Yes
47	% of operational sites covered under health & safety risk assessment	%	100	100	100
48	Compensation for extra or atypical working hours paid to employees	Yes/No	Yes	Yes	Yes
49	Additional days leave beyond standard vacation days granted to employees	Yes/No	Yes	Yes	Yes
50	% of operational sites covered under internal human rights impact assessment	%	100	100	100
51	% of operating sites certified with ISO 45001 certification	%	100	100	100
52	% of employees represented in formal joint management-worker health and safety committees	%	100	100	100
53	% of employees covered by formally elected employee representatives	%	100	100	100
54	% of eligible employees received regular performance and career development reviews	%	100	100	100

S.No.	Key Performance Indicators	Unit	FY24	FY25	FY26
55	Number of identified discrimination or harassment incidents or corrective actions	#	0	0	0
56	% of employees from minority groups employed in organization	%	0	0	0
57	% of employees from minority groups in top executive position	%	0	0	0
58	% of employees eligible for flexible or irregular work arrangements	%	100	100	100
59	% of employees offered health care coverage	%	100	100	100
60	Total hours worked company wide	#	1,21,05,654	1,24,02,635	1,33,49,670
61	Lost time injury (LTI) events for direct workforce	#	0	0	0
62	Number of days lost due to injuries	#	0	0	0
63	LTI frequency rate for direct workforce	#	0	0	0
64	LTI severity rate for direct workforce	#	0	0	0
65	Lost time injury (LTI) events for contract workforce	#	0	0	1
66	Number of days lost due to injuries for contract workforce	#	0	0	2
67	LTI frequency rate for contract workforce	#	0	0	0.06
68	LTI severity rate for contract workforce	#	0	0	0.11

S.No.	Key Performance Indicators	Unit	FY24	FY25	FY26
69	Number of work-related accidents for direct workforce	#	11	10	13
70	Number of work-related accidents for contract workforce	#	5	3	9
Ethics & Compliance					
71	% of employees trained on business ethics issues	%	100	100	100
72	% of employees trained on whistleblower procedure	%	100	100	100
73	Number of whistleblower reports received	#	0	0	0
74	Number of confirmed corruption incidents	#	0	0	0
75	Number of confirmed information security incidents	#	0	0	0
76	% of sites covered under internal business ethics risk assessment	%	0	0	0
77	% of sites covered under external business ethics risk assessment	%	100	100	100
78	Number of business partners who have undergone the third party anti-corruption due diligence-process	#	0	0	0
79	% of operating sites certified with anti-corruption management system (ISO 37001)	%	0	0	0
80	% of operating sites certified with ISO 27001:2022	%	100	100	100
81	% of employees who have undergone IT security training	%	100	100	100

S.No.	Key Performance Indicators	Unit	FY24	FY25	FY26
Sustainable Procurement					
82	% of procurement spend (within India)	%	74.00	67.00	61.24
83	% of targeted suppliers that have signed the supplier code of conduct	%	100	100	100
84	% of suppliers with contracts that include clauses on environmental, labor, and human rights requirements	%	100	100	100
85	% of targeted suppliers covered by a CSR assessment	%	100	100	100
86	% of targeted suppliers that have gone through a CSR on-site audit	%	2	3	2
87	% of buyers trained on sustainable procurement	%	100	100	100
88	Number of suppliers rated by EcoVadis	#	46	56	62
89	% of spend delivery in EV/CNG vehicles	%	5	12	15
90	% of diverse suppliers on spend (MSME/Women Enterprise/ Minority owned)	%	45	54	62
91	% of spend delivery in recyclable packaging	%	17	25	30
92	% Spend on sustainable vendors	%	41	53	52
93	Value of chemicals reused in INR	Lakh	804	931	653

Note:

*S.No 33, 34 & 35 KPIs are reported as zero as none of Aragen's sites are located in eco-sensitive zone

**S.No. 42: Increase in training hours is attributed to the deployment of online training tools such as "Disprz"

GRI Index

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201-1	Direct economic value generated and distributed	Our Business Overview	-	22
201-2	Financial implications and other risks and opportunities due to climate change	-	-	-
201-3	Defined benefit plan obligations and other retirement plans	Healthy Workforce	-	76
201-4	Financial assistance received from government	Our Business Overview	-	23

GRI Clause Aligned	Description	Section/ Chapter	UNGC Principles	Page No(s)
GRI 202: Market Presence 2016				
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Healthy Workforce	-	78
202-2	Proportion of senior management hired from the local community	Healthy Workforce	-	77
GRI 203: Indirect Economic Impacts 2016				
203-1	Infrastructure investments and services supported	-	-	-
203-2	Significant indirect economic impacts	-	-	-
GRI 204: Procurement Practices 2016				
204-1	Proportion of spending on local suppliers	Sustainable Supply Chain	-	134
GRI 205: Anti-corruption 2016				
205-1	Operations assessed for risks related to corruption	Healthy Organization	10	113
205-2	Communication and training about anti-corruption policies and procedures	Healthy Organization	10	113
205-3	Confirmed incidents of corruption and actions taken	Healthy Organization	10	113
GRI 206: Anti-competitive Behavior 2016				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Healthy Organization	-	112
GRI 207: Tax 2019				

GRI Clause Aligned	Description	Section/ Chapter	UNGC Principles	Page No(s)
207-1	Approach to tax	Our Business Overview	-	23
207-2	Tax governance, control, and risk management	Our Business Overview	-	23
207-3	Stakeholder engagement and management of concerns related to tax	Our Business Overview	-	23
207-4	Country-by-country reporting	-	-	-
GRI 302: Energy 2016				
302-1	Energy consumption within the organization	Healthy Planet	7,8,9	41
302-2	Energy consumption outside of the organization	-	8	-
302-3	Energy intensity	Healthy Planet	7,8,9	42
302-4	Reduction of energy consumption	Healthy Planet	-	42-43
302-5	Reductions in energy requirements of products and services	-	-	-
GRI 303: Water and Effluents 2018				
303-1	Interactions with water as a shared resource	Healthy Planet	7,8,9	58
303-2	Management of water discharge-related impacts	Healthy Planet	7,8,9	56
303-3	Water withdrawal	Healthy Planet	7,8,9	54
303-4	Water discharge	Healthy Planet	7,8,9	55
303-5	Water consumption	Healthy Planet	7,8,9	55
GRI 305: Emissions 2016				

GRI Clause Aligned	Description	Section/ Chapter	UNGC Principles	Page No(s)
305-1	Direct (Scope 1) GHG Emissions	Healthy Planet	7,8	47
305-2	Energy Indirect (Scope 2) GHG Emissions	Healthy Planet	7,8	47
305-3	Other Indirect (Scope 3) GHG Emissions	Healthy Planet	7,8	48
305-4	GHG Emissions Intensity	Healthy Planet	8	49
305-5	Reduction of GHG Emissions	Healthy Planet	7,8,9	50-51
305-6	Emissions of Ozone Depleting Substances	-	7,8,9	-
305-7	Nitrogen Oxides, Sulfur Oxides and Other Significant Air Emissions	Healthy Planet	7,8,9	53
GRI 306: Waste 2020				
306-1	Waste generation and significant waste-related impacts	Healthy Planet	7,8,9	61
306-2	Management of significant waste-related impacts	Healthy Planet	7,8,9	63
306-3	Waste generated	Healthy Planet	7,8,9	61
306-4	Waste diverted from disposal	Healthy Planet	7,8,9	62
306-5	Waste directed to disposal	Healthy Planet	7,8,9	62
GRI 308: Supplier Environmental Assessment 2016				
308-1	New suppliers that were screened using environmental criteria	Sustainable Supply Chain	-	134
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainable Supply Chain	-	134
GRI 401: Employment 2016				
401-1	New employee hires and employee turnover	Healthy Workforce	-	72-73

GRI Clause Aligned	Description	Section/ Chapter	UNGC Principles	Page No(s)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Healthy Workforce	-	73
401-3	Parental leave	Healthy Workforce	-	80
GRI 402: Labor/Management Relations 2016				
402-1	Minimum notice periods regarding operational changes	Healthy Workforce	-	73
GRI 403: Occupational Health and Safety 2018				
403-1	Occupational health and safety management system	Healthy Workforce	-	89-90
403-2	Hazard identification, risk assessment, and incident investigation	Healthy Workforce	-	90
403-3	Occupational health services	Healthy Workforce	-	89
403-4	Worker participation, consultation, and communication on occupational health and safety	Healthy Workforce	-	91
403-5	Worker training on occupational health and safety	Healthy Workforce	-	95-96
403-6	Promotion of worker health	Healthy Workforce	-	95-96
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Healthy Workforce	-	90
403-8	Workers covered by an occupational health and safety management system	Healthy Workforce	-	91-92
403-9	Work-related injuries	Healthy Workforce	-	92
403-10	Work-related ill health	Healthy Workforce	-	92

GRI Clause Aligned	Description	Section/ Chapter	UNGC Principles	Page No(s)
GRI 404: Training and Education 2016				
404-1	Average hours of training per year per employee	Healthy Workforce	-	81-82
404-2	Programs for upgrading employee skills and transition assistance programs	Healthy Workforce	-	82
404-3	Percentage of employees receiving regular performance and career development reviews	Healthy Workforce	-	84
GRI 405: Diversity and Equal Opportunity 2016				
405-1	Diversity of governance bodies and employees	Healthy Workforce	1,2,6	77
405-2	Ratio of basic salary and remuneration of women to men	Healthy Workforce	1,2,6	78
GRI 406: Non-discrimination 2016				
406-1	Incidents of discrimination and corrective actions taken	Healthy Workforce	-	80
GRI 407: Freedom of Association and Collective Bargaining 2016				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Healthy Workforce	3	88
GRI 408: Child Labor 2016				
408-1	Operations and suppliers at significant risk for incidents of child labor	Healthy Workforce	1,2,4	88

GRI Clause Aligned	Description	Section/ Chapter	UNGC Principles	Page No(s)
GRI 409: Forced or Compulsory Labor 2016				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Healthy Workforce	1,2,4	88
GRI 410: Security Practices 2016				
410-1	Security personnel trained in human rights policies or procedures	Healthy Workforce	1,2	88
GRI 411: Rights of Indigenous Peoples 2016				
411-1	Incidents of violations involving rights of indigenous peoples	-	-	-
GRI 413: Local Communities 2016				
413-1	Operations with local community engagement, impact assessments, and development programs	Healthy Community	-	99-103
413-2	Operations with significant actual and potential negative impacts on local communities	Healthy Community	-	99-103
GRI 414: Supplier Social Assessment 2016				
414-1	New suppliers that were screened using social criteria	Sustainable Supply chain	-	134
414-2	Negative social impacts in the supply chain and actions taken	Sustainable Supply chain	-	134
GRI 415: Public Policy 2016				
415-1	Political contributions	Healthy Organization	-	112

GRI Clause Aligned	Description	Section/ Chapter	UNGC Principles	Page No(s)
GRI 416: Customer Health and Safety 2016				
416-1	Assessment of the health and safety impacts of product and service categories	Healthy Community	-	104
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Healthy Community	-	104
GRI 417: Marketing and Labeling 2016				
417-1	Requirements for product and service information and labeling	Healthy Organization	-	113
417-2	Incidents of non-compliance concerning product and service information and labeling	Healthy Organization	-	113-114
417-3	Incidents of non-compliance concerning marketing communications	Healthy Organization	-	113-114
GRI 418: Customer Privacy 2016				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Healthy Organization	-	117

Assurance Statement



Independent Assurance Statement:

Introduction:

CETIZION Verifica Private Ltd. (CV, We) has been entrusted by the management of Aragen Life Sciences Limited (Aragen, the Company), to conduct independent "Limited" assurance of Sustainability Report FY26. All contractual contents for this assurance engagement rest entirely within the responsibility of Aragen Life Sciences Limited. Our task was to give a fair and adequate judgment on the Aragen's Sustainability Report.

The intended users of this assurance statement are stakeholders having relevance to the Aragen Life Sciences Limited's overall sustainability performance and impacts of its business activities during financial year 2025-2026 (1st April 2025 ~ 31st March 2026).

CETIZION Verifica is a global service provider of ESG and Corporate Sustainability Services, licensed Assurance provider by AccountAbility AA1000, accredited Pharmaceutical Supply Chain Initiative (PSCI) audit provider, having qualified professionals in the field of Corporate Sustainability Assurance, Environment, Climate Change, GHG verification, Climate Change, Biodiversity, Human and Labor Rights, Supply Chain Due-diligence and Stakeholder Consultation. We have maintained complete impartiality and independence during the assurance engagement and were not involved in the preparation of report contents.

Assurance Standard:

The Independent Assurance was carried out in accordance with Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements other than Audits or Reviews of Historical Financial Information" ("ISAE 3000") and with the International Standard on Assurance Engagements 3410 "Assurance Engagements on Greenhouse Gas Statements" ("ISAE 3410"). To achieve "Limited" assurance, ISAE 3000 and ISAE 3410 requires that we review the processes, systems and competencies used to compile the subject matter, on which we provide limited assurance. It does not include detailed testing for each of the KPI reported, or of the operating effectiveness of processes and internal controls.

Scope & Level of Assurance:

Our assurance engagement covers the following:
Aragen Life Sciences Limited's sustainability performance and management approach across material environmental, social, and governance topics. The reporting scope includes all core business operations comprising R&D campuses, manufacturing facilities, and wholly owned subsidiaries across India, the United States, thereby reflecting Aragen's global operational footprint.

Limitation:

The assurance engagement was carried out at Aragen Life Sciences Limited corporate office location in Hyderabad with representatives from manufacturing locations and hold focussed group discussion with concerned employees. We have not observed any significant situations to limit our assurance activity. The verification was carried out based on the data and information provided by Aragen Life Sciences Limited, assuming they are complete and true. We did not verify the reported financial data as same is verified by another third party.



Assurance Methodology:

CETIZION Verifica has challenged the report contents and assess the process undertaken by Aragen Life Sciences Limited from source to aggregate in disclosure of information/data related to their sustainability performance. Our judgment is based on the objective review of reported information as per criteria defined under Assurance standards.

Analytical methods and the performance of interviews as well as verification of data, done as random sampling, to verify and validate the correctness of reported data and contents in light of contractual agreement and the factual Aragen Life Sciences Limited ESG strategy & framework as mentioned in the report and available on company website. Our work included consultation with over 24 Aragen Life Sciences Limited representatives including ESG team, senior management and responsible employees. The consultations with external stakeholders were not carried out. The approach deemed to be appropriate for the purpose of assurance of the report since all data therein could be verified through original proofs, verified database entries.

The Assurance was performed by our multidisciplinary team of experienced professionals in the field of Corporate Sustainability, Environment, Climate Change, GHG, Human & Labor Rights, Supply Chain Due-diligence and Stakeholder consultation.

We are of the opinion that our work offers a sufficient and substantiated basis to enable us to come to a conclusion mentioned below and based on the content of our contract.

CETIZION Verifica has verified the below-mentioned GRI disclosures given in the Report:

S. No.	Disclosure	Description	Disclosed
1	General Disclosure	Disclosure 2-1 Organizational details	Yes
2	General Disclosure	Disclosure 2-2 Entities included in the organization's sustainability reporting	Yes
3	General Disclosure	Disclosure 2-3 Reporting period, frequency and contact point	Yes
4	General Disclosure	Disclosure 2-4 Restatements of information	Yes
5	General Disclosure	Disclosure 2-5 External assurance	Yes
6	General Disclosure	Disclosure 2-6 Activities, value chain and other business relationships	Yes
7	General Disclosure	Disclosure 2-7 Employees	Yes
8	General Disclosure	Disclosure 2-8 Workers who are not employees	Yes
9	General Disclosure	Disclosure 2-9 Governance structure and composition	Yes



10	General Disclosure	Disclosure 2-10 Nomination and selection of the highest governance body	Yes
11	General Disclosure	Disclosure 2-11 Chair of the highest governance body	Yes
12	General Disclosure	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	Yes
13	General Disclosure	Disclosure 2-13 Delegation of responsibility for managing impacts	Yes
14	General Disclosure	Disclosure 2-14 Role of the highest governance body in sustainability reporting	Yes
15	General Disclosure	Disclosure 2-16 Communication of critical concerns	Yes
16	General Disclosure	Disclosure 2-17 Collective knowledge of the highest governance body	Yes
17	General Disclosure	Disclosure 2-18 Evaluation of the performance of the highest governance body	Yes
18	General Disclosure	Disclosure 2-19 Remuneration policies	Yes
19	General Disclosure	Disclosure 2-21 Annual total compensation ratio	Yes
20	General Disclosure	Disclosure 2-22 Statement on sustainable development strategy	Yes
21	General Disclosure	Disclosure 2-23 Policy commitments	Yes
22	General Disclosure	Disclosure 2-24 Embedding policy commitments	Yes
23	General Disclosure	Disclosure 2-25 Processes to remediate negative impacts	Yes
24	General Disclosure	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	Yes
25	General Disclosure	Disclosure 2-27 Compliance with laws and regulations	Yes
26	General Disclosure	Disclosure 2-28 Membership associations	Yes



27	General Disclosure	Disclosure 2-29 Approach to stakeholder engagement	Yes
28	General Disclosure	Disclosure 2-30 Collective bargaining agreements	Yes
29	GRI 101: Biodiversity 2024	101-1: Policies to halt and reverse biodiversity loss	Yes
		101-2: Management of biodiversity impacts	Yes
		101-4: Identification of biodiversity impacts	Yes
		101-5: Locations with biodiversity impacts	Yes
30	GRI 201: Economic Performance 2016	201-1: Direct economic value generated and distributed	Yes
		201-3: Defined benefit plan obligations and other retirement plans	Yes
		201-4: Financial assistance received from government	Yes
31	GRI 202: Market Presence 2016	202-1: Ratios of standard entry level wage by gender compared to local minimum wage	Yes
		202-2: Proportion of senior management hired from the local community	Yes
32	GRI 204: Procurement Practices 2016	204-1: Proportion of spending on local suppliers	Yes
33	GRI 205: Anti-corruption 2016	205-1: Operations assessed for risks related to corruption	Yes
		205-2: Communication and training about anti-corruption policies and procedures	Yes
		205-3: Confirmed incidents of corruption and actions taken	Yes
34	GRI 206: Anti-competitive Behavior 2016	206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Yes
35	GRI 207: Tax 2019	207-1: Approach to tax	Yes



		207-2: Tax governance, control, and risk management	Yes
		207-3: Stakeholder engagement and management of concerns related to tax	Yes
36	GRI 302: Energy 2016	302-1: Energy consumption within the organization	Yes
		302-3: Energy intensity	Yes
		302-4: Reduction of energy consumption	Yes
37	GRI 303: Water and Effluents 2018	303-1: Interactions with water as a shared resource	Yes
		303-2: Management of water discharge-related impacts	Yes
		303-3: Water withdrawal	Yes
		303-4: Water discharge	Yes
		303-5: Water consumption	Yes
38	GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG Emissions	Yes
		305-2: Energy Indirect (Scope 2) GHG Emissions	Yes
		305-3: Other Indirect (Scope 3) GHG Emissions	Yes
		305-4: GHG Emissions Intensity	Yes
		305-5: Reduction of GHG Emissions	Yes
		305-7: Nitrogen Oxides, Sulfur Oxides and Other Significant Air Emissions	Yes
39	GRI 306: Effluents and Waste 2016	306-1: Waste generation and significant waste-related impacts	Yes
		306-2: Management of significant waste-related impacts	Yes
		306-3: Waste generated	Yes
		306-4: Waste diverted from disposal	Yes
		306-5: Waste directed to disposal	Yes



40	GRI 308: Supplier Environmental Assessment 2016	308-1: New suppliers that were screened using environmental criteria	Yes
		308-2: Negative environmental impacts in the supply chain and actions taken	Yes
41	GRI 401: Employment 2016	401-1: New employee hires and employee turnover	Yes
		401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	Yes
		401-3: Parental leave	Yes
42	GRI 402: Labor/Management Relations 2016	402-1: Minimum notice periods regarding operational changes	Yes
43	GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system	Yes
		403-2: Hazard identification, risk assessment, and incident investigation	Yes
		403-3: Occupational health services	Yes
		403-4: Worker participation, consultation, and communication on occupational health and safety	Yes
		403-5: Worker training on occupational health and safety	Yes
		403-6: Promotion of worker health	Yes
		403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Yes
		403-8: Workers covered by an occupational health and safety management system	Yes
		403-9: Work-related injuries	Yes
44	GRI 404: Training and Education 2016	403-10: Work-related ill health	Yes
		404-1: Average hours of training per year per employee	Yes



		404-2: Programs for upgrading employee skills and transition assistance programs	Yes
		404-3: Percentage of employees receiving regular performance and career development reviews	Yes
45	GRI 405: Diversity and Equal Opportunity 2016	405-1: Diversity of governance bodies and employees	Yes
		405-2: Ratio of basic salary and remuneration of women to men	Yes
46	GRI 406: Non-discrimination 2016	406-1: Incidents of discrimination and corrective actions taken	Yes
47	GRI 407: Freedom of Association and Collective Bargaining 2016	407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Yes
48	GRI 408: Child Labor 2016	408-1: Operations and suppliers at significant risk for incidents of child labor	Yes
49	GRI 409: Forced or Compulsory Labor 2016	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	Yes
50	GRI 410: Security Practices 2016	410-1: Security personnel trained in human rights policies or procedures	Yes
51	GRI 413: Local Communities 2016	413-1: Operations with local community engagement, impact assessments, and development programs	Yes
		413-2: Operations with significant actual and potential negative impacts on local communities	Yes
52	GRI 414: Supplier Social Assessment 2016	414-1: New suppliers that were screened using social criteria	Yes
		414-2: Negative social impacts in the supply chain and actions taken	Yes
53	GRI 416: Customer Health and Safety 2016	416-1: Assessment of the health and safety impacts of product and service categories	Yes



		416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	Yes
54	GRI 417: Marketing and Labeling 2016	417-1: Requirements for product and service information and labeling	Yes
		417-2: Incidents of non-compliance concerning product and service information and labeling	Yes
		417-3: Incidents of non-compliance concerning marketing communications	Yes
55	GRI 418: Customer Privacy 2016	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	Yes

Conclusion:

Based on our Limited assurance procedures performed and evidence obtained, subject to the limitations mentioned above, nothing has come to our attention that causes us to believe that the selected KPIs for the period Financial year 2025-2026 (1st April 2025 ~ 31st March 2026) has not been prepared, in all material respects, in accordance with the "Basis for Reporting" as appropriate.

The Report includes statements and claims that reflects Aragen Life Sciences Limited's achievements and challenges supported by documentary evidence and internal records.

The performance data we found in the report are collected, stored, and analyzed in a systematic and professional manner and were plausible.

CETIZION Verifica shall not bear any liability or responsibility to a third party for perception and decision about Aragen Life Sciences Limited based on this Limited Assurance Statement.

For **CETIZION Verifica Private Limited**

Gangaa C SHARMA

Lead Verifier

Digitally signed by



GANGA CHARAN SHARMA

Signed Dated: 2026.08.20

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