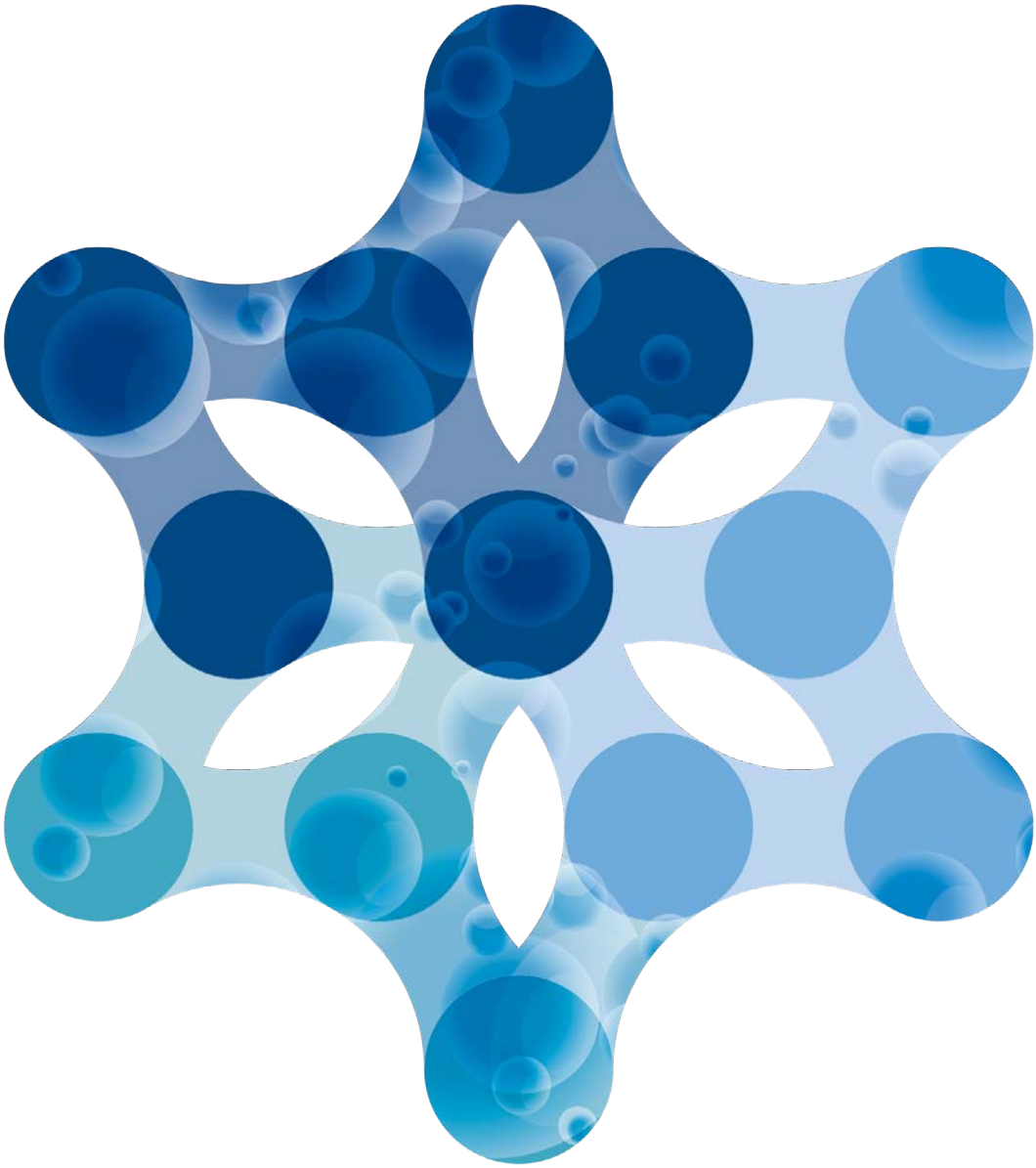
Biocon

Integrated Annual Report FY 2024



The **Multiplier** Effect

MAXIMIZING VALUE


Biocon
Biocon

The **Multiplier** Effect

In the dynamic business environment of today, the concept of synergy is a powerful catalyst for growth. When diverse elements of an ecosystem integrate seamlessly, the outcome is not just additive, but exponential - a phenomenon we term the 'Multiplier Effect.'

Biocon, with its key business verticals of Generics, Biosimilars, Research Services and Novel Biologics, has leveraged its affordable innovation model and scientific capabilities to develop and manufacture both small and large molecules at global scale for the benefit of patients.

Over the last 45 years, we have created value for our stakeholders by drawing on the synergies of these inter-connected businesses. Our framework for value creation is grounded in the integration of six capitals - Financial, Manufacturing, Intellectual, Human, Natural, and Social & Relationship. By optimizing the deployment of these capitals across our operations, we exceed conventional expectations and maximize value for all stakeholders.

In Biocon's FY24 Integrated Report, we recognize the 'Multiplier Effect' as a key driver in our pursuit of enabling global health equity. This effect propels us to maximize value across the biopharmaceuticals landscape by providing sustainable solutions for a healthier world.

As a globally recognized biopharmaceuticals enterprise, the strategic priorities that define our goals and guide our actions are:

- Patient Centricity
- Focus on Science
- Access for All
- Quality First
- Sustainable Growth
- People Power

About the **Report**

As we continue to make strides in our commitment to ethical business practices and transparent disclosures, Biocon takes great pride in unveiling its Integrated Annual Report for FY24. The report presents a holistic overview of our performance over the last financial year both from a financial and non-financial perspective.

The report has been developed in accordance with the principles, guidelines, and requirements of the International Integrated Reporting Council's (IIRC) Framework. Furthermore, the report has been drafted with reference to the principles and requirements of the Global Reporting Initiative (GRI) Standards. This report is also aligned with the United Nations Global Compact (UNGC), United Nations Sustainable Development Goals (SDGs) principles, Securities and Exchange Board of India's (SEBI) Business Responsibility and Sustainability Reporting and S&P Global Dow Jones Sustainability Indices (DJSI) guidelines. Our financial and statutory information complies with the requirements of the Companies Act, 2013, Indian Accounting Standards, and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations).

Scope and Boundary

The Report includes information on global operations of Biocon Limited representing the Generics and Novel Biologics segments, Biocon Biologics Limited representing the Biosimilars segment and Syngene International Limited representing the Research Services segment, including their joint ventures, subsidiaries and acquisitions, for the period from April 1, 2023 to March 31, 2024. The reporting boundary further extends to include factors that impact the Company's ability to create value.

Aligning Business Practices with SDGs

As a part of our commitment to sustainable business practices, our operations are aligned with 14 of the 17 Sustainable Development Goals (SDGs). Our core focus, which is to manufacture and deliver quality and affordable biopharmaceuticals to patients, impacts **SDG 3:** Good Health and Wellbeing. As we strive to broaden the reach of our biosimilars and generics, we strive to mitigate our impact on the environment in line with **SDG 6:** Clean Water and Sanitation; **SDG 7:** Affordable and Clean Energy, **SDG 12:** Responsible Consumption and Production, and **SDG 13:** Climate Action. We have also aligned the organization to the principles outlined in **SDG 5:** Gender Equality, **SDG 8:** Decent Work and Economic Growth, and **SDG 9:** Industry, Innovation and Infrastructure. Moreover, we are focusing out CSR activities on **SDG 1:** No Poverty; **SDG 4:** Quality Education; **SDG 10:** Reduced Inequalities; **SDG 11:** Sustainable Cities and Communities; **SDG 15:** Life on Land; and **SDG 17:** Partnerships for the Goals.

Responsibility Statement

The FY24 Integrated Annual Report provides a comprehensive perspective on both our financial and non-financial achievements, demonstrating our commitment to delivering value to all stakeholders. The Board of Directors confirm that the content of this report has been developed under the guidance of the Company's senior leadership, with support from various business functions. The content, including estimations, forecasts and forward-looking statements, is based on current performance and information, without considering external influences or changes in the socio-economic or natural landscape. Further, market data cited in the report is sourced from published reports and internal assessments. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events, or otherwise.

Assurance Statement

We have received limited assurance from Emergent Ventures India Private Limited (Moderate Level Type 2 as per AA1000AS Standard) dated July 11, 2024 for the non-financial disclosures, ESG data and BRSR (Core) indicators. The detailed assurance statement is provided within the supplementary data book. Financial statements have been independently assured by B S R & Co. LLP as of May 16, 2024.

Feedback

For Shareholders

Company Secretary and Compliance Officer
co.secretary@biocon.com

For Institutional Investors, Brokerage Firms and Financial Analysts

Head, Investor Relations
investor.relations@biocon.com

For Media & Others

Global Head of Communications and Corporate Brand, Biocon Group
Group.Communications@biocon.com

CONTENTS

4
FY24 AT A GLANCE

7
ABOUT BIOCON GROUP
Generics Business
Biosimilars Business
Research Services Business
Novel Biologics Business
Our Global Presence

22
LEADERSHIP MESSAGES
Chairperson's Message
Biocon Group CEO's Message
Biocon Limited CEO's Message
Biocon Biologics CEO's Message
Syngene CEO's Message

39
VALUE MAXIMIZATION THROUGH PRUDENT & EFFICIENT CAPITAL ALLOCATION
Our Value Creation Model

44
SUSTAINABILITY STRATEGY

50
GOVERNANCE, ETHICS AND COMPLIANCE
Biocon: Board of Directors
Biocon Biologics: Board of Directors
Syngene: Board of Directors

60
RISK MANAGEMENT

66
FINANCIAL CAPITAL
Five-Year Financial Summary
Financial Q&A

74
MANUFACTURING CAPITAL

85
INTELLECTUAL CAPITAL

96
HUMAN CAPITAL

110
NATURAL CAPITAL

124
SOCIAL & RELATIONSHIP CAPITAL

147
AWARDS AND RECOGNITIONS

153
STATUTORY REPORTS
Board's Report
Management Discussion & Analysis
Corporate Governance Report
Business Responsibility & Sustainability Report (BRSR)*

234
FINANCIAL STATEMENTS
Standalone Financial Statements
Consolidated Financial Statements
UNGC Alignment

SUPPLEMENTARY DATA BOOK*
BRSR • GRI Index • ESG Data Book

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

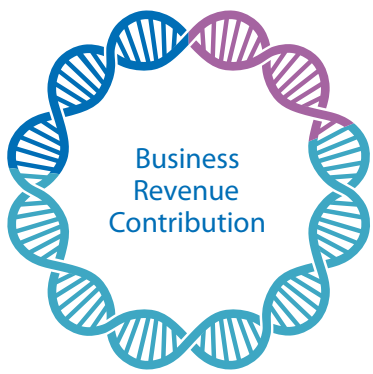
FY24 at a Glance

Financial Highlights

(₹ million, except EPS)

Particulars	FY24	Growth
Consolidated Revenue*	156,212	35% ↑
Generics	27,985	1% ↑
Biosimilars	88,242	58% ↑
Research Services	34,886	9% ↑
EBITDA	41,642	44% ↑
EBITDA Margin	27%	
Gross R&D Investment	11,614	3% ↓
Profit for the Year**	10,300	31% ↑
EPS	8.6	

*Includes Other Income
** Before exceptional items



Generics 19% Biosimilars 58% Research Services 23%

Non-Financial Highlights

Environmental

28,808
tCO_2e, Total GHG Emissions Reduction (Scope 1 & 2)

218,758
tCO_2e, Total GHG Emissions Avoided

80%*
Renewable Power

70%
Water Recycled or Reused

79%
Waste Disposed through Circularity

Social

5.5+
Million Patients Benefited Through our Biosimilars

315.4
₹ million, Corporate Social Responsibility (CSR) Spending

65,000+
Patient Visits at eLAJ Smart Clinics

140+
Students Graduated from Biocon Academy

375,000+
Beneficiaries of CSR Initiatives

25%
Women Representation in Workforce

16,000+
Employees

600,000+
Total Training Hours for Employees

Governance

100%
Employees Underwent Mandatory Code of Conduct Training

ZERO
Cases of Confirmed Corruption & Bribery

ZERO
Cybersecurity Breaches or Threats were Reported

ZERO
Consumer Complaints were Received about Data Privacy and Cybersecurity

Board Diversity^

50% Syngene

33% Biocon Limited

18% Biocon Biologics Limited

*India Operations: Biocon Group overall Renewable Power: 65%
^As of March 31, 2024

About **Biocon Group**

As a global frontrunner in the biopharmaceuticals industry, the Biocon Group has dedicated itself to providing high-quality, cost-effective medicines to patients around the world.

In November 2023, Biocon celebrated 45 years of creating exponential and enduring value for all its stakeholders, while significantly impacting patients' health. Guided by a strong sense of purpose, Biocon utilizes its affordable innovation model to address global health disparities.

At Biocon, we are steadfast in our commitment to enable health equity worldwide by providing affordable access to essential and lifesaving therapeutics. We fulfill this mission through our three principal businesses.

Our Generics vertical, managed by Biocon Limited, is dedicated to manufacturing and supplying affordable generic bulk drugs and finished formulations. Biocon Biologics develops, manufactures and commercializes biosimilars that provide affordable access to lifesaving biologic treatments and drive significant healthcare savings.

The contract research, development and manufacturing services delivered by Syngene drive accelerated new drug development, speed to market and cost efficiency for their clients. Our Novel Biologics vertical pushes scientific boundaries to deliver breakthrough innovations to patients. Through these key business verticals, we strive to play our part in the global healthcare landscape, bringing impactful solutions to those who need them the most.

Cutting-edge science, large-scale manufacturing capacity and a global commercial footprint allow Biocon to make lifesaving medicines accessible to patients worldwide, at affordable price points. At the same time, the Group entities are efficiently deploying capital and optimizing resources to make an enduring impact on the health of patients, the planet, and the business.

Our Vision

To enhance global healthcare through innovative and affordable biopharmaceuticals for patients, partners, and healthcare systems across the globe.

Our Values

- Value creation through innovation and differentiation.
- Quality through compliance and best practices.
- Integrity and ethical behavior.
- Collaboration, teamwork and mutual respect.
- Performance-driven work culture.

Generics Business

Ensuring Access through Quality,
Affordability, Reliability

Biocon Limited - Executive Leadership Team

Siddharth Mittal
CEO & Managing Director

Abhijit Zutshi
Chief Commercial Officer

Amit Kaptain
Head of Commercial API

Manoj Kumar Pananchukunnath
Chief Scientific Officer

Arun Gupta
Chief Operating Officer

Maninder Kapoor Puri
Head of Human Resources

Nitin Tiwari
Head of Quality

Vishal Nayyar
Head of Supply Chain Management

Business Snapshot

Our Generics business, which started in the late 1990s with a fermentation-based, cholesterol lowering statin API, Lovastatin, comprises a growing portfolio of Active Pharmaceutical Ingredients (APIs) as well as finished dosages. Nearly three decades later, we continue to be the leading global manufacturer of statin and immunosuppressant APIs. We forayed into generic formulations in 2013, with a strategy to forward integrate our in-house, complex and differentiated APIs and move up the value chain, ensuring reliability of quality and supply to our customers and patients.

Our APIs pipeline includes 50+ products, spanning cardiovascular, anti-diabetics, immunosuppressants, and specialty molecules which has been further augmented to include oncology-based Highly Potent APIs (HPAPIs) and peptides, particularly Glucagon-like peptide-1 receptor agonists (GLP-1s), that address diabetes and weight management and serve 750+ pharma companies across 100+ countries. Our Generic Formulations portfolio comprises 60+ products across cardiology, oncology, immunology, and autoimmune indications. We have a long and proud history of maintaining high standards of quality and compliance, having received over 90 cGMP approvals from various international regulatory bodies.

Biocon's global commercial strategy combines direct selling, licensing, and partnerships for market expansion.

- We maintain a strong presence in the U.S. with end-to-end control over APIs and Generic Formulations, ensuring market share growth.
- In Europe, we use a dual strategy - direct presence in key markets and strategic partnerships for wider market coverage.
- In Emerging Markets such as Latin America, Middle East, North Africa and Asia, we leverage a collaborative B2B business model.

50+
APIs in portfolio

60+
Generic Formulations in portfolio

750+
Pharma companies served

100+
Countries where our generic APIs are supplied

Generics Business

Highlights of the Year

Regulatory

Received 24 regulatory approvals for Generic Formulations in FY24, including:

- Liraglutide (gVictoza® and gSaxenda®)# in the UK, making Biocon Limited the first generics company to be approved for this product in an ICH* or major regulated market.
- Mycophenolate Sodium (MPS) in China, the first for our Generic Formulations business in this key strategic market.
- Dabigatran capsules and Rivaroxaban tablets in Europe; Vigabatrin capsules, Famotidine oral suspension, Liothyronin Sodium tablets, Oxcarbazepine oral suspension, and tentative approvals for Lenalidomide capsules and Dasatinib tablets in the U.S.; as well as Posaconazole tablets, Mycophenolic Acid tablets, Tacrolimus capsules, Sacubitril / Valsartan tablets, Rosuvastatin tablets, Posaconazole tablets and Lenalidomide capsules in several Most of the World (MoW) markets.

Manufacturing

- Acquired an oral solid dosage manufacturing facility in Cranbury, New Jersey, U.S.
- Successfully completed process validation at our new immunosuppressants facility in Visakhapatnam and secured a Certificate of Suitability (CEP) from the European Directorate for the Quality of Medicines & HealthCare (EDQM).
- Successfully completed process validation at our new peptide facility at Biocon Park in Bengaluru.
- Initiated process validation at our new synthetic APIs facility in Hyderabad.
- Commenced construction of our new injectables facility at Biocon Park in Bengaluru.

Commercial

- Launched two in-licensed products, Famotidine oral suspension and Liothyronine Sodium tablets, in the U.S. and Mycophenolic Sodium tablets in Israel.
- Signed an exclusive licensing and supply agreement with Biomm SA for commercializing Semaglutide in Brazil in April 2024.
- Signed an exclusive distribution and supply agreement with Medix for commercializing Liraglutide (gSaxenda®) in Mexico in May 2024.

Diversity

- Achieved diversity target of ~18% women in the workforce; reported an increase in share of women in STEM-related roles to 16% this year from 13% in FY23.

Priorities

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

#Victoza®, Saxenda® are registered trademarks of Novo Nordisk A/S
*The International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use

Key Growth Drivers

Increasing market share of existing products and commercializing new products.

New filings and approvals of our complex injectables, peptides (GLPs) products in key markets.

On-going capacity expansions.

Challenges

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

Outlook

- Continuing pricing pressures and supply challenges notwithstanding, recent regulatory successes in peptides (GLPs), strategic partnerships in key markets, a robust pipeline, progress on capex projects, and a keen focus on cost leadership, all augur well for the business' future growth.
- With increasing emphasis on supply reliability and quality, we believe that the business is well positioned to leverage its competitive advantages in the form of vertical integration and a strong compliance record, to be a partner of choice to our customers.

Biosimilars Business

Transforming Healthcare.
Transforming Lives.

Biocon Biologics Limited - Executive Committee

Shreehas Tambe
CEO & Managing Director

Kedar Upadhye
Chief Financial Officer

Rhonda Duffy
Chief Operating Officer

Matthew Erick
Chief Commercial Officer, Advanced Markets

Susheel Umesh
Chief Commercial Officer, Emerging Markets

Sandeep Athalye
Chief Development Officer

Naveen Narayanan
Global Head of Human Resources

Business Snapshot

Biocon Biologics is a unique, fully integrated, global biosimilars company committed to transforming healthcare by enabling affordable access to high quality biosimilars for millions of patients worldwide. The Company specializes in developing, manufacturing, and commercializing a differentiated and comprehensive biosimilars portfolio including insulins, monoclonal antibodies and conjugated recombinant proteins. Biocon Biologics has commercialized eight biosimilars in key Emerging Markets and Advanced Markets like U.S., Canada, Europe, Australia, and Japan. The Company has a portfolio of 20 biosimilar assets across diabetology, oncology, immunology, ophthalmology, and other non-communicable diseases. Biocon Biologics has established its credibility as a leading biosimilars player with a proven track record of scientific excellence by achieving many 'firsts' in the biosimilars industry.

The Company ranks among the world's Top 15 biomanufacturing companies in terms of capacity and is among the leading insulin producers worldwide. Adherence to the highest quality standards for biosimilars has led Biocon Biologics to obtain 80+ cGMP approvals from international regulatory agencies. Following the successful integration of the global biosimilars business acquired from Viatris, Biocon Biologics now has a direct, on-ground commercial presence in the U.S., Canada, 19 European countries, including the Top 5 European markets (Germany, France, UK, Spain, Italy), and 8 other Emerging Market countries.

20
Biosimilars in portfolio

8
Biosimilars commercialized

80+
cGMP approvals

120+
Countries reached commercially

Biosimilars Business

Highlights of the Year

Business Integration

- Successfully completed the operational integration of the biosimilars business acquired from Viatris across 120+ countries while maintaining business continuity.
- This integration, accomplished one year ahead of schedule, transforms Biocon Biologics into a globally scaled and vertically integrated biosimilars enterprise from lab to market.
- Built an experienced Executive Leadership Team and new organizational capabilities to meet the evolved needs of the business.

Commercial

- Delivered strong market share growth across North America, Europe and Emerging Markets driven by the acquisition of new customers, formulary and key tender wins.
- Expanded patient reach through 25 new launches.
- Unlocked value from legacy Branded Formulations India business through divestment of non-core Nephrology and Dermatology business units to Eris Lifesciences.
- Strategic collaboration with Eris Lifesciences to expand patient access to our portfolio of Metabolics, Oncology and Critical Care products in India.

Financial

- Crossed USD 1 billion revenue threshold.
- Pared down acquisition debt by USD 250 million.

Portfolio & Pipeline

- First company to receive U.S. FDA approval for bAflibercept with an interchangeable designation; also approved by EMA.
- U.S. FDA accepted bUstekinumab Biologics License Application (BLA) for review.
- Signed a settlement agreement with Janssen Biotech Inc. and Johnson & Johnson for bUstekinumab to secure a U.S. market entry date of February 22, 2025 subject to U.S. FDA approval.
- Signed a settlement agreement with Bayer and Regeneron Pharmaceuticals for bAflibercept to secure a market entry date of July 1, 2025 in Canada; already provisionally approved by Health Canada.
- Initiated Global Phase 3 trial for bPertuzumab.

People

- Transformed into a more global and diverse organization with employees in 25+ countries representing 30+ nationalities and ethnicities.
- Increased the proportion of women in the workforce to 29% in FY24 from 24% in FY23.
- Achieved the lowest attrition in 4+ years.

Priorities

- Drive profitable and sustainable growth.
- Expand depth and breadth of patient and customer reach.
- Secure near-term U.S. FDA approvals.
- Continued progression of product pipeline.
- Build "future ready" digital and other capabilities across the value chain.

Key Growth Drivers

Increased market shares for existing products.

Near term launches in the U.S. including bUstekinumab, bAspart and bBevacizumab.

Strengthen presence in top 5 European markets: Germany, France, UK, Spain, Italy.

Challenges

- Increased pricing pressure and competition in select markets.

Outlook

- Focus on leveraging the new vertically integrated model to accelerate growth for existing products and markets while simultaneously expanding geographical footprint and preparing for new product launches to drive sustainable and profitable growth
- Continue to invest in advancing and building a highly competitive product pipeline and expect R&D investments to be in the range of 8 - 9% of revenues to drive mid to long-term growth.

Research Services Business

Putting Science to Work

Syngene International - Executive Leadership Team

Jonathan Hunt
CEO & Managing Director

Sibaji Biswas
Executive Director & Chief Financial Officer

Andrew Webster
Chief Human Resources Officer

Alok Mehrotra
Chief Quality Officer

Kenneth Barr
Senior Vice President – Discovery Services

Alex Del Priore
Senior Vice President – Manufacturing

Caroline Hempstead
Head of Corporate Affairs

Business Snapshot

Syngene is an integrated research, development, and manufacturing services company catering to various sectors such as pharmaceuticals, biotechnology, nutrition, animal health, consumer goods, and specialty chemicals. Syngene's team of over 5,600 scientists possesses the expertise and capability to deliver great science, ensuring robust data security and high-quality manufacturing, at speed, to improve time-to-market and lower the cost of innovation. With dedicated research facilities for Amgen, Baxter, and Bristol-Myers Squibb, along with 2 million square feet of specialist discovery, development, and manufacturing facilities, Syngene collaborates with biotech companies and multinationals like GSK, Zoetis, and Merck KGaA, supporting their pursuit of leading-edge science.

5,600
Scientists

2
Million sq. ft., R&D and manufacturing infrastructure

400+
Active clients

Research Services Business

Highlights of the Year

- Acquired a multi-modal biologics manufacturing facility from Stelis Biopharma Ltd., which will triple Syngene's biomanufacturing capacity when operational. It also includes a commercial scale, high-speed fill-finish unit.
- Received U.S. FDA approval for APIs manufacturing facility in Mangaluru.
- Operationalized a new capability for purifying and separating chiral compounds and HPAPIs in our Development Services business.
- Commissioned a state-of-the-art, digitally enabled Quality Control laboratory to support the growing biologics operations.
- Commissioned a centralized compound management facility in Hyderabad, which will serve as a central storage facility for all compounds synthesized by Syngene.
- Acquired 17 acres of land in Genome Valley, Hyderabad, to accommodate future growth.

Priorities

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

Key Growth Drivers

Enhanced capabilities in commercial manufacturing of biologics.

Repeat and new business in the Development Services.

Stable revenues in the Dedicated Centers business and good growth in the Discovery Services business.

Artificial Intelligence (AI) platforms that bring speed, accuracy, and novel solutions to our business.

Challenges

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

Outlook

- Revenue growth in FY25 expected to be in the range of high single digits to low double digits with momentum building up during the year.
- EBITDA margin is expected to be similar to FY24 level of 31%; with Profit after Tax (PAT) growth projected in single digits.

Novel Biologics Business

Pushing Scientific Boundaries to Deliver Impactful Innovations

355

USD million, Total funding raised from investors by Bicara Therapeutics.

Itolizumab

Biocon introduced Itolizumab, the world's first novel anti-CD6 monoclonal antibody, targeting psoriasis in India in 2013 under the brand name ALZUMAb®. Licensed to Equillium for specific markets in 2017, Itolizumab is now being developed by them for severe immune-inflammatory diseases including acute Graft-Versus-Host Disease (aGVHD) and systemic lupus erythematosus/lupus nephritis. Equillium has entered into an Option and Asset Purchase Agreement with Japan's Ono Pharmaceutical Co., Ltd, granting them an exclusive option to acquire Equillium's rights to Itolizumab. Their option decision is expected in the second half of calendar year 2024.

Highlights of the Year

- Announced positive topline data from the Phase 1b EQUALISE Study of Itolizumab in patients with lupus nephritis.
- Presented data from the Phase 1b EQUALISE Study at the annual meetings of the American Society of Nephrology and the American College of Rheumatology.

Bicara Therapeutics

Bicara Therapeutics, based in Boston, U.S., is developing innovative bifunctional antibodies that leverage immuno-oncology advancements. With access to the thriving U.S. innovation ecosystem, Bicara collaborates with scientific teams in Boston and Bengaluru to pioneer rapid and cost-effective breakthroughs. Their lead molecule, BCA101, targets EGFR-positive tumors by inhibiting epidermal growth factor receptor (EGFR) and disabling TGF-ß directly at the tumor site, utilizing a TGF-ß trap. Bicara has raised USD 355 million to date from a syndicate of biotech investors. As a result, Biocon's shareholding in Bicara has diluted to 14% and they are no longer considered an 'associate company' of the Biocon Group.

Highlights of the Year

- Closed a USD 165 million Series C financing in December 2023, led by TPG and Braidwell.
- Presented positive interim data from the ongoing, open-label Phase 1/1b dose expansion study of BCA101 at the European Society for Medical Oncology (ESMO) Congress.

Our **Global** Presence

Exploring New Geographies

Biocon
- Delaware, U.S.
- New Jersey, U.S.

Biocon Biologics
- New Jersey, U.S.
- Cambridge, U.S.
- Toronto, Canada

Biocon Biologics
- Casablanca, Morocco

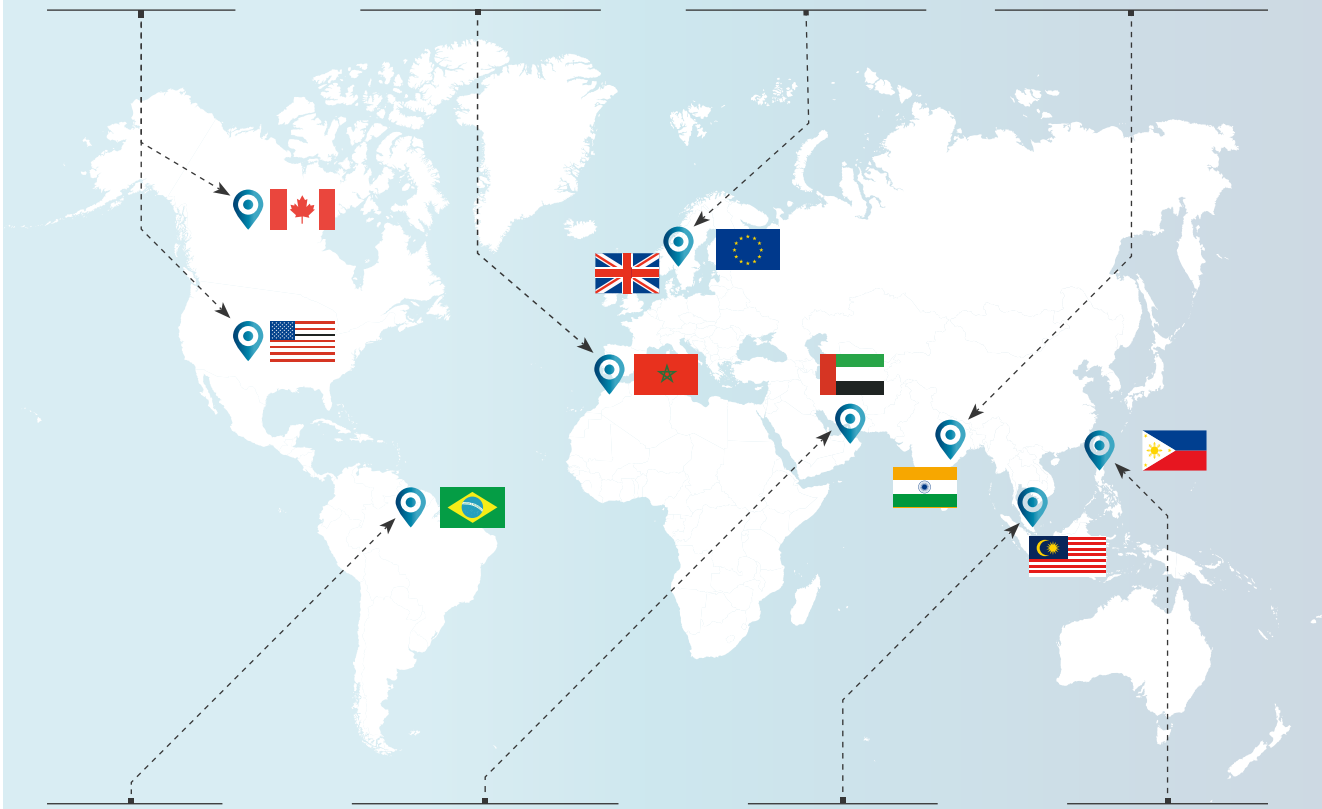
Biocon
- London, UK
- Dublin, Ireland
- Mosta, Malta
- Delemont, Switzerland

Biocon Biologics
- London, UK
- Dublin, Ireland
- Bad Homburg, Germany
- Lyon, France
- Athens, Greece

Biocon
- Bengaluru, India(HQ)
- Visakhapatnam, India
- Hyderabad, India

Biocon Biologics
- Bengaluru, India (HQ)
- Chennai, India

Syngene
- Bengaluru, India (HQ)
- Mangaluru, India
- Hyderabad, India



Biocon Biologics
- Sao Paulo, Brazil

Biocon & Biocon Biologics
- Dubai, UAE

Biocon Biologics
- Johor, Malaysia

Biocon Biologics
- Manila, Philippines

Offices | Manufacturing Facilities | R&D Facilities

CHAIRPERSON'S MESSAGE

The Multiplier Effect: Maximizing Value

Kiran Mazumdar-Shaw
Executive Chairperson

Dear Shareholders,

Over the past 45 years, Biocon has strategically invested in multiple businesses, evolving into a diversified global biopharmaceutical enterprise that provides generic and biosimilar products, as well as research services, to drive health equity worldwide. This risk-balanced strategy has resulted in a 'multiplier effect' driving business expansion and unlocking value across segments.

By advancing research, increasing manufacturing scale, and expanding commercial presence, Biocon is creating a ripple effect – a "multiplier" – that benefits both patients and the planet.

Biocon's long-term investments in world-class research and manufacturing, coupled with a robust quality culture, have created an innovative and reliable global brand, committed to delivering effective, safe, and patient-centric healthcare that is timely, equitable, and efficient.

By advancing research, increasing manufacturing scale, and expanding commercial presence, Biocon is creating a ripple effect – a "multiplier" – that benefits both patients and the planet.

The 'Multiplier Effect' in Action

We have historically capitalized on the interconnectedness of our businesses to draw on complementary capabilities, expand our reach, and deliver value to our shareholders. Building on the shared legacy of Biocon's scientific excellence, our Generics, Biosimilars and Research Services businesses have emerged as uniquely differentiated world-class players in their respective domains.

Biocon Biologics, which had embarked on a transformational journey with the acquisition of Viatris' global biosimilars business in FY23, successfully completed the operational and organizational integration of the acquired business across 120+ countries in FY24. Consolidation of the newly acquired business has multiplied our commercial reach. We leveraged our broader and deeper commercial footprint to grow our biosimilars business with Biocon Biologics surpassing the annual revenue milestone of USD 1 billion in FY24.

Our Generics business, which is focused on creating and capturing value through vertical integration, multiplied its future

growth drivers with the approval of Liraglutide, a GLP-1 peptide. The approval from the Medicines and Healthcare products Regulatory Agency (MHRA), UK, for Liraglutide, a vertically integrated product, is the first approval for a generic version of this diabetes and weight management treatment in a major regulated market.

Several years ago, Syngene embarked on a strategic journey to transform itself into a full-service partner for its clients, covering all aspects from discovery to development and manufacturing. While extending our leadership position in research services we expanded our development and manufacturing services to establish ourselves as a leading contract development and manufacturing organization (CDMO). This move leveraged our established track record in discovery, research, and development for both small and large molecules. Today, Syngene stands as a premier company with leading capabilities in biologics manufacturing, thereby addressing multiple requirements of the global pharmaceuticals industry encompassing discovery and development research.

Delivering Business Excellence

At Biocon Group, we are continually striving to refine and enhance our activities and processes with the aim of assuring the highest quality of products and services. We instituted the John Shaw Excellence Awards (JSEA) this year to evaluate, assess, calibrate, recognize, and reward strategic business units across the Group for achieving a level of excellence at par with internationally acclaimed awards such as the Deming Prize.

Championing Sustainability

By integrating ESG principles into our strategy and daily decision-making processes, we are seeking to ensure the holistic well-being of all our stakeholders and the wider ecosystem. As a responsible corporate citizen, we are contributing significantly to the overarching aim of sustainable development. In the 2023 S&P Corporate Sustainability Assessment, we improved our Global ESG Score to 63 from 52 the previous year, thus featuring on the Dow Jones Sustainability Emerging Markets Index for the third consecutive year. We also featured in the S&P Global Sustainability Yearbook 2024 for the second year in a row.

As a Company, we have chosen to use resources responsibly and cut greenhouse gas emissions and waste to reduce our environmental impact. Biocon Limited has set itself ambitious targets for reducing our Scope 1 and Scope 2 emissions, lowering freshwater consumption, and ensuring 100% recycling of waste. I am happy to report that we made good progress towards these goals this year.

Management and Board Appointments

During the year, we appointed Peter Bains as Biocon Group CEO, who is responsible for capitalizing on the synergies between the three Biocon Group entities with the aim of maximizing the combined value for all stakeholders. Peter's comprehensive understanding of the Group, coupled with his extensive global leadership experience and successful track record across the biopharmaceutical sector, will be a great value add in pursuing the Group's growth strategy.

Rekha Mehrotra Menon and Nicholas Robert Haggar joined Biocon's Board as Independent Directors in FY24. Rekha, an industry leader in technology-driven innovation, previously chaired Accenture in India. Nicholas, with over 30 years of experience, has held key roles in global pharmaceutical and healthcare enterprises. Atul Dhawan, who joined the Board as an Independent Director in May 2024, brings four decades of experience in governance, strategy, and other diverse fields.

Dividend

Biocon's Board recommended a final dividend of ₹0.50 per share, at the rate of 10% of the face value of the stock in FY24.

By integrating ESG principles into our strategy and daily decision-making processes, we are seeking to ensure the holistic well-being of all our stakeholders and the wider ecosystem.

Aiming for Sustainable Growth

Debt reduction and strengthening of the balance sheet are high on Biocon's agenda. In FY24, we (Biocon Biologics) prepaid USD 250 million of the long-term debt obtained by the Company to fund the acquisition in the Biosimilars business.

I would like to conclude by expressing my deep gratitude to all our shareholders for their continued trust and look forward to their support as we work together towards addressing patients' needs and enabling health equity while driving business expansion and maximizing shareholder value.

Yours sincerely,

Sd/-

Kiran Mazumdar-Shaw
Executive Chairperson
Biocon Limited
Biocon Biologics Limited
June 28, 2024

A Journey of **Innovation and Growth**

Peter Bains
Group CEO
Biocon Limited

Dear Shareholders,

It is my pleasure and privilege to write to you in my role as Group CEO, Biocon. In this 2024 Integrated Annual Report, I would like to provide some outlines and insights on the context and prospects for an exciting phase of sustainable growth ahead for the Biocon Group companies.

Biocon Group companies operate and compete in the global biopharmaceuticals industry whose overall purpose is to both advance and to maintain global population health and wellness.

In 2023, the global biopharmaceuticals market was valued at USD 1.4 trillion, and is anticipated to grow at a compounded annual growth rate (CAGR) between 5% and 8% to ~USD 2.3 trillion by 2028. The global generics market, which was at ~USD 300 billion in 2023, is estimated to grow at 6% CAGR over the same period. Specialty drugs, used to treat complex, chronic conditions such as cancer, rheumatoid arthritis, and multiple sclerosis, are expected to grow at a CAGR of 8-15%.

The focus of innovation-based biopharmaceutical companies is to advance the standards of care in interventional medicine, by discovering and developing new medicines that improve the way we combat diseases and therefore improve health outcomes. Some of their innovative successes have been remarkable and many have contributed to both increased life expectancy and quality of life improvements as witnessed in the recent decades. The innovation-based biopharma model is incentivised and rewarded for the risks and costs of experimental drug discovery and development with the grant of intellectual property (IP) that provides innovators with a temporary monopoly to exploit their inventions.

Innovators generally compete on quality and differentiated health outcomes. IP-protected innovative drugs comprise ~20% of global medicine consumption by volume and ~80% by value; their pricing makes them inaccessible to most of the global population.

The focus of generics-based biopharmaceutical companies is to develop, manufacture and supply innovator medicines, and make them widely available, at a significantly lower cost, once the innovators' IP protection has elapsed. Generic medicines receive no IP protection and compete on quality, cost, and supply reliability. The generics industry comprises ~80% of global medicine consumption by volume and ~20% by value.

Broadly speaking, while it is the innovation-based biopharma industry that advances the standards of care of global interventional medicine, it is the generics biopharma industry that maintains the health of the global population.

Both industries are essential, and at Biocon we are committed to play our part in supporting both the advancement of innovative medicines and maintaining global health by delivering on our mission of enabling health equity worldwide through affordable access to essential and lifesaving therapeutics.

We engage in this mission through the three principal businesses of our Group enterprise model: Generics, managed by Biocon Limited; Biosimilars, spearheaded by Biocon Biologics; and Research, Development and Manufacturing Services, driven by Syngene.

While each of the businesses are at different stages of maturity, they share common themes of strategic evolution in building globally scaled, vertically integrated business models with differentiated capability offerings, addressing high growth market opportunities where we believe we can compete effectively and pursue leadership on the global stage.

This approach and ambition provide the basis of our commitment to expanding access and affordability to deliver essential and lifesaving medicines to patients, as well as delivering superior long-term returns to our investors.

In FY24, all the three businesses delivered significant operational successes and made clear advances in preparation for future growth.

Biocon Biologics: Large Molecule Biosimilar Medicines

Biological medicines, whose manufacture involves biologically based synthesis have, over the past 30 years, emerged as the second leg of interventional medicines alongside traditional chemically synthesized medicines. In 2023, biologics accounted for approximately 25% of the global pharma market sales of USD 1.4 trillion. By 2027, global biologic medicines spending is expected to account for more than one-third of the global medicines spending by value.

At Biocon, we are committed to play our part in supporting both the advancement of innovative medicines and maintaining global health by delivering affordable access to essential and lifesaving therapeutics.

Biocon Biologics' roots lie in the Group's product development and manufacturing expertise in fermentation and expression systems; the very core of making biological medicines. Beginning with a range of insulins to address diabetes, Biocon Biologics' portfolio has expanded to include monoclonal antibodies where we now have a globally competitive portfolio and a pipeline of biosimilar assets focused in the large and fast-growing oncology and immunology therapy areas.

To leverage Biocon Biologics' core expertise in development and manufacturing, the Company has evolved through a series of commercial collaborations and partnerships to enable extended reach of its portfolio to patients globally. This evolution culminated in the transformative acquisition of the global biosimilars business of our erstwhile partner Viatris in November 2022, creating within Biocon Biologics a fully integrated 'lab to market' globally scaled and enabled biosimilars enterprise with one of the strongest portfolios and pipelines in the industry.

While each of Biocon Group's three key businesses has clear and differentiated market strategies and opportunities, they also share commonalities that provide a clear basis for further synergistic value unlocking and leverage.

The central strategic rationale of the acquisition is our view that a fully integrated biosimilars enterprise model, with end-to-end control of both its value creation through development and manufacturing and its value capture though distribution and commercialisation with full line of sight to customers and patients, has material and durable competitive advantage over models that are 'disintegrated' or component plays.

In FY24, Biocon Biologics completed the full operational transition and integration of the acquired business across more than 120 countries, a complex and demanding exercise that was completed one year ahead of schedule. At the same time, the business was able to maintain strong momentum for its commercialized products, crossing the USD 1 billion annual sales threshold and delivering commendable market share growth across its portfolio in the U.S., Europe, and the Emerging Markets. This immediate market traction augurs well as we look to extend commercial reach and depth with both existing products and with the introduction of new products from our exciting development pipeline.

With eight biosimilars in the market and 12 pipeline products, adding up to a portfolio of 20 assets, Biocon Biologics is well positioned to leverage its new fully integrated enterprise model and capitalize on the rapidly expanding global biosimilars market, which is predicted to quadruple between 2021 and 2030 , benefiting from more than USD 200 billion of originator biologics losing exclusivity.

Biocon Limited: Small Molecule Generic Medicines

Biocon's small molecule Generics business is built on the foundation of its heritage and differential expertise in fermentation manufacturing technologies and has been the cornerstone and catalyst of the Company's global ambitions for over two decades.

Today, following capability and capacity investments made over the past five years, our Generics business is in a phase of significant, rapid and exciting evolution where we have clear visibility of two new high potential waves of growth. The first wave is already underway as we complement our strengths in manufacturing and selling Active Pharmaceutical Ingredients (APIs) in the areas of statins, immunosuppressants and oncology with the introduction of a wide range of speciality formulations, both sterile and oral solid dose, creating a powerful vertically integrated and expanded value chain opportunity.

In the near to mid-term, as more products are launched, we expect the Generic Formulations business, which crossed the USD 100 million threshold in 2024, to grow rapidly and overtake the APIs business in terms of both revenues and profitability.

The second wave of growth will be driven by our entry into peptides, and in particular, the glucagon-like peptide (GLP) market opportunities. The advent of GLP drugs to address obesity, which has become a major global health crisis with extensive co-morbidities including in areas such as diabetes, cardiovascular, liver and kidney diseases, is generating a class of drugs expected to reach ~USD 100 billion in originator sales by 2028.

Biocon Generics has been strategically investing in GLP-related API and formulation capabilities and capacities over the past five years and is now poised to begin commercialization as innovator GLP medicines start to lose their IP exclusivity.

Gaining approval for our gLiraglutide GLP in the UK in March represented another Biocon landmark, as we became the first generic company globally to obtain approval for a generic GLP medicine in a major regulated market, and also provided a strong signal of Biocon's scientific prowess in developing and manufacturing complex peptide drug/device products.

This augurs well for our extensive pipeline of future GLP and GLP combination products. Looking forward, our focus will be on both building upon our initial regulatory success, with multiple additional product filings and approvals in strategic markets planned, and on executing and optimizing initial market launches which are expected to commence in the second half of FY25. We expect GLPs to become the key driver of growth from FY26 onwards.

To fully leverage value capture of these high potential growth opportunities, our Generics business also focused on expanding and strengthening its global commercial footprint, building expanded reach and capability through both 'direct to market' and 'partnership' models.

The Generics business, through the investments made in the last five years, is now well positioned for a period of sustained growth.

Syngene: Contract Research, Development and Manufacturing Services

With a proven history and consistently successful track record in small and large molecule research and development services, Syngene has recently invested in strategically expanding its platform capabilities into commercial-scale manufacturing, both small molecule chemical synthesis and large molecule biomanufacturing.

This evolution comes at a time when the global Contract Development and Manufacturing Organization (CDMO) market, valued at ~USD 82 billion in 2023, is projected to grow at a CAGR of 15%, reaching a market size of USD 165 billion by 2028.

The strategic decade-long partnership with Zoetis, along with the acquisition of the Stelis manufacturing facility in Bengaluru that will triple its biomanufacturing capacity, clearly underpins Syngene's ambitions in the fast-growing biomanufacturing space.

In addition to robust underlying CDMO market fundamentals, two wider market dynamics can further strengthen Syngene's growth outlook.

The first is the visibility of a return of early stage research and discovery funding in the U.S. biotech sector from U.S. venture capital (VC). In FY24, we witnessed a sector-wide research services slowdown resulting from U.S. venture funding contraction from which Syngene was not immune. The return of VC funding provides the basis of an opportunity for a recovery to growth in Syngene's Research Services arm.

The second market dynamic that can influence the broader sector outlook stems from recent policy directives emerging from the U.S. Biosecure Act. These directives are likely to drive a shift in the balance of U.S. Contract Research and Development Manufacturing Organization (CRDMO) services away from China. As a result, Syngene may find new opportunities as U.S.-based and Western life sciences companies seek alternative service providers.

Market fundamentals and potential tailwinds present a promising outlook for Syngene's continued growth story.

Exploiting Synergies

While each of Biocon Group's three key businesses has clear and differentiated market strategies and opportunities, creating strength through diversification, they also share commonalities and convergences that provide a clear basis for further synergistic value unlocking and leverage.

Shared common heritages in Biocon's technical, development and manufacturing expertise lie at the core of each of the three businesses and present multiple opportunities for inter-group collaboration and value enhancement.

Commonalities in operations, for example in purchasing and distribution supply chains, provide an opportunity for exploiting economies of scale and driving synergy benefits. Strategic convergences, such as those in therapy areas focused on diabetes, obesity and oncology, offer opportunities for collaboration and value enhancement among shared customers. By coordinating efforts and complementing each other's strengths, Biocon's businesses can leverage these synergies and multiply both commercial value capture and the impact we are making on global health.

Looking Ahead

Biocon Group celebrated its 45th anniversary in 2023, a very proud milestone reflecting over four decades of bold, innovative, and determined evolution focussed on leveraging core biopharmaceutical manufacturing and development expertise towards improving equitable access and affordability of medicines to patients globally.

As a Group, Biocon has always sought to pursue new opportunities whilst building on its differentiated core capabilities. As we look forward, I believe the Group is very well positioned to successfully continue this approach with strengthened vertically integrated and globally scaled business models and strong market growth fundamentals for each of its businesses, presenting a clear and exciting opportunity for sustained future growth.

In closing, I would like to acknowledge the tremendous contribution of all Bioconites working across our global geographies whose skills, energy and commitment make possible all that we do.

Thank You.

Sd/-

Peter Bains
Group CEO, Biocon Limited
June 28, 2024

A Year of **Strategic Expansion**

Siddharth Mittal
CEO & Managing Director
Biocon Limited

Dear Shareholders,

Ever since our journey began 45 years ago, the Biocon Group has harnessed the 'multiplier effect' to maximize the value we deliver to our customers, shareholders and other stakeholders. We have leveraged synergies between our businesses to drive growth, accelerate scientific excellence and rapidly expand our global engagement. All of which combine to add momentum to our mission to make high quality medicines accessible to more patients across the world.

The fiscal year under review, FY24, saw a robust performance at the Group level with consolidated revenues growing by 35% to ₹156,212 million, led by a 58% growth in our Biosimilars business. The Research Services and Generics businesses grew revenues by 9% and 1%, respectively. Net Profit of the Group, after exceptional items, also reported a healthy 121% growth to ₹10,225 million.

Generics

FY24 was a mixed bag for the Generics business. Generic Formulations delivered a robust performance across geographies, surpassing the USD 100 million milestone in annual sales. This performance was driven by increased base business volumes, successful new product launches and strategic expansion into new markets. However, these gains were offset by degrowth in the Active Pharmaceutical Ingredients (APIs) business, which faced severe pricing pressures.

FY24 marked the conclusion of a five-year strategy plan, defined in 2019, with initiatives that helped us build a strong foundation for future growth. We strengthened our R&D capabilities, grew our product pipeline, especially in peptides, Highly Potent APIs (HPAPIs) and fermentation, expanded our manufacturing capacities, simplified processes and successfully implemented several digital transformation initiatives.

Our sights are now set firmly on the next five years. You will recollect that in my message to you last year, I had listed eight strategic priorities that will take Biocon to the next level. Let me recapitulate them: Development Excellence, Operational Excellence, Quality Excellence, Commercial Excellence, Cost Leadership, Innovation Focus, Talent Development and Digital Initiatives. These strategic priorities will continue to be the basis on which we drive our growth, with a focus on difficult-to-manufacture drugs such as peptides, fermentation APIs, HPAPIs and complex injectables. We will, simultaneously, continue our thrust on regional expansion through a direct presence and strategic long-term partnerships, our digitalization program, and operationalizing the capacity enhancement projects already underway.

Commercial Highlights

An important change that was implemented in the year was the integration of our APIs and Generic Formulations Commercial businesses. This was done with the aim of actively exploiting synergies in both portfolios by looking at them through a single lens.

In terms of product launches during the year, we launched two products in the U.S., Liothyronine Sodium tablets and Famotidine oral suspension. In line with our Most of the World (MoW) expansion strategy, we launched Mycophenolic Sodium tablets in Israel, our first drug product in this country, and Everolimus tablets in Saudi Arabia.

I am also pleased to let you know that we gained market share for some of our commercial products in the U.S. and secured new tenders in other countries, including the UK, Scotland, Singapore, and Saudi Arabia.

We entered into three important commercial agreements that will expand our footprint in MoW markets. In Canada, we signed an agreement with Juno Pharmaceuticals for the commercialization of Liraglutide, for the treatment and management of Type 2 diabetes and obesity.

More recently, in April 2024, we signed a licensing and supply agreement for the commercialization of Semaglutide (gOzempic®) in Brazil with Biomm S.A. And in May 2024, we entered into an agreement with Medix in Mexico, for the commercialization of Liraglutide (gSaxenda®)*.

Regulatory Highlights

On the R&D front, our investments and scientific acumen continued to pay dividends. FY24 saw us file 37 drug master files for 21 products in different markets, including three in the U.S.

FY24 marked the conclusion of a five-year strategy plan, with initiatives that helped us build a strong foundation for future growth.

During the financial year, we also received 24 approvals for our drug products in different markets.

We achieved a significant milestone with the approval of Liraglutide (gVictoza® and gSaxenda®) in the UK, becoming the first company to secure approval for this drug product in a major regulated market. The approval provides evidence of our capability to develop vertically integrated complex peptide products, and strengthens our position in the market to exploit future growth opportunities. We also obtained approvals in the UK for Dimethyl Fumarate capsules, Dabigatran capsules and Rivaroxaban tablets.

In the U.S., apart from the two products commercialized, we received two other approvals for Vigabatrin capsules and Oxcarbazepine oral suspension. We also secured tentative approvals for Lenalidomide capsules and Dasatinib tablets.

In the European Union, approval was obtained for two anticoagulant products, Rivaroxaban tablets and Dabigatran capsules.

*Victoza®, Saxenda® and Ozempic® are registered trademarks of Novo Nordisk A/S

We have our strategies in place for the next five years and are well poised to exploit the tremendous opportunities that exist in the market.

In MoW countries, we received 11 product approvals, including our first Generic Formulations approval in China for Mycophenolate Sodium (MPS), which paves the way for our finished dosage formulations into this key strategic market.

More recently, in April 2024, we received our first approval in South Africa for Tacrolimus capsules.

Our R&D program gathered momentum through the year. We added over 500 enzymes to our enzyme library and identified novel indigenous enzymes for a few products. This progressive shift to green chemistry not only aligns with our commitment to decreasing the environmental impact of our operations, but also helps us become more efficient and cost competitive.

Operational Excellence

Operational excellence is another of Biocon's strategic priorities. We are actively working to increase our manufacturing capacity and enhance product quality through the adoption of state-of-the-art technologies and processes.

Our greenfield immunosuppressants facility in Visakhapatnam obtained a Certificate of Suitability (CEP) from the European Directorate for the Quality of Medicines & HealthCare (EDQM). We expect the facility to be inspected and qualified by other regulatory authorities in FY25.

We also completed process validation at our large volume peptides facility at Bengaluru, while it is in progress at our Synthetic APIs facility in Hyderabad. In FY24, we formally commenced the construction of our new injectable facility in Bengaluru with a ground-breaking ceremony.

We acquired an oral solid dosage manufacturing facility in Cranbury, New Jersey, U.S. This will complement our facility in Bengaluru and enable us to get new products to market faster in the region, as well as ensure continuity of supply. We have completed transitioning the facility's employees to Biocon and have begun qualifying the site for our products.

Understanding the criticality of process improvement and digital initiatives to achieve operational excellence, in FY24, we rationalized close to 60% of our Standard Operating Procedures (SOPs). This process simplification will enhance compliance, while increasing productivity, shortening timeliness and minimizing errors. Several key digital initiatives such as Manufacturing Execution System (MES), Regulatory Information Management System (RIMS), paperless preventive maintenance and Document Management System (DMS) went live during the year. We also identified and executed several Lean Six Sigma projects and our efforts received external recognition as well. We were awarded the 'Jury Champion Award in the Breakthrough Category' at the CII National Kaizen Champions Trophy Competition 2023, and we bagged two awards for excellence at the 37th National Convention on Quality Concepts 2023.

Inspections and audits by regulatory authorities from different markets are critical to our business performance, and we constantly strive to achieve an all-time-audit-ready status by adopting a culture of excellence throughout the organization. Several of our facilities underwent successful inspections over the course of the year, including pre-approval inspections by the U.S. FDA at our Hyderabad APIs facility and the oral solid dosage facility in Bengaluru, an inspection by Cofepris, Mexico, of our Hyderabad APIs facility, and one by TGA, Australia, of our APIs manufacturing unit at Visakhapatnam.

The Brazilian Health Authority, ANVISA, issued GMP certificates for two products from the Visakhapatnam APIs facility. In April 2024, the agency granted an approval for one product at the Bengaluru APIs plant, while an inspection of the

Hyderabad facility for 13 products ended with no observations recorded.

People Initiatives

Our people are our most valuable asset and I would like to now touch upon the programs and initiatives that we ran during the year to help them excel and achieve their career goals.

We conducted an organization-wide survey to understand our employees' needs, concerns and aspirations more clearly. As many as 91% of our employees participated in the survey, with over 90% of them giving very positive feedback. This is a strong indication of Biocon's stature as an employer of choice and a great workplace. In FY24, Biocon transitioned into a Role-Based Organisation structure, for employees at level 12 and above, to promote a more positive work culture and increase equity among roles.

The year also saw our diversity score increasing with 17.6% of all employees now being women, up from 14.7% in the previous year. What is even more encouraging is that close to 30% of our women chose to take up positions in manufacturing and were placed in operational roles. We also launched a talent development program to prepare more women for leadership roles, as well as a couple of flagship development programs to upskill identified talent on competencies and behaviors necessary to prepare them for higher roles.

Novel Biologics

Biocon's novel assets target autoimmune diseases and cancer. In 2017, we licensed Itolizumab, the world's first novel anti-CD6 monoclonal antibody, to Equillium for specific markets. Itolizumab is now being developed by them for severe immune-inflammatory diseases, including acute Graft-Versus-Host Disease (aGVHD) and systemic lupus erythematosus/lupus nephritis. Equillium presented positive data from the Phase 1b EQUALISE Study of itolizumab in patients with lupus nephritis at the annual meetings of the American Society of Nephrology and the American College of Rheumatology. It also announced positive topline data from the Phase 1b Study of Itolizumab in patients with lupus nephritis.

Equillium has entered into an Option and Asset Purchase agreement with Japan's Ono Pharmaceutical Co., Ltd, granting them an exclusive option to acquire Equillium's rights to Itolizumab. Their option decision is expected in the second half of calendar year 2024.

Biocon incubated Boston-based Bicara Therapeutics presented positive interim data from its ongoing, open-label Phase 1/1b dose expansion study of BCA101, at the European Society for Medical Oncology (ESMO) Congress, evoking strong investigator interest.

Bicara closed a Series B funding of USD 108 million and a Series C funding of USD 165 million. Biocon's shareholding in Bicara has now been diluted to 14% and the Company is no longer considered an associate company of the Biocon Group.

ESG

Biocon's Environmental, Social and Governance (ESG) strategy is comprehensive and articulated in detail, with definitive goals. It is one of our most important corporate priorities and we have, accordingly, set ourselves targets for a reduction in GHG emissions (Scope 1&2) and freshwater consumption, as well as an increase in circular economy waste management by achieving a Zero Waste to Landfill status within the next five years. I am happy to report that we are making progress on these fronts. Our Bengaluru sites achieved their highest renewable power utilization averaging 91% for the full year, and out of the total waste generated, about 83% is disposed of as circular waste with the balance disposed of as linear waste, across sites.

Biocon's inclusion in the S&P Global ESG Yearbook, for the second consecutive year, along with our S&P Global ESG score rising from 52 to 63, stands testament to our efforts in embedding sustainable practices throughout our operations. We also continued to feature on the DJSI Emerging Markets index for the third consecutive year.

We will continue to accelerate our sustainability programs and initiatives in the years ahead.

Conclusion

During the last five years, we have built a platform from which we can take Biocon to the next level of growth and expansion. We have our strategies in place for the next five years and are well poised to exploit the tremendous opportunities that exist in the market. In the year ahead, we will strengthen our base business, while we implement cost improvement initiatives and launch new products in important markets. We will leverage the momentum we have gained from our regulatory success in peptide and GLP-1 focused products to accelerate new product filings and approvals in strategic markets, that will deliver long-term growth and unlock value for our shareholders.

Before I conclude, I must express my appreciation of the Biocon team, whose committed and dedicated efforts enable us to deliver on our mission to maximize the reach of our medicines to patients.

I would also like to place on record my gratitude and appreciation to you, our shareholders, for your sustained faith in Biocon as we actively work to accelerate the Company's continued growth and expansion.

Yours Sincerely

Sd/-

Siddharth Mittal
CEO & Managing Director
Biocon Limited
June 28, 2024

Building a **Global Biosimilars Leader**

Shreehas Tambe
CEO & Managing Director
Biocon Biologics

Dear Shareholders,

The fiscal year 2024 (FY24) was a landmark year for Biocon Biologics. We crossed the USD 1 billion revenue mark as we successfully integrated the acquired biosimilars business to become a fully integrated, leading global biosimilars company with a presence in 120+ countries. That we were able to complete this integration exercise one year ahead of schedule underscores the strong focus on business continuity, an unwavering commitment to patients' needs and is a testament to the tireless efforts of our team.

Early in the transition process, we developed a three-stage strategy to enable Business Transformation – 'Preserve', 'Consolidate', 'Accelerate'. As we accelerated the integration program in FY24, our focus was to 'Preserve' value in the acquired business and Strengthen the Core, the Second stage is underway in FY25 as we 'Consolidate' the business and drive Operational Efficiency leading us to the third stage of our business transformation - 'Accelerate'.

Expanding Opportunity and Evolving Dynamics

Today, non-communicable diseases such as Cancer and Diabetes present the greatest health challenge and account for over 75% of all mortalities. Biologics are increasingly becoming the standard of care in these indications and are projected to be almost 40% of all pharmaceutical spends by 2028. High-quality affordable biosimilars are making these advanced treatments more accessible to patients globally and can potentially deliver billions of dollars in savings to health systems annually. Consequently, the global biosimilars market that was USD 21 billion in 2023 is projected to increase by 2.5x to reach USD 56 billion by 2030. This rapid growth is driven by strong adoption by patients and prescribers, an abundance of biologics reaching Loss of Exclusivity (LoE), and a supportive regulatory environment.

Amidst this backdrop, Biocon Biologics' fully integrated model is unique and a key strategic differentiator. Our rich research pipeline, proven track record of scientific and operational excellence and strong commercial capabilities position us favorably to succeed in the market.

The complex, large-scale integration of the acquired business was completed in phases, by geography. The first phase of countries in the Emerging Markets transitioned in July 2023 followed by North America in September 2023, Europe in November 2023, as we completed the integration process in December 2023. Business continuity was the central theme to ensure a seamless experience for all stakeholders, patients, partners, people. As we transitioned the business globally, we on-boarded an experienced global leadership team and built out new organizational capabilities across several important pillars such as policies, processes, digital infrastructure, compliance and governance.

Biocon Biologics delivered strong growth with revenues increasing by 58% year-on-year to ₹88,242 million in FY24. This growth was driven by a significant increase in market shares across regions, strategic deals, several key tender wins and 25 new launches. Fueled by several formulary and customer wins, our key commercial products in the U.S., bPegfilgrastim, bTrastuzumab and bGlargine, today have about 20% market share*. In Europe, we continue to see strong uptake for our products, with bAdalimumab and bTrastuzumab capturing double-digit shares in several key countries. On the Emerging Markets front, we hold dominant shares in several geographies and have significantly expanded our reach.

During the year, we entered into a long-term commercial collaboration with Eris Lifesciences in March 2024 to expand patient access to our portfolio of Metabolics, Oncology and Critical Care products in India with exclusive supply rights to these products. This strategic deal has allowed Biocon Biologics to monetize our commercial product brands in India even as we continue to remain committed to serving patients in India.

In keeping with our commitment to profitable, sustainable growth, revenue performance has translated to an equivalent increase in profitability with our EBITDA increasing 64% year-on-year to ₹21,896 million. This represents a healthy margin of 25% and is in line with our previous guidance. During the year, we also strengthened our balance sheet by paring down USD 250 million in acquisition debt.

During the year, we saw our pipeline progress and were the first company in the world to receive approval for YESAFILI®, our bAflibercept in the U.S. and E.U. We received provisional approval from Health Canada and signed a settlement agreement with Bayer Inc. and Regeneron Pharmaceuticals, Inc. to bring our product to Canadian patients in July 2025. Our bUstekinumab filing was accepted by the U.S. FDA for review and we have signed a settlement agreement with Janssen Biotech Inc., and Johnson & Johnson that clears the way to commercialize the product in the U.S. in February 2025, subject to regulatory approval, putting Biocon Biologics among the first wave of entrants to launch this product in the U.S.

Our rich research pipeline, proven track record of scientific and operational excellence and strong commercial capabilities position us favorably to succeed in the market.

Our new mAbs Drug Substance facility in Bengaluru, the largest of its kind in India, was approved by EMA and other regulatory agencies. These regulatory approvals unlock significant additional manufacturing capacity for our Oncology portfolio to serve more patients globally. We continue to engage with the U.S. FDA to schedule inspections at our Bengaluru, India, and Johor, Malaysia, facilities to facilitate the approvals for our bAspart, bBevacizumab products. The capacity expansion at our Insulins facility is progressing as planned and will enable

*Includes market share for unbranded bGlargine we supply to a closed-door pharmacy network in U.S.

Our focus now shifts to the 'Consolidate' stage, setting up the business well to 'Accelerate' as we look to make a meaningful difference across the world.

us to meet the increasing demand for our Diabetes portfolio across geographies. We continue to make good progress in expanding our global, distributed supply network.

These investments in our product portfolio and manufacturing footprint coupled with the digital technology initiatives across the value chain is the foundation that will enable growth in the years ahead.

ESG - Core of What We Do

As a purpose-driven organization, ESG is at the foundation of what we do and guides our business practices. We are actively working to minimize the environmental impact of our business by lowering carbon emissions, optimizing water usage, and reducing waste generation. The core of our business is to provide patients with access to lifesaving medicines and we are committed to expanding our reach in LIC/LMIC countries through partnerships with organizations like Insulin for Life.

In FY24, we have made significant strides on the human capital front by enhancing employee engagement, increasing gender diversity, and lowering attrition. We are also building a long-term ESG 'Strategic Plan' in line with the evolved business scale and reach.

I am delighted to share that our efforts and progress have been recognized externally and are yielding dividends. Having met the KPIs of our Sustainability Linked Loan, one of the largest of its kind, we have received related rebates from banks. Biocon Group's ESG score has increased from 52 to 63 in the Dow Jones Sustainability Index and was once again included in the S&P DJSI's prestigious annual Sustainability Yearbook 2024.

Looking Ahead

In FY24, we were able to successfully 'Preserve' value for all our stakeholders by ensuring a seamless transition and building a strong foundation for the future. Our focus in the coming year now shifts to the 'Consolidate' stage, setting up the business well to 'Accelerate' as we look to make a meaningful difference to healthcare and millions of patients' lives across the world.

I would like to thank our stakeholders for the trust they have placed in Biocon Biologics and re-affirm our commitment to unlock value for all – shareholders, patients, customers.

Yours sincerely,

Sd/-

Shreehas Tambe
CEO & Managing Director
Biocon Biologics Limited
June 28, 2024

SYNGENE CEO'S MESSAGE

A Year of Growth and **Innovation for Syngene**

Jonathan Hunt
CEO & Managing Director
Syngene

Dear Shareholders,

I am pleased to report another successful year of scientific innovation and share the progress that we have made on our strategic agenda. In what was a difficult year for the whole sector, Syngene continued to grow, deliver excellent service to our clients and make meaningful progress on our strategic goals.

Strategic Choices: Rebalancing our Business

We made the decision several years ago to forward integrate into the development and manufacturing segments of the industry, creating a more balanced business with two growth engines: contract research services (CRO); and contract development and manufacturing (CDMO) for small and large molecules. This

I believe that the year ahead will mark the start of a renewed phase of growth for our Company and I am confident that we are well positioned to be successful.

approach enables us to cater for diverse customer requirements offering services covering every step in the product discovery and development process. This avoids time delays and helps us expedite product delivery to market.

Highlights of the year included:

- The acquisition of the biologics manufacturing facility from Stelis Biopharma Ltd offering additional capacity for large molecule Drug Substance and Drug Product manufacturing.
- Commissioning of a facility for purifying and separating chiral and Highly Potent APIs. By integrating purification and separation in-house, we offer clients a seamless journey from initial synthesis to final purification.
- Commissioning of a digitally-enabled quality control laboratory to complement the new biologics manufacturing site. Leveraging advanced technology, this facility will optimize operational efficiency and uphold the highest standards of quality and traceability in our manufacturing processes.
- Commissioning of a centralized compound management facility in Hyderabad to serve as a central storage facility for all compounds synthesized by Syngene.
- The acquisition of land in Genome Valley, Hyderabad, to accommodate future growth.

Maintaining Standards

Upholding global quality standards is a key element of our license to operate, so we were pleased to receive U.S. FDA approval for the APIs manufacturing facility in Mangaluru in the first quarter to add to the approvals from the U.S., European and UK regulatory authorities for our biologics facilities in the previous fiscal year. We also completed 87 onsite client and regulatory audits during the year.

In recognition of our drive for excellence, the Company was identified as one of 'India's Best Managed Companies' by management consultant, Deloitte India.

Future Opportunities

Looking ahead, we are encouraged by the more positive signals in the global outsourcing markets: the funding for U.S. biotech companies has started to recover, having dipped in the period following the pandemic. Many small and medium-size biotechs choose to outsource their research and development, so with funding in place, we expect to capture our share of projects in the second half of the current fiscal year.

Among large corporations, we are seeing a shift towards de-risking supply chains through dual-sourcing and, in some cases, a desire to reduce dependence on China. Here, too, we believe Syngene will be able to capitalize on this opportunity as India emerges as an attractive alternative outsourcing destination.

Drawing this review of the year to a close, I would like to thank my Syngene colleagues for their great contributions over the past 12 months. I have valued the guidance of our Board and the support of shareholders and stakeholders in ensuring that we stay true to the long-term vision for the Company. I believe that the year ahead will mark the start of a renewed phase of growth for our Company and I am confident that we are well positioned to be successful.

Yours sincerely,

Sd/-

Jonathan Hunt
CEO & Managing Director
Syngene International Limited
June 28, 2024

Value Maximization
Through Prudent & Efficient Capital Allocation

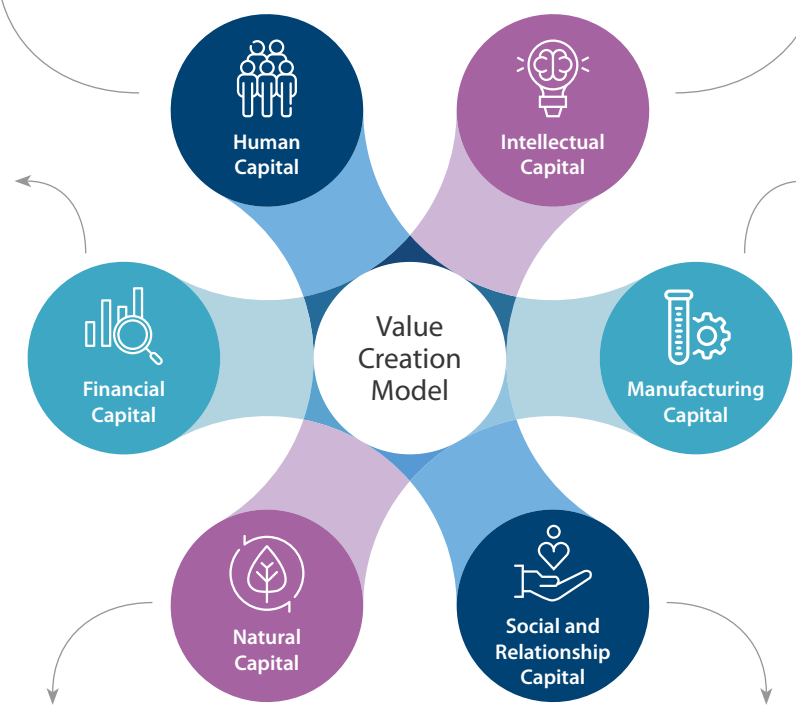
In the dynamic business environment of today, the concept of synergy is a powerful catalyst for growth. When diverse elements of an ecosystem integrate seamlessly, the outcome is not just additive, but exponential — a phenomenon we term the 'Multiplier Effect'. Our framework for value creation, grounded in the integration of six capitals as inputs and the generation of outputs, plays a pivotal role in offering an all-encompassing view of the Company's performance. It is here that the 'Multiplier Effect' comes into play. By optimizing the deployment of six capitals across our operations, we exceed conventional expectations and maximize value for all stakeholders.

Human Capital

We are constantly working towards building a culture that creates a sense of belonging and encourages ideation, collaboration, experimentation, and high performance, with a strong focus on Diversity, Equity, Inclusion and Belonging (DEIB). We are also committed to zero harm to the people we work with, and the community at large, by maintaining safe and reliable operations.

Intellectual Capital

We have built differentiated R&D capabilities by incorporating cutting-edge science and technology to build a diversified portfolio of generics, biosimilars and novel drugs, which have brought us credibility as an innovation-led organization focused on providing affordable healthcare.



Financial Capital

We are consistently driving optimal capital allocation to deliver long-term sustainable returns for our stakeholders.

Manufacturing Capital

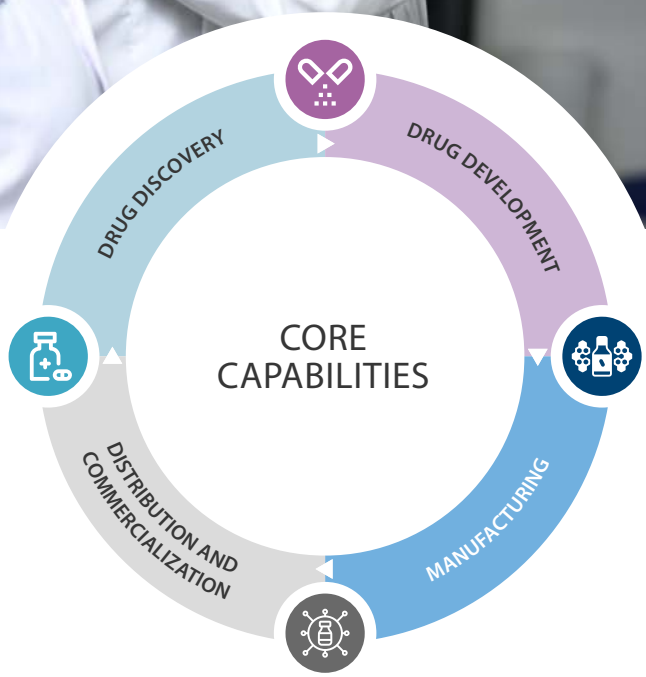
Our modular approach to capacity expansion enables us to effectively invest in physical assets such as manufacturing infrastructure and laboratories, while simultaneously ensuring quality, safety, efficiency, reliability, and sustainability through the adoption of innovative technologies and processes.

Natural Capital

We are consciously investing in environmental management and resource optimisation projects across geographies to limit the ecological impact from our operations. We continuously strive to reduce our greenhouse gas (GHG) emissions, transition to renewable power, recycle and recover resources, adopt responsible sourcing practices, drive productivity across our value chain and adopt digital solutions that create efficiencies.

Social and Relationship Capital

Our long-term relationships with patients, partners, customers, suppliers, and communities are key to our success and integral to our core strategy. Our corporate philanthropy is centered around building resilient solutions that enable underserved communities to live better, every day. We envision a future where everyone prospers in a secure environment with equal access to healthcare, education, and sustainable livelihoods.


DRUG DISCOVERY
DRUG DEVELOPMENT
MANUFACTURING
DISTRIBUTION AND COMMERCIALIZATION
CORE CAPABILITIES

Core **Capabilities**

Drug Discovery

Our Drug Discovery capabilities are at the forefront of scientific advancement. We have built capabilities to identify new therapeutic agents and develop them into commercial products or licensable assets through strategic partnerships. This approach has led us to be pioneers in developing, manufacturing, and launching a couple of novel biologics in India, namely an anti-EGFR mAb (Nimotuzumab) for head and neck cancer in 2006 and an anti-CD6 monoclonal antibody (Itolizumab) for psoriasis in 2013. Moreover, Syngene offers end-to-end drug discovery and development services for novel molecular entities to the global life sciences sector. We are leveraging AI-enabled drug discovery tools to push boundaries and unlock new possibilities for patients worldwide.

Drug Development

Biocon has built differentiated R&D capabilities and acquired expertise on drug development from cloning, cell line development, CMC to large-scale manufacturing and commercialization. We pursue a scientifically rigorous, ethically compliant and stage gate-based structured preclinical and clinical development strategy. Our expertise in conducting end-to-end clinical research supports early and late-phase clinical trials for biosimilars, novel biologics, small molecule generics, and post-approval safety services, including development strategy and advisory discussions with regulatory authorities.

Manufacturing

Our expertise spans microbial and mammalian expression platforms. Biocon uses bacterial and fungal strains to manufacture fermentation based APIs, along with synthetic APIs and peptides. Biocon Biologics uses CHO and NSO cell-based systems for producing monoclonal antibodies, and its proprietary *Pichia pastoris* technology platform for recombinant human insulin and insulin analog product lines. Our advanced analytical capability, anchored in cutting-edge tools and latest orthogonal approaches, ensure high-quality products. We leverage our expertise in Formulation and Product Science to convert drug substances into vials, cartridges, drug-device combination products like pre-filled syringes (PFS), pen devices and auto-injectors (both disposable & reusable).

Upgrading our manufacturing sites with automation and Industry 4.0 technologies positions us for future growth, whilst adhering to Good Manufacturing Practice (GMP) standards.

Distribution and Commercialization

We have made acquisitions and entered into strategic partnerships to expand our capabilities and reach in new markets. Our global scale, end-to-end supply chain processes encompass multiple business verticals, several manufacturing locations, and a diverse product portfolio. Meticulous planning, smart sourcing and disciplined monitoring enable us to ensure timely delivery of our generic APIs to our customers in over 100 countries. With the integration of the acquired business by Biocon Biologics, we now have a strong commercial footprint for our biosimilars across 120+ countries through a direct presence in U.S., Canada, Europe and eight key Emerging Market countries, namely UAE, Saudi Arabia, Morocco, South Africa, Brazil, Malaysia, Thailand, and the Philippines. The Generics Business has also entered into strategic partnerships in select markets to expand its commercial reach.

As a globally recognized biopharmaceuticals enterprise, the strategic priorities that define our goals and guide our actions are:

Patient Centricity
We are driven by the belief that the pharmaceuticals industry has a humanitarian responsibility to enable access to essential drugs for patients who are in need of them, and to do so with the power of innovation.

Focus on Science
Our 45-year legacy of being on the cutting edge of science has led us to bring competition to expensive originator medicines through our generics and biosimilars portfolios.

Access for All
Our philosophy of affordable innovation helps us make lifesaving medicines accessible to patients worldwide.

Quality First
We have an unwavering commitment to stringent quality controls in compliance with best-in-class global standards.

Sustainable Growth
Sustainable thinking is the cornerstone of corporate responsibility at Biocon.

People Power
Our work culture of unconventional thinking, focus on excellence and high degree of empowerment motivate our people to make a difference.

Strong commercial presence across

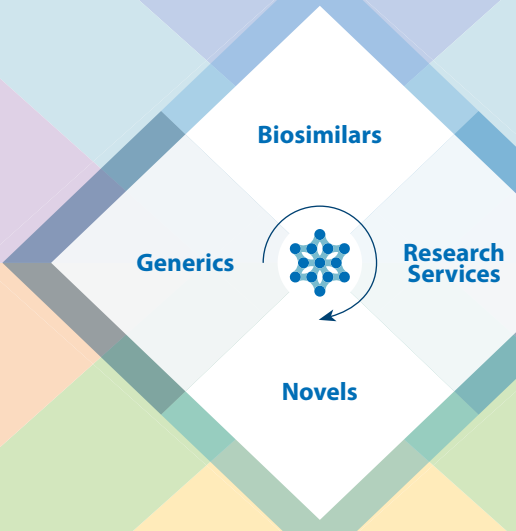
120+

countries

Value Creation Model

Capitals		Inputs	
Financial	Enabling sustainable growth through substantial capital expenditure, strategic R&D investment and manufacturing facilities; improving innovation, global reach and expanding product portfolio.	**Economic value generated/Revenue:** ₹156,212 million **Economic value distributed:** ₹119,772 million	**Net R&D investment:** ₹11,540 million **Working capital ratio:** 0.99
Manufacturing	Attaining operational efficiency through continual investment and enhancement of manufacturing capabilities, with a focus on state-of-the-art technologies.	**Manufacturing sites** BL : 7 BBL: 3	**CapEx:** ₹19,316 million
Intellectual	Our research and development efforts utilize cutting-edge technologies, specialized knowledge, and strategic collaborations to drive innovation on a global scale.	**R&D centers:** 5 BL: 1 BBL: 2 Syngene: 2	**R&D staff** BL: 406 BBL: 451 Syngene: 5,600 **Net R&D investment:** 10%* *As % of Revenue (ex-Syngene)
Human	Focused on developing a workplace culture that instils a sense of belonging, stimulates creativity, promotes teamwork and innovative thinking.	**Employees:** 16,315 **Spending on Learning & Development (L&D):** ₹73 million	**Staff costs:** ₹21,370 million **New hires:** 3,600+
Natural	Committed to implement sustainable practices, emphasizing energy efficiency, greenhouse gas reduction, and optimizing wastewater and waste management systems.	**GHG emissions (Scope 1 & Scope 2):** 155,417 tCO_2e **Power consumption:** 394,675 MWh	**Water withdrawal:** 1.92 million m^3 **Waste generated:** 44,490 tons
Social and Relationship	Through forging partnerships and fostering community development, we aim to achieve robust outcomes.	**CSR expenditure:** ₹315.4 million **Number of projects undertaken:** 16 **Areas of intervention:** Healthcare, education, research, environment, rural development & women empowerment	**Supply chain expenditure:** ₹54,000+ million

One Company, Four Unique Offerings Across the Pharmaceutical Value Chain



BL: Biocon Limited
BBL: Biocon Biologics

Impact on UN Sustainable Development Goals (SDGs)

No Poverty | Good Health and Well-Being | Quality Education | Gender Equality | Clean Water and Sanitation | Affordable and Clean Energy | Decent Work and Economic Growth

Outputs				SDGs	Outcomes
Increase in economic value generated/ Revenue: 35%	**Economic value retained:** ₹36,440 million **Net profit after tax^:** ₹10,225 million	**EBITDA:** ₹41,642 million ^After Exceptional Items		8 9	Operate with integrity, transparency and accountability ensuring **Stakeholder Equity**
Commercial reach (BL and BBL): 120+ countries	**Active clients (Syngene):** 400+	**Products launched:** BL: 5; BBL: 25		3 8 9 12	Improve access to high quality biopharmaceuticals to drive **Patient Equity**
Patents granted (BL & BBL): 30	**Product approvals:** BL: APIs: 20 Formulations: 24 **BBL: 40**	**Product portfolio:** Generics: 50 + APIs 60+ Generic Formulations	Biosimilars: 20 Molecules Novel Biologics: 2 Molecules	3 8 9	Improve access to high quality biopharmaceuticals to drive **Patient Equity**
Women in management (Group): 25%	**Women in workforce (Group):** 25%	**Total L&D hours:** 600,000+ **Average hours of L&D / employee:** 38		3 4 5 8 10	Build an empowering and inclusive workplace creating **People Equity**
Total GHG emissions reduction (Scope 1 & 2): 28,808 tCO_2e	**GHG emissions avoided:** 218,758 tCO_2e **Renewable power (India):** 80%	**Renewable power (India + Malaysia):** 65% **Water recycled or reused:** 70%	**Waste disposed through circularity:** 79%	6 7 9 11 12 13 15 17	Adapting sustainable business practices to promote **Environmental Equity**
Beneficiaries of CSR projects: 375,000+	**Patients benefitted through our biosimilars:** 5.5+ million	**Supplier count:** 7,000+	**Students graduated from Biocon Academy:** 1,000+ in 10 years	1 3 4 5 6 7 8 9 10 11 13 17	Enable underserved communities to ensure **Social Equity**

Industry, Innovation and Infrastructure

Reduced Inequalities

Sustainable Cities and Communities

Responsible Consumption and Production

Climate Action

Life on Land

Partnerships for the Goals

Sustainability Strategy

ESG ROADMAP

Water Management Strategy

Biocon: 25% reduction in freshwater consumption by FY29 vs FY23

Syngene: 70% reduction in freshwater usage by FY28 vs FY23

ESG Data Collection Tool

Pathway to Decarbonization

Biocon: 25% reduction in Scope 1 & Scope 2 emissions by FY29 vs FY20

Biocon Biologics: To align its near-term targets to the global SBTi

Syngene: 50% reduction in GHG emissions by FY33

Circular Economy Waste Management Plan

Biocon: 100% circular waste management by FY29 vs FY23. Zero Waste to Landfill by FY29

Syngene: Target to sustain >95% recycling of waste till FY28

As a group, we have fundamentally focused on enhancing global healthcare through innovative and affordable biopharmaceuticals for patients, partners and healthcare systems across the globe, as enshrined in our value system. With growing stakeholders' interest, regulatory shifts, geographical expansion, and long-term resilience; we realize the need for and importance of instilling sustainability into our business and corporate culture. As a result, we are creating a holistic strategy that includes focusing on key Environmental, Social and Governance (ESG) priority areas and subsequently progressing on them.

At Biocon, our corporate culture is anchored in purpose, ethics, and equity. From addressing health disparities to promoting community well-being and environmental stewardship, Biocon's ESG strategy is aimed at shaping a future where business success and responsibility intertwines with societal progress.

Our strategy, which encompasses globally benchmarked policies, processes, and practices, ensures that purpose-inspired responsible business principles and the highest standards of ethics and governance guide our actions. We integrate responsible business principles not only within our Company but also throughout our value chain. Our approach, rooted in good governance, transparency, and accountability underscores our commitment to long-term sustainable value creation.

We are also focused on advancing our ESG reporting capabilities to meet evolving requirements in the markets in which we operate. Through the integration of ESG into our strategy, operating model, and culture, we are building a resilient future-ready institution. This strategy serves as a blueprint for achieving sustainable and equitable outcomes across our stakeholder ecosystem.

ESG Roadmap

Our efforts in the pursuit of sustainable practices and responsible corporate citizenship have culminated in a comprehensive ESG roadmap, which encompasses a range of strategic actions and policy enhancements.

Pathway to Decarbonization

Biocon recognizes the urgency of addressing climate change. The development of a robust decarbonization plan (details covered in Natural Capital chapter) is a testament to our commitment to reduce greenhouse gas emissions. By integrating cleaner energy sources, optimizing processes, and promoting energy efficiency, we aim to minimize our carbon footprint.

Water Management Strategy

Water scarcity is a global concern and Biocon is actively addressing this challenge. Our water utilization strategy (details covered in Natural Capital chapter) focuses on responsible water management, conservation and recovery, and efficient use across our operations. By adopting innovative practices, we strive to reduce our overall water intensity.

Circular Economy Waste Management Plan

Embracing circularity is essential for sustainable growth. Biocon's circular economy plan (details covered in Natural Capital chapter) pivots on resource efficiency, waste reduction, reuse and recovery, and product life cycle management. We aim to create a closed-loop system where materials are reused, recycled, or repurposed, minimizing waste generation.

ESG Data Collection Tool

Biocon is using a comprehensive data collection tool to track and measure the ESG performance. This tool enables informed decision-making and analysis, transparency, and accountability.

Additionally, we introduced the Diversity, Equity, Inclusion, and Belonging Policy (DEIB Policy) in FY24 to promote a diverse and inclusive workplace at Biocon. We also broadened the scope of several other existing policies**.** We introduced online training for our employees as part of the Data Privacy and Protection Policy and Anti-Bribery and Anti-Corruption Policy. We revised the existing Whistleblower Policy and introduced a Speak-Up Hotline to provide a confidential and secure channel for reporting any concerns related to ethics, compliance, or misconduct**.** We also incorporated the Supplier Code of Conduct in our contracts and purchase orders. We got our suppliers to confirm that they comply with the Code, thus holding them to the same ethical standards that we follow.

Recognition of ESG Performance

S&P Global

Included in S&P Global Sustainability Yearbook 2024 for the second consecutive year.

S&P Global

Improved S&P Global ESG Score to 63 from 52 in the previous year.

Dow Jones Sustainability Indexes Member 2011/12

Included in DJSI Emerging Markets Index for the third year in a row.

FTSE Russell

Improved FTSE Russell score to 3.6/5 from 3.2/5 in the previous year.

FTSE4Good

Continued to be a constituent of the FTSE4Good Index Series.

Materiality Assessment

Background - Biocon and Biocon Biologics

Biocon and Biocon Biologics performed a detailed materiality assessment during FY22. The assessment considered the views of multiple stakeholder groups such as: board members, executive leadership, employees, suppliers and vendors, investors, analysts, business partners, media, journalists, bankers and healthcare experts.

In this assessment, a total of 50+ sustainability topics were evaluated for consideration at a strategic level, which were then filtered down to 30 topics and organized into 11 broad themes. Based on a survey including the above-mentioned stakeholders, the relative importance of the 11 broad themes was arrived at. The table bellow shows the relative importance.

Top Material Issues in FY22

Relative Importance / Criticality	Topics		
Top priorities	1. Product Quality	2. Research and Development	3. Access and Affordability
Key issues	4. Safe and Empowering Workspace	5. Environmental Performance	6. Ethical Governance
	7. Digitization	8. Supply Chain Sustainability	9. Diversity & Inclusion
Monitoring issues	10. Community Engagement	11. Ethical Sales and Marketing	

The Review Process Undertaken in FY24

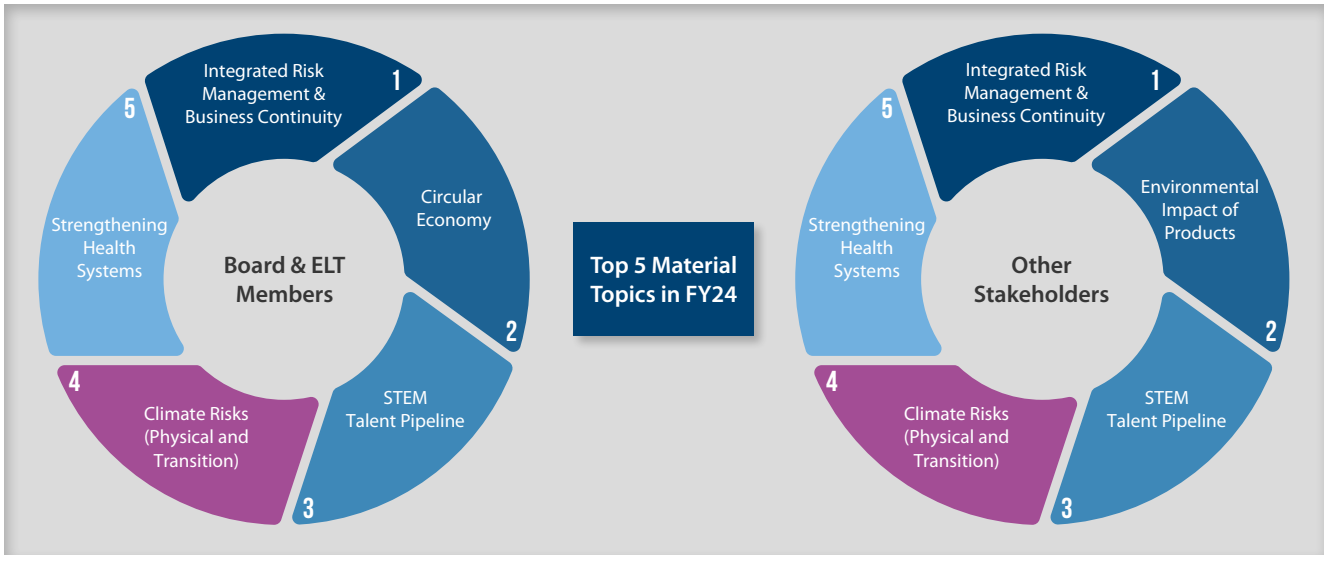
In FY24, we took a conscious call to revisit and review the 30 material sustainability topics. This was a necessity given the changes in the global business environment, emerging sustainability issues and the regulatory landscape. Biocon Biologics' expanded global footprint, on account of the integration of the biosimilars business acquired from Viatris, was also a contributing factor here.

As preparatory steps, we did a thorough review of topics identified by peers and recommended by standards such as GRI, MSCI and SASB. This helped us consider 14 topics over and above the 30 topics that were already selected under the FY22 assessment.

14 Additional Material Topics Identified in FY24

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

We invited our key stakeholders to rank these topics from an outside – in (financial materiality) and inside – out (impact materiality) perspective. Following this, as part of the analysis process we considered the mean ranking of both perspectives for each of the topics to arrive at a relative score. This was done separately for the Board members, Executive Leadership Team (ELT) members and the rest of the stakeholders to align the assessment method and output of the materiality assessment conducted in FY22. The results (top 5 out of the 13 topics) for both set of stakeholders were as follows:



The concluding step for the assessment was to categorize these newly rated topics into the 11 broad themes used in the FY22 assessment. To do this, we renamed some of the themes to ensure a better coverage of the underlying topics. We also added 'Climate Risk' as an additional theme, bringing the count to 12 in FY24.

The re-named themes are mentioned below along with the rationale:

- Ethical Governance is now being identified as 'Governance' as the theme now includes Integrated Risk Management & Business Continuity.
- Safe & Empowering Workplace is now being identified as 'Future Ready Workforce' as the theme now includes STEM Talent Pipeline.
- Access and Affordability includes a new topic - Patient Experience, Health Awareness / Prevention.
- Environmental Performance now includes Circular Economy.

The final relative importance of the themes, based on inputs of our key leaders in the CSR and ESG Committee is presented below:

Ranking of Materiality Issues in FY24

Relative Importance / Criticality	Topics			
Top priorities	1. Product Quality	2. Access and Affordability	3. Research and Development	4. Environmental Performance
Key issues	5. Future Ready Workforce (Renamed Theme)	6. Governance (Renamed Theme)	7. Climate Risk (New Theme)	8. Digitization
	9. Supply Chain Sustainability		10. Diversity & Inclusion	
Monitoring issues	11. Ethical Sales and Marketing		12. Community Engagement	

The material topics identified have been divided under Environment, Social and Governance as below:

Materiality Matrix

Relative Importance / Criticality	Environment	Social	Governance
Top Priorities	▪ Environmental Performance	▪ Access and Affordability	▪ Product Quality ▪ Research & Development
Key Issues	▪ Climate Risk	▪ Future Ready Workforce ▪ Diversity & Inclusion	▪ Governance ▪ Digitization ▪ Supply Chain Sustainability*
Monitoring Issues	NA	▪ Community Engagement	▪ Ethical Sales and Marketing

*Cross cutting topic across E,S and G

Background - Syngene

In 2021, Syngene conducted a materiality assessment for the first time. Active participation and valuable feedback from stakeholders enabled the Company to prioritize critical issues affecting business sustainability. The key material topics identified through the assessment are:

Top Material Issues for Syngene

Environment	Social	Governance
Energy consumption and efficiency	Occupational health and safety	Corporate governance and business ethics
Water consumption and efficiency	Talent acquisition and retention	Cybersecurity
Waste management	Diversity and inclusion	Supply chain
	Community engagement	Regulatory
		Digitization

Each Group entity (Biocon Limited, Biocon Biologics, and Syngene) has a dedicated Board Committee overseeing ESG strategy and performance.

Board Committees

Biocon Limited and Biocon Biologics maintain independent CSR and ESG Committees, while Syngene's 'Stakeholder Relationships and ESG Committee' holds primary accountability.

CSR and ESG Committees

ESG integration follows a top-down approach, guided by the Board of Directors through respective Board Committees with ESG mandates.

Top-Down Approach

ESG Governance Framework & Approach

Core C-Suite Involvement

The core C-Suite (CEO, CFO, COO, CHRO, etc.) implements initiatives to embed integrated thinking into the Group's culture.

Working Group

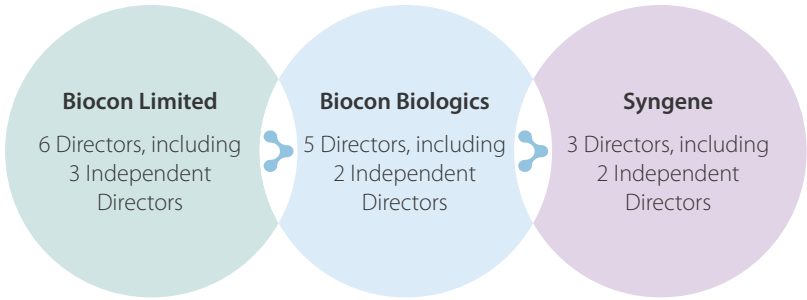
Domain and industry specialists across business units coordinate strategy, implementation, and periodic monitoring of ESG performance.

Syngene's Executive ESG Council

Drives the ESG agenda, while the Board Committee provides strategic and operational oversight.

This structure ensures alignment, accountability, and continuous improvement in Biocon's ESG journey.

Composition and Meeting Frequency of CSR and ESG Committees across the Group



These committees meet every quarter.

ESG Governance Structure

Board Level Committee	▪ Strategy Ideation and Organizational Direction* ▪ Monitoring of Organizational Level Progress ▪ Review Goals and Targets
Executive Leadership	▪ Strategy Development and Roadmap ▪ Support and Enable Implementation by Working Groups ▪ Regular Updates to the Board Level Committee
Core Working Groups	▪ Operational Implementation of Strategy ▪ Conduct Benchmarking and Best Practices Mapping ▪ Execute ESG Initiatives ▪ Maintain Progress Records for Executive Leadership
Rest of the Workforce	▪ Ensure ESG Initiatives, Culture and Processes are Being Upheld at an Individual Level

Further details of our ESG-related systems, processes, targets, performance and key initiatives are outlined throughout this report.

*Syngene's Stakeholder Relationship Committee also includes ESG

Governance, Ethics and Compliance

Governance practices, alongside internal policies and controls, ensure adherence to laws and ethical standards, fostering sustainable financial performance and value creation for shareholders, patients, employees and other stakeholders. Through a system of checks and balances aligned with global best practices, Biocon builds trust with investors. The Board of Directors and the Executive Leadership Teams (ELTs) of each business unit form the core of Biocon's governance structure, each with distinct roles and responsibilities.

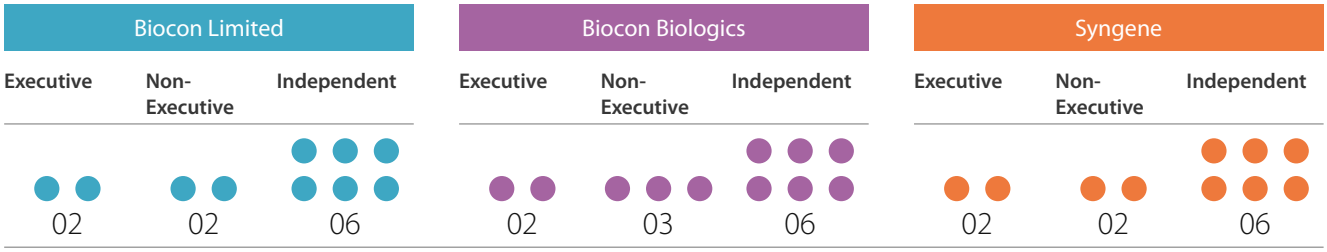
Biocon Limited is dedicated to implementing sound corporate practices and policies to meet stakeholders' expectations. Upholding integrity, transparency, fairness and accountability in all business matters is central to the Company's culture. Continuous improvement in competencies and ethical standards is vital in meeting corporate governance demands. By embracing effective governance practices, Biocon gains competitive advantage and enhances stakeholder value. A formal governance framework ensures prudent decision-making and efficient resource utilization, with stakeholders considered as partners in Biocon's success.

Board Oversight

The Company's governance structure includes the Board, responsible for major decisions, and the Executive Leadership Team (ELT), comprised of industry experts offering strategic guidance. The Board, elected by shareholders, oversees overall operations, provides strategic direction, and ensures governance. It exercises independent judgement, vital for effective oversight. The Board's primary role is to steer the Company toward success while considering the interests of shareholders and stakeholders.

Biocon Limited, Biocon Biologics, and Syngene each have their own independent Boards. These diverse Boards guide management, review performance, and fulfill stakeholder expectations. Independent Directors comprise at least half of each Board, ensuring impartial decision-making. Board tenure balances continuity and skill refreshment, maintaining compliance with SEBI Listing Regulations and regulatory standards.

Board Structure of Biocon Group Companies*



*As of May 31, 2024

Average Board Director Tenure (in years)

Biocon Limited	Biocon Biologics	Syngene
Independent: 3.4 years **Non-Independent:** 18.9 years	**Independent:** 4.2 years **Non-Independent:** 4.1 years	**Independent:** 6.2 years **Non-Independent:** 20.3 years

Ethics and Compliance

Ethics and compliance are foundational pillars of Biocon's commitment to sustainability and corporate governance. Upholding high standards of integrity and accountability ensures transparency, trust, and long-term value creation for all stakeholders.

Code of Conduct

Biocon Limited, Biocon Biologics, and Syngene prioritize ethics and compliance through their respective Codes of Conduct (CoC). Our Global Ethics and Compliance (GEC) policy supports these codes, guiding employees to maintain honesty, transparency and a positive work culture. Regular review and updates of the CoC ensures its relevance in our changing world.

All employees, including full-time and contract workers, receive ongoing training on the CoC across the three companies. New hires undergo a detailed onboarding program covering the Code.

Biocon Limited, Biocon Biologics and Syngene have their Compliance Management Systems to track, manage, and report compliance. These systems are regularly checked to ensure adherence to national and regional regulations.

Compliance updates are reported to the Risk Management Committee (RMC) and/or Audit Committee (AC) quarterly.

Anti-Bribery & Anti-Corruption (ABAC) Policy

In FY24, Biocon Biologics introduced a comprehensive Anti-Bribery & Anti-Corruption (ABAC) Policy. This policy reinforces the Biocon Group's zero-tolerance stance towards bribery and corruption, guiding employees on identifying and addressing potential concerns. The ABAC Policy is applicable to all employees of Biocon, Biocon Biologics and their subsidiaries.

Conflict of Interest Policy

Biocon Biologics implemented a Conflict of Interest (COI) Policy to manage potential conflicts transparently. It guides employees in identifying, disclosing, and managing potential conflicts of interest situation. It ensures that our decisions and actions are always in the best interest of the Company and are free from any undue influence or perceived impropriety. For Biocon Limited, Conflict of Interest is covered under the Code of Conduct and ABAC Policy.

Whistleblower Policy

Our Whistleblower Policy enables stakeholders to report concerns to the Integrity Committee, ensuring transparency and accountability. The committee investigates ethical issues, providing a platform for grievances and presenting quarterly summaries of key investigations.

Biocon Limited and Biocon Biologics have also launched a Speak-Up Hotline accessible by all their employees across the globe. This Hotline allows our people to raise concerns about any kind of business or employee misconduct and seek clarification while remaining anonymous if they so choose.

Insider Trading Code

A 'Code of Conduct for the Prevention of Insider Trading' safeguards investor interests. It ensures employees and designated persons adhere to fair trading practices and promptly disclose sensitive information.

Breaches

Biocon promotes transparency by reporting breaches across various areas like corruption, discrimination and insider trading in the ESG Data Book.

Board of Directors - Biocon Limited

Rear Row: Atul Dhawan, Nicholas Robert Haggar, Rekha Mehrotra Menon, Bobby Parikh, Siddharth Mittal, Prof. Ravi Mazumdar, Eric Mazumdar
Left to Right

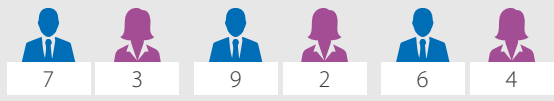
Front Row: M. Damodaran, Kiran Mazumdar-Shaw, Naina Lal Kidwai
Left to Right

Meet the Board

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

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

Board Diversity*



*As of May 31, 2024

Board Skills and Competence

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

Key Expertise of the Board - Biocon Limited

Board members	Research & Innovation	General Management	Finance & Risk Management	Corporate Governance and Compliance	Global Healthcare & Biopharma	Technology & Digital Perspective	Scientific knowledge
Kiran Mazumdar-Shaw	●	●	●	●	●	●	●
Siddharth Mittal	●	●	●	●	●	●	
Prof. Ravi Mazumdar	●		●			●	
Eric Mazumdar	●		●			●	
M. Damodaran		●	●	●			
Bobby Parikh		●	●	●			
Naina Lal Kidwai	●	●	●	●	●		
Rekha Mehrotra Menon		●	●	●		●	
Nicholas Robert Haggar	●	●	●	●	●	●	●
Atul Dhawan*		●	●	●			

*Appointed as Additional Director (Category: Non-Executive & Independent) w.e.f. May 16, 2024

1

Kiran Mazumdar-Shaw

Executive Chairperson

Chairperson of the Board of Directors since inception

Nationality: India

A first-generation entrepreneur with over 45 years of experience in biotechnology, and recognized globally as a healthcare visionary, a global influencer, as well as a passionate philanthropist.

Board Memberships

Executive Chairperson, Biocon Biologics

Non-Executive Chairperson, Syngene

Independent Director, PureTech Health, U.S.

The MIT Corporation, U.S.

Memorial Sloan Kettering Cancer Center, U.S.

National Academy of Engineering (NAE), U.S.

Non-Executive Director, Narayana Hrudayalaya, India

Independent Director, Trent, India

The France-India Foundation

Centre for Social and Economic Progress (CSEP), India

Other Memberships

Director, Lincoln Center for the Performing Arts, U.S.

The Court of Regents, Royal College of Surgeons of Edinburgh, UK

Honorary Consul General of Ireland in Bengaluru

Recognitions

Padma Shri (1989)

Padma Bhushan (2005)

Othmer Gold Medal (2014)

Kiel Institute's Global Economy Prize for Business (2014)

Knight of the National Order of the French Legion of Honour (2016)

EY World Entrepreneur of the Year (2020)

Order of Australia (2020)

G20 Healthcare Commitment Awards (2023)

Outstanding Business Leader of the Year, CNBC-TV18 India Business Leader Awards (2023)

BRICS-CCI Lifetime Achievement Award - Entrepreneur of the Year (2023)

Philanthropy

Most Generous Women Philanthropists - EdelGive Hurun India Philanthropy List (2023)

Signatory, The Giving Pledge (2016)

Education

B.Sc. (Zoology Hons.), Bangalore University

Post-Graduate Diploma, Malting and Brewing, Ballarat Institute of Advanced Education, Melbourne, Australia

2

Siddharth Mittal

CEO & Managing Director

Member of the Board of Directors since 2019

Nationality: India

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

Professional Experience

CFO, Biocon Limited (2014-2019)

Co-Chairman, CII Southern Region – Healthcare & Life Sciences

Chairman, CII Southern Region Task Force on Pharmaceuticals

Vice President, Finance and Corporate Controller with Symphony Teleca

Held senior leadership positions in finance, including Finance Director of BPO and IT divisions at the U.S. subsidiary of Xchanging Plc.

Education

Certified Public Accountant from Colorado, U.S.

Chartered Accountant, Institute of Chartered Accountants of India

B.Com, Symbiosis College of Arts and Commerce, Pune

3

Prof. Ravi Mazumdar

Non- Executive Director | Chairperson, Stakeholders Relationship Committee

Member of the Board of Directors since 2000

Nationality: Canada/ OCI

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

Professional Experience

University Research Chair Professor in the Department of Electrical and Computer Engineering, University of Waterloo, Canada

On the editorial board of several technical journals

Previously professor in several prestigious universities, including:

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

Visiting Positions:

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

Recognitions

Fellow of the Royal Statistical Society

Fellow of the Institute of Electrical and Electronics Engineers (IEEE)

Fellow Asia-Pacific Artificial Intelligence Association (AIAA)

Recipient of several Best Paper Awards from the IEEE and ITC

Education

Ph.D., University of California, Los Angeles (UCLA)

M.Sc., Imperial College, London

B. Tech in Electrical Engineering, IIT Bombay

4

Eric Mazumdar

Non- Executive Director

Member of the Board of Directors since 2021

Nationality: UK/ OCI

A distinguished academic whose research interests lie at the intersection of machine learning and economics. He is broadly interested in developing the tools and understanding necessary to confidently deploy machine learning algorithms into societal-scale systems.

Professional Experience

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

Recognitions

Recipient of NSF Career Award aimed at studying the strategic interactions that arise in Societal-Scale Systems

Research Fellowship for Learning in Games from the Simons Institute for Theoretical Computer Science

Education

Ph.D., Electrical Engineering and Computer Science, University of California, Berkeley

B.Sc., Electrical Engineering and Computer Science, Massachusetts Institute of Technology (MIT), U.S.

5

M. Damodaran

Lead Independent Director

Member of the Board of Directors since 2016

Nationality: India

An experienced civil servant and financial expert with over 40 years of experience, M. Damodaran has served as the Chairman of Securities and Exchange Board of India (SEBI), India's markets regulator. He has also headed key financial institutions, as well as several committees of India's Ministry of Finance and the central bank. An expert on corporate governance, he serves on the boards of leading Indian corporates as well as on the advisory boards of a few foreign entities.

Professional Experience

Former Chairman, Securities and Exchange Board of India (SEBI)

Former Chairman, Unit Trust of India (UTI)

Former Chairman, Industrial Development Bank of India (IDBI)

Former Chief Secretary, Government of Tripura

Founder Chairman, Excellence Enablers Pvt Ltd, a Corporate Governance advisory firm

Founder Chairman, Indian Institute of Management, Tiruchirappalli

Chairman, RBI Committee on Customer Service in Banks

Chairman, Ministry of Finance's Committee on setting up Resolution Corporation of India

Chairman, MCA's Committee on Reforming Regulatory Environment for Ease of Doing Business

Recognitions

Lifetime Achievement Award by the Free Press Journal, for his visionary leadership and inspiring excellence and setting a benchmark for corporate governance standards (2024)

Lifetime Achievement Award in Ethical Governance and Leadership from the Asian Center for Corporate Governance and Sustainability (2015)

Public Service Excellence Award from the All India Management Association (2009)

Policy Change Agent of the Year (2006-07) by Economic Times

Outstanding Contribution to cause of Indian business, CNBC-TV18 India Business Leader Awards (2006)

Finance Man of the Year (2004) by Bombay Management Association, Association of Leasing and Financial Service Companies of India, Association of Merchant Bankers of India, Association of Mutual Funds in India, Finance Industry Development Council, Indian Merchant's Chambers and Institute of Chartered Financial Analysts of India

Education

LLB, University of Delhi

B.A. (Economics), Loyola College, University of Madras

6

Bobby Parikh

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

Member of the Board of Directors since 2018

Nationality: India

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

Professional Experience

Founder, Bobby Parikh Associates

Co-founder, BMR Advisors

CEO, EY in India

Country Managing Partner, Arthur Andersen

Education

Chartered Accountant, Institute of Chartered Accountants of India

B.Com, University of Mumbai

7

Naina Lal Kidwai

Independent Director | Chairperson, Nomination & Remuneration, CSR & ESG Committees

Member of the Board of Directors since 2022

Nationality: India

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

Professional Experience

Chairperson and Senior Advisor, Rothschild India

Senior Advisor, Advent International

Non-Executive Director on the boards of Holcim, Gland Pharma, UPL

Member, INDO-ASEAN Business Council

Member, Harvard Business School's South Asia Advisory Board

Member, Standard Chartered Bank's International Advisory Council

Member, Mission Board of the global EQT Future Fund

Member, Army Group Insurance Fund's investment advisory committee

Chairperson, FICCI Water Mission and the FICCI Sustainability Council

Chairperson and Founder, India Sanitation Coalition

Member, Advisory Board, Wildlife Conservation Trust

Former Executive Director, HSBC Asia Pacific

Former Chairperson, HSBC India

Former Non-Executive Director on the global board of Nestlé for 12 years

Past President, Federation of Indian Chambers of Commerce & Industry

Recognitions

Padma Shri (2007)

Several awards and listings for leadership in business

Alumni Achievement Award, Harvard Business School

Education

MBA, Harvard Business School

BA, Economics, Lady Shri Ram College for Women, Delhi University

8

Rekha Mehrotra Menon

Independent Director

Member of the Board of Directors since 2023

Nationality: India

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

Professional Experience

Chairperson and Senior Managing Director - Accenture in India (2004 - 2023)

Co-founder, Talisma Corporation and Country Managing Director, Aditi Services

Co-Founder, Pratham Books, a non-profit publisher of books for children

Chair, G20 EMPOWER Working Group on Corporate Women Empowerment

Former Chair of the Governing Council of the National Skill Development Corporation's IT-ITeS Sector Skill Council

Former member of the boards of the NASSCOM Foundation and the Data Security Council of India (DSCI)

Member, National Council of Confederation of Indian Industry (CII)

Member, India Advisory Council of U.S.-India Business Council (USIBC)

Recognitions

Fortune's Most Powerful Women in Business in India

Business Today's Most Powerful Women Hall of Fame

Business World's Most Influential Women in India

Education

MBA from XLRI Xavier School of Management

9

Nicholas Robert Haggar

Independent Director

Member of the Board of Directors since 2023

Nationality: UK

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

Professional Experience

CEO and Founder, HealthQube Ltd

CEO, Zentiva Group

CEO, Insud Pharma

Advisor – Advent International, Formycon GmbH, Polpharma Group

Head Europe & Africa, Sandoz International GmbH

Co-chair, Novartis Access to Medicines

President, Medicines For Europe (2013-2015)

Executive positions at GlaxoSmithKline, Ranbaxy and Baxter Healthcare

Education

MBA, Cranfield Institute, UK

BSc, Industrial & Manufacturing Systems Engineering, University of Hertfordshire

Further Executive Education – Artificial Intelligence in Healthcare, M.I.T.

Further Executive Education – Leading a Global Enterprise, Harvard Business School

Further Executive Education – Healthcare System Design, Harvard Public Health

Further Executive Education – Novartis Leadership Program, Harvard Business School

Further Executive Education – Achieving Strategic Agility – London Business School

10

Atul Dhawan*

Additional Director (Category – Non-Executive and Independent Director)

Member of the Board of Directors since 2024

Nationality: India

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

Professional Experience

Retired Partner, Deloitte

Former Chairperson, Deloitte India

Former Chairperson, Deloitte South Asia

Represented India on Deloitte's Asia Pacific and Global Boards

Board member, Deloitte Foundation in India

Board member, The Indus Entrepreneurs (TiE) in Delhi

Board member, Plan India

Member, CII National Council

Board member, Making an Impact Foundation

Past Chairman, American Chamber of Commerce in India

Advisor, U.S. India Strategic Partnership Forum (USISPF)

Education

Chartered Accountant

B.A. Honours (Economics), Delhi University

*Appointed as Additional Director (Category: Non-Executive & Independent) w.e.f. May 16, 2024

Board of Directors - Biocon Biologics

Kiran Mazumdar-Shaw

Executive Chairperson

Shreehas Tambe

CEO & Managing Director

Dr. Arun Chandavarkar

Non-Executive and Non-Independent Director

Bobby Parikh

Independent Director | Chairperson, Audit Committee & Risk Management Committee

Daniel Bradbury

Independent Director

Russell Walls

Independent Director

Prof. Peter Piot

Independent Director | Chairperson, CSR & ESG Committee

Dr. Thomas Roberts

Non-Executive and Non-Independent Director

Nivruti Rai

Independent Director | Chairperson, Nomination and Remuneration Committee

Rajiv Malik

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

Nicholas Robert Haggar

Independent Director

Key Expertise of the Board - Biocon Biologics

● Research & Innovation ● General Management & Leadership ● Finance & Risk Management ● Compliance & Governance
● Global Healthcare ● Technology & Digital ● Scientific knowledge

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

Board of Directors - Syngene

Kiran Mazumdar-Shaw

Non - Executive Chairperson

Jonathan Hunt

CEO & Managing Director

Sibaji Biswas*

Executive Director & CFO

Prof. Catherine Rosenberg

Non-Executive and Non-Independent Director | Chairperson, CSR Committee

Paul Blackburn

Independent Director | Chairperson, Audit Committee & Risk Management Committee

Dr. Vijay Kuchroo

Independent Director | Chairperson, Science & Technology Committee

Vinita Bali

Lead Independent Director | Chairperson, Nomination & Remuneration Committee

Sharmila Karve

Independent Director | Chairperson, Stakeholders Relationship & ESG Committee

Dr. Kush Parmar

Independent Director

Nilanjan Roy^

Independent Director

*Appointed as Executive Director w.e.f. April 1, 2024
^Appointed as Independent, Non-Executive Director w.e.f. April 1, 2024

Key Expertise of the Board - Syngene

Research & Innovation • General Management • Finance & Risk Management • Corporate Governance and Compliance • Global Healthcare • Technology & Digital Perspective • Scientific knowledge

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

Committees of the Board

Biocon Limited, Biocon Biologics and Syngene have established several Committees to concentrate on specific areas and facilitate informed decision-making within their respective domains.

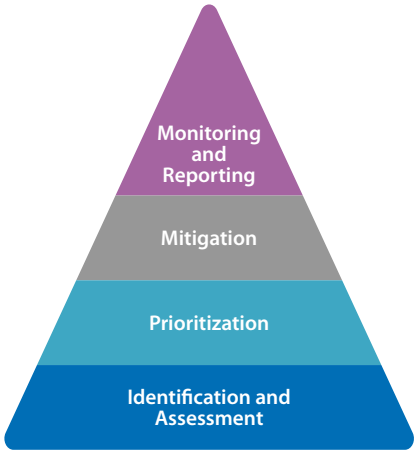
Each Committee operates under a charter delineating its scope, roles, responsibilities and authority. Committee decisions and recommendations are subject to Board approval. Our guidelines for Board Meetings are applied to Committee meetings where feasible. Committees are empowered to enlist external experts, advisors, and counsels as needed. Senior officers or department heads are invited to provide necessary information to the Committees.

Committees of the Board	Biocon Limited	Biocon Biologics	Syngene
Audit Committee	•	•	•
Risk Management Committee	•	•	•
Nomination and Remuneration Committee	•	•	•
Stakeholders Relationship Committee*	•		•
CSR and ESG Committee**	•	•	•
Science and Technology Committee			•

*Syngene's Stakeholder Relationship Committee also includes ESG
**Syngene has a standalone CSR Committee
The detailed roles and responsibilities of each of these committees can be found on our website at https://www.biocon.com/investor-relations/corporate-governance/board-committees/ for Biocon Limited, https://www.bioconbiologics.com/investors/corporate-governance/board-committees/ for Biocon Biologics and https://www.syngeneintl.com/investors/corporate-governance/committees-to-the-board/ for Syngene.

For more details on our governance practices, please refer to the Corporate Governance Report (Pg. 212) in the Statutory Section of this report.

Risk Management



Risk management within the Biocon Group holds significant importance, and it is imperative for each company within the conglomerate to effectively address risks according to its unique business model and operations. This entails the establishment of robust risk governance frameworks and structures, as well as the meticulous identification, classification and assessment of risks in a timely manner. Prioritizing risks based on their potential impact on the business and the likelihood of occurrence is crucial, followed by the implementation of mitigation strategies. Additionally, fostering a strong risk culture, coupled with monitoring and reporting mechanisms, further enhances risk management practices.

Moreover, our approach extends beyond conventional business risks to encompass environmental, social and governance (ESG)-related risks. This holistic perspective acknowledges the interconnectedness of risks across the entire organization, its stakeholders and the value chain.

Our Approach to Risk Management

Stage 1

Risk Identification and Assessment

- Potential risks that could affect the Company's operations or strategy are identified, evaluated, and classified.
- Risks are identified based on various internal and external factors.
- The process may involve reviewing financial statements, operational processes, workforce management practices, and examining market trends, economic conditions, and regulatory requirements.
- Upcoming global risks are identified by monitoring geopolitical, environmental, and other macroeconomic trends.
- Risks are classified into various themes to facilitate efficient resource allocation for risk mitigation and management.
- The Risk Management Committee (RMC), Executive Leadership Team, Chief Risk Officer (CRO), and Department Heads of each respective Company periodically review the identified and categorized risks.

Stage 2

Risk Prioritization

- Identified risks are prioritized based on the likelihood of occurrence and the severity of their impact.
- Each company prioritizes risks based on three core dimensions:
  - Significance of the impact.
  - Likelihood of occurrence.
  - Effectiveness of existing mitigation plans.
- A rating system has been developed across these dimensions, incorporating qualitative and quantitative thresholds to accurately assign a gross rating to each risk.
- Each company's risk appetite helps bolster the prioritization process, as this aids in determining the urgency with which identified risks must be managed and mitigated.
- This ongoing risk prioritization process is the responsibility of the entire risk management governance team, ranging from the Board to the Department and Function Heads.

Stage 3

Risk Mitigation

- Strategies are developed and implemented to minimize, eliminate, or transfer identified risks.
- Biocon Limited, Biocon Biologics, and Syngene each prioritize aligning all aspects of their risk management process with their daily operations.
- This alignment ensures high cohesion and effective risk management and minimizes any potential negative impact on the business.
- The approach underlines the Group's commitment to managing and mitigating risks across all corporate functions.
- It promotes a culture of risk awareness and responsiveness.
- We have seamlessly integrated Business Continuity Plan (BCP) particularly in Syngene's risk managmement framework.

Stage 4

Risk Monitoring and Reporting

- Risk mitigation strategies are monitored and reviewed for effectiveness, and to confirm a reduction in risk exposure.
- The Chief Risk Officer (CRO) plays a central role in keeping the Board and Executive Leadership Team updated.
- The updates include changes to risk libraries, prioritization ratings, and effectiveness of mitigation plans.
- The CRO utilizes various tools, including external expert inputs and self-assessment forms, to track risks.
- These tools are also used to identify potential exposures.
- The Board of Directors, Executive Leadership Team, and CRO conduct annual risk exposure reviews.
- A detailed report on risk management is presented to the RMC and Board of Directors every quarter.

Our Risk Universe

From this risk library, the key risks that matter are arrived at based on high impact on business and likelihood of occurrence. For the key risks that matter, mitigation strategies are developed, implemented and assessed on a periodic basis.

Extended Enterprise	Executional/ Operational	Financial and Reputational	Information Technology and Cybersecurity
Sectoral	Strategic	Regulatory and Statutory	ESG/ Sustainability

The Three Lines of Defense

1. Departments/ Functions (risk owners, risk managers and business unit heads)

2. Risk Management Committee and Executive Leadership Team with the support of Chief Risk Officer

3. Internal Audit / Governance, Risk & Compliance (GRC) team or an external auditor

Risk Governance

Risk management is integrated into our system of governance for effective oversight and to ensure we take risks into consideration when making key decisions or setting strategic goals. An enterprise-wide risk evaluation and validation process is conducted regularly and reviewed by the Risk Management Committee and the Board of Directors.

The three lines of defense model lays out clear risk management responsibilities and accountabilities to ensure a company´s risk-related objectives are achieved.

In this model, the first line i.e., Departments/ Functions (risk owners, risk managers and business unit heads) are responsible for executing and implementing the risk management initiatives set and assigned by the second line i.e., the Risk Management Committee and Executive Leadership Team, who with the support of the Chief Risk Officer, establish the framework, set approach, provide direction and monitor risk management activities.

The third line i.e., the internal audit/ GRC team or an external auditor, provides independent assurance that organizational practices are aligned with the Company's risk strategy and policies, as implemented by the first and second lines.

Risk Management Structure

Board of Directors	▪ Reviews the risk management and internal control framework, key risks, and mitigation controls.
Risk Management Committee	▪ Reviews and assesses the effectiveness of risk management framework. ▪ Recommends changes to the risk management and/or associated frameworks, processes, and practices.
Executive Leadership Committee	▪ Provides direction and ensures sustainable implementation of the risk framework. ▪ Reports the outcome of its periodic review of the risk management process to the Board of Directors and Risk Management Committee.
Chief Risk Officer	▪ Coordinates with the senior leadership team and functional heads and assists in carrying out risk identification, assessment, prioritization, and mitigation. ▪ Prepares consolidated risk reports and presents to executive leadership/ Risk Management Committee.
Department/ Functional Heads	▪ Directs and implements risk management initiatives pertaining to their team/ department. ▪ Performs risk assessment on a regular basis, and reviews risk mitigation procedures.

Emerging Risks at Biocon

As investors seek to comprehend the nuanced landscape of risk in the corporate world, it becomes imperative to dig beyond the surface of operational hazards typically disclosed by companies. Emerging risks, often overlooked, hold substantial implications for businesses, demanding a keen awareness and proactive measures to navigate them effectively. For us, unveiling these long-term risks alongside their potential impacts and mitigation strategies is crucial.

At the Group level, emerging risks and opportunities are being tracked proactively.

Advance technologies such as Artificial Intelligence, Augmented reality and Virtual reality, Genetics and genomics, wearables and sensors, Cloud and edge computing can be explored to expedite R&D process and make it cost competitive.

Currently the Generics industry faces two opposing forces that complicate profitability and growth. While demand for generics continues to increase globally and there will be an increase in number of blockbuster and other small molecule drugs going off-patent globally in the next five years, buyers consolidation/ consortia may further add to the existing price pressure and limit generics manufacturers pricing power, reduce profitability and force to exit markets.

We understand that while novel drug development promises high returns, it also requires high investment of time and resources, and has a risk of significant sunk costs if products do not take off as planned. Thus, a strategic approach is needed in this regard involving collaboration-led innovation, prioritization of future portfolios and optimally investing to achieve ambitious targets.

We are also aware that while horizontal integration (i.e., large-scale mergers and acquisitions) can scale up the growth potential, there is also a risk of lower-than-expected gains due to integration challenges and regulatory approval delays. Alternatively, vertical integration may help create new revenue streams to add to the growth trajectory with a relatively low risk of regulatory delays or approvals.

An early alert to such risk events and scenarios provides us the ability to plan, prepare and respond against adverse impact. Based on the assessment, it will be taken either as a placeholder in our risk library or if rated high, included in the key risks that matter for mitigation and monitoring.

By transparently articulating our approach to these challenges, we not only demonstrate our strategic foresight but also enhance investor confidence in our ability to confront and adapt to evolving circumstances. Such disclosure not only fosters a deeper understanding of the Company's risk management insights but also positions it as a more compelling choice for long-term investment opportunities.

Cultivating a Cohesive Risk Culture

To strengthen the risk culture across the Group, we undertake awareness programs with relevant stakeholders to educate them on the significance of risk identification, mitigation and management, and encourage a culture of constant feedback to drive continuous improvement in our risk management systems and processes.

A Showcase of the Group's Comprehensive Risk Culture

Incentives that Incorporate Risk Management Metrics	The variable pay of the Executive Leadership Team, as well as their respective teams is tied to risk management metrics and targets related to critical risks.
Focused Training Throughout the Company	All employees undergo mandatory annual refresher training workshops on aspects of Company policies, including the Code of Conduct, processes, statutory and regulatory compliances, and the associated risks.
Internal Controls	We have implemented a robust internal control system that comprises policies, guidelines, and procedures to promote efficient and orderly business conduct, safeguard assets, prevent and detect fraud and errors, maintain accurate accounting records and ensure the timely preparation of reliable financial information.
Robust Measures to Help Employees Proactively Identify Risks	There are dedicated employees responsible for gathering feedback around risk management practices across various business functions. Feedback received is assessed to identify potential risk, which is then monitored by the Executive Leadership Teams.
Processes for Continual Improvement of Risk Management Measures	At Biocon, we believe that enhancing risk management measures requires a thorough understanding of risk identification and management challenges. To achieve this, we hold regular meetings between the Risk Management Committee, Executive Leadership Teams and employees to identify gaps and propose improvements. Any changes to the risk management measures undergo Board approval.

The establishment of a robust risk management governance framework has enhanced the synergy between corporate strategy, risk procedures, and ESG considerations. This holistic approach ensures each business is better equipped to address potential challenges and capitalize on favorable circumstances.

Current Risks and Opportunities

Opportunities Initiated at Biocon Group

Opportunity	Insights	Realization Actions
Community Engagement (Please refer to Social & Relationship Capital Chapter)	Establishing engagement with local communities is vital for the Biocon Group to promote trust, stronger relationships with local communities, improved brand reputation and enhanced social responsibility. Further, the Biocon Group can prevent potential grievances or concerns, protecting its business interests from adverse events.	Through the Biocon Foundation, diversified social impact interventions, including employee volunteering activities that drive engagement within communities that we operate in, have been developed and implemented.
Promotion of Inclusion and Diversity (Please refer to Human Capital Chapter)	The Group recognizes the potential of a diverse and inclusive workforce in driving innovation, fresh perspectives and a more productive work environment for long-term value creation. The Group can attract and retain top talent from diverse backgrounds, leading to increased creativity, improved problem-solving abilities and better overall business outcomes.	Concerted efforts have been made to improve diversity in the workplace from the Board level to the shop floor through interventions across recruitment, training and retention. We are committed to creating career avenues for women in non-traditional roles, including manufacturing.
Access & Affordability (Please refer to Social & Relationship Capital Chapter)	Adopting responsible pricing strategies for both generic and biosimilar medicines -- taking into account affordability, a positive cost-benefit ratio, and overall healthcare cost reduction -- can significantly enhance Biocon's reach among patients relative to our competitors. This approach can also enhance customer loyalty, strengthen our brand reputation, and drive sustained revenue growth and profitability.	At Biocon Limited, we are committed to ongoing cost improvements within the Generics business, whether through yield enhancement or reducing operating costs. At Biocon Biologics, we are committed to achieving cost leadership and expanding our global patient reach. At Syngene, we enhance access and affordability through partnerships with not-for-profit organizations like the Bill and Melinda Gates Foundation. At Biocon Foundation, we facilitate last-mile access to high quality and affordable preventive and primary healthcare.
Research and Development (Please refer to Intellectual Capital Chapter)	Biocon has allocated substantial resources to build world-class competence and capability in research and development (R&D) on the back of robust infrastructure and a talent pool that has extensive global experience. Investing in R&D results in lifesaving therapeutics that are accessible, available and affordable for patients globally. These investments not only enhance the Company's performance and propel business expansion, they also reduce the Company's ecological footprint and improve its environmental efficiency.	In addition to improving processes through its R&D activity, Biocon continues to focus on biotransformation and continuous flow chemistry. Since its inception, Biocon Biologics has invested over USD 1 billion in building biosimilars' R&D and manufacturing capabilities. Syngene has an ongoing investment program in the latest technology and capabilities to partner with clients to generate the next generation of materials and therapeutics.
Digitization	The implementation of digital solutions allows the Group to enhance its operations by reducing human mistakes, promoting standardization, improving efficiency, and maintaining transparency, all while safeguarding data accuracy. This strategy can lead to financial savings, quicker processing times, and enhanced decision-making abilities, which in turn can boost the Company's competitiveness and profitability.	As part of our strategic focus on digital transformation, we are consistently implementing technological advancements across Manufacturing, Quality, R&D, as well as across various support functions, including Commercial, Human Resources and Finance.

Current Risks at a Group Level^

Biocon Limited, Biocon Biologics and Syngene have comprehensively analysed their business operations to identify potential risks and develop corresponding mitigation measures.

Biocon Limited, Biocon Biologics and Syngene are also engaged in identifying key opportunities within their respective businesses and value chains. Subsequently, they deploy various strategies to capitalize on these opportunities and realize their full potential. This concerted effort allows them to leverage their strengths and gain a competitive edge in the market.

^For details of current risks and opportunities please refer to the Management Discussion and Analysis section

A Proactive and Structured Approach to Risk Management

1 Research and Development Risk

Major deviations from projected revenues due to complex portfolio selection, delays in achieving target launch dates and/ or project cost overruns.

2 Regulatory Risk (ESG Risk)

Regulatory actions resulting in plant shutdown (Existing products/ Manufacturing).

3 Product Quality Risk

Delay in achieving Quality Control (QC) Service Level Agreements or QC inefficiencies impacting productivity and development projects.

4 Human Capital Risk

Challenges in retaining high-potential / critical resources in niche areas.

5 Pricing Pressure

Pricing pressure impacting revenue, profitability and plant utilization.

6 Strategic Sourcing and Single source Risk (ESG Risk)

Dependency on single region (e.g., China) and single vendor for sourcing of input materials.

7 Information and Cyber Security Risk

Having appropriate cyber and information security controls will reduce the probability of loss of critical information or any external cyber-attack.

8 Health and Safety Risk (ESG Risk)

Health and Safety Risk can potentially lead to disruption of operations or health impact for personnel or cause reputational damage.

9 Statutory Compliance Risks

Continuous compliance to the law of the land will prevent penalties and loss of reputation.

10 Project/ Capital Investment Risk

Project delays/ cost escalations impacting product launch, supply, and ROI.

11 Sustainability Risks (ESG Risk)

Continuous efforts to address sustainability risk will help to reduce probability of any external events impacting business continuity or value chain.

12 Business Continuity Risk (ESG Risk)

Impact on business continuity due to site wide catastrophe.

13 Ethical & Effective Governance (ESG Risk)

Inadequate or ineffective control systems may weaken Governance mechanism.

14 Climate Change Risk (ESG Risk)

Climate change risks (global risk) impacting overall value chain (long term risk)

15 Financial Risk

Biocon is obliged to give exit option to Biocon Biologics' investors in IPO/no-IPO scenarios, coupled with shortfall in Biocon Biologics' EBITDA impacting Group covenants

Financial Capital

Aligned to SDGs

At Biocon, the 'Multiplier Effect' permeates every aspect of our operations. Sound financial management is the bedrock of this multiplier effect, driving operational excellence and fostering growth. We recognize that effective management of financial resources is not only essential for our business success but also for making a positive impact on society. This commitment is particularly critical in the biopharmaceuticals industry, where substantial upfront investments in research and development (R&D), as well as manufacturing, are required to maximize impact.

One of the distinguishing features of Biocon lies in our diversified capital allocation strategy across different businesses within the biopharmaceuticals products and services sectors. This strategic approach, a manifestation of the multiplier effect, has enabled us to establish a strong presence across various market segments, tapping into multiple revenue streams while mitigating risks associated with a single business concentration.

Even as independent entities, our businesses – Generics, Biosimilars and Research Services – offer multiple avenues and possibilities for synergies. By drawing on these synergies we can not only realize the full potential of our long-term investments and maximize returns for our providers of financial capital, but also amplify our impact as "one Biocon." This convergence and synergy reinforce the multiplier effect, ensuring that our growth is not just exponential, but also sustainable and value-driven.

Central to our growth trajectory and the multiplier effect is our unwavering dedication to investing in the future, as evidenced by our substantial capital expenditure and industry-leading investments in R&D. By allocating significant resources to R&D, we actively foster innovation and cultivate a robust pipeline of generics and biosimilars that enable sustainable long-term growth.

In addition, Biocon upholds rigorous corporate governance practices that instill confidence in investors and establishes a solid foundation for our financial stability and continued growth.

Overview of Financial Performance

In FY24, Biocon demonstrated steady growth across its business segments.

Total consolidated revenue grew 35% to ₹156,212 million. This growth was supported by income from divestiture of the Branded Formulations India business in Biocon Biologics for ₹3,500 million and ₹5,307 million of stake dilution/ fair value gain in Bicara, pursuant to fund raise during the year.

Revenue from operations increased by 32% to ₹147,557 million, with Biosimilars revenue growing 58%, Research Services growing by 9% and Generics growing by 1%.

Core EBITDA* stood at ₹41,947 million, reflecting a Group core operating margin of 29%. Net R&D spend stood at ₹11,540 million corresponding to 10% of revenues, excluding Syngene.

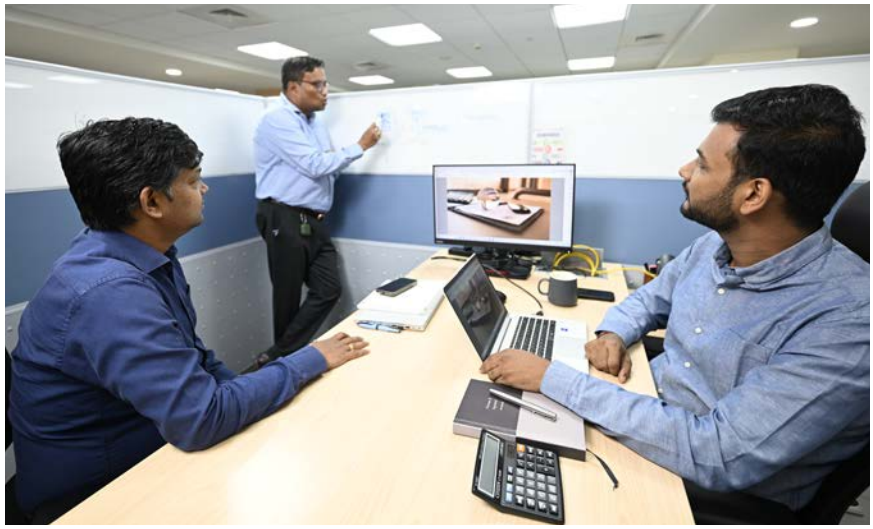
EBITDA rose to ₹41,642 million with an EBITDA margin of 27%.

There was an increase of ₹10,111 million in depreciation, amortization and interest expense primarily related to Biocon Biologics' acquisition of Viatris' global biosimilar business.

Profit before tax and exceptional items stood at ₹15,368 million, up 29% from last year.

Net Profit after exceptional items stood at ₹12,978 million as compared to ₹6,430 million in the previous year.

*Core EBITDA defined as EBITDA before forex, dilution/ fair value gain in Bicara, R&D, licensing income, sale of non-core BFI assets and mark to market movement on investments



Key Financial Figures

(in ₹ million)

Particulars	FY24	FY23	YoY increase/ (decrease) %
Total Income	156,212	115,501	35
Total Expenses	140,002	101,946	37
EBITDA	41,642	28,876	44
EBITDA Margin, %	27%	25%	-
Profit for the year (after exceptional items)	12,978	6,430	102
Profit for the year attributable to shareholders	10,225	4,627	121
Capital Expenditure	19,316	17,263	12
Gross R&D Investment	11,614	11,953	(3)
Earnings per share (₹)	8.6	3.9	120
Dividend per Share (₹)	0.50*	1.50	(67)
Return on Assets %	3%	1%	-
Return on Equity %	5%	4%	-

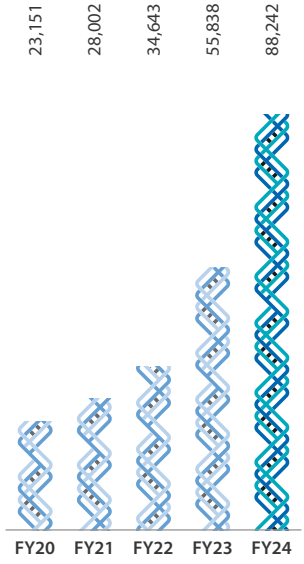
*Subject to shareholders' approval

Five-Year Financial Summary

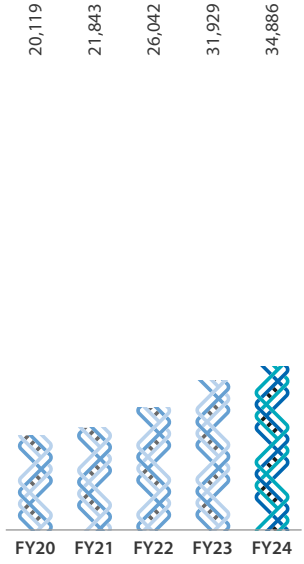
Segment-Wise Revenue*#

Generics (₹ million)

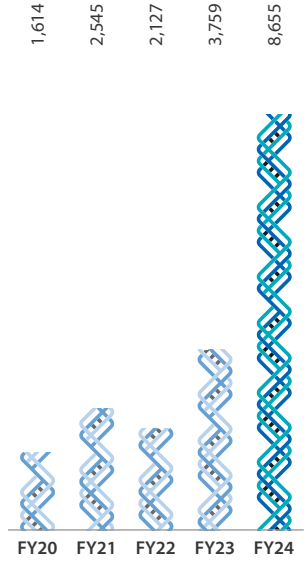
Biosimilars (₹ million)



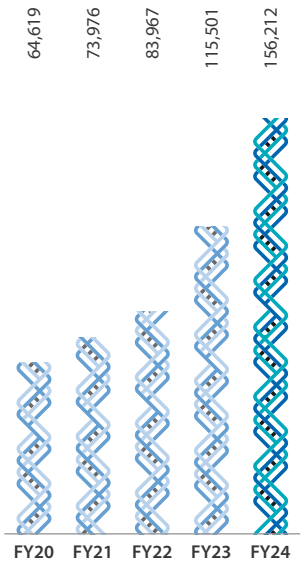
Research Services (₹ million)



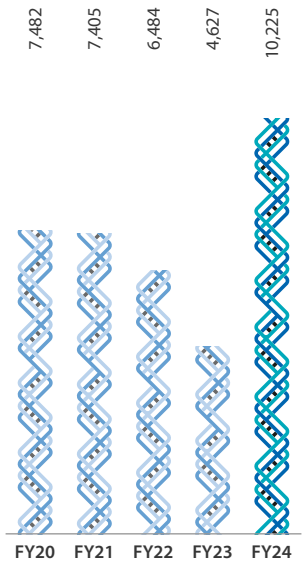
Other Income (₹ million)



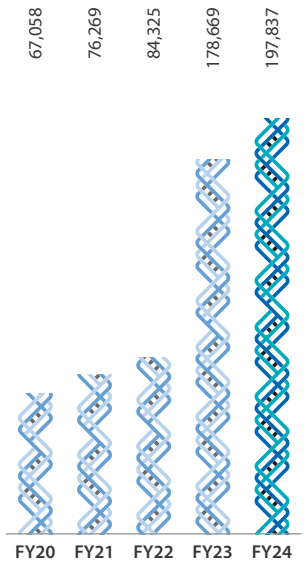
Total Revenue (₹ million)



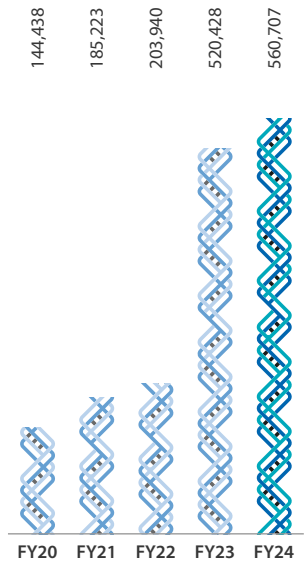
Profit (₹ million)



Net Worth (₹ million)



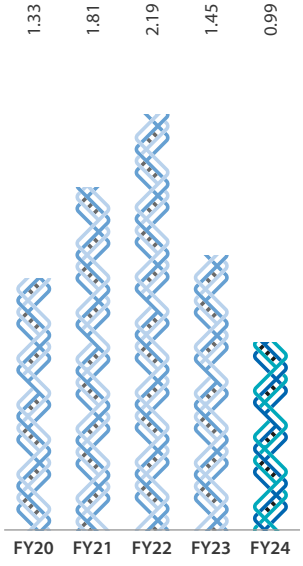
Total Assets (₹ million)



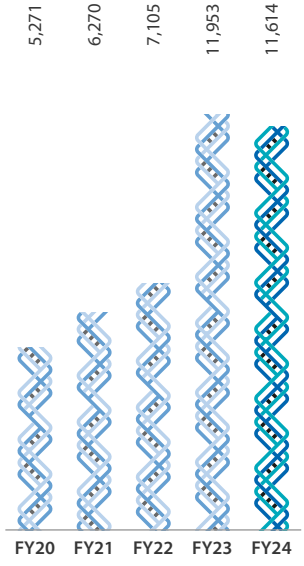
*includes inter-segment revenue

#Effective April 1, 2020, the Group pursuant to its internal restructuring process has restated segment information for FY21 and FY20

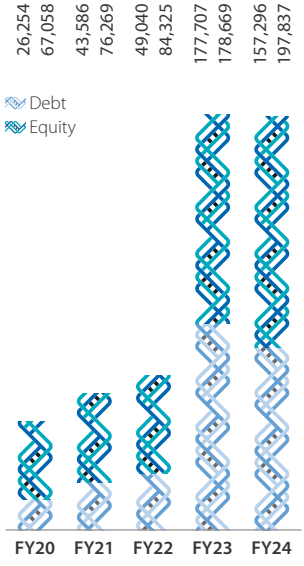
Current Ratio



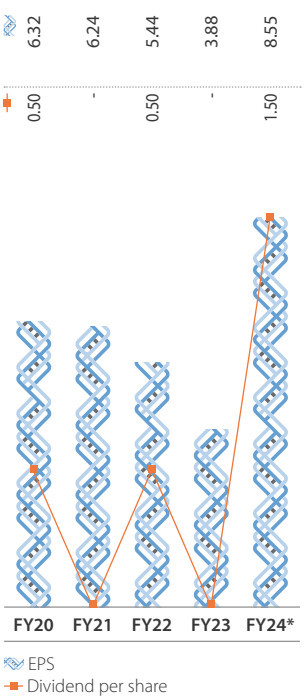
Gross R&D Spend (₹ million)



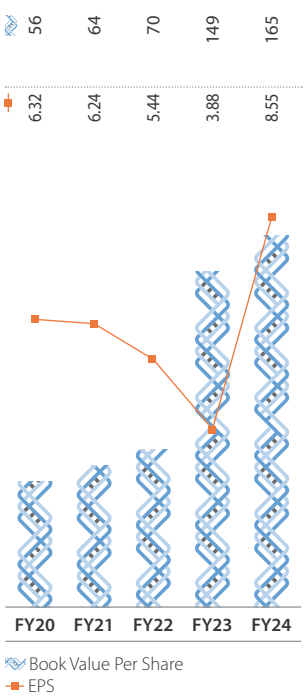
Debt & Equity (₹ million)



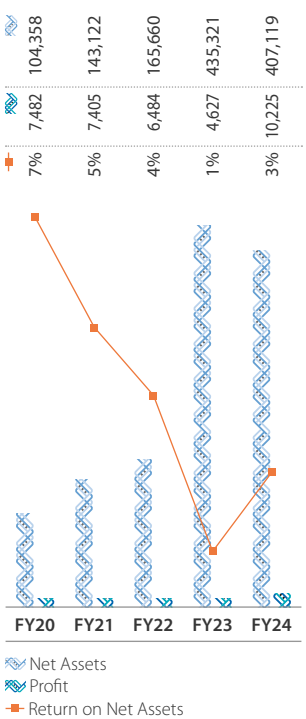
EPS & Dividend Per Share (₹)



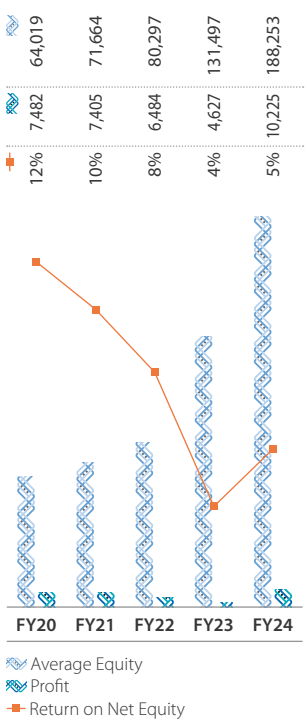
EPS & Book Value Per Share (₹)



Return on Net Assets^@ (₹ million)



Return on Net Equity^ (₹ million)



^ includes exceptional items
@ Net Assets = Total Assets - Current Liabilities
* Proposed dividend @10% of face value per share

Segment-Wise Financial Performance – FY24

	Generics	Biosimilars	Research Services
	The Generics business performance was driven by healthy growth in Generic Formulations, offset by a degrowth in APIs on account of pricing pressure the business encountered, which impacted demand.	Biocon Biologics delivered a strong performance driven by the acquisition and growth in the core business, demonstrating its ability to maintain the growth momentum while executing the complex and accelerated integration.	The Research Services business demonstrated positive performance across its Development and Manufacturing Services divisions, alongside the Dedicated Centers.
Revenue (in ₹ million)	27,985 up 1%	88,242 up 58%	34,886 up 9%
Core EBITDA (in ₹ million)	6,269	24,578 up 11%	
Core EBITDA Margin (in %)	22	30	
EBITDA (in ₹ million)	3,945 down 7%	21,896 up 64%	11,050 up 10%
EBITDA Margin (in %)	14	25	31
PBT (in ₹ million)	2,304 down 13%	2,957 down 27%	6,319 up 6%
PBT Margin (in %)	8	3	18

Tax Transparency Report

We initiated the publication of an annual 'Tax Transparency Report' starting from FY22. This report conforms to both the Group Tax Policy and the GRI 207 standards on tax reporting, ensuring alignment in structure and content. Published voluntarily, this report serves as a disclosure available on our website each year, aiming to address the informational needs of all stakeholders and foster broader discussions concerning our tax trends, legislative changes, and transparency initiatives. Spanning all three Group entities, the report underscores our commitment to corporate governance and transparency in managing tax matters.

Collaborating closely with CFOs, our tax functions are entrusted with the responsibility of tax governance across our various businesses. Oversight and guidance on tax governance are provided by independent Audit Committees, while Risk Management Committees ensure the effective management of tax-related risks. The Board of Directors oversee and approve the Tax Policy, which is enforced by the Audit Committee. It is implemented by the tax function, in close collaboration with business CFOs, to ensure compliance and alignment with regulatory standards.

**The report can be accessed at https://www.biocon.com/docs/Tax-Transparency-Report-FY24.pdf*

Biocon's Integrated Approach Towards its ESG Journey

Biocon Limited is steadfastly committed to leveraging synergies and maximizing stakeholder value across our diverse business entities. Biocon Biologics' significant achievement in securing a Sustainability Linked Loan (SLL) of USD 1.2 billion in FY23 underscores our dedication to ESG principles. This innovative financing mechanism, uniquely tied to specific targets focused on key ESG indicators such as enhancing biosimilar access, fostering diversity and inclusion, increasing renewable energy usage, and minimizing freshwater consumption, represents a significant milestone. The proceeds from this loan, marking the largest among pharmaceuticals and biomanufacturing firms in the Asia-Pacific region, were utilized to partly fund the acquisition of Viatris' global biosimilars business. Additionally, Biocon's efforts in this realm were recognized through a rigorous third-party audit and the receipt of a sustainability award, further reinforcing our commitment to sustainable growth and responsible corporate citizenship. With a strong foundation built on financial prudence, strategic investments, and adherence to ESG principles, we are well-positioned to chart a path of sustained growth and leadership in the global healthcare landscape.

Q1 Can you describe the consolidated financial performance of Biocon in FY24? Additionally, what were the main drivers behind this growth?

During the fiscal year, total consolidated revenue grew 35% from ₹115,501 million (~USD 1,437 million) to ₹156,212 million (~USD 1,886 million). The consolidated revenue includes ₹5,307 million (~USD 64 million) of stake dilution/fair value gain in Bicara, pursuant to fund raise during the year.

From a revenue from operations standpoint, Biosimilars contributed 58%, followed by Research Services at 23% and Generics at 19%.

Biosimilars segment revenues increased 58% over last year to ₹88,242 million (~USD 1,066 million), primarily due to the integration of Viatris' biosimilars business and increase in market shares of key products.

In the Generics segment, revenue grew 1% to ₹27,985 million (~USD 338 million), driven by formulations (growth in base business, new launches in Emerging Markets and geographical footprint expansion). However, this was offset by degrowth in APIs business due to the pricing pressure and increased inventory levels or regulatory challenges at the customers' end impacting offtake.

Research Services grew ~9% at ₹34,886 million (~USD 421 million) with strong growth in the development and manufacturing services business. Dedicated centers delivered at a sustained pace while performance in discovery services was impacted due to a slowdown in the biotech funding environment.

Q2 The Generics business grew 1% in FY24? Could you share insights into growth drivers for this business for the coming years?

FY24 was a mixed bag for the business with revenues remaining flat. Generic Formulations business saw a robust performance across geographies, achieving the USD 100 million milestone in annual sales, with growth driven by base business volume, new product launches and geographical footprint expansion. However, pricing pressure, increased inventory levels and regulatory challenges at the customers' end impacted offtake in the APIs business, resulting in subdued performance during the year.

Overall, the Generics business contributed 19% to consolidated Group revenues, with revenues at ₹27,985 million (~USD 338 million) in FY24 as compared to ₹27,644 million (~USD 344 million) in FY23, reflecting a growth of 1%.

In FY25, we expect business performance to be primarily driven by continued traction in the Generic Formulations business. Growth in base business volumes, new product launches, regional expansion in MoW markets and commissioning of in-house manufacturing capacities for commercial use are expected to be the growth levers.

Furthermore, prior investments in R&D and CapEx towards a pipeline of complex products including peptides and oncology molecules are expected to play out positively in the coming years. Continuous efforts towards attaining cost competitiveness and leadership by proactive implementation of cost improvement plans (CIPs) and the operational improvements plans (OIPs) to mitigate the impact of future cost pressures and optimize operational efficiency should ensure long term business continuity across the Generics business.

Q3 With the completion of integration of the acquired biosimilars business, how are we positioned to capitalize on the full potential of the integrated biosimilars business?

FY24 has been a transformative year for Biocon Biologics with the Company emerging as a unique, fully integrated, and leading global biosimilars player. Biocon Biologics completed the full transition of the acquired biosimilars business from Viatris in 120+ countries, one year ahead of schedule. This was achieved while ensuring a seamless experience for our

Key Financial Figures

156,212
Consolidated Revenue

41,642
EBITDA

27%
EBITDA Margin

11,540
Net R&D Investments

10,225
Profit for the Year

8.6
EPS

(₹ million, except EPS)

patients, customers, and partners and maintaining market growth momentum.

The completion of the integration helps broaden Biocon Biologics' global commercial capabilities, particularly in Advanced Markets. Recently onboarded associated strengths in customer engagement allow us to magnify our presence, enabling access to new customer segments and revenue streams across both private retail and tender markets. With a strategic focus on biosimilars, we will consolidate and strengthen our focus on leveraging the advantages of our fully vertically integrated model to accelerate growth for existing products and continue to expand our geographical footprint.

We will continue to invest in advancing and building a highly globally competitive pipeline. By fostering long-term, strategic partnerships with suppliers and business partners, we ensure a robust supply chain, delivering high-quality, affordable biosimilar products, making a significant impact on patient care worldwide thereby contributing to long-term value creation for all stakeholders.

Q4 What will be the key revenue growth drivers for Biocon Biologics in FY25 and beyond?

Biocon Biologics reported total revenues of over USD 1 billion during FY24 in line with our stated guidance. There were multiple growth drivers behind this achievement, with advanced markets contributing ~70%. The Company's diversified footprint allowed it to benefit from opportunities in each of the regions and countries it operates in while optimizing the risks.

The integration of the acquired biosimilars business allowed us to grow revenue by 58% on a year-on-year basis. We also had continued contribution from the out-licensing deals, sale of brands, and service income in total amounting to ₹5,428 million (~USD 66 million). The business delivered ₹21,896 million (~USD 264 million) in EBITDA, with a healthy margin of 25%. Investment in our pipeline to drive future growth continued with R&D spend at 10% of revenue for the fiscal year.

Going forward, we continue to see higher market shares for our products as we accelerate growth for existing products and continue to expand our geographical footprint. A flow of new product launches is on the horizon and will be key catalysts in the near to medium term to drive both sustainable growth and margins. These launches would be predicated on successful regulatory outcomes, including facility inspections by regulatory agencies.

Q5 What were the R&D investments and CapEx during FY24? What are the expectations for FY25?

Innovation lies at the heart of our business model, and we prioritize strategic investments in research and development. Net R&D investments for the fiscal were up 3% at ₹11,540 million (~USD 139 million, 10% of Biocon revenues ex-Syngene). For Generics, the spend was ₹2,370 million (~USD 29 million, 8% of Generic segment revenues), while we spent ₹9,108 million in Biosimilars (~USD 110 million, 10% of Biosimilar segment revenues).

In alignment with our guidance for last year, we enhanced and expanded our capacities and capabilities across our businesses, ensuring readiness for future growth and market demands. During FY24, our spending on CapEx was ₹19,316 million (~USD 233 million) across Generics, Biosimilars and Research Services.

For FY25, R&D investments are expected to be around 8-9% of revenues, both for Generics as well as for Biosimilars. In the Generics business, we will continue to invest and expand our portfolio of complex vertically integrated products such as peptides, particularly GLPs, fermentation APIs, HPAPIs and injectables. In Biosimilars, we will carry on our investments in advancing and building a highly globally competitive pipeline.

CapEx for FY25 is expected to be in the range of USD 200-250 million across the three business segments.

In Generics, we expect to spend between USD 60-70 million across focusing on APIs capacity expansion primarily for peptides, HPAPIs, and non-immunosuppressant fermentation products. On the formulations side, we are investing in a greenfield injectables facility in Bengaluru and are expanding our recently acquired oral sold dosage facility in the U.S.

In Biosimilars, the main capital expenditure investment at this point in time relates to the Phase II of our investments in Malaysia, aimed at increasing insulin Drug Substance and Drug Product capacities, which will enable us to meet the growing demand of our products. We expect this investment to be ~ USD 100 million.

In Research Services, we expect to invest around USD 60 million during FY25, with ~50% in research services for capacity and capability development. The remaining will be invested in the CDMO business.

Q6 How much debt do we carry on the Company's balance sheet? What is the roadmap towards debt reduction?

As of March 31, 2024, consolidated net debt on a reported basis stood at ₹126,280 million (~USD 1.5 billion). Adjusting for structured investments and optionally convertible debentures linked to equity conversion in Biocon Biologics, net debt would be ₹93,021 million (~USD 1.1 billion).

Reduction in debt is a continued focus and a key priority for the Company. During FY24, Biocon Biologics prepaid USD 250 million out of the acquisition consortium debt of USD 1.2 billion.

We continue to examine our business model and are looking at working capital efficiencies apart from capital investment plans to enhance cash generation potential. That combined with other fund raise options are being considered that should help to lower debt in the coming period.

Q7 How did the Research Services segment perform in FY24? What are the significant trends and developments that have impacted the Company's performance in this space?

Revenue in the Research Services segment grew 9% from ₹31,929 million (~USD 397 million) in FY23 to ₹34,886 million (~USD 421 million) in FY24 with strong performance in development and manufacturing business. Dedicated centers delivered at a sustained pace while performance in discovery services was impacted due to slowdown in biotech funding.

In FY25, with biotech funding slowly returning to the pre-pandemic levels and the outsourcing market anticipating growth, we expect revenue to grow in fiscal year 2025 with momentum building up during the year. We will continue to prioritize long-term strategic partnerships by investing in new capabilities and continuously improving services within its Dedicated Centers, ensuring it is well-positioned to capitalize on the growth opportunities in this expanding market.

Q8 Highlight some of the key initiatives and outcomes undertaken on the ESG front by the Company.

For Biocon, sustainability is an integral part of our overall business strategy, across companies. Embedding ESG principles into our business purpose and practices is therefore a top priority for us. We continue to work on developing our strategy to carry out our priorities, governed through our ESG and CSR Board Committees, under the oversight of the Board.

Last year, we released the BRSR (Business Responsibility and Sustainability Report) in line with the framework provided by the Securities and Exchange Board of India (SEBI), along with our first Integrated Report aligned with International Integrated Reporting Council's (IIRC) framework., which articulated several ESG parameters and initiatives undertaken by the Company. We shall continue to publish the Tax Transparency report.

This year, we're taking a step further by publishing updates on last year's ESG journey and communicating our goals and targets. We have also provided limited assurance for the non-financial disclosures, BRSR (core) indicators, and the ESG data presented in the FY24 Integrated Annual Report through a reputed third-party auditor. This further strengthens our commitment to transparency and accountability. Our risk management system encompasses both business risks and ESG-related risks. Further, we have started identifying ESG opportunities related to our business sector. Examples include access and affordability, and digitization.

Our continuous journey towards more sustainable business and the initiatives we have taken has been demonstrated by the improvement in our scores from leading global sustainability indexes such as Dow Jones Sustainability Index (DJSI), where Biocon improved its ESG score from 52 to 63, and based on this performance we have been named among global sustainability leaders for the third consecutive year in the DJSI Emerging Markets Index. We were also included in the S&P Global Sustainability Yearbook 2024. More recently, we were awarded a Silver medal by EcoVadis for our Sustainability Accomplishment.

Manufacturing Capital

Aligned to SDGs

Biocon has built world-class, internationally compliant, global-scale manufacturing capabilities that produce small and large molecule therapeutic products to meet global healthcare needs reliably and efficiently.

We use our long-standing expertise in fermentation and recombinant DNA technology and in differentiated technology platforms to manufacture complex small molecule APIs, generic formulations, biosimilars and novel biologics.

We foster a culture of innovation, continuous improvement and consistency in manufacturing processes. Leveraging vertical integration, process optimization, lean manufacturing principles, and data analytics enable us to boost productivity, reduce cycle times, and optimize resource allocation. These endeavors provide us substantial cost advantages and give us a competitive edge, enabling us to multiply our positive impact by providing our high-quality products at price points that are affordable and thus accessible to patients globally.

Robust quality management systems, adherence to Good Manufacturing Practices (GMP), and rigorous control measures are embedded in every stage of our manufacturing process. We ensure compliance with all applicable laws and regulations to our industry, instilling confidence in our stakeholders.

Our state-of-the-art manufacturing facilities are qualified by respective regulatory agencies in both Advanced and Emerging Markets.

Our commitment to market leadership entails relentless cost leadership through Cost Improvement Processes (CIPs) across all product lines. We are embracing Industry 4.0 principles and leveraging automation, data exchange, and advanced analytics to create smart, interconnected manufacturing systems. Adoption of Manufacturing Execution Systems (MES) is further enhancing efficiency, traceability, and quality, solidifying our position as a forward-looking organization at the forefront of manufacturing advancements.

We are expediting CapEx projects to ensure the swift integration of advanced technology and new capacity to support our commercial objectives.

Global Scale Manufacturing Capabilities

Biocon Limited	Biocon Biologics	Syngene
▪ **6** manufacturing sites across India.	▪ **2** manufacturing sites across India. - Includes one of India's largest mAbs manufacturing facilities	▪ **2** million sq. ft. R&D and manufacturing infrastructure in India.
▪ Acquired oral solid dosage manufacturing facility in Cranbury, New Jersey, U.S.	▪ 1 manufacturing site in Malaysia - Asia's largest integrated insulins facility	▪ Acquired a biologics manufacturing facility featuring **20,000** liters of installed biologics Drug Substance manufacturing capacity and a high-speed commercial-scale fill-finish unit.
▪ **90+** cGMP approvals from international regulatory agencies.	▪ **80+** cGMP approvals from international regulatory agencies.	▪ Commercial-scale manufacturing of small molecules from a cGMP-compliant APIs manufacturing campus in Mangaluru.
▪ APIs manufacturing capacity: **715** metric tons per annum.	▪ Drug Substance manufacturing capacity: **300+** kiloliter.	▪ Development and manufacturing services for large molecules from the biologics manufacturing campus in Bengaluru.
▪ Formulations manufacturing capacity: **480** million units per year - **160** million tablets - **320** million capsules	▪ Drug Product manufacturing capacity: **100+** million units per year	

Augmenting Strategies: Enhancing Organizational Initiatives

To enhance our manufacturing processes and drive efficiency while minimizing waste, we've embraced industry-standard principles and methodologies, establishing excellence centers across our operations.

Six Sigma and Lean Principles	Six Sigma and Lean principles are methodologies used to improve processes, increase efficiency, and reduce waste. Leveraging the power of these principles, our teams have meticulously implemented small yet impactful process improvements, requiring minimal capital expenditure.
Biocon Group CoE for Operational Excellence	Our CoE for Operational Excellence supports routine manufacturing and provides us with breakthrough technologies, which focus on quality systems, digital transformation, and operational excellence. At the half-yearly award ceremony conducted by CoE, 815 employees across Biocon Limited and Biocon Biologics were rewarded for their outstanding efforts.
Cost Leadership	At Biocon Limited, we are focused on evaluating cost benefits and taking strategic initiatives accordingly. We have partnered with a leading consultancy firm for Raw Material Cost (RMC) benchmarking, RMC deep dive, overhead benchmarking, and de-bottlenecking four lines. Additionally, we collaborated with a business intelligence firm to gain market intelligence. Cross-functional teams have driven CIPs, implemented Manufacturing Science and Technology (MSAT)-driven Operational Improvement Projects (OIPs), and conducted various improvement projects and capability-building initiatives through a bottom-up approach using Kaizen. We have also prioritized energy conservation, water neutrality, and decarbonization efforts.
Talent Development	We impart various training and awareness sessions to empower our workforce in implementing cost-effective measures and maintain stringent quality standards. These also enable swift problem-solving and ensure compliance with industry regulations, which are essential for maintaining competitiveness and meeting customer expectations.

Biocon Limited

Snapshot of Generics Manufacturing Infrastructure

- 7 Manufacturing sites (6 in India + 1 in U.S.)
- 90+ cGMP approvals till date.
- Diverse APIs manufacturing facilities with capabilities in microbial fermentation, downstream process, including chromatographic purification, chemical synthesis, peptide synthesis and HPAPIs.
- Peptide facility with various synthesizers and supporting unit operations.
- State-of-the-art oral solid dosage manufacturing facility for seamless scale-up, from R&D to cGMP production.
- Dedicated facility for potent molecules with barrier technology (Isolators).
  - Robust quality management systems, adherence to GMP and rigorous control and assurance measures.

Generics Manufacturing Sites

Manufacturing Sites	Category	Capabilities	Certifications and Approvals
Biocon Campus (Bengaluru)	Active Pharmaceutical Ingredients (APIs)	**Products**: Immunosuppressants, Cardiology **Key Technologies**: Fermentation, Chemical Synthesis	ISO 14001, ISO 45001 Approvals received from: U.S. FDA, EMA, Cofepris (Mexico), ANVISA (Brazil) and MFDS (South Korea)
Biocon Park (Bengaluru SEZ)	Active Pharmaceutical Ingredients (APIs)	**Products**: Anti-Diabetes, Cardiology, Immunosuppressants, Multiple Sclerosis Treatment, etc. **Key Technologies**: Fermentation, Peptides, HPAPIs, Chemical Synthesis	ISO 14001, ISO 45001 Approvals received from: U.S. FDA, EMA, Health Canada, Cofepris (Mexico), ANVISA (Brazil) and MFDS (South Korea)
	Generic Formulations (GFs)	**Products**: Cardiology, Anti-Fungal, Anti-Diabetic, Anti-Cancer, Immunosuppressants **Key Technologies**: Oral Solid Dosage (Potent / Non-Potent), Sterile injectables*	Approvals received from: U.S. FDA, and MHRA, UK
Hyderabad Facility	Active Pharmaceutical Ingredients (APIs)	**Products**: Anti-Diabetes, Cardiology, Multiple Sclerosis treatment, Anti-Fungal **Key Technologies**: Chemical Synthesis, Manufacturing Execution System (MES)-based Operations	ISO 14001, ISO 45001 Approvals received from: U.S. FDA, EMA, Cofepris (Mexico), ANVISA (Brazil) and MFDS (South Korea)
Visakhapatnam Facility	Active Pharmaceutical Ingredients (APIs)	**Product**: Immunosuppressants, Anti-Cancer, Anti-Diabetes **Key Technologies**: HPAPIs, Chemical Synthesis	ISO 14001, ISO 45001 Approvals received from: U.S. FDA, TGA (Australia), ANVISA (Brazil) and MFDS (South Korea)
Visakhapatnam SEZ Facility	Active Pharmaceutical Ingredients (APIs)	**Products**: Immunosuppressants **Key Technologies**: Fermentation, fully MES-based Operations	In FY24, this facility was inspected by DCA and CDSCO
Biocon Generics Inc (BGI), New Jersey	Generic Formulations (GFs)	**Products**: Cardiology **Key Technologies**: Oral Solid Dosage	Approvals received from: U.S. FDA

*Under construction

Lean Six Sigma (LSS) and Operational Improvement Projects (OIP)

The successful completion of several Lean Six Sigma and Operational Improvement Projects led to reductions in power and water consumption as well as considerable cost savings at Biocon Limited's manufacturing facilities.

Snapshot of Projects Undertaken at Biocon Campus (Bengaluru) and Biocon Park (Bengaluru SEZ)

- Number of projects completed: LSS and OIP - 27
- Total annualized benefit - ₹366.5 million during the year
- Batch-to-batch cleaning simplification in multiple products
- Capacity enhancement with solvent optimization and yield improvement in one of the key statin products
- Solvent recovery improvement in multiple streams
- Replacing Caustic Solution and water boiling during cleanings in SRP resulted in following outcomes:
  - Synthetic effluent reduction up to 180 KL/annum
  - Process water reduction up to 110 KL/annum
  - Caustic solution usage reduction up to 70 KL/annum
  - Steam reduction up to 110 metric ton

Snapshot of Projects Undertaken at Hyderabad Facility

- No. of projects completed: LSS and OIP - 17
- Total annualized benefit - ₹254 million
- Recycled 600 KL of rainwater and reused it in cooling towers.

Snapshot of Projects Undertaken at Visakhapatnam Facility and Visakhapatnam SEZ Facility

- No. of projects completed: LSS and OIP - 11
- Total annualized benefit - ₹42 million
- Eco-drive campaign: Reduced power consumption from an average of 2.1 million kilowatthour (kwh)/month to 1.7 million kwh/month resulting in ~₹160 million savings for FY24 at both sites.
- Water campaign: Reduced freshwater consumption from an average of 13,300 KL/month to 10,700 KL/month resulting in ~₹7.5 million savings for FY24 at both sites (including reduction in low total dissolved solids effluent).
- Reduction of Maximum Demand from 4,000 kilovolt-ampere (kVA) to 3,200 kVA leading to optimization of power costs based on utilization. This will result in a cost reduction of about ₹3.6 – 4 million/year.

Case Study 1

Operational Excellence through Manufacturing Execution System (MES)

Overview: We implemented advanced Manufacturing Execution Systems (MES) at our Visakhapatnam and Hyderabad facilities, which provides us real-time information about production processes, equipment status, and materials usage. It acts as a bridge between the Enterprise Resource Planning (ERP) system and the production floor, optimizing manufacturing operations and improving overall efficiency.

Benefits: It increases productivity by streamlining production processes, reducing manual errors, and minimizing downtime. By providing real-time monitoring, MES helps identify and address quality issues promptly. It enables better decision-making and resource allocation through improved visibility of various manufacturing stages. It collects and analyzes vast amounts of production data, providing valuable insights for process improvement and optimization. Inventory optimization, cost reduction, and regulatory compliances are some of the other advantages of MES.

Outcome: This marks a significant advancement in manufacturing operations, introducing key features such as electronic master batch record and checklist capabilities, an electronic logbook system, and the ability to execute records electronically. Seamless integration with SAP, LDAP, and weighing scale interfaces enhances efficiency and data accuracy. Incorporating review by exceptions and barcoded labeling streamlines processes, while system-guided operations and interlocks ensure precision and safety. With anytime audit readiness, the system is poised to meet regulatory standards and uphold quality assurance seamlessly.

Case Study 2

Rationalization of Standard Operating Procedures (SOPs)

Overview: We initiated a project to optimize the management of SOPs at our site while keeping the corporate SOPs unchanged. To achieve this, we meticulously reviewed all SOPs to identify commonalities in titles and functionalities, aiming to minimize duplication and complexity while maintaining corporate standards. Initially, there were 1,729 SOPs (Production: 1,234; Engineering: 418; Instrumentation: 77). We identified redundant procedures with similar content across different areas and grouped SOPs according to activities such as cleaning, material handling, and storage, making them more accessible for personnel. We also consolidated similar procedures related to process parameters and equipment set points. Finally, obsolete and redundant procedures were systematically phased out to streamline the SOP framework.

Outcome: There was a 60% reduction, resulting in a final count of 667 SOPs.

Digital Initiatives

Initiatives	Description	Benefits
Warehouse Management System (WMS)	Application designed to provide real-time visibility of inventory levels, location tracking, and to facilitate the movement and storage of goods within the warehouse.	▪ Maintains accurate inventory records ▪ Improves operational efficiency by reducing time and effort ▪ Optimizes space utilization, improves order accuracy ▪ Enables better task prioritization, and performance tracking
Bio Path Zero - Digitalized Environment, Health, Safety, and Security (EHSS) Portal	A digital solution aimed at optimizing EHSS management. Helps streamline EHSS processes, track performance, ensure compliance with regulations, and reduce environmental footprint while promoting worker safety and well-being.	▪ Collates EHS data as per disclosure frameworks ▪ Emphasizes continuous improvement of workplace safety ▪ Enhances reporting of internal and external audits ▪ Improves reporting of incident, unsafe act and conditions & near miss
Online Utility Monitoring System	Digital platform used to monitor and manage resource consumption (electricity, water, gas, steam, etc.) in real time.	▪ Provides real-time monitoring ▪ Gives insights into resource consumption patterns, peak usage times, and potential areas for optimization ▪ Generates alerts and notifications ▪ Helps in integration with other digital solutions

Technology and Automation Initiatives

We have implemented various advanced technological and automation initiatives to strengthen manufacturing capacities and capabilities.

Technology and Automation Initiatives

Initiatives	Description	Benefits
Continuous Stirred Tank Reactor (CSTR)	Reactants are continuously fed into the reactor and emerge as a continuous stream of products. It helps control concentration & yield with feed flow rates and residence times	▪ Continuous and steady operations ▪ Ensures uniform mixing of reactants ▪ Provides optimal performance and product quality.
Rotary Vacuum Drum Filter (RVDF)	Continuous mode of filtration equipment with minimal manual intervention	▪ Offers continuous uninterrupted filtration ▪ Provides efficient solid-liquid separation
Ionization in Powder Processing	Process of introducing ions (charged particles) to eliminate the safety risk of static electricity and quality risk of agglomeration.	▪ Improves powder flow ▪ Reduces agglomeration ▪ Enhances dispersion
Fitz Mill Technology (Comminuting mill)	Flow-ability and uniform Particle Size Distribution (PSD) of APIs is critical for Formulation. High Shear Mill with controlled size reduction delivers these requirements.	▪ Provides uniform size particle distribution ▪ Increases efficiency, reduces processing time ▪ Improves scalability
Upgradation of Legacy Installation to Efficient System – Compressors	Replacement of reciprocating compressor with screw compressor – Application in utilities	▪ Reduces energy consumption ▪ Minimizes downtime and maintenance costs ▪ Increases scalability and flexibility
Condensers' Efficiency Improvement with Online Tube Cleaning System	Sponge rubber balls are injected into the condenser tube system, which prevents any building up of scaling and/or biofouling.	▪ Improves heat transfer ▪ Reduces downtime ▪ Reduces energy consumption ▪ Enhances product quality

Biocon Biologics

Snapshot of Biosimilars Manufacturing Infrastructure:

- 3 Manufacturing Sites (2 in India + 1 in Malaysia).
- 80+ cGMP approvals till date.
- Manufacturing facilities can produce Drug Substances, Drug Products and assemble drug delivery devices.
- Multiple technology platforms, including proprietary microbial and mammalian cell-based platforms.
- Ranked among the Top 15 in global biomanufacturing capacity by volume#.
- Asia's largest integrated insulins facility located in Malaysia is a COE for insulin and insulin analogs.
- One of India's largest mAbs manufacturing facilities in Bengaluru.

Biosimilars Manufacturing Sites

Manufacturing Sites	Capabilities	Certifications and Approvals
Biocon Campus – Bengaluru, India	**Drug Substance** ▪ Insulins **Technology Platform** ▪ Microbial Fermentation	ISO 14001, ISO 45001 Approvals received from: U.S. FDA; EMA; PMDA (Japan); Health Canada; Ministry of Health, Russia; and several others.

Biocon Park – Bengaluru, India	**Drug Substance**
	▪ Insulins
	▪ Monoclonal Antibodies
	▪ Conjugated rProteins
	Drug Products
	▪ Sterile Injectables
	  ▪ Vials
	  ▪ Lypholized Vials
	  ▪ Cartridges
	  ▪ Pre-filled Syringes
	Devices
	▪ Reusable Pens*
	▪ Pre-filled Pens
	Technology Platforms
	▪ Microbial Fermentation
	▪ Recombinant Mammalian Cell Culture
		ISO 14001, ISO 45001
		Approvals received from: U.S. FDA; EMA; PMDA (Japan); Health Canada; TGA (Australia); ANSM (France); HPRA (Ireland); ANVISA (Brazil); Ministry of Health, Russia; MFDS (South Korea) and several others.

Johor, Malaysia	**Drug Substance**
	▪ Insulins
	Drug Products
	▪ Sterile Injectables
	  - Vials
	  - Cartridges
	Devices
	▪ Pre-filled pens
	Technology Platforms
	▪ Microbial Fermentation
		ISO 14001, ISO 45001, ISO 13485
		Good Distribution Practice for Medical Devices (GDPMD)
		Approvals received from: U.S. FDA; EMA; NPRA (Malaysia); Ministry of Health, Saudi Arabia; MCAZ (Zimbabwe), Gulf Health Council and others.

#19th Annual Report of BioPlan Associates
*Test, release and package only

Digital Initiatives

- E-logbooks: The deployment of E-logbooks across all our warehouses ensures streamlined operations and improved data management practices, aligned to our ESG goals and commitment to operational excellence. We are expanding E-logbooks to other areas and expect to cover the entire operations in FY25.
- Our Laboratory Information Management System (LIMS) underwent Enhancement III incorporating analyst qualification and validation modules, alongside email notifications for key processes.
- A Quality Dashboard with site-wise heat maps empowers our quality teams to efficiently check parameters from various Quality Management System (QMS) elements.
- Serialization (SAP ICH) has been implemented for business use in several countries, ensuring enhanced traceability and compliance.
- Improvements in the SAP system led to supply chain optimization, resulting in streamlining product shipments to the U.S.

Case Study 3

Minimizing Plastic Waste Generation During Manufacturing

Overview: As a part of Biocon Biologics' efforts to reduce plastic waste, we assessed our manufacturing processes and initiated a program to reduce plastic use. We replaced plastic fermenter tanks with stainless steel fermenter tanks.

Outcome: The replacement of plastic tanks with stainless steel tanks helped reduce plastic waste generation by 7 tons per annum in FY24. Innovation in packaging operations at our downstream operations further reduced plastic waste.

(More details on these initiatives are given in the Natural Capital chapter.)

Syngene

Snapshot of Research Services Infrastructure

- State-of-the art APIs and biologics manufacturing facilities in Mangaluru and Bengaluru.
- cGMP-compliant facilities with capabilities from GLP-Tox batches to commercial manufacturing.
- 24/7 operations for optimal resource utilization.
- Diverse range of reactors in stainless steel, glass-lined and Hastelloy materials.
- Wide range of supported chemistries: asymmetry catalysis, halogenation, etc.
- Expertise in handling high-potency compounds with strict safety measures.
- High vacuum distillations (<10 Torr) and high-temperature processes (up to 140°C).
- Hydrogenator for acidic/basic reactions, capacity up to 4 KL and 26 bar pressure.
- Cryogenic reactor: 12 KL capacity, operating from -90°C to 140°C.
- Particle size reduction (<10 microns) using nitrogen and air in a controlled environment.

Digital Initiatives

We continue to focus our investments in first-in-class technologies as a critical enabler of our success. Our global clientele and business operations are supported with robust IT infrastructure.

In FY24, we have further extended our digital documentation capabilities through completion of the Electronic Lab Notebook (ELN) rollout for all designated users across the Development and Manufacturing Services, followed by successful initiation in the Discovery Services. We also transitioned to a real-time system with QR codes and handheld devices for reduced discrepancies and streamlining of material storage through a 'Single Label' concept. Our 'Synventory solution' received a gold award from the Quality Circle Forum of India (QCFI) for enhancing chemical inventory management. Furthermore, as a client-centric company, we also launched 'Lysyning' for effective management of client grievances.

Product Quality Management and Compliance

Our products directly impact patients' health and well-being. Therefore, it is important to have sound quality management practices to minimize the risk of adverse events and ensure patient safety. Our products are subject to stringent regulatory requirements imposed by health authorities such as the U.S. Food and Drug Administration (FDA) and European Medicines Agency (EMA). We have a global reach in 120+ countries and we do our utmost to comply with the regulatory and quality requirements of respective geographies. It further facilitates market authorization and commercialization of our products.

Biocon Limited adheres to guidelines from various health regulatory authorities, including but not limited to:

U.S. Food & Drug Administration (FDA)	European Medicines Agency (EMA) & its Competent Authorities	Medicines & Healthcare products Regulatory Agency (MHRA), UK
Therapeutic Goods Administration (TGA), Australia	Pharmaceuticals & Medical Devices Agency (PMDA), Japan	ANVISA, Brazil
Cofepris, Mexico	Central Drugs Standard Control Organization (CDSCO), India	Ministry of Food and Drug Safety (MFDS), South Korea

Quality Control

Biocon Limited

At Biocon Limited, we have a Quality Council dedicated for implementation of ongoing measures and ensuring that our product quality consistently meets the highest standards. Our facilities are equipped with a robust Quality Management System (QMS). We ensure compliance to Good Manufacturing Practices (GMP), Good Storage Practices (GSP), Good Distribution Practices (GDP), Good Documentation Practices, Good Clinical Practices (GCP) and Good Pharmacovigilance Practices (GVP). By leveraging operational, technological, and digitization initiatives, we strive to enhance manufacturing efficiencies, thereby aiming high-quality product outputs. Regular self-inspections, carried out by site-specific quality teams, supplement our efforts. External quality audits are conducted annually, alongside periodic management review meetings at both site and management levels. Every fortnight, we organize site-specific quality governance calls involving manufacturing teams and site personnel to address and resolve issues.

Zero findings were observed in audits conducted by the U.S. FDA for both our Hyderabad facility and the Oral Solid Dosage facility in Bengaluru.

Biocon Biologics

At Biocon Biologics, the Quality Management Maturity (QMM) initiative is a strategic approach to uphold the highest standards of product safety and efficacy. The QMM framework is built on four foundational pillars:

Quality Strategy: We have re-envisioned our Quality Policy to align with our business strategy. This vision is operationalized through clearly defined quality objectives and metrics and encapsulated in a comprehensive Global Quality Manual, which serves as a guiding document, placing the patient at the core of organizational decision-making and fostering a robust culture of quality.

Quality Process: It focuses on implementing sound data governance, escalation management and risk management.

Our People: The ability and efficiency of human resources are crucial for successful outcomes. We have implemented various training programs and developed career advancement and retention strategies.

Organization: It addresses our organizational structure and its impact on the process, product, and patient. We have minimized silos and harmonized overlapping roles and responsibilities.

Syngene

At Syngene, applying global quality standards to all client projects is a priority. The Company has invested extensively in digital processes to improve accuracy and minimize human error. Transitioning to such fully digital quality systems improves efficiency, speed, and accessibility to audit trails, with plans to achieve paperless quality control laboratories. Syngene facilities hold accreditations from regulatory authorities such as the U.S. FDA, EMA, PMDA (Pharmaceutical Medical and Devices Agency), Japan, and Indian national authorities. We understand the significance of regulatory inspections and client audits in maintaining quality standards. Therefore, we conduct internal audits and self-inspections to proactively identify and address any areas of improvement.

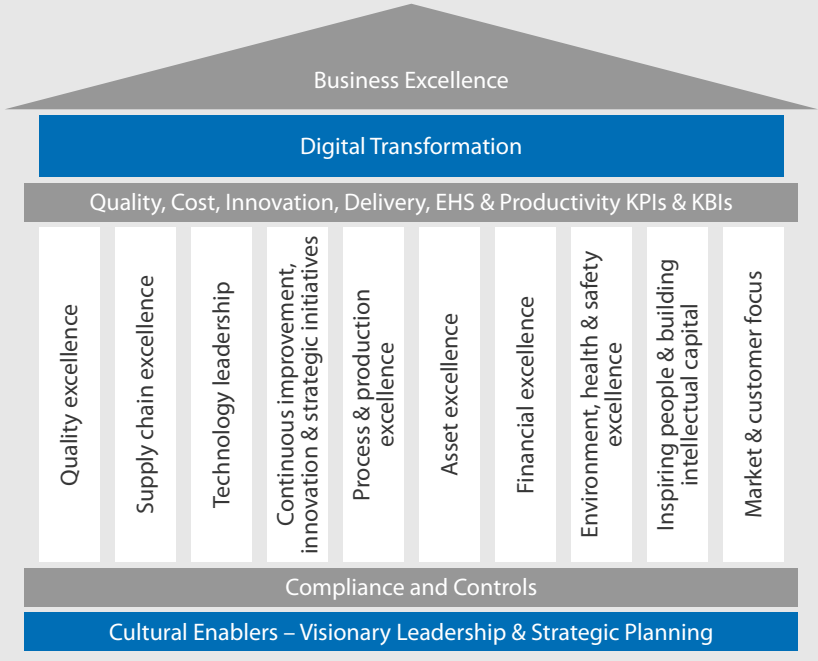
Embedding a Quality Culture

Biocon Limited	Biocon Biologics	Syngene
Over 850 well-trained Quality professionals monitor our development and manufacturing processes and ensure compliance with cGMPs.	Center of Excellence (Quality Systems Digital Transformation & Operational Excellence), enables identification and execution of digital and process solutions.	▪ Anytime Audit Ready Standard ▪ ~87 audits by regulators and clients on the Company premises during the year.
Paperless, self-learning enabled through implementation of Learning Management System (LMS).	**Quality Principles** **Patient-Centricity**: Developing, delivering affordable biologics that meet patients' needs and expectations. **Proactive Approach**: Preventing defects and errors rather than detecting and fixing them. **Continuous Improvement**: Seeking to enhance our manufacturing processes, technologies, and knowledge to remain at the forefront of the industry.	Lean and Six Sigma methods employed for process improvement and waste elimination. This includes a multi-year training program in Lean and Six Sigma.
Ongoing project to simplify Batch Manufacturing Records (BMRs) and Standard Operating Procedures (SOPs) for major commercial products across sites.	Deploying digital solutions to ▪ Improve quality and compliance ▪ Augment productivity ▪ Enable data integrity	

Biocon Group CoE – Operational Excellence

The Biocon Group Center of Excellence (CoE) for Operational Excellence is implementing a holistic approach to foster a culture of quality and excellence across the organization. The CoE's initiatives aim to enhance efficiency, productivity, and agility across functions, enable continuous improvement in quality control processes and management practices, and ensure consistent Right First Time (RFT) performance. Our goal as a Group is to earn the prestigious Deming Prize, one of the longest-running and most esteemed awards for Total Quality Management worldwide. This journey represents a shared commitment among Biocon Limited, Biocon Biologics, and Syngene.

In FY24, we introduced the John Shaw Excellence Awards (JSEA) as a prerequisite for qualifying for the Deming Award. JSEA will be conferred upon Strategic Business Units (SBUs) within the Biocon Group of companies that demonstrate excellence across various criteria, including quality, cost, innovation, delivery, EHS, and productivity. The John Shaw Excellence Model (JSEM) outlines key metrics for evaluating, assessing, calibrating, recognizing, and rewarding 'best-in-class' SBUs.



The John Shaw Excellence Model

Combating Counterfeit Medicines

The problem of counterfeiting medicines poses a significant threat to global health, as it compromises the efficacy of treatments and can lead to serious health risks, including death. We implement serialization for all supplied products, utilizing unique labels and packaging that are challenging to duplicate. For APIs, a barcode system is employed, with each barcode containing details such as batch number, product name, manufacturing site information, and serial numbers for sales tracking.

Pharmacovigilance

Biocon Group companies deploy Pharmacovigilance (PV) systems that ensure any adverse events/ side effects and/ or product quality complaints associated with any of our products are identified, collected, and analyzed by experts, and appropriately disseminated. A dedicated PV team in each company tracks and reports complaints received via purpose-built web portals.

At Biocon, providing safe and effective products is of utmost importance. Considering the complexity of Biocon's business in the different territories of U.S., UK, EU, and other global markets, Biocon has established a global PV framework to incorporate the best drug safety practices. This has reduced redundancy and duplication of activities. Further, Biocon has out-licensed its own products in multiple territories to partners and also in-licensed many products from different partners. This global PV framework facilitates seamless exchange of safety information and compliance with regulatory requirements.

The process followed by the PV team to ensure the safety and efficacy of products includes:

- Establishment of adverse event/ product quality complaint collection modalities: The PV department sets up different modalities to smoothen the process of reporting adverse events and product quality complaints to marketing authorization holders. A toll free number, drug safety mailbox, fax, and PV webpage portal on the Biocon website have been set up to create a robust system to collect safety information from patients and healthcare providers. As per the regulatory requirement, we perform a weekly or monthly literature search to monitor any new safety signal for a product.
- Processing of Individual Case Safety Report: Biocon has hosted a validated drug safety database to process Individual Case Safety Reports (ICSRs) that meet the regulatory validity criteria. Product quality complaints are forwarded to the product quality team for further investigation. Depending on the regulatory requirement, these ICSRs are submitted to regulatory authorities.
- Aggregate report: We conduct cumulative analysis of individual cases received during a specific period, in compliance with country-specific regulatory requirements, which helps us monitor the safety and efficacy of a drug product.
- Signal management activities: Biocon performs global signal evaluation for all its products approved in multiple countries. This is done to ensure benefit-risk evaluation for the usage of a particular drug in the patient population. If any new safety signal is identified, we communicate it to the regulatory agency.
- Risk management activities: We perform specific risk mitigation activities for some products, as per regulatory requirements, to ensure patient safety and risk communication.

Adverse Event Training

All new employees are given mandatory training on adverse events at the time of induction. Furthermore, there is an annual refresher training provided for all employees of Biocon Limited and its subsidiaries.

Biocon Biologics Expands Pharmacovigilance Capabilities Post-Integration

Biocon Biologics has expanded the scope of Pharmacovigilance after the successful completion of the integration of Viatris' biosimilars business, which led to our direct global presence in Advanced Markets. To comply with regional and country-specific regulations, additional on-ground staffing was completed and strategic partnering was accomplished to ensure compliance with reporting requirements and obligations. Qualified Person Responsible for Pharmacovigilance (QPPV) positions were set up and an organizational restructuring was carried out to improve sponsor oversight on activities. Key activities such as signal detection and risk management have been retained in-house. Due to a four-fold increase in volume of cases post-integration, we have engaged Eversana as a strategic partner to manage Pharmacovigilance operations globally. We have also invested in Oracle-Argus database to fully digitize the progress flow and submissions to health authorities to ensure compliance and efficiency.

Intellectual Capital

Aligned to SDGs

The Biocon Group fosters a culture of innovation and invests strategically in research and development. We believe in truly exploiting the multiplicative effect of investing in R&D to realize our purpose of enabling access to lifesaving medicines. With comprehensive R&D capabilities, we undertake research in the development of generics, biosimilars, and novel therapies to develop therapeutic solutions that meet diverse patients' needs. This approach aims to create innovative solutions benefiting millions while creating value for stakeholders. We pursue a robust in-house intellectual property (IP) strategy to generate IP such as process patents for the manufacture of key generic small molecules and biotherapeutics.

Our expertise spans drug discovery, preclinical and clinical research, and CMC, enabling us to navigate the entire value chain effectively. We extend our commitment to intellectual capital through research partnerships with academia, enhancing process efficiencies and exploring novel approaches. Collaborating with esteemed institutions, we leverage collective knowledge to optimize operations and deliver innovative healthcare solutions.

Through our Research Services business, we accelerate innovative research for customers, supporting their goals with tailored research services. Emphasizing IP protection and information security, we prioritize safeguarding our research, processes, and data. This commitment instils trust among partners and stakeholders, reinforcing integrity and upholding confidentiality standards.

At a Group level, our net R&D investment was ₹11,540 million, representing 10% of our Total Revenue (ex-Syngene). We are leveraging the 'Multiplier Effect' as we continue to invest in creating the kind of intellectual wealth that can drive exponential growth and maximize value for our stakeholders.

Performance Highlights - FY24

	Biocon Limited	Biocon Biologics
Product launches	5	25
Products in the pipeline*	33 APIs, 50 Generic Formulations	12
Products in our portfolio*	75 APIs, 83 Generic Formulations	20
Regulatory filings	37 APIs, 38 Generic Formulations	42
Regulatory approvals	20 APIs, 24 Generic Formulations	40
R&D investment as % of revenue	8%	10%

	Biocon Limited	Biocon Biologics	Syngene
R&D staff*	406	451	5,600

*As of March 31, 2024

Biocon Limited

Through our R&D efforts, we continued to win regulatory approvals in different geographies in FY24:

- Liraglutide approved in the UK.
- Vigabatrin capsules, Famotidine oral suspension, Liothyronin Sodium tablets, Oxcarbazepine oral suspension approved in U.S. Received tentative approvals for Lenalidomide capsules and Dasatinib tablets in U.S.
- Dabigatran capsules and Rivaroxaban tablets approved in Europe.
- Mycophenolate Sodium (MPS) approved in China.
- Posaconazole tablets, Mycophenolic Acid tablets, Tacrolimus capsules, Sacubitril / Valsartan tablets, Rosuvastatin tablets, Posaconazole tablets and Lenalidomide capsules approved in select MoW markets..

Key launches for the year include:

- Liothyronine Sodium tablets and Famotidine oral suspension (in-licensed product) in the U.S.
- Mycophenolate Sodium (MPS) tablets, our first drug product in Israel.

R&D Partnerships

We identify partners through extensive literature reviews, conferences, etc., that align with our objectives. Our partnerships serve various purposes, including knowledge and technology sharing, and funding support.

Partnership for Green Chemistry

In our green chemistry initiative, we've collaborated with a startup (based in India) in computational biology to enhance enzyme engineering for biotransformation-based APIs synthesis. Enzymes are the key components in this process, but wild-type enzymes have limitations such as slower reaction rates and instability in industrial conditions. By leveraging indigenously developed computational biology tools and software, we've accelerated the identification of target enzymes, minimizing the number of laboratory experiments needed. The successful collaboration yielded a novel enzyme that has been used to develop the biotransformation-based process for Simvastatin. The process has been successfully developed in R&D.

Partnership for Augmented Intelligence-Driven Product Development

By harnessing the power of Augmented Intelligence and digital technologies, we are driving innovation, accelerating our product pipeline, ultimately delivering better healthcare solutions to patients worldwide. AI research tools

predict multiple routes and processes, offering comprehensive information on complexity, atom efficiency, and conditions. It utilizes a deep learning algorithm trained on the largest chemistry reaction dataset for accurate retrosynthesis solutions. This helps develop cost-effective, eco-friendly synthesis routes with greener chemistry, generating intellectual property. In FY24, we:

- Collaborated with third-party partners to leverage Augmented Intelligence for product development.
- Utilized tools such as SciFinder retrosynthesis and Reaxys AI predictive research tool for synthesizing new routes and chemistry.
- Explored AI applications across various products, with a recent collaboration on the Dasatinib product.

Biocon Biologics

Biocon Biologics is among the highest R&D spenders within the pharma industry in India. Our R&D investments of ₹9,110 million represented 10% of our revenue in FY24.

Deploying our intellectual capital led to the following developments:

- 40 regulatory approvals received in FY24.
- 42 regulatory filings submitted in FY24.
- U.S. FDA accepted our BLA for bUstekinumab for review under the 351(k) pathway.
- Initiated global Phase III clinical trial for bPertuzumab.
- Received U.S. FDA approval, marketing authorizations in EU, UK, and provisional approval in Canada for Yesafili™ (bAflibercept).
- 20+ patents obtained in FY24.

While the transition of Viatris' biosimilars business was in progress, our global regulatory team undertook the formidable task of filing for Marketing Authorization Transfers of 500+ product registrations across Advanced Markets and Emerging Markets. To meet the evolved needs of the business, we expanded our team and invested in digital solutions. We successfully migrated all Electronic Common Technical Document (eCTD) sequences and related source documents from Viatris to Biocon Biologics' environment without any disruptions to our business operations.

Digital Transformation Initiatives

Biocon Biologics has been leveraging digital transformation strategies and pathways to add efficiencies across workflows. Due to the integration of the acquired business, the necessity and scope for digital strategies expanded multi-fold.

Commercial Operations: For a seamless execution of commercial operations across 120+ countries, multiple industry leading digital platforms were implemented to manage activities such as sales, marketing and customer relationship management. Some of these platforms are capable of facilitating real-world analytics using Big Data & AI.

During FY24, these platforms facilitated:

- Outreach to 14,000+ healthcare professionals (HCPs)
- Development of 15 web pages and the digital content centrally
- Simplified and automated medico-legal review or promotional materials
- Real-time insights on sales performance, market access and product performance metrics

Supply Chain: We have completely digitized our supply chains and have implemented Enterprise Resource Planning (ERP) systems to plan and monitor operations in real time. This ERP systems have helped us:

- Anticipate fluctuations in demand and supply.
- Provide insights into business performance and reduce operational cost through process optimizations.
- Enable real-time tracking of shipments, inventory and orders across third party logistics partners and customers.
- Minimize compliance risk by leveraging robust internal controls, audit trails and avoiding penalties.
- Ensure compliance with local taxation and regulatory requirements.

Syngene

Over three decades, we have pushed the boundaries of innovation, delivering solutions to clients across the pharmaceutical, biotechnology, nutrition, animal health, consumer goods, and specialty chemical sectors. In doing so, we have built a strong reputation for IP creation and protection for our clients around the world.

The Company has leveraged the transformative role of technology in redefining R&D through advancements in data science and automation. We have also invested in the latest technology in PROTACs, cell and gene therapy, antibody drug conjugates and oligonucleotides. Our world-class capabilities mean that we can support clients in navigating the rapidly evolving landscape of drug research and healthcare transformation.

This year, we expanded the capabilities of Syn.AI™, our proprietary AI platform, to facilitate the identification of the most effective drug targets for combating diseases. In line with our commitment to innovation, the tool's molecule design capabilities were broadened beyond life sciences to pioneer physics-based and AI workflows for applications in the energy and cosmetic sectors.

Developing Innovative Nanoparticle for AMD Treatment

In collaboration with a U.S.-based biotech company, Syngene has made significant strides in the development of a glyco-immune therapeutic nanoparticle for the treatment of age-related macular degeneration (AMD). The nanoparticle aims to increase the surface area of the drug product and can deliver the drug to the eyes via intravitreal injection. AMD is a challenging disease of the retina, which may lead to blindness in the elderly population. Dry AMD affects the macula - an area of the retina responsible for clear vision. Over time, tissue in the macula may become thinner and affect the cells responsible for vision.

This innovative drug delivery system targets specific macrophages in the retina to modulate innate immune dysfunction and prevent vision loss associated with AMD. Leveraging Syngene's expertise, two teams contributed to the creation of the delivery particle:

- The performance and specialty materials unit synthesized the functionalized biodegradable polymer
- The formulations development unit developed the nanoparticulate-based ophthalmic drug delivery system using the polymer.

Initial preclinical studies in rodents were promising and the teams are moving forward on the first-in-human clinical trial. Syngene completed polymer production, nanoparticle formulation and the fill finish activities to provide a GMP-compliant drug product for clinical trials. The filling was done at the new injectable fill-finish facility in Bengaluru.

Computer-aided Drug Discovery for Parkinson's Disease

The blood-brain barrier has been a significant hurdle in achieving drug delivery into the brain to fight debilitating neurodegenerative diseases like Parkinson's disease and Alzheimer's disease. A biopharma company has developed a peptide drug candidate for Parkinson's disease that needs to be administered directly into the brain by surgery. We are using a Research Informatics based approach to develop a non-invasive and patient-friendly variation of the peptide drug that makes delivery of the drug non-surgically possible.

The optimized drug candidate could be used to treat a wide range of neurodegenerative brain diseases as well as brain-related diseases such as cancer and traumatic brain injury. The medicine would be administered directly into patients' circulatory systems without needing surgery and avoiding post-operative complications.

R&D Partnerships

Our relationships with Bristol Myers Squibb (BMS) and Amgen showcase our exceptional multi-year partnerships. We also continue to strengthen our existing partnership with Baxter. Our equation with them is characterized by shared values, standards, and a commitment to delivering research that changes patients' lives. All three have dedicated research facilities run by us at our Bengaluru campus. Ring-fenced, state-of-the-art infrastructure, an exclusive team of multi-disciplinary scientists and support personnel are dedicated to the client R&D programs.

Building next-generation ADCs:
Antibody drug conjugates (ADCs) represent a promising class of therapeutics for targeted cancer treatment. We have enabled next-generation ADCs for our clients by making the following modifications to classical ADCs:

- Designing dual binding sites on the antibody.
- Addition of non-cytotoxic immunologic payloads designed to stimulate the innate immune system.
- Increasing stability to the molecule in circulation.

Our collaborative efforts with our clients helped deliver a first-in-class ADC that is currently in Phase I trials in patients with advanced solid tumors. It is anticipated that the improved dosing accuracy and a better safety profile would make it a superior drug over conventional ADCs.

Scientific Advisory Board

The Scientific Advisory Board, composed of industry experts in medicine, research, and academia, provides direction and guidance on current and upcoming R&D activities at Biocon Limited or Biocon Biologics.

Dr. Sanjiv Agarwala

Sanjiv Agarwala is the Chief of Medical Oncology and Haematology at St. Luke's Cancer Center and Professor of Medicine at Temple University School of Medicine, in Philadelphia, U.S. He is an expert in the research and treatment of melanoma and immunotherapy of cancer and has presented and led numerous conferences and meetings across the globe. Dr. Agarwala has written and contributed to over 200 publications and book chapters on melanoma, immune-oncology and other research areas. He is an active member of several professional and scientific societies, such as the American Association for Cancer Research (AACR), the American Society of Clinical Oncology (ASCO), the European Society of Medical Oncology (ESMO), and the Society for Melanoma Research (SMR).

Dr. Mario Mandala

Mario Mandala is an Associate Professor of Medical Oncology at the University of Perugia, Italy. Dr. Mandala is a member of the European Society for Medical Oncology (ESMO) Committee of Melanoma Guidelines. He is on the editorial board of several international journals. He has authored more than 190 publications and his major scientific interests are clinical and translational research on melanoma, gastrointestinal cancer and thromboembolic complications in cancer patients. Dr. Mandalat has made significant contributions to organizations such as ESMO and the European Organisation for Research and Treatment of Cancer (EORTC) in the management of melanoma and thromboembolic complications in cancer patients.

Hans-Friedrich Koch

Hans-Friedrich Koch is an expert in biostatistics and data management with over 40 years of experience in the pharmaceutical industry. He specializes in biosimilar drug development and offers guidance for global clinical development programs.

Dr. Steven R. Feldman

Steven R. Feldman is a board-certified dermatologist and dermatopathologist. He is Professor of Dermatology, Pathology and Public Health Sciences at the Wake Forest University School of Medicine in North Carolina, U.S. He earned his M.D. and PhD degrees from Duke University in Durham, North Carolina, U.S. and then completed a dermatology residency at the University of North Carolina at Chapel Hill and his dermatopathology residency at the Medical University of South Carolina, in Charleston. He has authored over 750 publications in his 35-year career.

Dr. Alan Menter

Alan Menter is a dermatologist and former Chairperson of the Division of Dermatology at Baylor University Medical Center in Dallas, U.S., and program director at Baylor Texas for the Dermatology Residency Program. In addition to his medical work, Dr. Menter also served as a Clinical Professor of Dermatology at the University of Texas Southwestern in Dallas and is a frequent speaker in his field. He notably spent six years as a Clinical Director of the National Psoriasis Foundation Gene Bank, between 1996 and 2002. Dr. Menter is a past president of the Texas Dermatology Society and a former board member of the American Academy of Dermatology. He received the Giants of Dermatology Award from Dermatology Times in 2020. He was previously acknowledged by the American Academy of Dermatology with the Clark W. Finnerud Award in 2015 and a Lifetime Achievement Award from the National Psoriasis Foundation in 2013. Dr. Menter has consistently been highlighted in Best Doctors in America since 1994. He has published ~300 articles, four books, 19 book chapters and numerous reviews for medical journals such as the New England Journal of Medicine and Lancet.

Dr. Chirag Desai

Chirag Desai, a medical oncologist, is affiliated to the Hemato-Oncology Clinic, Vedanta Ahmedabad, as a one of the Founder Directors. He has published his research work extensively in national and international journals and is currently serving as a member of the editorial board of four journals. He is a member of the Tongue Cancer and Lung Cancer Practice Guidelines Sub-Committee for the Indian Council of Medical Research (ICMR) and Head and Neck Committee for National Cancer Grid. He has also served as a member of several professional organizations such as ASCO, ESMO etc.

Dr. Shirish Gadgeel

Shirish Gadgeel, MD (Fellowship in Medical Oncology), is a renowned medical oncologist affiliated with the Henry Ford Cancer Institute in Detroit, U.S., where he serves as Division Head for Hematology/ Oncology and as an Associate Director of Patient Experience and Clinical Care. His clinical research experience spans 20 years. He is also a member of the steering committee of the Lung Cancer Committee of Southwest Oncology Group. He is the Associate Editor of Clinical Lung Cancer and a reviewer for many journals, including Clinical Cancer Research, Journal of Clinical Oncology, Lancet Oncology, and Journal of Thoracic Oncology. He has served as faculty for the annual meeting of the American Society of Clinical Oncology (ASCO) and as a member of the education committee of ASCO. He is a member of the Communications Committee of the International Association of Study of Lung Cancer (IASLC). He was awarded the Cancer Clinical Investigator Team Leadership Award by the National Cancer Institute in 2012.

Dr. Susan B. Bressler

Susan B. Bressler is the Julia G. Levy, Ph.D. Professor of Ophthalmology at the Wilmer Eye Institute at the Johns Hopkins University School of Medicine, Baltimore, U.S. She is a board-certified ophthalmologist and has subspecialty training in medical retinal disorders, vitreoretinal disease, and retinal surgery. Her main research interest has been collaborative efforts in clinical trials. She has served as principal investigator of an image reading center that has served as a central unit for many clinical trials and epidemiologic investigations, as Vice Chair of the Diabetic Retinopathy Clinical Research Network, and as principal investigator of a participating clinical center in several major clinical trials. Most of her studies have specific emphasis on the treatment of both non-neovascular and neovascular age-related macular degeneration and all aspects of diabetic retinopathy. Dr. Bressler has a large national and international referral practice. In addition, she has published 223 peer-reviewed articles and 55 book chapters. Her editorial board positions include American Journal of Ophthalmology, Survey of Ophthalmology, Retina, EyeNet Magazine, Health After 50: The Johns Hopkins Medical Letter, and the Wilmer Retina Update.

Professor Richard Eastell

Richard Eastell is currently Director of the Mellanby Centre based at the University of Sheffield, UK. Some of his recent contributions have been authorship on key papers describing new treatments for osteoporosis, such as tibolone, zoledronic acid, denosumab and lasofoxifene as well as addressing issues about safety of medications and provide guidelines to diagnose primary hyperparathyroidism, a common disorder resulting in high levels of blood calcium.

His work as a clinical investigator was recognized in 2014 by the Frederick C Bartter Award from the American Society for Bone and Mineral Research.

Professor Felicia Cosman

Felicia Cosman is the Professor of Clinical Medicine at Columbia University College of Physicians and Surgeons in New York City, NY, U.S. She is an osteoporosis specialist and was a clinical scientist at Helen Hayes Hospital in West Haverstraw, New York. Dr. Cosman is the recipient of multiple research grants from the National Institutes of Health (NIH), the Department of Defense, the National Multiple Sclerosis Society, and multiple pharmaceutical companies. She has published 155 peer-reviewed papers and 50 book chapters, and acted as an NIH grant reviewer, associate editor for several journals, and the co-editor-in- chief of Osteoporosis International. Her major research focus over the last decade is the use of teriparatide, a bone building medication, in combination with antiresorptive agents,

and in novel cyclic regimens, in the treatment of severe osteoporosis.

Dr. Eric Orwoll

Eric Orwoll is Professor of Medicine and attending physician in the bone and mineral section of the Division of Endocrinology, Diabetes, and Clinical Nutrition at the Bone and Mineral Clinic, Oregon Health & Science University (OHSU), Oregon, Portland, U.S. He has been the director of the Bone and Mineral Clinic, and of the Bone Density Lab at OHSU. Dr. Orwoll specializes in the evaluation and care of patients with osteoporosis, other forms of metabolic bone disorders, and abnormalities of calcium metabolism. He is an internationally recognized expert in the area of bone biology and metabolic bone disease, and has considerable experience in basic, clinical, and epidemiological investigation. His areas of research interest include the epidemiology, etiology and therapy of osteoporosis in men, the evaluation of new diagnostics and therapeutics, osteogenesis imperfecta, effects of sex steroids on skeletal biology, and skeletal genetics/proteomics.

Dr. Roland Chapurlat

Roland Chapurlat has been a Professor of Rheumatology at the University Claude Bernard-Lyon 1, France, since 2005. He is the Chief of the Division of Rheumatology and Bone Diseases and the head of the Department of Medicine at Edouard Herriot Hospital in Lyon. Dr Chapurlat is also leading the team "Bone and chronic diseases" at the Université de Lyon's INSERM UMR 1033, a research unit affiliated with the French National Institute of Health and Medical Research, and a reference center for rare bone diseases in Lyon. His main research interests are osteoporosis, osteoarthritis and rare bone diseases such as fibrous dysplasia of bone and osteogenesis imperfecta. He has published more than 250 articles in peer-reviewed journals.

Professor Toshio Matsumoto

Toshio Matsumoto is Professor Emeritus at Department of Medicine and Bioregulatory Sciences, University of Tokushima Graduate School of Medical Sciences, Tokushima, Japan. His main areas of research include metabolic pathology, bone and calcium metabolism and endocrinology. He has over 600 publications to his credit in peer-reviewed national and international journals.

Clinical Trials

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

Biocon Limited

Our Clinical Research Unit supports bioequivalence (BE) and clinical studies across various therapeutic areas, ensuring compliance with regulatory requirements. Studies are conducted in collaboration with qualified Contract Research Organizations (CROs), following rigorous technical, quality, and commercial evaluations. Protocols for BE studies are approved by independent ethics committees and the Drug Controller General of India (DCGI), adhering to ICH guidelines and other regulatory standards. Study oversight and monitoring ensure overall compliance and statistical software aids in data analysis and simulation.

Biocon Biologics

Biocon Biologics conducts early and late-phase clinical trials for biosimilars. For clinical trials, we have endorsed the carbon reduction guidelines by the UK National Institute of Health and Care as a part of the UK's Climate Change Act, 2008. We are proposing inclusive study protocols, multilingual tools, and digitized data collection systems as the scientific question under study advises, to ensure equitable representation of disease appropriate subgroups in clinical trials. Our ethical framework is governed by our Clinical Trial Protocol Review Committee (CTPRC), aligning our practices with contemporary ethical standards and industry-leading guidelines.

Scientific Publications

Biocon Biologics is committed to advancing scientific knowledge within the broader scientific and medical community. Our CDMA team works towards this goal through the following key publications during FY24.

Product Type	Focus Product	Month, Year	Citation	Journal	URL
Insulins	Insulin Tregopil (novel molecule)	September, 2023	Insulin Tregopil: An Ultra-Fast Oral Recombinant Human Insulin Analog: Preclinical and Clinical Development in Diabetes Mellitus. *- Joshi S; Jayanth V; Loganathan S; Sambandamurthy V.K.; Athalye S.N.*	Drugs	https://link. springer.com/article/10.1007/s40265-023-01925-1
	Insulin Glargine	June, 2023	Comparative clinical efficacy and safety of Insulin Glargine 300U/ml (Toujeo) versus Insulin Glargine 100U/ml in Type 2 diabetes and Type 1 diabetes: A systematic literature review and meta-analysis. *- Joshi S.R.; Singh G; Marwah A; Mittra S; Suvarna V.R. & Athalye S.N.*	Diabetes, Obesity & Metabolism	https://doi.org/10.1111/dom.15007
mAbs	Itolizumab (novel molecule)	April, 2023	REcovery and SURvival of patients with moderate to severe Acute Respiratory Distress Syndrome (ARDS) due to COVID-19: a multi-center, single-arm, Phase IV Itolizumab Trial: RESURRECT. *- Raveendra K.R.; Rathod C; Darnule R; Loganathan S; Deodhar S; Radhika A; Marwah A; Chaudhari N.M.; Thakur B.K.; Vaidyanathan S; Athalye S.N.*	Expert Opinion on Biological Therapy	https://doi.org/10.1080/14712598.2023.2204186
	Trastuzumab	November, 2023	Comparison of the Real-World Reporting of Symptoms and Well-Being for the HER2-Directed Trastuzumab Biosimilar Ogivri With Registry Data for Herceptin in the Treatment of Breast Cancer: Prospective Observational Study (OGIPRO) of Electronic Patient-Reported Outcomes *- Trojan A; Roth S; Atassi Z; Kiessling M; Zenhaeusern R; Kadvany Y; Schumacher J; Kullak-Ublick GA; Aapro M; Eniu A*	JMIR Cancer	https://cancer.jmir.org/2024/1/e54178 https://pubmed.ncbi.nlm.nih.gov/38573759/ https://www.ncbi.nlm.nih.gov/pmc/articles/PMC11027054/
	General (Perspective/ Opinion Review)	July, 2023	Ethnic sensitivity assessments in biosimilar monoclonal antibodies clinical development programmes: necessary or not? *- Sandeep N Athalye, Dev D Baruah, Shivani Mittra, Ankit Ranpura, Kuldeep Kumar, Elena Wolff-Holz.*	GaBi	http://gabijournal.net/ethnic-sensitivityassessmentsin-biosimilarmonoclonalantibodies-clinicaldevelopmentprogrammesnecessary-or-not.html
Others	Aflibercept	October, 2023	A comparative Phase III study of MYL-1701P (an aflibercept biosimilar) to reference aflibercept in patients with Diabetic macular edema: Subgroup analysis based on baseline characteristics *- Piotr Oleksy; Daniel Virgil Alfaro; Rajendra S. Apte; Abhijit Barve; Kristine Baumane; Katrin Beckmann; Susan B Bressler; Rozsa Degi; Jan Ernest; Vishali Gupta; Motohiro Kamei; Genichiro Kishino; Katrin Lorenz; Dennis M Marcus; Debdipta Bose; Prasanna C Ganapathi for the INSIGHT study group.*	23rd EURETINA Congress, Amsterdam	

Intellectual Property (IP) Management

The robust patent portfolio of the Biocon Group underscores our steadfast dedication to creating value through a strong IP strategy and accelerated access to our generics and biosimilars for patients worldwide.

Intellectual Wealth – Biocon Group

Generics	Total Patents	395	Total Trademarks	481
	Patents obtained in FY24	9	Trademarks obtained in FY24	27
	Patents filed in FY24	37	Trademarks filed in FY24	31
Novels	Total Patents	922	Total Trademarks	20
	Patents obtained in FY24	10	Trademarks obtained in FY24	1
	Patents filed in FY24	13	Trademarks filed in FY24	0
Biosimilars	Total Patents	397	Total Trademarks	2,204
	Patents obtained in FY24	11	Trademarks obtained in FY24	175
	Patents filed in FY24	22	Trademarks filed in FY24	337

Information Security Management and Protection

Biocon Limited

At Biocon, information security and protection are of utmost importance. Recognizing information as one of its most invaluable business assets, Biocon upholds an unwavering commitment to ensuring the integrity and security of its proprietary data, as well as any entrusted information. Anchored in a robust IT & Cybersecurity program, instituted across all subsidiaries, Biocon endeavors to safeguard intellectual property and forestall any potential breaches of information. We have put in place comprehensive measures and strategies to fortify our information security management and protection framework, and to reinforce our commitment to maintain the sanctity and confidentiality of our digital assets.

Adopting a Zero Trust Approach and leveraging insights from industry leaders, the Group remains vigilant against potential data leakage threats. With an emphasis on protecting information by design, Biocon cultivates a culture of collective responsibility among all partners, ensuring that the integrity and confidentiality of its valuable assets are upheld at all times.

Privacy Protection

Respecting the privacy of individuals and safeguarding the confidentiality of their personal information are fundamental principles upheld by all companies within the Group.

Our commitment to privacy is articulated in the Company Privacy Policy, which outlines the procedures for collecting, utilizing, and protecting personal data.

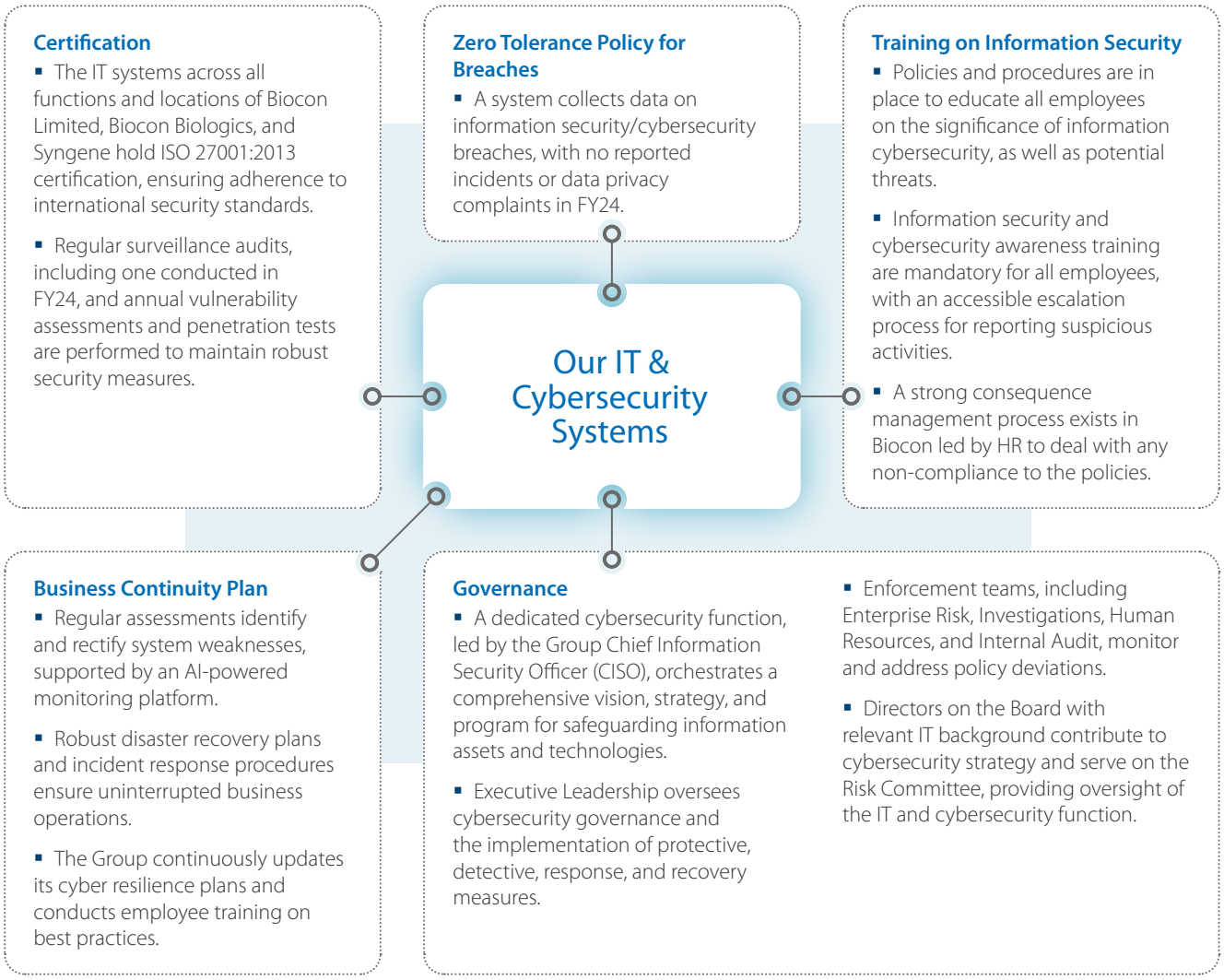
In adherence to this policy, employees are expected to adhere to the following guidelines:

- Obtain personal data only with appropriate consent as mandated by laws and policies.
- Ensure that collected data is relevant, adequate, and used solely for its intended purpose.
- Adhere to relevant published privacy laws governing the use of personal data.
- Implement strict confidentiality and security measures to safeguard personal data against unauthorized access or disclosure.

Setting a Benchmark

Biocon has successfully integrated digital initiatives across various organizational functions seamlessly. We conduct regular Vulnerability Assessments and penetration testing to identify the gaps in our digital assets. On top of it, we conduct an annual assessment (RED team assessment) and the internal audit team also conducts testing of control on a periodic basis. Our continuous incident monitoring platform is equipped with ML (Machine Learning) enabled rules to identify sophisticated attacks. We also have a strong backup (immutable backup) and recovery system to support in case of any disaster. Our core transaction system (SAP) has a clearly defined Distribution Resource Planning (DRP) process, which is tested periodically for effectiveness.

Our commitment to excellence is evident through industry-leading practices, including robust measures to protect the data and network. Additionally, our deployment of next-generation device protection capability signifies our proactive approach to cybersecurity. Furthermore, our structured architecture, aligned with industry-leading standards ensures security across our facilities. These initiatives collectively set a benchmark for the industry, reflecting our dedication to innovation and security.



Biocon Biologics

The Office of the Chief Information Security Officer (CISO) supports Biocon Biologics' digital transformation initiatives by investing in abilities to defend, withstand and recover from disruptions. We use world-class technologies and expertise to reduce the risks of such disruptions, with the scope now being included in our entire global footprint.

The Office of the Group CISO has incorporated a Zero Trust Approach to defend against known and unknown threats. This approach was specifically relevant during the integration of the acquired biosimilars business.

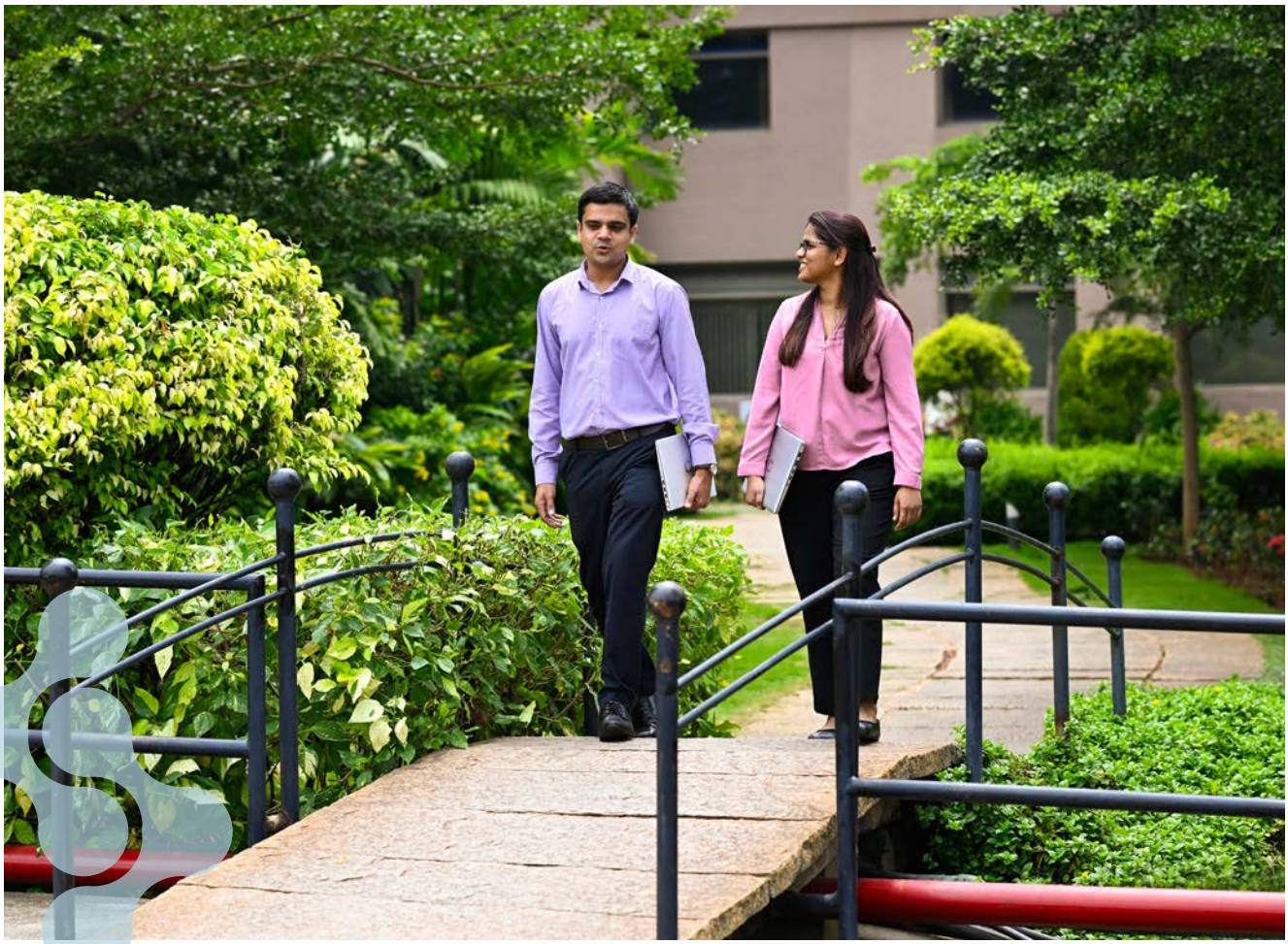
We have partnered with industry leaders who provide us with intelligence on data leakage across the Internet and Cloud services. We ensure all our partners provide solutions that will protect Biocon Biologics' information by design.

Our participation in security communities in India and outside also helps us update defenses proactively as we learn from others' experiences.

Our information security program is aligned to the guidelines and regulations required by authorities within and outside the countries we operate from. In FY24, we broadened the scope of our Information Security Management System (ISMS) to include our facilities in Malaysia and Chennai. These facilities have now achieved certification under the ISO 27001:2013 standards. Consequently, all our facilities are now certified in accordance with these standards. Aligning to industry standards helps us maintain continuous rigor of training everyone with access to Biocon Biologics information at least annually. We regularly host Townhalls and other Cybersecurity Awareness campaigns.

Human Capital

Aligned to SDGs



Biocon champions a workplace culture that instils a sense of belonging, stimulates creativity, promotes teamwork and encourages innovative thinking. Our performance-driven ethos works on a 'Multiplier Effect' by pooling in the creative genius of our employees to magnify our impact in terms of co-creating transformative solutions to real-world problems, as well as generating value for all stakeholders. Our 'good to Great' (g2G) initiative encourages Bioconites to demonstrate critical behavioral traits, fostering a culture of excellence and continuous learning.

We prioritize cultivating a diverse, inclusive and equitable workplace that empowers women in non-traditional roles. We strive to support the skill development of our people and have tailored our performance management systems to go beyond the traditional approach toward continuous feedback and evaluation of performance. Moreover, the Group Center of Operational Excellence drives a culture of excellence throughout the organization. These initiatives aim to improve efficiency, productivity and agility across all functions, thereby enhancing the 'Multiplier Effect'.

We are steadfastly committed to fostering an environment that bolsters the mental, financial and physical well-being of our team, thereby enhancing productivity.

The effectiveness of our efforts is evident in Biocon's consistent recognition as a top global employer. In 2023, we were ranked among the Top 10 global pharmaceutical and biotech employers for the 11th consecutive year, recognized for being an 'innovative leader in the industry', being 'socially responsible' and having 'loyal employees" by U.S.-based *Science* magazine.

Performance Highlights

16,315
Group workforce

25
%, Women in the Group workforce

38
Average hours of L&D

73
₹ million, Total spend on L&D

0
Fatalities across our manufacturing locations

21,370
₹ million, Investment in Employee benefits and well-being initiatives

Diversity targets achieved:

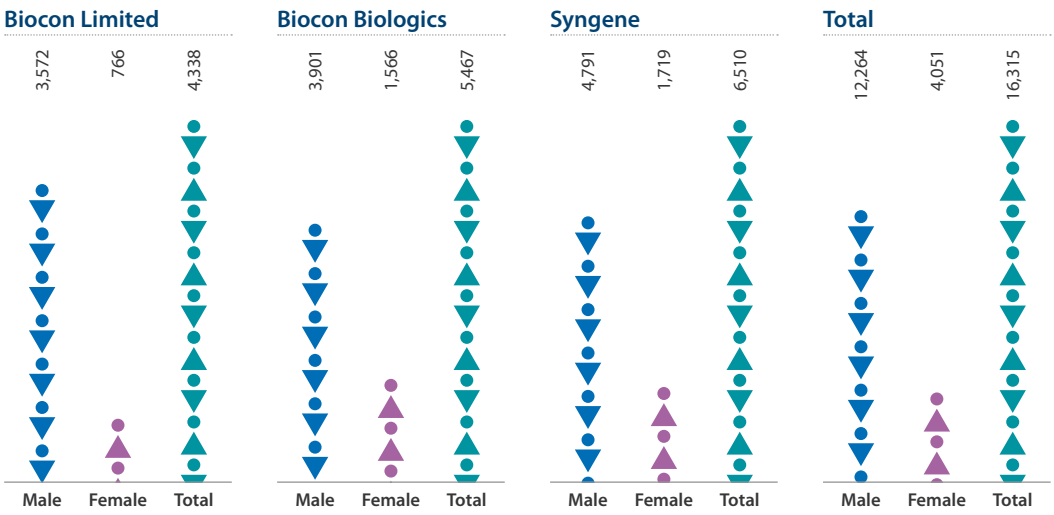
17.6%
Biocon Limited

29%
Biocon Biologics

26.4%
Syngene

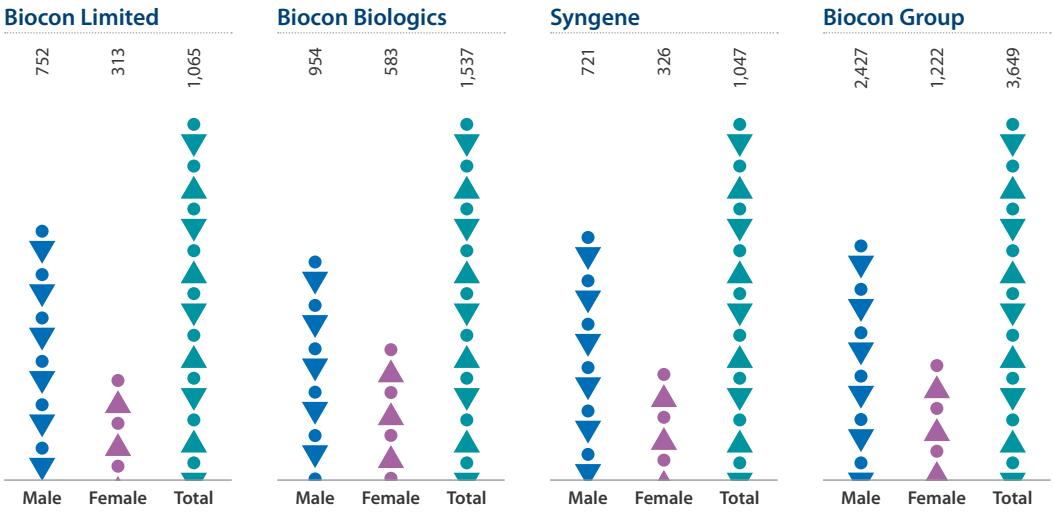
Talent Acquisition

Employee Count



By recruiting the best talent, we actively seek to create future leaders. We leverage multiple channels such as campus placements, strategic engagements with top universities in India, leading job portals, lateral hires and employee referrals to onboard talented individuals. Our internal job posting policy ensures internal opportunities are prioritized before external sourcing.

New Hires



Employee Turnover Rate

Biocon Limited (%)

Gender	
Male	18
Female	21
Total	18

Biocon Biologics (%)

Gender	
Male	27
Female	22
Total	26

Syngene (%)

Gender	
Male	18
Female	27
Total	21

At the Biocon Group, we analyze employee turnover data to create targeted retention strategies. In FY24, employee turnover for Biocon Limited came down to 18% from 20% the previous year. At Syngene, it fell to 21% from 24%.

Biocon Limited

To streamline our hiring process, we have integrated an AI-based system with our Cloud-based Human Resources management platform. This tool assesses job-candidate matches, eliminating bias while hiring. Candidates can participate in asynchronous video interviews, offering them the flexibility to participate in the interview at a time that suits them best. Hiring managers review these interviews and invite shortlisted candidates for final rounds.

Biocon is a participant in the National Apprenticeship Promotion Scheme (NAPS), which is an initiative by the Government of India to promote skill development and employment opportunities for the youth. Our focused approach on NAPS serves as a key avenue for sourcing entry-level talent, including diversity candidates. Currently, 80% of our apprentices are women. The apprentices undergo mandatory training, including departmental Standard Operating Procedure (SOP), and upon completion, hiring managers provide feedback for consideration of employment against open roles. This feedback is supplemented by online assessments, including technical and aptitude aspects, ensuring thorough validation of shortlisted candidates. In FY24, we successfully provided employment opportunities to 115 apprentices under the NAPS scheme.

We follow a structured induction process to integrate new hires into their roles and the organization. In FY24, we condensed our orientation from three days to a single day to provide new hires with a far more structured, concise and enhanced onboarding experience, which is digital and is replicated across locations, thereby giving a seamless and uniform experience to all new Bioconites.

Case Study 4

Onboarding Buddy Program

Overview: To support successful employee integration, we introduced the Buddy Program, a dynamic onboarding and knowledge-sharing initiative that pairs new Bioconites with experienced colleagues.

How the Buddy Program Works:

- **Initial Support:** New Bioconites can learn more about their roles and familiarize themselves with processes with the help of their Buddies.
- **Social Integration:** Buddies provide a friendly face and a support network, helping newcomers feel more comfortable and connected within the organization from Day One.
- **Knowledge Sharing:** Buddies share tips and institutional knowledge that may not be readily available through the induction or other training programs, accelerating their journey to productivity.

Outcome: Our early attrition rate decreased to 7% in FY24 compared to 11% in FY23, which is a testament to the program's effectiveness.

Biocon Biologics

As part of the integration of the acquired business, 250+ individuals came over from Viatris to Biocon Biologics.

Integrating a Global Workforce

We held multiple orientation sessions to help the new employees understand our vision, values, and ways of working. These sessions also covered rewards, benefits, Learning & Development, and other processes. Additionally, we mapped their skills to define roles and responsibilities, which informed their learning needs assessment.

In addition to the employees transitioning over from Viatris, we on-boarded diverse, global talent from the market to supplement capabilities and meet the needs of the business.

At Biocon Biologics, we encourage a culture of openness, which allows every employee to speak up. In FY24, we leveraged digital tools to make the feedback process seamless.

'Skills First' Approach

We understand that identifying, developing and retaining highly skilled employees is a key contributor to our position as a market leader. We also realize that skill shortage, especially STEM talent, is a global concern. To tide over this challenge, and to ensure optimum performance of our talent pool, we have adopted a 'Skills First' approach.

Syngene

New hires undergo a two-day induction at one of our campuses. A buddy system pairs each newcomer with an experienced mentor. The induction covers company culture, values, safety protocols, compliance standards and operational excellence.

Diversity, Equity, Inclusion and Belonging

Our human capital strategy is rooted in diversity, equity, inclusion and belonging (DEIB) with a focus on breaking gender stereotypes and fostering women's careers in non-traditional roles. We have seen an overall improvement in the representation of women at all levels across the Group. But we recognize that this is a gradual journey. Through progressive policies and inclusive programs, we are creating an environment where everyone can thrive. Because in our pursuit of equity, every step forward is a victory for us all.

Biocon Limited

We are working towards building a workplace that not only celebrates uniqueness but also harnesses the collective power of diverse perspectives to drive innovation and growth.

Surpassing our diversity target of 17.5% women representation in the workforce for FY24, we have set an ambitious 20% goal for next year. We were also able to maintain the attrition rate for women within the year's target. Around 9% of operational roles are now managed by women, a marked improvement from 2% that we had a few years ago.

Going beyond the binary of gender, we are now exploring inclusive practices to support neurodiverse and differently-abled individuals, making Biocon a positive and accessible environment for talent.

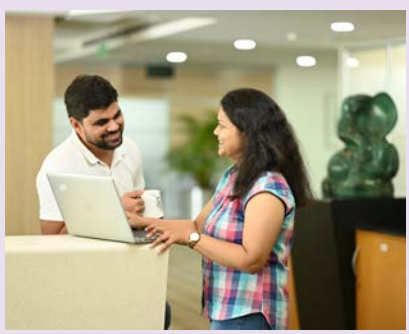
Gender Pay Gap

We continue to report an overall negative gender pay gap this year as well. In FY24, on average, women Bioconites earned 5% more than men. The assessment considered our workforce excluding freshers.

What We Did Better This Year

- Enabled Shift A (6 am—2 pm) and Shift B (2 pm-10 pm) for women Bioconites across all locations in India in addition to General shift.
- Transitioned to Gender Balance Workshops from Gender Sensitization to promote a diverse and inclusive work culture. Several sessions were conducted covering over 1,000 managers and leaders.
- Hosted awareness sessions and inclusive workshops for Bioconites, Neo-Parents and the Millenial-Zillenial Network.
- Introduced fireside chat with Leadership providing a platform for meaningful conversations, thereby fostering openness and transparency
- Conducted exit interviews and discussions for Bioconites who resigned from positions of senior manager and above, with HR leaders and the Head of HR.
- Celebrated Women in Science Day with sessions addressed by an ISRO scientist, ELT members and senior women leaders.
- Marked the beginning of Diversity Month by observing International Women's Day followed by various events spanning the entire month of March.
- Provided support to Bioconites during their maternity leave through regular check-ins with the DEIB core team.
- Continued to help women ease back into their roles post-maternity leave, helping them balance work and parenthood.
- Conducted quarterly 1:1 sessions and focus group discussions for Bioconites led by the HR Head providing timely and adequate guidance.



What We Did New This Year

- Implemented diversity hiring goals and retention goals in the scorecards of every Business Leader, ensuring accountability and focus on diversity outcomes.
- Introduced paternity leave and revised existing policies to make them gender-neutral.
- Rolled out BioLeap, a leadership development program tailored for women Bioconites at the mid-management level.
- Enhanced safety measures for women utilizing public transportation during late evenings.
- Launched the Ayana Lounge for women in Bengaluru and Visakhapatnam.
- Established mother care rooms at Biocon Campus, supporting the needs of working mothers.
- Conducted diversity hiring drives that attracted over 6,000 women applicants.
- Celebrated International Men's Day for the first time.

Biocon Biologics

Creating a diverse and inclusive workforce has been a focus area at Biocon Biologics, and during the year, we intensified DEIB initiatives with the **5A (Awareness, Acknowledge, Acceptance, Application and Acceleration)** approach.

Currently, 29% of our employees and 18% of our Board members are women. We are approaching gender parity in our R&D function, marking a significant milestone.

DEIB Initiatives in FY24

- We continue to consciously onboard women across STEM-based roles such as manufacturing, research and development and quality. Across these three functions, we had 44% women employees during the year. In recognition of their significant contributions, we organized an event dedicated to celebrating them.
- Launched BioLeap, a development journey program specifically designed for women, focusing on their professional growth and leadership development within the organization.
- Organized panel discussions on LGBTQ+ inclusion, gender balance workshops across functions and Employee Resource Groups (ERGs), focusing on gender diversity.
- Conducted supplier Diversity & Inclusion (D&I) training through an interactive session with 80+ suppliers on workplace inclusivity during the Suppliers' Conclave. Plans for a supplier diversity assessment are underway for this year.
- Rolled out the Women Leadership Development Program to empower top talent in higher education.

Syngene

We value having a diverse workforce that brings together different perspectives, capabilities and experiences. We have taken steps to ensure our core processes are fair and inclusive for all genders. We are also making our campuses more accessible for differently abled employees. Women make up 26% of our employees, significantly higher than the 11% industry average.

Learning & Development (L&D)

Learning is a key part of our culture to drive new ideas and strong performance. We invest in growing our people's skills and promote an environment of curiosity and continuous learning. Building the right capabilities today ensures we have the workforce to succeed tomorrow.

Biocon Limited

We invest in the holistic development of our talent, facilitating access to curated training programs that build critical business competencies as well as nurture personal and professional growth. We also maintain focus on building leadership capabilities within our workforce and enhancing the skills of our leaders, equipping them to catalyze growth and amplify our transformative impact.

We offer calendarized programs for Bioconites tailored to meet diverse needs, including technical trainings, certification programs like Lean Six Sigma and proficiency in tools like MS Excel and Power BI. These resources enable our team to upskill and stay relevant in the dynamic biopharmaceutical industry.

Recognizing the power of cross-functional collaboration, we launched activity and discussion-led workshops this year to enhance teamwork, build trust and integrate diverse perspectives into product development. By addressing personal and organizational challenges, we ensure effective collaboration, leading to innovative solutions and faster time-to-market.

BioLearn: Our e-learning platform that empowers our workforce to upskill themselves anytime, anywhere, continues to be an important part of our L&D strategy. With over 14,000 courses available on it, from technical to behavioral and soft skills training, Bioconites can upskill at their own pace, embedding learning seamlessly into their routines.

In addition, we prioritize leadership development through distinctive programs such as:

BioEdge: A flagship leadership development program that focuses on key identified mid-managerial talent to prepare them for future leadership roles. This is designed to enhance their strategic acumen, people management and collaboration skills through a comprehensive 6-month blended learning journey. This year, we trained 39 Bioconites under this program through 6 sessions.

Managerial Effectiveness Building: Targeted workshops aimed at enhancing managerial prowess, focusing on handling feedback, emotional intelligence and team development to reduce attrition in critical areas. Throughout the year, we facilitated four sessions, with a total of 48 managers actively participating in these programs.

Biocon Future Leaders Development Program: A specially crafted 2-year management trainee program designed for recent graduates from premier management institutes, aiming to groom them into future leaders within the pharmaceutical industry. It offers a holistic learning experience across functional and cross-functional stints, mentored by experienced leaders to foster new ideas and innovative problem-solving approaches. In FY24, we had 9 future leaders joining this program.

Learning & Development

Category	Biocon Limited	Biocon Biologics	Syngene	Biocon Group
Average hours per employee	19	44	47	38
L&D spend (in ₹ million)	13	20	40	73

Targeted Development Programs

BioLeap - Empowering Women, Igniting Leadership

Through a six-month blended learning journey, we empower our women Bioconites from Level 5 – Level 8 by nurturing critical leadership skills. The program focuses on developing Biocon's behavioral competencies in Strategy, Execution, Collaboration and People Focus. The participants undergo masterclasses, complete self-paced learning modules on key focus areas and connect with our Executive Leadership Team.

Business benefits: By harnessing women leaders' unique perspectives and talents, the program supports our ambition to build a more inclusive and diverse workforce. This enhances organizational performance and competitiveness.

Quantitative impact of business benefits: We measure the effectiveness of this program through pre- and post-program assessments and feedback. The program achieved a retention rate of 94% of its target audience.

% of FTEs participating in the program: 71 participants (1.65% of FTEs).

BioAspire

This is a developmental initiative at Biocon aimed at junior to mid-level managers. Selected participants undergo a comprehensive learning journey, refining their leadership skills and competencies across various aspects of management. The course is structured like BioLeap, with masterclasses, self-paced courses, etc.

Business benefits: BioAspire cultivates a pool of competent leaders from within the organization, contributing to enhanced strategic execution, collaboration and people management. This bolsters overall organizational effectiveness and growth potential.

Quantitative impact of business benefits: Pre- and post-program assessments and feedback are conducted for this program too. The program achieved a retention rate of 90% of its target audience.

% of FTEs participating in the program: 83 participants (1.93% of FTEs).

Case Study 5

Hackathon Aimed at Driving Innovation at Biocon

To promote our g2G cultural pillar of 'Think Out of the Box' and 'Collaboration,' we conducted a hackathon for the first time at Biocon, where cross-functional teams collaborated to devise unique solutions to organizational challenges. The problem statements were centered around the seamless execution of go-to-market strategy, improvement of program management for filing of molecules, simplification of production SOPs and enhancing efficiency and on-time project execution focusing on customer-centricity.

Business benefits: The hackathon promoted a culture of innovation and collaboration, driving process improvements and efficiencies across the organization. It accelerated problem-solving, contributing to the culture we are building of continuous improvement, driving business growth and competitiveness.

% of FTEs participating in the program: 40 senior leaders (~1% of FTEs).

Quantitative impact of business benefits: A workflow simplification project saved analysis time by 6,336 hours and ₹15 million in annual costs.

Biocon Biologics

Learning and Development pathways at Biocon Biologics are determined using a 'Skills First' approach, which starts with a comprehensive skills survey conducted by the in-house Skills Academy. This helps in mapping the existing and potential future skills needed in the biosimilars and larger pharmaceutical industry, leading to the creation of a skills taxonomy. The identified skill sets are further grouped under 8 broad categories, against which the skill sets of existing employees are mapped. This mapping is done in two ways, as a self-assessment and as an assessment by the manager. The gaps and and learning needs identified through these assessments help identify hiring needs and shape the L&D pathways for the existing employees. Our goal is to create 'hyper personal learning journeys' for our employees. During FY24, we invested ₹20 million in L&D programs, which cumulatively amounted to 221,898 learning hours. We prioritized employee development through three types of trainings: technical, leadership & soft skills and culture & belongingness. For instance, our Malaysian team attended specialized sessions on Bio-agrotech and Biopharmaceutical Employability & Entrepreneurship. We also offered leadership programs like Young Leadership Development, High Potential Leadership Development Program (conducted by IIM Bangalore), BioAspire and Managerial Effectiveness Program. Additionally, training on 'Unconscious Bias' and cross-functional collaboration workshops promoted teamwork and inclusivity.

Case Study 6

Identifying Unconscious Bias

Overview: As part of its Learning & Development initiatives, Biocon Biologics imparted training on Unconscious Bias to help individuals recognize and mitigate biases they may not even be aware of. This training is helping foster inclusivity, fairness, and better decision-making in workplaces and beyond. It is promoting diversity, equity, and empathy, creating more harmonious and effective environments. We conduct this session on Day One of onboarding.

Outcome: We covered 1,370 employees this year.

Syngene

We help our new talent lay a solid foundation through the Syngene Training Academy's six-month induction program. This familiarizes recent graduates with the Company's vision, goals and core values while building their technical prowess.

We offer specialized certification programs that deepen subject matter expertise of our scientists. In collaboration with the Institute of Bioinformatics and Applied Biotechnology, we provide advanced courses such as the six-month certification in large molecule discovery and development. This year, we launched an enhanced version of the science certification program. We also invested in holistic development through life skills and leadership programs to nurture well-rounded professionals and introduced special programs for English language lessons on AI digital platforms this year.

All staff are required to complete four mandatory training programs, including annual re-certification of the Code of Conduct, anti-bribery and anti-corruption, prevention of sexual harassment and data integrity policies.

5S-Based Employee Training

5S-based training is now an integral part of our employee onboarding program. New joiners are introduced to these efficient work practices right from Day One. Through this 5S-based training, emphasizing Sort, Set in Order, Shine, Standardize, and Sustain principles, employees learn to organize their workspaces, eliminate waste, and maintain a clean, productive environment. By instilling these practices early on, we ensure a culture of efficiency and continuous improvement.

5S - A Lean Thinking Method

Component	Objective	Benefits
Sort (Seiri)	Reduction of redundancy in processes	▪ Minimal pre audit preparation
Set in Order (Seiton)	Systematic arrangement for easy access	▪ Reduces errors in audits / inspections
Shine (Seiso)	A clean and well-maintained workspace	▪ Reduces search and processing times
Standardize (Seiketsu)	Regulate the first 3 processes	▪ Increases storage space
Sustain (Shitsuke)	Continuation of the first 4 processes	▪ Visually appealing workspaces

Employee Well-Being

Beyond our focus on the career-related growth of Bioconites, we care for each of them holistically. To maintain a culture that truly supports and encourages well-being at work, we continue to drive innovation with our well-being programs and support.

Biocon Limited

Our comprehensive and well-rounded Employee Assistance Program (EAP) is built around the four pillars of well-being - Physical, Emotional, Social, Financial. The programs are aimed to provide support to Bioconites and their families. We conducted around 90 health and wellness sessions this year, engaging over 3,000 Bioconites in promoting a culture of holistic well-being.

Our Employee Support Programs

Physical Well-Being Initiatives

- Platinum access to Wellness App (BioPulse) for all Bioconites, offering holistic wellness solutions, nutritional advice, guided wellness programs, discount on gym facilities, health check-up discounts from various labs, etc.
- Onsite health check-ups, including annual health check-up for everyone and biannual health checks for certain roles.
- Onsite gymnasium and subsidized food options at the Biocon canteen.
- Biocon Adventures and Sports Club (BASC) for adventure sports, games and social events. Around 400 Bioconites participated in events conducted during the year.
- Arrangement for safe late-night transportation in Company-operated vehicles.

Emotional Well-Being Initiatives

- 24x7 access to experienced clinical psychologists for confidential counselling and emotional support to help Bioconites cope with personal and work-related challenges and stress.
- AI-enabled guided emotional therapy tool based on cognitive-behavioral therapy (CBT) principles for emotional health.
- Recognition and rewards (R&R) programs:
  - Generics R&R.
  - BioACE (Appreciate, Celebrate and Encourage) digital platform.
  - Long service award at Biocon.

Social Well-Being Initiatives

- Recently introduced paternity leave policy.
- Women Bioconites can opt for extended maternity leave of up to 52 weeks after completing the paid maternity leave of 26 weeks.
- Flexible working hours, part-time options & work-from-home arrangements for returning mothers.
- Adoption, bereavement leave policies.
- Free childcare support and creche facilities for all Bioconites. From one creche in 2017 with 10 children, it has grown to five facilities and takes care of over 175 children at Biocon Limited and Biocon Biologics.
- Organized 'Daan Utsav' (Joy of Giving Week), where 227 Bioconites donated blood, 1 ton of foodgrain, warm clothing, utensils and blankets, and fulfilled the wishes of 175 students, senior citizens and widows.

Financial Well-Being Initiatives

- Voluntary health insurance top-up options with portability feature.
- Voluntary parental health insurance cover.
- Outpatient and diagnostics healthcare discounts for Bioconites and their families.
- App-based quick-access to salary/advance, any day any time.
- Children's education fee reimbursement of ₹20,000/- allowed per child per year for up to two children until they reach the age of 22.
- Increased minimum Group Term Life Insurance limit to ₹1.5 million.

Employee Volunteering

We adopted a policy this year for employee volunteering, to encourage all Bioconites to contribute one 'person day' in a year towards social causes.

Within 6 months, we rolled out 7 programs with 199 volunteers logging 640 hours in various social projects, that reached 3,800+ students across 14 government schools. The volunteering opportunities were designed to support Biocon Foundation's projects as well as other social causes.

Through a digital platform, Bioconites can register for volunteering, with participation hours tracked systematically.

Annual Biosurvey Indicates Positive Pulse at Biocon Limited

We conducted this survey in December 2023 to gauge employee sentiment and identify areas for enhancement. It covered 16 questions across 7 key themes:

1. Culture
2. Enabling Environment
3. Rewards and Recognition
4. Managerial Effectiveness
5. Collaboration
6. Well-Being
7. Learning and Growth

The questions covered topics around safe and secure workplace, health & well-being, job satisfaction with respect to career, growth opportunities and managerial feedback for performance improvement. Teamwork, collaboration, communication with leaders and reporting issues without fear were also covered, which can help mitigate stressful situations for employees. In addition, the survey assessed the prevalence of an unbiased and fair culture, openness to new work-related ideas and the extent to which Bioconites felt valued for their contributions, which are important aspects in cultivating an overall sense of purpose and happiness quotient.

Two qualitative questions gathered insights on what Bioconites admire about the Company and areas they wish to see change in.

The Biosurvey serves as a vital tool for guiding policy development and ensuring the attraction, retention and development of top talent.

We received a 91% positive score on the survey with a participation rate of 91%.

Biocon Biologics

A dedicated Culture and Values Department was established at Biocon Biologics during the year. The department focuses on driving employee engagement, developing a positive work environment and aligning organization values with employee beliefs. A key initiative of this department was the Culture and Value Roadshow, which engaged over 4,000 Bioconites, reinforcing company values through shared value demonstration stories. During FY24, 75% of our employees participated in the Great Place To Work (GPTW) survey and we received an engagement score of 64%.

Employee Volunteering

On World Earth Day and World Environment Day, we organized tree plantation drives at Yarandahalli Lake. For World No-Tobacco Day, we conducted awareness programs, quizzes and drawing competitions across 9 government schools. Bioconites have invested over 300 collective hours in these drives.

Over 140 Bioconites from our Malaysian plant contributed more than 500 volunteering hours towards tree plantation (1,000+ trees), mobile clinic assistance (400+ patients served), community facility improvement (125+ hours), provision delivery (100+ families aided), surplus food distribution (600+ people supported) and educational initiatives at children's homes.

Syngene

We nurture an environment that values open communication, teamwork and shared success, enabling our employees to thrive and drive growth. We have regular touchpoints with leadership through townhall meetings across campuses, quarterly Company-wide events and team-building exercises to strengthen cohesion and collaboration. Comprehensive rewards and recognition programs run throughout the year, in addition to employee appreciation days and performance-based bonuses.

Performance Management

At **Biocon Limited** and **Biocon Biologics**, our performance management system is based on organizational priorities, that then shape the departmental scorecards in line with company goals. These scorecards guide individual functions in identifying, prioritizing and tracking their strategic contributions. Our process integrates ESG and diversity goals, shaping individual objectives, which undergo a comprehensive year-end assessment. Every employee has access to their department's scorecard and individual scores. Performance conversations occur annually, with additional touchpoints available for more frequent discussions if desired by the employee.

Biocon Limited utilizes the in-house career portal, MyCareer, to analyze career paths for each employee up to mid-level and suggest suitable roles for them, enhancing internal mobility and talent growth. We have quarterly promotions for those transitioning through internal job postings.

New initiatives this year include the introduction of a cross-functional promotion panel at **Biocon Limited** for senior-level promotions, advancing unbiased and fair promotion process.

Performance management at **Biocon Biologics** is carried out through the 'MyHub' tool. We re-calibrated our performance management system during the year to incorporate the following:

- Raising awareness about the existence of various biases, such as recency bias, affinity bias or any such biases, that may inadvertently influence evaluation decisions
- Encouraging managers to be open to diverse views and engage in self-reflection to identify and consciously eliminate biases in their assessment processes
- Promoting open communication and transparency throughout, ensuring that individuals understand the criteria used for evaluation and can provide feedback
- Advocating for data-driven decisions and transparent communication to uphold the principles of DEIB in the calibration process, among others.
- Meeting DEIB goals as laid out in ESG program for the year.

Additionally, in both companies, we piloted a 360-degree feedback system for a target group of senior leadership team members, providing valuable insights for personal and professional development. This feedback tool is also available as an option for other Bioconites to seek feedback.

At **Syngene**, we manage individual objective-setting, performance review and development feedback cycles and progression pathways through a fair and transparent process. These focused discussions are conducted annually with all our employees. Our approach is designed to be forward looking, shifting away from the traditional approach to performance reviews.

Digitization of Human Resource Management

Integrating digital tools and technology into our human resource management strategy is a key strategic priority across the Group. Our aim is not just to adapt but to continually enhance our processes for maximum efficiency and accessibility.

Notable highlights from Biocon Limited include:

Workforce Planning I & II: Workforce Planning I offers insights into budgeted and actual headcount, serving as a control mechanism for alignment with plan. Workforce Planning II, which we rolled out this year, goes further by decentralizing processes, prioritizing real-time data-driven decision-making, particularly in the early stage of recruitment.

Rewards & Recognition Platform: Our newly launched digital platform BioACE is designed to foster a culture of appreciation, recognizing and celebrating even the smallest achievements of Bioconites. It promotes global reach, instant recognition and data-based insights for efficient rewards management, enhancing overall engagement and motivation.

Total Rewards Model: With our latest platform, we provide a comprehensive view of rewards beyond just compensation. This single-window view offers Bioconites a deeper understanding of the Company's investment offered for their well-being; building a stronger sense of belonging and loyalty.

Employee Health & Safety

Our Environment, Occupational Health, Safety and Sustainability (EHSS) policy guides our efforts in creating a safe work environment across the Group. Central to this endeavor are our proactive measures, including regular HOD safety Gemba Walks, comprehensive training sessions, meticulous internal and external audits and rigorous risk assessments, including process safety and industrial hygiene. These initiatives are not merely formalities; they embody our dedication to preparedness and resilience anchored by our "Zero Tolerance Program."

At **Biocon Limited** & **Biocon Biologics**, we conduct annual health check-ups for Bioconites and contract workers to identify potential health issues and raise awareness about occupational illnesses. We observed important occasions like National Safety Month and conducted campaigns to raise awareness about safety risks.

At **Biocon Limited**, we introduced "Bio Path Zero" this year, a digital EHSS portal to bring safety and sustainability data reporting into a digital format, reducing paper load and improving data accessibility.

Process Safety: We implemented Risk-Based Process Safety Management approach as per Centre for Chemical Process Safety (CCPS) model to identify, evaluate and manage risks associated with complex processes involving hazardous materials. We are in the process of adopting the CCPS model at all sites as the approach emphasizes continuous improvement, cost savings, improved operation and the establishment of performance metrics for monitoring process safety over time. The Company has also addressed process risks in manufacturing operations and implemented new technologies to mitigate potential issues and enhance operational efficiency.

Emergency Preparedness: In FY24, we conducted a total of 56 mock drills (33 at Biocon Limited and 23 at Biocon Biologics) as well as 57 firefighting drills (29 at Biocon Limited and 28 at Biocon Biologics) across our facilities. Additionally, 174 Bioconites (126 from Biocon Limited and 48 from Biocon Biologics) underwent external firefighting training conducted by RA Mundkur Fire & Emergency Services Academy, while 41 Biocon Biologics employees received training from the Malaysia Fire Department, ensuring adherence to safety protocols and preparedness across the organization.

At **Biocon Biologics**, we run mandatory on-the-job safety training modules (NEO – EHS) for new joiners and existing Bioconites. The Company has been re-certified with ISO 45001:2018 for Occupational Safety and Health Management System, for the seventh consecutive year, with zero non-conformities.

At **Syngene**, the heads of each division, department and team are primarily responsible for ensuring a safe working environment. The Safety Committee oversees safety improvements with representatives from each unit and supporting function. Occupational health facilities are available at each campus, managed by certified professionals for prompt response to incidents. Focused safety training is provided to all employees to cultivate a safety-first culture. Employees can report unsafe situations and near-misses on SynZero, our online incident management and reporting platform.

In FY24, we increased the number of laboratory hazard assessments among other critical measures while also conducting several employee awareness events on safety.

Our Safety Focus Areas

EHS Guidelines: Occupational health and safety management system, industrial hygiene and process safety systems

Monitoring: EHS KPI, CAPA tracker through online tool

Audits: Internal and external audits, risk management and compliance audits, process safety audits. Several of our sites are certified for ISO 14001 and ISO 45001

Culture Building: HOD Gemba Walk, Training and Toolbox Talks, Safety Contact, employee engagement in incident investigation & risk assessment, rewards & recognition, committee meetings, periodic awareness programs

Human Rights

Biocon Group's workplace environment is built on fairness, equality, and respect for all individuals. We maintain a zero-tolerance approach to any violations of human rights across all activities, business relationships and supplier agreements of each of our businesses.

Our mechanisms for implementation include:

Human Rights Policies: Each entity within the Group has its standalone Human Rights Policy aligned with the UN Global Compact (UNGC) principles. They apply to all employees (part time or otherwise) of Biocon Limited & its subsidiaries, including business partners, contractual employees, trainees, volunteers, consultants, and members of the Board of Directors.

- https://www.biocon.com/docs/Human_Rights_BL_Policy-2024.pdf
- https://www.bioconbiologics.com/docs/BBL-Human-Rights-Policy.pdf
- https://cdn.syngeneintl.com/2022/11/23165312/Syngene-Human-Rights-Policy.pdf

Training Programs: We conduct mandatory training programs for our staff to uphold human rights standards, ensuring everyone understands and adhere to our policies.

Code of Conduct: Our Code prohibits discrimination of any kind, on grounds of race, color, religion, age, gender, sexual orientation, nationality, disability, political opinion, and other factors. It serves as the foundation for ancillary policies (Business Partner/Supplier Code of Conduct, Whistleblower and Integrity Policy, Employment Policy) that reinforce ethical practices.

We have a dedicated Grievance Redressal Policy outlined in our Human Rights Policies, providing Bioconites a channel to address any concerns.

Natural Capital

Aligned to SDGs

Since its inception, Biocon has been a company deeply committed to environmental responsibility. In our first avatar as an enzymes-led biotechnology enterprise we had helped companies switch to eco-friendly, industrial bioenzymes from polluting chemical technologies. As a biopharmaceuticals group, we see a natural alignment between our current mission of achieving health equity and safeguarding the environment. As we strive to broaden the reach of our biopharmaceuticals, it's crucial to acknowledge the significant resources, such as power and water, that are indispensable in the manufacturing process of these products. As an environmentally responsible company, we are striving to mitigate our ecological impact by increasing renewable power use, implementing energy-saving initiatives, offsetting greenhouse gas (GHG) emissions, reducing freshwater consumption, adopting circular economy principles, and implementing efficient digital solutions across all levels of our operations.

We go beyond statutory compliances to create responsible business practices with a focus on judicious use of natural resources.

As a Group that leverages the best practices across our businesses, all our Group entities have taken substantial steps to mitigate adverse effects on the environment. Biocon Limited and Biocon Biologics have taken various internal voluntary targets, while Syngene has adopted Science Based Targets (SBTi).

We continuously identify new avenues for lowering our carbon footprint and bolster environmental stewardship. Through thorough analysis, the newly formed Energy Council at Biocon Limited has identified 18 potential energy saving projects slated for implementation in the coming years. These projects are estimated to generate 4.5 million units of power savings and over 39 KT of steam, with an estimated 8,640 tCO_2e reduction in emissions.

We believe that prioritizing sustainable environmental management practices will lead to a multiplier impact that contributes to sustainable and long-term growth.

Biocon Limited - FY24 Performance

75
% Renewable Power

14,685
tCO_2e Total GHG Emissions Reduction (Scope 1 & Scope 2)

92,953
tCO_2e of GHG Emissions Avoided

100
% Recycling and Reuse of Treated Wastewater

83
% on Circular Economy

Biocon Limited - Targets

25
% Reduction in Scope 1 & Scope 2 Emissions by FY29 from Baseline Year FY20

25
% Reduction in Freshwater Consumption by FY29 from Baseline Year FY23

100
% Circular Economy by FY29 from Baseline Year FY23, includes Zero Waste to Landfill by FY29

15,000
Trees to be Planted by FY29

Biocon Biologics - FY24 Performance

83
% Renewable Power in India Operations

8,980
tCO_2e Total GHG Emissions Reduction (Scope 1 & Scope 2)

64,461
tCO_2e of GHG Emissions Avoided

62
% on Circular Economy

Biocon Biologics – Targets

Biocon Biologics had in FY23 raised a Sustainability Linked Loan (SLL) under which there are annual targets across each of the Key Performance Indicators (KPIs) related to (i) Improving biosimilars access; (ii) Enhancing diversity and inclusion in the workforce; (iii) Increasing the use of green power; and (iv) Reduction in freshwater consumption. Moreover, the Company is preparing to align its targets to the Science Based Targets initiative (SBTi), which provides companies with a clearly defined pathway to future-proof growth by specifying how much and how quickly they need to reduce their greenhouse gas emissions.

Syngene - FY24 Performance

82
% Renewable Power

5,143
tCO_2e Total GHG Emissions Reduction (Scope 1 & Scope 2)

61,344
tCO_2e of GHG Emissions Avoided

100
% Recycling and Reuse of Treated Wastewater

96
% on Circular Economy

Syngene - Targets

50
% Reduction in GHG Emissions by FY33

96
% of Power from Renewable Sources by FY28

70
% Reduction in Freshwater Consumption by FY28, against a FY23 Baseline

>95
% Recycling of our Waste till FY28

Environmental Management and Governance

Biocon, Biocon Biologics and Syngene adopt best-in-class environmental management and governance policies, systems and procedures.

Environmental Management and Governance Framework

Policy	Committee	Management Systems	Systems and Procedures	Teams and Trainings
A Group-level Environment, Occupational Health, Safety & Sustainability (EHSS) Policy governs our environmental practices, outlining priority areas.	Oversight of EHSS Policy and management of environmental initiatives are led by the CSR and ESG Board Committee at Biocon Limited and at Biocon Biologics. At Syngene, the Executive Committee implements and reviews the policy, with oversight from the Board's Stakeholders Relationship and ESG Committee.	The environmental management systems across all facilities of the Biocon Group adhere to the ISO 14001:2015 Standard.	We ensure proper systems maintenance and application of procedures through regular internal and external audits. The PDCA (plan-do-check-act) approach encourages continuous learning, adaptation, and optimization of processes and systems.	We regularly conduct both internal and external Environment, Health & Safety (EHS) training sessions, with a focus on skills and technical development. Training on Standard Operating Procedures (SOPs) conducted via online tools. A team of 142 EHS specialists at Biocon Limited, 16 at Biocon Biologics, and 44 at Syngene ensures full compliance and the organization's goal of conducting business sustainably.

Climate Strategy

At Biocon, we acknowledge the significance of assessing and responding to climate-related risks and opportunities within our businesses. Hence, we have decided to transition from using the Task Force on Climate-related Financial Disclosures (TCFD) framework to adopting the IFRS S2 standards for climate-related disclosures.. This helps us predict climate-related risks and take preventive actions to mitigate them. Timely action will save cost, ensure regulatory compliances, strengthen supply chain and help us get a competitive advantage. We also continue to strengthen our disclosure of climate-related risks and opportunities.

Snapshot of Our Climate Strategy

Climate Governance	Climate Risk Management and Climate-Related Incentives	Climate Strategy	Metrics and Targets
The Group's leadership is entrusted with the stewardship of our Climate Strategy. At **Biocon Limited** and **Biocon Biologics**, the CSR and ESG Board Committee oversees the proceedings and implementation of Climate Strategy. At **Syngene**, the Executive Committee oversees Climate Strategy and updates the Board on strategic and operational environmental / climate risks.	To effectively manage climate risks, Biocon Limited has transitioned from the Task Force on Climate-related Financial Disclosures (TCFD) framework to the IFRS S2 standards. By conducting a thorough scenario analysis, we have pinpointed both physical risks, such as weather events and supply chain disruptions, and transition risks, including changes in regulations and legal requirements. We have acted to mitigate these identified risks. The organization incentivizes employees' contributions to climate risk management by assigning significant weightage to relevant ESG goals in the department scorecard system, rewarding successful achievement with increased payouts.	Our approach to climate strategy is designed to lessen our environmental footprint and promote sustainability throughout our operations. At the heart of this strategy is our commitment to transitioning to renewable energy sources, including solar and wind power, to reduce our dependence on fossil fuels and cut GHG emissions. Additionally, we are pursuing fuel transition strategies, including the utilization of alternative energy sources, to significantly reduce our carbon emissions. Comprehensive scenario analyses are facilitating data-driven decision-making and the development of effective adaptation strategies.	We continuously monitor our performance based on crucial metrics like Scope 1, Scope 2, Scope 3 emissions, GHG emissions offset, energy consumption, renewable power consumption, etc., and measure our annual progress in relation to our goals. In the past five years at Biocon Limited, we have more than doubled our renewable power usage from 74 million units in FY20 to 169 million units in FY24. **Biocon Limited** has set itself a target to decrease its Scope 1 and Scope 2 emissions by 25% by the end of the FY29, using FY20 data as the baseline.

Decarbonization Strategy

Biocon Limited

To meet our commitment of a 25% reduction in GHG (Scope 1 and Scope 2) emissions by FY29 compared to FY20 levels, Biocon Limited has devised a robust plan involving the utilization of energy-saving measures, increasing contribution of renewable power in the energy mix, data-driven decision-making, and strategic collaborations, etc. Without these interventions, our Scope 1 and 2 GHG emissions resulting from ongoing business operations (as they currently stand) would have risen by 36% compared to FY20 levels.

Initiatives

1. At Biocon Limited, we have commissioned a 30 ton per hour (TPH) biomass-based steam boiler plant, which uses agro-waste as an alternative to natural gas. It not only eliminates methane, a potent greenhouse gas with significantly higher global warming potential compared to CO_2, which would have been liberated, if the biomass residues were left to decompose. It is also projected to reduce emissions by 26,000 tCO_2e every year.
2. A steam turbine is being commissioned for the biomass boiler, establishing its self-sufficiency. This upgrade will lead to a decrease in power consumption and an annual reduction of 1,300 tCO_2e emissions.
3. To improve fuel efficiency for boilers and save energy, we are utilizing Nano-Technology in our operations.
4. We installed a state-of-the-art air handling unit (AHU) duct sealing system and implemented steam condensate measures to reduce overall energy consumption.
5. We set up an onsite nitrogen generation plant, which has led to a substantial decrease in both energy consumption and GHG emissions.
6. As part of our ongoing efforts to conserve electricity and reduce steam usage, we have commissioned a heat pump at Biocon Campus, Bengaluru, and propose to set up a heat pump at Biocon Park, Bengaluru, in FY25. These strategic investments underscore our dedication to maximizing energy efficiency across various facets of our operations while simultaneously reducing environmental impact.
7. We installed variable frequency drives (VFDs) for cooling tower pumps and compressors.
8. We added fiberglass-reinforced plastic (FRP) fans for the cooling towers and EC motors for our AHUs.
9. During the reporting year, our initiatives resulted in savings of 12,000 metric million British thermal units (mmBtu) of natural gas.

Focus on Renewable Power

As a part of our unceasing efforts to lower carbon emissions over the long term, we leverage opportunities to increase the share of renewable power to meet our electricity requirements. These encompass power purchase agreements with renewable energy providers, executing multiple wind and solar power projects, and identifying operational-level alternatives to minimize energy usage.
We are one of the first pharmaceutical companies in India to operate on a hybrid renewable power model (wind + solar), comprising 17 wind turbines and 132,000 solar panels.

During the year, we enhanced our renewable power capacity by 20 MW through a captive solar power plant. This increased our total renewable power capacity to 68 MW with a peak generation capacity of 169 million units (MU).

Impact:

Sites (share of renewable power)	FY24	FY23
Bengaluru	91%	80%
India	80%	71%
India + Malaysia	65%	57%

These efforts have resulted in significantly reducing our carbon footprint, equivalent to planting 890,000 tree saplings over 10 years.

Case Study 7

Harnessing Biomass for Steam Generation

Overview: We commissioned a 30-TPH biomass-based boiler plant that generates steam by utilizing biomass briquettes, such as agricultural residues and wood waste, as the primary fuel instead of natural gas. The biomass-based boiler plant installed at one of Biocon's Bengaluru sites is contributing 80% of the site's steam generation and accounting for 61% of the total steam usage.

Furthermore, the ash produced from the combustion of biomass briquettes is repurposed to create organic manure, thereby maintaining circularity.

Outcome: This has led to a significant emissions reduction of 26,000 tCO_2e. It will continue to provide carbon offset for years to come.

Biocon Biologics

At Biocon Biologics, we undertook various initiatives including installation of aerodynamic fans in cooling towers, centralized chilled water system, optimized relative humidity control process without hot water usage, and optimized compressed air distribution system. These initiatives helped us achieve GHG savings of ~890 tCO_2e.

At the Malaysia facility, we installed more rooftop solar panels, which will result in GHG savings. During the year, we also transitioned to sea-based free freight movement for some of our products.

Case Study 8

Harnessing Solar Power at Malaysia

Overview: We have completed installation of solar panels for the Drug Substance, Research and Development, and facility buildings, as per plan. The panels are expected to generate more than 1,000 KWh of renewable power for the facility.

This marks the completion of Phase 2 of our Rooftop Solar Project. In Phase 1, more than 386 KWh of renewable energy was generated upon the commissioning of the rooftop panels at the Central Utilities Facility.

Outcome: The initiative has the potential to reduce our overall cost per unit of energy by 50%, and offset about 1.6 tCO_2e of emissions every month, once active and utilized to its full capacity.

Syngene

At Syngene, we have committed to the Science Based Targets initiative (SBTi), proposing a target of reducing our greenhouse gas (GHG) emissions by 50% by 2033. The SBTi is a corporate climate action initiative that enables companies worldwide to play their part in combating the climate crisis to meet the goals of the Paris Agreement of limiting global temperature rise to 1.5°C above pre-industrial levels.

The commitment will include:

Scope 1 & 2 Emissions: 50% reduction of GHG emissions by FY33 from our baseline year of FY23.

Scope 3 Emissions: The supplier engagement targets to ensure that suppliers representing approximately 67% of emissions generated in the supply chain will also commit to SBTi targets by FY28.

Energy efficiency initiatives undertaken in FY24 were:

- Replacement of centrifugal AHU fans with energy-efficient axial fans for laboratory fresh air and optimization of frequency after office hours/weekends in Bengaluru and Hyderabad.
- Replacement of chilled water circulation pumps with energy-efficient IE3 motors in four buildings.
- Variable frequency drives (VFD) to optimize the performance of vacuum pumps and hot water pumps and auto adjust frequency based on load demand in APIs manufacturing in Bengaluru.

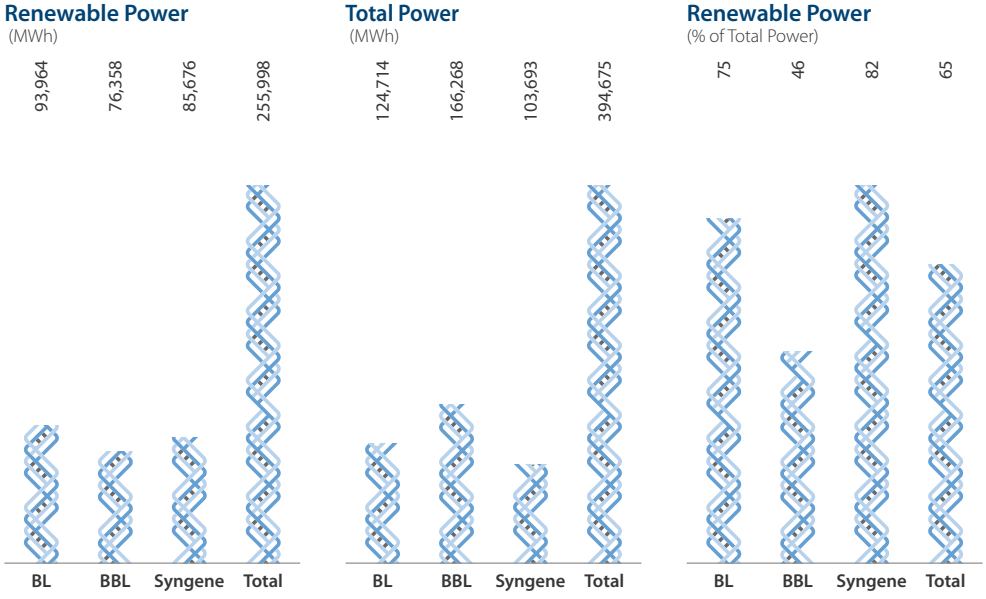
Energy Management

Energy efficiency lies at the heart of our operational focus, driving our Decarbonization Strategy. Comprehensive energy audits are used to identify avenues for improvement and set clear targets to systematically reduce energy usage. We regularly assess our progress on transition to clean energy, which is an important step towards reducing and avoiding emissions. We also invest in research to come up with innovative solutions for lowering energy consumption. Training programs and effective employee engagement strategies are deployed to foster a culture of energy conservation within the organization.

To track the progress and efficient implementation of our strategy, an Energy Council has been formed at Biocon Limited comprising key management personnel. The core responsibility of the council is to constantly strive to identify and implement energy-efficient measures in our operations. At Biocon Limited, 20 energy ambassadors have been appointed to oversee implementation of energy efficiency measures.

In FY24, our total power consumption was 394,675 MWh with 65% of the power sourced from renewable sources. At our Bengaluru sites, we increased the share of renewable power in total electricity consumption to 91% in FY24 vs 80% in FY23.

At Biocon Group's India sites, renewable power consumption increased to 80% in FY24 versus 71% in FY23.



Energy Offset Across the Group

Biocon Limited	**93,000** MWh energy offset achieved	**92,953** tCO_2e emissions avoided
Biocon Biologics	**76,362** MWh energy offset achieved	**64,461** tCO_2e emissions avoided
Syngene	**85,676** MWh energy offset achieved	**61,344** tCO_2e emissions avoided

GHG Emissions

As a responsible corporate citizen, we consistently strive to reduce our overall carbon footprint. At the Group level, we have made significant progress in reducing our Scope 1 and Scope 2 emissions. During FY24, our total Scope 1 and Scope 2 emissions were 155,417 tCO_2e, a reduction of 28,808 tCO_2e compared to FY23.

Additionally, we account Scope 3 emissions for Biocon Limited and Syngene. At Biocon Limited, Scope 3 accounting for FY24 has expanded to eight categories (up from four), with total emissions calculated at 77,342 tCO_2e. These categories include Purchased Goods and Services, Capital Goods, Fuel and Energy-Related Activities, Upstream Transportation and Distribution, Waste Generated in Operations, Business Travel, Employee Commute, and End-of-Life Treatment of Sold Products. At Syngene, Scope 3 emissions were computed as 48,768 tCO_2e.

Biocon Biologics initiated its Scope 3 emissions accounting with the baseline year as FY23, and the value has been calculated as 156,387 tCO_2e for FY 23.

We aim to continuously identify new potential avenues in order to further reduce our GHG emissions. By exploring innovative technologies, optimizing our processes, and engaging with stakeholders, we are committed to minimizing our environmental impact and contributing to a more sustainable future.

Biocon Group Scope 1, 2, 3 & Biogenic Emissions

Air Quality

Effective air quality management and emissions control are crucial for us to ensure compliance with regulatory standards and protect public health and the environment. We strive to maintain emission levels from our operations below the limits set by regional pollution control boards. We monitor nitrogen oxide and sulfur oxide levels every quarter to ensure adherence to statutory limits. Our Bengaluru facilities are equipped with state-of-the-art Continuous Ambient Air Quality Monitoring Stations (CAAQMS) for real-time monitoring of air quality parameters.

In addition, we employ an Environmental Monitor (EVM) to measure various factors such as particulate sampling, volatile organic compounds, dust, and average temperature. To minimize air pollution, the Company prioritizes replacing coal with biomass wherever feasible, while also implementing auto-sampling systems for reactors to prevent volatile organic compounds (VOCs) emissions.

Installed Electrostatic Precipitator (ESP) to Reduce Particulate Matter Emissions

In our efforts to minimize particulate matter emissions from the boiler, we have installed an electrostatic precipitator (ESP) in the flue gas stack of the newly installed biomass boiler. This technology effectively captures fine particles from the combustion process before they are released into the atmosphere, ensuring cleaner air and reducing environmental impact. This initiative reduced particulate matter emissions, contributing to improved air quality and healthier surroundings for our community.

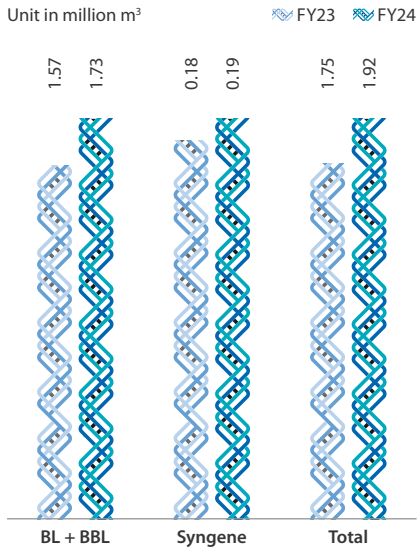
Water Management

We conduct comprehensive assessments to improve efficiency of water use in our operations, minimize consumption and enhance wastewater quality. We have targets to drive our sustainable water management initiatives. Efficient water recycling practices further contribute to our water conservation goals. Employee awareness and training ensure their active participation in water recycling practices and further contribute to our goals.

During FY24, our total water withdrawal increased by 9.7% YoY to 1.92 million m^3 primarily on account of increased output from our Malaysia site. At Indian sites, the consumption was consistent with the previous year. The Malaysia facility has proactively implemented stringent water management measures and we are expecting the withdrawal amount to decrease from next year onwards.

At an operational level, our ongoing efforts to optimize systems and processes through innovative technologies and water recycling initiatives have significantly improved efficiency. For example, at the Biocon Campus, eliminating caustic solution use and water boiling during SRP cleanings reduced process water usage by up to 110 KL. Additionally, at the Hyderabad facility, 600 KL of rainwater was recycled and reused in cooling towers. Similarly, we have identified efficient and innovative measures to further improve our water utilization.

Biocon Group: Total Water Withdrawal



Water Recycling FY24

78
% water recycled at Biocon Limited

70
% water recycled at Biocon Biologics

42
% water recycled at Syngene

Water Management Initiatives

Biocon Limited

At Biocon Limited, our approach to water management is regulated according to the following strategy:

Water Management Framework

Governance	Risk Management	Water Management Strategy	Metrics and Targets
At **Biocon Limited** and **Biocon Biologics**, the CSR and ESG Committee oversees the proceedings and implementation of water strategy within the organization.	In FY23, we initiated water risk assessment through the WRI Aqueduct tool at **Biocon Limited** and **Biocon Biologics**. The analysis helped us to identify potential water-related risks across our operations and local supply chain vendors by examining water stress, flood, drought and water demands. During FY24, we took various initiatives to mitigate the risks.	As part of our long-term Water Neutral strategy, we aim to reduce our freshwater consumption through reuse and recycling at all our sites. The water reuse has increased from 4% to 11% in FY24 across Bengaluru sites. There is a reduction of 69,000 KL per annum in water withdrawal at the Bengaluru and Visakhapatnam sites. Our aim is to continue to be water efficient and increase the volume of water recycled. At Biocon Park, we have installed a Chlorine Dioxide treatment plant for recycled water to reduce microbial load and increase recycled water volume. In FY24, we recycled 78% of our water, up from 60% the previous year.	We continuously track and monitor our performance against key indicators such as freshwater consumption, water recycled, etc., and assess our year-on-year progress against them. At **Biocon Limited**, we have set a target of 25% reduction in freshwater consumption by FY29 as compared to the base year FY23. In addition, as part of a water neutrality strategy, we will continue to increase our percentage of water recycled.

In FY24, we have made good progress on the targets we have set.

Target	Progress
25% reduction in freshwater consumption by FY29 as compared to the base year, FY23.	▪ The water reuse has increased from 4% to 11% in FY24 across Bengaluru sites. We achieved a reduction of 69,000 KL per annum in water withdrawal at Bengaluru and Visakhapatnam sites. ▪ In FY24, we recycled 78% of our water, up from 60% the previous year.

Biocon Biologics

In our Malaysia facility, implementing Scaleban technology has helped us achieve a recycle rate of almost 500 m^3 of water per day, significantly reducing freshwater intake. We are piloting a rainwater harvesting system with a harvesting capacity of 1,000 liters of rainwater. We are planning to expand the capacity to 25,000 liters.

Syngene

At Syngene, we follow a two-pronged approach for water conservation and reduce freshwater consumption: recycling and reuse of water; and supplementing freshwater through rainwater harvesting. We have also set a target to achieve a 70% reduction in freshwater consumption by 2028, against a 2023 baseline to further demonstrate our commitment to water management.

Rainwater in the Mangaluru campus is now filtered better, so it can be used for different purposes. This improvement saves significant freshwater every year.

Circular Economy: Waste Management

The circular economy is an economic system designed to eliminate waste and promote the continual use of resources through recycling, reuse, and regeneration. This concept is vital for industries as it offers opportunities to reduce costs, enhance resource efficiency, minimize environmental impact, and foster innovation. Embracing the circular economy can lead to increased competitiveness, resilience to resource scarcity, and long-term sustainability for industries.

Biocon Limited	83	Biocon Biologics	62	Syngene	96
	% of the waste generated is recycled		% of the waste generated is recycled		% of the waste generated is recycled

Biocon Limited has set a target for achieving Zero Waste to Landfill by FY29 as a part of its 100% circular economy commitment.

Biocon Limited

By implementing various waste management strategies, we aim to reduce landfill waste and integrate the principles of the circular economy throughout our operations.

During the reporting year, we minimized our waste to landfill by either diverting it for coprocessing, recycling it back into the system, or by minimizing the waste generation at source.

- In Bengaluru, at Biocon Campus and Biocon Park, the sludge generated from the Effluent Treat Plants (ETPs) were diverted to coprocessing instead of disposing of it in a landfill.
- At the Hyderabad facility, MEE (Multi-Effect Evaporator) salt generated as a by-product was redirected to coprocessing as against sending it to the landfill.
- The spent carbon material was earlier sent for incineration. We have now diverted it to coprocessing. This helped minimize waste generation, reduced emissions and pollutants.

We initiated use of Low-Density Polyethylene (LDPE) bags for waste collection to reduce the consumption of virgin materials and minimize waste sent to landfills.

In FY24, we made good progress on the targets we have set.

Target	Progress
100% Circular Economy, including Zero Waste to Landfill by FY29 from baseline year of FY23.	▪ Waste disposal to landfill decreased to 73% in FY24 from 98% in FY23. ▪ Circular economy for waste management has increased to 83% in FY24 from 77% in FY23.

Biocon Biologics

During the reporting year, we handed over 65 MT waste to an authorized recycler, marking a significant achievement for our organization. We've partnered with specialized agencies to assist us in adopting comprehensive waste management strategies.

The following initiatives are part of our circular economy strategy:

- We have introduced reusable technology to replace disposable shrink wrapping in our warehouses in Malaysia. By switching to CAM Buckle Pallet Straps, we've cut down our annual plastic wrapping consumption by over 80% or 5,000 kg, which helps us avoid emissions of over 3 tCO_2e annually. We plan to extend these successful practices to our warehouses in India starting in 2025.
- Solvent recovery processes: At our Malaysia site, we have the capability to reclaim approximately 1,500 metric tons of Acetonitrile at a purity of 99%. This process not only eliminates the requirement for a fresh batch of solvent but also enables us to mitigate around 0.9 metric tCO_2e emissions annually.

Syngene

At Syngene, our waste management process aims to properly collect and store hazardous, non-hazardous, and biological waste and subsequently take steps to responsibly discard it. Hazardous waste, both liquids and solids, is meticulously collected in leak-proof containers and processed in accordance with hazardous waste classification and compatibility standards. For waste that cannot be recycled, incineration is employed to prevent contamination, while recyclable hazardous waste is segregated and stored in a specialized facility. We implement a zero liquid discharge policy, utilizing Effluent Treatment Plant (ETP) processing to purify and reuse water for landscaping and utility purposes.

During FY24, we initiated a green belt project at our Mangaluru campus with the objective of achieving complete segregation, collection, and recycling of plastic waste, and achieved 100% success rate. We have also attained a 'Zero Waste to Landfill' status.

At all our facilities, we eliminated single-use paper cups and PET Bottles to reduce environmental waste and promote sustainability.

Product Stewardship

By implementing Green Chemistry principles, we aim to reduce the use of hazardous chemicals in our operations. This approach encompasses a transition from solvent-based to water-based reactions, the use of environmentally friendly solvents, the improvement of solvent recovery techniques, and the optimization of material incorporation processes.

In FY24, we:

- Reduced solvent usage by implementing biotransformation-based processes.
- Switched to water-based reactions from solvent-based reactions.
- Created manufacturing processes with reduced synthetic conversions, shortened routes and maximized atom economy.
- Substituted precious metal catalysts with a non-precious metal.
- Reduced or replaced hazardous solvents with green solvents or Class-5 catalyst solvents.
- Implemented Reduce, Recycle, Reuse and Recovery of the Materials/ solvents.
- Lowered process mass intensity (PMI) & E- factor.
- Reduced waste generation.

Life Cycle Analysis

We continue to conduct Life Cycle Analysis using SimaPRO software. Through the 'Cradle to Gate' approach, we evaluated the environmental impact of four of our products namely Sitagliptin, Liraglutide, Atorvastatin calcium, and Tacrolimus Capsules. The analysis was conducted with extensive data on raw materials and energy consumption to identify major impact areas or "hotspots" within the process. These hotspots were targeted for mitigation strategies aimed at controlling and minimizing emissions.

Case Study 9

Biocon Limited: Assessing Impact of Replacing Chemical Synthesis with Enzymatic Synthesis

A Life Cycle Analysis was conducted for API Sitagliptin Phosphate Monohydrate to evaluate the environmental impact throughout the synthesis stage. The guidelines of ISO14040 and ISO14044 were adhered to during its implementation. It was observed that the chemical synthesis route (SBA process) was the major contributor to potential impact, with a global warming potential of 326 kg CO_2 equivalent per kg of API. Detailed hotspot analysis of the SBA route helped us conclude that the solvent ethyl acetate was one of the key contributors to the overall environmental impact.

Using transaminase as a catalyst, we were able to achieve a 68% reduction in global warming potential (kg CO_2 equivalent per kg of API). Further to that, there was an overall reduction in environmental impact by 5.8 times.

Biodiversity

As a Group, we place paramount importance on biodiversity conservation, recognizing its crucial role in our strategic approach towards achieving environmental sustainability and diminishing our carbon footprint. This commitment is underscored by our Biodiversity and No-Deforestation Policy, which is applicable to both **Biocon Limited** and **Biocon Biologics**. Through this policy, we are committed to protecting and preserving the local flora and fauna.

In FY23, we initiated a Biodiversity Impact Assessment at the Biocon Campus in Bengaluru. The assessment was targeted at identifying, quantifying, and mitigating any adverse impact on biodiversity, including habitat destruction, pollution, and disruption of ecosystems. It was aimed at discovering the distribution pattern of plant species and assessing the current state of fauna variety and its IUCN Red List status.

As an outcome, we identified 44% of native species and plants, and 56% of exotic species. Also, through carbon sequestration, we prevented the release of ~ 4,000 tCO_2e emissions.

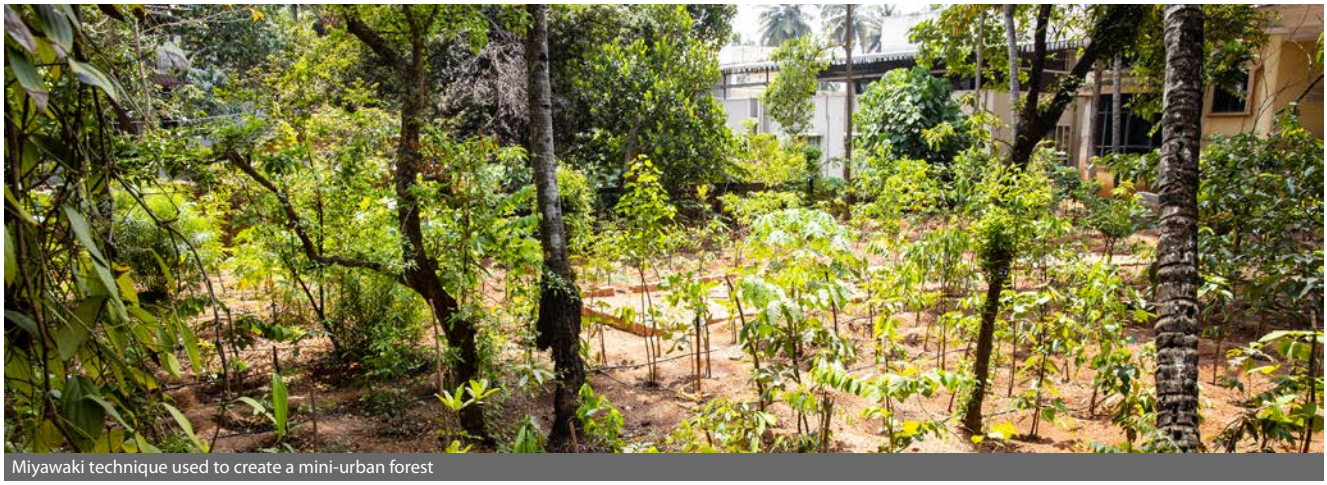
In FY24, we made good progress on the targets we have set.

Biocon Limited

Target	Progress
Target to plant 15,000 trees by FY29.	On World Environment Day, ~1,000 saplings were planted at Yarandahalli Lake and at our Biocon Park facility.

Biodiversity Protection Initiatives

Rejuvenation of Lakes	Afforestation through Miyawaki	Restoration of Heritage Park
We initiated the restoration of Yarandahalli Lake in Bommasandra, Anekal District, Karnataka, India. The lake's water quality had deteriorated due to sewage and untreated effluents from nearby areas. With an investment of ₹50 million and de-weeding, de-watering, sludge removal, bund strengthening, inlets and outlets reconditioning, silt trap construction and native tree plantation, the lake was rejuvenated.	By utilizing the Miyawaki technique, we persisted in planting trees and creating dense, native mini forests. We partnered with the Vana Charitable Trust for the initiative's second phase. Near the Karnataka Polytechnic Junction in Mangaluru, we transformed a previously used construction and demolition waste dumping site into a 20,000 sq. ft. mini-urban forest with 2,500 saplings. We invested ₹3.5 million in the project, which positively impacted 2,500 lives.	We continued to restore the historical Minsk Square at Bengaluru by adding a green cover of 1,800 sq. m. We planted 65 trees and more than 6,100 shrubs of different varieties. We invested ₹0.70 million, resulting in positive impact on over 100,000 lives.



Miyawaki technique used to create a mini-urban forest

Social & Relationship Capital

Aligned to SDGs

At Biocon Group, our purpose-driven business philosophy compels us to integrate social impact into every aspect of our operations. As we harness the transformative power of biotechnology to improve health and well-being, we are also working to shape a future where everyone flourishes in a secure environment, with fair access to healthcare, education, and sustainable livelihoods.

We put patients at the center of our work, and support patient communities through research, engagement, assistance, and broader access to our therapies.

We also take an active role in the communities that we are a part of and give back through volunteering and philanthropy.

We value our relations with business partners, customers, suppliers, vendors, supply chain participants, government agencies, and regulators and have always strived to work alongside them to create societal value.

We seek to be a force multiplier for good by developing resilient and innovative solutions to address some of the world's most urgent challenges, while also enabling and empowering communities to lead better lives every day.

We align with United Nations Global Compact (UNGC) principles, emphasizing human rights, labor, environment, and anti-corruption. Our commitment extends beyond profits to critical sustainability areas.

FY24 Performance

315.4
₹ million, CSR Spending in FY24

375,000+
Beneficiaries of CSR Initiatives

7,000+
Total Suppliers

54,000+
₹ million, Total Spend on Suppliers

Won the **Dalmia Bharat-CSRBOX CSR Impact Award 2023** for Oral Cancer Screening Program

Received the **10th National CSR Times (Gold) Award** for Green & Environment Stewardship focused on urban resilience


Certificate of Participation

THIS IS TO CERTIFY THAT

BIOCON

IS AN ANNUAL BUSINESS PARTICIPANT OF

UN GLOBAL COMPACT NETWORK (INDIA)

FOR THE PERIOD OF JUNE 2024 TO MARCH 2025

UNGC Signatory

Patient Access and Affordability

Our efforts are directed towards alleviating the burden of disease on patients and society. This involves the development, manufacturing, and commercialization of generic and biosimilar medicines for a global patient population, particularly targeting unmet needs in the realm of non-communicable diseases (NCDs). We use a combination of approaches to make our medicines affordable for patients across the income pyramid.


Biocon Foundation is ensuring last-mile reach of preventive and primary healthcare across several states in India

Benefiting Patients through Generics

In various countries, we proactively engage in government tenders for social healthcare services, prioritizing the delivery of high-quality products to patients at a competitive cost. With our scientific expertise, vertical integration spanning the pharmaceutical value chain, and expansive commercial reach, we are well-equipped to engage in competitive bidding processes. In doing so, we not only benefit patients by ensuring access to essential medicines but also aid governments in reducing overall healthcare expenses.

In FY24, we helped alleviate supply shortages of Rosuvastatin in Germany, which is grappling with medicine scarcity. Rosuvastatin is a medicine that lowers cholesterol and reduces the risk of a stroke or heart attack. By making our inventory available to wholesalers despite the absence of committed customer contracts, Biocon prevented supply disruptions and ensured continuity of care.

Having secured approval in the UK for the first generic version of Liraglutide, we will be among the first to extend more affordable access to this GLP-1 peptide.

Since 2019, we have partnered with MAP International (Medicine for All People) to donate essential medicines for humanitarian assistance in developing nations and disaster relief efforts worldwide. To date, our donations valued at USD 3.3 million WAC (wholesale acquisition cost) have reached people in need across 37 countries. We stringently ensure all donated products have adequate remaining shelf life to allow proper administration before expiration. In 2023, Biocon Limited donated medicines valued at USD 2.25 million WAC that were distributed to 10 countries, with significant support provided to the Dominican Republic and Nigeria. Our donations aim to responsibly provide access to critical therapies while upholding quality standards.

Case Study 10

Increasing Biosimilars Access in Emerging Markets

Global health today is characterized by deeply entrenched inequities in access. Access to insulins is a serious challenge in low- and middle-income countries (LMICs), where 'three out of four' adults with diabetes live. Biocon Biologics is addressing this challenge of insulin inequity through our affordable and high-quality biosimilar insulins. The introduction of our products has provided an option to reduce diabetes treatment costs, improve accessibility to new insulin treatment options, and expand the choice of insulin brands available to people with diabetes.

Product donations continue to be our key access pathway. Biocon Biologics donated ~12,500 bGlargine injection pens and 1,000 bGlargine vials to Insulin for Life, a a U.S.-based non-profit organization that provides insulin and diabetes management supplies free of charge to diabetes patients by collecting supplies and delivering them to disadvantaged regions. The organization sends donated supplies to partner clinics and hospitals serving patients with all types of diabetes (Type 1, Type 2, gestational) worldwide, with a focus on LMICs.

We also collaborated with Action4Diabetes (A4D), a UK-based non-profit, to supply our bGlargine at subsidized costs along with reusable pens and funds to procure accessories for ~100 young people with Type 1 diabetes in Myanmar.

Community Outreach

We are focusing our resources on critical projects where our engagement has made a significant difference in the lives of our larger communities. The beneficiaries of these projects are primarily determined based on their socioeconomic status, gender, age, information asymmetry, infrastructure constraints, geographical challenges, and cultural barriers. Armed with the knowledge that transformation begins from the ground up, our programs are designed through regular engagements and interactions among the local communities. The Biocon Foundation and Biocon Academy spearhead our community initiatives in India, serving as the CSR and social impact arms of Biocon Limited, Biocon Biologics, and Syngene.

Biocon Foundation

Biocon Foundation is the principal channel for our corporate philanthropy to build resilient solutions that serve the needs of the disadvantaged, vulnerable and marginalized sections of society.

To identify genuine community concerns and develop suitable projects, we run a thorough needs assessment process based on the Foundation's thematic areas: health, education, rural development, women's empowerment, research, and environmental concerns. This assessment includes a combination of methods, including secondary data analysis, focused group discussions, key stakeholder interviews, as well as surveys across communities of interest. Through a well-designed grant application process, we onboard partners with the relevant expertise and on-ground teams to execute the project activities.

We are aligned with legal regulations (Schedule VII) and the vision of respective CSR committees across the Group.

Biocon Group Entity-Wise CSR Spendings (₹ million) & Impact

Thematic Area	Enhancing Access to Quality Healthcare	Access to Quality Education	Research	Rural Development	Women Empowerment	Environment	Total
Investment in FY24	36.5	106.8	25.1	4.0	4.4	138.6	315.4
Investment by Biocon	4.4	10.7	-	-	-	55.6	70.7
Investment by Biocon Biologics	6.0	57.8	-	-	-	56.5	120.3
Investment by Syngene	26.1	38.3	25.1	4.0	4.4	26.5	124.4
Beneficiaries impacted in FY24	**130,260**	**16,570**	**NA**	**1,900**	**1,947**	**225,000**	**375,670**

eLAJ Smart Clinics are strengthening primary health delivery services and supporting health information management

Enhancing Access to Quality Healthcare

a. eLAJ clinics

For the last three decades, India's healthcare focus has been on infectious disease control and maternal and child health services. An increasing trend of non-communicable diseases (NCDs) is warranting a change in the focus of healthcare delivery specifically through primary healthcare. Biocon Foundation has consistently invested in Information and Communication Technology (ICT) driven innovations to address gaps in the delivery of primary healthcare services. This is exemplified by the in-house development of the eLAJ Smart Clinic platform, which securely records patient data electronically, facilitating evidence-based healthcare and enhancing the quality of care for patients in underserved areas.

11 centers have been established across 7 districts in Karnataka, directly and in collaboration with Government Primary Healthcare Centers and NGOs.

Responding to local needs, the program was extended to underserved and tribal areas in Karnataka, guided by inputs from stakeholders and healthcare authorities.

The smart clinics offer free consultations, and diagnostics along with the creation of Electronic Medical Records (EMR). The EMR system has equipped physicians with comprehensive patient information for informed decision-making in adherence to treatment protocols.

We are working on upgrading to the eLAJ EMR version 2.0, which will be a comprehensive mobile first solution compliant with Ayushman Bharat Digital Mission (ABDM) requirements and industry standards for better data collection and referrals. The solution will strengthen the linkage between clinical care and community outreach through our grass-roots navigators. The eLAJ clinincs also facilitate targeted interventions through specialist clinics that cater to women, children, the elderly and patients with NCDs.

Impact of eLAJ Smart Clinics

65,366
Patient visits

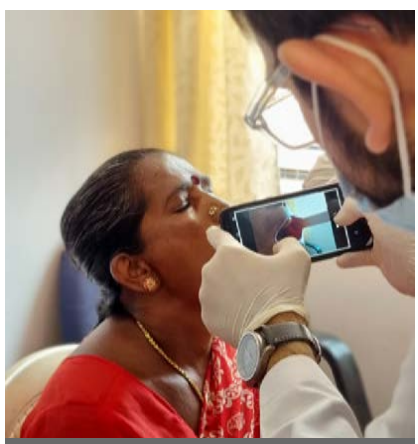
41,022
Lab Investigations performed

3
New eLAJ clinics set up (Tribal areas in Chamarajanagar, Uttar Kannada and Koppal districts)

b. Oral Cancer Screening

India accounts for over one-third of the global oral cancer burden. The country reported 143,579 new cases of lip and oral cavity cancer and 79,979 deaths in 2022, according to GLOBOCAN. Biocon Foundation has been conducting oral cancer screenings for underserved communities since 2014. This flagship program made significant strides, completing over 75,000 screenings to date and employing a multifaceted approach to combat the burden of oral cancer. A mobile application developed by Biocon Foundation is particularly helpful for mass screenings and is used by frontline health workers trained to screen high-risk individuals for Oral Potentially Malignant Disorders (OPMD). During FY24, 10,000+ screenings were conducted for OPMD. The project runs across specific sites in Uttar Pradesh, Rajasthan, Punjab, Assam, Maharashtra, and Karnataka.

In 2018, Biocon Foundation took the initiative to form the Oral Cancer Task Force (OCTF) with a mission to ideate, educate and engage stakeholders and, thereby, effectively downstage oral cancer in India. The OCTF is an independent multi-disciplinary task force comprising leading cancer specialists. Under the aegis of OCTF, the first ever India-specific consensus clinical practice guidelines on management of Head & Neck Cancer (HNC) were developed. The second edition of the guidelines was released in



Biocon Foundation's mHealth screening tool captures and analyzes intra-oral images of patients to recognize early symptoms and signs of oral cancer

Case Study 11

Addressing Healthcare Disparities in Tribal Areas through eLAJ

Overview: In India, many tribal groups still face challenges accessing healthcare due to historical marginalization. Various tribal communities, living in remote forested areas, struggle with challenging health and nutritional outcomes.

To address this issue, we have expanded our eLAJ smart clinics model to cover tribal areas in Chamarajanagar, Uttara Kannada, and Koppal districts in Karnataka. Collaborating with local NGOs, we are piloting initiatives in these regions to reduce healthcare inequities by addressing community-specific needs while being mindful of their cultural sensitivities.

Tribes often have their own health beliefs and are reluctant to approach modern medical systems. Hence, we trained local youth as health navigators to bridge this gap. This team of eLAJ health navigators go door-to-door in hamlets / villages surrounding the health center, using appropriate point-of-care devices to screen for diseases like diabetes, hypertension, oral cancer, and other conditions. Through this screening for both communicable and NCDs, they raise awareness and direct high-risk individuals to our clinics.

Biocon Foundation has trained local youth as health navigators to bridge the healthcare delivery gap in tribal areas

Outcome: This pilot program shows promise in improving health outcomes for tribal communities, combining outreach, technology, and cultural sensitivity.

July 2023 to commemorate World HNC Day. The updated India-specific guidelines will help oncologists improve treatment outcomes of HNC patients by following evidence-based clinical practice. This has been published in the Journal of Cancer Research Statistics and Treatment.

These Consensus Guidelines have been recognized among 13 worldwide Clinical Practice Guidelines in Cancers, an international peer-reviewed journal of oncology. This recognition acknowledges the global significance of the OCTF's efforts and positions its consensus guidelines among those from U.S., Europe, Canada, Japan, and the National Comprehensive Cancer Network (NCCN).

The Foundation has catalyzed the coming together of the Mazumdar-Shaw Medical Foundation, the Indian Institute of Science, Bengaluru, KLE Society's Institute of Dental Sciences, Bengaluru, the Department of Preventive Oncology, NCI-AIIMS – Jhajjar, and the Homi Bhabha Cancer Hospital, Varanasi, to roll out a first-of-its-kind research project - OPMD Atlas Project - funded by a central government grant.

The OPMD Atlas Project aims to evaluate and accurately deploy point-of-care (PoC) diagnosis systems in the national healthcare system to enable accurate screening, detection, and prognosis of OPMD patients. This will be a key advancement in the war against oral cancer as oral potentially malignant disorders (OPMD) are the precursors of over 80% of oral cancers.

"The recognition of Oral Cancer Task Force's Consensus Guidelines for Head & Neck Cancer among 13 worldwide Clinical Practice Guidelines in Cancers reflects the collaborative efforts of our dedicated experts and underscores our commitment to making a positive impact on the landscape of head and neck cancer management, particularly in the context of the prevalent oral cancer cases in India."

Kiran Mazumdar-Shaw
Founder & Managing Trustee, Biocon Foundation.

Geographic Spread of Oral Screening Program

Location	Goal	Collaboration Partners
Varanasi, Uttar Pradesh	To determine the efficacy of visual screening vs mHealth in early detection of oral cancer.	Homi Bhabha Cancer Hospital, Varanasi
Amritsar, Punjab	To determine the prevalence of oral lesions in non-tobacco users. To compare the prevalence of oral lesions in hospital -based settings vs camp-based.	Sri Guru Ramdas University of Health Sciences, Amritsar
Maloibari village, Assam	To determine the prevalence of arecanut chewers and correlation of oral lesions.	Dr. B. Borooah Cancer Institute, Guwahati
Bhilwara, Rajasthan	Targeted screening of high-risk population for oral cancer in a workplace setting.	Industrial partner, Bhilwara Suiting Limited (BSL), Bhilwara, in association with Mahatma Gandhi Medical College, Jaipur
Nashik, Maharashtra	Oral cancer detection in tribal community with extensive engagement with rural population.	KBH Dental College and Hospital, Rotary Club, Nashik
Bengaluru Urban and Bengaluru Rural, Karnataka	To determine the prevalence of oral lesions in habit positive individuals in both hospital-based settings and outreach activities.	KLE Society's Institute of Dental Sciences, Bengaluru for Remote Consultation

Impact of Oral Screening Program - FY24

10,000+
Individuals screened for oral cancer

5,600
Habit-positive individuals enrolled on mHealth application

1,384
Potentially malignant cases identified

10,200+
Screenings performed for common dental problems

Case Study 12

Towards a Healthier, Tobacco-Free Future

"I am the sole earning member of my family and under a lot of pressure to make ends meet, which led me to tobacco addiction. I also used to chew surti, gutka and paan at least 3-4 times a day. I was aware that these addictions are harmful but always found it hard to quit. An ASHA worker referred me to a camp organized by Biocon Foundation, where I came to know that I have developed white patches in my mouth. Doctors are assisting me now with treatment and to quit my habits. I have not had gutka for 2 months now and have reduced consumption of surti to a great extent. I am also taking care of my oral hygiene, as prescribed. It is difficult to resist cravings but I will keep trying until I completely overcome my addictions. My daughters are growing up, and I intend to save the money that I waste on tobacco, for them."

Bhola Nath
(45 years), Daily Wage Worker

c. CHAMPS: Empowering Students to Fight NCDs in India

Non-communicable diseases like hypertension is a big concern in India, which puts a huge burden on our healthcare system. Despite various efforts by the government, this needs to be addressed fully.

Envisioned by Dr Devi Prasad Shetty, Chairman and Founder at Narayana Health, and implemented by Biocon Foundation in partnership with Agastya International, the CHAMPS (Child Health Activist Mentoring and Promoting Health in Society) program was designed to meet this need. Through this initiative, high school students are trained to be "health messengers." They learn about hypertension and how to measure blood pressure, then spread this knowledge to their families and communities.

d. Supporting Mental Well-Being in Bengaluru

The Bengaluru Urban Mental Health Initiative (BUMHI), envisioned by NIMHANS and supported by the Foundation, tackles common mental disorders through self-care, informal care, and community support. Since its inception in 2018, 13 self-care modules have been designed through multiple stakeholder inputs.

BUMHI has trained Community-based Organizations to deliver self-care modules, reaching even marginalized groups like slum dwellers and migrants through NGOs. Post-workshop assessments have shown significant improvements in participants' understanding and emotional well-being. Understanding of mental health rose by 12%, while self-acceptance and emotional regulation saw a 20% improvement. Empathy showed the most dramatic increase, at 60%. Looking ahead, BUMHI aims to create a scalable model for urban mental health promotion, emphasizing citizen engagement, NGO collaboration, and digital integration to extend its impact beyond Bengaluru.

Biocon Foundation is working on programs promoting public mental health and building mental health resilience in the urban population

- Technology addiction in students - Awareness sessions were conducted in 11 schools for 2,000+ students on technology addiction and healthy use of technology.
- Women's Mental Well-Being - Marginalized women in rural India are mostly unaware of the importance of mental health check-ups during and post-pregnancy. Our peripartum project aims to address this issue by screening their mental health conditions, in partnership with St. John's Research Institute, Bengaluru. Of the 320 women screened during the year, 19% were diagnosed for depression, anxiety and other mental health conditions. Our program provided psychiatric and counselling services to these women.

e. Community Health Outreach

Reaching the farthest corners of the country's vast semi-urban and rural landscape with effective healthcare remains a challenge. By empowering frontline healthcare workers (FLHWs) with technology and training through our community outreach program, we bridge this gap, bringing vital services directly to the people. Equipped with point-of-care devices and user-friendly software applications, FLHWs efficiently capture demographic and clinical data, improving disease surveillance and resource allocation.

We also conduct targeted campaigns to raise awareness about common cancers like oral, breast, and cervical cancers, dispelling myths and encouraging early detection. Leveraging Artificial Intelligence (AI), the use of a non-contact, non-invasive breast cancer screening platform has revolutionized detection methods. Our outreach extends beyond traditional demographics such as daily wage workers and factory workers, ensuring inclusivity in healthcare access. School health campaigns focus on adolescent health, covering topics from menstrual hygiene to mental health. We evaluate a range of vitals for the student's enabling detection of anemia, malnutrition, visual acuity, and dental health. The CSR team coordinates with the relevant stakeholders and ensures the students are referred and treated.

More than 22,000 individuals benefited from various community outreach initiatives in FY24.

Distributing Home Medical Kits in Jammu

In response to an urgent request from the Government of India, we addressed relief efforts by providing home medical kits to border areas in Jammu – Udhampur, Kathua, and Doda. These districts face the challenge of difficult terrains, impacting healthcare accessibility. We supplied 7,000 home medical kits containing 12 basic medications for wounds and common illnesses, aiding residents in these vulnerable regions.

Biocon Foundation Developing AMR Tracker

Antimicrobial resistance (AMR) is a leading public health threat. The World Health Organization estimates that 10 million annual deaths will be caused by AMR infections by 2050.

Biocon Foundation partnered with the Indraprastha Institute of Information Technology, Delhi, to develop an mHealth application compliant with the Ayushman Bharat Digital Mission (ABDM) sandbox guidelines addressing the challenges for AMR in the Indian context. The application will target:

(i) Prescribers for alerting on AMR rates, safety profile and potential drug-drug interactions for antibiotics and

(ii) General public by providing ABDM standardized format for crowdsourcing antibiotic consumption data.

Covid Wastewater Surveillance

A tripartite agreement has been signed between Biocon Foundation, St. John's Research Institute (SJRI) and Indian Institute of Science (IISc), Bengaluru for water-based monitoring for SARS-CoV-2 and variants at hospitals and institutions in Bengaluru.

Wastewater-based testing for SARS-CoV-2 is an effective way to track the virus, especially in the context of limited human testing in this phase of the pandemic.

The project goal is to use wastewater-based epidemiology (WBE) to provide early warning signs of the virus outbreaks within a hospital and the community.

Access to Quality Education

a. IISc PG Medical School & Hospital

We signed an MoU with the IISc, Bengaluru to fund the construction of the 147-bedded Biocon-Syngene General Medicine Block at the IISc Postgraduate Medical School & Hospital. This not-for-profit, multispecialty facility will also offer an integrated MD-PhD program in clinical research and development.

b. Experiential Science Learning

To bridge the resource gaps in rural schools and spark an interest in the subject in children, we have been supporting innovative programs like Mobile Science Labs, Lab on a Bike, summer workshops and science fairs.

- Our Mobile Science Labs have provided science learning experiences to over 6,700 students across 46 government schools in Anekal and Chikkaballapur.
- Our Lab on a Bike continued to offer hands-on learning opportunities to more than 1,700 students across 7 government schools in Shamirpet, Hyderabad.

Biocon Foundation is funding construction of a 147-bed hospital block in IISc, Bengaluru

Case Study 13

Assessing the Impact of our Experiential Science Learning Program

Students participating in scientific experiments conducted by the Mobile Science Lab

In an effort to spark curiosity and foster a scientific temperament among children, Biocon Foundation has invested in the Mobile Science Labs (MSL) program. A third-party impact evaluation was conducted to gauge the effectiveness of this experiential science learning initiative in promoting science education. The study used a mixed methodology incorporating both quantitative and qualitative approaches and employed various research methods to capture the program's deeper impact. The IRECS framework, based on five pillars, namely Inclusiveness, Relevance, Expectation, Convergence and Service Delivery, was used to gauge the program's impact.

It aimed to assess the program's impact on students' interest, academic performance, and teachers' pedagogical practices. We selected students from grades 7 to 9 for the study.

Results showed significant positive outcomes in several areas:

- 84% of students mentioned that the MSL teacher's instructions were easy to comprehend.
- 66% of students highlighted MSL sessions strengthened their understanding of science concepts.
- 89% of the students said they felt motivated to ask their doubts in the MSL sessions, demonstrating high student satisfaction with instructor approachability and teaching methods.
- 98% of students rated instructor's approachability and responsiveness as 'Outstanding'.
- Measurably improved scientific attitudes and proactiveness compared to students in non-intervention schools.

This successful initiative serves as a strong example of how innovative pedagogical approaches can overcome socio-economic barriers and empower students to develop a deeper understanding and appreciation for science.

"I find Satish sir's explanations to be exceptionally clear, and I can easily grasp the concepts he teaches. He patiently addresses all my doubts, enabling me to develop a deeper understanding of the subject. His classes are enjoyable, and we all greatly appreciate his teaching style."

Tarun,
Grade 7 Student

c. Synquizitive

After the resounding success of our inaugural science quiz competition, Synquizitive, which began with just 50 government schools in Bengaluru this year, we expanded the initiative to Dakshina Kannada and Hyderabad. This resulted in the participation of approximately 7,500 students across 150 government schools in Anekal, Dakshina Kannada, and Hyderabad.

Case Study 14

Synquizitive: Fuelling Curiosity and Beyond

To reimagine learning beyond traditional classrooms, we collaborated with Agastya International Foundation to help create a quiz culture in government schools locally. The quiz templates we crafted were designed to spark critical thinking and collaborative problem-solving, ensuring that students were not just memorizing facts, but truly understanding the principles of science. Questions, carefully curated by academic experts, came alive through engaging audio-visual formats, prompting students to apply their knowledge to real-world scenarios. The employees visited schools across the region, conducting qualifier tests and engaging with students.

The finals of the quiz were conducted in the presence of esteemed dignitaries such as Dr V K Aatre, Former Head, Defence Research and Development Organisation (DRDO), Dr Tessy Thomas, Former Director General of Aeronautical Systems of DRDO, famously known as 'Missile Woman' of India, Kiran Mazumdar-Shaw, Founder & Managing Trustee, Biocon Foundation, and others.

"The science quiz has opened a new world of possibilities for me. It is not just about winning a competition; it is about discovering the joy of science and realizing that learning can be exciting. The hands-on experience and mentorship have fired my curiosity, and I'm inspired to pursue a future in science, thanks to this incredible initiative."

Govinda Raj,
Student, Government Higher Primary School, Katipalla.

To further incentivize participation and create conducive learning environments, we awarded smart classrooms to top-performing schools in each location. The fully furnished classroom consists of interactive educational technology (EdTech) with rich multimedia content aligned to state curriculums. In addition to interactive technology, educational software, and digital toolkits, we have also provided furniture and fixtures, power backup solution and other supporting infrastructure to create a well-designed space for pupils. The teachers at the schools are trained in the use of EdTech to achieve improved learning outcomes.

Rural Development

To create a better learning environment and experiences for students, we have worked consistently to augment school infrastructure in rural areas. The schools are identified after site visits and stakeholder consultations to systematically examine the infrastructure gaps and identify, understand, and prioritize the needs. In FY24, we inaugurated 11 well-ventilated and spacious classrooms across 8 government schools in 3 districts of Karnataka (Chikkaballapur, Uttara Kannada and Dakshina Kannada).

In FY24, we inaugurated 11 well-ventilated and spacious classrooms across 8 government schools in 3 districts of Karnataka.

Improving school infrastructure in rural and remote areas of the state ensures that more than 500 children have equal opportunities for learning and development every year for the useful life of the school buildings.

We also inaugurated a children's park with playing equipment and green space in Jokatte panchayat, Dakshina Kannada.

It was built keeping in mind the children and elderly of more than 350 displaced families living near the Mangalore Special Economic Zone.

Women Empowerment

a. Parihar

Since September 2019, the Foundation has been supporting Parihar, an initiative by the Bengaluru City Police for women and children in distress, through immediate rescue, police support, counseling, short-stay facility, medical aid, legal services, and rehabilitation.

- This year, in addition to promoting menstrual health and hygiene in schools and colleges, it also carried out community sensitization around issues related to women and child safety in local communities.
- More than 1,900 new cases were registered under Parihar during the year and 89% of them were successfully resolved.
- 120 women, many of whom were victims of violence, underwent six-month vocational training in tailoring at the Parihar Skill Development Centre.
- Over 100 female civil defense wardens and counsellors associated with the Nirbhaya Help Desks at police stations were trained in a workshop organized in collaboration with Parihar and the National Institute of Mental Health and Neurosciences (NIMHANS).

Biocon Foundation has been supporting Parihar, an initiative by the Bengaluru City Police for women and children in distress.

Case Study 15

b. Women in STEM

Empowering the Future: Scholarship and Mentorship Program for Women in STEM

"Despite comprising 43% of higher education enrollees for STEM, only 14% of women are employed as scientists, engineers, and technologists in STEM." - Forbes India

This reflects a concerning "**leaky pipeline**" phenomenon, mostly in rural and semi-urban areas of India. To help address this challenge, we partnered with the Science & Technology (S&T) cluster in Hyderabad. Under the aegis of Office of the Principal Scientific Adviser, the cluster aims to create linkages between existing academic institutions, national & state research laboratories, and industry partners.

This led to the Foundation's transformative **'Scholarship and Mentorship Program for Women in STEM'**, partnered with the Research and Innovation Circle of Hyderabad, the nodal agency for the S&T cluster.

The program is dedicated to empower underprivileged female students from Tier 2 & 3 cities by nurturing their STEM talent. It offers experiential learning opportunities, including internships in cutting-edge labs of renowned research institutions and industries in Hyderabad, along with scholarships and mentorship from subject matter experts at Syngene. We received 245 applications by conducting an extensive outreach campaign, from which 21 students were shortlisted based on academic merit, socio-economic background, research interest etc. They were paired with premier research institutions and industries, with mentors from Syngene assigned to each student for professional support and subject matter expertise. All the students completed internships in Pharmaceuticals, Biotechnology, Chemistry and Applied Biology.

"The state-of-the-art lab and facilities and the environment are helping in exploring my research question. I am learning techniques & technologies I never had access to before."

Clemency Anu, Intern at Centre for Cellular & Molecular Biology.

In the second cohort, 30 deserving women students have been selected from 549 applications received.

Environment

Case Study 16

a. Biocon-Hebbagodi Metro Station

Biocon Foundation had signed a Memorandum of Understanding with the Bangalore Metro Rail Corporation Limited (BMRCL) in 2020 to contribute ₹650 million towards the construction of a Metro station on Hosur Road. The Biocon-Hebbagodi Metro station is part of the elevated 18.82-km Yellow Line linking R.V. Road with Bommasandra. The Metro connectivity would provide a sustainable and efficient mode of transport to residents and business commuters from all parts of Bengaluru, reducing traffic congestion on Hosur Road and helping lower the environmental impact from vehicular pollution. Construction of the station is nearing completion and the new line is expected to be open to the public by December 2024.

In FY24, Biocon Foundation presented a plan to BMRCL to reimagine the space under the elevated Metro corridor. This plan included pier wall paintings, with a broader vision to transform the area with design elements that truly represent Karnataka's rich heritage and traditions. Additionally, the concept of median gardens was introduced, blending urban aesthetics, art, and the environment.

The idea was not only to make the area look better but also to showcase local art that deserves more attention. So, Srishti Manipal Institute of Art, Design, and Technology was brought in for the project. After looking at various traditional arts and crafts with historical and cultural importance, they decided to feature Channapatna dolls, which are a key part of the state's cultural identity. This unique public art project, 'Pillars of Society - Celebrating Everyday Heroes,' has breathed life into the Metro corridor between the Hebbagodi and Huskur Gate stations. The murals on the pier walls weave a tapestry of the city's lifeblood, celebrating the very professions that keep the city running. Forty-four one-of-a-kind art designs now grace the Metro pier walls. From the captivating energy of a Yakshagana performer to the stoic depiction of our silent stewards, the Pourakarmikas, these artworks portray a diverse range of essential vocations. Plumbers, electricians, tailors, cobblers, doctors, research scientists, and even aerospace engineers – these everyday heroes are brought to life in stunning visuals, serving as a daily reminder to appreciate the city's unsung heroes.

44 designs grace the Metro pier walls between the Hebbagodi and Huskur Gate stations as part of a unique public art project 'Pillars of Society - Celebrating Everyday Heroes'

b. Climate Action Awareness Workshop

We organized a workshop on 'Cities and Climate Action' in collaboration with the Shakti Sustainable Energy Foundation. The workshop was aimed at discussing strategies and techniques to establish collaboration among NGOs, corporates, and philanthropies. The goal was to collectively address the challenges posed by climate change to the urban centers which are pivotal to the nation's economic growth. Through a comprehensive survey and reports, the initiative summarized findings and outlined strategic steps for philanthropic engagement in the shared mission of climate action.

Biocon Foundation conducted a workshop on 'Cities and Climate Action' to come up with strategies for addressing the challenges posed by climate change to urban centers.

c. Hebbagodi Lake

In December 2018, Biocon dedicated a revitalized Hebbagodi Lake to the public, employing various methods such as bioremediation, aeration, and cleaning efforts. However, due to increased urbanization and industrialization in the catchment areas since then, pollutants, sediments, and nutrients continued to flow into the lake, deteriorating its water quality. Recognizing the need for another intervention, we implemented alternative nature-based solutions, in consultation with experts and stakeholders. The ongoing efforts include sludge removal, desilting, and sewage diversion to transform the lake into a rain-fed wetland, ensuring its sustainability for the future.

Biocon Academy

Participants of the Faculty Development Program (FDP) Batch 4

Recognizing the need to bridge the skill gap in the biosciences industry, Biocon Academy was established to provide advanced learning opportunities for biotechnology and engineering graduates and prepare them for a rewarding career. Over the past ten years, the Academy has trained over 1,000 students in the life sciences sector and ensured placement for each one in 85+ biotech companies across India.

Our short-term certificate programs are designed to equip aspiring biotechnologists with the necessary skills for employability, fostering partnerships with esteemed educational institutions such as KGI California, BITS Pilani, JSS AHER Mysore, and M S Ramaiah College, Bengaluru.

"Joining the R&D department of Biocon Biologics, Chennai, has been a pivotal moment in my career journey. My experience at Biocon Academy played a significant role in this achievement. During my time at the Academy, I was fortunate to participate in a hands-on training session conducted by Biozeen. This training proved invaluable as I embarked on my journey in the pilot Upstream division at Biocon Biologics. The practical knowledge and skills imparted during the training have been instrumental in my day-to-day tasks. Even now, I find the booklet provided by Biozeen to be an indispensable resource. I am immensely grateful to both Biocon Academy and Biozeen for equipping me with the tools and knowledge necessary to transition seamlessly into my role in the pilot division. Thank you for paving the way for my success."

Prasith, *Batch 18 (Biosciences)*

We prioritize accessibility by offering 60% to 75% scholarships to deserving students and facilitating concessional educational loans through banking partnerships. We extend placement assistance to students in the pharmaceutical and biopharma industry, recording a 100% placement rate for the year.

Industry feedback consistently rates our students highly for their technical knowledge and communication skills. Our students scored 4/5 during this year's feedback cycle.

"The students have a strong theoretical foundation and a fresh perspective, enabling them to bring innovative ideas and solutions to the table. Furthermore, they often exhibit a high level of enthusiasm, motivation, and eagerness to learn, which can be infectious and contribute to a positive work environment."

Baxter

"Candidates from Biocon Academy are very good learners and it's easier for us to train them than the candidates coming directly from college."

Thermo Fisher Scientific

Complementing our student-focused initiatives, we also prioritize faculty training to help them upgrade their knowledge of emerging industry-specific technologies. Our Faculty Development Program (FDP) is a first-of-its-kind initiative and empowers Biotech Faculty from various educational institutes. During the year, we completed the 4th batch of FDP with 20 participants. To date, 94 teaching faculty from nine states have been trained under the program.

Biocon Group Subject Matter Experts (SME): During FY24, 400 SME hours of training was conducted by Biocon Group subject matter experts for Biocon Academy students. These trainings are conducted as part of students' functional visits to Biocon/Biocon Biologics/ Syngene Labs and facilities covering R&D, Manufacturing, Quality Control, Quality Assurance, Microbiology and Regulatory Affairs.

Immersive Learning Sessions Using Cutting-Edge HoloLens Technology

Biocon Academy organized two open interactive sessions on 'Microscopy - Applications in the Pharmaceutical Industry' and an HPLC Demo featuring a captivating virtual lab environment powered by HoloLens. 140 graduate and postgraduate students from various colleges participated in these programs.

Free Upskilling Certification Program for our Alumni

Our alumni network, known for its generous contributions through guest lectures and mentoring, is highly valued at the Academy. In return for their ongoing support, we conducted a complimentary certification program for them to provide valuable and relevant knowledge that would help them in their professional endeavors. The 20-hour program benefited 200 of our alumni this year.

Our Program Dean, Bindu Ajit; Academic Dean, S S Easwaran; and Senior Academic Manager, Ramgopal Rao S, serve as members of the Board of Studies (BOS) or Industry Advisory Boards of Universities and Colleges, contributing to curriculum improvement and fostering connections with industry experts. They also deliver guest lectures, among other engagements.

Bindu Ajit, Program Dean, Biocon Academy, interacts with students

Graduating students with Kiran Mazumdar-Shaw, Chief Mentor, Biocon Academy

Managing Relationships with Suppliers

In today's globalized business landscape, managing supply chains has become paramount. Biocon procures its raw material from various geographies. Hence, it is essential to integrate sound supply chain management practices. This minimizes operational risks and ensures timely availability of raw materials.

We also have a strategic partnership with Contract Manufacturing Organizations (CMOs), whose skills, technology, and processes we utilize to supplement our production capabilities and expand our operations, in line with market needs.

During the reporting period, we have undertaken multiple initiatives, including assessing suppliers and conducting capacity-building sessions for them, and integrating strategic objectives and targets into our supply chain scorecard. As a result of our ongoing efforts and process enhancements, we increased our EcoVadis Sustainable Procurement score to 70 this year, up from 66 last year. We received a prestigious "A" rating placing us in the Leadership band in the CDP Supplier Engagement assessment. At Biocon, our On-Time In-Full (OTIF) rate for the year stands at 98%. We aim to sustain this progress and cultivate a responsible and resilient supply chain.

Supplier Code of Conduct

Our principles of collaborating with suppliers or business partners are governed through Biocon Limited and Syngene's respective standalone Supplier Code of Conduct, and Biocon Biologics' Business Partner Code of Conduct. Each of the policies includes fundamental environmental, social, and governance

factors that every supplier must commit to in order to conduct business.

Our CSR and ESG Committee at Biocon Limited oversees the implementation of supply chain practices and regularly reviews progress.

Supplier Screening

To minimize risks, prioritize resources and to bring greater transparency, we classify our suppliers as critical and non-critical. This is primarily categorized based on the importance of the materials provided by suppliers and the cost involved.

Materials used in the formation of molecules or as key starting materials are inherently critical. Non-critical materials, such as solvents and buffers, are supporting materials required in the manufacture of APIs and formulations. We also consider key Environmental, Social, and Governance (ESG) parameters, geographic location, and the importance of the commodity when assessing the criticality of the supplier.

Supplier Assessment

Biocon Limited

At Biocon Limited, we broadly conduct two types of supplier assessments: ESG-based Assessment and Quality-based Assessment.

ESG-based Assessment

As part of the ESG-based Assessment this year, 11 suppliers went through a questionnaire-based evaluation, of which six suppliers were assessed via virtual audits, covering 8% of total spend value in FY24.
Based on their responses to the questionnaire, suppliers were scored against a checklist, determining their overall rating on a scale of 0 to 100. Those receiving scores ≤40 are termed as 'Beginners', between 40-70 are 'Implementers' and scores >70 are categorized as 'Stewards.'

Quality-based Assessment

Questionnaire

All suppliers were given a list of questions centered around vendor facility, cGMP practices, certifications, Quality Management System requirements, etc. They were required to provide responses along with the supporting documents. The information shared by them was then reviewed and analyzed for any significant gaps. During the reporting year, 257 suppliers were assessed through questionnaire-based evaluation for Quality.

Physical Audits

Physical audits are carried out for critical suppliers, including those located outside the country. We conducted 99 physical audits; all were critical suppliers.

Performance Review and Tracking

Post the assessment and review, the findings are shared with the suppliers and gaps are communicated to them. Based on the assessment, suppliers provide us with a Corrective and Preventive Action (CAPA), which is thoroughly reviewed. The feedback on the CAPA is shared back with them to take further action, if required. We closely track their CAPA implementation. We re-qualify our suppliers every three years.
Our team consists of over 17 qualified supplier auditors who have received training from an external trainer.

Capacity Building

We also conducted a virtual capacity building program for our suppliers. This program was led by Biocon's internal expert who informed suppliers about the importance of ESG and the best practices they should follow. Twenty-four suppliers participated in the two sessions we conducted.

Supplier Assessments - FY24

257
Suppliers underwent questionnaire-based evaluation for Quality

11
Suppliers underwent questionnaire-based evaluation for ESG

99
Physical audits conducted for critical suppliers for Quality

Biocon Biologics

In FY24, we developed an assessment framework consisting of ESG considerations, requirements of the Business Partner Code of Conduct and applicable regulations. We covered the suppliers who comprise the top 80% spent (127 suppliers) under these assessments. This also includes the CMOs associated with us. Suppliers were assessed based on their process, activities, ESG programs, targets, and performance. After the assessments, recommendations and required support were provided to partners to help them improve their ESG maturity. In the assessment, we noticed several of the direct material suppliers had already implemented mature ESG programs with clearly defined targets. We aspire to cover 100% of our direct material suppliers by the end of FY25 through the assessment.

Biocon Biologics' Supplier Engagement and Capacity Building

The standalone 'Business Partner Code of Conduct', which includes principles and aspirations of the Company across ESG consideration has been communicated to all new and 80% of existing business partners (suppliers, CMOs and other partners) and have mandated an acknowledgement of the Code. Apart from this, during the financial year, we conducted 3 capacity building workshops covering 137 suppliers. Topics covered in the sessions include climate change, diversity, equity and inclusion, business ethics, human rights, labor management, materiality and emerging regulations, among others. We will continue to conduct such sessions in the following years to build a responsible supply chain. For our Micro, Small and Medium Enterprises (MSME) partners, we are extending one-on-one support.

Supplier Development Program

Suppliers' Programs: Programs are implemented to assist suppliers in bridging the identified gaps

Performance Tracking: Suppliers are expected to consistently track and improve their performance

Alignment with ESG Values: Suppliers are directed to align their operations and supply chain with Biocon's ESG Values

Regular Business Sessions: Regular business sessions and communication are in place to accelerate the improvement of suppliers' ESG performance

Onsite Capacity-Building Sessions: Detailed onsite capacity building sessions are conducted for suppliers. Topics covered included GHG calculations, water management, waste and energy management, circular economy and EcoVadis.

De-Risking Plan

Biocon Limited

To mitigate any possible risks, we have established a De-risking plan. In that, we have identified suppliers who are prone to be at risk due to various reasons such as geographical location, regulatory compliances, single source dependency, financial risks, etc. We have carefully identified alternate vendors for such suppliers to ensure continuous supply of raw materials to our operations.

Biocon Biologics

At Biocon Biologics, we constantly monitor and evaluate our suppliers and partners, and proactively manage any risks. While evaluating our suppliers and partners, we consider various parameters related to finance, business integrity, operations, quality, industry-specific parameters and other ESG aspects. Based on the results, we have categorized our suppliers under high, medium and low risk rating. Further, we collaborate with them to understand their needs and provide them with opportunities and guidance for improvement. We work with multiple supply chain partners, and as a risk management measure whenever any risk arises, we proactively identify and work with alternate suppliers.

Supply Management Initiatives

Biocon Limited

Digitization: Our vendor portal facilitates a seamless process from onboarding, carrying out negotiations, release of Purchase Orders (POs), all completed online. Our system operates entirely without paper, streamlining efficiency and reducing environmental impact.

Environmental Action: We have implemented the use of Electric Vehicles for all internal unit transfers across our Bengaluru locations, aiming to reduce our carbon footprint.

We prioritize minimizing our environmental impact by decreasing air shipments for product supply. Only products with lower volume but higher value are sent via air. It is also important as certain materials require a minimum threshold temperature to maintain quality. Additionally, to reduce transport costs and our carbon footprint, we are transitioning from air to sea for incoming materials as much as possible.

Biocon Biologics

Environmental Action: We have transitioned from air shipment mode to sea freight for a large part of our business. We estimate an annual emission reduction of 1,130 tCO_2e as a result of this initiative. About 1,300 kg of plastic waste was avoided in warehousing activities in Malaysia. The same is to be replicated in India during the next fiscal year.
For internal transport (within facilities), the diesel-based fleet is being replaced by electric vehicles. This shift is expected to reduce ~5 tCO2e of emissions.

Internal Capacity Building of Procurement Teams

Following a restructuring of Biocon Biologics' supply chain team due to the expanded reach, we introduced dedicated programs to upskill these teams on matters related to ESG, Business Partner Code of Conduct, Risk Management and Supplier Diversity. Training on the newly introduced centralized procurement process was conducted for all relevant members.

Supplier Diversity

Biocon Biologics expects its suppliers to uphold the importance of diversity and inclusion and integrate the same within their own operations. The Company seeks to associate with the most capable suppliers in terms of business ethics, integrity, quality of products/services,

value vs cost, and technology inclusion. We, however, do not differentiate based on aspects such as, size of the entity and nature of ownership. Our teams are closely working with entities owned by minorities, women, LGBTQ+ individuals, veterans, and specially-abled people. Our Diversity, Equity and Inclusion team conducted 3 awareness sessions for our suppliers and partners on related matters.

Syngene

Syngene's procurement operations are primarily guided by its Supplier Code of Conduct, which mandates adherence from all suppliers who must provide a formal commitment. Additionally, it is based on principles of efficiency, timely deliveries, and avoiding supply disruptions.

Prior to attaining supplier status with Syngene, all potential suppliers undergo thorough ESG evaluations and are provided with detailed training to ensure they align with Syngene standards. The Sustainable Procurement Policy establishes clear criteria for suppliers' environmental, social, and governance practices, in line with the Supplier Code of Conduct. In FY24, we evaluated 129 suppliers using the Supplier ESG Assessment Framework to assess risks associated with our supplier network base. Basis assessment, the number of suppliers identified as having significant actual and potential negative environmental impacts within their supply chain is 13.

Integrated Technology in Supply Chain

We implemented an automated Management Information System (MIS) to monitor both lagging and leading indicators, a specialized tool for vendor onboarding and document exchange, an E-Procurement tool to simplify bidding, quotation evaluation, and supplier selection processes. Additionally, we introduced a shipment tracking tool for efficient deliveries and an online bill of entry system. Furthermore, in line with our sustainability objectives, we are dedicated to consolidating consignments when it can yield positive outcomes.

Biocon Biologics Supplier Conclave 2023

In August 2023, we held a Global Supplier Conclave in Bengaluru, where 100+ supply chain partners across the globe participated. We communicated our near- to long-term business outlooks and expectations, as partners to a global company.

We took this opportunity to introduce them to concepts around environmental sustainability, diversity and inclusion, among others. Trending ESG-related topics such as climate change, supply chains risks, disruptions, and challenges for supply chains, at present and in the future, were extensively discussed, deliberated, and reflected upon.

The conclave acted as a platform for exchange of ideas, good practices, challenges, potential solutions, risk mitigation approaches and tactics. It was a steppingstone for new collaborations and coalitions for Biocon Biologics and its partners. We also took note of any feedback or support that they might seek from us.

Local Sourcing

At the organizational level, we prioritize the engagement and advancement of local small and medium enterprises, promoting economic development in our operational regions. This strategy not only reduces our carbon footprint due to decreased transportation needs but also cultivates trust within local communities. At Biocon Limited, our emphasis on local sourcing is evident, with corresponding objectives outlined in the Supply Chain Management (SCM) scorecard.

Biocon Biologics concentrated on procuring from local vendors which led to reduced transit requirements, and hence reduced emissions.

Syngene has achieved a local sourcing rate of approximately 70%, with ongoing efforts to expand its vendor network in India.

Transparency and Traceability

Biocon Limited collaborates with a wide range of suppliers globally to fortify its supply chain resilience. Our supply chain teams work closely with important partners to foresee and address intricate risks that could disrupt business operations. We prioritize product safety and authenticity across our logistical networks and take steps to guarantee the traceability of our products. Additionally, we enhance compliance with both the Customs-Trade Partnership Against Terrorism (C-TPAT) and the Drug Supply Chain Security Act (DSCSA).

Proactive Engagement with Customers

Biocon's customer acquisition journey starts with the business development team identifying leads. These are then converted into opportunities through discussions to understand customer needs. A key part of this process involves face-to-face engagements at industry events like the Convention on Pharmaceutical Ingredients (CPHI). These events offer valuable opportunities to interact with potential customers and highlight our capabilities.

Committed to Being a Responsive and Dependable Partner

Customer audits: We regularly undergo customer audits that assess our adherence to regulatory best practices and meeting the highest quality and compliance requirements.

Customer grievance mechanism: To maintain customer trust and build lasting partnerships, we prioritize effective complaint management through dedicated regional Customer Excellence teams, ensuring meticulous tracking and resolution of complaints.

Customer feedback: As customer feedback is invaluable in identifying areas for improvement and enhancing the overall customer experience, we conduct periodic customer satisfaction surveys across our regional operations.

Customer awareness around sustainability has evolved significantly over the years, with clients now prioritizing robust ESG practices, especially in Advanced Markets. The Silver medal from EcoVadis for continued improvement in sustainability performance, our inclusion in S&P's Sustainability Yearbook 2024 for the second consecutive year, a higher S&P Global ESG Score, and inclusion in the Dow Jones Sustainability Emerging Markets Index for the third year in a row, all validate our suitability as a responsible partner. They also demonstrate that Biocon is in sync with the growing interest and expectations of global stakeholders across ESG domains.

Ethical and Responsible Marketing Practices

This year, we adopted an 'Ethical Marketing Practices Code' to ensure transparency, accountability, and responsible conduct across our commercial and marketing teams. All team members undergo mandatory training on the code, complementing their regular refresher courses on Biocon's Code of Conduct and internal standard operating procedures (SOPs). To extend this culture to our business partners, we have Safety Data Exchange Agreements (SDEA) with them. Through these, partners commit to adhering to all relevant regulations and promptly addressing any complaints or adverse events within stipulated periods.

Our regulatory, pharmacovigilance, and quality teams ensure accurate product labeling and timely updates. All pack inserts contain well-detailed instructions provided in the local language, in accordance with local regulations. The pharmacovigilance team also handles adverse event reporting and customer complaints related to labeling.

Participation in Industry Associations

The Biocon Group actively engages with the government and other external stakeholders in public policy advocacy through associations such as FICCI, CII, Invest India, USIBC, ABLE, etc. We advocate for policies transparently and responsibly, engaging with all relevant authorities, while considering both our own interests and the broader national interest. These engagements focus on ease of doing business, advancing India's role in biomanufacturing, biotech, and as an internationally acclaimed R&D hub, among others. Policy engagements are based on stakeholder inputs solicited by government ministries and departments, with agendas such as easing exports for all pharmaceutical products, QC and cGMP upgradation for MSMEs/SMEs, and the National Logistics Policy. Regulatory engagements involve scheduled meetings called by CDSCO, Ministry of Health and Family Welfare, Department of Pharmaceuticals, Department of Biotechnology, etc., with agendas like advancing the clinical trial landscape and functioning of Subject Expert Committees. International engagements focus on advancing market access for all Indian manufacturers of pharmaceuticals, securing global pharmaceutical supply chains post-pandemic, and identifying tariff and non-tariff barriers between India and other countries.

S. No.	Name of the Trade and Industry Chambers/Associations
1	Federation of Indian Export Organization (FIEO)
2	Service Export Promotion Council (SEPC)
3	Export Promotion Council EOU'S and SEZ's (EPCES)
4	Bangalore Commerce & Industry Chambers (BCIC)
5	Confederation of Indian Industry (CII)
6	Hyderabad Management Association (HMA)
7	The Federation of Telangana Chambers of Commerce and Industry (FTCCI)
8	Bulk Drug Manufacturers Association (BDMA)
9	Federation of Indian Chamber of Commerce and Industry (FICCI)
10	USIBC Global Board of Directors
11	Association of Biotechnology Led Enterprises (ABLE)
12	Karnataka Drugs & Pharmaceuticals Manufacturer's Association
13	USA-India Chamber of Commerce (USAIC)
14	Delhi Research Implementation and Innovation (DRIIV) Foundation
15	Association for Accessible Medicines (AAM)
16	Biosimilars Forum, U.S.
17	Biosimilars Canada
18	Canadian Association for Pharmacy Distribution Management (CAPDM)

Stakeholder Communication

At Biocon Group, we believe open communication and honesty are the foundation of our relationships with all stakeholders and critical for building a strong brand reputation. Our public relations endeavors prioritize fostering trust and transparency among our diverse stakeholders.

We firmly uphold the principles of clear and concise communication, contributing to an engaged work environment that breeds trustworthy relationships with our valued customers, strategic partners, investors, investment analysts, journalists, healthcare professionals (HCPs), employees, and the broader community. The Global Communications and Corporate Brand Team (GCT) has a diverse talent pool comprising brand specialists, storytellers, PR professionals, content writers, former journalists, filmmakers, creative graphic designers, and social and digital marketing specialists.

GCT operates across seven verticals:

- External Communications & Media Engagement
- Reputation Management & Crisis Communications
- Digital & Social Media Management
- Marketing Communications
- Internal Communications
- Content Development
- Graphic Design and Video Production

We communicate regularly with diverse stakeholders through owned media channels such as website, blog, and social media platforms like LinkedIn, X, Instagram, Facebook and YouTube, and earned media channels that include national and international business and trade publications, both print and online, and TV channels. Through face-to-face meetings and two-way communication, we nurture a strong relationship of trust built on transparency, empathy, and respect.

We collaborate and work closely with various teams in the organization to identify story ideas that we weave in with the Company's value proposition to narrate a compelling brand story. In addition to effective content development, the team ensures adherence to brand guidelines for a consistent visual identity and brand voice.

During FY24, Brand Biocon received extensive coverage from leading news publications and media channels, resulting in overall ~16,000 stories across audio-visual, print, and online media. We have seen a consistent increase in our share of voice and quality of stories reported on Biocon Group. Leadership engagement with media got us long-format stories on a quarterly basis. Overall, we developed 30+ brand campaigns for owned media channels that were rolled out on social media and internal platforms. The Communications campaigns on Biocon Biologics' integration of the acquired biosimilars business took centerstage this year.

During the year, we expanded our social media follower base. On Biocon Biologics' LinkedIn, we crossed a major milestone of 400K followers, a six-fold increase since 2020.

The Secretarial and Investor Relations team of Biocon Limited

The Global Communications and Corporate Brand Team, Biocon Group

Case Study 17

Corporate Brand Employee Engagement Campaign: 'Biocon At 45: Together, We Thrive'

To commemorate Biocon's 45th anniversary in November 2023, we rolled out the Biocon At 45: Together, We Thrive brand campaign that gave our people an opportunity to share their creative expressions for the Company.

The campaign was aimed at bringing synergy between the team of new multicultural, multinational group of employees who joined post-acquisition with the existing pool of Bioconites. We celebrated Biocon's 45-year legacy of excellence in biotechnology, affordable innovation, differentiated growth, high-quality Life Saving Biotherapeutics, and above all, serving millions of patients and enabling Equitable Access to advanced therapies.

Our campaign was an interesting integration of art and science and was designed to ignite the creative genius of our people. We shortlisted 70 contributions in the form of poems, stories, slogans and posters from different functions across the world, which expressed their pride for Brand Biocon, and published them in a compendium, titled 'Bioconites' Creative Treasury'.

The top 20 entries were showcased through a rolling exhibition held at different locations in Bengaluru. This exhibition was converted to a virtual exhibition and hosted on BioCommsverse, GCT's information portal, and was rolled out to employees outside Bengaluru through a series of virtual events.

All participants were felicitated by the Chairperson or the respective CEOs of Biocon and Biocon Biologics. Through the virtual events, we reached out to our employees across U.S., Canada, Europe, Brazil, South Africa, Morocco, UAE, Malaysia, Thailand, the Philippines and other countries.

The campaign, which saw thousands of Bioconites come together to appreciate their colleagues' talent, is a testament to how a powerful communication campaign can instill a strong sense of collective pride and belongingness, fostering an inclusive ecosystem.

The Top 20 contributors to Bioconites' Creative Treasury were felicitated. Seen here with Kiran Mazumdar-Shaw, Shreehas Tambe, Rhonda Duffy, Seema Ahuja, Anuj Goel and Bindu Ajit

Grand Master Talks

In FY24, we launched Grand Master Talks, a new interactive series, where accomplished professional experts from various domains delivered motivational talks based on their real-life experiences for the benefit of employees of Biocon Group entities. This hybrid event, which includes a speech, a fireside chat and a Q&A session, enables employees to engage actively with the speaker.

Some of the Grand Masters we hosted in FY24 were a Brand expert, a TV anchor & entrepreneur, an ex-Indian Army Colonel, and a celebrity author & podcaster.

Watch here: https://bit.ly/YTGMTMC

Case Study 18

Narrating Biocon Biologics' Complex Integration Story

To highlight the integration of the acquired business and extension of our global footprint, GCT developed and implemented 'The Power of One' campaign. A comprehensive communication roadmap was developed to address both internal and external communication needs, utilizing several communications channels and a diverse media mix. The commercial and regulatory teams were enabled by developing marketing collaterals and product packaging artworks in multiple languages for over 120+ countries in a short duration of time. On the digital front, Biocon Biologics' independent corporate website was launched and several product sites were developed and rolled out to enable marketing operations.

The social media campaigns, #Biosimilarsareallwedo (North America); #Herewareineurope (EU), #Emerging to Empower (EMs), highlighted the successful business integration in Advanced and Emerging Markets, garnering nearly 550K impressions and 25K engagements. Additionally, internal brand campaigns were also rolled out to integrate the incoming new teams with the existing Biocon Biologics family.

Watch here: https://bit.ly/YTBBV

Stories of Hope

Stories of Hope is a key Brand Campaign of Biocon and Biocon Biologics, which narrates inspirational patients' stories in a video format.

It encourages people facing health challenges to be strong and gives them hope.

This video series, developed in-house by GCT, brings forth patients' stories of courage and resilience, poignant tales of individuals from various walks of life who have managed severe health challenges with exemplary courage. The videos are available on Biocon's own media channels like website, YouTube channel and other social media platforms.

This year's episode narrated the story of a breast cancer survivor, a single working mother. In an insightful conversation with the host, she shares her own story and also speaks about the relevance of regular health check-ups, staying positive, seeking help from friends, and expanding the circle of caregivers to fight back and accelerate the process to recovery, but above all never give up on your job or your life.

Watch here: https://bit.ly/YTSoHJC

Strengthening our ORM Strategy

In FY24, we strengthened our Online Reputation Management (ORM) strategy by deploying advanced listening tools for social media listening, online and print media monitoring. These tools have enabled proactive planning and real-time brand engagement on social media channels. It has also helped us in identifying any potential reputational threats.

Comprehensive Stakeholder Communication

In 2023, we developed the first Integrated Annual Report for Biocon. The holistic brand narrative was developed around the framework of Six Capitals — Financial, Manufacturing, Intellectual, Human, Natural, and Social & Relationship.

This approach enabled us to provide a comprehensive account of Biocon Group/ Biocon Biologics' value creation journey for its diverse group of stakeholders, including patients, partners, suppliers, employees, shareholders, and the society at large.

Post release of the report, we also developed a visually engaging social media campaign on the six capital highlights, which resonated well with our followers, garnering over 153K impressions, underscoring the widespread interest in our brand.

Investor Relations

The Investor Relations (IR) team plays a key role in bridging the gap between Biocon and the investment community. Through distribution of annual reports, quarterly reports, and investor presentations, we keep investors informed about Biocon's financial performance, business strategies, ESG performance and overall outlook.

We track market trends, shareholding movements, analyst reports, and investor sentiment to provide insights to the Company leadership and develop effective investor communication strategies.

In FY24, we strengthened our relationship with analysts and investors by hosting one-on-one calls to provide them regular updates and address their queries. We conducted 165+ meetings, prioritizing engagement with investors whose goals align with Biocon's long-term vision and development timeline. We also participated in conferences and roadshows in Mumbai and Singapore to enhance Brand visibility and engagement.

Thought Leadership

The Global Communication and Corporate Brand team has been recognized amongst the top teams of India. The Head of GCT is recognized amongst the leading PR and Brand Communications professionals of the country, and is regularly invited to share her experience and expertise on industry best practices at various conferences and industry forums. She also serves on the jury panel for prestigious industry award events recognizing the pathbreaking work in the field of PR and brand communications. In FY24, she received several individual awards and recognitions.

Under her leadership, Biocon Group's Global Communications Team was ranked No. 4 among the Top 30 teams in 2024.

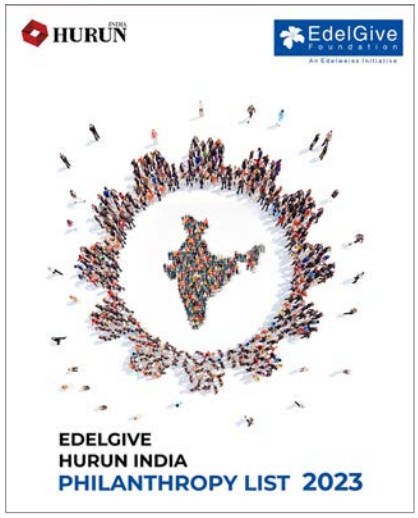
Key Awards and Recognitions

We proudly present the various awards and recognitions that the Biocon Group has garnered over the past year. These accolades reflect our dedication to advancing healthcare, enhancing operational efficiency, and making a positive impact on the communities we serve. They also highlight our commitment to excellence in various domains such as sustainability, corporate governance, intellectual property management, diversity & inclusion, brand building & communications, and supply chain management. These are a testament to Biocon's unwavering commitment to corporate citizenship, positioning us as leaders and partners of choice in the global landscape.

Individual Recognitions for Biocon Chairperson Kiran Mazumdar-Shaw

- Awarded the Outstanding Business Leader Of The Year at the 19th edition of the CNBC-TV18 India Business Leader Awards (IBLA) by Honorable Minister Piyush Goyal.

- Appointed as Member of the Court of Regents at The Royal College of Surgeons of Edinburgh.
- Honored with G-20 Healthcare Commitment Awards 2023.
- Conferred BRICS-CCI Lifetime Achievement Award 2024 for Business Excellence as The Entrepreneur of the Year.
- Recognized among the Most Generous Women Philanthropist in the EdelGive Hurun India Philanthropy List 2023.



Biocon (including Biocon Biologics)

ESG

- Included in S&P's Sustainability Yearbook 2024 for the second consecutive year with S&P Global ESG score of 63.
- Named among global sustainability leaders for the third consecutive year in the Dow Jones Sustainability Emerging Markets Index.
- Received CDP scores of 'B' in Climate Change and 'C' for Water Security.
- Enhanced FTSE4GOOD Index score to 3.6 from 3.2, surpassing the healthcare industry average of 2.3 and biotech sub-industry average of 2.8.
- Recognized among Top 30 India's Most Sustainable Companies in 2023 by BW Businessworld.

Human Resources

- Ranked 8th in Science magazine's 2023 list of Top 20 Global Employers in biotech, pharma, and biopharma.

Global Communications

- Won In-House Team of The Year Award at PRmoment Health Comms Awards 2023.
- Ranked 4th among India's Top 30 Corporate Communications Teams by Reputation Today.
- Received Silver Award for 'SheInspires' Brand Campaign at the 13th India Public Relations and Corporate Communications Conference and Awards 2023.

Biocon Limited

Human Resources

- Received ET Edge Employee Excellence Award 2023.

Supply Chain Management

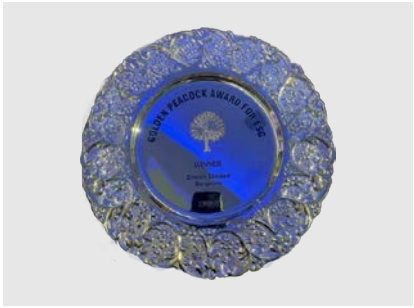
- Recognized with an 'A' rating, placing us in the Leadership band in the CDP Supplier Engagement Rating.
- Received Best Procurement Team Award at the Procurement Excellence Summit & Awards 2023.
- Received Platinum Award in the Innovative category at the 47th CII National Kaizen Competition.
- Accorded with the 'Champion of Supply Chain' Award by the Indian Supply Chain Management, India (ISCM) forum.

Operational & Quality Excellence

- Received Excellence Award at 37th National Convention on Quality Concept 2023.
- Won the Jury Champion Award in the 'Breakthrough Category' at the 46th CII National Kaizen Competition.
- Received Jury Champion Award in the Breakthrough Category at the CII National Kaizen Champions Trophy Competition 2023 in the 'Quality Circle Forum of India (QCFI) convention.
- Won 2 more awards at the QCFI Convention:
  - Biocon Limited Hyderabad unit won Gold and Biocon Limited Bengaluru unit won Silver for Optimization of Water Sampling points and Frequency of testing.
  - Gold Award for 'Reduction of Number of Testing in ABC Material' for Biocon Limited Hyderabad unit.

ESG

- Golden Peacock Award for ESG at the 2023 Annual London Global Convention on Corporate Governance & Sustainability, London (UK).



Central Engineering

- Won first prize in 'Best Process Package Boiler' category for safe boiler operations at the 53rd National Safety Day at IIIT, Bangalore, organized by the Karnataka State Safety Institute.

Biocon Biologics

Business Achievement

- Received the 'Acquisition of the Year' Award at the Global Generics & Biosimilars Award 2023 held alongside CPHI Worldwide in Barcelona, Spain.

Biopharma Excellence

- Won the Prix Galien India Award for Best Medical Technology, recognizing Biocon Biologics' *Pichia pastoris* platform for manufacturing insulins.
- Honored with the Bioprocessing Excellence in South Asia Award at the Asia-Pacific Biopharma Excellence Awards (ABEA) 2024.
- Honored with the Most Promising Biologics Drug Pipeline Award at the Biopharma Excellence Awards (BEA) India Edition 2024, organized by IMAPAC.

ESG

- Honored with the Best Sustainability-Linked Loan – Pharmaceuticals Award at The Asset Triple A Sustainable Finance Awards 2024.
- Awarded for Outstanding Achievements in the category of Environmental Excellence at the 23rd Greentech Environment Award 2023.

Human Resources

- Won the 'Corporate Excellence Award' at the Making India Employable Conference & Awards 2023.

Diversity, Equity & Inclusion (DEI)

- Recognized among the '100 Best Companies for Women' and 'Top 100 Exemplars of Inclusion' in India for the sixth time in a row by Avtar & Seramount.
- Won DivHersity Award 2024 from JobsForHer in the category 'Top 5 Most Innovative Practices — Women L&D Programs.'
- Recognized by Times Group as the Best Organization for Women 2024 and received the prestigious DEI Crusader award.
- Conferred with the PoSH Trailblazer Award & Safe Workplace Advocate Award by the NoMeansNo PoSH Conclave.
- Recognized by LIFE AT WORK Awards (LAWA) as one of the Top 3 companies for Sustainability & DEI in Malaysia.

Quality Excellence

- Won 3 awards in the 4th National Challenger's Trophy event as part of the 46th CII National Kaizen Competition and one award at QCFI's 37th National Convention on Quality Concept 2023.

Patient Support

- Won two 'Patients First Awards' from the India Health and Wellness (IHW) Council; Gold Award as a 'Patient-Centric Pharmaceutical Company in Diabetes Care' and Silver Award as a 'Patient-Centric Pharmaceutical Company in Kidney Care' for its doctor-patient support programs.

- Conferred with the Special Jury Appreciation 2023 Award in the 'Healthcare' category for supporting 'Oral Cancer Control Program (OCCP) using the mHealth App' at the 10th edition of the National CSR Times Summit and Awards.

Employee Health and Safety

- Conferred with the '21st Greentech Safety Award 2023' at the Safety India Summit organized by the Greentech Foundation for outstanding achievement in the 'Safety Excellence' category.
- Awarded the Unnatha Suraksha Puraskara Award by the National Safety Council - Karnataka Chapter in the Safety category.
- Recognized as Outstanding Performer for OHSE (Occupational Health and Safety Environment) Excellence by World Safety Organization for FY23.

Intellectual Property

- Conferred Special Appreciation IP Award 2023 by the CII at the 9th International Conference on Intellectual Property Rights (IPR).
- Awarded Best IPR Portfolio (Lifesciences) in the Large Enterprise category at the 3rd IP Excellence Awards and Global IP Conclave, organized by ASSOCHAM
- Conferred with 'Healthcare and Biotechnology Team of the Year' award at the Asia IP Elite Awards 2023 by IAM (Intellectual Asset Management), the world's biggest IP publication.
- Recognized as an Asia IP Elite for 2023 by IAM.

Biocon Academy

- Received 2 awards at the inaugural Rotary Diversity, Equity & Inclusion (DEI) Awards 2024.
  - Rotary DEI Award 2024 for Promoting and Enabling Women's Participation in the Biopharma Industry.
  - Rotary's Choice Award 2024 as DEI Catalyst for Social Impact (Organization).

Biocon Foundation

- Awarded the prestigious 9th Dalmia Bharat- CSRBOX CSR Impact Award 2023 in the 'Healthcare (Small)' category for its Oral Cancer Screening Program.

- Received the 'Gold Green Environment Stewardship Award' for urban resilience program aimed at rejuvenating lakes in Bengaluru at the 10th edition of the National CSR Times Summit and Awards.
- Recognized for its work in the field of education by Karnataka State Government.

Syngene

ESG

- Received 'Best Overall Sustainable Performance' Award in the pharmaceutical sector at the India Sustainability Conclave & Awards 2023.
- Bagged Silver Award in Environmental Excellence category at the Seventh Annual HSE Strategy Summit and Awards 2024, organized by Inventicon.
- Declared Winner for 'Best Energy Efficient Case Study' and 2nd runners-up for 'Best Application & Uses of Renewable Energy' in SME sector at the 6th edition of CII National Energy Efficiency Circle Competition.'

Human Resources

- Recognized as India's Best Managed Companies by Deloitte India.

Quality Excellence

- Received the Silver Award for efficiency in 'Shut down for implementing Earth-rite system across MSEZ while handling the solvents' at the 14th CII National POKA YOKE Competition.
- Secured Gold Award in Quality Concepts for 'Green initiative through effective waste management by co-processing' from Quality Circle Forum of India, Bengaluru Chapter.

Employee Health and Safety

- Honoured & recognized for outstanding safety standards by the Department of Factories, Boilers, Industrial Safety and Health, Karnataka Government on National Safety Day 2024 and won awards in below mentioned categories:
  - 2nd prize: 'Best Mega Scale Industries' - Syngene BSEZ
  - 2nd prize: 'Medium category industry' – Syngene, MSEZ
  - 3rd prize: 'Best Boiler' –Syngene, MSEZ

Green Chemistry

- Won Platinum for Experimentation reduction by 50 % in Chemical Development at the Confederation of Indian Industry (CII) - National Six Sigma Competition 2023.

CSR

- Won 10th National CSR Times (Gold) Award for Green & Environment Stewardship.

Information Technology

- Received a gold award from the Quality Circle Forum of India (QCFI) for enhancing chemical inventory management through 'Synventory solution'.

Risk Management

- Awarded the Golden Peacock Award for the Risk Management.

Supply Chain

- Won 'Supply Chain Champion in Pharmaceutical Sector' Award in the ISCM Supply Chain Rankings 2023.

IFRS S2 Alignment

Biocon has decided to transition from using the Task Force on Climate-related Financial Disclosures (TCFD) framework to adopting the IFRS S2 standards for climate-related disclosures. This strategic shift underscores Biocon's commitment to aligning its climate risk assessment and reporting with globally recognized accounting standards. By implementing IFRS S2 through our CDP climate change related disclosure FY24, Biocon aims to enhance the accuracy and transparency of its disclosures pertaining to climate-related risks and opportunities. This transition will enable Biocon to effectively manage climate risks, ensure regulatory compliance, strengthen its supply chain resilience, and gain a competitive edge in the market

Principle	Recommended Disclosures	Report Chapter	Page No	CDP Alignment
Governance Disclose the Company's governance around climate-related risks and opportunities.	Describe the board's oversight of climate related risks and opportunities.	Sustainability Strategy	45 - 49	4.1.2; 4.3
	Describe management's role in assessing and managing climate-related risks and opportunities		45 - 49	
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the Company's businesses, strategy, and financial planning where such information is material.	Describe the climate-related risks and opportunities the Company has identified over the short, medium, and long term	Natural Capital: Climate Strategy	111 - 112	2.2.1; 2.1; 2.2.2
	Describe the impact of climate-related risks and opportunities on the Company's businesses, strategy, and financial planning		111 - 112	
	Describe the resilience of the Company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario		111 - 112	
Risk Management Disclose how the Company identifies, assesses, and manages climate-related risks.	Describe the Company's processes for identifying and assessing climate-related risks.	Risk Management	60 - 65	3.1; 3.1.1; 3.6; 3.6.1; 5.2; 5.1; 5.1.1; 5.3.1; 5.3.2
	Describe the Company's processes for managing climate-related risks.			
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the Company's overall risk management.		60 - 65	
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics the Company uses to assess climate-related risks and opportunities in line with its strategy and risk management process strategy and risk management process.	Natural Capital	110,115 - 116	7.53; 7.53.1; 7.53.2; 7.54.1; 7.54.2; 7.6; 7.7; 7.8; 7.8.1; 7.52
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.		110,115 - 116	
	Describe the targets used by the Company to manage climate-related risks and opportunities and performance against targets		110,115 - 116	

Corporate Information

Board of Directors

Executive Chairperson
Kiran Mazumdar-Shaw

Managing Director and CEO
Siddharth Mittal

Non-Executive, Non-Independent Directors
Prof. Ravi Rasendra Mazumdar
Eric Vivek Mazumdar

Independent Directors
Meleveetil Damodaran - *Lead Independent Director*
Bobby Kanubhai Parikh
Naina Lal Kidwai
Rekha Mehrotra Menon
Nicholas Robert Haggar
Atul Dhawan *(Appointed w.e.f. May 16, 2024)*

Board Committees

Audit Committee
Bobby Kanubhai Parikh, *Chairperson*
Meleveetil Damodaran
Nicholas Robert Haggar
Atul Dhawan *(Inducted on May 16, 2024)*

Risk Management Committee
Bobby Kanubhai Parikh, *Chairperson*
Meleveetil Damodaran
Kiran Mazumdar-Shaw
Siddharth Mittal
Eric Vivek Mazumdar
Nicholas Robert Haggar
Atul Dhawan *(Inducted on May 16, 2024)*

Nomination and Remuneration Committee
Naina Lal Kidwai, *Chairperson*
Prof. Ravi Rasendra Mazumdar
Rekha Mehrotra Menon

Corporate Social Responsibility and ESG Committee
Naina Lal Kidwai, *Chairperson*
Prof. Ravi Rasendra Mazumdar
Rekha Mehrotra Menon
Eric Vivek Mazumdar
Siddharth Mittal
Nicholas Robert Haggar

Stakeholders Relationship Committee
Prof. Ravi Rasendra Mazumdar, *Chairperson*
Bobby Kanubhai Parikh
Rekha Mehrotra Menon

Chief Financial Officer
Mukesh Kamath
(Appointed as an Interim Chief Financial Officer w.e.f. June 11, 2024)

Company Secretary and Compliance Officer
Mayank Verma

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

Secretarial Auditors
M/s. V Sreedharan & Associates
Company Secretaries
Plot No 293 # 201,
2nd Floor, 10th Main Road,
3rd block, Jayanagar,
Bengaluru, Karnataka - 560 011, India

Cost Auditors
M/s. Rao, Murthy & Associates
Cost Accountants
Sampurna Chambers,
No. 13, 1st Floor-FF2,
Vasavi Temple Road, VV Puram,
Bengaluru, Karnataka - 560 004, India

Registered Office
Biocon Limited
20th KM, Hosur Road, Electronic City,
Bengaluru, Karnataka - 560 100, India

Registrar and Share Transfer Agents ('RTA')
KFin Technologies Limited
(Unit: Biocon Limited)
Plot No. 31 & 32, Selenium, Tower - B,
Serilingampally, Nanakramguda,
Financial District, Hyderabad, Telangana - 500032, India
E-mail: suresh.d@kfintech.com

Financial Reports

Statutory Reports

Board's Report	154
Management Discussion and Analysis	186
Corporate Governance Report	212
*Business Responsibility & Sustainability Report (BRSR)	

Financial Statements

Standalone Financial Statements	235
Consolidated Financial Statements	295

Supplementary Data Book*

BRSR

GRI Index

ESG Data Book

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

Board's Report

Dear Shareholders,

We are pleased to present the Forty-Sixth (46th) Annual Report on the business and operations along with the audited standalone and consolidated financial statements and the Auditor's Report of the Company, for the Financial Year ended March 31, 2024.

Financial Highlights

In ₹ million (except EPS)

	Standalone		Consolidated	
Particulars	**FY2024**	**FY2023**	**FY2024**	**FY2023**
Total Income	23,203	22,643	156,212	115,501
Expenses	21,845	21,559	140,002	101,946
Share of loss of joint venture and associate, net	-	-	(842)	(1,670)
Profit before tax and exceptional items	**1,358**	**1,084**	**15,368**	**11,885**
Exceptional items, net	145	28,628	(116)	(2,914)
Profit before tax	**1,503**	**29,712**	**15,252**	**8,971**
Income tax	310	1,288	2,274	2,541
Non-controlling interest	-	-	2,753	1,803
Profit for the year	**1,193**	**28,484**	**10,225**	**4,627**
Other comprehensive income, net	(7)	9	2,688	1,138
Total comprehensive income	**1,186**	**28,493**	**12,913**	**5,765**
Earnings per Share (EPS) after exceptional items	1.00	23.87	8.55	3.88

Standalone and Consolidated Financial Statements

The standalone and consolidated financial statements of the Company have been prepared in accordance with the Indian Accounting Standards ('Ind AS') as notified under the Companies (Indian Accounting Standards) Rules, 2015, as amended. The financial highlights and the results of the operations, including major developments have been further discussed in detail in the Management Discussion and Analysis Report.

Further, a statement containing the salient features of the financial statements of our subsidiaries pursuant to sub-section 3 of Section 129 of the Companies Act, 2013 in the prescribed form AOC-1 is appended as *Annexure 1* to the Board's Report. The statement also provides the details of performance and the financial positions of each of the subsidiaries, associate and joint venture.

State of Affairs

The highlights of the Company's Consolidated Financial performance are as under:

- During the year, our consolidated income registered a growth of 35% to ₹156,212 million from ₹115,501 million in FY23. From a segment perspective, Biologics recorded an annual growth of 58% and Research services grew by 9% while Generics registered a growth of 1%.
- Core operating margins (EBITDA margins net of licensing, forex and R&D) stood at 29%.
- Profit for the year including non-controlling interest stood at ₹12,978 million compared to ₹6,430 million for FY23.
- The effective tax rate (ETR) for the year before the exceptional item was 15% (15% in FY23).

Exceptional items (Consolidated):

- Syngene had entered into a binding term sheet for acquiring Unit 3 biologics manufacturing facility in Bangalore, India, from Stelis Biopharma Limited (SBL) and incurred transaction costs ₹111 million in the year ended March 31, 2024. Consequential tax impact of ₹31 million included in tax expense for the year ended March 31, 2024.
- The Department of Pharmaceuticals ('DOP'), via Corrigendum dated October 20, 2023, has modified the PLI guidelines to limit the annual incentive allocation to each applicant for the first 4 years of the scheme. Pursuant to such guidelines, during the year ended March 31, 2024, the Group has reversed ₹166 million of excess PLI accrual made in the books for the year ended March 31, 2023. Consequential tax impact of ₹22 million is included in tax expense for the year ended March 31, 2024.
- Legal counsel, valuation experts) for Viatris' biosimilars business transaction. During the year, BBL recorded ₹1,582 million, as an expense with consequential tax of ₹80 million included within tax expense. Similarly, BBL recorded ₹2,374 million in the previous year with consequential tax impact of ₹231 million included within tax expense for the period.

- One of the subsidiaries of BBL had received ₹18,269 million towards working capital under the existing arrangements. Receivables were recorded at fair value of ₹10,219 million having regard to the timing and probability of recovery. The resulting difference of ₹8,050 million is recorded as a gain. Consequential tax impact of ₹407 million is included within tax expense.
- Product for development and commercialization in certain territories, recorded an impairment of the carrying value of the intangible asset amounting ₹3,854 million.
- Low demand and consequentially lower probability of liquation amounting ₹2,366 million. Consequential tax impact of ₹296 million is included within tax expense.
- Biocon Pharma Limited and its subsidiaries in Generics business pursuant to the uncertainty in commercialization of product in certain territories, recorded an impairment of the carrying value of the intangible asset amounting ₹91 million. Consequential tax impact of ₹19 million is included within tax expense.
- Total income includes ₹5,307 million of stake dilution and fair valuation gain in Bicara, pursuant to fund raise during the year ended March 31, 2024.

Corporate Events:

- The Company has raised funds by issuance and allotment of Non-Convertible Debentures aggregating to ₹5,000 million to ESOF III Investment Fund and Edelweiss Alternative Asset Advisors Limited on May 19, 2023. The Company further invested the said funds for acquisition of Optionally Convertible Debentures (OCDs) issued by BBL.
- USD 250 million loan repayment has been done by the Biosimilar business taken for Viatris Biosimilars business acquisition.
- During the year ended March 31, 2023, BPL had taken a loan equivalent to ₹12,400 million from Serum Institute Life Sciences Private Limited ('Serum') to subscribe to the rights issue of BBL which was repaid during the Financial Year ended March 31, 2024 by transferring the BBL's equity shares to Serum.

The highlights of the Company's Standalone Financial performance are as under:

- Revenue from operations for FY24 stood at ₹21,273 million compared to ₹19,929 million for FY23. Other income for FY24 amounted to ₹1,930 million as against ₹2,714 million in FY23.
- Core operating margins (EBITDA margins net of licensing, impact of forex, R&D and dividend from subsidiaries) was 23% compared to 16% in the previous financial year, primarily due to price erosion in Generics business.
- Profit before tax and exceptional items stood at ₹1,358 million compared to ₹1,084 million in FY23. Decrease in standalone profit is mainly due to price erosion in our base business products specifically statins.
- Effective tax rate (ETR) for the year was 23% against 14% (excluding MAT charge on adoption of new tax regime and dividend income with nil tax charge) in FY23.
- Effective April 01, 2022, the Company decided to elect its option to adopt the new tax regime notified under section 115BAA of the Income Tax Act, 1961 and consequently, has written off Minimum Alternate Tax (MAT) balance of ₹1,071 million in its financial statements for the year ended March 31, 2023, which can no longer be carried forward.
- Profit for the year stood at ₹1,193 million compared to ₹28,484 million for FY23. This includes MAT write off of ₹1,071 million and exceptional gain of ₹28,628 million on Syngene stake sale.

Subsidiaries, Associates and Joint Ventures

The Company has 39 subsidiaries, 1 joint venture and 1 associate as on March 31, 2024. A report on the performance and financial position of each subsidiary and joint venture is outlined in AOC-1 which is annexed to this report as *Annexure 1*.

In accordance with the provisions of Section 136 of the Companies Act, 2013 and the amendments thereto, read with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), the audited financial statements, including the consolidated financial statements and related information of the Company and financial statements of the subsidiary companies will be available on our website www.biocon.com.

The Company has also formulated a policy for determining 'material' subsidiaries pursuant to the provisions of the SEBI Listing Regulations. The policy is available on the website of the Company at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/.

A report of the salient features and a summary of the financial performance of each of the subsidiaries/ joint venture/ associate is presented as below:

Biocon Pharma Limited, India

Biocon Pharma Limited ('BPL') is a wholly owned subsidiary of the Company with its registered office situated in Bengaluru, Karnataka. The Company was incorporated under the Companies Act, 2013 on October 31, 2014 and is engaged in the development and manufacture of generic formulations for sale in global markets, with a focus on opportunities in the United States and Europe. BPL has setup its formulations manufacturing facility for oral solid dosages at Bengaluru.

During the Financial year 2022-23, the Board of Directors had approved the scheme of amalgamation of Biofusion Therapeutics Limited, wholly owned subsidiary of Biocon Limited with Biocon Pharma Limited. The scheme of amalgamation was filed with the National Company Law Tribunal ('NCLT'), Bengaluru Bench and the same has been approved on April 24, 2024.

During the year ended March 31, 2024, BPL reported total revenue of ₹8,816 million and a net profit of ₹348 million as against revenue of ₹6,791 million and net profit of ₹711 million in FY23. This growth was driven by launch of inhouse developed molecules in US, EU, UK and most-of-the-world markets.

Biocon Pharma Inc., USA

Biocon Pharma Inc. ('BPI'), a wholly owned subsidiary of BPL was incorporated in July, 2015 in USA. BPI is engaged in the commercialization of generic formulations in the United States.

BPI registered total revenue of ₹7,275 million and a net profit of ₹222 million in FY24 against a total revenue of ₹5,249 million and a net profit of ₹21 million in FY23.

Biocon Pharma UK Limited, UK

Biocon Pharma UK Limited ('BPUK'), a wholly owned subsidiary of BPL was incorporated in December, 2018 in United Kingdom. BPUK is engaged in the commercialization of generic formulations in United Kingdom.

BPUK registered total revenue of ₹135 million in FY24 against a total revenue of ₹70 million in FY23. BPUK reported a net profit of ₹9 million in FY24.

Biocon Pharma Ireland Limited, Ireland

Biocon Pharma Ireland Limited ('BPIL'), a wholly owned subsidiary of BPL was incorporated in December, 2018 in Ireland. BPIL is engaged in commercialization of generic formulations in Ireland.

As on March 31, 2024, BPIL has not commenced its commercial operations. During the Financial Year ended March 31, 2024, BPIL reported a loss of ₹17 million against ₹3 million in FY23.

Biocon Pharma Malta Limited & Biocon Pharma Malta I Limited

Biocon Pharma Malta Limited ('BPML') is a wholly owned subsidiary of BPL and Biocon Pharma Malta I Limited ('BPMIL') is a wholly owned subsidiary of BPML, was incorporated on January 25, 2021 in Malta. BPMIL is engaged in commercialization of generic formulations and has commenced its commercial operations as on March 31, 2024.

During the year under review, BPML has recorded total revenue of ₹1 million.

During the year under review, BPMIL has recorded a total revenue of ₹169 million and reported a loss of ₹3 million against profit of ₹2 million in FY23.

Biocon Generics Inc., USA

Biocon Generics Inc. ('BGI'), a wholly owned subsidiary of BPL was incorporated on July 07, 2023 in the State of Delaware. BGI is engaged in manufacturing of generic formulation for sale in global markets, with a focus on opportunities in the United States and Europe.

As on March 31, 2024, BGI has not commenced its commercial operations.

Biocon Biosphere Limited, India

Biocon Biosphere Limited ('BBSL') is a wholly owned subsidiary of Biocon Limited formed for undertaking similar business to that of Biocon Limited vide a Greenfield facility in Vizag to de-risk fermentation manufacturing at Bengaluru. As on March 31, 2024, BBSL has commenced its commercial operations and has capitalised immunomycin facility of ₹1,442 million and capital work in progress of ₹5,497 million as against ₹5,773 million in FY23.

Biofusion Therapeutics Limited, India

Biofusion Therapeutics Limited ('BTL') is a wholly owned subsidiary of Biocon Limited with its registered office situated in Bengaluru, Karnataka. The Company was incorporated under the Companies Act, 2013 on March 18, 2021, for undertaking Contract Research and Manufacturing Services (CRAMS) and other Research & Development in the field of pharmaceuticals, including but not restricted to drug discovery, biotechnology pharmaceuticals, medicinal sciences, etc.

During the Financial Year 2022-23, the Board of Directors had approved the scheme of amalgamation of Biofusion Therapeutics Limited with Biocon Pharma Limited, wholly owned subsidiary of Biocon Limited. The scheme of amalgamation was filed with the National Company Law Tribunal ('NCLT'), Bengaluru Bench and the same has been approved on April 24, 2024.

Biocon Academy, India

Biocon Academy spearheads Biocon Group's CSR initiatives in technical and professional education. The Academy was established as a Centre of Excellence for Advanced Learning in Biosciences in 2014. Biocon Academy leverages the rich industry experience of Biocon, its subject matter expertise alongside international Education Partners such as Keck Graduate Institute of Claremont, California (USA) and BITS-Pilani, India to deliver industry-oriented advanced learning and skill building programs for pharma and biotech graduates. Biocon Academy is dedicated exclusively to industry-oriented biosciences education. The programs offered by the Academy aim to empower the Biotechnology and Engineering graduates with advanced learning, industrial proficiency and job-skills development, the essential building blocks for a promising career in the Biotech industry.

Biocon SA, Switzerland

Biocon SA ('BSA'), a wholly owned subsidiary of the Company, is primarily engaged in identifying and developing novel molecules into commercial products or licensable assets through strategic partnerships.

Biocon FZ LLC, Dubai

Biocon FZ LLC is a wholly owned subsidiary of the Company, based in Dubai. Incorporated in June 2015, Biocon FZ LLC was established as a marketing entity for pharmaceutical products to target markets in the Middle East and the Gulf Cooperation Council (GCC).

During the year ended March 31, 2024, Biocon FZ LLC earned ₹204 million in revenue and reported a net profit of ₹53 million against a revenue of ₹204 million and a net profit of ₹12 million in FY23.

Syngene International Limited, India

Syngene International Limited (Syngene), subsidiary of the Company, is a contract research, development and manufacturing organization (CRDMO) that provides integrated discovery, development and manufacturing services to pharmaceutical, biotechnology, animal healthcare, consumer goods and agrochemical companies.

Syngene's clients are world leaders in their fields, ranging from leading global multinationals to small and medium-sized biotech companies, non-profit institutions, academic institutes and government organizations. The majority of the company's clients are based in the US (68%) and Europe (21%) for whom Syngene plays an important role as part of their outsourcing strategies.

Incorporated in 1993, Syngene is listed separately on the Indian stock exchanges – NSE and BSE. With a talent pool of [5500+] scientists, scientific expertise across a wide range of therapeutic modalities, an experienced management team and an independent Board of Directors, Syngene works for clients around the globe, delivering innovation that primarily benefits human and animal health. As a strategic partner to its clients, Syngene offers innovative, flexible and efficient solutions which expedite projects from discovery and development to clinical and commercial scale manufacturing, enabling clients to get their products to market – and to the patients who need them more quickly.

Syngene's focus on innovation underpins its approach to integrated, end-to-end services encompassing drug research, development and manufacturing capabilities spanning the entire value chain. SynVent, its proprietary platform for integrated services, provides an effective and efficient means to advance programs through target validation, translational interrogation, therapeutic discovery and pre-clinical development for small molecules and biologics. Clients benefit from a faster, seamless R&D process, while the company leverages the full breadth of its resources.

Syngene prides itself on its strong corporate governance framework which includes client satisfaction, quality, safety, ethics and data integrity. The operations underpinned by expert sourcing and a resilient global supply chain comprising 2900+ suppliers across 30 countries, including strong regional/local supplier networks to ensure uninterrupted supplies.

During the year ended March 31, 2024, Syngene (consolidated) registered a total revenue growth of 9.7% to ₹35,792 million (FY23 - ₹32,638 million). EBITDA margin for the year was 30.8 % with the margin at ₹11,050 million (FY23 - ₹10,053 million), registering a growth of 9.9 %.

Syngene USA Inc.

Syngene USA Inc. is a wholly owned subsidiary of Syngene, incorporated on August 24, 2017, with its registered office in the State of Delaware, United States of America (USA). It provides sales and business support services to the operations of Syngene in USA. During FY24, Syngene USA Inc. posted a total of USD 7.33 million in revenue, accompanied by a profit before tax of USD 0.66 million.

Syngene Scientific Solutions Limited

Syngene Scientific Solutions Limited ('SSSL') is a wholly owned subsidiary of Syngene, incorporated on August 10, 2022, with its registered office in the State of Karnataka, India. SSSL shall be engaged in Contract Research and Manufacturing Services (CRAMS) and Clinical research services. SSSL recorded a revenue of ₹3,546 million during FY24, with a profit before tax of ₹580 million.

Syngene Manufacturing Solutions Limited

Syngene Manufacturing Solutions Limited ('SMSL') is a wholly owned subsidiary of Syngene, incorporated on August 26, 2022, with its registered office in the State of Karnataka, India. As of March 31, 2024, SMSL has not commenced operations. During FY24, SMSL recorded a revenue of ₹0.08 million and a loss (before tax) of ₹0.38 million.

Biocon Biologics Limited, India

Biocon Biologics Limited ('BBL') was incorporated on June 08, 2016, in India with the objective of building a biologics focused business with strong R&D and global scale manufacturing capabilities.

BBL, a subsidiary of Biocon Limited, is a unique, fully integrated, leading global biosimilars company committed to transforming healthcare and patient lives by enabling affordable access to high quality biologics worldwide. It is leveraging cutting-edge science, innovative tech platforms, global scale manufacturing capabilities and world class quality systems to lower the cost of lifesaving biologics and improve health outcomes.

BBL has commercialized eight biosimilars in several key Emerging Markets as well as Advanced Markets like US, EU, Australia, Canada and Japan.

BBL has a pipeline of 20 biosimilar assets across diabetology, oncology, immunology and other non-communicable diseases. It has a proven track record of success and has achieved several 'firsts' in the biosimilars industry. BBL is also committed to environmental, social and governance (ESG) goals in-line with global norms such as the UN Sustainable Development Goals (SDGs) and remains focused on manging ESG performance and improving outcomes.

During the Financial Year 2022-23, BBL acquired the global biosimilars business of its longstanding strategic partner Viatris, which is a historic milestone in its value creation journey. During the year, BBL has successfully completed the integration of the acquired biosimilars business from Viatris in over 70 countries in Emerging Markets effective July 01, 2023, North America (United States and Canada) effective September 01, 2023 and in 31 European countries on November 30, 2023. This will further enable the company to continue to expand the availability of its high-quality biosimilars to patients and provide more accessible and affordable options to treat diabetes, cancer and autoimmune diseases as well as offer products in new therapeutic areas such as ophthalmology, thereby increasing the scale and scope of the Company's business.

During the year ended March 31, 2024, BBL posted a standalone revenue of ₹37,747 million (FY23 - ₹21,893 million) and a standalone net profit of ₹3,689 million (FY23 – Net loss of ₹4,453 million).

During the year ended March 31, 2024, BBL posted consolidated revenue growth of 59.02% to ₹90,006 million (FY23 - ₹55,958 million) and a consolidated net profit of ₹2,182 million (FY23 – ₹1,335 million).

Biocon Biologics UK Limited, UK

Biocon Biologics UK Limited ('BBUK') which was incorporated in the United Kingdom on March 02, 2016 is a wholly owned subsidiary of BBL.

During the year, BBUK reported a total revenue of ₹18,157 million and a net profit of ₹4,788 million in FY24 against a total revenue of ₹19,754 million and a net profit of ₹4,190 million in FY23.

Biosimilars Newco Limited, United Kingdom

Biosimilars Newco Limited ('BNCL') incorporated in the United Kingdom on July 27, 2022, which was acquired from Mylan Inc., a Pennsylvania corporation and wholly owned subsidiary of Viatris Inc. on November 29, 2022, as part of acquisition of Viatris' Biosimilar business. BNCL is a wholly owned subsidiary of BBL.

BNCL undertakes biosimilar businesses, i.e. w.r.t. Trastuzumab, Bevacizumab, Pegfilgrastim, Glargine U100, Aspart, Pertuzumab and Glargine U300 across the globe.

During the year, BNCL reported a total revenue of ₹43,656 million and a net loss of ₹2,746 million in FY24 against a total revenue of ₹14,524 million and a net loss of ₹3,237 million in FY23.

Biosimilar Collaborations Ireland Limited, Ireland

Biosimilar Collaborations Ireland Limited ('BCIL'), registered in Ireland on October 11, 2013, which was acquired from Mylan Ireland Limited, an Irish private limited company and wholly owned subsidiary of Viatris Inc. on November 29, 2022 as part of acquisition of Viatris' Biosimilar business. BCIL is a wholly owned subsidiary of BBUK.

BCIL undertakes biosimilars businesses w.r.t Adalimumab, Eternacept and Aflibercept.

During the year, BCIL reported a total revenue of ₹25,728 million and a net loss of ₹3,546 million in FY24 against a total revenue of ₹7,835 million and a net profit of ₹1,258 million in FY23.

Biocon Sdn. Bhd., Malaysia

Biocon Sdn. Bhd. ('BSB'), which was incorporated in Malaysia on January 19, 2011, is a wholly owned subsidiary of BBUK. BSB was established as the group's first overseas manufacturing facility at Malaysia. BSB is engaged in the manufacturing of insulins and insulin analogues for global markets and is located within BioXcell, a biotechnology park in Iskandar Puteri, Johor. The facility is Asia's largest integrated insulins manufacturing facility with approvals from several global agencies including National Pharmaceutical Regulatory Authority ('NPRA'), Malaysia, CGMP certification from HPRA ('EMA') and Cgmp certification from the U.S. Food and Drug Administration ('USFDA').

With over US₹350 million investment, about 800 strong workforce, BSB is the single largest biotech facility in Malaysia and holds the commercial and development rights of insulin and insulin analogues.

BSB reported the revenue from operations of ₹14,680 million and a net loss of ₹1,786 million in FY24 against a revenue from operations of ₹12,686 million and a net profit of ₹1,905 million in FY23.

Biocon Biologics Healthcare Malaysia Sdn. Bhd., Malaysia

Biocon Biologics Healthcare Malaysia Sdn. Bhd., Malaysia ('BBHMSB') is a wholly owned subsidiary of BBUK, registered in Malaysia on August 10, 2017. BBHMSB was established with an objective of undertaking operations for biologics in Malaysia. BBHMSB was set up to carry on the business as importers and distributors of drugs and devices in the Malaysian market.

BBHMSB did not have any operations during FY24 and FY23.

Biocon Biologics Inc., USA

Biocon Biologics Inc, USA ('BBI') is a wholly owned subsidiary of BBUK, registered in the State of Delaware, United States of America on November 12, 2019. BBI was established with an objective to undertake all activities relating to pharmaceuticals, biopharmaceuticals and biologics products, i.e. commercialization, distribution etc. in the USA and other geographies.

During the year, BBI reported a total revenue from inter- company cross charge of ₹19,977 million and a net profit of ₹623 million in FY24 against a

total revenue from inter- company cross charge of ₹382 million and a net profit of ₹14 million in FY23.

Biocon Biologics Do Brasil Ltda, Brazil

Biocon Biologics Do Brasil Ltda ('BBDBL') is a wholly owned subsidiary of BBUK, registered in Brazil on August 17, 2020. BBDBL was established with an objective to undertake direct marketing services and representatives' activities and intermediation in general.

BBDBL reported the revenues from inter-company cross charge of ₹95 million and a net profit of ₹4 million in FY24 against revenues from inter-company cross charge of ₹48 million and a net profit of ₹1 million in FY23.

Biocon Biologics FZ LLC, United Arab Emirates

Biocon Biologics FZ LLC ('BBFL') is a wholly owned subsidiary of BBUK, registered in UAE on November 26, 2020. BBFL was established with an objective to undertake import and export, marketing and sales promotion, research and development, storage, support services activities related to therapeutics.

During the year, BBFL reported the revenues from inter-company cross charge of ₹248 million and a net profit of ₹7 million in FY24 against revenues from inter-company cross charge of ₹261 million and a net profit of ₹5 million in FY23.

Biocon Biologics Canada Inc., Canada

Biocon Biologics Canada Inc. ('BBCI') is a wholly owned subsidiary of BBUK, registered in Ontario, Canada on March 20, 2023. BBCI was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBCI reported a total revenue of ₹1,252 million and a net profit of ₹29 million in FY24.

Biocon Biologics Germany GmbH, Germany

Biocon Biologics Germany GmbH ('BBGG') is a wholly owned subsidiary of BBUK, registered in Germany and which was setup by BBUK on March 29, 2023. BBGG was set up with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBGG reported a total revenue of ₹609 million and a net profit of ₹9 million in FY24.

Biocon Biologics France S.A.S, France

During the year under review, BBUK has incorporated Biocon Biologics France S.A.S ('BBFSAS') as its wholly owned subsidiary on April 14, 2023, registered in France. BBFSAS was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBFSAS reported a total revenue of ₹2,115 million and a net profit of ₹31 million in FY24.

Biocon Biologics Spain S.L.U, Spain

During the year under review, BBUK has incorporated Biocon Biologics Spain S.L.U ('BBSSLU') as its wholly owned subsidiary on April 21, 2023, registered in Spain. BBSSLU was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBSSLU reported a total revenue of ₹204 million and a net profit of ₹4 million in FY24.

Biocon Biologics Switzerland AG, Switzerland

During the year under review, BBUK has incorporated Biocon Biologics Switzerland AG ('BBSAG') as its wholly owned subsidiary on April 25, 2023, registered in Switzerland. BBSAG was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBSAG reported a total revenue of ₹56 million and a net profit of ₹1 million in FY24.

Biocon Biologics Belgium BV, Belgium

During the year under review, BBUK has incorporated Biocon Biologics Belgium BV ('BBBBV') as its wholly owned subsidiary on April 28, 2023, registered in Belgium. BBBBV was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBBBV reported a total revenue of ₹76 million and a net profit of ₹2 million in FY24.

Biocon Biologics Finland OY, Finland

During the year under review, BBUK has incorporated Biocon Biologics Finland OY ('BBFOY') as its wholly owned subsidiary on May 10, 2023, registered in Finland. BBFOY was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBFOY reported a total revenue of ₹36 million and a net profit of ₹1 million in FY24.

Biocon Biologics Morocco S.A.R.L.A.U, Morocco

During the year under review, BBUK has incorporated Biocon Biologics Morocco S.A.R.L.A.U ('BBM') as its wholly owned subsidiary on July 24, 2023, registered in Morocco. BBM was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBM reported a total revenue of ₹32 million and a net profit of ₹1 million in FY24.

Biocon Biologics Greece SINGLE MEMBER P.C., Greece

During the year under review, BBUK has incorporated Biocon Biologics Greece SINGLE MEMBER P.C. ('BBGSMPC') as its wholly owned subsidiary on July 27, 2023, registered in Greece. BBGSMPC was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBGSMPC reported a total revenue of ₹230 million and a net profit of ₹3 million in FY24.

Biocon Biologics South Africa (PTY) Ltd, South Africa

During the year under review, BBUK has incorporated Biocon Biologics South Africa (PTY) Ltd ('BBSA') as its wholly owned subsidiary on August 11, 2023, registered in South Africa. BBSA was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBSA reported a total revenue of ₹1 million in FY24.

Biocon Biologics (Thailand) Co. Ltd, Thailand

During the year under review, BBUK has incorporated Biocon Biologics (Thailand) Co. Ltd ('BBTCL') as its wholly owned subsidiary on September 08, 2023, registered in Thailand. BBTCL was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBTCL reported a total revenue of ₹1 million and a net loss of ₹1 million in FY24.

Biocon Biologics Philippines, Inc., Philippines

During the year under review, BBUK has incorporated Biocon Biologics Philippines, Inc. ('BBPI') as its wholly owned subsidiary on October 25, 2023, registered in Philippines. BBPI was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

During the year, BBPI reported a total revenue of ₹9 million in FY24.

Biocon Biologics Italy S.r.l, Italy

During the year under review, BBUK has incorporated Biocon Biologics Italy S.r.l ('BBISRL') as its wholly owned subsidiary on December 27, 2023, registered in Italy. BBISRL was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

Biocon Biologics Croatia LLC, Croatia

During the year under review, BBUK has incorporated Biocon Biologics Croatia LLC ('BBCL') as its wholly owned subsidiary on January 18, 2024, registered in Croatia. BBCL was established with an objective to undertake activities such as commercialization, sale and distribution etc. related to pharmaceuticals, biopharmaceuticals and biologics products.

Neo Biocon FZ LLC, UAE

Neo Biocon FZ LLC ('NB') is a joint venture based in Dubai incorporated in 2007. NB was established as a market entity for the pharmaceutical products to target markets in the Middle East and GCC. During the year ended March 31, 2024, Neo Biocon FZ LLC reported total revenue of ₹47 million and a net loss of ₹156 million as against a revenue of ₹166 million and a net loss of ₹75 million in FY23. The entity continued to face regulatory challenges.

Hinduja Renewables Two Private Limited

During the Financial Year ended March 31, 2021, the Company had acquired 26% equity stake in Hinduja Renewables Two Private Limited towards enhancing the renewable based power consumption. The Company does not consolidate the associate since it does not exercise significant influence over it.

Bicara Therapeutics Inc., USA

Bicara Therapeutics Inc. ('Bicara') was incorporated in December 2018 in the United States of America as a subsidiary of the Company. Bicara is anchoring the development of a pipeline of functional antibodies that exploit the recent advances in immuno-oncology.

Bicara was earlier been classified as an Associate Company of the Company as Biocon Limited was holding 39% shareholding in Bicara. In December 2023, Bicara completed its US$165 Million Series C financing and consequent to this infusion of Series C funding and post allotment of shares by Bicara, the Company's shareholding in Bicara on fully diluted basis is below 20% and thereby, Bicara has ceased to be an Associate Company of Biocon Limited.

Dividend

In line with the Dividend Distribution Policy of the Company, we recommend a final dividend of ₹0.50/- per equity share (i.e. 10% of face value) for the Financial Year ended March 31, 2024. The dividend, if approved at the ensuing 46th Annual General Meeting ('AGM'), will be paid to those members whose names appear in the Register of Members as on close of Friday, July 05, 2024. The total dividend payout will be approximately ₹600 million.

Dividend Distribution Policy

In terms of Regulation 43A of the SEBI Listing Regulations, the Board has formulated and adopted the Dividend Distribution Policy. The Policy is available on the website of the Company at https://www.biocon.com/investor-relations/corporategovernance/governance-documents-policies/.

Transfer to Reserves

No amount is proposed to be transferred to reserves for the Financial Year ended March 31, 2024.

Share Capital

During the year under review, there has been no change in the share capital of the Company. The share capital of the Company as on March 31, 2024, is as follows:

Particulars	Amount in ₹
Authorized Equity Share Capital *(Equity shares of ₹5/- each)*	6,250,000,000
Paid up Equity Share Capital *(Equity shares of ₹5/- each)*	6,003,000,000

Human Resource Development

We, at Biocon, give paramount importance to our employees, who we believe to be our greatest assets. Attracting and retaining the best talents have been the cornerstone of the Human Resource function at Biocon. We strive to create a diverse and inclusive environment that is value driven, collaborating and growth inducing. The total head count as on March 31, 2024 stood at 3,681.

Management's Discussion and Analysis

Pursuant to Regulation 34 of the SEBI Listing Regulations, the Management Discussion and Analysis Report for the year under review, is forms part of the Integrated Annual Report.

Corporate Governance

The Company is committed to maintain the highest standards of corporate governance. We believe in adherence to good corporate practices, implementing effective policies and guidelines and developing a culture of the best management practices and compliance with the law at all levels. Our corporate governance practices strive to foster and attain the highest standards of integrity, transparency, accountability and ethics in all business matters to enhance and retain investor trust, long-term shareholder value and respect minority rights in all our business decisions.

A separate section on Corporate Governance as stipulated under Schedule V (C) of the SEBI Listing Regulations forms part of this report. The Corporate Governance Report along with the requisite certificate from the statutory auditors of the Company, confirming compliance with the conditions of corporate governance as stipulated under SEBI Listing Regulations forms part of this Integrated Annual Report.

Business Responsibility and Sustainability Reporting

The Business Responsibility and Sustainability Reporting ('BRSR'), originating from the MCA report on Business Responsibility Reporting, had found its way into the regulatory provisions by way of an amendment to the Regulation 34(2)(f) of the SEBI Listing Regulations, notified on May 05, 2021.

The BRSR had replaced the Business Responsibility Reporting ('BRR') format w.e.f. the Financial Year 2022-23. SEBI has made BRSR and Sustainability Report on the environmental, social and governance disclosures mandatory for the top 1,000 (one thousand) listed entities by market capitalization with effect from the Financial Year 2022-23.

Pursuant to Regulation 34(2)(f) of the SEBI Listing Regulations, the BRSR Report for the year under review, forms part of the Integrated Annual Report.

Employee Stock Option Plan (ESOP)

The Board of Directors of the Company had formulated the Biocon Employees Stock Option Plan, 2000 (hereinafter referred to as the 'ESOP Plan'), administered by the Biocon India Limited Employees' Welfare Trust

('ESOP Trust') under the instructions and supervision of the Nomination and Remuneration Committee ('NRC'). The Plan is implemented through a trust route in accordance with the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ('SEBI SBEBSE Regulations') with a view of attracting and retaining the best talent, encouraging employees to align individual performances with Company's objectives and promoting increased participation by them in the growth of the Company.

The Company had also introduced Biocon Restricted Stock Unit Long Term Incentive Plan FY 2020-24 (hereinafter referred to as 'the RSU Plan'), administered by the ESOP Trust under the instructions and supervision of the NRC, which was approved by the shareholders at the 42nd Annual General Meeting ('AGM') of the Company held on July 24, 2020. The RSU Plan is designed to drive performance towards achieving the Board approved strategic objectives for the Financial Year 2020-24. The RSU Plan covers key employees who, by virtue of their roles, influence the accomplishment of the strategic objectives.

The NRC and the Board at their respective meetings held on May 15, 2024 and May 16, 2024, have approved the Biocon Restricted Stock Unit Long Term Incentive Plan FY 2024-29 (RSU Plan 2024-29) and recommended the same for the approval of the shareholders at the ensuing 46th AGM of the Company. The said RSU Plan 2024-29 shall be administered by the ESOP Trust under the instructions and supervision of the NRC and shall be implemented through a trust route in accordance with the SEBI SBEBSE Regulations. The RSU Plan 2024-29 is designed to drive performance towards achieving common goals and delivering on key initiatives measured through revenue, profits, cashflow & return on capital, shareholder value creation for the Financial Year 2024-29. This RSU Plan covers key employees who, by virtue of their roles, influence the accomplishment of the strategic objectives.

During the year, a total of 20,69,361 and 7,47,889 shares were transferred from the ESOP Trust to the eligible employees under the Company's prevailing ESOP Plan and RSU Plan, respectively.

As on March 31, 2024, the ESOP Trust cumulatively held 3,795,018 equity shares of the Company under both the ESOP and RSU Plans of the Company.

The applicable disclosures as stipulated under the SEBI SBEBSE Regulations as on March 31, 2024, are appended herewith as *Annexure 2* to the Board's Report. The details of the Plan forms a part of the notes to accounts of the Financial Statements in this Integrated Annual Report. The Company has received a certificate from the Practicing Company Secretary, that the ESOP and RSU schemes have been implemented in accordance with SEBI SBEBSE Regulations and the resolutions passed by the shareholders. The certificate would be placed at the AGM for inspection by the members.

During the year ended March 31, 2024, there has been no other changes in the Company's existing plans and they both are in compliance with SEBI SBEBSE Regulations.

Deposits

The Company has not accepted any deposit, including from the public and as such no amount of principal and interest were outstanding as at March 31, 2024.

Particulars of Loans, Guarantees or Investments

Details of loans, guarantees and investments covered under the provisions of Section 186 of the Companies Act, 2013 forms part of the notes to the Financial Statements provided in this Integrated Annual Report.

Policy on Directors' Appointment and Remuneration

The Company's current policy centralises on having an appropriate mix of Executive, Non-Executive and Independent Directors to maintain the independence of the Board and separate its functions of governance and management. Assessment and appointment of Directors to the Board are based on a combination of criterion that includes ethics, personal and professional stature, domain expertise, gender diversity and specific qualifications required for the position.

For the purpose of selection of any Director, the Nomination and Remuneration Committee ('NRC') identifies persons of integrity who possess relevant expertise, experience and leadership qualities required for the position. A potential board member is also assessed based on independence criteria defined in Section 149(6) of the Companies Act, 2013 and Regulation 16(1)(b) of the SEBI Listing Regulations.

In accordance with Section 178(3) of the Companies Act, 2013 and Regulation 19(4) of the SEBI Listing Regulations, as amended from time to time and on recommendation of the NRC, the Board had adopted a remuneration policy for Directors, Key Managerial Personnel, Senior Management and other employees. This policy is available at the website of the Company at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/.

We affirm that the remuneration paid to Directors, Key Managerial Personnel, Senior Management and other employees is in accordance with the remuneration policy of the Company.

Board Diversity

The Company recognises and embraces the importance of a diverse board in contributing to its success. Adequate diversity on the Board is essential to meet the challenges of business globalisation, rapid deployment of technology, greater social responsibility, increasing emphasis on corporate governance and enhanced need for risk management. The Board enables efficient functioning through differences in perspective and skill; and fosters differentiated thought processes at the back of varied industrial and management expertise, gender, knowledge, ethnicity, country of origin and nationality. The Board has adopted the Board Diversity Policy, which sets out the approach to diversity of the Board. The policy is available at the website of the Company at https://www.biocon.com/investor-relations/ corporate-governance/governance-documents-policies/.

Declaration by Independent Directors

All Independent Directors of the Company have submitted the requisite declarations confirming that they meet the criteria of independence as prescribed under Section 149(6) of the Companies Act, 2013 read with Regulation 16 and 25(8) of the SEBI Listing Regulations. The Independent Directors have also confirmed that they have complied with Schedule IV of the Companies Act, 2013 and the Company's Code of Conduct.

They have further confirmed that they are not aware of any circumstances or situations which exist or may be reasonably anticipated that could impair or impact their ability to discharge their duties and that they are independent of the management. Further, the Independent Directors have also submitted their declaration in compliance with the provision of Rule 6(3) of the Companies (Appointment and Qualification of Directors) Rules, 2014, which mandated the inclusion of an Independent Director's name in the data bank of the Indian Institute of Corporate Affairs ('IICA') for a period of one year or five years or life-time till they continue to hold the office of an Independent Director.

In the opinion of the Board, all the Independent Directors have integrity, expertise and experience.

Board Evaluation

Pursuant to the provisions of Section 134 of the Companies Act, 2013 and Regulation 19 of the SEBI Listing Regulations, the annual performance evaluation of the Board, Board level Committees and individual directors was conducted during the year, in order to ensure that the Board and Board level Committees are functioning effectively and demonstrating good governance. In a block of every 3 (three) years, the Board evaluation is done by an external agency. For the current Financial Year 2023-24, the Board had undertaken this exercise through self-evaluation questionnaires.

The evaluation was carried out based on the criteria and framework approved by the NRC. A detailed disclosure on the parameters and the process of Board evaluation has been provided in the Report on Corporate Governance.

Directors

As on March 31, 2024, the Board of Directors comprised of 9 (nine) members, consisting of 2 (two) Executive Directors, 2 (two) Non-Executive Non-Independent Directors and 5 (five) Independent Directors. Out of the total members, 3 (three) are women Directors. The Board has an appropriate mix of Executive Directors, Non-Executive Non-Independent Directors and Independent Directors, which is compliant with the Companies Act, 2013, the SEBI Listing Regulations and is also aligned with the best practices of Corporate Governance.

Appointment

The Board of Directors, based on the recommendation of NRC, had approved the appointment of Rekha Mehrotra Menon (DIN: 02768316) as an Additional Director (Category: Non-Executive, Independent) of the Company w.e.f. July 26, 2023. Further, the shareholders at the 45th AGM held on August 11, 2023, have approved the appointment of Rekha Mehrotra Menon as an Independent Director of the Company till the conclusion of 48th AGM proposed to be held in the year 2026.

The Board of Directors at its meeting held on August 10, 2023, based on the recommendation of NRC, had approved the appointment of Nicholas Robert Haggar (DIN: 08518863) as an Additional Director (Category: Non-Executive, Independent) of the Company with effect from the date of registration of his name in the Independent Director's databank maintained by the IICA i.e. September 01, 2023. Further, the shareholders by way of a resolution passed through Postal Ballot on November 28, 2023, approved the appointment of Nicholas Robert Haggar till the conclusion of 48th Annual General Meeting to be held in the year 2026.

Further, the Board of Directors, based on the recommendation of NRC, had approved the appointment of Atul Dhawan (DIN: 07373372) as an Additional Director (Category: Non-Executive, Independent) of the Company with effect from May 16, 2024, till the conclusion of 49th AGM to be held in the year 2027, subject to approval of the shareholders of the Company at the ensuing 46th AGM.

Re-appointment

As per the provisions of the Companies Act, 2013 and Articles of Association of the Company, Eric Vivek Mazumdar is liable to retire by rotation at the ensuing AGM and being eligible, seeks re-appointment. Once he is re-appointed by the members at the ensuing AGM, he will continue as a Non-Executive Director of the Company.

The Board of Directors at its meeting held on May 16, 2024, based on the recommendation of NRC, had approved (i) re-appointment of Kiran Mazumdar-Shaw (DIN: 00347229) as an Executive Director (designated as an "Executive Chairperson") of the Company, liable to retire by rotation, for a period of 5 years commencing from April 01, 2025, subject to approval of the Members at the ensuing 46th AGM and (ii) re-appointment of Siddharth Mittal (DIN: 03230757) as the Managing Director & CEO of the Company for a period of 5 (five) years effective from December 01, 2024, subject to approval of the Members at the ensuing 46th AGM.

The Board at its meeting held on May 16, 2024, have recommended the above re-appointments and separate resolutions shall be placed before the members for their approval at the ensuing 46th AGM.

In the opinion of the Board, all the Directors, as well as the Directors proposed to be appointed/ re-appointed possess the requisite qualifications, experience, expertise and hold high standards of integrity and relevant proficiency.

Resignation

Peter Bains (DIN: 00430937) ceased to be an Independent Director of the Company with effect from September 18, 2023. The Board further appointed Peter Bains as the Biocon Group Chief Executive Officer ("Group CEO"), Senior Management Personnel of the Company w.e.f. September 18, 2023.

Completion of tenure

During the year under review, Dr. Vijay Kumar Kuchroo (DIN: 07071727) completed his second and final term as an Independent Director and consequently ceased to be an Independent Director of the Company w.e.f. the close of business hours on July 26, 2023. The Board placed on record its appreciation for the extensive contribution rendered by him during his tenure at Biocon.

Key Managerial Personnel

The Key Managerial Personnel(s) of the Company as on March 31, 2024, are Kiran Mazumdar-Shaw, Executive Chairperson, Siddharth Mittal, Managing Director & CEO and Mayank Verma, Company Secretary & Compliance Officer.

During the year under review, Indranil Sen, Chief Financial Officer of the Company resigned with effect from close of business hours of March 14, 2024.

Kiran Mazumdar-Shaw, Executive Chairperson of the Company, is also the Non-Executive Chairperson of Syngene International Limited ('Syngene') and Executive Chairperson of Biocon Biologics Limited ('BBL'), both being subsidiaries of the Company and is in receipt of remuneration from the respective companies for the Financial Year 2023-24.

Committees of the Board

Currently, the Company has 5 (five) Board level Committees: Audit Committee ('AC'), Risk Management Committee ('RMC'), Nomination and Remuneration Committee ('NRC'), Stakeholders Relationship Committee ('SRC') and Corporate Social Responsibility and Environmental, Social & Governance Committee ('CSR & ESG'). The composition of the above committees, as on March 31, 2024, is disclosed as under:

S. No.	Name of Members	Category	AC		RMC		NRC		SRC		CSR & ESG	
			C	M	C	M	C	M	C	M	C	M
1	Kiran Mazumdar-Shaw	Executive Chairperson				•						
2	Siddharth Mittal	Managing Director & CEO				•						•
3	Ravi Rasendra Mazumdar	Non-Executive Director						•	•			•
4	Eric Vivek Mazumdar	Non-Executive Director				•						•
5	Bobby Kanubhai Parikh	Independent Director	•		•					•		
6	Meleveetil Damodaran	Independent Director		•		•						
7	Naina Lal Kidwai	Independent Director					•				•	
8	Rekha Mehrotra Menon	Independent Director						•		•		•
9	Nicholas Robert Haggar	Independent Director		•		•						•

C: Chairperson and M: Member.

Meetings of the Board

The meetings of the Board are scheduled at regular intervals to discuss and decide on matters of business performance, policies, strategies and other matters of significance. The schedule of the meetings is circulated in advance, to ensure proper planning and effective participation. In certain exigencies, decisions of the Board are also accorded through circulation.

During the Financial Year 2023-24, the Board met 6 (six) times on April 26, 2023, May 23, 2023, July 06, 2023, August 10, 2023, November 10, 2023 and February 08, 2024. The maximum interval between any two meetings did not exceed 120 days, as prescribed in the Companies Act, 2013. Detailed information regarding the meetings of the Board is included in the Report on Corporate Governance, which forms part of this Integrated Annual Report.

Related Party Contracts or Arrangements

There were no materially significant related party transactions entered between the Company, Directors, management and their relatives, except for those disclosed in the financial statements All the contracts/ arrangements/ transactions entered by the Company with the related parties during the Financial Year 2023-24 were in the ordinary course of business and on an arm's length basis and whenever required the Company has obtained necessary approval as per the related party transaction policy of the Company.

Accordingly, particulars of contracts or arrangements with related parties referred to in Section 188(1) of the Companies Act, 2013 along with the justification for entering into such contract or arrangement in Form AOC-2 does not form a part of the Report.

The Company has formulated the policy on 'Materiality of Related Party transactions and on dealing with Related Party Transactions' and the same is available at the website of the Company at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/. The details of related party disclosures forms part of the notes to the Financial Statements provided in the Integrated Annual Report.

Credit Ratings

ICRA Limited vide its letter dated August 04, 2023, has removed the long-term rating from 'Watch with Developing Implications' and reaffirmed it at [ICRA]AA+. The short-term rating has been reaffirmed at 'ICRA A1+' for the Bank facilities and Commercial Paper of the Company.

CRISIL vide its letter dated November 29, 2023, has reaffirmed the rating at 'CRISIL AA+' for the long-term bank facilities and 'CRISIL A1+' for the short-term bank facilities of the Company.

India Ratings and Research (Ind-Ra) vide letter dated February 06, 2024, has reaffirmed the rating at 'IND AA+/ Stable' for the Non-convertible Debentures and Term Loans and withdrawn the rating for Commercial Paper of the Company.

Conservation of Energy, Technology Absorption, Foreign Exchange Earnings & Outgo

The particulars as prescribed under sub-section (3)(m) of Section 134 of the Companies Act, 2013, read with the Companies (Accounts) Rules, 2014, is appended herewith as *Annexure 3* to the Board's Report.

AUDITORS

Statutory Auditors

M/s. B S R & Co. LLP, Chartered Accountants (ICAI Registration No. 101248W/W-100022) were appointed as the Statutory Auditors of the Company for a term of 5 (five) years, to hold office from the conclusion of the 43rd AGM held on July 23, 2021, till the conclusion of the 48th AGM, on such remuneration as may be decided by the Board in consultation with the Statutory Auditors of the Company.

The Auditors' Report on the financial statements of the Company for the Financial Year ended March 31, 2024, is unmodified i.e. it does not contain any qualification, reservation or adverse remark or disclaimer. The Auditors' Report is enclosed with the financial statements forming part of the Integrated Annual Report.

Cost Auditors

The Cost Records of the Company are maintained in accordance with the provisions of Section 148(1) of the Companies Act, 2013 as specified by the Central Government. The Cost Audit Report, for the Financial Year ended March 31, 2023, was filed with the Central Government within the prescribed time. The Board, on recommendation of the Audit Committee, had appointed M/s. Rao, Murthy & Associates, Cost Accountants (Firm Registration Number 000065) as the Cost Auditors to conduct the audit of Company's cost records for the Financial Year ended March 31, 2024. The Cost Auditors will submit their report for the Financial Year 2023-24 on or before the due date.

The Board, on recommendation of the Audit Committee, has appointed M/s. Rao, Murthy & Associates, Cost Accountants (Firm Registration Number 000065) as the Cost Auditors of the Company to conduct the audit of Company's cost records for the Financial Year 2024-25. The Cost Auditors have confirmed that their appointment is within the limits of Section 141(3)(g) of the Companies Act, 2013 and have also certified that they are free from any disqualifications specified under Section 141(3) and proviso to Section 148(3) read with Section 141(4) of the Companies Act, 2013. The Audit

Committee has also received a certificate from the Cost Auditors certifying their independence and arm's length relationship with the Company.

In accordance with the provisions of Section 148 of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014, since the remuneration payable to the Cost Auditor is required to be ratified by the members, the Board recommends the same for approval by members at the ensuing AGM.

Secretarial Auditors

Pursuant to the provisions of Section 204 of the Companies Act, 2013 and rules thereunder, M/s. V. Sreedharan & Associates, Practicing Company Secretaries were appointed to conduct the secretarial audit of the Company for the Financial Year 2023-24. The Secretarial Audit Report for the Financial Year 2023-24 does not contain any qualification, reservation or adverse remark or disclaimer and is appended herewith as *Annexure 4* to the Board's Report.

Pursuant to the provisions of Regulation 24A of the SEBI Listing Regulations, Biocon Biologics Limited, a material unlisted subsidiary of the Company undertook the secretarial audit for the Financial Year 2023-24. The Secretarial Audit Report for the Financial Year 2023-24 given by M/s. V. Sreedharan & Associates, Practicing Company Secretaries is appended herewith as *Annexure 4A* of the Board's Report.

Pursuant to the SEBI circular vide no. CIR/CFD/CMD/1/27/2019 dated February 08, 2019, the Annual Secretarial Compliance Report for the Financial Year 2023-24, issued by M/s. V. Sreedharan & Associates, Practicing Company Secretaries shall be submitted with the stock exchanges where shares of the Company are listed, within stipulated timeline.

Reporting of Fraud by Auditors

During the year, the statutory auditors have not reported to the Audit Committee any material fraud on the Company by its officers or employees under Section 143(12) of the Companies Act, 2013, the details of which need to be provided in this report.

Risk Management Policy / Framework

The Company has formed a Risk Management Committee and has put in place an enterprise-wide Risk Management Framework and Risk Management Policy with an objective of timely identification of risks (existing and upcoming), assessment, prioritisation based on impact on business and likelihood of occurrence and evaluation of such risks in line with the overall business objectives or strategies and define adequate mitigation strategies to reduce the impact of risk exposure. On a quarterly basis, the Risk Management Committee reviews critical risks on a rotation basis in line with the risk management plan to assess effectiveness of mitigation actions defined against critical risks and its impact on overall risk exposure of the Company. All the critical risk areas are covered at least once a year. All critical risk areas as identified by the Company are re-evaluated annually. During the course of year, all risks in the risk register were re-assessed considering the internal and/ or external factors and accordingly changes were made to the risk register.

Internal Financial Control

The Company has laid down guidelines, processes and structures, which enable implementation of appropriate internal financial controls across the organisation. Such internal financial controls encompass policies, processes and key activities or procedures adopted by the Company for ensuring the orderly and efficient conduct of business, including adherence to its policies, safeguarding of its assets, prevention and detection of frauds and errors, the accuracy and completeness of accounting records and the timely preparation of reliable financial information. These include controls in the nature of manual or automated (IT applications including the ERP applications wherein the transactions are approved and recorded).

The Company is staffed by experienced and qualified professionals who play an important role in designing, implementing, maintaining and monitoring our internal control systems. Appropriate review and self-certification mechanisms are put in place to ensure that such control systems are adequate and are operating effectively on an ongoing basis.

Periodic internal audits are carried out by the Internal Auditors of the Company to provide reasonable assurance of internal control effectiveness and advises the Company on industry-wide best practices. The Audit Committee, consisting of Independent Directors, reviews important issues raised by the internal and statutory auditors regularly and the status of rectification measures to ensure that risks are mitigated appropriately on a timely basis.

Vigil Mechanism

The Vigil Mechanism as envisaged in the Companies Act, 2013, the rules prescribed thereunder and the SEBI Listing Regulations is implemented through the Whistle Blower Policy of the Company to enable the Directors, employees and all stakeholders (internal and external) of the Company to report genuine concerns, to adequately safeguard against victimisation of persons who use such mechanism and make provision for direct access to the Chairperson of the Audit Committee.

Whistle Blower Policy of the Company is available on the Company's website and can be accessed at https://www.biocon.com/investor-relations/corporate-governance/governancedocuments-policies/.

The Company has also launched a Speak-Up Hotline facility accessible to all employees across the globe. This Hotline allows our people to raise concerns about any kind of business or employee misconduct and seek clarification while remaining anonymous if they so choose.

The Integrity Committee (IC) comprising of the CEO, CFO and HR Head oversees the investigation and reporting of suspected unethical practices, grievances and whistleblowers received. The IC assesses these concerns, takes corrective actions and presents quarterly summaries of key investigations to the Audit Committee.

Directors' Responsibility Statement

Pursuant to the requirement under Section 134 (3)(c) of the Companies Act, 2013, the Directors confirm that:

a. In the preparation of the annual accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures;

b. they have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit and loss of the Company for that period;

c. they have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d. they have prepared the annual accounts on a going concern basis;

e. they have laid down internal financial controls based on the internal controls framework established by the Company, which were adequate and are operating effectively; and

f. they have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

Particulars of Employees

The statement containing particulars in terms of Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 forms part of this report and is appended herewith as *Annexure 5* to the Board's Report.

The statement containing particulars in terms of Section 197(12) of the Companies Act, 2013 read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, forms part of this report. The above statement is available on the website of the Company at www. biocon.com.

However, considering the first proviso to Section 136(1) of the Companies Act, 2013, the Integrated Annual Report, excluding the aforesaid information, is being sent to the members of the Company and others entitled thereto. The said information is available for inspection at the registered office of the Company during business hours on working days of the Company up to the date of the ensuing AGM. Any shareholder interested in obtaining a copy thereof, may write to the secretarial team of the Company in this regard.

Corporate Social Responsibility (CSR)

The Company drives social and economic inclusion for underserved and marginalized communities through the Biocon Foundation, Biocon Academy and strategic partnerships with like-minded organizations (both private and government).

During the past fiscal year, the Company prioritized its Corporate Social Responsibility (CSR) initiatives in two key areas: supporting the development of a sustainable urban public transport system and advancing healthcare and research infrastructure by supporting the establishment of a centre of excellence.

Environmental Sustainability - Air pollution and traffic congestion continue to plague Bengaluru, significantly impacting residents' quality of life. Committed to ecological balance and sustainability, the Company is supporting a people-centric and eco-friendly solution: mass rail transit. By reducing reliance on individual vehicles, these systems significantly cut toxic emissions and greenhouse gases.

Building on our unwavering commitment, Biocon Foundation signed a Memorandum of Understanding with the Bengaluru Metro Rail Corporation (BMRCL) in 2020 to fund construction of the Hebbagodi Metro Station. We continued our support throughout the year under review. This station is part of a new 18.82 km elevated line with 16 stations, under Phase II of the Bengaluru Metro Rail Project, connecting R V Road to Bommasandra.

Upon completion, targeted for late 2024, the Hebbagodi Metro Station will provide a sustainable, safe and faster travel option for residents and business commuters across Bengaluru. This will significantly reduce traffic congestion on Hosur Road and contribute to lowering the city's environmental impact from vehicle pollution.

Promoting Healthcare - The construction of the 800-bed Biocon-Syngene General Medicine Block at the upcoming IISc PG Medical School & Hospital is progressing well. The facility is expected to become operational by early 2025.

Furthermore, the medical school has rolled out a unique MBBS/MPH Internship program to foster interdisciplinary research and develop physician-scientists in the country. Under this program, in the year under review, 37 selected students got an opportunity to work under the supervision of 32 participating faculties at IISc, Bengaluru for a period of 1 to 2 months. The key thematic areas of Research included Cancer Biology, Bioengineering, Artificial Intelligence, Data Science, Endocrinology, Biomedical devices and others.

In compliance with the provisions of Section 135 of the Companies Act, 2013, the Board has formed a CSR & ESG Committee, which monitors and oversees various CSR initiatives and activities of the Company. As on March 31, 2024, the CSR & ESG Committee comprises of Naina Lal Kidwai (Chairperson), Prof. Ravi Rasendra Mazumdar, Eric Vivek Mazumdar, Siddharth Mittal, Rekha Mehrotra Menon and Nicholas Robert Haggar.

A detailed report regarding Corporate Social Responsibility is appended herewith as *Annexure 6* to the Board's Report. The Policy on Corporate Social Responsibility and Annual Action Plan have been uploaded on to the website of the Company and is available at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/.

Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013

The Company has in place an Anti-Sexual Harassment Policy in line with the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. An Internal Complaints Committee ('ICC') has been set up to redress complaints received regarding sexual harassment. All employees (permanent, contractual, temporary, trainees) are covered under this Policy. The Policy is gender neutral.

During the financial year under review, 4 (four) complaints with allegations of sexual harassment were filed and all 4 (four) complaints were disposed-off and no complaint is pending for closure as per the timelines of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Transfer of Unpaid and Unclaimed Amounts to Investor Education and Protection Fund ('IEPF')

Pursuant to the provisions of Section 124(5) of the Companies Act, 2013, read with the IEPF Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, all dividends which remains unpaid or unclaimed for a period of 7 (seven) years from the date of their transfer to the unpaid dividend account are required to be transferred by the Company to the Investor Education and Protection Fund ('IEPF'), established by the Central Government. Further, as per IEPF Rules, the shares on which dividend has not been paid or claimed by the members for 7 (seven) consecutive years or more shall also be transferred to the demat account of the IEPF Authority. Further, as per Rule 6(8) of IEPF Rules, all benefits such as bonus shares, split, consolidation except rights issue, accruing on shares which are transferred to IEPF, shall also be credited to the demat account of the IEPF authority.

During the year ended March 31, 2024, the Company has transferred unpaid and unclaimed dividends of ₹1,054,070 for the Financial Year 2015-16 and 5,282 corresponding equity shares on which dividends were unclaimed for 7 (seven) consecutive years were transferred as per requirements of the IEPF Rules.

Significant and Material Orders

There are no significant and material orders passed during the year by the regulators, courts or tribunals impacting the going concern status and Company's operations in the future.

Statutory Disclosures

None of the Directors of the Company are disqualified as per the provisions of Section 164(1) and (2) of the Companies Act, 2013. The Directors have made necessary disclosures, as required under various provisions of the Companies Act, 2013 and the SEBI Listing Regulations.

Material Changes and Commitments

No material changes and commitments affecting the financial position of the Company have occurred between March 31, 2024 and the date of this report.

Change in Nature of Business

The Company continues to be a pioneer biopharmaceutical company engaged in manufacturing active pharmaceutical ingredients and formulations, including biosimilar drugs for diabetics, oncology and autoimmune diseases with sales in markets across the globe.

There has been no change in the nature of the business of the Company.

Annual Return

The Annual Return of the Company as per the provisions of Section 134(3) (a) and 92(3) of the Companies Act, 2013, is available on the website of the Company at www.biocon.com.

Secretarial Standards issued by the Institute of Company Secretaries of India

In terms of Section 118(10) of the Companies Act, 2013, the Company has complied with the applicable Secretarial Standards i.e. SS-1, SS-2 and SS-4, relating to the 'Meetings of the Board, 'General Meetings' and 'Report of the Board of Directors', respectively, as specified by the Institute of Company Secretaries of India and approved by the Central Government.

Corporate Codes & Policies

The details of the policies approved and adopted by the Board as required under the Companies Act, 2013, SEBI Listing Regulations and any other applicable laws, are provided in *Annexure 7* to the Board's Report.

Other Disclosures

a. There are no proceedings initiated/pending against the Company under the Insolvency and Bankruptcy Code, 2016 which materially impact the business of the Company; and

b. There were no instances where the Company required the valuation for one time settlement or while taking the loan from the Banks or Financial institutions.

Green Initiative

We request all the shareholders to support the 'Green Initiative' of the Ministry of Corporate Affairs and Biocon's continuance towards greener environment by enabling the service of the Integrated Annual Report, AGM Notice and other documents electronically to your email address registered with your Depository Participant/ Registrar and Share Transfer Agent.

In support of the 'Green Initiative' the Company encourages Members to register their email addresses with their Depository Participant or the Company, to receive soft copies of the Annual Report, Notices and other information disseminated by the Company, on a real-time basis without any delay.

Acknowledgement

We place on record our appreciation for the committed services by every member of the Biocon family globally whose contribution was significant to the growth and success of the Company. We would like to thank all our clients, partners, vendors, investors, bankers and other business associates for their continued support and encouragement during the year.

We also thank the Government of India and Malaysia, Government of Karnataka, Government of Telangana, Government of Andhra Pradesh, Ministry of Information Technology and Biotechnology, Ministry of Health, Ministry of Commerce and Industry, Ministry of Finance, Department of Pharmaceuticals, Department of Scientific and Industrial Research, Ministry of Corporate Affairs, Central Board of Indirect Taxes and Customs, Income Tax Department, CSEZ and all other regulatory agencies for their assistance and cooperation during the year and look forward to their continued support in the future.

For and on behalf of the Board

Sd/-
Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Place: Bengaluru
Date: May 16, 2024

FORM AOC -1

Annexure 1- Statement containing salient features of the Financial Statement of Subsidiaries /Associate Companies/ Joint Ventures

[Pursuant to first proviso to sub-section (3) of Section 129 of the Companies Act, 2013, read with Rule 5 of Companies (Accounts) Rules, 2014]

Part A - Subsidiaries

(₹in million)

Sl. No	Name of the subsidiary	Date since subsidiary was acquired/ incorporated	Reporting Period	Reporting currency	Share capital*	Reserves & Surplus (other equity)*	Total Assets*	Total Liabilities (excl. capital & reserves)*	Investments (excluding in subsidiaries)*	Turnover#	Profit/ (loss) before taxation#	Provision for taxation#	Profit/ (loss) for the year#	Proposed dividend	% of Shareholding by the Company
1	Syngene International Limited, India	November 18, 1993	April - March	INR	4,020	37,895	58,340	16,425	5,273	32,911	5,573	908	4,665	503	54.52%
2	Syngene Manufacturing Solutions Limited, India	August 26, 2022	April - March	INR	10	(1)	10	0	-	0	(0)	-	(0)	-	Refer note 6
3	Syngene Scientific Solutions Limited, India	August 10, 2022	April - March	INR	840	610	7,685	6,235	206	3,546	580	184	396	-	Refer note 6
4	Biocon Academy, India	December 03, 2013	April - March	INR	1	-	57	57	-	75	-	-	-	-	100.00%
5	Biocon Pharma Limited, India	October 31, 2014	April - March	INR	141	(155)	14,685	14,699	489	8,816	278	(70)	348	-	100.00%
6	Biocon SA, Switzerland	April 21, 2008	April - March	USD	8	6,640	6,655	7	4,559	1,276	1,272	(40)	1,311	-	100.00%
7	Biocon Biologics Limited, India	June 08, 2016	April - March	INR	13,217	161,043	245,344	71,084	-	37,747	4,326	637	3,689	-	88.70%
8	Biocon Biologics UK Limited, UK	March 02, 2016	April - March	USD	90,483	17,488	128,409	20,438	109	18,157	4,781	(7)	4,788	-	Refer note 2
9	Biocon SDN BHD, Malaysia	January 19, 2011	April - March	USD	1,430	(2,925)	37,776	39,271	-	14,680	(1,785)	0	(1,786)	-	Refer note 3
10	Biocon Pharma Inc., USA	July 27, 2015	April - March	USD	1,525	690	7,885	5,670	-	7,275	314	92	222	-	Refer note 4
11	Biocon FZ LLC, Dubai	June 16, 2015	April - March	AED	3	149	463	311	-	204	53	-	53	-	100.00%
12	Biocon Biologics Healthcare Malaysia SDN BHD, Malaysia	August 10, 2017	April - March	MYR	34	(35)	1	2	-	-	0	-	0	-	Refer note 3
13	Syngene USA Inc., USA	August 24, 2017	April - March	USD	4	122	228	101	-	607	55	16	40	-	Refer note 6
14	Biocon Pharma UK Limited, UK	December 07, 2018	April - March	GBP	198	(115)	158	76	-	135	(9)	-	(9)	-	Refer note 4
15	Biocon Pharma Ireland Limited, Ireland	December 14, 2018	April - March	EUR	70	(63)	12	5	-	1	(17)	-	(17)	-	Refer note 4
16	Biocon Biologics Inc., USA	November 12, 2019	April - March	USD	(24)	705	30,978	30,297	-	19,977	813	190	623	-	Refer note 3
17	Biocon Biosphere Limited, India	December 24, 2019	April - March	INR	1	255	8,232	7,976	-	6	(21)	(3)	(18)	-	100.00%
18	Biocon Biologics FZ LLC, United Arab Emirates	November 26, 2020	April - March	USD	74	18	202	111	-	248	7	-	7	-	Refer note 3
19	Biocon Biologics Do Brasil Ltda, Brazil	August 17, 2020	April - March	USD	143	(58)	85	0	-	95	4	-	4	-	Refer note 3
20	Biocon Pharma Malta Limited, Malta	January 25, 2021	April - March	EUR	0	(4)	3	6	-	1	(0)	-	(0)	-	Refer note 4
21	Biocon Pharma Malta I Limited, Malta	January 25, 2021	April - March	EUR	0	(3)	204	207	-	169	(3)	-	(3)	-	Refer note 5
22	Biocon Biologics Germany GmbH, Germany	March 29, 2023	April - March	USD	2	10	392	380	-	609	14	4	9	-	Refer note 3
23	Biocon Biologics Canada Inc., Canada	March 20, 2023	April - March	USD	0	29	3,666	3,637	-	1,252	48	19	29	-	Refer note 3
24	Biosimilars Newco Limited, UK	November 29, 2022	April - March	USD	117,259	(5,001)	225,582	113,324	-	43,656	(2,796)	(50)	(2,746)	-	Refer note 7
25	Biosimilar Collaborations Ireland Limited, Ireland	November 29, 2022	April - March	USD	82	46,655	82,850	36,113	-	25,728	(3,450)	96	(3,546)	-	Refer note 3
26	Biocon Biologics France S.A.S, France	April 14, 2023	April - March	EUR	0	32	2,280	2,248	-	2,115	42	11	31	-	Refer Note 8
27	Biocon Biologics Spain S.L.U, Spain	April 21, 2023	April - March	EUR	0	3	582	579	-	204	5	1	4	-	Refer Note 8
28	Biocon Biologics Switzerland AG, Switzerland	April 25, 2023	April - March	CHF	-	5	151	145	-	56	1	0	1	-	Refer Note 8
29	Biocon Biologics Belgium BV, Belgium	April 28, 2023	April - March	EUR	1	2	44	40	-	76	3	1	2	-	Refer Note 8
30	Biocon Biologics Finland OY, Finland	May 10, 2023	May - March	EUR	-	1	27	26	-	36	1	0	1	-	Refer Note 8
31	Biocon Generics Inc., USA	July 7, 2023	July - March	USD	625	-	2,961	2,336	-	-	-	-	-	-	Refer Note 4
32	Biocon Biologics Morocco S.A.R.L.A.U, Morocco	July 24, 2023	July - March	MAD	0	1	59	58	-	32	1	1	1	-	Refer Note 8
33	Biocon Biologics Greece SINGLE MEMBER PC, Greece	July 27, 2023	July - March	EUR	-	3	779	776	-	230	4	1	3	-	Refer Note 8
34	Biocon Biologics South Africa (PTY) Ltd, South Africa	August 11, 2023	August - March	ZAR	-	0	1	1	-	1	(0)	0	(0)	-	Refer Note 8
35	Biocon Biologics (Thailand) Co. Ltd, Thailand	September 8, 2023	September - March	THB	-	(1)	1	2	-	1	(1)	(0)	(1)	-	Refer Note 8
36	Biocon Biologics Philippines Inc., Philippines	October 25, 2023	October - March	PHP	17	(0)	26	9	-	9	(0)	0	(0)	-	Refer Note 8
37	Biocon Biologics Italy S.R.L, Italy	December 27, 2023	December - March	EUR	-	1	1	-	-	-	-	-	-	-	Refer Note 8 & 9
38	Biocon Biologics Croatia LLC, Croatia	January 18, 2024	January - March	EUR	-	0	0	-	-	-	-	-	-	-	Refer Note 8 & 9

* Exchange rate considered in the case of foreign subsidiary - 1 USD = 83.34, 1 GBP = 105.23, 1 EUR = 89.99, 1 AED = 22.71, 1 MYR = 17.64, 1 ZAR = 4.42, 1 PHP = 1.48, 1 CHF = 92.43, 1 THB = 2.29, 1 MAD = 8.25

Converted at monthly average exchange rates

Notes

1. Syngene International Limited, India has proposed a final dividend of 12.5% or ₹1.25 per equity share as on the record date for distribution of final dividend. The proposed dividend is subject to the approval of the shareholders in the Annual General Meeting.
2. Biocon Biologics Limited, India holds 100% of equity stake in Biocon Biologics UK Limited, UK.

3. Biocon Biologics UK Limited, UK holds 100% of equity stake in:-
   a) Biocon Biologics FZ LLC, UAE
   b) Biocon Biologics Do Brasil Ltda, Brazil
   c) Biocon Biologics Healthcare Malaysia SDN BHD, Malaysia
   d) Biocon SDN BHD, Malaysia**
   e) Biocon Biologics Inc., USA
   f) Biosimilar Collaborations Ireland Limited, Ireland
   g) Biocon Biologics Germany GmbH, Germany
   h) Biocon Biologics Canada Inc., Canada
   **The reporting currency of Biocon SDN BHD is MYR, however USD is disclosed since it is the functional currency
4. Biocon Pharma Limited, India holds 100% of equity stake in:-
   a) Biocon Pharma Inc., USA
   b) Biocon Pharma UK Limited, UK
   c) Biocon Pharma Ireland Limited, Ireland
   d) Biocon Pharma Malta Limited, Malta
   e) Biocon Generics Inc, USA incorporated on July 07, 2023.
5. Biocon Pharma Malta Limited holds 100% of equity stake in Biocon Pharma Malta I Limited.
6. Syngene International Limited holds 100% of equity stake in :-
   a) Syngene USA Inc., USA
   b) Syngene Scientific Solutions Limited, India
   c) Syngene Manufacturing Solutions Limited, India
7. Biocon Biologics Limited and Biocon Biologics UK Limited holds 70.82% and 29.18% of equity stake in Biosimilars NewCo Limited, respectively.
8. Biocon Biologics UK Limited, UK holds 100% of equity stake in :-
   a) Biocon Biologics France S.A.S, France incorporated on April 14, 2023
   b) Biocon Biologics Spain S.L.U, Spain incorporated on April 21, 2023
   c) Biocon Biologics Switzerland AG, Switzerland incorporated on April 25, 2023
   d) Biocon Biologics Belgium BV, Belgium incorporated on April 28, 2023
   e) Biocon Biologics Finland OY, Finland incorporated on May 10, 2023
   f) Biocon Biologics Morocco S.A.R.L.A.U, Morocco incorporated on July 24, 2023
   g) Biocon Biologics Greece SINGLE MEMBER P.C, Greece incorporated on July 27, 2023
   h) Biocon Biologics South Africa (PTY) Ltd, South Africa incorporated on August 11, 2023
   i) Biocon Biologics (Thailand) Co. Ltd, Thailand incorporated on September 08, 2023
   j) Biocon Biologics Philippines Inc., Philippines incorporated on October 25, 2023
   k) Biocon Biologics Italy S.R.L, Italy incorporated on December 27, 2023
   l) Biocon Biologics Croatia LLC, Croatia incorporated on January 18, 2024
9. These subsidiaries are newly incorporated and did not have any operation during the year.

Part B - Associates & Joint Ventures

Statement pursuant to Section 129(3) of the Companies Act, 2013 related to Associate Companies and Joint Ventures

(₹in million)

S.No	Name of Associate / Joint Venture	Date on which the Associate / Joint Venture was acquired	Latest audited Balance Sheet date	Share of Associate / Joint Venture held by the Company at the year end			Description of how there is significant influence	Reason why the Associate / Joint Venture is not consolidated	Net worth attributable to share holding as per latest audited Balance Sheet	Profit / (Loss) for the year	
				Number of shares	Amount of investments in Associate / Joint Venture	Extent of Holding %				Considered in consolidation	Not considered in consolidation
1	Neo Biocon FZ LLC, UAE	April 29, 2007	March 31, 2024	147,000	43	49%	By way of control of more than twenty percent of total share capital	NA	43	(77)	(79)

For and on behalf of the Board

Sd/-
Kiran Mazumdar-Shaw
Chairperson
(DIN: 00347229)

Sd/-
Siddharth Mittal
Managing Director & CEO
(DIN: 03230757)

Sd/-
Mayank Verma
Company Secretary
(Membership No. A18776)

Place: Bengaluru
Date: May 16, 2024

Annexure 2 - Disclosure with respect to Employees Stock Option Plan of the Company

[Pursuant to Regulation 14 of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021]

Sl. No	Particulars	Status of compliance
1.	The Board of Directors in their report shall disclose any material change in the scheme(s) and whether the scheme(s) is / are in compliance with the regulations	There were no material changes in the schemes during the year and the schemes are in compliance with the SEBI SBEBSE Regulations.
A	Relevant disclosures in terms of the 'Guidance note on accounting for employee share-based payments' issued by ICAI or any other relevant accounting standards as prescribed from time to time	Yes - Disclosed in Notes to Accounts – Refer note 30 to Standalone Financial Statements for the year ended March 31, 2024.
B	Diluted EPS on issue of shares pursuant to all the schemes covered under the regulations shall be disclosed in accordance with 'Accounting Standard on Earnings Per Share' issued by ICAI or any other relevant accounting standards as prescribed from time to time	Yes - Disclosed in Notes to Accounts – Refer note 30 to Standalone Financial Statements for the year ended March 31, 2024.
C	**Details related to ESOS**	
	A description of each ESOS that existed at any time during the year, including the general terms and conditions of each ESOS, including	Refer note 30 to Standalone Financial Statements for the year ended March 31, 2024.

1. Summary of Status of ESOP:

Sl. No	Particulars	Details
1	Date of shareholders' approval	September 27, 2001
2	Total number of options approved under ESOS	Refer note 30 of the standalone financial statements*
3	Vesting requirements	
4	Exercise price or pricing formula	
5	Maximum term of options granted	
6	Source of shares (primary, secondary or combination)	Combination
7	Variation in terms of options	No variation
8	Method used to account for ESOS - Intrinsic or fair value	Fair value
9	The impact on the profits and EPS of the company	Refer note 30 of the standalone financial statements

*Number of options approved under ESOP 2000 is adjusted for subdivision of face value of equity shares in FY 2001-02 and FY 2003-04 and issue of bonus shares in FY 2003-04, FY 2008-09, FY 2017-18, FY 2018-19, FY 2019-20.

2. Summary of Status of Biocon Restricted Stock Unit (RSU) Long Term Incentive Plan FY 2020-24:

Sl. No	Particulars	Details
1	Date of shareholders' approval	July 24, 2020
2	Total number of options approved under ESOS	Refer note 30 of the standalone financial statements
3	Vesting requirements	
4	Exercise price or pricing formula	
5	Maximum term of options granted	
6	Source of shares (primary, secondary or combination)	Combination
7	Variation in terms of options	No variation
8	Method used to account for ESOS - Intrinsic or fair value	Fair value
9	The impact on the profits and EPS of the company	Refer note 30 of the standalone financial statements

3. Option movement during the FY 2023-24:

Sl. No	Particulars	Grant VII	Grant VIII	Grant IX	Grant X	RSU
1	Number of options outstanding at the beginning of the period	25,750	-	22,96,917	13,46,649	17,29,983
2	Number of options granted during the year	-	-	-	-	7,13,500
3	Number of options forfeited / lapsed during the year	-	-	(2,52,375)	(55,500)	(2,64,125)
4	Number of options vested during the year	-	-	-	-	-
5	Number of options exercised during the year	(25,750)	-	(7,52,362)	(12,91,149)	(7,47,889)
6	Number of shares arising as a result of exercise of options	-	-	-	-	-
7	Money realized by exercise of options (INR), if scheme is implemented directly by the Company	-	-	-	-	-
8	Loan repaid by the Trust during the year from exercise price received	-	-	-	-	-
9	Number of options outstanding at the end of the year	-	-	12,92,180	-	14,31,469
10	Number of options exercisable at the end of the year		-	5,31,055	-	4,48,817
11	Weighted-average exercise prices of options outstanding at the end of year	-	-	118	-	5
12	Weighted-average fair values of options granted	-	-	-	-	353

4. Options granted to the Employees of the Company during the year:

(a) Options granted to Senior Managerial Personnel during the year under the Biocon Restricted Stock Unit (RSU) Long Term Incentive Plan FY 2020-24, with exercise price in par with the face value i.e. ₹5/-:

Sl. No	Name of the Employee	Designation	No of options granted
1	Peter Bains	Group CEO	6,00,000
2	Arun Kumar Gupta	Chief Operating Officer	50,000
3	Maninder Kapoor Puri	Head – Human Resource	20,000

(b) Any other employee who received a grant during the year, options amounting to 5% or more of option granted during the year: Nil

(c) Identified employees who were granted options during the year, equal to or exceeding 1% of the issued capital (excluding outstanding warrants and conversions) of the company at the time of grant – Nil

5. Description of the method and significant assumptions used during the year to estimate the fair value of options including the following information:

1	Weighted-average values of share price, exercise price, expected volatility, expected option life, expected dividends, the risk-free interest rate and any other inputs to the model	Refer note 30 of the standalone financial statements
2	Method used and the assumptions made to incorporate the effects of expected early exercise	
3	How expected volatility was determined, including an explanation of the extent to which expected volatility was based on historical volatility	
4	Whether and how any other features of the option grant were incorporated into the measurement of fair value, such as a market condition	None

D. **Details related to ESPS -** Not Applicable

E. **Details related to SAR -** Not Applicable

F. **Details related to GEBS / RBS -** Not Applicable

G. **Details related to Trust**

(i) General information on schemes

Sl. No.	Particulars	Details
1	Name of the Trust	Biocon India Limited Employees Welfare Trust
2	Details of the Trustee(s)	Krishnachar Nandakumar Renuka Ganesh
3	Amount of loan disbursed by company / any company in the group, during the year	-
4	Amount of loan outstanding (repayable to company/ any company in the group) as at the end of the year	-
5	Amount of loan, if any, taken from any other source for which company/ any company in the group has provided any security or guarantee	-
6	Any other contribution made to the Trust during the year	-

(ii) Brief details of transactions in shares by the Trust (both ESOP and RSU)

(a) Number of shares held at the beginning of the year i.e. April 1, 2023 – 66,12,268

(b) Number of shares acquired during the year through:

(i) primary issuance – Nil

(ii) secondary acquisition, also as a percentage of paid-up equity capital as at the end of the previous financial year, along with information on weighted average cost of acquisition per share – Nil

(c) Number of shares transferred to the employees / sold along with the purpose thereof – 28,17,250

(d) Number of shares held at the end of the year i.e. March 31, 2024 – (a +b-c) – 37,95,018

(iii) In case of secondary acquisition of shares by the Trust – Not Applicable

For and on behalf of the Board

Sd/-
Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Place: Bengaluru
Date: May 16, 2024

Annexure 3 - Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo

[Particulars pursuant to Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts) Rules, 2014]

A. Conservation of Energy

i)	The steps taken or impact on conservation of energy	Power consumption for FY24 was 202 million Units as against 191 million units in FY23. The unit consumption has been increased/ (decreased) by 6 % YOY comparison.
ii)	The steps taken by the company for utilizing alternate source of energy	By Using the renewable energy for 78% of total power requirements and using fossil fuel for steam generation (Natural Gas & Biomass), lead to a reduction of CO2 emission by 66,960 Tons.
iii)	The Capital investment on energy conservation equipment	Total Investment on energy conversation stands at ₹118.9 million

Sl. No.	Power and fuel consumption details	FY24	FY23
1	**Electricity**		
A	Purchased		
	Million Units	202	191
	Total amount (₹million)	1,048	1,170
	Rate / Unit (₹)	5.2	6.1
B	Captive generation		
	HSD Quantity, KL	814	1,513
	Million Units	2.97	4.5
	Units / Litre	3.6	3.0
	Cost / Litre (₹)	84	92.0
	Generation cost, Rate / Unit (₹)	23	30.1
2	**Steam**		
A	Furnace oil		
	Quantity, KL	-	-
	Total amount (₹million)	-	-
	Average rate	-	-
B	Natural gas		
	Quantity, MMBTU	87,59,161	1,86,61,095
	Total amount (₹million)	568.07	1,096
	Average rate	64.85	58.7
C	Biomass		
	Quantity, TON	1,79,209	-
	Total amount (₹million)	425.52	-
	Average rate	2,374	-
D	Coal		
	Quantity, TON	6,059	6,337
	Total amount (₹million)	46.65	42.7
	Average rate	7,699	6,741

Sl. No	Energy conservation measures	Investment (In ₹ million)	Energy saved per Annum	
			Units	Amount (₹ in million)
1	Installed energy efficient Economizers in Boilers for steam generation (Biocon Campus & Biocon Park)	40	9,164 MMBTU	14.3
2	Installed energy efficient centrifugal air compressors (Biocon Park)	50	2.1MU	11.7
3	Installed Heat pump for Boiler feed water heating (Biocon Campus)	19.4	2,956 MMBTU	3.7
4	Installed VFD for cooling water pumps (Biocon Park)	6	0.6 MU	3.0
5	Installed Auto tube cleaning for chiller (Biocon Park)	1.9	0.3 MU	1.7
6	Installed FRP fan for cooling tower (Biocon Campus)	0.6	0.05 MU	0.3
7	Installed Variable Frequency EC Fan for R&D Lab AHUs (Biocon Campus & Park)	1.0	0.03 MU	0.2

Continuous monitoring of high energy consumption areas/equipment and taking appropriate corrective measures as and when required, resulted in energy saving and reduction in power consumption.

B. Technology Absorption

i)	The efforts made towards technology absorption	No technology was imported by the Company during the year.
ii)	The benefits derived like product improvement, cost reduction, product development or import substitution	
iii)	In case of imported technology (imported during the last three years reckoned from the beginning of the financial year)	
	(a) The details of technology imported	
	(b) The year of import	
	(c) Whether the technology been fully absorbed	
	(d) If not fully absorbed, areas where absorption has not taken place and the reasons thereof; and	
iv)	The expenditure incurred on Research and Development (R&D)	Detailed disclosure on R&D are provided below

Research and Development

Specific areas in which R&D work has been carried out by the Company:

1. Development of Synthetic and Fermentation based Generic Small Molecules for Anti-infective, Oncology, Cardio-vascular, Nephrology and Transplantation segments.
2. Formulation development for Abbreviated New Drug Applications (ANDAs).
3. Generation of Intellectual Property Development – Process Patents for manufacture of key Generic Small Molecules and Biotherapeutics.
4. Focus on innovative technologies in API process development.
5. Oncology API lab is functional.
6. Clinical development pertaining to Novel programs.

Benefits derived as a result of R&D activities

1. Global presence in supply of fermentation based Small Molecules to the Generic Industry in regulated markets.
2. Rich pipeline of Generic Small Molecules catering to varied therapeutic areas.
3. Internationally competitive prices and product quality.
4. The Company has been granted 1,300 patents and around 1,059 trademarks as on date in various jurisdictions.
5. Safe and environment friendly processes.
6. Launch of ANDA products in US & EU.
7. Clinical trial in progress for one of the Novel molecule.

Future Plan of Action

1. Strategic Collaborations for increased speed and cost competitiveness in Drug Discovery.
2. Vertical integration for the entire portfolio.
3. Developing a portfolio of Complex Generics.
4. Collaborate with global Academia and Industry to build value & visibility to the portfolio.

5. Increase capital spend to build a stronger R&D base which is in line to current industry changes.
6. New collaborations for high yield strain developments.
7. Next generation bio-transformation labs.

Expenditure incurred on Research & Development ₹in million

	FY24	FY23
a) Capital	69	450
b) Recurring	963	782
Total	**1,032**	**1,232**
Less: recharge	100	-
Net R&D Expenses	932	1,232

C. Foreign Exchange Earnings and Outgo

₹in million

Foreign exchange earned and used during the year:	FY24	FY23
Gross Earnings	9,043	10,121
Outflow	6,510	6,654
Net foreign exchange earnings	2,533	3,467

For and on behalf of the Board

Sd/-
Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Place: Bengaluru
Date: May 16, 2024

Annexure 4 - Secretarial Audit Report for the Financial Year ended on March 31, 2024

Form No. MR-3

SECRETARIAL AUDIT REPORT

[Pursuant to Sub Section (1) of Section 204 of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members
Biocon Limited
20th K.M. Hosur Road, Electronic City,
Bengaluru - 560100

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Biocon Limited** (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's Books, Papers, Minute Books, Forms and Returns filed and other Records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the financial year ended on March 31, 2024 (the audit period) complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company during the audit period according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

(ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Byelaws framed thereunder;

(iv) The Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowing;

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):

a. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

b. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

c. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 **(Not Applicable to the Company during the Audit Period)**;

d. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

e. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;

f. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 **(Not Applicable to the Company during the Audit Period)**;

g. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 **(Not Applicable to the Company during the Audit Period)**;

h. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 **(Not Applicable to the Company during the Audit Period)**; and

i. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI LODR).

(vi) Other Laws Applicable Specifically to the Company namely:

a) Drugs and Cosmetics Act, 1940

b) Bio Medical Waste (Management & Handling) Rules, 1998

c) ICH Guidelines (this is the base on which US FDA/ EU Guidelines etc. are created on).

d) UCPMP (Currently voluntary – however proposed to be made mandatory).

e) National Biodiversity Act, 2002

f) Drugs & Magical Remedies (Objectionable Advertisements) Rules, 1955

g) Narcotic Drugs and Psychotropic Substance Act

h) Drugs (Control) Act, 1950

We have also examined compliance with the applicable clauses of the following:

a. Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI) on Meetings of the Board of Directors and General Meeting.

b. Listing Agreements entered into by the Company with BSE Limited and National Stock Exchange of India Limited.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc., mentioned above.

We have not examined compliance with applicable Financial Laws, like Direct and Indirect Tax Laws, since the same have been subject to review by statutory financial audit and other designated professionals.

We report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes of the meetings duly recorded and signed by the Chairperson, the decisions of the Board were unanimous and therefore no dissenting views were required to be captured and recorded as part of the minutes.

Based on the review of systems and processes adopted by the Company and the Statutory Compliance self-certification by the Managing Director of the Company which was taken on record by the Board of Directors, there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines as per the list of such laws as mentioned above in Point No. vi of para 3 of this report.

The following events/actions were having a major bearing on the company's affairs in pursuance of the above referred laws, rules, regulations, guidelines etc., during the audit period:

a. The Company has raised funds by issuance and allotment of Unlisted, Secured, Redeemable Non-Convertible Debentures (NCD's) aggregating to ₹500 Crores on Private Placement basis.

b. Mr. Indranil Sen, Chief Financial Officer and Key Managerial Personnel of the Company resigned with effect from close of business hours on March 14, 2024.

c. Scheme of Amalgamation between Biofusion Therapeutics Limited (Transferor Company) and Biocon Pharma Limited (Transferee Company), both wholly owned subsidiaries of the Company, has been approved by the National Company Law Tribunal (NCLT), Bengaluru Bench vide Order dated April 24, 2024.

For **V. SREEDHARAN & ASSOCIATES**

Sd/-
(Pradeep B. Kulkarni)
Partner
FCS: 7260; CP No. 7835
UDIN: F007260F000378950
Peer Review Certificate No. 5543/2024

Place: Bengaluru
Date: May 16, 2024

This report (i.e., Form No. MR-3) is to be read with our letter of even date which is annexed as Annexure and forms an integral part of this report.

'Annexure'

To,
The Members
Biocon Limited
20th K.M. Hosur Road, Electronic City,
Bengaluru - 560100

Our report of even date is to be read along with this letter:

1. Maintenance of secretarial record is the responsibility of the management of the company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company..

For **V. SREEDHARAN & ASSOCIATES**

Sd/-
(Pradeep B. Kulkarni)
Partner
FCS: 7260; CP No. 7835
UDIN: F007260F000378950
Peer Review Certificate No. 5543/2024

Place: Bengaluru
Date: May 16, 2024

Annexure 4A - Secretarial Audit Report of Biocon Biologics Limited for the Financial Year ended on March 31, 2024

Form No. MR-3

SECRETARIAL AUDIT REPORT

[Pursuant to Sub Section (1) of Section 204 of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
BIOCON BIOLOGICS LIMITED
Biocon House, Ground Floor, Tower-3,
Semicon Park, Electronic City, Phase - II,
Hosur Road, Bengaluru - 560100

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Biocon Biologics Limited** ("the Company"). The Secretarial Audit was conducted in a manner that provided us with a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the financial year ended on March 31, 2024 (the audit period) complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed, and other records maintained by the Company for the financial year ended on March 31, 2024 according to the provisions of:

i. The Companies Act, 2013 (the Act) and the rules made thereunder.

ii. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder.

iii. The Depositories Act, 1996 and the Regulations and Byelaws framed thereunder.

iv. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowing.

v. Other laws specifically applicable to the Company:

   a. Drugs and Cosmetics Act, 1940

   b. Drugs and Cosmetics Rules, 1945

   c. Bio Medical Waste (Management & Handling) Rules, 1998

   d. Drugs & Magical Remedies (Objectionable Advertisements) Rules, 1954

   e. Narcotic Drugs and Psychotropic substance Act

   f. Atomic Energy Act, 1962

   g. The Hazardous Waste (Management, Handling and Trans-boundary movement) Rules 2008, amended in 2016.

   h. Hazardous Substances (Classification packaging and labelling) Rules 2011

   i. The Explosives Act, 1983

   j. Manufacture, Storage, and Import of Hazardous Chemicals Rules, 1989

   k. Drug (Price Control) Order (DPCO) 2013 (NPPA)

   l. Regulation of Drug Act, 1978

   m. National Biodiversity Act, 2002

   n. Uniform Code of Pharmaceuticals Marketing Practices (UCPMP) Guidelines

   o. Livestock Importation Act, 1898

   p. Generic Drug User Fee Amendment (GDUFA) 2012

   q. Cosmetics, Devices and Drugs Act, 1980

   r. Registration Guideline for Registration of the Medicinal Products, 2013

   s. The Special Economic Zone Act 2005, Special Economic Zone Rules 2006

The Company being an unlisted public limited company, the following Regulations prescribed under Securities and Exchange Board of India Act, 1992 ('SEBI Act') were not applicable to the Company during the audit period:

(a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

(b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

(c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

(d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

(e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

(f) The Securities and Exchange Board of India (Registrar to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;

(g) The Securities and Exchange Board of India (Delisting of Equity shares) Regulations, 2021;

(h) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

(i) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; and

(j) Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

We have also examined compliance with the applicable clauses of Secretarial Standards issued by the Institute of Company Secretaries of India on Meetings of the Board of Directors and General Meeting.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines and Standards etc., as mentioned above.

We have not examined compliance with applicable Financial Laws, like Direct and Indirect Tax Laws, since the same have been subject to review by statutory financial audit and other designated professionals.

We further report that the Board of Directors of the Company is duly constituted. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent to all the directors for all the Board Meetings held during the period under review. A system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes of the meetings duly recorded and signed by the Chairperson, the decisions of the Board were unanimous, and no dissenting views have been recorded.

We further report that, there are adequate systems and processes in the Company in line with Biocon's group level practices, commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations, and guidelines which are listed under point no. v of 3rd para of this report.

The following events/actions were having a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines etc., during the audit period:

a) Due to delay in receiving approval from the National Company Law Tribunal, Mumbai, the merger between Biocon Biologics Limited and Covidshield Technologies Private Limited was withdrawn by Serum Institute Life Sciences Private Limited.

b) Allotment of 1,06,86,044 Compulsory Convertible Debentures (CCDs) on private placement basis to ESOF III Investment Fund and Edelweiss Asset Advisors Limited on the following instances:

- 53,43,022 CCDs on May 12, 2023.
- 53,43,022 CCDs on May 24, 2023.

c) Allotment of 1,78,10,073 Optionally Convertible Debentures (OCDs) to Biocon Limited on private placement basis on May 12, 2023.

d) The company had altered the provisions of the Articles of Association (AOA).

e) Mr. Chinappa MB had resigned from the position of Chief Financial Officer (CFO) of the company with effect from October 31, 2023 and appointment of Mr. Kedar Upadhye as the Chief Financial Officer (CFO) of the company with effect from October 31, 2023 in the Board meeting dated October 18, 2023.

f) The company sold its non-core nephrology and dermatology BFI business to Eris Lifesciences Limited on slump sale basis for lump sum consideration of ₹366 crores.

g) The company had sold its Branded Formulations India business consisting of metabolics, oncology, and critical care diagnostic divisions to Eris Lifesciences Limited on slump sale basis for lump sum consideration of ₹1,242 crores.

For **V. SREEDHARAN & ASSOCIATES**

Sd/-
(Pradeep B. Kulkarni)
Partner
FCS: 7260; CP No. 7835
UDIN: F007260F000362835
Peer Review Certificate No. 5543/2024

Place: Bengaluru
Date: May 14, 2024

This report (i.e., Form No. MR-3) is to be read with our letter of even date which is annexed as Annexure and forms an integral part of this report.

'Annexure'

To,
The Members
BIOCON BIOLOGICS LIMITED
Biocon House, Ground Floor, Tower-3,
Semicon Park, Electronic City, Phase - II,
Hosur Road, Bengaluru - 560100

Our report of even date is to be read along with this letter:

1. Maintenance of secretarial record is the responsibility of the management of the company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company.

For **V. SREEDHARAN & ASSOCIATES**

Sd/-
(Pradeep B. Kulkarni)
Partner
FCS: 7260; CP No. 7835
UDIN: F007260F000362835
Peer Review Certificate No. 5543/2024

Place: Bengaluru
Date: May 14, 2024

Annexure 5 - Particulars of Remuneration

Information pursuant to Section 197(12) of the Companies Act, 2013

(Read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014)

S. No.	Name of the Director/Key Managerial Personnel and Designation	Percentage increase in remuneration of each Director/ CFO/ CS in the FY 2023-24	Ratio of the remuneration of each Director to the median remuneration of the employees
Executive Directors			
1	Kiran Mazumdar-Shaw Executive Chairperson	28.10	57.93
2	Siddharth Mittal Managing Director and CEO	19.70	86.39
Non-Executive Directors			
3	Prof. Ravi Rasendra Mazumdar	6.30	9.41
4	Eric Vivek Mazumdar	5.69	8.40
Independent Directors			
5	Meleveetil Damodaran	5.51	9.53
6	Bobby Kanubhai Parikh	5.39	11.79
7	Naina Lal Kidwai	(3.70)	9.41
8	Rekha Mehrotra Menon*	NA	8.59
9	Nicholas Robert Haggar*	NA	7.84
10	Peter Bains*	NA	2.88
Key Managerial Personnel			
13	Indranil Sen* Chief Financial Officer	NA	19.75
14	Mayank Verma Company Secretary	12.22	8.17

*Notes:

(i) Rekha Mehrotra Menon and Nicholas Robert Haggar were in office only for part of the year (appointed w.e.f. July 26, 2023 and September 01, 2023, respectively) and hence the percentage of increase of remuneration in their case is not comparable with that of the previous year.

(ii) Peter Bains was in office only for part of the year (resigned w.e.f. September 18, 2023) and hence the percentage of increase of remuneration in his case is not comparable with that of the previous year.

(iii) Indranil Sen, Chief Financial Officer of the Company resigned with effect from close of business hours of March 14, 2024.

Notes:

- The remuneration paid to Non-Executive Directors (including Independent Directors) includes commission and sitting fees and is based on the position they occupied in various committees and meetings attended by them during Financial Year 2023-24.
- The remuneration does not include perquisite value on account of stock options exercised during the year.
- The remuneration to the Executive Director and Key Managerial Personnel does not include provisions made for gratuity and compensated absences, as they are obtained on an actuarial basis for the Company as a whole.

I	Percentage increase / (decrease) in median remuneration of employees in the financial year	The median remuneration of employees increased from ₹6,31,764 as at March 31, 2023 to ₹6,63,394 as at March 31, 2024, representing an increase of 5.01%.
II	Number of permanent employees on the rolls of the Company	There were 3,681 permanent employees as on March 31, 2024.
III	Average percentile increase in salaries of employees other than managerial personnel in the last financial year and its comparison with the percentile increase in managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration	The average increase in employee remuneration other than managerial personnel was 10%. The increase in managerial remuneration is in line with the measures to attract and retain the best talent. The Company also uses a mix of fixed, variable and ESOP/ RSU based compensation on a mid-to-long-term basis to align middle and senior management compensation to enhance shareholder values.

It is hereby affirmed that the remuneration paid for the Financial Year 2023-24 was as per the Company's Policy on Director's Appointment and Remuneration.

For and on behalf of the Board

Sd/-
Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Place: Bengaluru
Date: May 16, 2024

Annexure 6 - Annual Report on CSR Activities

1. Brief outline on CSR Policy of the Company.

Biocon believes in making a difference to the lives of people who are underprivileged. It promotes social and economic inclusion by ensuring that marginalized communities have equal access to healthcare services, educational opportunities, civic infrastructure and healthy environment.

The Company's CSR activities are implemented through:

A. **Biocon Foundation,** through which implementation of CSR activities are in the following modes:

- Direct execution of projects/programs.
- Partnership - Build fruitful collaborations with like-minded organisations through memorandum of understandings.
- Grants - Provide grants to NGOs, trusts and academic institutions under grant-in-aid initiative for innovative and impactful social and environmental projects. In such scenario, the Foundation employs its expertise to evaluate the proposals of grant seekers and conducts due diligence when necessary before seeking approval from CSR & ESG Committee for releasing grants to them. Organisations with an established record of at least three years in undertaking similar initiatives, mandatory CSR Registration Number, as well as 80G and 12A registrations to undertake CSR activities are selected to implement CSR, in pursuance of the Companies Act, 2013.

B. **Biocon Academy,** which aims to address the skill deficit in the Biopharma sector, by developing high-end talent through advanced learning.

C. **Any other Agency:** CSR activities can be undertaken through any other implementing agency. Such agency shall satisfy the statutory requirements as specified in the Companies Act, 2013.

The CSR Vision of the Company is to strive towards developing and sustaining healthy and empowered communities by promoting social & economic inclusion and improving overall quality of life.

2. Composition of CSR & ESG Committee:

The CSR & ESG Committee of our Board provides oversight of CSR Policy and monitors execution of various activities to meet the set CSR objectives.

Sl. No.	Name of Director	Designation	Category	Number of meetings of CSR & ESG Committee held during the year	Number of meetings of CSR & ESG Committee attended during the year
1.	Naina Lal Kidwai	Chairperson	Independent Director	4	4
2.	Prof. Ravi Rasendra Mazumdar	Member	Non-Executive Director	4	4
3.	Siddharth Mittal	Member	Executive Director	4	4
4.	Eric Vivek Mazumdar	Member	Non-Executive Director	4	4
5.	Rekha Mehrotra Menon*	Member	Independent Director	3	2
6.	Nicholas Robert Haggar*	Member	Independent Director	2	2
7.	Dr. Vijay Kumar Kuchroo *	Member	Independent Director	1	-

*During the financial year under review, there were changes as mentioned below in the constitution of the Committee:

- Rekha Mehrotra Menon was inducted as a Member of the Committee w.e.f. July 26, 2023.
- Nicholas Robert Haggar was inducted as a Member of the Committee w.e.f. September 01, 2023.
- Dr. Vijay Kumar Kuchroo, Member completed his second and final term as an Independent Director w.e.f. the close of business hours on July 26, 2023 and consequently ceased to be the Member of the Committee from the same date.

3. Provide the web-link where Composition of CSR & ESG Committee, CSR Policy and CSR projects approved by the Board are disclosed on the website of the Company.

i. The CSR policy: https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/.

ii. The composition of the CSR & ESG Committee: https://www.biocon.com/investor-relations/corporate-governance/board-committees/.

iii. The projects as approved by the Board shall be disclosed on the website at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/.

4. Provide the executive summary along with web-link(s) of Impact Assessment of CSR projects carried out in pursuance of sub-rule (3) of Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable.

Not Applicable.

5.

(₹in million)

(a)	Average net profit of the company as per section 135(5)	1,858.3
(b)	Two percent of average net profit of the company as per section 135(5)	37.2
(c)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years.	-
(d)	Amount required to be set off for the financial year, if any	-
(e)	Total CSR obligation for the financial year [(b)+(c)-(d)]	37.2

6.

(₹in million)

(a)	Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project)	48.4
(b)	Amount spent in Administrative Overheads:	Nil
(c)	Amount spent on Impact Assessment, if applicable	Nil
(d)	Total amount spent for the Financial Year [(a)+(b)+(c)]	48.4
(e)	CSR amount spent or unspent for the Financial Year:	

(₹in million)

Total Amount Spent for the Financial Year	Amount Unspent				
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of section 135		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
48.4	-	-	-	-	-

(f) Excess amount for set-off, if any: (₹in million)

Sl. No.	Particulars	Amount
(i)	Two percent of average net profit of the company as per sub-section (5) of section 135	37.2
(ii)	Total amount spent for the Financial Year	48.4
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	11.2
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	-
(v)	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	11.2

7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years:

Not Applicable

(1)	(2)	(3)	(4)	(5)	(6)		(7)	(8)
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Balance Amount in Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Amount Spent in the Financial Year (in ₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (in ₹)	Deficiency, if any
					Amount (₹)	Date of Transfer		
1	FY-1	-	-	-	-		-	-
2	FY-2	-	-	-	-		-	-
3	FY-3	-	-	-	-		-	-

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

No

If Yes, enter the number of Capital assets created/ acquired: Not Applicable

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sl. No.	Short particulars of the property or asset(s) [including complete address and location of the property]	Pin code of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
(1)	(2)	(3)	(4)	(5)	(6)		
					CSR Registration Number, if applicable	Name	Registered Address
-	-	-	-	-	-	-	-

9. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per sub-section (5) of Section 135.

Not Applicable

For and on behalf of the Board of Directors

Sd/-
Naina Lal Kidwai
Chairperson – CSR & ESG Committee
DIN: 00017806

Sd/-
Siddharth Mittal
Managing Director and CEO
DIN: 03230757

Place: Bengaluru
Date: May 16, 2024

Annexure 7 - Biocon Limited Corporate Codes & Policies

Biocon Limited ("the Company") believes in implementation of good corporate practices, policies, guidelines and is committed to adherence to utmost standard of corporate governance. The SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations, 2015"), the Companies Act, 2013 and other applicable laws, mandates the formulation of certain codes and policies for all listed companies. Such codes and policies are available on the Company's website at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/. The codes and policies are reviewed and approved periodically by the respective Committees and / or Board.

The summary of Key Codes & Policies that have been adopted are as follows:-

Sl. No.	Name of the Code and Policy	Salient Features	Web Link
1	Code of Conduct and Ethics	The code provides the framework for promoting ethical conduct in the Company and is a practical guide to ethical behavior for all our employees and Board members. The code was last revised and adopted on October 21, 2021.	https://www.biocon.com/docs/Code-of-conduct.pdf
2	Related Party Transactions (RPT) Policy	The policy provides a framework to govern transactions between the Company and its related parties based on the applicable laws and regulations. The policy was last revised and adopted on May 23, 2023.	https://www.biocon.com/docs/Policy-on-Related-Party-Transactions-20230523.pdf
3	Whistle Blower & Integrity Policy (Vigil Mechanism)	The objective of the Policy is to: (a) Enable a person who observes an unethical practice to approach the Integrity Committee or Audit Committee. (b) Govern reporting and investigation of allegations of suspected unethical activities. (c) Enable Directors and employees to report genuine concerns or grievance. The policy was last revised and adopted on May 23, 2023.	https://www.biocon.com/docs/Biocon-Whistle-Blower-and-Integrity-Policy.pdf
4	Corporate Social Responsibility (CSR) and Environmental, Social & Governance Policy	The policy is formulated to meet the CSR objectives set by the Company as well as the applicable statutory requirements notified by the Ministry of Corporate Affairs through the Companies Act, 2013. This policy also aims to establish boundaries for acceptable behaviour and guidelines for best practices in CSR & ESG related initiatives as applicable. The policy was last revised and adopted on May 16, 2024.	https://www.biocon.com/docs/CSR-Charte-&-Policy.pdf
5	Board Diversity Policy	The basic essence of the Policy is to provide a framework for leveraging on the differences within the expertise of the Board, offering a broad range of perspectives that are directly relevant to the business. The policy was last revised and adopted on May 16, 2024.	https://www.biocon.com/docs/Board_Diversity_Policy_2024.pdf
6	Policy for determining Material Subsidiaries	The policy is largely framed in accordance with the requirement of Regulation 16 of SEBI Listing Regulations, 2015, intended to deal with material subsidiaries and to ensure governance framework for material subsidiaries of the Company. The policy was last revised and adopted on May 23, 2023.	https://www.biocon.com/docs/Policy-on-Material-Subsidiaries-2023.pdf
7	Policy for Determination of Materiality for Disclosures	The policy is primarily intended to specify the criteria based on which the event or information would be considered as material for disclosure to the stock exchanges. The policy was last revised and adopted effective from March 15, 2024.	https://www.biocon.com/docs/Biocon_Policy-for-determining-materiality-for-disclosures.pdf

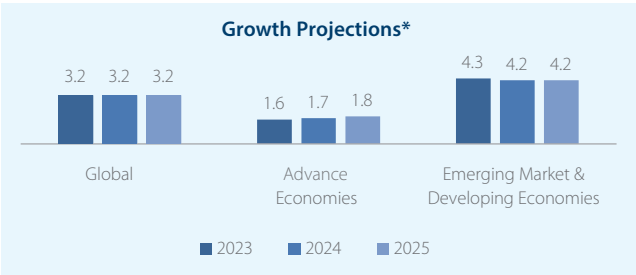
Sl. No.	Name of the Code and Policy	Salient Features	Web Link
8	Dividend Distribution Policy	The policy establishes the principles to ascertain amounts that can be distributed to equity shareholders as dividend by the Company as well as enable the Company to strike balance between payout and retained earnings, in order to address future needs of the Company. The policy was last reviewed and adopted by the Board on May 23, 2023.	https://www.biocon.com/docs/Biocon_Dividend%20Distribution%20Policy_2020.pdf
9	Code of Conduct for Prevention of Insider Trading and Code of Practices and Procedures for Fair Disclosure of UPSI	The code provides the framework for dealing with securities of the Company in accordance with the SEBI (Prohibition of Insider Trading) Regulations, 2015. Further, the "Code for Corporate Disclosure Practices for Prevention of Insider Trading" has been adopted to ensure timely and adequate disclosure of Price Sensitive Information with special reference to analysts, institutional investors, etc. This code was last revised and adopted on November 10, 2023.	https://www.biocon.com/docs/Biocon-Insider-Trading-Code_Nov2023.pdf
10	Preservation of Documents & Archival Policy	The policy is intended to establish guidelines for the creation, classification, maintenance, preservation and orderly disposition of any documents. This policy was last revised and adopted on November 10, 2023.	https://www.biocon.com/docs/Policy_for_Preservation_and_Archival_of_Documents-20231110.pdf
11	Familiarisation Policy	This policy aims to provide insights into the company to enable the Independent Directors to understand the business in depth and contribute to the strategy and overseeing of the company. The policy was last reviewed and adopted by the Board on May 23, 2023.	https://www.biocon.com/docs/Familiarisation%20Policy_%202020.pdf
12	Policy on Appointment and Remuneration of Directors, KMPs and other employees	This policy provides an underlying basis and guide for human resource management thereby aligning plans for strategic growth of the Company. The policy was last revised and adopted on May 23, 2023.	https://www.biocon.com/docs/Policy-on-Director's-appointment-and-remuneration_20230523.pdf
13	Risk Management Policy	The policy aims at formalizing a process to deal with the most relevant risks on existing management practices, knowledge and structures. The policy was last revised and adopted on November 10, 2023.	-
14	Biodiversity and No Deforestation Policy	This policy is guided by best practices as well as principles included within India's National Biodiversity Action Plan (NBAP), 2008, Biological Diversity Act (India), 2002, United Nations Educational, Scientific and Cultural Organization (UNESCO) Biodiversity Initiative, International Union for Conservation of Nature Environmental & Social Management System (IUCN ESMS) standard and the United Nations Sustainable Development Goals (UNSDGs). The policy was adopted on August 10, 2023.	https://www.biocon.com/docs/Biodiversity-Policy-Document-Aug-2023.pdf
15	Anti-Bribery & Anti-Corruption (ABAC) Policy	The policy aims to ensure that adequate guidelines are in place to prevent any incident relating to bribery, corruption, and any forms thereof within or in relation to Biocon and set out the Company's responsibilities, and of those working for or with the Company in observing and upholding the Company's position on bribery and corruption matters. The policy was adopted on August 10, 2023.	https://www.biocon.com/docs/Biocon-ABAC-Policy.pdf

Management Discussion and Analysis

A report by the **International Monetary Fund (IMF)**[1] indicates that global economic growth is projected at 3.2% in 2024 and 2025. The global economic revival has proven to be more robust than previously expected with the 2024 growth forecast being 0.3% higher than that given in October 2023 World Economic Outlook (WEO) on account of higher-than-expected economic growth across the United States and other major global markets. Higher government and personal spending supported consumption in an improving labor market scenario, while normalization of supply chains contributed to the improved momentum witnessed in the second half of 2023. However, the revised growth number is still below the historical average of 3.8% with low productivity linked growth, continuing high interest rates to rein in inflation in most markets, tighter liquidity conditions and the progressive withdrawal of fiscal support by global central banks.

In the backdrop of the above-mentioned growth expectations, inflation remained stubborn, albeit falling in most regions. The drivers of declining inflation differ by country but generally reflects the still-tight monetary policies, the positive impact of a fall in global prices for food, fuel, and other commodities, with the normalization of supply chains and gradual relaxation of the tight labor market conditions.

The global headline inflation is projected to decline steadily from 6.8% in 2023 to 5.9% in 2024 and further to 4.5% in 2025. Inflation is expected to fall faster in the advanced economies as compared to the emerging and developing economies.



Source: World Economic Outlook, April 2024.

With the fall in inflation and steady growth projections, the risk of a severe economic downturn, or 'hard landing' has receded. On the upside, a faster fall in inflation could lead to the start of the interest rate reduction cycle by major global central banks. The adoption of a less restrictive fiscal policy should boost economic activity and promote growth; however, it carries long-term risks. Stronger structural reforms, which are fundamental changes to improve economic policies could bolster productivity with positive cross-border spillovers.

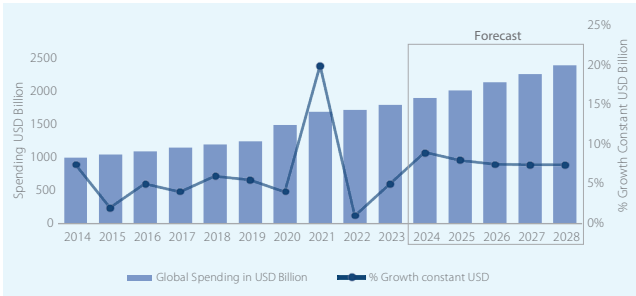
On the downside, commodity price hikes resulting from supply side risks linked to geopolitical events like the Middle East conflict, the Red Sea supply chain disruptions, and the continuing Ukraine – Russia conflict could hurt global economic recovery. Continued economic troubles in China's property sector and premature fiscal tightening could further restrict growth in the global economy.

As inflation declines toward target levels across geographical regions, the central banks need to deliver a careful balancing act and adjust interest rates in-line with different inflation drivers. Overall, there is a need for a nuanced approach to navigating the current economic challenges. It requires coordinated efforts by central banks, governments, and international organizations to achieve long term growth through price stability, fiscal sustainability, and productivity improvement. Simultaneously, global issues like climate change and technological advancements would also need to be tackled across these regions.

Global Medicine Market

As per the IQVIA Global Use of Medicines 2024 report, the global use and spending on medicines is exceeding pre-pandemic growth rates and is expected to grow to ~USD 2.3 trillion by 2028, at a compounded annual growth rate (CAGR) between 5% and 8%. The markets continue to exhibit regional variations, with faster growth rates in emerging markets, i.e., in Latin America and Asia, given growing populations and improved access to healthcare. The larger and more established markets like North America, Western Europe and Japan are expected to grow slowly due to multiple factors including greater scrutiny on medicine prices, the impact of generics and biosimilars following loss of exclusivity (LOE), and the introduction of innovative but high-cost treatments targeting smaller patient populations.

Global Medicine Market Size and Growth 2014–2028



Source: IQVIA Market Prognosis, Sep 2023; IQVIA Institute, Dec 2023.

The global biopharmaceutical market is set for substantial growth and expected to surge by over USD 600 billion within the next five years. The United States is expected to lead the charge and is projected to grow from USD 711 billion in 2023 to USD 1.01 trillion by 2028. This growth will be propelled by the uptake of current and new branded medicines, offset by impact losses from exclusivity (LOE), with discounts and rebates expected to be augmented by the provisions of the U.S. Inflation Reduction Act

---

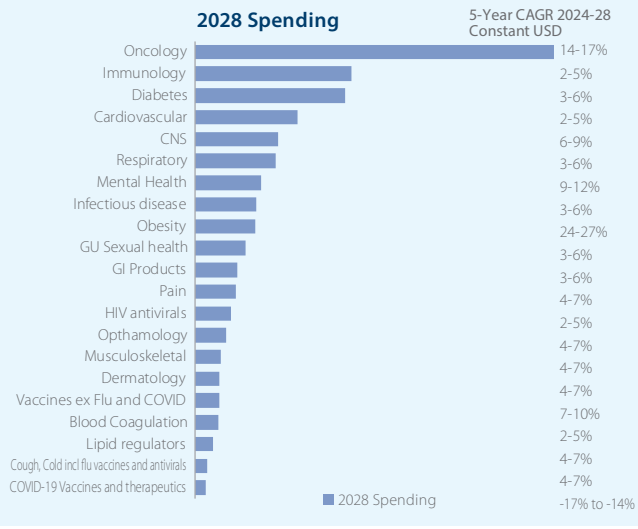
[1] World Economic Outlook, April 2024: Steady but Slow: Resilience amid Divergence (imf.org)

* Real GDP growth %

(IRA). Europe follows as the second-largest market, anticipated to reach USD 296 billion in 2028 from USD 226 billion in 2023, with new brands and generics, including biosimilars, driving growth amid LOE impact. Japan, the third largest, with over USD 73 billion in 2023, is expected to maintain a consistent growth rate between -2% to 1%, as robust brand growth is offset by annual price cuts and ongoing shifts to generics. Meanwhile, China's fast-paced market is expected to grow at ~4% CAGR, and to reach USD 197 billion by 2028 from USD 163 billion in 2023, underscoring the dynamism in pharmaceutical markets. This trend reflects a robust recovery from past disruptions, highlighting the influence of both new and existing medicines across developed and emerging markets.

A key growth area for the industry in the forthcoming five years is the biotech segment, especially cell and gene therapies, alongside a maturing biosimilar segment. The Biotech segment is projected to account for 39% of global spending and is anticipated to surpass USD 890 billion by 2028. However, growth rates are expected to decelerate between 9.5–12.5% due to the influence of biosimilars. Specialty medicines, particularly those to treat chronic, complex, and rare diseases, will represent 43% of global spending in 2028 and more than 55% of total spending in leading developed markets.

Top 20 Therapy Areas in 2028 in Terms of Global Spending with Forecast 5-year CAGR, Const. USD Billion



Source: IQVIA Forecast Link, IQVIA Institute, Dec 2023 Global Use of Medicines 2024: Outlook to 2028.

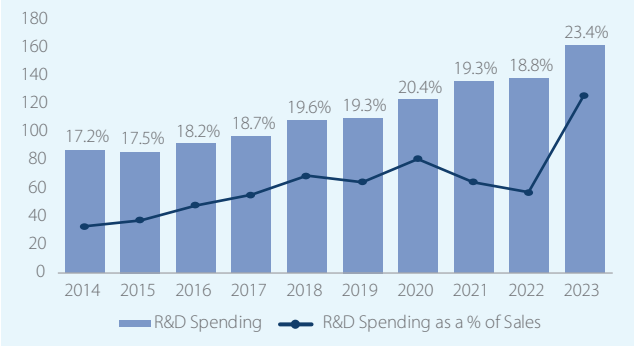
From a therapy area perspective, oncology and immunology are expected to continue to be the two leading areas forecasted to grow at a CAGR between 14–17% and 2–5%, respectively, through 2028. 100 new oncology treatments are expected to be introduced over next five years, contributing to an increase in spending by USD 224 billion to a total exceeding USD 440 billion in 2028 with limited new losses of exclusivity. Treatments for auto-immune disorders are forecast to reach USD 192 billion globally by 2028, driven by steadily increasing numbers of treated patients and new products in some new immune disorders, offset by introduction of biosimilars to leading products such as Adalimumab and Ustekinumab. Biosimilars of these drugs will play a pivotal role in shaping the market dynamics by offering more cost-effective treatment options, thus influencing the overall sales trajectory of treatments for autoimmune disorders. Diabetes spending growth is slowing to low single digits in most developed markets and declining in some, especially net of rebates. GLP-1 agonists have seen rapid uptake in both diabetes and obesity, predominantly in the U.S. and other developed markets, concurring with their approvals. Global obesity spending has accelerated in the past two years with novel GLP-1 agonists gaining wider acceptance and adoption. The adoption is expected to accelerate as insurers and governments support wider reimbursement, reshaping obesity treatment and the health outcomes of millions, worldwide. New therapies to treat Alzheimer's and anxiety/depression are expected to drive growth in neurology and mental health spending.

The outlook for next generation biotherapeutics includes cell and gene therapies, which are expected to grow from the current USD 10 billion spending in 2023 to USD 33 billion by 2028.

Research and Development (R&D)

The growth of the global biopharma market is predicated on the continued progress made in the R&D of new and innovative drugs and technologies. 2023 saw a recovery in R&D spend as a percentage of sales, after seeing a steep decline during the peak of the pandemic.

Large Pharma R&D Spending as a Percentage of Sales 2014-2023, USD Billion

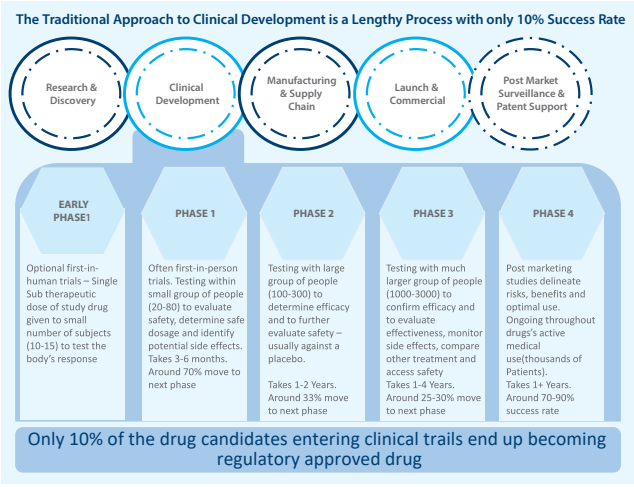


Source: IQVIA Market Prognosis, Sep 2023; IQVIA Institute, Dec 2023.

In the recent past, we have seen the pace of spending and dealmaking reduce within the biotech sector given a challenging funding environment. While the number of deals has been falling, high profile and high value deals indicate robust interest from investors and innovators in the next generation of therapies - for instance in metabolic conditions like Obesity; CAR-T cell therapies and antibody-drug conjugates (ADCs) in oncology.

The total number of distinct drugs in development grew from 3,200 in 2012 to 6,100 in 2022, with an extremely diverse pipeline, dominated by various forms of cell and gene therapy. Notwithstanding this, R&D productivity remains low and clinical trial timelines have increased. From 2012 to 2022, inflation-adjusted industry R&D spending increased 44%, from about USD 170 billion to USD 247 billion. However, the count of U.S. novel drug approvals remained stagnant, averaging 43 per year, meaning the failure adjusted cost to develop a single novel asset is now estimated to be as high as USD 2.8 billion.

Currently, biopharma R&D stands at an inflection point, with the limiting factor for innovation being the speed at which clinical trials can be completed, because of a shortage of study participants and clinical site professionals such as principal investigators (PIs), site coordinators and nurses. The lengthy process of discrete and fixed phases in randomized controlled trials (RCTs) has changed little in recent decades and was designed principally for testing mass-market drugs, as illustrated below.



Source: Deloitte: 2023 Global Life Sciences Outlook

To make clinical trials faster and more efficient, companies are trying new and simplified methods. This includes using special trial designs that can change based on results, making study rules easier by cutting down on patient visits, and improving procedures with centralized checks and targeted monitoring.[2] They are also teaming up with experts around the world and in places with easier rules. The use of artificial intelligence to analyze data, telemedicine for doctor visits without needing to travel, and crowdsourcing to find participants and collect information are some of the steps helping reduce clinical trial timelines and, therefore, access of new treatments to patients.

Trends Within the Pharmaceutical Sector

The past few years have been transformative for drug development. That said, pricing and access continue to dominate discussions globally. The industry is responding to changing consumer preferences and evolving market dynamics by leveraging technology across the value chain - in R&D, manufacturing, and other areas. It is stepping up its efforts to address global health inequities and embracing sustainable practices.

The pharmaceutical industry is set to change dramatically with key trends including increased use of digital tools, custom treatments, AI and blockchain. Companies are focusing on making healthcare better and becoming more patient-focused by using these new technologies. This shift towards smarter, more personalized medicine aims to make a big difference in improving healthcare outcomes for patients. Some key trends are discussed below.

Rising Penetration of Generics, Specialty Molecules and Biologics Including Biosimilars

The global pharma market is currently valued at ~USD 1.4 trillion and is forecasted to grow at a CAGR between 5% to 8% by 2028. The growth is driven majorly by two key trends.

- **The Continued Rise of Biologics and Increased Utilization of Biosimilars:** Biologics, medical drugs manufactured in or extracted from living organisms, have been revolutionizing healthcare. The share of such drugs has grown significantly to treat a variety of medical conditions especially in areas of oncology, immunology, and diabetes. Biosimilars, near-replicas of these expensive biologics, offer a more affordable option to patients and healthcare systems. Most biological medicines in current clinical use contain active substances made of proteins which differ in size and structural complexity, from simple proteins like insulin or growth hormones to complex molecules like enzymes and monoclonal antibodies. While stricter regulations as compared to traditional generics initially limited biosimilar penetration, especially in large markets like the U.S., the market has now evolved and is seeing a surge of biosimilars with 50 products approved and 39 products launched as of April 2024.
- **Rise of Complex Generics and Specialty Molecules:** Complex generics are intricate versions of generic drugs, while specialty molecules are high-cost prescription drugs that target complex diseases. Global Generics is a ~USD 300 billion market and is expected to grow at ~6% with upcoming patent loss events expected to contribute to the growth. Key growth drivers by therapy include oncologics, antidiabetics and anticoagulants. Specialty drugs are used to treat complex, chronic conditions such as cancer, rheumatoid arthritis, and multiple sclerosis and are expected to grow at a CAGR of 8-15%.

Overall, the rise of complex generics, specialty molecules, and biosimilars is reshaping the pharmaceutical landscape in both developed as well as emerging markets. The increased focus on cost savings and the huge patent cliff (>USD 200 billion) between 2025-30, it creates a prime opportunity for pharmaceutical players to unlock significant growth potential in years to come.

Continued Pricing Pressure on Drugs and Access to Healthcare[2]

The pharmaceutical industry continues to face significant pressure on drug pricing. Governments around the world continue to implement measures to control healthcare spending including introducing mandatory price controls. More recently, even in the United States, the U.S. Congress enacted the U.S. Inflation Reduction Act (IRA) which allows Medicare to negotiate drug prices directly with manufacturers, starting 2026. Public scrutiny surrounding drug pricing remains high, with surveys like one conducted by the U.S. based Kaiser Family Foundation in 2023 showing that most Americans favor Medicare to negotiate drug prices.

These issues are impacting pharmaceutical companies in several ways. Reduced profitability is a major concern, as companies potentially face lower prices for their drugs, which could discourage them from investing in post- approval research, especially for small molecules. This could hinder the development of new indications or improved formulations for existing drugs and potentially result in even higher prices at launch. A few companies have publicly indicated dropping certain small molecule R&D programs post initial assessment of the IRA.

Industry needs to innovate and explore new business models to adapt to this changing landscape. This could include exploring **value-based pricing** for prescription drugs, which would require assessing a drug's clinical value to determine payment, rather than relying solely on manufacturer list prices. Additionally, **tailoring pricing and reimbursement approaches** to regional markets presents another viable solution. There is an increased focus on R&D efficiency to offset some of these challenges, with companies collaborating with technology startups to utilize AI for faster and potentially more economical drug discovery.

[2] Deloitte: 2023 Global Life-Sciences Outlook (https://www.deloitte.com/content/dam/assets-shared/legacy/docs/perspectives/2023/gx-life-sciences-outlook-2023-r-d-report.pdf)

Digital Innovation is Redefining Boundaries in Biopharma[3]

The convergence of science and technology is bringing forth a step change in the speed of innovation that further enables **New Science. Robust computing power, advanced techniques** like generative AI capable of creating entirely new data sets and uses of **big data analytics** to optimize the existing data are creating new opportunities. Experiments are moving from wet labs to computers allowing experimentation that is impossible in a physical setting. This in turn helps drive new, sustainable growth amid competition to generate new insights and faster treatment outcomes. Investments in AI-powered drug discovery reflects its immense potential.

Biopharmaceutical companies are exploring new age platforms like **Global Lighthouse Network** which integrate sensors, machines, and data analytics through Industrial Internet of Things (IIoT) and/or **digital twin** which is a virtual replica of a physical object, process, or system, and can be used to simulate production scenarios and help us generate **real-time information** for intelligent decision-making.

Rapidly evolving intelligent technology and scientific innovation needs collaboration between AI experts, pharmaceutical companies and regulators to address challenges like model interpretability and seamless integration with existing processes.

By focusing on practical applications and fostering a collaborative environment, the industry can unlock the true potential of digital innovation, ultimately accelerating the development of life-saving treatments and revolutionizing healthcare.

Flexible and Agile Manufacturing[4]

As speed and efficiency in R&D become key focus areas for companies in drug development, innovation and improvement in manufacturing processes have been equally important in helping companies become quicker and more efficient in production and launch of new products into the market.

More flexible and agile manufacturing processes allow for faster production of smaller batches, especially for personalized medicines and for rapid response to market demands.

Furthermore, the adoption of collaborative robots, or cobots, designed to work alongside humans, to perform repetitive or hazardous tasks, is on the rise. Additive manufacturing, commonly known as 3D printing, enables the on-demand creation of complex parts. This eliminates the need for large production runs and reduces inventory storage requirements.

Pharmaceutical companies are transforming their operations and embracing technologies. They are leveraging real-time data and artificial intelligence (AI) to optimize production processes, embracing smart manufacturing, enhance efficiency and meet evolving customer needs.

Shifting Consumer Behavior and Market Dynamics[5]

Patients are increasingly seeking treatments tailored to their specific needs and conditions. This has led to a growing demand for Precision Medicine which tailors' treatments to individual patients based on their unique genetic makeup and other factors. This rise, fueled by advancements in genomics and multiomics[#], is transforming healthcare by offering patients targeted treatments based on their unique genetic makeup.

This personalized approach holds immense potential to improve health outcomes through early disease detection and intervention, potentially reducing overall healthcare costs. Gene therapy and CAR-T cell therapy exemplify the power of precision medicine in delivering potentially curative treatments.

However, challenges remain. Data privacy concerns necessitate robust frameworks, while significant investments are needed in technology, infrastructure and workforce training. Additionally, the current focus on specialty care for the sick leads to high R&D costs and limited accessibility, potentially exacerbating health disparities.

Ensuring equitable access to precision health for everyone, regardless of background or socioeconomic status, is crucial to avoid aggravating existing health disparities. Overall, precision health offers a promising future for healthcare, but overcoming these challenges is essential to ensure its responsible and equitable implementation.

Peptides: The Next Frontier in Drug Discovery (with GLP-1s Leading the Charge)

Peptides are short chains of amino acids that hold promise for treating various conditions, driving their potential in areas like oncology, neurology, and metabolic disorders.

The peptide therapeutic market is poised for substantial growth. A key driver of this growth are GLP-1 therapies. Though initially developed to treat diabetes, in recent years they are being used effectively to treat obesity, improving overall wellbeing and helping reduce obesity-related comorbidities. As per research reports, the global branded formulation sales of GLP-1 drugs was valued at ~USD 34 billion in 2023. These are expected to report a robust CAGR of 23% to reach ~USD 100 billion by 2028, with Semaglutide, Tirzepatide and Liraglutide being the key contributors.

Researchers are also exploring potential applications for these drugs for cardiovascular, non-alcoholic fatty liver disease (NAFLD), polycystic ovary syndrome (PCOS) and other diseases. While peptides are generally injectable drugs, alternate formulations enabling less frequent dosing and oral delivery are being developed, which should enable better patient compliance and aid overall market growth.

Antibody-Drug Conjugates (ADCs) Emerge as a Transformative Trend in Oncology[6]

Antibody-drug conjugates (ADCs) are intricate structures, comprising three key components: an antibody, for specific tumor cell recognition, a potent cytotoxic drug, and a linker for controlled payload delivery, delivering a precise attack on cancer cells. ADCs have a complex manufacturing structure and hence, design optimization is crucial to maximize effectiveness and minimize side effects, thereby emphasizing its superiority over standalone or combined small molecule oncology and large molecule antibody treatments. Their complex design makes them expensive and time-consuming to develop, while having limited effectiveness in some tumor types.

ADC development with high-entry barriers owing to the complex manufacturing process and requirement of sophisticated chemistry know-how, represents an attractive opportunity for biopharma companies.

---

[3] Accenture: Biopharma Technology Trends 2023 (https://www.accenture.com/us-en/insights/life-sciences/biopharma-technology- trends-2023)

[4] (a) https://www.mckinsey.com/capabilities/operations/our-insights/the-continuing-evolution-of-the-global-lighthouse-network
(b) https://www.mckinsey.com/capabilities/operations/our-insights/adopting-ai-at-speed-and-scale-the-4ir-push-to-stay-competitive
(c) Agile Can Work Wonders in Pharma (bcg.com)

[5] https://www.pwc.com/gx/en/issues/transformation/insights/transforming-precision-health.html

[#] Multiomics - Is the study of a complete set of biological molecules in an organism. Examples include genomics (genes), transcriptomics (RNA molecules), proteomics (proteins), and metabolomics (metabolites).

[6] https://www.evaluate.com/thought-leadership/antibody-drug-conjugates-report/ and IQVIA

It is rapidly becoming a big opportunity to chase in oncology, with significant investments made by major players. Notably, in 2023, USD 100 billion was in invested in ADC-focused M&A and partnership activity, led by Pfizer who acquired Seagen for USD 43 billion, while AbbVie invested over USD 10 billion for ADC pioneer Immunogen, and Merck partnered with Daiichi Sankyo for a share of three of its ADCs for USD 26 billion. The ADC market opportunity is expected to reach USD 30 billion by 2028, fueled by successful drugs and a promising pipeline - over 150 clinical-stage programs, including ~40 in Phase 2 and a dozen in Phase 3 development.

Women Health Equity

Despite living longer, women tend to spend more than 25% of their lives in poor health. The biopharmaceutical industry needs to address this problem and ensure that women have **equitable access to healthcare.** This can boost the global economy by at least USD 1 trillion annually by 2040[7].

As per the World Economic Forum, the way forward is to identify specific health needs and disparities faced by women through historical data analysis, that will guide the development of targeted drugs and therapies accordingly. Additionally, ensuring adequate participation of women in clinical trials is critical to assess the safety and efficacy of new treatments in the female population. Investing in R&D to address unmet medical needs specific to women is critical, while one needs to be vigilant against gender bias in AI algorithms being currently used for research and development.

By addressing these points, the biopharmaceutical industry can ensure women have access to the healthcare they deserve, not only improving their lives but potentially boosting the global economy.

Importance of Environment, Social and Governance (ESG) Practices Continues to Evolve and Grow[8]

In addition to financial performance, the adoption and implementation of environmental, social and governance (ESG) practices are increasingly becoming vital to a company's long-term success. Various stakeholders, including governments bodies, customers, investors, and employees, are actively engaging in discussions about climate change, social equity, access to affordable and safe medicines, and ethical behavior.

The biopharmaceutical industry is working on **reduction in its carbon footprint** by reducing emissions, optimizing manufacturing energy efficiency, and exploring renewable energy sources. Additionally, technological advancements have paved the way for the use of **green chemistry, or sustainable chemistry** - an area that focuses on designing products and processes that minimize the use and generation of hazardous substances as part of the manufacturing and packing processes.

Moreover, the integration of digital technologies like AI and data analytics are beginning to play a pivotal role in enhancing sustainability. AI, for instance, can model and optimize processes for energy efficiency, while data analytics can identify areas of waste or inefficiency for target interventions.

The social pillar of ESG emphasizes the impact on people and communities. Ensuring access to essential medicines is a top priority and companies are achieving it via innovative pricing models and patient assistance programs, fostering health equity for all. Additionally, prioritizing diversity and inclusion in clinical trials is recognized as instrumental in developing treatments that cater effectively to diverse patient demographics.

The governance dimensions highlight the importance of establishing robust frameworks for accountability and transparency. The company can demonstrate its commitment to ESG by setting clear, measurable goals with the publication of regular progress reports. Moreover, comprehensive risk management frameworks mitigate environmental, social, and financial risks associated with drug development and manufacturing.

Finally, upholding ethical sourcing principles throughout our supply chain fosters trust with stakeholders.

By embracing these emerging ESG trends, the biopharmaceutical industry positions itself for long-term success. The increased ESG focus not only cultivates strong relationships with investors and patients, but also contributes to a more sustainable future for the biopharmaceutical industry.

Business Review

FY24 Highlights:

- For FY24, Biocon Revenue from operations stood at ₹147,557 million, recording a year-on-year growth of 32%, led by Biosimilars and Research Services segments, growing 58% and 9%, respectively. The Generics segment grew 1% as compared to FY23.
- Biocon Biologics, Biocon's biosimilar arm, completed the operational integration of the acquired global biosimilar business from Viatris in 120+ countries, one year ahead of schedule, to become a globally scaled and vertically integrated lab-to-market biosimilar enterprise committed to serving millions of patients across the globe.
- Biocon Limited's step-down, wholly owned subsidiary, Biocon Generics Inc., acquired an Oral solid dosage manufacturing facility, located in Cranbury, New Jersey, for USD 7.7 million.
- Syngene, Biocon's Research Services' arm, acquired a biologics manufacturing facility (Unit 3) from Stelis Biopharma Limited for ₹6,170 million. The acquisition adds 20,000 litres of installed biologics drug substance manufacturing capacity for Syngene and includes a commercial scale, high speed, fill-finish unit, an essential capability for drug product manufacturing.

Other FY24 updates:

- Biocon has always strived to be a more equitable, inclusive and gender balanced organization. During FY24, we continued to develop and implement several policies and programs to facilitate these efforts. We implemented talent development programs that allow employees to build worthwhile careers for themselves, while contributing towards the organization's objectives and goals.

  Our efforts were recognized through several awards and recognitions during the year:

- In 2023, U.S. Science Magazine ranked Biocon (including Biocon Biologics) #8 on the "Global top employer list" in the global biotech and biopharma sector. This marks the 11th consecutive year we have been featured on this list.
- Biocon Biologics has been recognized among the '100 Best Companies for Women' and 'Top 100 Exemplars of Inclusion' in India for the sixth time in a row by Avtar & Seramount.
- Biocon Biologics was recognized by the 'Life at Work Awards' as one of the Top 3 companies for Sustainability and Diversity, Equity & Inclusion (DEI) in Malaysia.

At Biocon, we have integrated ESG into our strategy, operating model, and culture as we strive to build a resilient future fit institution. Through our business priorities of patient centricity, focus on science, access for all,

---

[7] https://www3.weforum.org/docs/WEF_Closing_the_Women%E2%80%99s_Health_Gap_2024.pdf

[8] (a) https://noahchemicals.com/blog/the-future-of-chemical-manufacturing-advancements-in-technology-and-innovation/
(b) https://www.mckinsey.com/industries/life-sciences/our-insights/accelerating-the-transition-to-net-zero-in-life-sciences

quality first, sustainable growth and people power, we are working towards creating long term value for all our stakeholders. Biocon's efforts on this front are reflected in the scores from leading global sustainability indexes and awards received:

- Biocon (including Biocon Biologics) ESG Score improved in the S&P Corporate Sustainability Assessment from 52 to 63 and was named among global sustainability leaders for the third consecutive year in the Dow Jones Sustainability Emerging Markets Index. We were also included in S&P Global Sustainability Yearbook 2024.
- In the 2023 Carbon Disclosure Project (CDP) reports, Biocon received an "A" rating for "supplier engagement", improved its rating to "B" from "C" for "climate change" and received a "C" for "water security".
- Biocon ESG Score was 70 for the year 2023 and was awarded a Silver medal by EcoVadis for its sustainability accomplishments.
- Biocon received the Golden Peacock Award in recognition of its outstanding initiatives in the field of ESG at the 2023 Annual London Global Convention on Corporate Governance & Sustainability, held in London, UK.
- Biocon received the Forbes Marshall Energy Savings Champion Award 2023 - for efforts on energy conservation (biomass boiler, steam turbine, and heat pump).

These global recognitions reflects our relentless efforts and unwavering commitment to integrate ESG principles through our business operations and highlights our robust governance structure, overseen by our ESG and CSR Board Committees that prioritizes transparency and accountability. We are committed to combating climate change by continued efforts to increase the share of renewable power in our total power consumption, thus reducing our carbon footprint. Furthermore, we have begun deploying applied green chemistry principles, optimizing resource utilization through digitalization, enforcing stringent waste management techniques for a cleaner environment, embracing sustainable fuels, and are conducting life-cycle assessments of our manufactured and under development products, to promote a circular economy.

Beyond environmental efforts, we actively engage in numerous Corporate Social Responsibility (CSR) initiatives such as **eLAJ Smart Clinics and Educational Healthcare Camps** through **Biocon Foundation,** the CSR arm of the Company. To promote **Sustainable Urban Mobility Solutions,** we funded the construction of the **Hebbagodi Metro Station** in Bengaluru. We also introduced an **Employee Volunteering Program Policy** to support various CSR initiatives of Biocon Foundation by which employees are given a paid day off to volunteer for an initiative of their interest. This is aligned with our holistic approach of giving back to society, especially benefitting the communities in which we operate.

Biocon operates four distinct business segments:

a. **Generics**
b. **Novel Biologics**
c. **Biosimilars** *(Under Biocon Biologics Limited)*
d. **Research Services** *(Under Syngene International Limited)*

Generics

Our Generics Business comprises a growing portfolio of Active Pharmaceutical Ingredients (APIs) as well as finished dosages. The API business started in the late 1990s with a fermentation based, cholesterol–lowering statin API called Lovastatin. Shortly after, in 2001, Biocon became the first Indian company to be approved by the United States Food and Drug Administration (U.S. FDA) to manufacture the API. In 2013, we forayed into the generic formulation space with a strategy to forward integrate our in-house APIs. This allowed us to move up the value chain while ensuring reliability of supplies to our customers and patients.

In India, the business has five API manufacturing facilities across Bengaluru, Hyderabad and Visakhapatnam, and an oral solid dosage (OSD) formulation facility in Bengaluru that has capabilities to manufacture both non-potent and potent tablets and capsules. To strengthen our foothold in the U.S., during the year, we acquired an oral solid dosage manufacturing facility in the United States, located in Cranbury, New Jersey. We are also building a new injectable facility in Bengaluru that will cater to the long-term sterile fill and finish and device assembly requirements of our Generics' business. In addition to our in-house formulation manufacturing, we continue to leverage Contract Manufacturing Organizations (CMOs) capacities for formulations, as required.

Our Strategic Priorities

The growth of the Generics' business has been led in a coherent, planned manner by identifying strategic priorities that define our goals and guide our actions. In FY20, we had outlined eight such strategic priorities, namely, **Product Pipeline**, **Cost Competitiveness**, **Manufacturing Expansion**, **Strengthen Quality**, **Base Business**, **Talent Development**, **Regional Expansion** and **Digital Initiatives**. Focusing on these enabled us to accelerate our progress over the last few years and have played a pivotal role in shaping where we are today.

In FY23, we recalibrated and redefined our strategic priorities. These eight priorities encompass the entire business lifecycle with the objective of bringing our products to market at the right time and right cost. These include **Development Excellence, Operational Excellence, Quality Excellence, Commercial Excellence, Cost Leadership, Innovation Focus, Talent Development, Digital Initiatives.** The first four priorities are focused on execution excellence. Priorities five to eight complement, support and enable the first four.

Guided by these priorities, there is a sustained focus on growing our product pipeline, with a clear priority on innovation and vertical integration. We continue to add capacities and niche capabilities in areas such as peptides, high potent drugs, and injectables. On-going efforts towards building strategic partnerships, to de-risk our supply chain and leveraging digital transformation initiatives should further aid in accomplishing our key strategic goals in the future.

Active Pharmaceutical Ingredients (API)

Global API Market:

The global Active Pharmaceutical Ingredients (APIs) market is poised for significant growth, with an estimated size of USD 206 billion in 2024, projected to reach USD 286 billion by 2028[9], reflecting a robust CAGR of 6.7% during the forecast period.

This expansion is forecast to be driven by various factors, including the rising demand for pharmaceuticals due to increasing prevalence of infectious, genetic, cardiovascular, and other chronic disorders, alongside a focus on affordability and technological advancements. Upcoming patent expiries of key drugs should help drive volumes for APIs.

The global small molecule API market size is projected to grow from USD 155 billion in 2023 to USD 216 billion by 2028 at a CAGR of 6.8%[10].

Within therapeutic areas, the oncology segment is anticipated to witness notable growth, attributed to the escalating incidence of cancer and its risk factors, coupled with continued investment in R&D for newer drug discoveries. North America is expected to retain a substantial market share, with 38% as of 2022, followed closely by other regions. Companies focusing on complex generics and specialty chemicals are poised to be key players, emphasizing these areas for growth.

This global shift towards generics has had a positive impact on the Indian API industry. Expiring patents and rising healthcare costs globally are pushing patients and institutions towards cost-effective options. With established production infrastructure, demonstrated technical capabilities and large-scale capacities, the Indian API market is flourishing and estimated at ~USD 14 billion in 2024 and projected to reach USD 19 billion by 2028[11], driven by factors such as government initiatives like the "Production Linked Incentive (PLI)" scheme and supportive policies like "Make in India." India's cost advantage, strong domestic demand fueled by a growing population and rising healthcare awareness, and export potential further contributes to market growth. Emerging trends such as a focus on biologics and the branded segment are shaping the landscape.

Our Generic API Business:

Biocon's API business comprises a balanced pipeline of 50+ products covering therapeutic areas like Cardiovascular, Anti-Diabetics, Weight Management, Immunosuppressants, Oncology, Neurology and a few specialty and niche molecules. We leverage our strengths in R&D and manufacturing technology platforms, especially fermentation, to develop complex and differentiated APIs. We are one of the largest manufacturers of statin and immunosuppressant APIs in the world. While our longstanding strengths lie in fermentation technology, large-scale chromatography, and synthetic chemistry, we have worked continuously to expand our capabilities further. This includes building a broad portfolio encompassing high potent APIs (HPAPIs) and peptides especially GLPs, targeting diabetes and obesity.

We reach ~750 global customers in 100+ countries including U.S., Europe, and large emerging markets. We have had an excellent track record of regulatory compliance with leading global agencies, including the U.S. FDA, EMA, TGA Australia, Health Canada, ANVISA Brazil and Cofepris Mexico.

---

[9] https://www.mordorintelligence.com/industry-reports/global-active-pharmaceutical-ingredients-api-market
[10] https://www.fortunebusinessinsights.com/small-molecule-api-market-107457
[11] https://www.mordorintelligence.com/industry-reports/india-active-pharmaceutical-ingredients-market

Our API Portfolio* –

Cardiovascular	Anti-Diabetics	Immunosuppressants	Oncology
Atorvastatin	Liraglutide	Tacrolimus	Dasatinib
Fluvastatin	Dapagliflozin	Mycophenolate Mofetil	Lenalidomide
Ivabradine	Empagliflozin	Mycophenolate Sodium	Cabozantinib
Pravastatin	Linagliptin	Everolimus	
Rosuvastatin	Repaglinide	Sirolimus	
Simvastatin	Sitagliptin	Pimecrolimus	
Sacubitril	Vildagliptin		
Blood and Blood forming organs	**Multiple Sclerosis**	**Anti-fungal**	**Others**
Apixaban	Fingolimod	Micafungin	Orlistat
Dabigatran	Teriflunomide	Anidulafungin	Deferasirox
Rivaroxaban	Glatiramer Acetate	Posaconazole	Brinzolamide
			Mirabegron
			Lurasidone

*Sample portfolio, does not include molecules under development

Generic Formulations

Global Generic Formulations Market:

The global generics drug market is anticipated to grow to ~USD 600 billion by 2028[12], from ~USD 450 billion in 2023, primarily driven by the increasing incidence of both communicable and non-communicable diseases, boosting the demand for affordable medicines. Furthermore, patent expiration of branded medicines is enabling access to lower cost version of drugs in an environment of a rising prevalence of chronic diseases. A shift towards patient-centric drug development approaches, the emergence of personalized medicine, regulatory support for orphan drugs, and an increase in research and development investments should continue to aid growth of the generics drug market.

The U.S. remains the largest market for generic formulations and manufacturers continue to invest in regulatory, manufacturing, and technological capabilities to tap into the opportunities.

U.S. approvals also serve as a platform to introduce products into other key markets globally, thereby enabling companies to leverage their R&D investments and infrastructure. Supply chain continuity remains paramount to avoid shortages, ensuring continued access to medications for customers and patients.

As the market recovers from the pressures witnessed during the COVID-19 pandemic, companies are slowly shifting focus towards developing more complex products, in line with the evolving drug development landscape and economic realities. These R&D investments are expected to offer higher or sustainable value in terms of growth and profitability in the coming years. Opportunities in areas of oncology, diabetes and obesity, and related indications will be key areas for investments and growth in the coming years.

Our Generic Formulation Business:

17
Products Launched in the U.S.

10
Products Approved* in the U.S.

*Includes Tentative Approvals.

Since the commercialization of our first generic formulation in the U.S. in 2017, we have launched seventeen drug products in the U.S., three in Europe and a few in most-of the-world markets, leveraging the U.S. approvals. We anticipate commercializing 4-5 products every year in the U.S. market and strengthening our presence in Europe and most-of the-world markets.

We have 60+ drug products in various stages of classification – commercial, tentatively approved, filed or under advanced development. As of March 31, 2024, our portfolio addresses 10 of the top 50 drugs in the U.S. market with the combined addressable market before accounting for discounts and rebates for this portfolio more than USD 130 billion (IQVIA MAT March 2024). Many of our products are vertically integrated, giving us better control over the value chain, thereby ensuring continuity of supplies to customers and eventually to patients.

Diabetes, Cardiology, Oncology, Immunology, Auto-immune indications, and Obesity continue to be our focus therapeutic areas. Peptides, as a platform technology, is a key area of focus for us. As the business model of Biocon's Generics business evolves in the coming years, we expect peptides, particularly GLPs, to play a major role as future growth drivers. We are building our peptides technology capability and capacity to take advantage of this large and strategic opportunity, expected to exceed USD 100 billion in innovator sales over the next decade, as per analyst estimates. These are injectable formulations with a drug device combination and complex characterization. Filings from the peptide's portfolio have already been made with global regulatory agencies including those in the U.S. and Europe.

We have the capability to manufacture oral solid dosages (OSDs) – tablets and capsules, both potent and non-potent, in multiple dosage forms like immediate release formulations and modified release formulations. We also have injectables with complex API (e.g., peptides and low molecular weight heparins) and complex formulations (suspensions, long acting in situ gels and lyophilized), available in vials, drug-device combinations like pre-filled syringes (PFS), and pen device and auto-injectors (both disposable & reusable), for which we have built capabilities over the years.

We continue to expand and invest in our portfolio and build in-house manufacturing capabilities and capacities that will drive our future growth.

[12] https://www.technavio.com/report/generic-drugs-market-industry-analysi

Our Generic Formulations Portfolio* –

Launched ■ Approved ■

Therapeutic Area	Molecule	US	Dev Markets: ex-US	MoW[1]
Cardiovascular	Rosuvastatin Calcium	Launched	UK, EU[$]	Launched
	Simvastatin	Launched		
	Atorvastatin	Launched		
	Pravastatin	Launched		
	Labetalol HCl	Launched		
	Dabigatran		UK, EU[$]	
	Prazosin	Launched		
	Rivaroxaban		UK, EU[$]	
Oncology	Everolimus	Launched	EU[$]	Launched
	Pemetrexed	TA		
	Lenalidomide	TA	UK, EU[$]	Approved
	Dasatinib	TA		Approved
Immunosuppressants	Tacrolimus	Launched		Launched
	Mycophenolic Sodium	Launched		Launched
Multiple Sclerosis	Fingolimod	Launched	UK, EU[$]	Approved
	Teriflunomide	Approved		
	Dimethyl fumarate		UK, EU[$]	
Others	Liothyronin (Hypothyroidism)	Launched		
	Liraglutide(Anti-diabetic & Anti-obesity)		UK	
	Aminocaproic acid Tablet & Oral Sol. (Antifibrinolytic)	Launched		
	Dapagliflozin (Anti Diabetic)	TA		
	Esomeprazole DR (GI)	Launched		
	Dorzolamide (Ophthalmic)	Launched		
	Dorzolamide Timolol (Ophthalmic)	Approved		
	Posaconazole (Anti-Fungal)	Launched	UK, EU[$]	Approved
	Famotidine (GI)	Launched		
	Vigabatrin Tablet & Oral Sol. (CNS)	Approved		
	Oxcarbazepine (CNS)	Approved		

[1] MoW - Most of the World markets | [$]Select EU countries | TA – Tentative approval | **Sample portfolio as on 31st March 2024; does not include molecules under development.*

Generics – FY24 Highlights:

Strong Growth in Our Generic Formulations Business in the U.S. Market: During the year we witnessed strong revenue growth in our generic formulations business in the United States driven by success in winning multiple contracts across our portfolio of molecules. Most notably, our statins portfolio, comprising Atorvastatin, Simvastatin, Rosuvastatin, and Pravastatin finished dosages maintained or improved its volume market share over FY23. Furthermore, during the year, we expanded our product portfolio and launched new products including Famotidine oral suspension and Liothyronine Sodium tablets.

Continued Focus on Geographical Diversification: During FY24, we continued to expand our presence across markets for both API and Generic Formulations with new approvals, tender wins, and new partnerships.

In March 2024, we achieved a significant milestone by becoming the first company to receive approval in a major regulated/ICH market for our complex formulation Liraglutide (gVictoza® and gSaxenda®), in the UK. This validates our strategic focus and demonstrates our capability to develop difficult-to-make, vertically integrated drug products. It also strengthens our position in the market to exploit future growth opportunities.

In China, we received our first generic formulations approval for Mycophenolate Sodium (MPS), an immunosuppressant used to help prevent organ transplant rejection. This approval paves the way for the Company's finished dosage formulations foray into China, a key strategic market.

We won tenders in several countries like UK, Scotland, Singapore, and Saudi Arabia, to gain us a foot-in-the-door in these markets that are part of our strategic growth plans while strengthening our presence through strategic partnerships, including out-licensing deals across, geographies like Canada, Mexico, and Brazil.

Expanding Our Portfolio and Securing Approvals: During the fiscal, we made 38 filings and received 24 approvals for our drug products across U.S., EU, UK, and MoW markets. Building on our oncology pipeline, we received tentative approval for Dasatinib tablets and Lenalidomide capsules in various strengths from the U.S. FDA. The year also saw us file 37 drug master file (DMFs) in different markets, including three in the U.S.

Bolstering Manufacturing Capacities and Capabilities: We continued to invest in expanding our capacities, as well as in adding complementary capabilities to support our growth plans. We acquired our first manufacturing facility outside of India, in the U.S. The oral solid dosage manufacturing

---

® Registered trademark of Novo Nordisk A/S

facility located in Cranbury, New Jersey will help strengthen our foothold in the North American market and strategically enhance and complement Biocon's existing manufacturing capabilities. It also enables us to supply the U.S. government procurement channels. The facility's employees have transitioned to Biocon and the process of qualifying the site for our products has been initiated.

During the year, at Visakhapatnam, we successfully completed validation activities at our greenfield immunosuppressant manufacturing facility. We also received a Certificate of Suitability (CEP) from EDQM, the European regulator. The facility is expected to be inspected and subsequently qualified for commercial supplies by other major regulators in the next fiscal. These new approvals, as they are received, will help address the growing demand for immunosuppressants across global markets. At another site in Visakhapatnam, we are expanding our synthetic API facility dedicated to potent oncology APIs.

Our peptide API facility in Bengaluru successfully completed process validation activities for one peptide molecule while development and validation batches are under progress for others. We also broke ground on a new injectable facility and are further expanding our non-immunosuppressant fermentation and peptide capacities. In Hyderabad, qualification of our new and upgraded non-oncology-synthetic API facility has started with process validation for products having been initiated.

These new and upgraded capacities and capabilities will help us deliver upon our strategic long-term business plans.

Key Operational and Digital Initiatives: In FY24, manufacturing excellence and digital transformation continued to be in focus. Process validation activities have been carried out across sites and we have worked continuously to expand capabilities, optimize cost, improve efficiency, and enhance sustainability. By embracing digital transformation, we have made significant advancements in automation and digitization. We have successfully launched the R&D workbench and implemented paperless preventive maintenance at multiple sites, launched 'Bio Path Zero', a digitized portal for Environment Health and Safety initiatives, and introduced an online dashboard for monitoring all utilities at one place in Bengaluru, which is a testament to our adoption of new technology as well as our commitment to be environmentally friendly. Throughout the year, we progressively rolled out the Salesforce module, HR workforce planning tool, Artwork management tool, Regulatory Information Management System and Business case automation workflows. These initiatives, along with the launch of the GxP inventory tracking solutions, will be essential in supporting our continued growth.

Focus on Talent Development and Building an Inclusive Work Culture: Biocon remains committed to holistic talent development for all Bioconites. Our continued focus on leadership capability building through our flagship programs like BioAspire, BioLeap, and BioEdge, nurtures strategic, team building and collaboration skills across levels. Additionally, initiatives such as the Managerial Effectiveness Program and Cross-Functional Collaboration Workshop empower managers and teams to excel in their roles. In our effort to foster creativity and drive a culture of innovative problem-solving, Biocon conducted its inaugural Hackathon this year. Through these and many more such initiatives, we aim to cultivate a high-performance work culture with highly enabled, empowered, and accountable Bioconites. This was clearly reflected in our Employee Satisfaction (ESAT) survey for FY24, which boasted a remarkable 91% overall satisfaction score, along with other positive feedback, with 91% participation from the Generics business workforce.

Diversity, Equity, Inclusion, and Belonging (DEIB) continue to be a focal point for our organization. In our Generics business, achieving a gender diversity percentage of 17.6% emphasizes our dedication to enhancing female representation in our workforce. We actively engage with women Bioconites through various platforms like focus group discussions, leadership connections, and one-on-one sessions, ensuring their voices are heard and valued. Our dedication towards equity and inclusion was showcased in our inaugural celebration of International Men's Day. Initiatives like A & B shift enablement for women on the shop floor allow them the flexibility to work in multiple shifts. Workshops on gender balance, parental support, and health and wellness reflect our holistic approach to fostering an inclusive culture. Furthermore, our National Apprenticeship Program Scheme (NAPS) ensures a diverse pool of skilled resources, supporting talent development across entry-level roles. New policies such as Employee Volunteering and Paternity Leave underscore our commitment to employee well-being and social responsibility, contributing to a positive work environment.

Ensuring Supply Chain Continuity and Minimizing Environmental Footprint: At Biocon, we prioritize supply continuity and to achieve this we are actively working to de-risk our supply chain. This has been especially critical for key APIs, and we are working towards this achieve this through alternate vendor development in India and elsewhere either via technology transfer, or long-term arrangements or both. On the drug-product side, along with having in-house capacity and capability, we are working with CMOs to de-risk our supply chain across geographies. Acquisition of the oral solid dosage facility in the U.S. is a step further in ensuring continuity of supply to customers in that geography.

In line with our sustainability roadmap, we have implemented measures towards auditing our top suppliers on ESG aspects. ESG awareness sessions were conducted for 35 suppliers across the globe, either in-person or via virtual sessions. During the year, we introduced the use of electric vehicles (EVs) for inter unit transfer of materials for Bengaluru sites. This step aligns with our efforts and roadmap to reduce GHG emissions as part of our Scope 3 value chain.

Furthermore, in FY24, ~91% of the electricity requirements at Bengaluru sites were met via renewable power sources like wind and solar. We have also implemented the utilization of green fuel, specifically biomass briquettes, for boiler operations at one site in Bengaluru. This initiative not only reduces our reliance on traditional fossil fuels like coal or natural gas, but also minimizes our carbon footprint, aligning with our GHG emission reduction goals.

Ensuring Continued Compliance Through Quality Management: At Biocon, excellence is our benchmark, and our commitment to quality and compliance enables us to achieve this across all functions. Our manufacturing sites have undergone several regulatory inspections during FY24 as part of new product approval, and/or verification of compliance. The successful outcome of these inspections is a testimony to Biocon's strong quality systems.

In May 23, **U.S. FDA** conducted a GMP and pre-approval inspection of our Oral Solid Dosage facility in Bengaluru and a pre-approval inspection of the Hyderabad API facility, with successful outcomes. The inspections have been closed with the Company receiving Establishment Inspection Report (EIR) for both. In October 2023, after **TGA, Australia** conducted a GMP inspection of the Visakhapatnam API facility (Site 5) without any critical observations and subsequently awarded the site a GMP certificate. Additionally, the same facility secured a GMP compliance certificate from **ANVISA, Brazil**. **Cofepris, Mexico** inspected the Hyderabad facility in October 2023 and granted it a GMP certification.

In January 2024, we established a Central analytical laboratory for API in Bengaluru. Establishment of this new central laboratory should help in expediting Analytical method validations for new product launches, thereby aiding business growth.

Generics – FY24 Financial Performance:

During FY24, our generic formulations business saw a sustained performance, supported by a gradually improving environment in the U.S. Growth was driven by higher volumes of base business products as well as new product launches in the U.S. and MoW markets. However, pricing pressure, increased market inventory levels and regulatory challenges at the customers' end impacted offtake in the API business, resulting in a subdued performance during the year.

Overall, the Generics business contributed 19% to consolidated group revenues, with revenues at ₹27,985 million in FY24 as compared to ₹27,644 million in FY23, reflecting a growth of 1%.

Generics – FY25 Outlook:

In FY25, we expect business performance to be primarily driven by continued traction in the generic formulations business. Growth in base business volumes, new product launches, regional expansion in MoW markets and commissioning of in-house manufacturing capacities for commercial use are expected to be the growth levers. Although the pricing environment in the U.S. has shown stability during FY24, challenges remain with supply shortages across products. Customers are seeking partners who can be reliable suppliers to them. Biocon is well positioned to navigate this environment by leveraging its portfolio, vertical integration, and its quality and compliance track record. Continuous efforts towards attaining cost competitiveness and leadership by proactive implementing cost improvement plans (CIPs) and operational improvements plans (OIPs) to mitigate the impact of future cost pressures and optimize operational efficiency should ensure long term business continuity across the generic business.

Novel Biologics

Our Novel biologics business is focused to address unmet patients' needs with a key focus on oncology and immunology. The lead molecule, Itolizumab, is a clinical stage first-in-class immune-modifying monoclonal antibody that targets the CD6-ALCAM signaling pathway. It is Biocon's second global 'lab to market' novel biologic after Nimotuzumab. In 2017, we licensed the rights to develop and commercialize Itolizumab to U.S.-based biotechnology company, Equillium Inc. for the U.S., Canada, Australia, and New Zealand. Itolizumab is currently being developed for indications such as acute graft-versus-host disease (aGVHD), systemic lupus erythematosus (SLE) / lupus nephritis (LN), and ulcerative colitis. Equillium has received U.S. FDA Fast Track & Orphan Drug designations for Itolizumab for the prevention and treatment of patients with aGVHD and Fast Track designation for LN.

Biocon has also received Orphan Drug designation from the EMA for treatment of graft-versus-host disease as well as positive opinion from the agency for pediatric investigation for the treatment of aGVHD. The drug was granted 'Restricted Emergency Use' approval in 2020 in India for the treatment of Cytokine Release Syndrome in 'Moderate to Severe' acute respiratory distress syndrome (ARDS) patients and was repurposed for the prevention and treatment of COVID-19 complications.

Biocon incubated Bicara Therapeutics, is a clinical-stage biotechnology company developing first-in-class meaningful therapies for cancer patients. The dual-action antibodies being developed combine the precision of well-validated, tumor-targeting antibodies with the power of tumor-microenvironment (TME) modulators for synergistic, durable impact at the site of the tumor. In line with its vision to develop meaningful therapies for cancer patients, Bicara continues to make progress on its lead molecule, BCA101, a first-in-class EGFR / TGF-β trap bifunctional antibody that both inhibits EGFR and disables TGF-β directly at the site of the tumor. With this approach, Bicara hopes to achieve superior anti-tumor efficacy with an improved therapeutic window. A first-in-human, Phase 1/1b study in EGFR-driven tumors was activated in July 2020 at leading institutions in the U.S. and Canada.

Novel Biologics – FY24 Highlights:

Our partner, Equillium's strategic focus on clinical execution in the past year has positioned the company for significant milestones in FY25. The company has made notable progress in advancing Itolizumab through various clinical studies. A key achievement during 2023 was the completion of the Phase 1b EQUALISE study of Itolizumab in patients with LN, with presentation of the positive data made at the American Society of Nephrology (ASN) and the American College of Rheumatology (ACR) annual meetings. The topline data has also been provided to Ono Pharmaceutical Co., Ltd., representing the first of two data set triggers leading to their decision as to whether to exercise their option to acquire itolizumab.

Furthermore, Equillium expects to announce the results of the interim review by the data monitoring committee of the Phase 3 EQUATOR study of Itolizumab in patients with aGVHD in the third quarter of CY24. This would represent the final data deliverable to trigger Ono's option exercise period. Ono's decision is expected in the second half of 2024.

The strategic partnership with Ono Pharmaceutical Co., Ltd., is particularly significant given Ono's reputable track record of bringing important molecules to market via partnerships. Equillium's collaboration with Ono not only validates the potential of Itolizumab but also provides access to resources and expertise that can accelerate its development and commercialization efforts.

During FY24, Bicara presented positive interim data from its ongoing, open-label Phase 1/1b dose expansion study of BCA101, at the European Society for Medical Oncology (ESMO) Congress evoking strong investigator interest.

Backed by the encouraging, clinically meaningful interim results of the Phase 1/1b dose expansion study of BCA101, Bicara successfully closed a USD 165 million Series C financing in December 2023. The financing was co-led by Braidwell LP and TPG, with participation from other new and existing leading healthcare investors. With this latest close, Bicara has to date cumulatively raised USD 355 million. The proceeds from the financing should accelerate clinical studies of BCA101 for multiple cancer types.

The dilution resulting from the fund raise has resulted in Biocon's shareholding being reduced to 14% and the loss of significant influence over Bicara. Hence it will no longer be an 'associate company' of the Biocon Group.

Program	Target	Discovery	IND-Enabling	Phase 1	Phase 2	Phase 3	Indication
BCA101	EGFR/ TGF-β	Monotherapy					cSCC
		Combination with Pembrolizumab					HNSCC, SCAC, Sq NSCLC

Biosimilars (Biocon Biologics Limited)

Biocon Biologics Limited (BBL) is a unique, fully integrated global biosimilars player with a demonstrated track record of success across the value chain from R&D through to manufacturing and commercialization. BBL is a subsidiary of Biocon Limited. BBL is the largest contributor to the Company's revenues and continues to be the fastest-growing business segment within the Biocon group.

The early 2000s marked our entry into biosimilars when we became the first company worldwide to develop and commercialize bHuman Insulin in 2004 using a proprietary Pichia pastoris platform. We subsequently went on to developing monoclonal antibodies (mAbs) and therapeutic proteins targeting cancer and autoimmune diseases using mammalian cell culture-based expression systems. As an early entrant in the biosimilars business, we have invested more than USD 1 billion to date to build world-class R&D and global-scale manufacturing capabilities.

FY24 was a transformative year for Biocon Biologics. The business delivered a strong performance, crossing the USD 1 billion revenue threshold while maintaining business continuity and integrating a highly complex, geographically diverse enterprise across 120+ countries one year ahead of schedule.

The acquisition of Viatris' global biosimilars business brought complementary capabilities including a direct presence and related infrastructure in several key markets including the U.S., Europe, and key Emerging Markets.

With robust demand for our products and several new launches planned, we expect to maintain in the short term and then accelerate the growth momentum over the medium term as we leverage our end-to-end capabilities to unlock value for all stakeholders.

Biosimilars: An Attractive Market with Growing Acceptance of Stakeholders

Biosimilars Represent a Significant and Rapidly Expanding Market Opportunity.

Biosimilars are large, complex molecules produced from living organisms, tissues, or cells. A biosimilar is highly similar to an already approved biological medicine (the 'reference product') in terms of structure, biological activity, efficacy, safety, and immunogenicity profile.

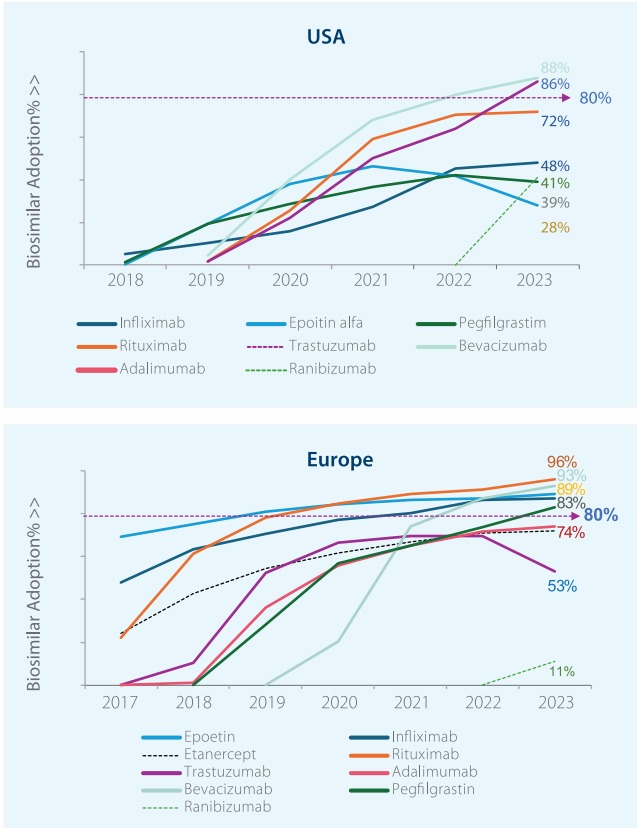
Biosimilars have no clinically meaningful difference versus the biologics (reference product) and are developed and manufactured with the same scientific rigor and quality guidelines. However, biosimilars are more affordable alternatives to their reference product and can address the affordability and access challenge, while ensuring the same treatment outcome.

Like generics, biosimilars offer cost-effective solutions for healthcare systems by broadening patient access to biologic treatments, which are increasingly becoming the standard of care and easing the strain on healthcare budgets. Biosimilars, with their larger molecular size and more intricate structure compared to small-molecule generics, bring additional expenses and complexity in terms of development and production process. The development of biosimilars might span 5-8 years and incur an individual cost of USD 100–200 million. In contrast, a simple small molecule generic can be developed for as low as USD 1–2 million and may take approximately two years to develop.

Biosimilars are a relatively new but rapidly growing and high value segment of the global pharmaceutical industry. Given the increase in incidence of several non-communicable diseases like Diabetes and Cancer, improved diagnosis, a proven track record of safety and efficacy, and prescriber familiarity and confidence, biosimilar adoption in most major markets increased to ~80% or more.

Presently, over 50 biosimilars have been approved in the U.S. spanning 16 molecules while 90 biosimilars, spanning over 20 molecules, have been approved in Europe.

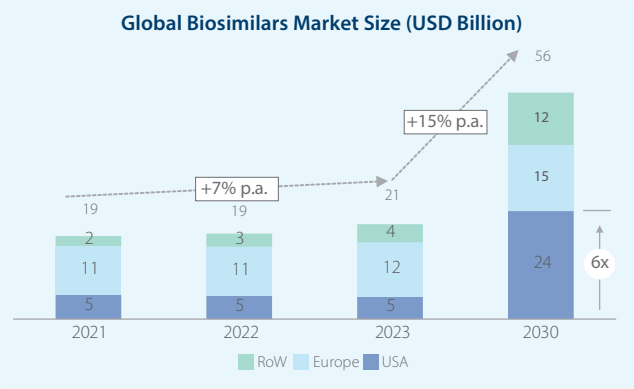
Exhibit 1: Biosimilar Adoption in USA and Europe



Source: Evaluate Pharma, Berstein Reports, EMA, FDA and BBL analysis

As a result of this increase in adoption and an abundant pipeline of over 45 blockbuster biologics set to lose exclusivity (or patent expiry) between now and 2030, the global biosimilar market is expected to expected to grow 2.5x to about USD 56 billion by 2030.

Exhibit 2: Global Biosimilars Market Size



Note: Revenue only from Biosimilars I Methodology – Originator sales based on LOE x 80% biosimilar adoption x 65% price erosion
Source: Evaluate Pharma, McKinsey analysis

Competitive Landscape:

The biosimilars landscape has been evolving rapidly and players today can be classified into 4 broad cohorts – Originators, Generics, Biosimilars focused, and Development focused or niche companies.

Some originators are de-prioritizing biosimilars and we are seeing several large generics and niche players entering the space through partnerships, either in R&D or commercialization.

Exhibit 3: Competitive Landscape

Originator Companies

AMGEN — Remains invested in the business

Pfizer — Dropped early-stage pipeline but leveraging brand portfolio

Some are de-prioritizing additional investments in biosimilars

Biosimilars Focused Companies

Biocon — Acquired Viatris biosimilars business

SANDOZ — Building R&D & Mfg. capabilities investment in Slovenia

HEALTHCARE CELLTRION — Building up own international commercial presence

Been verticalizing to optimize margin

Generics Companies

STADA, teva, FRESENIUS

Doubling down on biosimilars

R&D Focused Companies

alvotech, mAbxience, 百奥泰 BIO-THERA

Focusing on R&D and partnerships

Companies are pursuing varying strategies to 'win' in the context of increased competition, price erosion and an evolving regulatory landscape. However, Biocon Biologics' operating model of end-to-end to capabilities, industry leading portfolio with focus on biosimilars and an early entry into this space presents it with a unique, competitive edge.

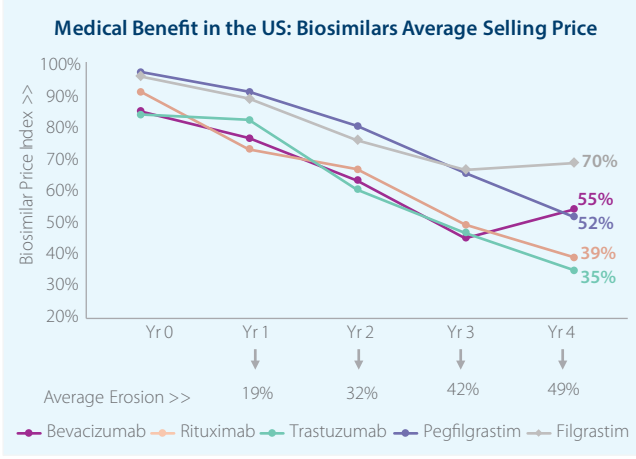
Pricing Trends:

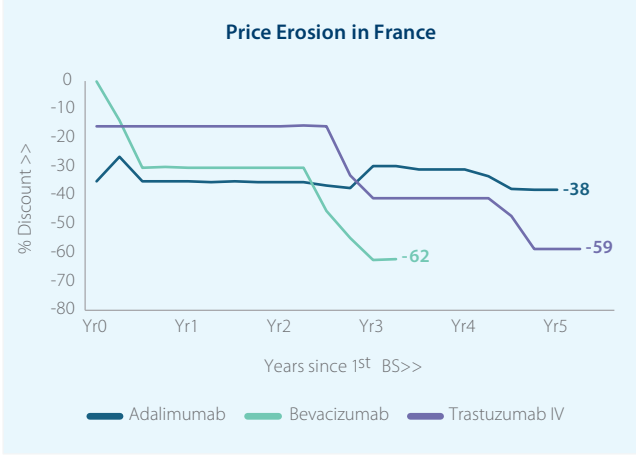
An increase in pricing pressure is being seen across geographies as competition intensifies. The rate and extent of price erosion varies considerably based on market archetype and product.

For example, in the Medical Benefit segment in the U.S., we see a lower initial discount of ~5-10% at launch but a steady increase to ~50% erosion within the first 2-3 years. This continues to be a significant factor even several years after launch. With an increasing number of players in high-value molecules, this trend is likely to persist.

In Europe, France for instance, which is largely a retail market, we are seeing a discount of approximately ~60% over a period of 3-5 years but from a significantly lower pricing base as compared to the U.S. When it comes to Emerging Markets, we are seeing an increase in discounting to similar levels as seen in Europe, especially in Tender Markets which largely operate as 'winner takes all'.

Exhibit 4: Price Erosion Trends – Illustrative Examples





Source: CMS, IQVIA, McKinsey Analysis; BBL Analysis

Evolving Regulatory Landscape

Given the growing disease burden and significant savings potential that biosimilars offer governments and health systems across the globe, we are seeing favorable movements in both the regulatory and policy landscape across markets that are gradually reducing the barriers to entry and making them more attractive.

In 2026 and 2027, the global annual savings from biosimilars could be more than USD 100 billion. By 2027, the global cumulative savings from biosimilars could be as high as USD 383 billion, according to IQVIA's recent Global Use of Medicines report.

Regulations governing the approval and marketing of biosimilars vary across regions. The European Union (EU) was a pioneer in the space with EMA being the first major regulatory agency to establish a framework in 2003 that outlined an abbreviated pathway to develop and approve biosimilars. The U.S. FDA followed suit in 2010.

However, over the past years we have seen regulators globally adopt measures to further simplify approval pathways and reduce the development costs and time. One example of this is the FDA Modernization Act 2.0. In the UK, the MHRA has removed the need for Phase III trials, while in the U.S., the FDA has removed the need for Phase III trials for approving interchangeable Insulins and has approved interchangeable biosimilars (i.e., non-insulins products e.g., bAflibercept) without switching data. The regulators are also receptive to further reducing trial sizes and focusing more on non-clinical data to establish biosimilarity.

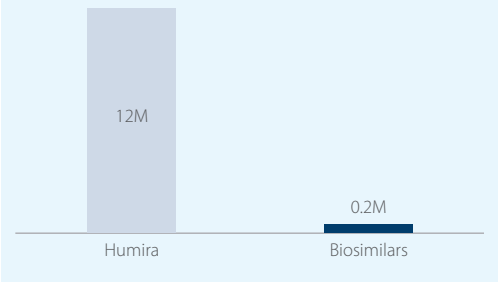
On the policy front, we are seeing governments enacting measures such as the Inflation Reduction Act in the U.S., to manage prices and the incentivizing of local manufacturing, such as in Saudi Arabia. However, the full impact of such legislations are yet to be seen.

Biosimilars Market: Learnings from Adalimumab in the U.S.

The launch of biosimilar bAdalimumab in the U.S. in 2023 was one of the most awaited events in the biosimilars space given it represented a more than USD 18 billion opportunity in originator sales and there were ~9 biosimilars players. On the pricing front, we saw players offering discounts up to 85% on the originator's Wholesale Acquisition Cost (WAC). However, the market dynamics played out very differently than what stakeholders including the originator had predicted. The originator (brand name Humira) was able to retain a preferred or exclusive status on payor formularies and offer high rebates, thereby providing no incentive to prescribers or the payors to switch to biosimilars, which translated into the originator retaining over 98% of the market by volume.

Looking ahead, we expect the market to meaningfully open to biosimilars in H2 2024 and 2025, as the originator is excluded from formularies.

Exhibit 5: U.S. Adalimumab Market Size by Volume (40mg Equiv Standard Units), Full Year 2023.



Source: IQVIA; BBL Analysis

Commercial Performance of Biocon Biologics

Advanced Markets – North America

Our business in the U.S. continues to see strong demand across commercial products and we have seen a significant increase in market shares.

On the Oncology front, Fulphila, our bPegfigrastim, increased its market share by 7% to 21% in March 2024 while Ogivri, our bTrastuzumab, increased its share by 8% to 18% in March 2024. On the diabetes front, Semglee and our unbranded Glargine product increased its share by 3% to 15% in March 2024. However, if closed door networks not captured in IQVIA reporting were added, our share would be ~3% higher.

This growth, driven by several key formulary wins, increased pull through at the physician level and a robust pricing strategy, is testament to the strong foundation we have built in the U.S.

Exhibit 6: IQVIA Volume Market Shares for Commercial Products in the U.S.

Product	Mar-24	Mar-23
Fulphila (bPegfilgrastim)	21%	14%
Ogivri (bTrastuzumab)	18%	10%
Semglee (bGlargine)	15%	12%

Source: IQVIA; BBL Analysis

In Canada, Ogivri, increased its share to 28% and Hulio, our bAdalimumab, increased its share to 8% in March 2024. We also onboarded a large customer for our insulins portfolio.

Advanced Markets - Europe

In Europe, we have put in place a bespoke country-specific operating model and strategy considering the nature of the market (e.g., tender vs. retail), size of the opportunity and other parameters to ensure success in these markets.

As a result, we have seen our market shares either remain stable or increase depending on the product with Germany and France being the key value and growth drivers. This is of particular significance considering we only completed the integration of the acquired business in December 2023 and had been managing the business directly since the last quarter of the fiscal.

Our bAdalimumab franchise remains very strong with a market share of 6% pan Europe and shares of 20% in Belgium, 18% in Germany and 11% in France. We have seen a significant increase in market share for Abevmy, our bBevacizumab from 1% to 6%, on the back of several tender wins, growth in the retail segment and new launches in large markets such as France, Belgium, and Greece.

We are also seeing successes in capturing new market opportunities and expanding our reach in the top 5 European countries.

Exhibit 7: IQVIA Volume Market Shares for Commercial Products in Europe

Product	Q4 CY'23	Q4 CY'22
Fulphila (bPegfilgrastim)	8%	5%
Ogivri (bTrastuzumab)	10%	12%
Abvermy (bBevacizumab)	6%	1%
Semglee (bGlargine)	4%	3%
Hulio (bAdalimumab)	6%	6%
Nepexto (bEtanercept)	2%	1%

Source: IQVIA; BBL Analysis

Advanced Markets – Japan, Australia, and New Zealand (JANZ)

In JANZ markets, we successfully transitioned the business and have integrated partners across the region, laying the groundwork for future market opportunities and continued growth.

Emerging Markets

On the Emerging Markets front, we have set up direct commercial infrastructure in several large markets such as Brazil and Philippines, allowing us to get closer to patients and customers, thereby allowing us to maximize the value from our existing and pipeline products.

During the year we expanded our geographic footprint significantly and had 18 new launches and 31 approvals across LATAM, AFMET and APAC regions including the direct launch of bBevacizumab in Brazil.

Our Insulins franchise remains strong, and we have captured dominant market shares in several key countries such as Mexico and Malaysia. We have also seen a consistent increase in market share for our mAbs portfolio on the back of several key tender and customer wins across geographies.

Exhibit 8: Market Shares by Volume for Commercialized Products in Key Markets, FY24

Emerging Markets

Region	Country	Product	Market Share
LATAM	Brazil	Trastuzumab	43%
	Mexico	Rh-Insulin	95%
		Insulin Glargine	95%
APAC	Malaysia	Insulin Glargine	80%
		Rh-Insulin	38%
		Trastuzumab	34%
	Philippines	Trastuzumab	61%
	Indonesia	Trastuzumab	57%
AFMET	South Africa	Bevacizumab	90%
		Trastuzumab	88%
		Pegfilgrastim	75%
	Morocco	Trastuzumab	60%
	Saudi Arabia	Bevacizumab	50%
		Pegfilgrastim	50%
	Egypt	Trastuzumab	50%

Source: IQVIA + Partner and distributor sales report.

Partnership with Eris Lifesciences – India

In November 2023, we divested our non-core Nephrology and Dermatology branded formulations business units in India to Eris Lifesciences. Building on this relationship, we also entered into a long-term commercial collaboration with Eris to expand patient access to our portfolio of Metabolics, Oncology, and Critical Care products in India for a total transaction value of ₹12,420 million, effective April 1, 2024. This represents an accretive multiple of 3.4x of revenues and 18x of EBITDA. As part of the collaboration, a 10-year supply agreement was signed with Eris.

These collaborations are in-line with Biocon Biologics' strategy to unlock value from its legacy business of branded formulations built over the past two decades and deliver high-quality, lifesaving biosimilars to millions of patients in India.

Biocon Biologics: Portfolio and Regulatory Milestones

During the year we achieved several key regulatory milestones while our pipeline, which will be a key future growth driver, continued to progress well.

bUstekinumab: The U.S. FDA has accepted our Biologics License Application (BLA) for bUstekinumab for review under the 351(k) pathway. We have also signed a settlement and license agreement with Janssen Biotech Inc., and Johnson & Johnson, clearing the way to commercialize the product in in the U.S. no later than February 22, 2025, subject to U.S. FDA approval. This positions us to be amongst the first wave of entrants in the U.S.

The product has also been filed in several other key geographies. Once approved, this will expand our Immunology portfolio and complement our bAdalimumab and bEtanercept products.

bAflibercept: We received approval from several key regulators including the U.S. FDA, MHRA, UK and European Medicines Agency (EMA) and provisional approval from Health Canada. It is important to note that our product was first to be approved for interchangeability in the U.S. and hence qualifies for exclusivity.

We are currently in litigation with the originator in the U.S. but have signed a settlement agreement with Bayer Inc. and Regeneron Pharmaceuticals, Inc., paving the way for the introduction of Yesafili®, our bAflibercept, into the Canadian market in July 2025. Once launched, bAflibercept will mark our entry into the ophthalmology segment thereby expanding our patient reach.

bDenosumab: We are on-track to submit regulatory filings before the end of CY24.

bPertuzumab: Global Phase III clinical trials for bPertuzumab have been initiated.

Other Products: All pipeline Products have progressed as planned.

Exhibit 9: Summary of Biocon Biologics' Product Portfolio

Therapy Area	Oncology	Immunology	Ophthalmology	Bone Health	Diabetes	Others
Approved or Commercial	• Pegfilgrastim • Trastuzumab • Bevacizumab	• Adalimumab • Etanercept	• Aflibercept		• rh-Insulin • Glargine U100 • Aspart	
Late Stage	• Denosumab • Pertuzumab	• Ustekinumab		• Denosumab		
Early Stage	2 undisclosed assets	3 undisclosed assets			• Glargine U300 • 1 Undisclosed	1 undisclosed asset

Facility and Audit Updates

Our mAbs Drug Substance (B3) manufacturing facility in Bengaluru has been approved by the EMA and other regulatory agencies for global supplies of bTrastuzumab and bBevacizumab. This is the largest facility in India for manufacturing mAbs and will allow us to meet the significant increase in demand we are seeing for these products.

We have made considerable progress on the Phase II expansion of our Malaysia facility for Insulins and Insulin Analogs which will double our capacity for both Drug Substance and Drug Product and will become one of the largest facilities of its kind in the world. The expanded facility will play a key role in servicing the increased demand we are seeing for our Insulins portfolio globally, especially in-light of several players prioritizing GLP-1 receptor agonists.

We continue to build a distributed, global supply chain and an external manufacturing network to both expand our capacity multifold as well as de-risk site-specific dependencies.

During the year the U.S. FDA issued a Complete Response Letter (CRL) for our bBevacizumab filing citing the need to complete a pre-approval inspection of our India facility. The CRL did not identify any outstanding scientific issues.

We also received a CRL for our bAspart filing from our Malaysia site. The CRL did not identify any outstanding scientific issues but cited the need for the completion of a pre-approval inspection. We have completed the implementation of all Corrective and Preventive Actions (CAPA) as per committed timelines and have provided the U.S. FDA with a comprehensive update.

As the next step, we are awaiting Agency's inspection of both sites, which will pave the way for approval of our bAspart from Malaysia and our bBevacizumab from India. It is important to note that the same facilities are already cGMP certified by other leading global regulators including EMA and Health Canada.

EMA has renewed the Certificates of GMP Compliance of our fully integrated manufacturing facilities in Bengaluru and Malaysia.

Till date, our facilities have received 80+ cGMP approvals from over 25 agencies, including the U.S. Food and Drug Administration and the European Medicines Agency.

These approvals reflect Biocon Biologics' compliance with the highest international regulatory standards and unlock significant additional capacity to cater to the needs of patients as well as our pipeline products.

Biosimilars - FY24 Financial Performance:

Biocon Biologics crossed the USD 1 billion revenue mark with revenues from operations at ₹88,242 million, representing a strong 58% year-on-year growth driven by the acquisition and robust growth in the core business.

The business delivered ₹21,896 million in EBITDA representing a healthy margin of 25%. We also continued to invest in our pipeline to drive future growth with R&D at 10% of revenue for the fiscal year. These results highlight Biocon Biologics' strong growth trajectory and we will continue to focus on delivering profitable, sustainable growth.

Reducing our acquisition debt remains a key priority and we are evaluating a range of options. In FY24 we were able to pay down USD 250 million in acquisition debt.

Biosimilars - FY25 Outlook:

In summary, FY24 saw Biocon Biologics cross the USD 1 billion revenue threshold and emerge as a unique, fully integrated, leading global biosimilars player.

Looking ahead, we remain focused on leveraging our vertically integrated model to accelerate growth for existing products while simultaneously expanding our geographical footprint and preparing for new product launches. These launches will be key catalysts in the short to medium term to drive sustainable and profitable growth.

Research Services (Syngene International Ltd.)

Syngene International Ltd. ('Syngene') is a contract research, development, and manufacturing services company that provides an integrated range of scientific services from the earliest stages of discovery research to commercial manufacturing. This breadth of capabilities makes Syngene a one-stop solution provider for the global pharmaceutical, biotechnology, nutrition, animal health, consumer goods, and specialty chemical sectors. With more than 5,600 skilled scientists, advanced technological capabilities, and in-depth scientific expertise, Syngene is a trusted partner to more than 400 biopharmaceutical and pharmaceutical firms located mainly in the U.S., Europe, and the UK.

Operating out of campuses in Bengaluru, Mangaluru and Hyderabad, Syngene provides end-to-end services within the Contract Research Organization (CRO) where it operates at the leading edge of science and technology. It also offers a wide range of services within the Contract Development and Manufacturing Organization (CDMO), including commercial scale manufacturing for large and small molecules. It has flexible collaboration types ranging from contracts based on numbers of scientists (FTEs), fee for service, productivity-based and risk-reward models, as well as dedicated research facilities.

Contract Research Organization (CRO)

CRO Market:

Contract Research Organization (CROs) provides discovery research services to pharmaceutical, biotechnology, medical device, and other industries. The contract research industry has experienced rapid growth over the past decade with the pharmaceutical industry continuing to invest heavily in R&D, in order to develop innovative therapies that address unmet medical needs.

The global CRO market is expected to grow at a CAGR of 13% from USD 25 billion in 2023 to USD 46 billion in 2028[13]. The growth of the CRO market is driven by factors such as increasing R&D activities in the pharmaceutical and biotechnology industries, rising demand for outsourced activities, and a growing trend towards strategic partnerships and collaborations.

FY24 was a challenging year for the research services industry as a whole as Biotech funding challenges in the U.S. impacted client spend for research services. However, biotech funding has shown an uptick in the January-March 2024 period with funding levels being the highest in the last 14 quarters and at similar levels to those in 2020/21. There is a time lag for the funding to be translated into demand so an uptick in research services is expected in the second half of FY25.

The pandemic and recent geopolitical events highlight the risks associated with relying on a single supply route. As a result, many companies are looking to build resilience in their supply chains by expanding and diversifying their suppliers to mitigate the risks. In addition, the geopolitical shifts are encouraging companies to consider outsourcing to countries like India. Considering these demand drivers for the CRO industry, we believe the long-term fundamentals of the industry are positive.

Our CRO Business:

Our CRO business comprises Discovery Services and Dedicated R&D Centers.

Discovery services span the entire spectrum of early-stage research from target identification to delivery of drug candidates for further development across small and large molecules. Syngene's flexible approach provides its clients with a choice of individual functional services or integrated drug discovery solutions. Functional services include chemistry, biology, safety assessment and toxicology, and computational and data sciences. Integrated Drug Discovery services - Synvent encompasses the functional domains with a program management approach across various stages of the drug discovery process.

Dedicated Centers are built on long term strategic partnerships, offering dedicated multi-disciplinary scientific teams, support personnel, and a tailormade ring-fenced infrastructure to support the clients R&D goals. Currently, Syngene operates dedicated R&D centers for three clients: Bristol-Myers Squibb, Baxter Inc., and Amgen Inc. These collaborations have shown steady growth and expansion in scope of engagement over the duration of the partnership.

The demand for CRO services was impacted in FY24 due to the slowdown in biotech funding and other macro factors. The Company is well positioned to navigate these challenges with continued focus on driving functional services and integrated drug discovery solutions. These are supported by investments in capabilities, technologies, and platform, according to the needs of clients. The Company continued to invest in its fully integrated therapeutic discovery and development for small molecules and biologics, SynVent, covering a range of therapeutic areas including oncology, gene therapy, central nervous system (CNS) and pain management for use in human and animal health. The Company's artificial intelligence-driven programs continued to evolve. The capabilities of Syn.AI™ were expanded to enable it to identify the most effective drug targets for combating disease by enhancing its target identification and validation packages. In addition, in line with Syngene's commitment to innovation, the tool was applied to projects beyond life sciences for applications in the energy and cosmetic sectors. Planning for future growth, the Company acquired 17 acres of land in Genome Valley, Hyderabad, close to the current research campus.

In the Dedicated Centers, the Company will continue to focus on meeting the needs of its long-term strategic partners through investment in new capabilities and the continuous improvement in services.

Contract Development and Manufacturing Organization (CDMO)

CDMO Market:

CDMO's specialize in the development, scale-up and manufacturing of drug products both for clinical trials and commercial distribution. CDMO's offer a range of services that include drug development, process development, analytical testing, formulation development, scale-up, manufacturing, packaging, and distribution. These services can be provided on a stand-alone basis or as part of a complete end-to-end service offering.

The global CDMO (Small molecule + Large molecule) market was valued at ~USD 82 billion in 2023 and expected to grow at a CAGR of 15% to reach a market size of USD 165 billion by 2028[13]. Like CROs, the growth in CDMOs is due to the increased outsourcing trend in the market currently.

A small molecule CDMO offers services which cover clinical to commercial scale development and manufacturing services of small molecules. The global small molecule CDMO market was ~USD 56 billion in the year 2023 and is expected to grow at a CAGR of 15% to reach a market size of ~USD 112 billion by 2028[13]. The expansion in the global small molecule drug discovery industry is a result of factors such as the increase in chronic diseases, increase in healthcare expenditure and upcoming patent expirations. Over the past few years, small molecule drugs have largely been leaders among the various drug types.

Services offered by a large molecule CDMOs can be divided into two areas: drug product (DP) development, which includes filling the drug substance into the primary container, and drug substance (DS) development, which includes the development of master and working cell banks, manufacturing process development and scale-up. The large molecule market size is currently estimated at USD 26 billion and is forecasted to grow at a CAGR of 15% to reach the market size of USD 53 billion by the year 2028[13]. Even though the current market size of large molecules is approximately half of small molecules, the growth rate is higher. This can be attributed to a higher number of large molecule drug approvals, a rise in demand for novel therapeutics and increased capital investments by pharma companies, most notably in oncology. To accelerate the growth and launch of novel therapeutics, emerging biopharma companies are partnering with CDMO's to leverage their expertise in development, manufacturing, and navigating the path to market.

Our CDMO Business:

Our CDMO business offers Development services, including a range of preclinical drug substances and drug product development services for both small and large molecules. Our clinical development services are across Phase I, II & III trials. Manufacturing services completes the integrated platform offering to our customers. In addition to the small molecule commercial manufacturing facility in Mangaluru, the Company offers biologics manufacturing in Bengaluru, with the capacity to run multi-

[13] Goldman Sachs Research Report, April 2024

product production campaigns simultaneously, based on a single-use technology platform.

The Company's strategy for Development Services is to leverage existing capabilities as an integrated Chemistry, Manufacturing, and Controls (CMC) solutions provider. In Manufacturing Services, the Company aims to capitalize on strong demand for biologics across clinical and commercial supplies by driving an integrated approach for development and manufacturing to provide a one stop-shop capability. For the small molecule commercial scale manufacturing, our Mangaluru facility received FDA approval which marks an important regulatory milestone for the facility .

Research Services (Syngene) - FY24 Highlights:

Acquisition of Biologics Manufacturing Facility from Stelis Pharma: We acquired a multi-modal biologics manufacturing facility from Stelis Biopharma Ltd for a gross value of ₹6,170 million. Once operational, 20,000 liters of biologics drug substance capacity will be added to Syngene's existing manufacturing capacity. It also includes a commercial scale, high speed, fill-finish unit, which is an essential capability for drug product manufacturing. The facility is expected to be operational in the second half of FY25.

Continued Investments in Capability and Capacity Building: During the year, we commissioned a state of the art, digitally enabled Quality Control Laboratory to support growing biologics operations. We also added a non-GMP capability center to meet market demand for agile, cost-efficient early phase development and scale-up services. In Discovery Services, operations in the Company's Hyderabad campus continued to grow with the commissioning of the centralized compound management facility, which will serve as a central storage facility for all compounds synthesized by Syngene.

To add to our capacity, we acquired land in Hyderabad to add future capacity in the research services business.

Another important area of focus was our supply chain where we took steps to increase supply resilience. We increased the number of suppliers we have outside of China, added more suppliers in India and introduced initiatives to improve our supplier ecosystem.

Research Services (Syngene) - FY24 Financial Performance:

Syngene generated operating revenues of ₹34,886 million, contributing to 23% of Biocon's overall revenues and reflecting a growth of 9% over FY23, underpinned by strong performance in the development and manufacturing services business. Dedicated centers delivered at sustained pace while performance in discovery services impacted due to slowdown in biotech funding.

FY24 was driven by strong performance in CDMO business driven by commercial contract with Zoetis for production of Librela. The contribution to total Syngene Revenue from Research Services was at approx. 60% for the year compared to 65% in the previous year.

The consolidated financial performance of Syngene for FY24 is available in its Annual Report.

Research Services (Syngene) – FY25 Outlook:

FY24 was a challenging year for the research services industry as biotech funding challenges impacted client spending on research projects. We are encouraged by the recent step up in new funding into U.S. biotech and expect this to drive a recovery in demand for research services translating into revenue growth in the latter part of FY25. With increasing R&D spend and propensity to outsource, we believe that the long-term growth drivers for the industry are intact.

As demand picks up in the year ahead, we will continue to strategically invest in areas that strengthens our position as a leading integrated provider of research, development, and manufacturing services.

Financial Performance - An Overview

Consolidated Statement of Profit and Loss

The following table highlights key components of the statement of Profit and Loss for the fiscal years ended March 31, 2024 (FY24) and March 31, 2023 (FY23).

All Figures in ₹ million

Particulars	FY24	FY23	Change
Total income	156,212	115,501	35%
Expenses			
Cost of materials consumed	48,979	36,631	34%
Employee benefit expense	21,370	20,041	7%
Finance costs	9,744	4,190	133%
Depreciation and amortisation expense	15,688	11,131	41%
Research and development expenses, net of recovery partners	11,540	11,194	3%
Other expenses (including overheads from *Viatris' biosimilar business*)	32,681	18,759	74%
Total expenses	**140,002**	**101,946**	**37%**
Share of profit / (loss) of joint venture and associate (net)	(842)	(1,670)	
Profit before tax and exceptional item	**15,368**	**11,885**	**29%**
Exceptional items, net	(116)	(2,914)	
Profit before tax	**15,252**	**8,971**	**70%**
Tax expense	2,308	1,763	31%
Tax on exceptional item	(34)	(293)	(88%)
Tax expense on adoption of new tax regime – exceptional	-	1,071	(100%)
Profit for the year	**12,978**	**6,430**	**102%**
Non-controlling interest	2,761	2,241	23%
Non-controlling interest on exceptional item	(8)	(438)	(98%)
Profit attributable to shareholders of the Company	**10,225**	**4,627**	**121%**
Other comprehensive income attributable to shareholders	2,688	1,138	136%
Total comprehensive income attributable to shareholders of the Company	**12,913**	**5,765**	**124%**

Viatris' Biosimilars Business Integration

On November 29, 2022, Biocon Biologics Limited (BBL) acquired control through two new subsidiaries over the Viatris' biosimilar business. BBL had made an upfront payment of USD 2 billion and issued USD 1 billion of convertible securities to Viatris Inc. The balance amounts of USD 0.3 billion is payable on future dates as per the terms of the agreement. Consequently, full revenues and profits post-acquisition are reflected in the results for the current year and incremental revenues and profits post-acquisition are reflected in the results for the previous year.

Total Income:

During the year, Total income grew by 35% from ₹115,501 million to ₹156,212 million. Revenue from operations in Biosimilars and Research Services were up 58% and 9% respectively, while Generics grew by 1%. Our Total income number includes ₹5,307 millions of stake dilution and fair valuation gain in Bicara, pursuant to fund raise during the year.

Our Biosimilar revenues have increased by 58% over last year to ₹88,242 million, primarily due to Viatris biosimilar acquisition effective the consummation date representing a fully integrated enterprise and increase in the market shares of products in U.S., EU, and Emerging markets. Biosimilar revenues include onetime ₹3,500 million income from the divestment of the 2 non-core business units in India to Eris Lifesciences in the third quarter of the fiscal.

Generics revenues grew 1% to ₹27,985 million. The Formulations business saw encouraging growth, driven by new product launches, strengthening of our U.S. business footprint, further traction in our wider geographic expansion initiatives through both our direct-to-market and strategic partnership models. Momentum in our formulations business balanced the challenges we faced in pricing pressures in our API business, which witnessed a contraction over the year, resulting in Generics delivering modest year-on-year growth.

The Research services grew 9% at ₹34,886 million on strong performance in the CDMO business and further orders from existing clients reflecting high service levels and sustained on-time delivery. Dedicated centers delivered at sustained pace while performance in discovery services was impacted due to slowdown in the biotech funding environment.

The Total Income composition for FY24 and FY23 is detailed below:

Particulars	FY24 (₹ million)	FY23 (₹ million)
Generics	27,985	27,644
Biosimilars	88,242	55,838
Novel Biologics	-	192
Research Services	34,886	31,929
Inter-segment	(3,556)	(3,861)
Revenue from operations	147,557	111,742
Other income	8,655	3,759
Total income	156,212	115,501

Cost of Material Costs Consumed

Material costs include raw materials, packing materials and change in inventories. In FY24, material costs, as a percentage of revenue from operations ex-licensing stood at 34%, up by 25 bps from FY23.

Employee Benefit Expense

Employee costs comprise of the following items:

- Salaries, wages, allowances, and bonuses
- Contributions to provident fund
- Contributions to gratuity
- Amortisation of employees' stock compensation expenses and
- Employee welfare expenses including employee insurance.

These expenses increased by 7% in FY24, driven by business growth, increased headcount, and annual increments.

Interest and Finance Charges

The finance cost for FY24 increased to ₹9,744 million from ₹4,190 million in FY23 primarily due to the increase in interest costs related to the funds raised for Viatris' biosimilar business acquisition.

Depreciation and Amortisation

During the fiscal, the depreciation and amortisation cost increased 41% to ₹15,688 million from ₹11,131 million in FY23 primarily due to amortisation of intangibles on Viatris' biosimilar business acquisition and commissioning of new facilities across business verticals.

Research and Development Expenses

The net R&D expenditure for FY24 increased by 3% to ₹11,540 million (₹11,194 million in FY23). Net R&D was at 10% of revenue ex-Syngene. The R&D spend increased due to clinical advancement of generics and biosimilar development programs.

Other Expense

Other expenses comprise power and fuel costs, professional fees, overheads from Viatris' biosimilar business, and other selling expenses such as freight outwards and general overheads. Other expenses for FY24 increased by 74% to ₹32,681 million (₹18,759 million in FY23). Other expenses as a percentage of revenue increased from 16% to 21% in FY24 driven by overheads on the Viatris business acquisition, integration costs and higher selling and other operating expenses.

Tax Expenses

The effective tax rate (ETR) for the year before the exceptional item and adoption of new tax regime was 15% similar to FY23. Effective FY23, the Company decided to adopt to the new tax regime notified u/s 115BAA of the Income Tax Act, 1961. Consequently, the Company has written off Minimum Alternate Tax (MAT) balance of ₹1,071 million in previous year, which can no longer be carried forward.

Exceptional Items (Net)

The Exceptional items include the following:

a) Syngene had entered into a binding term sheet for acquiring Unit 3 biologics manufacturing facility in Bengaluru, India, from Stelis Biopharma Limited (SBL) and incurred transaction costs ₹111 million in the year ended March 31, 2024. Consequential tax impact of ₹31 million included in tax expense for the year ended March 31, 2024.

b) The Department of Pharmaceuticals ('DOP'), via Corrigendum dated October 20, 2023, has modified the PLI guidelines to limit the annual incentive allocation to each applicant for the first 4 years of the scheme. Pursuant to such guidelines, during the year ended March 31, 2024, the Group has reversed ₹166 million of excess PLI accrual made in the books for the year ended March 31, 2023. Consequential tax impact of ₹22 million is included in tax expense for the year ended March 31, 2024.

c) Biocon Biologics Limited (BBL) obtained services of professional experts (like advisory, legal counsel, valuation experts) for Viatris' biosimilars business transaction. During the year, BBL recorded ₹1,582 million, as an expense with consequential tax of ₹80 million included within tax expense. Similarly, BBL recorded ₹2,374 million in the previous year with consequential tax impact of ₹231 million included within tax expense for the period.

d) One of the subsidiaries of BBL had received ₹18,269 million towards working capital under the existing arrangements. Receivables were recorded at fair value of ₹10,219 million having regard to the timing and probability of recovery. The resulting difference of ₹8,050 million is recorded as a gain. Consequential tax impact of ₹407 million is included within tax expense.

e) One of the subsidiaries of BBL, pursuant to the uncertainty of ability to commercialize a product for development and commercialization in certain territories, recorded an impairment of the carrying value of the intangible asset amounting to ₹3,854 million.

f) One of the subsidiaries of BBL has recorded provision for inventory for a product due to its low demand and consequentially lower probability of liquation amounting to ₹2,366 million. Consequential tax impact of ₹296 million is included within tax expense.

g) Biocon Pharma Limited and its subsidiaries in Generics business pursuant to the uncertainty in commercialization of product in certain territories, recorded an impairment of the carrying value of the intangible asset amounting to ₹91 million. Consequential tax impact of ₹19 million is included within tax expense.

Other Comprehensive Income

Other comprehensive income includes re-measurement gains/losses on defined benefit plans, gains/losses on hedging instruments designated as cash flow hedges and exchange differences on translation of foreign operations, gains/losses on the fair value of the investment in equity through Fair Value through Other Comprehensive Income (FVOCI).

Consolidated Balance Sheet

The following table highlights the Consolidated Balance Sheet as on March 31, 2024 (FY24) and March 31, 2023 (FY23)

All Figures in ₹ million

ASSETS	Mar-24	Mar-23	Change
Tangible assets	119,778	101,226	18,552
Goodwill and intangible assets	266,591	266,621	(30)
Investment in associates and a joint venture	-	1,378	(1,378)
Inventories	49,439	42,437	7,002
Financial assets (other than cash and bank balances)	75,150	49,485	25,665
Cash and bank balances – A	31,016	43,867	(12,851)
Current and deferred tax	7,302	6,553	749
Other assets	11,431	8,861	2,570
	560,707	**520,428**	**40,279**
Equity and Liabilities			
Equity			
Share capital and other equity	197,837	178,669	19,168
Non-controlling interests	54,911	46,219	8,692
	252,748	**224,888**	**27,860**
Liabilities			
Borrowings – B	157,296	177,707	(20,411)
Financial liabilities	128,933	94,019	34,914
Income tax and deferred tax liabilities	6,684	6,068	616
Provisions and other liabilities	15,046	17,746	(2,700)
	307,959	**295,540**	**12,419**
Total	**560,707**	**520,428**	**40,279**
Net Debt C= (B-A)	**126,280**	**133,840**	**(7,560)**

Tangible Assets

Tangible assets grew 18%, primarily due to additions in Biosimilars' facility in Malaysia and India, Generics' immunosuppressant and peptides facility and in Research services, the acquisition of land in Hyderabad and acquisition of bio-manufacturing facility from Stelis, partly offset by depreciation during the year.

Goodwill and Intangible Assets

Goodwill and intangible assets are primarily on account of the acquisition of Viatris' biosimilars business and intangibles under development in Biosimilars.

Investment in Associates and a Joint Venture

In FY24, Bicara raised funds through Series C financing from third parties resulting in dilution of interest and resulted in loss of significant influence over the investee. The Group has fair valued its investment on the date of loss of significant influence and recorded a resulting gain of ₹4,254 million in the statement of profit and loss and disclosed under 'Other income'.

Inventories

In inventory, increase is on account of business growth and build up towards new product launches in Generics, Biosimilars and Research services.

Financial Assets

Financial assets primarily include Trade and other receivables, derivative assets, and other financial assets. Increase is primarily due to business growth from the Viatris biosimilar business acquisition.

Other Assets

Other assets comprise of Balance with statutory / government authorities, capital and other supplier advances, prepayments. Increase is on account of PLI receivable and other balances with government authorities.

Share Capital and Other Equity

Other equity majorly comprises of securities premium, treasury shares, retained earnings, and further reserves. The Company's total other equity increased by 11% in FY24. Increase is mainly due to earnings for the year and issue of shares by Subsidiary.

Non-Controlling Interests

The profit attributable to minority shareholders increased due to current year's profit accumulation and issue of shares by Subsidiary.

Borrowings

Total Borrowings stood at ₹157,296 million (March 31, 2023: ₹177,707 million). During the year ended March 31, 2024, long-term borrowing of USD 250 million in the Biosimilars business has been repaid and mezzanine finance of USD 150 million in the Generics business has been settled through transfer of BBL shares held by BPL.

Other Financial Liabilities

Other financial liabilities primarily comprise ₹18,018 million of gross liability on written put options to enable investors of our subsidiary, Biocon Biologics Limited, to exit over a period of time and ₹27,423 million of deferred compensation payable for Viatris acquisition. Further, it also includes trade and capital goods payables, lease, derivative liabilities, and other liabilities.

Provisions and Other Non-Current Liabilities

Provisions and other non-current liabilities primarily include deferred revenue, deferred tax liability and provision for gratuity and compensated absences.

Key Financial Ratios

Particulars	FY24	FY23
Debtors days	117	96
Inventory days	240	195
Current ratio	1.2	1.45
Debt equity ratio	0.8	1.0
Operating profit margin (%)#	27%	25%
Net profit margin (%)*	7%	7%
Return on investment^	5%	4%

Operating margin is defined as Profit before taxes, interest, and depreciation

* Net Profit before exceptional item and tax thereon

^ Net Profit before exceptional income and tax thereon to average equity

Risks, Threats, and Concerns

Risk Management:

Organizations can create sustainable value for their stakeholders by effectively managing the risks which in case of its occurrence has a material impact on their business either financially or otherwise. Therefore, identifying, assessing, and effectively managing key risks that matter is critical from a Corporate Governance standpoint to enable an organization to attain its strategic objectives and protect the interest of its stakeholders.

Risk, as defined by ISO 31000:2018 (Risk Management - Principles and Guidelines), "is the effect of uncertainty on objectives". A risk is a potential event or non-event, the occurrence or non-occurrence of which can adversely affect the objectives or strategy of the company or result in opportunities being missed. Risk is measured in terms of likelihood of occurrence and potential impact if it materializes. Risks can be categorized as Strategic, Regulatory and Statutory, Sectoral, Information technology, Catastrophic, Executional/ Operational, and Sustainability (ESG).

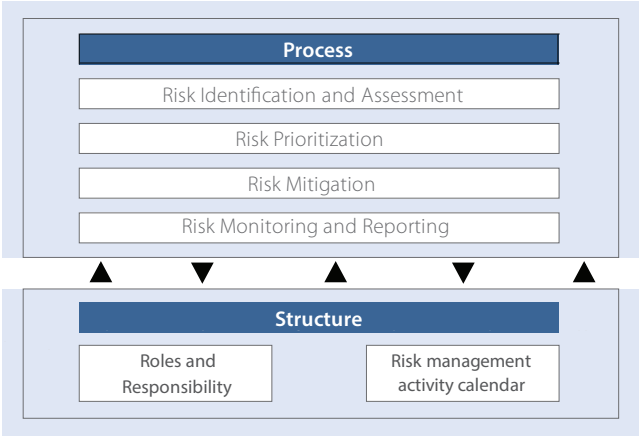
Enterprise Risk Management (ERM) is an integrated approach to proactively managing risks which affect the achievement of vision, mission, and objectives. Risk management does not aim at eliminating the risks, as that would simultaneously eliminate all chances of rewards/ opportunities. Risk Management is instead focused on ensuring that these risks are known and addressed through a pragmatic and effective risk management process.

At Biocon Limited we follow a robust Risk Management framework that ensures business operations continue uninterrupted. The key objectives are:

- Better understand the Company's risk profile.
- Increased certainty and fewer surprises.
- Ensure that the Executive Leadership team can make informed business decisions based on risk assessment.
- Sound business opportunities are identified and pursued without exposing the business to an unacceptable level of risk.
- Contribute to safeguard Company value and interest of shareholders.
- Improve compliance with good corporate governance guidelines and practices as well as laws and regulations.

Our Risk Management Process:

Once a risk is identified, there are four different ways in which a risk can be handled – Treat, Terminate, Transfer, Take. At Biocon, a responsive action plan is initiated for treating or managing the key risks identified and bringing them to a tolerable level.



The risk management process at Biocon involves the following three steps:

1. Risk Identification and Assessment
2. Risk Prioritization
3. Risk Mitigation
4. Risk Monitoring and Reporting

The organization's risks are identified, assessed, and prioritized on a periodic basis. The risk monitoring and reporting process aims to provide assurance to the Management that risks have been adequately identified, assessed, prioritized based on its impact on business and the likelihood of occurrence, and mitigation strategies put in place for the key risks, which are being regularly monitored for their effectiveness. The Risk Management Committee reviews the key risks that matter with respect to their gross exposure, mitigation action status, and net exposure periodically.

Our Risk Management Structure:

Biocon Limited's Board of Directors has direct oversight over the Company's overall risk management framework. The Board has formed a Risk Management Committee which reviews key existing and emerging risks, monitors the adequacy of de-risking strategies as well as the progress on implementing such strategies. The Risk Management Committee, which comprises of the Chairperson, Managing Director and CEO and Independent Directors, meets once every quarter, and invites senior business leaders, who are essential to the discussions, to these meetings.

Our Risk Management Structure

Board of Directors	• Reviews the risk management and internal control framework, key risks, and mitigation controls
Risk Management Committee	• Reviews and assesses the effectiveness of risk management framework • Recommends changes to the risk management and/or associated frameworks, processes, and practices
Executive Leadership Team	• Provides direction and ensures sustainable implementation of the risk framework • Reports the outcome of its periodic review of the risk management process to the Board of Directors and Risk Management Committee
Chief Risk Officer	• Coordinates with the executive leadership team and functional heads and assists in carrying out risk identification, assessment, prioritization, and mitigation • Prepares consolidated risk reports and presents to executive leadership/Risk Management Committee.
Department/ Functional Heads	• Directs and implements risk management initiatives pertaining to their team/ department • Performs risk assessment on a regular basis, reviews of risk mitigation procedures etc.

An enterprise-wide risk evaluation and validation process is conducted regularly and reviewed by the Risk Management Committee and the Board of Directors. The three lines of defense model lays out clear risk management responsibilities and accountabilities to ensure a company´s risk-related objectives are achieved. In this model, the first line i.e., Departments/ Functions (risk owners, risk managers and business unit heads) are responsible for executing and implementing the risk management initiatives set and assigned by the second line; the second line i.e., the Risk Management Committee and Executive Leadership Team with the support of Chief Risk Officer establishes the framework sets approach, provides direction and monitors risk management activities. The third line i.e., the internal audit/ Governance, Risk, and Compliance (GRC) team or an external auditor, provides independent assurance that organizational practices are aligned with the company's risk strategy and policies, as implemented by the first and second lines.

Collaboration: With time, the practice of risk management has shifted in a fundamental way. In the past, risks were managed in "silos". Over time, risk management framework recognized that risks, by their nature, are highly interconnected and interdependent. This evolved approach views all risks together, within a coordinated and strategic framework, which is integrated throughout the organization cutting across functions. To formalize and communicate its approach to risk management, the Company has put in place an enterprise-wide Risk Management Framework. This holistic approach provides the assurance that, to the best of its capabilities, the Company and all its business units identify, assess, and mitigate risks that could materially impact its performance in achieving the stated objectives. Our Chief Risk Officer works closely with all key functional heads who are the Risk and Mitigation plan owners.

Our integrated approach to risk management encompasses both business risks and ESG-related risks. This comprehensive view acknowledges the interconnected nature of risks across the Company, its stakeholders. and the value chain.

Our risk universe covers the entire gamut of risk exposure categorized under Sectoral, Strategic, Information Technology, Catastrophic, ESG/ Sustainability, Regulatory and Statutory, and Executional/ Operational risks. From this risk library the key risks that matter is arrived at based on high impact on business and high likelihood of occurrence. For the key risks that matter, mitigation strategies are developed, implemented, and assessed on a periodic basis.

Risk Culture: To strengthen the risk culture across the Organization, we undertake awareness programs with relevant stakeholders to educate them on the significance of risk management and encourage a culture of constant feedback to drive continuous improvement in our risk management systems and processes.

Key Business Risks and Opportunities:

Our established risk management framework addresses risks that are inherent to the pharma business and any others that may impact our strategic goals. The following summary indicates some of our key risks and mitigation measures drawn from management reviews and deliberations with the Risk Management Committee:

#	Risk	Description	Mitigation Actions in Place
1	**Research and Development Risk**	Challenges in selection of differentiated product portfolio, major deviations from projected revenues, and delays in achieving target launch dates and/ or project cost overruns.	✓ Loss of exclusivity focused product universe screening and pro-active evaluation of databases and screening of innovator pipeline. ✓ Comprehensive review by the leadership team of portfolio strategy and new products selection. ✓ Use of digital and innovative solutions to increase the efficiency of R&D operations and reduce development costs. ✓ Internal alignment on execution amongst cross functional teams. ✓ Continuous program monitoring to avoid potential delays. ✓ Proactive interaction with regulators to secure timely inputs. ✓ Explore application of AI/ ML in process development.

ESG Opportunity (Social & Environment, i.e. Access & Affordability, & Responsible Investments, Green Initiatives): *'Innovation led technologies to bring in efficiencies and cost savings, lessen environmental impact and enhance performance, and also increase accessibility and affordability to healthcare..*

Strategies:

- *Roadmap for innovation put in place to apply Bio-Transformation pathways such as Green Chemistry and develop own enzymes..*
- *Established a Lifecycle Assessment (LCA) framework for API synthesis process by comparing environmental impact of enzymatic and chemical route of synthesis. The enzymatic step identified major hotspots, which can be further used for identifying alternate materials with less environmental impact.*

#	Risk	Description	Mitigation Actions in Place
2	**Regulatory Compliance Risk (ESG Risk – Social i.e. Product Quality)**	Regulatory observations resulting in plant shutdown (Existing products/ Mfg.).	✓ Process automation and simplification to reduce manual errors. ✓ Digital initiatives such as Learning Management system, Quality management system, Document management system, Scientific document management system, Laboratory information management system, cleaning validation, eGxP Inventory etc. ✓ Improved quality and speak up culture. ✓ Continuous knowledge enhancement of the personnel (training) ✓ Strengthen and timely completion of investigation and root cause analysis. ✓ Adequate and timely CAPA implementation. ✓ Upgrade to infrastructural requirements.
3	**Product Quality Risk**	Delay in achieving QC service level agreements or QC inefficiencies impacting productivity and development projects.	✓ Collaboration: Cross-functional team (CFT) integrated working and operational excellence. Regular CFT meeting continues to happen for discussing quality related issues, mitigation plans, etc. ✓ Focused Group Discussions with CEO in place to discuss on quality strategy, various updates, and address escalations. ✓ Regular shop floor visit by Quality/ Operations leaders to understand issues and suggest practical solutions. ✓ Operational excellence initiatives being implemented to reduce testing by QC or increased efficiency. ✓ Close monitoring to achieve SLAs for QC activities. ✓ Relook at the current QC processes for simplification and harmonization. Introduction of QC planner (e.g., materials upcoming for testing) to prioritize activities. ✓ Centralization of analytical work (e.g., analytical method validation) to reduce duplication of QC efforts.
	***ESG Opportunity (Sustainability i.e., Digital Solutions):** Digital solutions enable streamline operations by minimizing human error, increasing standardization, efficiency and transparency while ensuring data integrity. This approach can also result in cost savings, faster turnaround times and better decision-making capabilities, leading to improved competitiveness and profitability for the Company.		
4	**Human Capital Risk**	Challenges noted in retaining high potential / critical resources in niche areas.	✓ To promote internal talent mobility, various growth and development opportunities have been initiated. ✓ Industry benchmarking of employee compensation is being carried out. ✓ Apprentices onboarded to reduce workload and create pipeline for talent pool. ✓ Enhanced connects with HRBPs, buddy programs and other initiatives for employee engagement. ✓ Rewards & Recognition programs to recognize achievements and talent. ✓ Success planning for future leaders.
	***ESG Opportunity (Social i.e., Diversity and Inclusion):** Efforts have been made to improve diversity in the workplace through interventions across recruitment at functional level. We recognize the potential of a diverse and inclusive workforce in driving innovation, bringing fresh perspectives for long term value creation.		
	***ESG Opportunity (Social i.e., Responsible):** Establishing engagement with local communities is vital for the Biocon Group to promote trust, stronger relationships with local communities, improved brand reputation and enhanced social responsibility. Further, the Biocon Group can prevent potential grievances or concerns, protecting its business interests from adverse events. Through the Biocon Foundation, diversified social impact interventions, including employee volunteering activities, have been developed and implemented that drive engagement within communities that we operate in.		

#	Risk	Description	Mitigation Actions in Place
5	**Commercial/ Pricing Risk**	Adverse Impact of the legislative changes on the growth of the business. (e.g. IRA, TAA, localization requirements, etc.). Pricing pressure impacting revenue, growth, and plant utilization.	✓ A robust assessment of the upcoming policy changes, executing COGS reduction programs and managing timely launch of products. ✓ Long-term contracts for key products in place. ✓ New customers identified for lock-in of key products. Increase in customer base by qualifying customers in areas where pricing is marginally better. ✓ Implementation of high impact Cost Improvement Programs (CIPs). ✓ New technologies are being explored to drive long-term cost reduction. ✓ Geographic diversification into MoW markets.
	***ESG Opportunity (Social i.e., Affordability and Availability of Health Products)**: Implementing responsible pricing strategies for innovative and generic medicines, which consider affordability, positive cost-benefit ratio and reduction of overall healthcare costs can significantly enhance reach among patients relative to Biocon's competitors, increase customer loyalty and improve our brand reputation, leading to sustained revenue growth and profitability. This is also in line with our four strategic pillars of Accessibility, Affordability, Availability and Assurance.		
6	**Risk of Lag in Growth**	Adverse Impact of the legislative changes on the growth of the business. (e.g. IRA, TAA, Localization requirements, etc.). Slower customer lock-in for new facilities/ Delay in regional expansion.	✓ Localize manufacturing as per country specific requirements where we operate. ✓ A strategic partnership with customers is being established to improve capacity utilization. ✓ Before entering into any new market, a comprehensive landscape analysis is performed covering the competition and other market dynamics. ✓ Continuous evaluation of new product launches in existing markets and entry into new markets. ✓ Significant progress made on Lock-in of new customers. ✓ Build partnerships with strategic regional players.
7	**Single Source Risk (ESG Risk – Social i.e. Product Availability)**	Dependency on single region and single vendor for sourcing of input materials.	✓ Focused alternate vendor development to reduce dependence on any specific country or single source for procurement of key materials. ✓ Building strategic inventory to address any unanticipated disruption in supply. ✓ Where alternate vendors are not available, mitigation actions such as planned inventory buildup, supply contracts etc., are considered.
8	**Information and Cyber Security Risk**	Having appropriate cyber and information security controls will reduce the probability of loss of critical information or any external cyber-attack.	✓ Established Security Operations Center and Cyber Defense Center to proactively and effectively manage security requirements or incidents. ✓ Robust incident monitoring and response measures. ✓ Measures in place to identify and prevent phishing attacks. ✓ Continuous effort to increase employee awareness on information and cyber security. ✓ Periodic vulnerability assessments and implementation of actions to address gaps.

#	Risk	Description	Mitigation Actions in Place
9	**Health and Safety Risk** **(ESG Risk - Social i.e., Safety)**	Process Safety and Health risk can potentially lead to disruption of operations or health impact for personnel or cause reputational damage.	✓ Framework to ensure continuous compliance of environment, health and safety (EHS) requirements. Implemented risk-based process safety management at sites. ✓ Process safety risk register implemented to monitor safety risk. ✓ ISO 45001 (Occupational Safety) audit completed for all sites; no major non-conformances were reported. ✓ Focus on workforce awareness as well as enhanced safety infrastructure. ✓ Various mitigation measures and constant monitoring ensure that the probability of risk occurrence is minimized. ✓ Steps are in place to ensure zero-accident safety through defined procedures, trainings, internal audits, etc.
10	**Statutory Compliance Risks**	Continuous compliance to the law of the land will prevent penalties and loss of reputation.	✓ Process to independently track and ensure compliance of various statutory requirements. ✓ Timely identification of compliance changes and assessment of their applicability. ✓ Technical support is sought as appropriate, including from external experts.
11	**Project/ Capital Investment Risk**	Project delays/ cost escalations impacting product launch, supply and ROI.	✓ Periodic meetings with leadership team on project progress, escalations, risks, decisions required etc. ✓ Business risk management methodology in place to identify, track and monitor the detailed list of risks impacting each project. ✓ Budget is tracked at a granular level and analyzed appropriately. ✓ A project scope change control (PSCR) mechanism is put in place to avoid cost escalations/ delays.
12	**Sustainability Risks/ Climate Change Risk** **(ESG Risk – Environment i.e., Climate)**	Climate change risks (global risk) impacting overall value chain (long term risk). Continuous efforts to address sustainability risk will help to reduce probability of any external events impacting business continuity or value chain.	✓ ISO 14001 (Environmental Management) audit completed for all sites and no major non-conformances were reported. ✓ Measure in place for focusing on use of more renewable power, use of bio-mass briquettes, instead of coal and use of energy efficient cooling mediums to address climate risk. ✓ Measures in place for better water, reduce water usage and increase recycled water usage. ✓ Waste is disposed for treatment only as per the government norms for reuse or recycling.
13	**Ethical and Effective Governance Risk** **(ESG Risk - Governance)**	Inadequate or ineffective control systems may weaken Governance mechanism.	✓ Employee and Supplier code of conduct, Anti-bribery Anti-corruption (ABAC) policies put in place. Principles of integrity, transparency, accountability, and ethics are imbibed in organization culture. ✓ The authority matrix is in place for key business transactions which is adhered to always. ✓ Policies and SOPs are put in place for all business processes which are followed diligently. ✓ Internal controls are defined across key business processes with financial and operational impact and a periodic self-certification process is put in place to affix responsibility and accountability and build a strong culture. ✓ Further, internal audit reviews ensure adherence to key control activities and keep check on mitigation effectiveness.

#	Risk	Description	Mitigation Actions in Place
14	**Financial Risk**	Biocon Limited's obligation to provide exit to BBL investors in case of IPO/ no-IPO scenarios, coupled with shortfall in BBL EBITDA impacting group covenants.	✓ Group has raised additional funds in Q1 FY24 at similar valuation to the fund raise in Q4 FY23. ✓ Debt covenants at BL and BBL are compliant based on current EBIDTA to Net debt. ✓ Group ability to re-negotiate with the investors for deferring the exit terms, raise funds or to support liquidity from its assets. ✓ Amendments to borrowing arrangements providing relief with covenant compliance for BBL through equity support undertaking. ✓ Group's ability to utilize working capital limits / capex limits to re-finance its borrowings when these fall due.

A keen eye to identify and understand **Significant Emerging Risks and Opportunities** is also placed from time to time. This enables the company to manage these risks and safeguard our business proactively.

Currently the Generics industry faces two opposing forces that complicate profitability and growth. While demand for generics continues to increase globally and there will be an increase in number of blockbusters and other small molecule drugs going off-patent globally in next 5 years, buyers consolidation/ consortia may further add to the existing price pressure and limit generics manufacturers pricing power, reduce profitability and force to exit markets.

Another emerging risk is data management and requirements from Digital Personal Data Protection Act (DPDPA), which we will continue to evaluate based on changing dynamics of the regulation and the business.

Geopolitical risks include the collapse of a multilateral institution, interstate conflicts, terrorist attacks, etc. Any occurrence of this nature has the potential to severely disrupt our operations along with irreparable damage to life, access to medicines, livelihood and the ecosystem. Consistent monitoring of the regional policies and statutes in different countries where our products are marketed and sold is undertaken to ensure compliance.

An early alert to such risk events and scenarios provides us the ability to plan, prepare and respond against adverse impact and based on the assessment, it will be taken either as a placeholder in our risk library or if rated high, included in the key risks that matter for mitigation and monitoring.

Further, advanced technologies such as Artificial Intelligence, Augmented reality and Virtual reality, Genetics and genomics, wearables and sensors, Cloud and edge computing can be explored to expedite R&D process and make it cost competitive.

Our way forward plan is to further embed these risk management practices into the wider organization, by taking measures to educate and incentivize employees at all levels of the business, thereby nurturing a strong and effective risk culture. Creating a strong risk culture is important for integrating risk processes, procedures, and employee awareness throughout the organization. Such an approach ensures risk management is not just a compliance exercise but a fundamental part of the company's operational mindset.

Internal Controls

The Company has laid down guidelines, processes, and structures, which enable implementation of appropriate internal control systems commensurate with the business requirements, scale of operations and applicable statutes. Such internal financial controls encompass policies, processes and key activities or procedures adopted by the Company for ensuring the orderly and efficient conduct of business, including adherence to its policies, safeguarding of its assets, prevention and detection of frauds and errors, the accuracy and completeness of accounting records and the timely preparation of reliable financial information. These include controls in the nature of manual or automated (IT applications including the ERP applications wherein the transactions are approved and recorded).

The Company is staffed by experienced, qualified professionals who play an important role in designing, implementing, maintaining, and monitoring our internal control systems. Appropriate review and self-certification mechanisms have been put in place to ensure that such control systems are adequate and are operating effectively on an ongoing basis.

The Corporate Internal Audit team is an independent assurance and advisory function, responsible for evaluating and improving the effectiveness of controls, risk management practices and governance processes. The internal audit team helps to enhance and protect organizational value by providing risk-based objective assurance, advice and insights. The internal audit team prepares annual audit plans based on risk assessment, which are approved by the Audit Committee of the Board. The Head of Internal Audit presents an update on a quarterly basis to the Audit Committee.

Periodic independent audits are carried out to provide reasonable assurance of internal control effectiveness and to benchmark on industry-wide best practices. The Audit Committee, consisting of Independent Directors, reviews important issues raised by the auditors regularly, alongside the remediation actions to ensure the control environment stays strong and risks are mitigated appropriately on a timely basis.

Corporate Governance Report

I. Company's Philosophy on Code of Governance

Biocon Limited ("Biocon" or "the Company") believes in the implementation of good corporate practices, policies and guidelines and is committed to meet the aspirations of all its stakeholders. Our aim is to foster a culture centered around the adoption of the finest management practices and unwavering adherence to legal requirements. At the core of our Corporate Governance principles lie transparency, accountability, and a steadfast commitment to ensure the sustainable prosperity of the Company over the long haul. Good governance practices stem from the dynamic culture and positive mindset of the organization. Our actions are governed by our values and principles, which are reinforced at all levels within the Company. Commitment to adopt good and effective corporate governance practices in all spheres of working, has always been an imperative in driving the Company's decisions and activities. Abidance with such governance practices has given the Company immense value addition and competitive advantage. Our corporate governance framework comprises of a formal system of control and administration that helps the management take prudent decisions in the interest of the stakeholders, and at the same time enables the Company to utilise its resources in a systematic and effective manner. We consider stakeholders as partners in our success and remain committed to maximising stakeholder's value.

While implementing corporate practices, Biocon prioritizes transparency, accountability, and integrity to cultivate a robust corporate governance culture. This approach enhances employee morale and satisfaction, gains stakeholder acceptance, and earns regulatory recognition across various governance aspects. For detailed information on our corporate governance policies, please visit our website at https:// www.biocon.com/investor-relations/corporate-governance/ governance-documents-policies/.

Biocon's focus is not only to ensure compliance with the requirements stipulated under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations') regarding corporate governance, but is also committed to sound corporate governance principles and practices, and constantly strives to adopt emerging best corporate governance practices being followed worldwide.

A report on compliance with corporate governance principles as prescribed under Regulations 17 to 27 read with Schedule V of the SEBI Listing Regulations, as applicable, is given below.

II. Board of Directors

Governance Structure

Governance Structure of the Company comprises the Board, as the apex decision making body and the Executive Leadership Team (ELT), comprising experts from various functions with rich knowledge and experience in the industry for providing strategic guidance and directions in running and managing the Company. The Board has the ultimate responsibility for the development of strategy, management, general affairs, direction, performance and long-term success of business as a whole. The Board exercises independent judgement and plays a vital role in the oversight of the Company's affairs. To sum up, the Board's key purpose is to ensure the Company's prosperity by collectively directing the Company's affairs, while meeting the appropriate interests of its shareholders and relevant stakeholders.

The Company's day to day affairs are managed by the ELT, under the overall supervision of the Board. The Board is committed to representing the long-term interests of the stakeholders and in providing effective governance over the Company's affairs and exercising reasonable business judgement on the affairs of the Company.

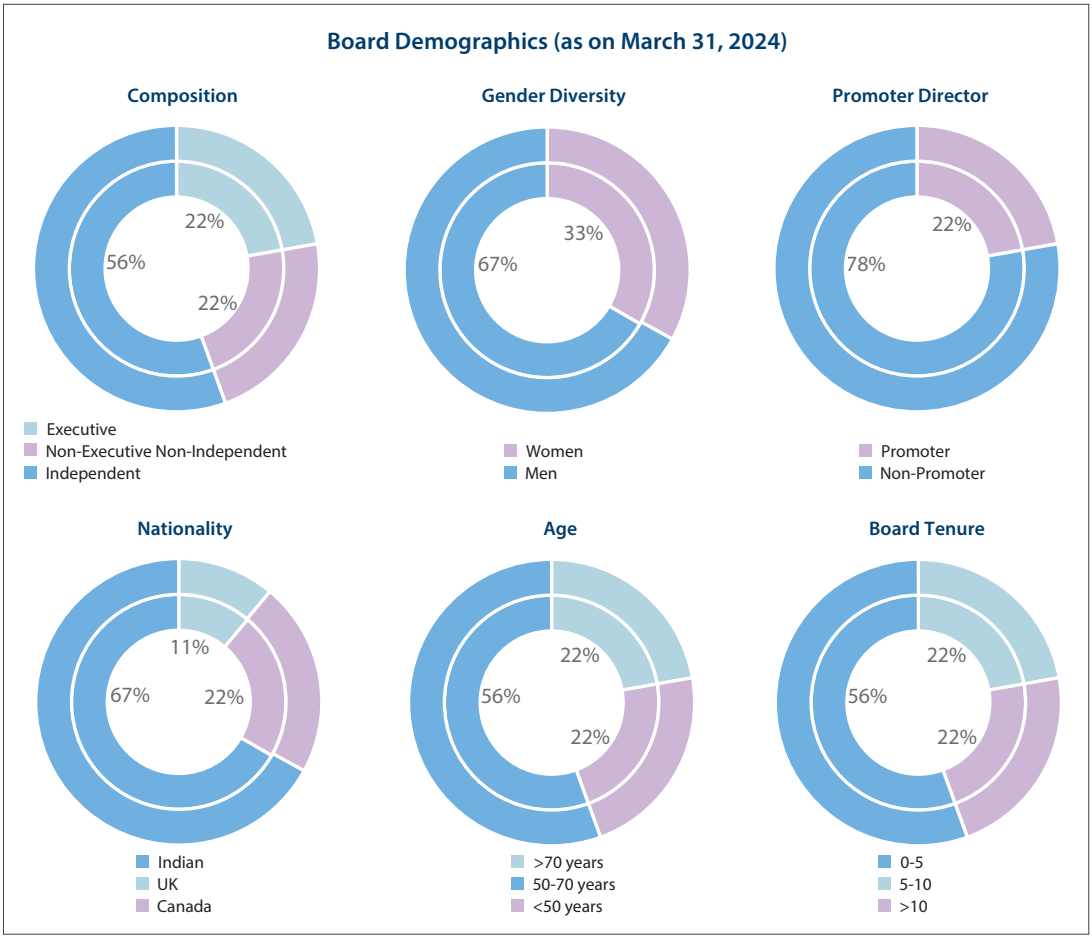
Composition of the Board

Our Board represents an appropriate mix of Executive Directors ('EDs'), Non-Executive Non-Independent Directors ('NEDs') and Independent Directors ('ID'), which is compliant with the Companies Act, 2013 ('the Act') and the SEBI Listing Regulations and is also aligned with the best practices of Corporate Governance.

The Board periodically evaluates the need for change in its composition and size. As on March 31, 2024, the Board comprised of 9 (nine) Members, consisting of 2 (two) Executive Directors, 2 (two) Non-Executive Non-Independent Directors, and 5 (five) Independent Directors. Out of the total Members, 3 (three) are women directors.

Effective July 26, 2023, Rekha Mehrotra Menon was appointed as an Additional Director categorised as Non-Executive and Independent Director, subject to the approval of the shareholders. Further, the shareholders at the 45th Annual General Meeting (AGM) held on August 11, 2023 approved the appointment of Rekha Mehrotra Menon as an Independent Director of the Company for a term commencing from July 26, 2023 until the conclusion of the 48th AGM of the Company to be held in the year 2026.

Effective September 1, 2023, Nicholas Robert Haggar was appointed as an Additional Director categorised as Non-Executive and Independent Director, subject to the approval of the shareholders. Further, the shareholders through resolution passed through Postal Ballot on November 28, 2023 approved the appointment of Nicholas Robert Haggar as an Independent Director of the Company for a term commencing from September 1, 2023 until the conclusion of the 48th AGM of the Company to be held in the year 2026.



During the year under review, Dr. Vijay Kumar Kuchroo completed his second term as a Member of the Board and consequently, his term as an Independent Director came to an end w.e.f. close of business hours of July 26, 2023.

Further, Peter Bains stepped down from his role as a Non-Executive Independent Director of the Company w.e.f. September 18, 2023 to assume the executive role of Biocon Group Chief Executive Officer. The Company has received confirmation from Peter Bains that there are no other material reasons for his stepping down as an Independent Director other than those mentioned in his resignation letter.

The detailed profile of our Directors is available on our website at https://www.biocon.com/investor-relations/corporate-governance/board-of-directors/.

None of the Directors serve as a Director in more than 7 (seven) listed companies. Further, none of the Director serves as an ID in more than 7 (seven) listed companies or 3 (three) listed companies in case he/she serves as an ED in any listed Company.

None of the Directors of the Company, are a Member of more than 10 (ten) Committees and Chairperson of more than 5 (five) Committees, across all public companies in which he/she is a Director. Further, none of our IDs serve as Non-Independent Director of any Company on the board of which any of our Non-Independent Director of the Company is an ID.

The Company has 2 (two) Executive Directors and 2 (two) Non- Executive Non-Independent Directors. The other 5 (five) Directors of the Company are Independent Directors. Naina Lal Kidwai and Rekha Mehrotra Menon are Independent Women Directors on the Board of the Company. The details of the directorship(s) of the Members on the Board are mentioned in the following table titled 'Composition of the Board'.

Based on the declarations received from the Independent Directors, the Board of Directors have confirmed that they meet the criteria of independence as mentioned under Section 149 of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations and that they are independent of the management. They have also confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties. Further, the Independent Directors have also submitted their declaration under compliance with the provision of Rule 6(3) of the Companies (Appointment and Qualification of Directors) Rules, 2014, which mandated the inclusion of an Independent Director's name in the data bank of the Indian Institute of Corporate Affairs ("IICA") for a period of 1 (one) year or 5 (five) years or life time till they continue to hold the office of an Independent Director.

The statutory details of the Directors, including the directorships held by them in other listed companies and their committee memberships/ chairpersonships in other public companies, are listed in the table below:

Composition of the Board

Name of the Director	Category	Directors Identification Number	Total Number of Directorships, Committee Chairpersonships and Memberships of Indian Public Limited Companies, as on March 31, 2024			Name of Indian Listed Entities Including this Listed Entity where person is a Director	Category of Directorship
			Directorships[$]	Committee Chairpersonships[^]	Committee Memberships[^]		
Executive Directors							
Kiran Mazumdar-Shaw#	Promoter & Executive	00347229	8	-	-	Biocon Limited	Executive Chairperson
						Syngene International Limited	Non-Executive Chairperson
						Narayana Hrudayalaya Limited	Non-Executive Non-Independent
						United Breweries Limited	Non-Executive, Independent
Siddharth Mittal	Executive	03230757	4	-	-	Biocon Limited	Managing Director and CEO
Non-Executive Non-Independent Directors							
Prof. Ravi Rasendra Mazumdar#	Promoter Group & Non-Executive	00109213	1	1	1	Biocon Limited	Non-Executive, Non-Independent
Eric Vivek Mazumdar#	Non-Executive	09381549	1	-	-	Biocon Limited	Non-Executive, Non-Independent
Independent Directors							
Meleveetil Damodaran	Independent	02106990	4	-	1	Biocon Limited	Non-Executive, Independent
						InterGlobe Aviation Limited	Non-Executive, Non-Independent
Bobby Kanubhai Parikh	Independent	00019437	4	4	7	Biocon Limited	Non-Executive, Independent
						Infosys Limited	Non-Executive, Independent
						Indostar Capital Finance Limited	Non-Executive, Independent
Naina Lal Kidwai	Independent	00017806	4	1	2	Biocon Limited	Non-Executive, Independent
						UPL Limited	Non-Executive, Independent
						Gland Pharma Limited	Non-Executive, Independent
Rekha Mehrotra Menon*	Independent	02768316	1	-	1	Biocon Limited	Non-Executive, Independent
Nicholas Robert Haggar**	Independent	08518863	2	-	2	Biocon Limited	Non-Executive, Independent

Note:

• $Includes Additional Directorships and Directorship in Biocon Limited. Further, includes directorships in Biofusion Therapeutics Limited which has been amalgamated with Biocon Pharma Limited, both wholly-owned subsidiaries of Biocon Limited. The scheme of amalgamation was approved by the National Company Law Tribunal ('NCLT') vide order dated April 24, 2024 with appointed date of April 1, 2022.

• ^As required under Regulation 26(1)(b) of the SEBI Listing Regulations, Committees considered are Audit Committee and Stakeholders Relationship Committee, including that of Biocon Limited.

• #Kiran Mazumdar-Shaw, Prof. Ravi Rasendra Mazumdar and Eric Vivek Mazumdar are related to each other. Prof. Ravi Rasendra Mazumdar is the brother of Kiran Mazumdar-Shaw and father of Eric Vivek Mazumdar.

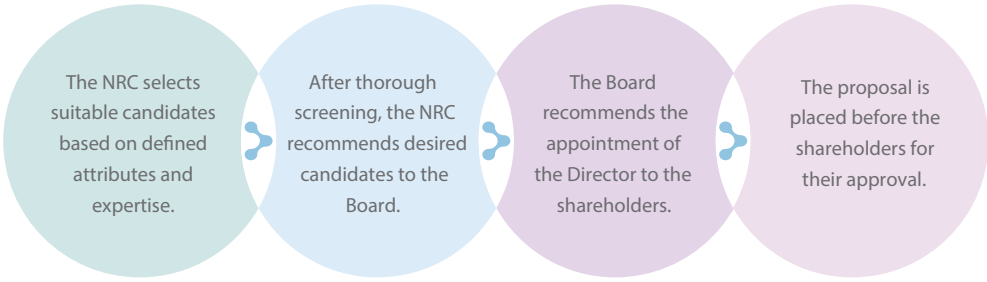
• *Rekha Mehrotra Menon was appointed as an Independent Director w.e.f July 26, 2023.

• **Nicholas Robert Haggar was appointed as an Independent Director w.e.f September 1, 2023.

A. Board Membership Criteria and Selection Process

The responsibility for identifying and evaluating a candidate for the Board is discharged by the Nomination and Remuneration Committee ("NRC") as mandated under Section 178 of the Act read with Regulation 19 of the SEBI Listing Regulations. During the candidate selection process, the NRC meticulously assesses the composition and diversity of the Board/ Committee to ensure it possesses the requisite blend of skills, experience, independence, and knowledge to sustain effectiveness. Diversity, from the NRC's perspective, encompasses a broad spectrum of factors including but not limited to perspective, experience, education, background, ethnicity, nationality, age, gender, and other personal attributes. These attributes extend to encompass professional experience and functional expertise, as well as educational and professional backgrounds.

Annually, the Independent Directors furnish a Certificate of Independence in accordance with relevant laws, which is duly taken on record by the Board. Encouraging collaboration and communication, all Board Members are urged to engage and interact with management. Furthermore, Board Members are actively invited to pivotal meetings to contribute to strategic insights and guidance.



B. Board Procedure

The Board and Committee meetings are meticulously planned, with schedules tailored to accommodate the availability of Directors. An annual calendar of these meetings is circulated well in advance, facilitating the Directors' effective scheduling and ensuring their active participation. Despite this structured approach, urgent matters, within regulatory constraints, prompt the Board to seek approval through resolutions by circulation.

The Board meets at least once in a quarter to review and approve the quarterly financial results/statements alongside addressing other pertinent agenda items. Typically, Committee meetings precede those of the Board on the same day, streamlining discussions and enhancing synergy. The recommendations stemming from Committees deliberations are duly presented and are placed before the Board for necessary approval/ noting. There was no situation/matter where the Board has not accepted recommendation of the Committee.

With a view to leverage technology, the Company has adopted a digital meeting(s) platform for its Board and Committee meetings, which can be accessed through a web version, an iOS and an Android based application. The Board/ Committee agenda and related notes are made available to the Directors, at least 7 (seven) days in advance of the meetings, through this application which meets high standards of security and integrity required for the storage and transmission of Board/ Committee related documents in electronic form. All material information is incorporated in the agenda along with supporting documents and relevant presentations. Where it is not practicable to attach a document to the agenda, the same is tabled at the meeting with specific reference to this effect in the agenda. In special and exceptional circumstances, additional or supplementary item(s) on the agenda are permitted.

The Board reviews strategy and business plans, annual operating plans and capital expenditure budgets, investment and exposure limits, compliance reports of all laws applicable to the Company, as well as steps taken by the Company to rectify instances of non-compliances, if any. To enable the Board to discharge its responsibilities effectively, the Chairperson provides an overview of the overall performance of the Company at the meeting of the Board of Directors. The Board also reviews major legal issues, if any, minutes of meetings of various Committees of the Board and subsidiary companies, significant transactions and arrangements entered into by the subsidiary companies, approval of financial results and statements, transactions pertaining to purchase or disposal of properties, major accounting provisions and write-offs, corporate restructuring details of any joint ventures or collaboration agreements, material defaults, if any, in financial obligations, fatal or serious accidents, any material effluent or pollution problems, transactions that involve substantial payment towards goodwill, brand equity or intellectual property, any issue that involves possible public product liability, claims of substantial nature and other information as required under Regulation 17(7) read with Schedule II Part A of the SEBI Listing Regulations, as amended.

At the Board and Committee Meetings, apart from Board Members and the Company Secretary, the management team are invited to present the Company's performance in key areas such as the major business segments and their operations, subsidiaries and key functions.

The Company Secretary records Minutes of the proceedings of each Board and Committee meeting. Draft Minutes are circulated to Board / Committee Members within 15 (fifteen) days from the meeting for their comments. Directors communicate their comments, if any, on the draft minutes in writing, within 7 (seven) days from the date of circulation. The Minutes are entered in the Minute Books within 30 (thirty) days from the conclusion of the Meeting and signed by the Chairperson. The copy of the signed Minutes, certified by the Company Secretary or in his absence by any Director authorised by the Board, are made available to all the Directors.

The guidelines governing Board and Committee Meetings are designed to ensure a streamlined post-meeting follow-up, review, and reporting process for decisions made by both the Board and its Committees. Decisions of significance made during these meetings are swiftly relayed to the respective departments or divisions concerned, fostering a culture of transparency and accountability.

To maintain continuity and accountability, an Action Taken Report on decisions or the Minutes of previous meeting(s) is diligently presented at subsequent Board or Committee meetings for acknowledgment and review. This practice not only ensures that actions are implemented in a timely manner but also provides a mechanism for ongoing assessment and improvement.

C. Number of Board Meetings, Attendance of the Directors at Meetings of the Board and the Annual General Meeting

During the financial year under review, 6 (six) Board Meetings were held on the following dates:

S. No.	Date of Board Meeting	Total Number of Directors associated as on the date of meeting	Attendance	
			Number of Directors attended	% of Attendance
1	April 26, 2023	9	9	100.00
2	May 23, 2023	9	9	100.00
3	July 6, 2023	9	8	88.88
4	August 10, 2023	9	9	100.00
5	November 10, 2023	9	9	100.00
6	February 8, 2024	9	9	100.00

The Board met at least once in every calendar quarter and the gap between 2 (two) meetings did not exceed 120 (one hundred and twenty) days.

The attendance of the Directors at these meetings is mentioned in the table below:

Name of the Director	No. of Board Meetings which Director was entitled to attend	No. of Board Meetings attended	% of Attendance	Attendance at the 45th AGM
Kiran Mazumdar-Shaw	6	6	100.00	Yes
Siddharth Mittal	6	6	100.00	Yes
Prof. Ravi Rasendra Mazumdar	6	6	100.00	Yes
Dr. Vijay Kumar Kuchroo*	3	2	66.67	NA
Meleveetil Damodaran	6	6	100.00	Yes
Bobby Kanubhai Parikh	6	6	100.00	No
Eric Vivek Mazumdar	6	6	100.00	Yes
Naina Lal Kidwai	6	6	100.00	Yes
Rekha Mehrotra Menon**	3	3	100.00	Yes
Nicholas Robert Haggar**	2	2	100.00	NA
Peter John Bains***	4	4	100.00	Yes

*Dr. Vijay Kumar Kuchroo had stepped down from the Board due to the completion of his second term as an Independent Director with effect from close of business hours of July 26, 2023.

**Rekha Mehrotra Menon and Nicholas Robert Haggar were appointed as Independent Directors of the Company w.e.f. July 26, 2023 and September 1, 2023, respectively.

***Peter John Bains ceased to be a Director of the Company w.e.f. September 18, 2023.

D. Shareholding of Non-Executive Directors

None of the Non-Executive Directors, including Independent Directors, hold any equity shares of the Company except as disclosed below:

Name of Director	Category	No. of Shares	% of Holding
Prof. Ravi Rasendra Mazumdar	Non-Executive Non-Independent Director	53,01,321	0.44
Eric Vivek Mazumdar	Non-Executive Non-Independent Director	31,76,367	0.26

E. Meeting of the Independent Directors

Pursuant to Schedule IV of the Companies Act, 2013 and Regulation 25(3) of the SEBI Listing Regulations, the Independent Directors met twice on August 10, 2023 and February 8, 2024 without the presence of Non-Independent Directors and Members of the management.

They had discussed and reviewed the below –

- The performance of Non-Independent Directors and the Board as a whole;
- The performance of the Chairperson of the Company after taking into account the views of the Executive and Non-Executive Directors;
- The quality, quantity and timeliness of flow of information between the Company management and the Board, that is necessary for the Board to perform their duties effectively and reasonably.

The evaluation of Independent Directors is done by the entire Board of Directors of the Company which includes:

- Performance of such directors; and
- Fulfilment of the Independence criteria and their Independence from the management.

F. Details of Familiarization Program imparted to Directors

The familiarisation programme for our Directors is customised to suit their individual interests and area of expertise.

Throughout the financial year in review, Independent Directors received comprehensive updates at regular intervals, ensuring they remained well-informed about industry trends, the Company's business model, strategic initiatives, product portfolio, market dynamics, risk management practices, group structure, subsidiaries, and operational activities. These updates were delivered by the senior management team, providing a holistic understanding of the Company's operations and external environment.

Furthermore, heads of various business units conducted presentations periodically, offering insights into the performance and future strategic direction of their respective units. This facilitated a deep dive into specific areas of operation, enabling Independent Directors to grasp the nuances of each business segment.

To uphold governance standards, Independent Directors were kept abreast of all regulatory and policy changes, along with their associated roles, rights, and responsibilities. Additionally, presentations on internal controls over financial reporting and operational controls were conducted, enhancing transparency and accountability in financial matters.

Moreover, as part of the induction program, Directors engaged in meaningful interactions with members of the senior management team, fostering a collaborative environment and facilitating a smooth integration into the Company's culture and operations.

The Company's familiarization policy and the details of programs attended, and hours spent by Independent Directors during the financial year 2023-24 is available on the Company's website at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/.

G. Board Evaluation, Key Expertise and Attributes of the Board of Directors

Board Evaluation

One of the key functions of the Board is to monitor and review the Board evaluation framework. The Nomination and Remuneration Committee in consultation with the Board, had laid down the evaluation criteria for the performance of the Chairperson, Board, Committees of the Board, and Executive/ Non-Executive/ Independent Directors through peer evaluation, excluding the Director being evaluated, which includes the following:

The Board: Composition, quality & culture, agenda, dynamics, strategy, business performance, succession planning, risk management, Board and management relations, continuous improvement, among others.

The Committees: Composition, process & dynamics, effectiveness, structure, meetings, independence of the committee, contribution to decision making of the Board, among others.

Individual Directors (including Chairperson, Managing Director, Independent Directors and Non-Independent directors): Qualification & Experience, Leadership, Governance, Commitment, Contribution, Expertise, Independence, Integrity, Attendance, Responsibility, among others.

Further, the Board had agreed to undertake the Board Evaluation by an external agency, at least once in 3 (three) financial years. For FY 2023-24, the Board had undertaken the performance evaluation exercise through self-evaluation questionnaires. These questionnaires focused on critical aspects such as board composition, board dynamics, execution and performance of specific duties amongst, other key criteria.

The feedback-cum-assessment of individual Directors, the Board and its Committees, were compiled and the performance evaluation report was discussed by Independent Directors and the Board / Committees for the FY 2023-24 and it was unanimously agreed to take up key suggestions for action.

The outcome of the performance evaluation process for FY 2023-24 and the actions thereon are summarised below:

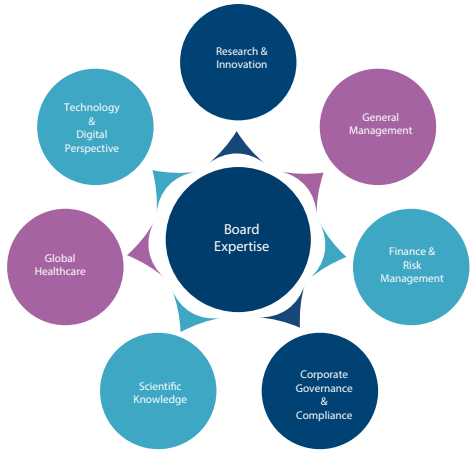
The Directors were reported to have successfully implemented the best corporate governance practices and effectively performed their role. The Board composition, quality and culture, Board agenda & meetings, risk management aspects as well as the Board and management relationship were found to be satisfactory. The Board Committees continue to be effective in terms of its composition, functioning and contributions.

As part of the evaluation process, Directors were prompted to share suggestions towards enhancing Board effectiveness by the Board and the management and also to state the top three issues which the Board needs to address in near future. Response from the Directors were sought as to how important are improvements in various specified areas for the Board over the next 6-12 months. Additionally, inputs were gathered on enhancing the Senior Leadership Team's effectiveness. The Board suggested to have experts invited to share relevant trends and opportunities pertaining to the business. It was suggested that the Board should have a range of appropriate performance indicators that are used to evaluate the performance of the Management. The Board also suggested on more frequent review of succession planning, amongst other matters. An overview of the suggestions as drawn from the evaluation exercise was deliberated upon and recommended for implementation.

In response to the suggestions in the previous board evaluation process, Sessions on regulatory updates by experts were arranged; Separate meetings of Chair and CEO with the Board are scheduled every quarter; Strategic Plan and Succession planning aspects were discussed in meetings. The Board recognized the progress made in implementing key recommendations from the previous year's evaluation.

Key Expertise and Attributes of the Board of Directors

In compliance with the SEBI Listing Regulations, the Board has identified the following skills/ expertise/ competencies fundamental for the effective functioning of the Company which are taken into consideration by the Nomination and Remuneration Committee while recommending the appointment of any candidate to the Board of the Company.



Based on the above-mentioned skill matrix, the skills which are currently available with the Board have been mapped below:

Board of Directors	Research & Innovation	General Management	Finance & Risk Management	Corporate Governance and Compliance	Global Healthcare	Technology & Digital Perspective	Scientific knowledge
Kiran Mazumdar-Shaw	•	•	•	•	•	•	•
Siddharth Mittal	•	•	•	•	•	•	
Prof. Ravi Rasendra Mazumdar	•		•			•	
Eric Vivek Mazumdar	•		•			•	
Meleveetil Damodaran		•	•	•			
Bobby Kanubhai Parikh		•	•	•			
Naina Lal Kidwai	•	•	•	•	•		
Rekha Mehrotra Menon*		•	•	•		•	
Nicholas Robert Haggar*	•	•	•	•	•	•	•

*Rekha Mehrotra Menon and Nicholas Robert Haggar were appointed as Independent Directors of the Company w.e.f. July 26, 2023 and September 1, 2023, respectively.

H. Role of Company Secretary

The Company Secretary is the Compliance Officer and plays a key role in ensuring that effective board procedures are followed and reviewed periodically. The Company Secretary is primarily responsible to ensure compliance with the provisions of the Act and provisions of all other laws applicable to the Company. The Company Secretary ensures that all relevant information, details and documents are made available to the Board of Directors for effective decision-making at the meetings. The Company Secretary is also the interface between the management and regulatory authorities for governance matters. All the Directors of the Company have access to the advice and services of the Company Secretary.

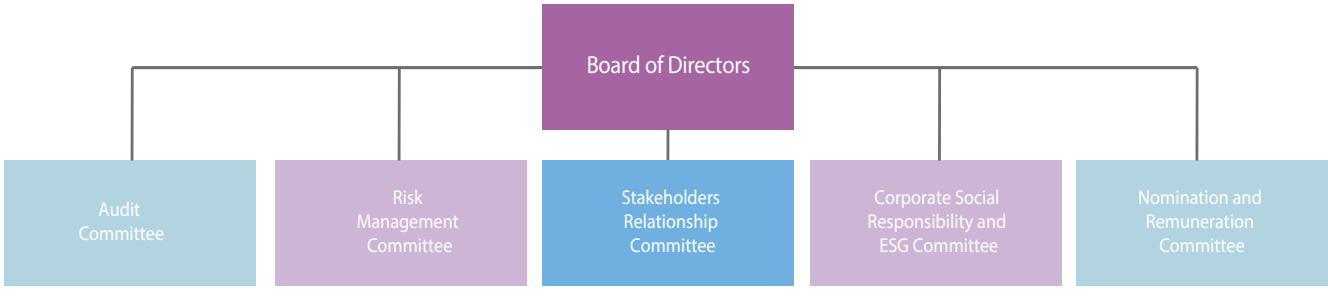
III. Committees of the Board

The Board has established several Committees, each tasked with addressing specific areas and making well-informed decisions within their designated scope. Guided by their charters, these Committees delineate their roles, responsibilities, and authorities. All decisions and recommendations originating from these Committees are subsequently presented to the Board for final approval, ensuring alignment with the Company's overarching objectives.

The Company's guidelines pertaining to Board Meetings are extended to Committee meetings to the fullest extent feasible, ensuring consistency and adherence to best practices. Moreover, each Committee possesses the autonomy to enlist the expertise of external professionals, advisors, and legal counsels as deemed necessary to augment their functions and decision-making processes.

To facilitate comprehensive discussions and informed decisions, senior officers and functional heads are invited to present relevant details requested by the Committee during its sessions. This collaborative approach ensures that Committees have access to pertinent information and expertise, ultimately enhancing their effectiveness in fulfilling their mandates.

The Company Secretary of the Company acts as the Secretary to all Committees of the Board as detailed below:



A. Audit Committee

I. Brief description of terms of reference

The Company has constituted an Audit Committee ("AC") which acts as a link between the management, external and internal auditors and the Board of Directors of the Company. The Committee's role flows directly from the Board's oversight function and delegation to various Committees. It acts as an oversight body for transparent, effective anti-fraud and risk management mechanisms, and efficient Internal Audit and External Audit functions and financial reporting. The Audit Committee considers matters which are specifically referred to it by the Board of Directors besides considering the mandatory requirements of Regulation 18 read with Part C of Schedule II of SEBI Listing Regulations and provisions of Section 177 of the Act. The brief description of the terms of reference of the Committee is given below:

The terms of reference and responsibilities of the Committee include review of the quarterly, half-yearly and annual financial results/ statements before submission to Board, review of compliance of internal control system, approval or any subsequent modification of transactions with related parties, oversight of the financial reporting process to ensure transparency, sufficiency, fairness and credibility of financial statements, recommendation for appointment, remuneration and terms of appointment of auditors of the Company etc. The Committee also reviews the adequacy and effectiveness of internal audit function and control system. The Committee meets at least once in a calendar quarter.

During the financial year under review, 6 (six) Meetings of the Audit Committee were held. The dates of the Meetings were April 26, 2023, May 23, 2023, August 10, 2023, September 29, 2023, November 9, 2023 and February 7, 2024.

II. The composition of the Committee and attendance details:

The composition of the Committee and attendance details of the Members for the year ended March 31, 2024 are given below:

S. No.	Name of Members	Category	Position	No. of Meeting(s) which Director was entitled to attend	No. of Meeting(s) attended	% of Attendance
1	Bobby Kanubhai Parikh	ID	Chairperson	6	6	100.00
2	Meleveetil Damodaran	ID	Member	6	6	100.00
3	Peter John Bains*	ID	Member	3	3	100.00
4	Nicholas Robert Haggar*	ID	Member	3	3	100.00

ID - Independent Director

* During the financial year under review, there were changes as mentioned below in the constitution of the Committee-

• Peter John Bains, Member, had stepped down as an Independent Director of the Company w.e.f. September 18, 2023. With this, he ceased to be a Member of the Committee from this date.

• Nicholas Robert Haggar was inducted as a Member of the Committee w.e.f. September 1, 2023.

The Members of the Committee possess sound knowledge of accounts, finance, audit, governance and legal matters.

Senior staff from the Finance & Accounts Department and representatives of the Statutory and Internal Auditors attend the Audit Committee meetings. The Company Secretary acts as the Secretary to the Committee.

The Committee, as a good governance practice, also meets external auditors, internal auditors and the Chief Financial Officer of the Company separately, to understand their independent opinion on the performance of the Company.

B. Risk Management Committee

I. Brief description of terms of reference

The Company has constituted a Risk Management Committee ("RMC"), which assists the Board of Directors in timely identification, assessment and mitigation of risks (i.e. financial, operational, strategic, regulatory, statutory, reputational, political, catastrophic and others) faced by the Company. The Committee has overall responsibility for monitoring and approving the enterprise risk management framework and is capable of effectively addressing and monitoring these risks. The Committee also approves and oversees a Company-wide risk management framework, capable of effectively addressing these risks.

The terms of reference of the RMC are in line with the provisions of the Act and Regulation 21 of the SEBI Listing Regulations.

During the financial year under review, 4 (four) Meetings of the RMC were held. The dates of the Meetings were May 12, 2023, August 9, 2023, November 9, 2023 and February 8, 2024.

II. The composition of the Committee and attendance details:

The composition of the Committee and attendance details of the Members for the year ended March 31, 2024, are given below:

S. No.	Name of Members	Category	Position	No. of Meeting(s) which Director was entitled to attend	No. of Meeting(s) attended	% of Attendance
1	Bobby Kanubhai Parikh	ID	Chairperson	4	4	100.00
2	Meleveetil Damodaran	ID	Member	4	4	100.00
3	Kiran Mazumdar-Shaw	ED	Member	4	4	100.00
4	Siddharth Mittal	ED	Member	4	4	100.00

S. No.	Name of Members	Category	Position	No. of Meeting(s) which Director was entitled to attend	No. of Meeting(s) attended	% of Attendance
5	Eric Vivek Mazumdar	NED	Member	4	4	100.00
6	Peter John Bains*	ID	Member	2	2	100.00
7	Nicholas Robert Haggar*	ID	Member	2	2	100.00

ID - Independent Director; ED - Executive Director; NED- Non-Executive Director
* During the financial year under review, there were changes as mentioned below in the constitution of the Committee-
• Peter John Bains, Member, had stepped down as an Independent Director of the Company w.e.f. September 18, 2023. With this, he ceased to be a Member of the Committee from this date.
• Nicholas Robert Haggar was inducted as a Member of the Committee w.e.f. September 1, 2023.

C. Stakeholders Relationship Committee

I. Brief Description of the terms of reference

The Company has constituted a Stakeholders Relationship Committee ("SRC") pursuant to the provisions of Regulation 20 of the SEBI Listing Regulations and Section 178 of the Companies Act, 2013.

The SRC is primarily responsible to redress the grievances of shareholders/ investors/ other security holders whilst reviewing measures and initiatives taken to reduce the quantum of unclaimed dividends, ensure timely receipt of dividend/ annual report/ notices and other information by shareholders and ensures effective exercise of voting rights by the shareholders/ investors.

It also ensures that service standards adopted by the Company in respect of services rendered by our Registrars and Share Transfer Agent are met and takes note of the Internal Annual Audit Report and observations along with action taken in this regard.

During the financial year under review, four (4) Meetings of SRC were held. The dates of the Meetings were May 12, 2023, August 9, 2023, November 9, 2023 and February 7, 2024.

II. The composition of the Committee and attendance details:

The composition of the Committee and attendance details of the Members for the year ended March 31, 2024 are given below:

S. No.	Name of Members	Category	Position	No. of Meeting(s) which Director was entitled to attend	No. of Meeting(s) attended	% of Attendance
1	Prof. Ravi Rasendra Mazumdar	NED	Chairperson	4	4	100.00
2	Bobby Kanubhai Parikh	ID	Member	4	4	100.00
3	Dr. Vijay Kumar Kuchroo*	ID	Member	1	1	100.00
4	Peter John Bains*	ID	Member	2	2	100.00
5	Rekha Mehrotra Menon*	ID	Member	2	2	100.00

ID - Independent Director; NED- Non-Executive Director
* During the financial year under review, there were changes as mentioned below in the constitution of the Committee-
- Dr. Vijay Kumar Kuchroo, Member, had stepped down as an Independent Director of the Company consequent to the completion of his second term w.e.f. close of business hours of July 26, 2023. With this, he ceased to be a Member of the Committee from this date.
- Peter John Bains, Member, had stepped down as an Independent Director of the Company w.e.f. September 18, 2023. With this, he ceased to be a Member of the Committee from this date.
- Rekha Mehrotra Menon was inducted as a Member of the Committee w.e.f. September 1, 2023.

Mayank Verma, Company Secretary of the Company is the Secretary to the Committee. Further, he also acts as the Compliance Officer of the Company.

The table below encompasses the details of the complaints received and disposed off during the year ended March 31, 2024.

Particulars	Complaints
Remaining unsolved at the beginning of the year	-
Received during the year	179
Disposed during the year	179
Number of complaints not solved to the satisfaction of shareholders	-
Remaining unsolved at the end of the year	-

The quarterly statement on investor complaints received and disposed off are filed with Stock Exchanges within 21 (twenty-one) days from the end of each quarter and the statement filed is also placed before the subsequent meeting of Board of Directors.

Further, with regards to the unpaid or unclaimed dividend, the Company has sent out reminders to the shareholders to claim their unpaid or unclaimed dividends before the dividend amounts are transferred to Investor Education and Protection Fund ('IEPF').

In terms of the SEBI Master Circular dated March 16, 2023 issued in super-session to Circular dated November 3, 2021 and Circular dated December 14, 2021, the Company had sent out communications to holders of physical securities to furnish their PAN, KYC details and Nomination as per the prescribed conditions embedded in the circular. Necessary forms for furnishing the requisite details in this regard are available on the website at https://www.biocon.com/investor-relations/shareholder-services/miscellaneous-communication/.

D. Corporate Social Responsibility and ESG Committee

I. Brief description of terms of reference

The Company is driven by a vision to make a difference in global healthcare through improved access to high quality and life-saving bio therapeutics by making them affordable for patients across the world. The Company's contributions and initiatives towards social welfare and environment sustainability have been integral to its business.

The Corporate Social Responsibility ('CSR') & ESG activities of the Company shall continuously evolve for the long-term sustainability of business, society and environment at large. The CSR and ESG Committee shall further align and integrate social wellbeing, economic growth and environmental sustainability with the Company's core values, operations and growth.

The terms of reference of the CSR and ESG Committee are in line with the provisions of Section 135 of the Companies Act, 2013, which inter alia includes the following:

- Identifying the areas of CSR activities, its implementation and monitoring;
- Formulate and amend the CSR Policy, from time to time;
- Adoption of the Annual Action Plan or modification thereof;
- Oversee the Company's ESG program, strategy, initiatives, execution and disclosures;
- Report progress of various initiatives with respect to CSR and ESG.

During the financial year under review, 4 (four) Meetings of the CSR and ESG Committee were held. The dates of the Meetings were May 23, 2023, August 4, 2023, November 9, 2023 and February 8, 2024.

II. The composition of the Committee and attendance details:

The composition of the Committee and attendance details of the Members for the year ended March 31, 2024 are given below:

S. No.	Name of Members	Category	Position	No. of Meeting(s) which Director was entitled to attend	No. of Meeting(s) attended	% of Attendance
1	Naina Lal Kidwai	ID	Chairperson	4	4	100.00
2	Dr. Vijay Kumar Kuchroo*	ID	Member	1	0	00.00
3	Prof. Ravi Rasendra Mazumdar	NED	Member	4	4	100.00
4	Siddharth Mittal	ED	Member	4	4	100.00
5	Eric Vivek Mazumdar	NED	Member	4	4	100.00
6	Rekha Mehrotra Menon*	ID	Member	3	2	66.67
7	Nicholas Robert Haggar*	ID	Member	2	2	100.00

ID - Independent Director; NED – Non-Executive Director; Non-Independent Director.

* During the financial year under review, there were changes as mentioned below in the constitution of the Committee-

- Dr. Vijay Kumar Kuchroo, Member, had stepped down as an Independent Director consequent to the completion of his second term w.e.f. close of business hours of July 26, 2023. With this, he ceased to be the Member of the Committee from this date.
- Rekha Mehrotra Menon and Nicholas Robert Haggar were inducted as Members of the Committee w.e.f July 26, 2023 and September 1, 2023, respectively.

E. Nomination and Remuneration Committee

I. Brief description of terms of reference

The Company has a Nomination and Remuneration Committee ("NRC") pursuant to the provisions of Regulation 19, read with Part D of Schedule II of the SEBI Listing Regulations and Section 178 of the Act. As per the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, the NRC of the Company acts as the Compensation Committee for administration of the Employee Stock Option Plan. The NRC has been vested with the authority to recommend nominations for Board Membership, succession planning for the senior management and the Board, develop and recommend policies with respect to composition of the Board commensurate with the size, nature of the business and operations of the Company, establish criteria for selection of Board Members with respect to competencies, qualifications, experience, track record, integrity, devise appropriate succession plans and determine overall compensation policies of the Company.

The scope of the NRC also includes review of the market practices, decision on the remuneration to the Executive Director(s) and laying down of performance parameters for the Chairperson, Managing Director & CEO, the Executive Director(s), Key Managerial Personnel(s) and Senior Management.

In addition to the above, the NRC's role includes identifying persons who may be appointed to a senior management position in accordance with the criteria laid down, recommending to the Board their appointment and removal.

The NRC also formulates the criteria for determining qualifications, positive attributes and independence of a Director. The Committee on a periodical basis, recommends to the Board, policies relating to the remuneration of Directors, Key Managerial Personnel and Senior Management. The Policy on Director's Appointment and Remuneration is available on our website at https://www.biocon.com/docs/Policy-on-Director's-appointment-and-remuneration_20230523.pdf.

The NRC has undertaken the exercise to evaluate the performance of individual Directors. Feedback is sought by way of structured questionnaires covering various aspects of the Board's functioning such as adequacy of the composition of the Board and its Committees, Board culture, execution & performance of specific duties, obligations and governances. Performance evaluation is carried out based on the responses received from all Directors.

The performance evaluation of Independent Directors is based on various criteria including Qualification & Experience, Leadership, Governance, Commitment, Contribution, Expertise, Independence, Integrity, Attendance, Responsibility, among others.

During the financial year under review, 4 (four) Meetings of the NRC were held. The dates of the Meetings were May 23, 2023, August 4, 2023, November 9, 2023 and February 8, 2024.

II. The composition of the Committee and attendance details:

The composition of the Committee and attendance details of the Members for the year ended March 31, 2024 are given below:

S. No.	Name of Members	Category	Position	No. of Meeting(s) which director was entitled to attend	No. of Meeting(s) attended	% of Attendance
1	Naina Lal Kidwai	ID	Chairperson	4	4	100.00
2	Dr. Vijay Kumar Kuchroo*	ID	Member	1	0	00.00
3	Prof. Ravi Rasendra Mazumdar	NED	Member	4	4	100.00
4	Rekha Mehrotra Menon*	ID	Member	3	2	66.67

ID - Independent Director; NED – Non-Executive Director.

* During the financial year under review, there were changes as mentioned below in the constitution of the Committee-

- Dr. Vijay Kumar Kuchroo, Member, had stepped down as an Independent Director consequent to his completion of the second term w.e.f. close of business hours of July 26, 2023. With this, he ceased to be the Member of the Committee from this date.
- Rekha Mehrotra Menon was inducted as a Member of the Committee w.e.f. July 26, 2023.

IV. Particulars of Senior Management Personnel

The particulars of Senior Management Personnels of the Company including the changes therein during the year are provided below:

Sl. No.	Name	Designation	Details of changes, if any
1	Peter John Bains	Biocon Group Chief Executive Officer	Appointed w.e.f. September 18, 2023
2	Indranil Sen	Chief Financial Officer	Resigned w.e.f. close of business hours of March 14, 2024
3	Mayank Verma	Company Secretary	-
4	Abhijit Zutshi	Chief Commercial Officer	-
5	Manoj Kumar Pananchukunnath	Chief Scientific Officer	-
6	Arun Kumar Gupta	Chief Operating Officer	Appointed w.e.f. April 1, 2023
7	Maninder Kapoor Puri	Head, Human Resources	Appointed w.e.f June 12, 2023
8	Nehal Vora	Commercial Head, Global APIs	Resigned w.e.f. close of business hours of March 31, 2024
9	Prasad Deshpande	Head, Supply Chain & Central Engineering	Resigned w.e.f. close of business hours of January 16, 2024
10	Sriram A V	Head, Quality	Superannuated w.e.f. October 31, 2023
11	Nitin Tiwari	Head, Quality	Appointed w.e.f. November 1, 2023
12	Vishal Nayyar	Head - Supply Chain Management	Appointed w.e.f. March 4, 2024
13	Amit Kaptain	Head Commercials - API	Appointed w.e.f. March 4, 2024

V. Remuneration of Directors

A. Remuneration Policy

The Company has a well-defined policy for remuneration of the Directors, Key Management Personnel and Senior Management. The policy of the Company is designed to create a high-performance culture and enables the Company to attract, retain and motivate employees to achieve results. The policy is available on the Company's website at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/.

The elements of remuneration to the Executive Directors include fixed and variable salary, performance bonus, contribution to provident fund, superannuation, gratuity, perquisites and allowance, reimbursement of expenses, stock options etc., as applicable to employees of the Company. The Executive Directors are employees of the Company and are subject to service conditions as per the Company policy, which is 3 (three) months' notice period, or such period as mutually agreed upon. There is no provision for payment of severance fees to Non- Executive Directors. Independent Directors are paid remuneration in the form of commission, apart from the sitting fees and are not subject to any notice period and severance fees.

B. Remuneration to Non - Executive Directors

The shareholders at their 43rd Annual General Meeting, based on the recommendation of Nomination & Remuneration Committee and Board of Directors, have approved the payment of remuneration to Non-Executive Directors, at an amount not exceeding 3% of the net profit of the Company effective from the financial year 2021-22. The payment of such remuneration would be in addition to the sitting fees for attending Board/Committee meetings.

As an abundant caution, approval of the shareholders was sought for payment of remuneration to the Non-Executive Directors, in situation of absence or inadequacy of profits for 3 (three) years w.e.f. Financial Year 2022-23, by way of postal ballot on January 21, 2023.

C. Remuneration to Executive Directors

The shareholders, at their 42nd Annual General Meeting ("AGM") held on July 24, 2020, have approved the re-appointment of Kiran Mazumdar-Shaw as an Executive Director, designated as an Executive Chairperson for a period of 5 (five) years effective April 1, 2020 on certain terms and conditions, including her remuneration subject to prescribed limit under the rules and regulations. The remuneration includes fixed and variable

salary, performance bonus, contribution to provident fund, superannuation, gratuity, perquisites and allowances, reimbursement of expenses, etc. as applicable to employees of the Company.

Further, at the same AGM, the shareholders have approved the appointment of Siddharth Mittal as the Managing Director and CEO of the Company for a period effective from April 1, 2020, till the end of his current tenure of appointment i.e. November 30, 2024. The remuneration includes fixed and variable salary, performance bonus, contribution to provident fund, superannuation, gratuity, perquisites and allowances, reimbursement of expenses, long term rewards etc. as applicable to employees of the Company.

Subsequently, the shareholders at their 43rd AGM held on July 23, 2021, have approved the increase in the limit of managerial remuneration payable to Siddharth Mittal, Managing Director and CEO of the Company, which was in excess of 5% of the net profits of the Company for the financial year 2021-22 and thereafter during his remaining tenure as the Managing Director of the Company. However, the total managerial remuneration paid to the Executive Director(s) of the Company taken together in any financial year shall not exceeded the limit of 10% of net profit, and overall managerial remuneration paid to all directors have not exceeded the overall limit of 11% of net profit of the Company as prescribed under Section 197 of the Act read with rules made thereunder or other applicable provisions or any statutory modifications thereof.

As an abundant caution, approval of the shareholders was sought for payment of remuneration to the Executive Directors, in situation of absence or inadequacy of profits for 3 (three) years w.e.f. Financial Year 2022-23, by way of postal ballot on January 21, 2023.

D. Criteria for making Payment to Non-Executive Directors

The Company's Non-Executive Directors are leading professionals with high level of expertise and rich experience in functional areas such as business strategy, financial governance, corporate governance, research and innovation amongst others. The Company's Non-Executive Directors have been shaping and steering the long-term strategy and make invaluable contributions towards Biocon group level strategy, monitoring of risk management and compliances.

The Nomination and Remuneration Committee determines and recommends to the Board the compensation payable to all the Directors from time to time.

Based on the recommendation of the Nomination and Remuneration Committee and the Board of Directors, the shareholders at their 43rd AGM held on July 23, 2021 have approved to pay remuneration by way of commission or otherwise to the Non-Executive Directors of the Company for the financial year 2021-22 and thereafter, at an amount not exceeding 3% of the net profits of the Company computed in accordance with the provisions of Section 198 of the Companies Act, 2013 and the said remuneration is in addition to sitting fees and reimbursement of expenses for attending the meetings of the Board of Directors or Committees thereof and the said remuneration is paid in such amount, proportion and manner as may be decided by the Board of Directors of the Company from time to time.

E. Service Contracts, Notice Period and Severance Fees

As on March 31, 2024, the Board comprised of 9 (nine) Members, including 2 (two) Executive Directors and 7 (seven) Non Executive Directors, of which 5 (five) are Independent Directors. Kiran Mazumdar-Shaw, Executive Chairperson and Siddharth Mittal, Managing Director and CEO are employees of the Company. Hence, the provision for payment of severance fees to them shall be as per the terms mentioned in the Company's policy. However, other Directors are not subject to any notice period and severance fees.

F. All Pecuniary Relationship or Transactions of the Non-Executive Directors

There was no pecuniary relationship or transactions of the Non-Executive Directors vis-a-vis the Company, which has potential conflict with the interest of the organisation at large.

G. Remuneration to Directors

The details of remuneration of Directors for the year ended March 31, 2024 are given below:

Amount in ₹ million

Directors	Salary and Perquisites			Others		
	Fixed Pay & Bonus	Perquisites^	Retirement Benefits	Commission	Sitting Fees	Total
Kiran Mazumdar-Shaw	38.43	-	-	-	-	38.43
Siddharth Mittal	57.31	-	-	-	-	57.31
Prof. Ravi Rasendra Mazumdar	-	-	-	4.82	1.41	6.24
Eric Vivek Mazumdar	-	-	-	4.49	1.08	5.57
Dr. Vijay Kumar Kuchroo*	-	-	-	0.08	-	0.08
Meleveetil Damodaran	-	-	-	5.24	1.08	6.32
Bobby Kanubhai Parikh	-	-	-	6.40	1.41	7.82
Naina Lal Kidwai	-	-	-	5.16	1.08	6.24
Peter John Bains**	-	-	-	1.33	0.58	1.91
Rekha Mehrotra Menon***	-	-	-	4.62	1.08	5.70
Nicholas Robert Haggar***	-	-	-	4.12	1.08	5.20

Note:

- ^Perquisites valued as per Income Tax Act, 1961.
- The remuneration to Executive Directors and Key Managerial Personnel does not include provisions made for gratuity and compensated absences, as they are obtained on an actuarial basis for the Company as a whole.
- *Dr. Vijay Kumar Kuchroo had stepped down from the Board due to the completion of his second term as an Independent Director with effect from close of business hours of July 26, 2023.
- **Peter John Bains ceased to be a Director of the Company w.e.f. September 18, 2023.
- ***Rekha Mehrotra Menon and Nicholas Robert Haggar were appointed as Independent Directors of the Company w.e.f. July 26, 2023 and September 1, 2023, respectively.

During the financial year under review, no options under the Company's ESOP and RSU plan were granted to any Executive/Non- Executive Directors of the Company.

VI. General Body Meetings

A. Annual General Meetings

The date, time and location of Annual General Meetings held during the last 3 (three) years and the special resolutions passed thereat are as follows:

Year	Date and Time	Venue	Special Resolution(s) Passed
2022-23	August 11, 2023 at 3:30 pm	*Held through video conferencing ('VC') or other audio-visual means (OAVM).	1. To appoint Ms. Rekha Mehrotra Menon (DIN: 02768316) as an Independent Director of the Company.
2021-22	July 28, 2022 at 3:30 pm	*Held through video conferencing ('VC') or other audio-visual means (OAVM).	1. To appoint Ms. Naina Lal Kidwai (DIN:00017806) as an Independent Director of the Company. 2. To approve amendment and termination of Biocon Limited Employee Stock Option Plan 2000 ("the ESOP Plan"). 3. To approve amendment in the Biocon Restricted Stock Unit Long Term Incentive Plan FY 2020-24 of the Company.
2020-21	July 23, 2021 at 3.30 pm	*Held through video conferencing ('VC') or other audio-visual means (OAVM).	1. Re-appointment of Mr. Bobby Kanubhai Parikh (DIN: 00019437) as an Independent Director of the Company. 2. To approve revision in remuneration payable to Non-Executive Directors by way of Commission. 3. To approve and increase in the limit of managerial remuneration payable to Mr. Siddharth Mittal, Managing Director in excess of 5% of the net profits of the Company.

* The AGM held on August 11, 2023, July 28, 2022 and July 23, 2021 were in compliance with the applicable provisions of the Companies Act, 2013, General Circular No. 14/2020 dated April 8, 2020, Circular No.17/2020 dated April 13, 2020, Circular No. 20/2020 dated May 5, 2020, Circular No. 02/2021 dated January 13, 2021, Circular No. 2/2022 dated May 05, 2022 and Circular No. 10/2022 dated December 28, 2022, issued by Ministry of Corporate Affairs ('MCA'). The deemed venue for the meeting was registered office of the Company at 20th KM, Hosur Road, Electronic City, Bengaluru - 560 100, Karnataka, India.

I. Special Resolutions passed through Postal Ballot

During the financial year ended March 31, 2024, 3 (three) postal ballots were held for passing the following resolutions:

- 15 Ordinary Resolutions
- 1 Special Resolution

The details of the same are provided below:

Postal Ballot Notice dated June 18, 2023 (Date of declaration of results: July 21, 2023)

S.No.	Particulars of the Resolution	Type of Resolution	Voting Details						
			No. of shares	No. of votes polled	% of votes polled on Outstanding shares	Votes cast in favour		Votes cast against	
						No. of votes	%	No. of votes	%
1	To approve material related party transaction(s) between Biocon Biologics Limited and Biocon Biologics UK Limited, being direct and indirect subsidiaries of the Company.	Ordinary	1200600000	247060741	20.58	246965041	99.96	95700	0.04
2	To approve material related party transaction(s) between Biosimilar Collaborations Ireland Limited and Biocon Biologics Inc. USA, being indirect subsidiaries of the Company.	Ordinary	1200600000	247060728	20.58	246964887	99.96	95841	0.04
3	To approve material related party transaction(s) between Biocon Biologics Inc. USA and Biosimilars Newco Limited, being indirect Subsidiaries of the Company.	Ordinary	1200600000	247060717	20.58	246964128	99.96	96589	0.04
4	To approve material related party transaction(s) between Biocon Biologics UK Limited and Biosimilars Newco Limited, being Indirect subsidiaries of the Company.	Ordinary	1200600000	247060701	20.58	246964017	99.96	96684	0.04
5	To approve material related party transaction(s) between Biocon SDN BHD, Malaysia and Biosimilars Newco Limited, being Indirect subsidiaries of the Company.	Ordinary	1200600000	247060614	20.58	246964537	99.96	96077	0.04
6	To approve material related party transaction(s) between Biosimilar Collaborations Ireland Limited and Biocon Biologics Germany GMBH, being indirect subsidiaries of the Company.	Ordinary	1200600000	247060724	20.58	246963860	99.96	96864	0.04
7	To approve material related party transaction(s) between Biosimilar Collaborations Ireland Limited and Biosimilars Newco Limited, being indirect subsidiaries of the Company.	Ordinary	1200600000	247060512	20.58	246964397	99.96	96115	0.04
8	To approve material related party transaction(s) between Biosimilar Collaborations Ireland Limited and Mylan Inc. (Viatris).	Ordinary	1200600000	247060600	20.58	246941535	99.95	119065	0.05
9	To approve material related party transaction(s) between the Company and Biocon Biologics Limited (BBL).	Ordinary	1200600000	244806477	20.39	186209726	76.06	58596751	23.94

Postal Ballot Notice dated October 26, 2023 (Date of declaration of results: November 28, 2023)

S.No.	Particulars of the Resolution	Type of Resolution	Voting Details						
			No. of shares	No. of votes polled	% of votes polled on Outstanding shares	Votes cast in favour		Votes cast against	
						No. of votes	%	No. of votes	%
1	To appoint Mr. Nicholas Robert Haggar (DIN: 08518863) as an Independent Director of the Company.	Special	1200600000	964090385	80.30	964031471	99.99	58914	0.01

Postal Ballot Notice dated March 19, 2024 (Date of declaration of results: April 22, 2024)

S.No.	Particulars of the Resolution	Type of Resolution	Voting Details						
			No. of shares	No. of votes polled	% of votes polled on Outstanding shares	Votes cast in favour		Votes cast against	
						No. of votes	%	No. of votes	%
1	To approve material related party transaction(s) between Biocon Biologics Limited and Biocon Biologics UK Limited, being direct and indirect subsidiaries of the Company.	Ordinary	1200600000	218221447	18.18	218161058	99.97	60389	0.03
2	To approve material related party transaction(s) between Biocon Biologics Limited and Biosimilars Newco Limited, being direct and indirect subsidiaries of the Company.	Ordinary	1200600000	218221462	18.18	218161121	99.97	60341	0.03
3	To approve material related party transaction(s) between Biocon Biologics UK Limited and Biosimilars Newco Limited, being indirect subsidiaries of the Company.	Ordinary	1200600000	218221432	18.18	218159842	99.97	61590	0.03
4	To approve material related party transaction(s) between Biocon SDN BHD, Malaysia and Biosimilars Newco Limited, being indirect subsidiaries of the Company.	Ordinary	1200600000	218221348	18.18	218159713	99.97	61635	0.03
5	To approve material related party transaction(s) between Biocon Biologics Inc., USA and Biosimilars Newco Limited, being indirect subsidiaries of the Company.	Ordinary	1200600000	218221333	18.18	218160931	99.97	60402	0.03
6	To approve material related party transaction(s) between the Company and Biocon Biologics Limited (BBL).	Ordinary	1200600000	218221421	18.18	160605143	73.60	57616278	26.40

II. Person who Conducted the Postal Ballot Process

Mr. V. Sreedharan, (FCS 2347; CP 833) and in his absence Mr. Pradeep B Kulkarni, (FCS 7260; CP 7835) or Ms. Devika Satyanarayana, (FCS 11323; CP 17024), Practicing Company Secretaries and Partners of M/s. V. Sreedharan & Associates, Company Secretaries, Bengaluru, were appointed as scrutinizers to conduct the Postal Ballot process.

III. Procedure for Postal Ballot

In compliance with the provisions of the Companies Act, 2013, read with appropriate Rules made thereunder, the Company provides electronic voting (e-voting) facility to all its Members. The Company engages the services of KFin Technologies Limited, the Registrar and Share Transfer Agents of the Company for the purpose of providing e-voting facility to all its Members.

The Company dispatches the postal ballot notices to its Members in the electronic form to the email addresses registered with their depository participants and to their email address registered with the Company (in case of physical shareholding). The Company also publishes a notice in the newspaper declaring the details of completion of dispatch and other requirements as mandated under the Act and applicable Rules.

Voting rights are reckoned on the paid-up value of the shares registered in the names of the Members as on the cut-off date. Members exercising their votes by electronic mode are requested to vote before close of business hours on the last date of e-voting.

The scrutinizer submits his report to the Chairperson, after the completion of scrutiny and the consolidated results of voting by postal ballot are then announced by the Chairperson/any Director/ Company Secretary of the Company. The results are also displayed on the Company's website, www.biocon.com, besides being communicated to the Stock Exchanges, Depositories & Registrar and Share Transfer Agent. The date of declaration of Postal Ballot shall be the date on which the resolution would be deemed to have been passed, if approved by requisite majority.

None of the business proposed to be transacted at the ensuing Annual General Meeting requires passing of special resolution through postal ballot.

B. Means of Communication

I. Quarterly Financial Results

The quarterly financial results are normally published in nationwide newspapers i.e. Financial Express and Vijayavani (Kannada edition) and are also displayed on the Company's website https://www.biocon.com/investor-relations/stock-exchange-disclosures/press-release/.

II. News Releases, Presentations

Official news/press releases are disclosed to both the Stock Exchanges i.e. NSE and BSE from time to time and are also displayed on the website of the Company at https://www.biocon.com/investor-relations/stock-exchange-disclosures/press-release/.

III. Presentations to Institutional Investors/ Analysts

Presentations are made to institutional investors and financial analysts on the quarterly financial results of the Company. These presentations are also published on the website of the Company and are disclosed to both the Stock Exchanges i.e. National Stock Exchange of India Limited (NSE) and BSE Limited (BSE). The details of meetings with institutional investors/financial analysts are intimated to the Stock Exchanges and disclosed on website of the Company at www.biocon.com.

IV. Website

The website of the Company i.e. www.biocon.com contains a separate and dedicated "Investors" section to serve shareholders, by giving complete information pertaining to the Board of Directors and its Committees, annual reports along with supporting documents, financial results including subsidiaries financials, stock exchange disclosures and compliances such

as shareholding pattern, corporate governance report and press releases, Notice of the Board and General Meetings, contact details of Registrar and Share Transfer Agents, details of unclaimed or unpaid dividend and Investor Education and Protection Fund ('IEPF') related information, amongst others. These are made available on the website in a user-friendly and downloadable form.

V. NSE Electronic Application Processing System (NEAPS) and BSE Listing Centre

NEAPS and BSE Listing Centre are web-based applications designed by NSE and BSE, respectively, for the smooth filing of information by Corporates, with the stock exchanges. All periodical compliance filings like shareholding pattern, corporate governance report, press releases, financial results and other disclosures under SEBI Listing Regulations are electronically filed on NEAPS and BSE Listing Centre.

VI. SEBI Complaints Redress System ('SCORES')

Investor complaints are processed through a centralized web-based complaints redressal system. Centralised database of all complaints received, online upload of the Action Taken Reports (ATRs) by the Company, online viewing by investors of actions taken on the complaint and the current status are updated/resolved electronically in the SEBI SCORES system.

VII. General Shareholders Information

A. Company Registration Details

The registered office of the Company is 20th KM, Hosur Road, Electronic City, Bengaluru, 560 100 and it is registered in the State of Karnataka, India. The Corporate Identity Number ('CIN') allotted to the Company by the Ministry of Corporate Affairs ('MCA') is L24234KA1978PLC003417.

B. Annual General Meeting

Day, Date and Time	Friday, August 9, 2024 at 3:30 PM (IST)
Venue *	20th KM, Hosur Road, Electronic City, Bengaluru – 560 100, Karnataka, India
Financial Year	April 1, 2023 – March 31, 2024
Dividend Payment date	On or before Friday, August 23, 2024
Record Date (Dividend)	Friday, July 5, 2024
Cut-off Date (e-voting)	Friday, August 2, 2024
Financial Results Calendar for 2024-25 (tentative)	
Q1- FY 25	August 8, 2024
Q2- FY 25	October 30, 2024
Q3- FY 25	January 30, 2025
Q4- FY 25	May 8, 2025
Listed on Stock Exchanges	**National Stock Exchange of India Limited** Exchange Plaza, Bandra-Kurla Complex, Bandra (E), Mumbai – 400 051 **BSE Limited** PJ Towers, Dalal Street, Mumbai- 400 001
Stock Code/Symbol	NSE – BIOCON BSE - 532523
International Securities Identification Number ("ISIN")	INE 376G01013
Payment of Annual listing fees to Stock Exchanges	Paid

* In terms of the MCA Circular No. 14/2020 dated April 8, 2020, Circular No.17/2020 dated April 13, 2020, Circular No. 20/2020, dated May 05, 2020 and other relevant circulars, the latest one being General Circular no. 09/2023 dated September 25, 2023 ("MCA Circulars"), the 46th AGM of the Company shall be held through video conferencing (VC) or other audio visual means (OAVM). Hence, Members can attend and participate in the AGM through VC/OAVM only. The detailed procedure for participating in the meeting through VC/OAVM is annexed to the AGM Notice and available at the website of the Company at www.biocon.com.

I. Market Price Data During 2023-24

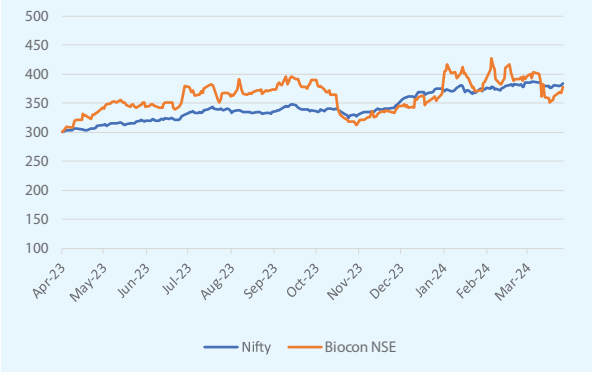
The monthly high/low closing prices and volume of shares of the Company from April 1, 2023 to March 31, 2024 are given below:

Month	BSE			NSE		
	High Price	Low Price	Volume of Equity Shares	High Price	Low Price	Volume of Equity Shares
Apr-23	234.30	206.10	4,050,677	234.30	206.65	88,030,753
May-23	259.50	232.45	4,248,436	260.60	232.55	76,639,141
Jun-23	267.60	234.00	3,434,183	267.80	234.00	72,957,236
Jul-23	270.40	243.40	3,398,938	270.50	243.40	84,464,556
Aug-23	276.35	249.75	3,807,589	276.50	249.70	99,004,012
Sep-23	279.95	259.20	2,798,629	279.90	258.80	65,137,645
Oct-23	274.80	217.50	2,187,901	274.90	217.50	61,432,170
Nov-23	239.10	218.35	3,229,564	239.15	218.30	62,529,992
Dec-23	257.65	236.80	5,005,732	256.90	236.90	68,717,097
Jan-24	294.65	249.50	8,899,680	294.50	249.65	158,308,496
Feb-24	307.00	261.00	15,142,248	307.10	261.00	191,364,507
Mar-24	287.25	244.40	6,315,770	287.20	244.55	119,066,838

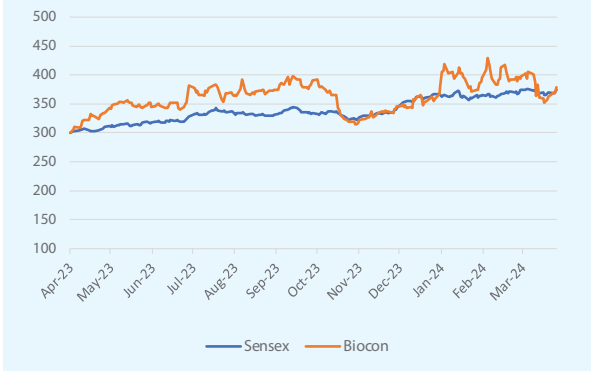
II. Performance in Comparison with Broad Based Indices

The chart below depicts the performance of the Company's share price in comparison to broad-based indices, such as BSE Sensex and NSE Nifty. The Biocon Management cautions that the stock movement shown in the graph below should not be considered indicative of potential future stock price performance.

Biocon & Nifty share price movement from April 01, 2023 to March 31, 2024



Biocon & BSE Sensex share price movement from April 01, 2023 to March 31, 2024



III. Share Transfer System

The Company has Stakeholders Relationship Committee to review and resolve the complaints by shareholders which may arise from time to time and the status of such complaints or requests is placed before the Board. The Company has complied with the requirements as specified in Regulation 40 of SEBI Listing Regulations for effecting transfer of securities of the Company.

In terms of Regulation 40(9) of the SEBI Listing Regulations, the Company obtains an annual compliance certificate, from a Company Secretary in Practice with respect to due compliance of share and security transfer formalities by the Company and the copy of the compliance certificate is submitted to the Stock Exchanges.

SEBI, effective from April 1, 2019, barred physical transfer of shares of the listed companies and mandated transfers only in dematerialised form. However, shareholders are not barred from holding shares in physical form. SEBI vide its notification dated January 24, 2022 further notified that transmission or transposition of securities held in physical or dematerialised form shall be effected only in dematerialised form. Transfers of equity shares in electronic form are effected through the depositories with no involvement of the Company. Members holding shares in physical form are requested to consider converting their holdings to dematerialized form.

Shareholders holding shares in physical mode have been requested to furnish PAN, nomination, contact details, bank account details and specimen signature for their corresponding folios. Shareholders may contact the RTA at einward.ris@kfintech.com in this regard.

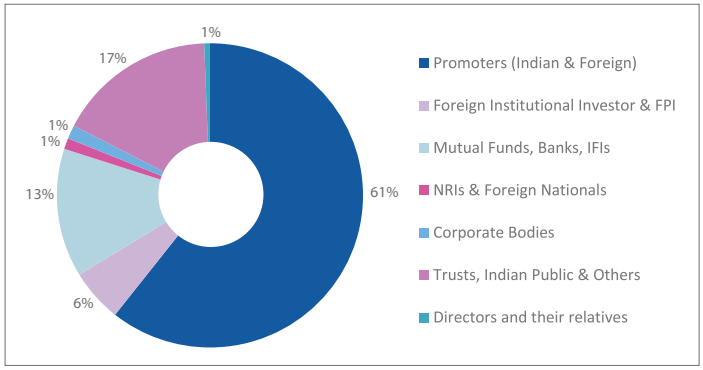
IV. Dematerialization of Shares and Liquidity

As on March 31, 2024, 99.94% of the equity shares were in electronic form. Trading in equity shares of the Company is permitted only in dematerialized form. The Company's equity shares are actively traded on both National Stock Exchange of India Limited (NSE) and BSE Limited (BSE).

Further, as mandated by the Securities and Exchange Board of India ("SEBI"), existing Members of the Company, who hold securities in physical form and intend to transfer their securities, can do so only in dematerialised form. Hence, shareholders who hold shares in physical form are requested to dematerialise these shares to ensure such shares are freely transferable.

V. Distribution of Shareholding (category wise) as on March 31, 2024 is as under:

S. No	Category	No. of Shares	% to Equity
1	Promoters (Indian & Foreign)	728,024,176	60.64
2	Foreign Institutional Investor & FPI	67,598,500	5.63
3	Mutual Funds, Banks, IFIs	164,256,271	13.68
4	NRIs & Foreign Nationals	13,987,104	1.17
5	Corporate Bodies	17,518,140	1.46
6	Trusts	4,192,760	0.35
7	Indian Public & Others	197,839,594	16.48
8	Directors and their relatives	7,183,455	0.60
	Total	**1,200,600,000**	**100.00**



Note: Percentages have been rounded-off

VI. Distribution of Shareholding as on March 31, 2024:

S.No	Category (No. of Shares)	No. of Shareholders	% to Shareholders	Shareholding (No. of shares)	% to Equity
1	1 - 5000	446,878	95.03	55,131,633	4.59
2	5001 - 10000	12,082	2.57	17,609,653	1.47
3	10001 - 20000	6,223	1.32	17,622,738	1.47
4	20001 - 30000	1,962	0.42	9,901,657	0.82
5	30001 - 40000	723	0.15	5,106,083	0.43
6	40001 - 50000	586	0.12	5,481,613	0.46
7	50001 - 100000	882	0.19	12,583,743	1.05
8	100001 and above	925	0.20	1,077,162,880	89.72
	TOTAL:	**470,261**	**100.00**	**1,200,600,000**	**100.00**

VII. Outstanding ADRs/GDRs/Warrants or any Convertible Instruments, Conversion Date and likely impact on Equity

The Company has not issued any ADRs/GDRs/Warrants or any convertible instruments.

VIII. Commodity Price Risk or Foreign Exchange Risk and Hedging Activities

The input pricing risk is managed through appropriate long-term rate contracts and constant evaluation of alternate support sources for key raw materials. The Company has an approved Foreign Exchange Risk Management Policy and accordingly, during the financial year ended March 31, 2024, the Company managed foreign exchange risk and hedged these to the extent considered necessary. The details of foreign currency exposure and hedging are disclosed in Notes to Standalone Financial Statements.

IX. Plant Locations

1	2	3	4
20th KM, Hosur Road, Electronic City, Bengaluru, Karnataka - 560 100, India	Biocon Park, Plot No. 2, 3, 4 & 5, Bommasandra- Jigani Link Road, Bengaluru, Karnataka - 560 099, India	Plot No. 02, Road No. 21, Jawaharlal Nehru Pharma city, Thadi Village, IDA Paravada (M), Anakapalli District- 531 019, Andhra Pradesh, India.	M/s. Biocon Biosphere Limited, Plot No. 95, Visakha Pharmacity, SEZ, Jawaharlal Nehru Pharma City, Paravada (M), Anakapalli District – 531 021, Andhra Pradesh, India

X. Address for Correspondence

Corporate Governance & Compliance, Investor Grievances Redressal
Mayank Verma
Company Secretary, Compliance Officer & Nodal Officer
Tel: 91 80 2808 2038
Email: co.secretary@biocon.com / mayank.verma101@biocon.com

Financial Disclosure and Information
Email: co.secretary@biocon.com
Tel: 91 80 - 2808 2808

Media & Corporate Communications
Seema Shah Ahuja
Senior Vice-President & Global Head Corporate Communications & Corporate Brand Biocon Group
Tel: 91 80- 2808 2808
E-mail id: Seema.Ahuja@biocon.com

Corporate Communications
Calvin Printer
Vice President, Head - Corporate Communications
Tel: 91 80- 2808 2808
E-mail id: calvin.printer@biocon.com

Investor Relations (Institutional Investors & Research Analysts)
Saurabh Paliwal
Head - Investor Relations
Tel: 91 80 2808 2040
E-mail id: investor.relations@biocon.com

Registrar and Share Transfer Agents ('RTA')
KFin Technologies Limited (Unit: Biocon Limited)
Plot No. 31 & 32, Selenium, Tower B, Gachibowli, Financial District, Nanakramguda, Hyderabad – 500 032
E-mail id: Suresh.d@Kfintech.com / einward.ris@kfintech.com

XI. Credit Ratings

ICRA Limited vide its letter dated August 4, 2023, has removed the long-term rating from 'watch with Developing Implications' and reaffirmed it at [ICRA]AA+. The short-term rating has been reaffirmed at 'ICRA A1+' for the Bank facilities and Commercial Paper of the Company.

CRISIL vide its letter dated November 29, 2023, has reaffirmed the rating at 'CRISIL AA+' for the long-term bank facilities and 'CRISIL A1+' for the short-term bank facilities of the Company.

India Ratings and Research (Ind-Ra) vide letter dated February 06, 2024, has reaffirmed the rating at 'IND AA+/ Stable' for the Non-convertible Debentures and Term Loans and withdrawn the rating for Commercial Paper of the Company.

C. Other Disclosures

I. Materially Significant Related Party Transactions

During the financial year under review, no materially significant transactions or arrangements were entered into between the Company and its promoters, management, Directors or their relatives, subsidiaries, etc. that may have potential conflict with the interests of the Company at large. The Company has formulated a policy on dealing with Related Party Transactions, which specifies the manner of entering into Related Party Transactions. This policy has also been hosted on the website of the Company at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/.

II. Details of Non-compliance

During the last 3 (three) years, there were no instances of non-compliances by the Company related to capital markets and no penalty or strictures were imposed on the Company by the Stock Exchanges or SEBI or any statutory authorities. Further, the securities of the Company were not suspended from trading at any time during the year.

III. Compliance with Corporate Governance Requirements

The Company has complied with the requirements of corporate governance specified in Regulation 17 to 27 and clause (b) to (i) of sub-regulation (2) of Regulation 46 of the SEBI Listing Regulations.

IV. Vigil Mechanism / Whistle Blower Policy

The vigil mechanism as envisaged in the Companies Act, 2013 and SEBI Listing Regulations is implemented through the Company's Whistle Blower Policy to adequately safeguard against victimisation of persons who use such mechanism. During the year, no personnel was denied access to the Audit Committee of the Company. The address of the Chairperson of the Audit Committee has been given in the policy for the employees, Directors, vendors, suppliers or other stakeholders associated with the Company to report any matter of concern. Vigil mechanism / Whistle Blower Policy of the Company is available on the website of the Company at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/.

V. Compliance with Mandatory and Discretionary Requirements

The Company has complied with all mandatory requirements prescribed by SEBI Listing Regulations and the Company has also complied with below mentioned discretionary requirements as stated under Part E of Schedule II to the SEBI Listing Regulations, as under:

- Modified opinion(s) in audit report: During the financial year under review, there is no audit qualification in the Company's financial statements. The Company continues to adopt best practices to ensure regime of unqualified financial statements.

- Reporting of Internal Auditors: Internal Auditors report directly to the Audit Committee.

VI. Policy for determining Material Subsidiary

The Company has formulated a policy for determining Material subsidiaries as defined under the SEBI Listing Regulations. This policy is also published on the website of the Company at https://www.biocon.com/investor-relations/corporate-governance/ governance-documents-policies/.

VII. Policy for determining Related Party Transactions

The Company has formulated a policy on materiality of related party transactions and on dealings with such transactions. This policy has also been published on the website of the Company at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/.

VIII. Details of Utilization of Funds Raised through Preferential Allotment or Qualified Institutional Placement as specified under Regulation 32 (7A)

The Company has not raised any funds through preferential allotment or qualified institutional placement as specified under Regulation 32 (7A) during the financial year 2023-24.

IX. Total Fees for all Services paid by the Company and its Subsidiaries, on a Consolidated Basis, to the Statutory Auditors of the Company and all Entities in the Network Firm/Network Entity of which the Statutory Auditor is a part

The details of payment made to them on consolidated basis are available under 28 to the Financial Statements of this Report.

X. Certificate from Company Secretary in Practice

As required under Regulation 34(3) read with Clause 10(i), Part C of Schedule V of the SEBI Listing Regulations, the Company has received a Certificate from Pradeep B Kulkarni, Company Secretary in Practice, Partner of M/s V Sreedharan and Associates, certifying that none of our Directors on the Board of the Company have been debarred or disqualified from being appointed or to continue as Directors of Company by the SEBI or Ministry of Corporate Affairs or any such statutory authority. This document is annexed to the report.

XI. Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

The disclosure regarding the complaints of sexual harassment are given in the Board's Report.

XII. Disclosure by Listed Entity and its Subsidiaries of Loans and Advances in the Nature of Loans to Firms/Companies in which Directors are Interested by Name and Amount

There were no loans and advances provided to firms/companies in which Directors are interested.

XIII. Disclosures with respect to Demat Suspense Account/ Unclaimed Suspense Account

The Company does not have any securities in the demat suspense account/ unclaimed suspense account.

XIV. Details of Material Subsidiaries of the Company

Sl.	Name of material subsidiary	Date of Incorporation	Place of Incorporation	Name of Statutory Auditor	Date of appointment of Statutory Auditors
1	Biocon Biologics Limited	June 8, 2016	Bengaluru, Karnataka, India	BSR & Co., LLP	July 26, 2022
2	Biocon Biologics UK Limited	March 2, 2016	United Kingdom	KPMG LLP	December 12, 2016
3	Biocon Biologics Inc. USA	November 12, 2019	State of Delaware	Not applicable	Not applicable
4	Biosimilars Newco Limited	July 27, 2022	United Kingdom	KNAV Limited	February 10, 2023
5	Biosimilar Collaborations Ireland Limited	October 11, 2013	Ireland	Roberts Nathan	February 15, 2023
6	Syngene International Limited	November 18, 1993	Bengaluru, Karnataka, India	BSR & Co., LLP	July 21, 2021

XV. Code of Conduct

The Code of Conduct ('the Code') for Board Members and senior management personnel as adopted by the Board, is a comprehensive Code applicable to Directors and senior management personnel. The Code lays down in detail, the standards of business conduct, ethics and strict governance norms for the Board and senior management personnel. A copy of the Code is available on the website of the Company at https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/. The Code has been circulated to Directors and senior management personnel and its compliance is affirmed by them annually. A declaration signed by the Chief Executive Officer to this effect forms part of this Report.

XVI. Code of Conduct for Prevention of Insider Trading

The Company has formulated a comprehensive Code of Conduct for Prevention of Insider Trading for its designated persons, in compliance with Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, as amended from time to time. The Directors, officers, designated persons and other connected persons of the Company are governed by the Code. The Code is also posted on the website of the Company at

https://www.biocon.com/investor-relations/corporate-governance/governance-documents-policies/.

XVII. Disclosure by Senior Management Personnel

The senior management of the Company have made disclosures to the Board confirming that there are no material, financial and commercial transactions where they have personal interest that may have a potential conflict of interest with the Company at large.

XVIII. CEO and CFO Certification

As required by Regulation 17(8) read with Schedule II Part B of the SEBI Listing Regulations, the Chief Executive Officer of the Company has furnished to the Board, the requisite Compliance Certificate for the financial year ended March 31, 2024.

XIX. Certificate for Compliance with Corporate Governance

A certificate from the statutory auditors confirming compliance with conditions of Corporate Governance is annexed to this Report.

XX. Secretarial Audit

The secretarial audit report of the Company for the year ended March 31, 2024, issued by Pradeep B Kulkarni, Partner of M/s. V. Sreedharan & Associates, Practicing Company Secretaries forms part of the Board's Report as *Annexure 4*.

As on March 31, 2024, none of the Indian subsidiaries of the Company other than Biocon Biologics Limited qualified to be material unlisted subsidiaries. Further, pursuant to the provisions of the Regulation 24A of SEBI Listing Regulations, the secretarial audit report of Biocon Biologics Limited forms part of the Boards' Report as *Annexure 4A*.

XXI. Agreement on Compensation of Profit Sharing in Connection with Dealings in Securities of the Company

During the financial year under review, no employee including Key Managerial Personnel or Director or Promoter of the Company had entered into any agreement, either for themselves or on behalf of any other person, with any shareholder or any other third party with regard to compensation or profit sharing in connection with dealings in securities of the Company.

XXII. Disclosure of Certain Types of Agreements Binding Listed Entities

The Company has not received any intimation/notification concerning agreements entered into by the shareholders, promoters, promoter group entities, related parties, directors, key managerial personnel, employees of the listed entity or of its holding, subsidiary or associate company, among themselves or with the listed entity or with a third party, solely or jointly, which, either directly or indirectly or potentially or whose purpose and effect is to, impact the management or control of the listed entity or impose any restriction or create any liability upon the listed entity.

XXIII. Declaration on Code of Conduct

Biocon Limited is committed to conducting its business in accordance with the applicable laws, rules and regulations and with highest standards of business ethics. The Company has adopted a "Code of Conduct and Ethics" which is applicable to all Directors and employees, amongst others.

I hereby confirm that all the Members of the Board of Directors and Senior Management Personnel of the Company have affirmed compliance with the Code of Conduct and Ethics with respect to the Financial Year 2023-24.

For Biocon Limited

Sd/-
Siddharth Mittal
Managing Director and CEO

Place: Bengaluru
Date: May 16, 2024

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members
BIOCON LIMITED
20th K.M. Hosur Road,
Electronic City, Bengaluru - 560100

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of BIOCON LIMITED, having CIN L24234KA1978PLC003417 and having registered office at 20th K.M. Hosur Road, Electronic City, Bengaluru - 560100 (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V, Para-C, Sub clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on March 31, 2024 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India (SEBI) and Ministry of Corporate Affairs (MCA).

Details of the Directors:

Sl. No.	Name of Director	Designation	DIN	Date of appointment in Company
1	Ms. Kiran Mazumdar Shaw	Executive Director, Chairperson of the Board	00347229	01/04/2010
2	Mr. Siddharth Mittal	Managing Director and Chief Executive Officer	03230757	01/12/2019
3	Mr. Meleveetil Damodaran	Non-Executive Independent Director	02106990	26/04/2016
4	Mr. Bobby Kanubhai Parikh	Non-Executive Independent Director	00019437	27/07/2018
5	Ms. Naina Lal Kidwai	Non-Executive Independent Director	00017806	28/04/2022
6	Prof. Ravi Rasendra Mazumdar	Non-Executive Non-Independent Director	00109213	08/08/2000
7	Mr. Eric Vivek Mazumdar	Non-Executive Non-Independent Director	09381549	01/11/2021
8	Ms . Rekha Mehrotra Menon	Non-Executive Independent Director	02768316	26/07/2023
9	Mr. Nicholas Robert Haggar	Non-Executive Independent Director	08518863	01/09/2023

Notes:

I. Mr. Peter John Bains (DIN: 00430937) resigned as Independent Director of the Company with effect from September 18, 2023.

II. Dr. Vijay Kumar Kuchroo (DIN: 07071727), Independent Director had stepped down from the Board due to the completion of his second and final term as an Independent Director with effect from the close of business hours on July 26, 2023.

III. Ms. Rekha Mehrotra Menon (DIN: 02768316) was appointed as an Additional Director (Category: Non-Executive, Independent Director) on the Board of the Company with effect from July 26, 2023. Further, Ms. Rekha Mehrotra Menon was appointed as an Independent Director of the Company at the 45th Annual General Meeting of the Company.

IV. Mr. Nicholas Robert Haggar (DIN: 08518863) was appointed as an Additional Director (Category: Non-Executive, Independent Director) on the Board of the Company with effect from September 01, 2023. Further, Mr. Nicholas Robert Haggar was appointed as an Independent Director of the Company by way of passing a resolution by the shareholders through Postal Ballot on November 28, 2023.

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **V. SREEDHARAN & ASSOCIATES**

Sd/-
(Pradeep B. Kulkarni)
Partner
FCS: 7260; CP No.7835
UDIN: F007260F000379533
Peer Review certificate No. 5543/2024

Place: Bengaluru
Date: May 16, 2024

INDEPENDENT AUDITORS' CERTIFICATE ON COMPLIANCE WITH THE CORPORATE GOVERNANCE REQUIREMENTS UNDER SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

TO THE MEMBERS OF BIOCON LIMITED

1. This certificate is issued in accordance with the terms of our engagement letter dated 10 August 2021 and addendum to the engagement letter dated 29 February 2024.

2. We have examined the compliance of conditions of Corporate Governance by Biocon Limited ("the Company"), for the year ended 31st March, 2024, as stipulated in regulations 17 to 27, clauses (b) to (i) of regulation 46(2) and paragraphs C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time ("Listing Regulations") pursuant to the Listing Agreement of the Company with Stock Exchanges.

Management's Responsibility

3. The compliance of conditions of Corporate Governance as stipulated under the listing regulations is the responsibility of the Company's Management including the preparation and maintenance of all the relevant records and documents. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of Corporate Governance stipulated in the Listing Regulations.

Auditors' Responsibility

4. Our examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

5. Pursuant to the requirements of the Listing Regulations, it is our responsibility to provide a reasonable assurance whether the Company has complied with the conditions of Corporate Governance as stipulated in Listing Regulations for the year ended 31st March, 2024.

6. We conducted our examination of the above corporate governance compliance by the Company in accordance with the Guidance Note on Reports or Certificates for Special Purposes (Revised 2016) and Guidance Note on Certification of Corporate Governance both issued by the Institute of the Chartered Accountants of India (the "ICAI"), in so far as applicable for the purpose of this certificate. The Guidance Note requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

7. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

Opinion

8. In our opinion and to the best of our information and according to the explanations given to us, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above-mentioned Listing Regulations.

9. We state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Restriction on use

10. The certificate is addressed and provided to the Members of the Company solely for the purpose of enabling the Company to comply with the requirement of the Listing Regulations and should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this certificate is shown or into whose hands it may come without our prior consent in writing.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Sd/-
(Sudhir Soni)
Partner
Membership No: 041870
UDIN: 24041870BKGDKW7150

Place: Bengaluru
Date: May 16, 2024

Standalone & Consolidated Financial Statements 2023-24

Independent Auditor's Report

To the Members of Biocon Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the standalone financial statements of Biocon Limited (the "Company"), its Employee Welfare Trusts ("Trust") which comprise the standalone balance sheet as at 31 March 2024, and the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including material accounting policies and other explanatory information (herein referred to as the "standalone financial statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2024, and its profit and other comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Impairment assessment of long term investments in subsidiaries	
See Note 6 and 2(a) to standalone financial statements	
The key audit matter	**How the matter was addressed in our audit**
The Company has long term investments in subsidiaries aggregating to Rs. 92,232 million as at 31 March 2024. The Company accounts for these investments at cost less any provision for impairment loss. Changes in the business environment, including market or economic environment and general inflationary trend could have significant impact on the valuation of these investments. Investments where an indication based on these factors exist, are tested for impairment at the end of the reporting period. The Company determines the recoverable value of such investments and compares it to the carrying value if there are indicators of impairment. The recoverable value is the higher of the market value or the Value in Use (VIU). The recoverable value is determined using the following assumptions: •projected future cash inflows •expected growth rate, discount rate, terminalgrowth rate •comparison of price and market multiples The assessment of discount rate and terminal growth rate requires specialized skills and knowledge. Changes in these assumptions, could impact the recoverable value of the investments Further, these significant assumptions are forward looking and could be affected by future economic and market conditions. The impairment testing is significant to our audit, because of the materiality of the investments as well as the involvement of estimates and judgements.	Our audit procedures to obtain sufficient audit evidence included: • Assessed the design, implementation and operating effectiveness of the relevant key controls in respect of company's impairment assessment process, including approval of forecasts and valuation models; • Performed a retrospective analysis to assess the reasonableness of Company's projections by comparing historical forecast to actual results; • Evaluated the reasonableness of the overall impairment model including assumptions by involving valuation specialist and comparing these inputs with externally available data, consistency with Board approved forecasts and knowledge of the industry and verified overall mathematical accuracy of calculations; • Performed sensitivity analysis of key assumptions. These include future revenue growth rates, terminal growth rate and discount rate applied in the valuation.

Going concern	
See Note 1.2 to standalone financial statements	
The key audit matter	**How the matter was addressed in our audit**
In respect of agreements entered into by the Company with certain financial investors for acquisition of biosimilar business by its subsidiary, there are put option obligations on the Company to provide exit to the investors. The Company also has certain long-term borrowings that carry drag along rights which require the Company to repay the debts if the put options, as mentioned above, are triggered. As at 31 March 2024, these contractual agreements indicate possible obligations as described in note 34(ii) to the financial statements. Management assessed its financial position as at 31 March 2024, its forecasts for the period of fifteen months from the date of these financial statements, its ability to re-negotiate the exit terms with	Our audit procedures to assess the going concern assumption included the following: • Obtained the forecasted cashflows prepared by the Management for the next 15 months and examined the basis and details supporting the estimations considered therein; • Evaluated the reasonability of the cash flow forecast including assumptions by comparing these inputs with available data, consistency with Board approved forecasts and knowledge of the industry and verified overall mathematical accuracy of calculations; • Performed sensitivity analysis on the forecasted cash flows by considering plausible changes to the key assumptions;

Independent Auditor's Report (continued...)

investors, ability to raise funds and support liquidity from its non-current assets These factors involve subjectivity considering the fact that some of these are driven by external environment and hence outcomes could be different from those factored by the Company. Considering the significance of this issue it is considered as a Key Audit Matter.	• Discussed with Audit Committee and key senior management personnel regarding the Company's plan to meet the obligations; • Assessed the adequacy of the disclosures – refer note 1.2 to the financial statements.

Taxation	
See Note 2(m), 33 and 34 to standalone financial statements	
The key audit matter	**How the matter was addressed in our audit**
The Company's tax provision involves complexities and judgements with respect to various tax positions including the following: -deductibility of transactions -availability of tax incentives and exemptionsfor earlier years, -Uncertainty in a tax position that may arise as tax laws are subject to interpretation. Judgment is required in assessing the range of possible outcomes for some of these tax matters. These judgments could change over time as each of the matters progresses depending on experience on actual assessment proceedings by tax authorities and other judicial precedents. The Company makes an assessment (including obtaining opinion from external legal experts) to determine the outcome of these uncertain tax positions and decides to make an accrual or consider it to be a possible contingent liability. Where the amount of tax liabilities are uncertain, the Company recognizes accruals which reflect its best estimate of the outcome based on the facts known. Accordingly, this was an area of focus for the engagement team during the audit for the year ended 31 March 2024.	Our audit procedures in relation to Taxation include the following: • We tested the design and operating effectiveness of the Company's controls around the tax computation and tax matters; • We obtained an understanding of the key uncertain tax positions based on list of ongoing litigations and tax computations for the current year; • We reviewed the tax demand / assessment orders and anlaysed the implications of observations in those orders to identify any additional uncertain tax positions; • We analysed the Company's judgment regarding the eventual resolution of matters with various tax authorities. In this regard, we understood how the Company has considered past experience, where available, with the tax authorities in the respective jurisdictions; • We also reviewed external legal opinions and consultations made by the Company for key tax matters during current and past periods; and • We involved tax specialists to assist us in evaluating the technical merits of tax position to form a judgement and the key assumptions made by the Company in tax computations and assessing the adequacy of the Company's disclosures in respect of contingent liabilities and provision for tax matters.

Information Other than the Standalone Financial Statements and Auditor's Report Thereon

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Management Board's Report, Management Discussion and Analysis, Corporate Governance Report and Business Responsibility Report, but does not include the financial statements and auditor's report thereon, which we obtained prior to the date of this auditor's report, and the remaining sections of the Company's Annual Report, which are expected to be made available to us after that date.

Our opinion on the standalone financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the other sections of the Annual Report (other than those mentioned above), if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the applicable laws and regulations.

Management's and Board of Directors'/Board of Trustees' Responsibilities for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit/ loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the company/Board of Trustees of the Trust are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company/Trust and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the respective Management and Board of Directors/Board of Trustees are responsible for assessing the ability of the Company/Trust to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors/ Board of Trustees either intends to liquidate the Company/Trust or to cease operations, or has no realistic alternative but to do so.

Independent Auditor's Report (continued...)

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor'sreport. However, future events or conditions may cause the Company to cease to continue as a goingconcern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance of the Company regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2 A. As required by Section 143(3) of the Act, we report that:

   a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

   b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books except for the matters stated in the paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

   c. The standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flows dealt with by this Report are in agreement with the books of account.

   d. In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.

   e. On the basis of the written representations received from the directors as on 01 April 2024 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2024 from being appointed as a director in terms of Section 164(2) of the Act.

   f. the modification relating to the maintenance of accounts and other matters connected therewithare as stated in the paragraph 2A(b) above on reporting under Section 143(3)(b) and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

   g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us

   a. The Company has disclosed the impact of pending litigations as at 31 March 2024 on its financial position in its standalone financial statements - Refer Note 34 to the standalone financialstatements.

Independent Auditor's Report (continued...)

b. The Company has made provision, as required under the applicable law or accounting standards,for material foreseeable losses, if any, on long-term contracts including derivative contracts –Refer Note 36 to the standalone financial statements.

c. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.

d. (i) The management of the Company represented to us that, to the best of its knowledge and belief, other than as disclosed in the Note 43 and Note 15(b) to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The management of the Company represented to us that, to the best of its knowledge and belief, other than as disclosed in the Note 43 and Note 15(b) to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures performed that have been considered reasonable and appropriatein the circumstances, nothing has come to our notice that has caused us to believe that there presentations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The final dividend paid by the Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

As stated in Note 47 to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

f. Based on our examination which included test checks, the Company has used an accounting software for maintaining its books of account which has a feature of audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except that the audit trail was not enabled (i) at the database level to log any direct data changes; (ii) at the application level for certain fields / tables relating to all the significant processes and (iii) for certain changes at the application level which were performed by users having privileged access rights.

Further, where audit trail (edit log) facility was enabled and operated throughout the year, we didnot come across any instance of audit trail feature

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section197 of the Act. The remuneration paid to any director by the Company is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

for **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870
ICAI UDIN:24041870BKGDKU4511

Place: Bengaluru
Date: 16 May 2024

Annexure A to the Independent Auditors' Report

on the standalone financial statements of Biocon Limited for the year ended 31 March 2024

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangible assets

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of 3 years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.

(c) According to the information and explanations given to us and on the basis of our examinationof the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed infavour of the lessee) disclosed in the standalone financial statements are held in the name of the Company, except for the following which are not held in the name of the Company:

Description of property	Gross carrying value (Rs. in Million)	Held in the name of	Whether promoter, director or their relative or employee	Period held- indicate range, where appropriate)	Reason for not being held in the name of the Company. Also indicate if in dispute
Freehold land	35	Telangana State Industrial Infrastructure Corporation Limited	No	8 to 9 years	The land will be transferred to the Company once certain terms and conditions of the sale agreement are complied with which is currently pending. There is no dispute

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) The inventory, except goods-in-transit and stocks lying with third parties, has been physically verified by the management during the year. For stocks lying with third parties at the year-end, written confirmations have been obtained and for goods-in-transit subsequent evidence of receipts has been linked with inventory records. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has been sanctioned working capital limits inexcess of five crore rupees, in aggregate, from banks or financial institutions. However, these loans are not secured with the current assets at any point of time the year. Accordingly, clause 3(ii)(b) of the Order is not applicable to the Company.

(iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not provided any advances in the nature of loans, secured or unsecured to companies, limited liability partnership and other parties during the year. The Company has made investments, provided guarantees, security and granted loans to companies during the year, in respect of which the requisite information is as below. The Company has not provided any guarantee and granted any loans, secured or unsecured,to limited liability partnership or any other parties during the year.

(a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has provided loans, security and stood guarantee as below:

Particulars	Guarantees	Security	Loans
Aggregate amount during the year -Subsidiaries*	Rs. 667 millions	Rs. 3,000 millions	Rs. 1,367 millions
Balance outstanding as at balance sheet date- Subsidiaries*	Rs. 5,251 millions	Rs. 18,018 millions	Nil

**As per the Companies Act, 2013*

 # refer note 34(ii)(b), (c), (d) and (e) of the standalone financial statements

(b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion the investments made, guarantees provided, security given during the year and the terms and conditions of the grant of loans and advances in the nature of loans and guarantees provided during the year are, prima facie, not prejudicial to the interestof the Company.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given, in our opinion the principal and interest

Annexure A to the Independent Auditors' Report

on the standalone financial statements of Biocon Limited for the year ended 31 March 2024 (continued...)

is repayable on demand. As informed to us, the Company has not demanded repayment of the loan and interest during the year. Thus, there has been no default on the part of the party to whom the money has been lent. Further, the Company has not given any advance in the natureof loan to any party during the year.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given. Further, the Company has not given any advances in the nature of loans to any party during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no loan or advance in the nature of loan granted falling due during the year, which has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to same parties.

(f) According to the information and explanations given to us and on the basis of our examinationof the records of the Company, in our opinion the Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms orperiod of repayment except for the following loans to related parties as defined in Clause (76) of Section 2 of the Companies Act, 2013 ("the Act"):.

	Related Parties
Aggregate of loans -Repayable on demand (A)	Rs. 1,367 millions
Total (A)	Rs. 1,367 millions
Percentage of loans to the total loans	100%

(iv) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not given any loans, or provided any guarantee or security as specified under Section 185 and 186 of the Companies Act, 2013 ("the Act"). In respect of the investments made by the Company, in our opinion the provisions of Section 186 of the Act have been complied with.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(vi) We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section148(1) of the Act in respect of its manufactured goods and services provided by it and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

(vii) (a) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective 1 July 2017, these statutory dues has been subsumed into GST.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion amounts deducted / accrued in the books of account in respect of undisputed statutory dues including GST, Provident Fund, Employees' State Insurance, Income-Tax, Duty of Customs, Cess and other statutory dues have been regularly deposited by the Company with the appropriate authorities

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of GST, Provident fund, Employees' State Insurance, Income-Tax, Duty of Customs, Cess and other statutory dues were in arrears as at 31 March 2024 for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no statutory dues relating to GST, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any disputes, other than those set out in Appendix 1.

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

(ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not defaulted in repayment of loans and borrowing or in the payment of interest thereon to any lender.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) In our opinion and according to the information and explanations given to us by the management, term loans were applied for the purpose for which the loans were obtained.

(d) According to the information and explanations given to us and on an overall examination of the balance sheet of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that the Company has taken funds from following entities and persons on account of or to meet the obligations of its subsidiaries, associates or joint ventures (as defined under the Act) as per details below:

Nature of fund taken	Name of lender (May mention whether Bank/ NBFC/ Corporate etc)	Amount involved	Name of the relevant subsidiary, joint venture, associate	Relationship	Nature of transaction for which fund utilised
Non-convertible Debenture	Edelweiss Alternative Asset Advisors Limited and ESOF III Investment Fund	Rs. 5,000 millions	Biocon Biologics Limited	Subsidiary	Refinancing of Viatris Acquisition Debt

Annexure A to the Independent Auditors' Report

on the standalone financial statements of Biocon Limited for the year ended 31 March 2024 (continued...)

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has raised loans during the year on the pledge of securities held in its subsidiary as per details below:

Nature of fund taken	Name of lender	Amount of loan	Name of the subsidiary	Relationship	Details of security pledged
Non-convertible Debenture	Edelweiss Alternative Asset Advisors Limited and ESOF III Investment Fund	Rs. 5,000 millions	Biocon Biologics Limited (BBL)	Subsidiary	Equity shares of Biocon Biologics Limited

(x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause3(x)(b) of the Order is not applicable.

(xi) (a) Based on examination of the books and records of the Company and according to the information and explanations given to us, no fraud by the Company or on the Company has been noticed or reported during the course of the audit.

(b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of our audit procedures.

(xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.

(xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.

(xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are not applicable to the Company.

(xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.

(b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.

(d) The Company is not part of any group (as per the provisions of the Core Investment Companies (Reserve Bank) Directions, 2016 as amended). Accordingly, the requirements of clause 3(xvi)(d) are not applicable.

(xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause3(xviii) of the Order is not applicable.

(xix) On the basis of the above and according to the information and explanations given to us, on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, disclosures made in the standalone financial statements and other information accompanying the standalone financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe thatany material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within aperiod of one year from the balance sheet date. We, however, state that this is not an assuranceas to the future viability of the Company. We further state that our reporting is based on the factsup to the date of the audit report and we neither give any guarantee nor any assurance that allliabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

(xx) In our opinion and according to the information and explanations given to us, there is no unspentamount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

for **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870
ICAI UDIN:24041870BKGDKU4511

Place: Bengaluru
Date: 16 May 2024

Annexure A to the Independent Auditors' Report

on the standalone financial statements of Biocon Limited for the year ended 31 March 2024 (continued...)

Appendix I : Referred to in paragraph vii(b) of Annexure A to the Independent Auditor's Report

Name of the statute	Nature of dues	Amount (Rs. in million)	Amount paid under protest (Rs. in million)	Period to which the amount relates	Forum where dispute is pending
Income Tax Act, 1961	Income Tax	4	4	FY 1996-97	Supreme Court
Income-Tax Act, 1961	Income Tax	1,580	685	FY 2008-09 to FY 2017-18	Income Tax Appellate Tribunal ("ITAT")
Income Tax Act, 1961	Income Tax	13	12	FY 1997-98, FY 2003-04 to FY 2004-05	High Court of Karnataka
Income Tax Act, 1961	Income Tax	1,098	82	FY 2013-14, FY 2019-20, FY 2020-21	Commissioner (Appeals)
Finance Act, 1994	Service-Tax	-	-	FY 2017-18	Deputy Commissioner
Finance Act, 1994	Service-Tax	188	-*	FY 2006-07 to FY 2016-17	Customs, Excise and Service Tax Appellate Tribunal ("CESTAT")
Entry Tax (The West Bengal Tax on Entry of goods into Local Areas Act, 2012)	Entry Tax	20	-	FY 2012-13 to FY 2016-17	High Court of West Bengal
Value Added Tax Act, 2005	Value Added Tax	2	1	FY 2005-06	Commissioner (Appeals)
Value Added Tax Act, 2005	Value Added Tax	14	-*	FY 2008-09 to FY 2013-14	Joint Commissioner Appeals
Value Added Tax Act, 2005	Value Added Tax	66	8	FY 2013-14 to FY 2015-16	Kerala Tribunal
Central Sales Tax Act 1956	CST	38	1	FY 2008-09 to FY 2013-14 & FY 2016-2017	Joint Commissioner (Appeal)
The Central Excise Tax Act, 1944	Excise Duty	273	53	FY 2005-06 to FY 2009-10 and FY 2011-12 to FY 2013-14	Customs, Excise and Service Tax Appellate Tribunal ("CESTAT")
The Central Excise Tax Act, 1944	Excise Duty	56	-	FY 2008-09 to FY 2013-14	Commissioner (Appeals)
The Central Excise Tax Act, 1944	Excise Duty	1	-	FY 2013-14	Joint Secretary (Revisionary Authority), Government of India
The Customs Act, 1962	Customs duty	45	45	FY 1994-95, FY 2004-05 to FY 2008-09	Customs, Excise and Service Tax Appellate Tribunal ("CESTAT")
The Customs Act, 1962	Customs duty	4	1	FY 2003-04, FY 2005-06, FY 2007-08, FY 2008-09, FY 2010-11, FY 2011-12, FY 2013-14 & 2014-15 & 2017-18 to 2019-20	Commissioner (Appeals)
The Customs Act, 1962	Customs duty	47	-*	FY 2012 -16	Karnataka High Court
Goods and Service Tax Act, 2017	GST	59	-	FY 2018 -19	Commissioner (Appeals)
Goods and Service Tax Act, 2017	GST	626	-	FY 2017-18, FY 2018-19, FY 2019-20	Deputy Commissioner

*Amounts are not presented since the amounts are rounded off to Rs. million

Annexure B to the Independent Auditors' Report

on the standalone financial statements of Biocon Limited for the year ended 31 March 2024

Report on the internal financial controls with reference to the aforesaid standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

We have audited the internal financial controls with reference to financial statements of Biocon Limited ("the Company") as of 31 March 2024 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2024, based on the internal financial controls with reference to financial statements criteria established by such companies/the Company considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

for **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870
ICAI UDIN:24041870BKGDKU4511

Place: Bengaluru
Date: 16 May 2024

Standalone Balance Sheet as at March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

Particulars	Note	March 31, 2024	March 31, 2023
ASSETS			
Non-current assets			
Property, plant and equipment	3	8,463	8,425
Capital work-in-progress	3	5,450	3,289
Investment properties	4(a)	580	620
Right-of-use-assets	4(b)	391	402
Other intangible assets	5	150	167
Intangible assets under development	5	146	146
Financial assets			
(i) Investments	6	92,556	89,498
(ii) Loans	7(a)	-	-
(iii) Other financial assets	8(a)	282	323
Deferred tax assets (net)	18	74	228
Income-tax asset (net)		1,267	1,105
Other non-current assets	9(a)	723	436
Total non-current assets		**110,082**	**104,639**
Current assets			
Inventories	10	6,647	5,601
Financial assets			
(i) Investments	11	629	3,209
(ii) Trade receivables	12	10,481	6,580
(iii) Cash and cash equivalents	13(a)	1,223	1,966
(iv) Bank balances other than (iii) above	13(b)	4,634	5,237
(v) Loans	7(b)	-	-
(vi) Other financial assets	8(b)	2,549	1,859
Other current assets	9(b)	1,437	1,208
Total current assets		**27,600**	**25,660**
TOTAL ASSETS		**137,682**	**130,299**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	14(a)	6,003	6,003
Other equity	14(b)	103,120	103,157
Total equity		**109,123**	**109,160**
Non-current liabilities			
Financial liabilities			
(i) Borrowings	15	20,408	12,977
(ii) Lease liabilities	38	7	22
(iii) Other financial liabilities	16(a)	221	176
Other non-current liabilities	19(a)	728	730
Provisions	17(a)	283	254
Total non-current liabilities		**21,647**	**14,159**
Current liabilities			
Financial liabilities			
(i) Lease liabilities	38	13	13
(ii) Trade payables			
Total outstanding dues of micro enterprises and small enterprises; and	20	428	294
Total outstanding dues of creditors other than micro enterprises and small enterprises		4,048	4,275
(iii) Other financial liabilities	16(b)	779	846
Other current liabilities	19(b)	313	298
Provisions	17(b)	321	282
Current tax liabilities (net)		1,010	972
Total current liabilities		**6,912**	**6,980**
TOTAL EQUITY AND LIABILITIES		**137,682**	**130,299**

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870

Bengaluru
May 16, 2024

for **and on behalf of the Board of Directors of Biocon Limited**

Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Siddharth Mittal
Managing Director & CEO
DIN: 03230757

Mayank Verma
Company Secretary
Bengaluru
May 16, 2024

Standalone Statement of Profit & Loss for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

Particulars	Note	Year ended March 31, 2024	Year ended March 31, 2023
Income			
Revenue from operations	21	21,273	19,929
Other income	22	1,930	2,714
Total income		**23,203**	**22,643**
Expenses			
Cost of materials consumed	23	10,333	9,789
Purchases of stock-in-trade		5	21
Changes in inventories of stock-in-trade, finished goods and work-in-progress	24	(991)	32
Employee benefits expense	25	4,523	4,338
Finance costs	26	1,988	696
Depreciation and amortisation expense	27	1,211	1,169
Other expenses	28	4,876	5,541
		21,945	**21,586**
Less: Recovery of cost from co-development partners (net)		(100)	(27)
Total expenses		**21,845**	**21,559**
Profit before tax and exceptional item		**1,358**	**1,084**
Exceptional items, net	45	145	28,628
Profit before tax		**1,503**	**29,712**
Tax expense			
Current tax	33	151	256
Deferred tax			
MAT credit written off/utilisation		-	1,071
Other deferred tax (credit)/charge		159	(99)
Total tax expense		**310**	**1,228**
Profit after tax		**1,193**	**28,484**
Other comprehensive income/(expense)			
(i) Items that will not be reclassified subsequently to profit or loss			
Re-measurement on defined benefit plans		(19)	11
Equity investments through other comprehensive income - net change in fair value		(9)	(20)
Income tax effect		8	3
		(20)	(6)
(ii) Items that will be reclassified subsequently to profit or loss			
Effective portion of gains/(losses) on hedging instrument in cash flow hedges		16	18
Income tax effect		(3)	(3)
		13	15
Other comprehensive income for the year, net of taxes		**(7)**	**9**
Total comprehensive income for the year		**1,186**	**28,493**
Earning per equity share	31		
Basic (in Rs)		1.00	23.87
Diluted (in Rs)		1.00	23.82

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870

Bengaluru
May 16, 2024

for **and on behalf of the Board of Directors of Biocon Limited**

Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Siddharth Mittal
Managing Director & CEO
DIN: 03230757

Mayank Verma
Company Secretary
Bengaluru
May 16, 2024

Standalone Statement of Changes in Equity for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

(A) Equity share capital	March 31, 2024	March 31, 2023
Opening balance	6,003	6,003
Closing balance	**6,003**	**6,003**

B. Other equity

Particulars	Reserves and surplus						Items of other comprehensive income		Total other equity
	Securities Premium	Revaluation reserve	General reserve	Retained earnings	Share based payment reserve	Treasury shares	Cash flow hedging reserves	Other items of other comprehensive income*	
Balance at April 01, 2022	**1,192**	**9**	**1,616**	**71,328**	**933**	**(324)**	**114**	**58**	**74,926**
Profit for the year	-	-	-	28,484	-	-	-	-	28,484
Other comprehensive income, net of tax	-	-	-	-	-	-	15	(6)	9
Total comprehensive income for the year	**-**	**-**	**-**	**28,484**	**-**	**-**	**15**	**(6)**	**28,493**
Transactions recorded directly in equity									
Dividend paid	-	-	-	(600)	-	-	-	-	(600)
Share based payment	-	-	-	-	690	-	-	-	690
Purchase of treasury shares	-	-	-	-	-	(647)	-	-	(647)
Exercise of share options	539	-	-	294	(539)	1	-	-	295
Balance at March 31, 2023	**1,731**	**9**	**1,616**	**99,506**	**1,084**	**(970)**	**129**	**52**	**103,157**
Profit for the year	**-**	**-**	**-**	**1,193**	**-**	**-**	**-**	**-**	**1,193**
Other comprehensive income, net of tax	-	-	-	-	-	-	13	(20)	(7)
Total comprehensive income for the year	**-**	**-**	**-**	**1,193**	**-**	**-**	**13**	**(20)**	**1,186**
Transactions recorded directly in equity									
Dividend paid	-	-	-	(1,801)	-	-	-	-	(1,801)
Share based payment	-	-	-	-	271	-	-	-	271
Purchase of treasury shares	-	-	-	-	-	-	-	-	-
Exercise of share options	550	-	-	307	(550)	-	-	-	307
Balance at March 31, 2024	**2,281**	**9**	**1,616**	**99,205**	**805**	**(970)**	**142**	**32**	**103,120**

* Refer Note 35 for remeasurement gain/(loss) on defined benefit obligations.

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870

Bengaluru
May 16, 2024

for **and on behalf of the Board of Directors of Biocon Limited**

Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Siddharth Mittal
Managing Director & CEO
DIN: 03230757

Mayank Verma
Company Secretary
Bengaluru
May 16, 2024

Standalone Statement of Cash Flows for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

		Year ended March 31, 2024	Year ended March 31, 2023
I	**Cash flows from operating activities**		
	Profit for the year	**1,193**	**28,484**
	Adjustments for:		
	Depreciation and amortisation expense	1,211	1,169
	Unrealised foreign exchange loss/ (gain), (net)	40	(45)
	Share based compensation expense	171	417
	Provision for/ (reversal) doubtful debts, (net)	(370)	201
	Interest expense	1,988	696
	Interest income	(657)	(354)
	Gain on loss of significant influence	(123)	-
	Net gain on financial instruments measured at fair value through profit or loss	(713)	(6)
	Net loss on derivative liability measured at fair value through profit or loss	71	14
	Loss on property, plant and equipment sold, (net)	11	1
	Net gain on sale of investments	(35)	(239)
	Dividend received	(274)	(495)
	Profit on sale of investment in subsidiary	(197)	(28,628)
	Tax expense	310	1,228
	Operating profit before changes in operating assets and liabilities	**2,626**	**2,443**
	Movements in operating assets and liabilities		
	(Increase) in inventories	(1,046)	(186)
	(Increase)/decrease in trade receivables	(3,556)	229
	Decrease/(increase) in other assets	1,022	(1,066)
	(Decrease)/increase in trade payable, other liabilities and provisions	(3)	1,184
	Cash (used in)/ generated from operations	**(957)**	**2,604**
	Income taxes paid (net of refunds)	(275)	(411)
	Net cash flow (used in)/ generated from operating activities	**(1,232)**	**2,193**
II	**Cash flows from investing activities**		
	Expenditure on Property, plant and equipment	(3,017)	(2,619)
	Expenditure on other intangible assets	(53)	(49)
	Proceeds from sale of Property, plant and equipment	13	26
	Loan given to subsidiaries	(1,367)	(325)
	Loan repaid by subsidiaries	-	223
	Purchase of current investments	(6,732)	(73,711)
	Proceeds from sale of current investments	7,646	72,519
	Investment in subsidiary	(5,000)	(40,710)
	Investment in others	(91)	-
	Proceeds from sale of investment in subsidiary	234	34,474
	Investment in bank deposits and inter corporate deposits	(2,680)	(11,167)
	Redemption/maturity of bank deposits and inter corporate deposits	7,392	8,601
	Interest received	417	465
	Dividend received	274	495
	Net cash flow used in investing activities	**(2,964)**	**(11,778)**
III	**Cash flows from financing activities**		
	Purchase of Treasury shares	-	(647)
	Exercise of share options	307	295
	Proceeds from long-term borrowings	5,000	11,871
	Proceeds from short-term borrowings	-	25,153
	Repayment of short-term borrowings	-	(25,153)
	Payment of lease liabilities	(13)	(14)
	Interest Paid	(57)	(511)
	Dividend Paid	(1,801)	(600)
	Net cash flow generated from financing activities	**3,436**	**10,394**

Standalone Statement of Cash Flows for the year ended March 31, 2024 (continued)

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

		Year ended March 31, 2024	Year ended March 31, 2023
IV	**Net Increase/(decrease) in cash and cash equivalents (I + II + III)**	**(760)**	**809**
V	Effect of exchange differences on cash and cash equivalents held in foreign currency	17	47
VI	Cash and cash equivalents at the beginning of the year	1,966	1,110
VII	**Cash and cash equivalents at the end of the year (IV + V + VI)**	**1,223**	**1,966**
	Reconciliation of cash and cash equivalents as per statement of cash flow		
	Cash and cash equivalents [Note 13(a)]		
	Cash on hand	-	-
	Balances with banks - on current accounts	769	1,602
	- on unpaid dividend accounts#	5	4
	Deposits with banks with original maturity of less than 3 months	449	360
	Balance as per statement of cash flows	**1,223**	**1,966**

#The Company can utilize these balances only towards settlement of the respective unpaid dividend liabilities.

Reconciliation between opening and closing balance sheet for liabilities arising from financing activities as at March 31, 2024

	Opening balance April 1, 2023	Cash flows	Non-cash movement	Closing balance March 31, 2024
Borrowings (including current maturities)	12,977	5,000	2,431	20,408
Interest accrued but not due	7	(57)	57	7
Lease liabilities (including current)	35	(13)	(2)	20
Total liabilities from financing activities	**13,019**	**4,930**	**2,486**	**20,435**

Reconciliation between opening and closing balance sheet for liabilities arising from financing activities as at March 31, 2023

	Opening balance April 1, 2022	Cash flows	Non-cash movement	Closing balance March 31, 2023
Borrowings (including current maturities)	759	11,871	347	12,977
Interest accrued but not due	2	(511)	516	7
Lease liabilities (including current)	10	(14)	39	35
Total liabilities from financing activities	**771**	**11,346**	**902**	**13,019**

(a) Statement of Cash Flows has been prepared under the indirect method as set out in the Ind AS 7 "Statement of Cash Flows".

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870

Bengaluru
May 16, 2024

for **and on behalf of the Board of Directors of Biocon Limited**

Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Siddharth Mittal
Managing Director & CEO
DIN: 03230757

Mayank Verma
Company Secretary
Bengaluru
May 16, 2024

Notes to the standalone financial statements for the year ended March 31, 2024

1. Company Overview

1.1 Reporting entity

Biocon Limited ("Biocon" or "the Company"), is engaged in the manufacture of biotechnology products and research services. The Company is a public limited company incorporated and domiciled in India and has its registered office in Bengaluru, Karnataka, India. The Company's shares are listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE) in India.

1.2 Basis of preparation of financial statements

a) Statement of compliance

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

These standalone financial statements have been prepared for the Company as a going concern on the basis of relevant Ind AS that are effective at the Company's annual reporting date, March 31, 2024. These standalone financial statements were authorised for issuance by the Company's Board of Directors on May 16, 2024.

The Company has a net current asset position of Rs. 20,688 million including cash and bank balance of Rs. 5,857 million as at March 31, 2024. The Company and one of its subsidiary, Biocon Biologics Limited had entered into agreements with certain financial investors which included a put option obligation on the Company to provide exit to the investors. These contractual put options indicate possible obligations as described in note 34(ii) and note 15(b) to the financial statements. Management assessed its financial position as at March 31, 2024, its forecasts for the period of fifteen months from the date of these financial statements, its ability to re-negotiate the exit terms with investors, ability to raise funds and support liquidity from its non-current assets. Basis such evaluation, management believes that the Company has sufficient financial resources available to it at the date of approval of these financial statements and has prepared its financial statements under going concern assumption.

Details of the Company's material accounting policies are included in Note 2.

b) Functional and presentation currency

These standalone financial statements are presented in Indian rupees (INR), which is also the functional currency of the Company. All amounts have been rounded-off to the nearest million, unless otherwise indicated.

c) Basis of measurement

These standalone financial statements have been prepared on the historical cost basis (i.e on accrual basis), except for the following items:

- Certain financial assets and liabilities (including derivative instruments) are measured at fair value; and
- Net defined benefit assets/(liability) are measured at fair value of plan assets, less present value of defined benefit obligations.

d) Use of estimates and judgements

The preparation of the standalone financial statements in conformity with Ind AS requires Management to make estimates, judgements and assumptions. These estimates, judgements and assumptions affect the application of accounting policies and the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the period. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the standalone financial statements.

Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- Note 2(a) and 36 — Financial instruments;
- Note 2(b), 2(c) and 2(d) — Useful lives of property, plant and equipment, intangible assets and investment property;
- Note 2(p) and 38 — Lease, whether an agreement contains a lease;
- Note 2(m) and 33 — Provision for income taxes and related tax contingencies and evaluation of recoverability of deferred tax assets.
- Note 2(k) and 21 — Revenue Recognition: whether revenue from sale of product and licensing income is recognised over time or at a point in time;

1.3 Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the year ended March 31, 2024 is included in the following notes:

- Note 2(h)(ii) – impairment test of non-financial assets; key assumptions underlying recoverable amounts including the recoverability of expenditure on internally-generated intangible assets;
- Note 18 and 33 – recognition of deferred tax assets; uncertain tax treatment;
- Note 36 – impairment of financial assets: underlaying recoverable amount
- Note 17 and 34 – recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of an outflow of resources.

1.4 Measurement of fair values

A number of the Company's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

— Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

— Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

— Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Company has an established control framework with respect to the measurement of fair values. This includes a finance team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values.

The Company regularly reviews significant unobservable inputs and valuation adjustments. If third party information is used to measure fair values, then the finance team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which the valuations should be classified

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in the following notes:

— Note 30 – share based payment arrangements;

— Note 4 (a) – investment property; and

— Note 2(a) and 36 – financial instruments.

2. Material accounting policies

a. Financial instruments

i. Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value plus, for an item not at fair value through profit and loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue.

ii. Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at

— amortised cost;

— Fair value through other comprehensive income (FVOCI) – equity investment; or

— Fair value through profit and loss (FVTPL)

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Company changes its business model for managing financial assets.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

— the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and

— the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

— the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and

— the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVOCI – equity investment). This election is made on an investment- by- investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Equity investments

All equity investments in scope of Ind AS 109 are measured at fair value. Equity instruments which are held for trading and contingent consideration recognised by an acquirer in a business combination to which Ind AS 103 applies are classified as at FVTPL. For all other equity instruments, the Company may make an irrevocable election to present in other comprehensive income subsequent changes in the fair value. The Company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable. If the Company decides to classify an equity instrument as at FVOCI, then all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no recycling of the amounts from OCI to the Statement of Profit and Loss, even on sale of investment. However, the Company may transfer the cumulative gain or loss to retained earnings. Equity instruments included within the FVTPL category are measured at fair value with all changes recognised in the Statement of Profit and Loss.

Investments in subsidiaries

Equity investments in subsidiaries are carried at cost less accumulated impairment losses, if any. Where an indication of impairment exists,the carrying amount of the investment is assessed and written down immediately to its recoverable amount. On disposal of investments in subsidiaries, the difference between net disposal proceeds and the carrying amounts are recognised in the Statement of Profit and Loss.

Notes to the standalone financial statements for the year ended March 31, 2024

Financial assets: Subsequent measurement and gains and losses

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in statement of profit and loss. However, see Note 36 for derivatives designated as hedging instruments.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in statement of profit and loss. Any gain or loss on derecognition is recognised in statement of profit and loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in statement of profit and loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are not reclassified to statement of profit and loss.

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held- for- trading, or it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in statement of profit and loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in statement of profit and loss. Any gain or loss on derecognition is also recognised in statement of profit and loss.

iii. *De-recognition of financial instruments*

Financial assets

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of the Company's continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire.

The Company also derecognises a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognised in statement of profit and loss.

iv. *Offsetting*

Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

v. *Derivative financial instruments and hedge accounting*

The Company holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met.

Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in statement of profit and loss.

The Company designates certain derivatives as hedging instruments to hedge the variability in cash flows associated with highly probable forecast transactions arising from changes in foreign exchange rates and interest rates.

At inception of designated hedging relationships, the Company documents the risk management objective and strategy for undertaking the hedge. The Company also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

vi. *Cash flow hedges*

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in OCI and accumulated in other equity under 'effective portion of cash flow hedges'. The effective portion of changes in the fair value of the derivative that is recognised in OCI is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in statement of profit and loss.

If a hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in other equity remains there until, for a hedge of a transaction resulting in recognition of a non-financial item, it is included in the non-financial item's

Notes to the standalone financial statements for the year ended March 31, 2024

cost on its initial recognition or, for other cash flow hedges, it is reclassified to profit or loss in the same period or periods as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in other equity are immediately reclassified to statement of profit and loss.

vii. *Treasury shares*

The Company has created an Employee Welfare Trust (EWT) for providing share-based payment to its employees. Own equity instruments that are reacquired (treasury shares) are recognised at cost and deducted from equity. When the treasury shares are issued to the employees by EWT, the amount received is recognised as an increase in equity and the resultant gain / (loss) is transferred to / from securities premium.

viii. *Cash and cash equivalents*

Cash and cash equivalents in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Company's cash management.

Cash dividend to equity holders

The Company recognises a liability to make cash to equity holders when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity. Interim dividends are recorded as a liability on the date of declaration by the Company's Board of Directors.

b. Property, plant and equipment

i. *Recognition and measurement*

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any. The cost of an item of property, plant and equipment comprises its purchase price including import duty and non refundable taxes or levies , any other costs directly attributable to bringing the item to working condition for its intended use, and estimated costs of dismantling and removing the item and restoring the site on which it is located.

Expenditure incurred on startup and commissioning of the project and/or substantial expansion, including the expenditure incurred on trial runs (net of trial run receipts, if any) up to the date of commencement of commercial production are capitalised.If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in statement of profit and loss.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company and cost can be measured reliably.

Advances paid towards acquisition of property, plant and equipment outstanding at each Balance Sheet date, are shown under other non-current assets and cost of assets not ready for intended use before the year end, are shown as capital work-in-progress.

ii. *Depreciation*

Depreciation is calculated on cost of items of property, plant and equipment less their estimated residual values over their estimated useful lives using the straight-line method. Freehold land is not depreciated.

The estimated useful lives of items of property, plant and equipment for the current and comparative periods are as follows:

Asset	Assets Classification	Management estimate of useful life	Useful life as per Schedule II
Building	Building	25-30 years	30 years
Roads	Building	5 years	5 years
Plant and equipment (including Electrical installation and Lab equipment)	Plant and Machinery	9-14 years	8-20 years
Computers and servers	Plant and Machinery	3 years	3-6 years
Office equipment	Plant and Machinery	5 years	5 years
Research and development equipment	Research and development equipment	9 years	5-10 years
Furniture and fixtures	Furniture and fixtures	6 years	10 years
Vehicles	Vehicles	6 years	6-10 years
Leasehold improvements	Leasehold improvements	5 years or lease period whichever is lower	
Leasehold land	Land	90 years or lease period whichever is lower	

Depreciation method, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate. Based on technical evaluation and consequent advice, the management believes that its estimates of useful lives as given above best represent the period over which management expects to use these assets.

Depreciation on additions (disposals) is provided on a pro-rata basis i.e. from (upto) the date on which asset is ready for use (disposed of).

iii. Reclassification to investment property

When the use of a property changes from owner-occupied to investment property, the property is reclassified as investment property at its carrying amount on the date of reclassification.

c. Intangible assets

Internally generated: Research and development

Expenditure on research activities is recognised in statement of profit and loss as incurred.

Development expenditure is capitalised as part of the cost of the resulting intangible asset only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Company intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, it is recognised in statement of profit and loss as incurred. Subsequent to initial recognition, the asset is measured at cost less accumulated amortisation and any accumulated impairment losses.

Others

Other intangible assets are initially measured at cost. Subsequently, such intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

i. Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on brands, is recognised in statement of profit and loss as incurred.

ii. Amortisation

Intangible assets are amortised on a straight line basis over the estimated useful life as follows:

— Computer software	3-5 years
— Marketing and Manufacturing rights	5-10 years
— Customer related intangibles	5 years
— Intellectual property rights	5-10 years

Amortisation method, useful lives and residual values are reviewed at the end of each financial year and adjusted if appropriate.

d. Investment property

Investment property is property held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Upon initial recognition, an investment property is measured at cost. Subsequent to initial recognition, investment property is measured at cost less accumulated depreciation and accumulated impairment losses, if any.

Based on technical evaluation and consequent advice, the management believes a period of 25 years as representing the best estimate of the period over which investment properties (which are quite similar) are expected to be used. Accordingly, the Group depreciates investment properties over a period of 25 years on a straight-line basis. The useful life estimate of 25 years is different from the indicative useful life of relevant type of buildings mentioned in Part C of Schedule II to the Act i.e. 30 years.

Any gain or loss on disposal of an investment property is recognised in statement of profit or loss.

e. Business combination

In accordance with Ind AS 103, Business combinations, the Company accounts for business combinations after acquisition date using the acquisition method when control is transferred to the Company. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange. The cost of acquisition also includes the fair value of any contingent consideration and deferred consideration, if any. Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognised in OCI and accumulated in equity as capital reserve if there exists clear evidence of the underlying reasons for classifying the business combination as resulting in a bargain purchase; otherwise the gain is recognised directly in equity as capital reserve. Transaction costs are expensed as incurred.

Business combinations between entities under common control is accounted for at carrying value.

f. Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the first-in first-out formula, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their present location and condition. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of fixed production overheads based on normal operating capacity.

Provisions are made towards slow-moving and obsolete items based on historical experience of utilisation on a product category basis, which consideration of product lines and market conditions.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. The net realisable value of work-in-progress is determined with reference to the selling prices of related finished products.

Raw materials, components and other supplies held for use in the production of finished products are not written down below cost except in cases where material prices have declined and it is estimated that the cost of the finished products will exceed their net realisable value.

The comparison of cost and net realisable value is made on an item-by-item basis.

Notes to the standalone financial statements for the year ended March 31, 2024

g. Foreign currency Transactions and translations:

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at balance sheet date exchange rates are generally recognised in Statement of Profit and Loss.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example translation

differences on non-monetary assets such as equity investments classified as FVOCI are recognised in other comprehensive income (OCI).

h. Impairment

i. Impairment of financial assets

In accordance with Ind AS 109, the Company applies expected credit loss ("ECL") model for measurement and recognition of impairment loss on following:

— financial assets measured at amortised cost; and

Loss allowance for trade receivables with no significant financing component is measured at an amount equal to lifetime expected credit losses. For all other financial assets, ECL are measured at an amount equal to the 12-month ECL, unless there has been a significant increase in credit risk from initial recognition in which case those are measured at lifetime ECL.

Loss allowance for financial assets measured at amortised cost are deducted from gross carrying amount of the assets. The amount of ECL (or reversal) that is required to adjust the loss allowance at the reporting date is recognised as an impairment gain or loss in the Statement of Profit and Loss.

ii. Impairment of non-financial assets

The Company assess at each reporting date whether there is any indication that the carrying amount may not be recoverable. If any such indication exists, then the asset's recoverable amount is estimated and an impairment loss is recognised if the carrying amount of an asset or Cash Generating Unit (CGU) exceeds its estimated recoverable amount in the statement of profit and loss.

The recoverable amount of a CGU (or an individual asset) is higher of its value in use and its fair value less costs to sell. Value in use is based on the estimated future cash flow, discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to CGU (or the asset).

The Company's non-financial assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For impairment testing, assets that do not generate independent cash inflows are grouped together into cash-generating units (CGUs). Each CGU represents the smallest group of assets that generates cash inflows that are largely independent of the cash inflows of other assets or CGUs.

Impairment loss recognised in respect of a CGU is allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets of the CGU (or group of CGUs) on a pro rata basis.

An impairment loss in respect of other assets for which impairment loss has been recognised in prior periods, the Company reviews at each reporting date whether there is any indication that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. Such a reversal is made only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

j. Employee benefits

i. Short-term employee benefits:

All employee benefits falling due within twelve months from the end of the period in which the employees render the related services are classified as short-term employee benefits, which include benefits like salaries, wages, short term compensated absences, performance incentives, etc. and are recognised as expenses in the period in which the employee renders the related service and measured accordingly."

ii. Post-employment benefits:

Post-employment benefit plans are classified into defined benefits plans and defined contribution plans as under:

Gratuity

The Company provides for gratuity, a defined benefit plan ("the Gratuity Plan") covering the eligible employees of the Company. The Gratuity Plan provides a lump-sum payment to vested employees at retirement, death, incapacitation or termination of employment, of an amount based on the respective employee's salary and the tenure of the employment with the Company.

Liability with regard to the Gratuity Plan are determined by actuarial valuation, performed by an independent actuary, at each balance sheet date using the projected unit credit method. The defined benefit plan is administered by a trust formed for this purpose through the Company gratuity scheme.

The Company recognises the net obligation of a defined benefit plan as a liability in its balance sheet. Gains or losses through re-measurement of the net defined benefit liability are recognised in other comprehensive income and are not reclassified to profit and loss in the subsequent periods. The actual return of the portfolio of plan assets, in excess of the yields computed by applying the discount rate used to measure the defined benefit obligation is recognised in other comprehensive income. The effect of any plan amendments are recognised in the statement of profit and loss.

Provident Fund

Eligible employees of the Company receive benefits from provident fund, which is a defined contribution plan. Both the eligible employees and the Company make monthly contributions to the Government administered provident

fund scheme equal to a specified percentage of the eligible employee's salary. Amounts collected under the provident fund plan are deposited with in a government administered provident fund. The Company has no further obligation to the plan beyond its monthly contributions. Company's contribution to the provident fund is charged to Statement of Profit and Loss.

iii. Compensated absences:

The Company has a policy on compensated absences which are both accumulating and non-accumulating in nature. The expected cost of accumulating compensated absences is determined by actuarial valuation performed by an independent actuary at each balance sheet date using the projected unit credit method on the additional amount expected to be paid/availed as a result of the unused entitlement that has accumulated at the balance sheet date. Expense on non-accumulating compensated absences is recognised is the period in which the absences occur.

The liability in respect of all defined benefit plans and other long term benefits is accrued in the books of account on the basis of actuarial valuation carried out by an independent actuary using the Projected Unit Credit Method. The obligation is measured at the present value of estimated future cash flows. The discount rates used for determining the present value of obligation under defined benefit plans, is based on the market yields on Government securities as at the Balance Sheet date, having maturity periods approximating to the terms of related obligations.

Remeasurement gains and losses on other long term benefits are recognised in the Statement of Profit and Loss in the year in which they arise. Remeasurement gains and losses in respect of all defined benefit plans arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income. They are included in other equity in the Statement of Changes in Equity and in the Balance Sheet. Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service cost. Gains or losses on the curtailment or settlement of any defined benefit plan are recognised when the curtailment or settlement occurs. Any differential between the plan assets (for a funded defined benefit plan) and the defined benefit obligation as per actuarial valuation is recognised as a liability if it is a deficit or as an asset if it is a surplus (to the extent of the lower of present value of any economic benefits available in the form of refunds from the plan or reduction in future contribution to the plan).

Past service cost is recognised as an expense in the Statement of Profit and Loss on a straight-line basis over the average period until the benefits become vested. To the extent that the benefits are already vested immediately following the introduction of, or changes to, a defined benefit plan, the past service cost is recognised immediately in the Statement of Profit and Loss. Past service cost may be either positive (where benefits are introduced or improved) or negative (where existing benefits are reduced).

iv. Share-based compensation

The grant date fair value of equity settled share-based payment awards granted to employees is recognised as an employee expense, with a corresponding increase in equity, over the period that the employees unconditionally become entitled to the awards. The amount recognised as expense is based on the estimate of the number of awards for which the related service and non-market vesting conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of awards that do meet the related service and non-market vesting conditions at the vesting date.

The grant date fair value of options granted (net of estimated forfeiture) to employees of the Company is recognised as an employee expense.

The Company has adopted the policy to account for Employees Welfare Trust as a legal entity separate from the Company but as a subsidiary of the Company. Any loan from the Company to the trust is accounted for as a loan in accordance with its term.

The expense is recorded for each separately vesting portion of the award as if the award was, in substance, multiple awards. The increase in equity recognised in connection with share based payment transaction is presented as a separate component in equity under "share based payment reserve". The amount recognised as an expense is adjusted to reflect the actual number of stock options that vest. For the option awards, grant date fair value is determined under the option-pricing model (Black-Scholes-Merton). Forfeitures are estimated at the time of grant and revised, if necessary, in subsequent periods if actual forfeitures materially differ from those estimates.

j. Provisions (other than for employee benefits)

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources. When there is a possible obligation or a present obligation in respect of which the likelihood of outflow of resources is remote, no provision or disclosure is made.

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows (representing the best estimate of the expenditure required to settle the present obligation at the balance sheet date) at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost. Expected future operating losses are not provided for.

Onerous contracts

A contract is considered to be onerous when the expected economic benefits to be derived by the Company from the contract are lower than the unavoidable cost of meeting its obligations under the contract. The provision for an onerous contract is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before such a provision is made, the Company recognises any impairment loss on the assets associated with that contract.

k. Revenue from contracts with customers

i. Sale of goods

Revenue is recognised when a promise in a customer contract

(performance obligation) has been satisfied by transferring control over the promised goods to the customer. Control over a promised goods refers to the ability to direct the use of, and obtain substantially all of the remaining benefits from, those goods. Control is usually transferred upon shipment, delivery to, upon receipt of goods by the customer, in accordance with the delivery and acceptance terms agreed with the customers. However, in certain cases, revenue is recognized on sale of products where shipment is on hold at specific request of the customer provided performance obligation conditions has been satisfied and control is transferred, with customer taking title of the goods. The amount of revenue to be recognised (transaction price) is based on the consideration expected to be received in exchange for goods, excluding amounts collected on behalf of third parties such as goods and services tax or other taxes directly linked to sales. If a contract contains more than one performance obligation, the transaction price is allocated to each performance obligation based on their relative stand-alone selling prices. Revenue from product sales are recorded net of allowances for estimated rebates, cash discounts and estimates of product returns, all of which are established at the time of sale.

For contracts with distributors, no sales are recognised when goods are physically transferred to the distributor under a consignment arrangement, or if the distributor acts as an agent. In such cases, sales are recognised when control over the goods transfers to the end-customer, and distributor's commissions are presented within marketing and distribution.

The consideration received by the Company in exchange for its goods may be fixed or variable. Variable consideration is only recognised when it is considered highly probable that a significant revenue reversal will not occur once the underlying uncertainty related to variable consideration is subsequently resolved.

ii. Milestone payments and out licensing arrangements

The Company enters into certain dossier sales, licensing and supply arrangements that, in certain instances, include certain performance obligations. Based on an evaluation of whether or not these obligations are inconsequential or perfunctory, the Company recognise or defer the upfront payments received under these arrangements.

Income from out-licensing agreements typically arises from the receipt of upfront, milestone and other similar payments from third parties for granting a license to product- or technology-related intellectual property (IP). These agreements may be entered into with no further obligation or may include commitments to regulatory approval, co-marketing or manufacturing. These may be settled by a combination of upfront payments, milestone payments and other fees. These arrangements typically also consist of subsequent payments dependent on achieving certain milestones in accordance with the terms prescribed in the agreement. Milestone payments which are contingent on achieving certain clinical milestones are recognised as revenues either on achievement of such milestones, if the milestones are considered substantive, or over the period we have continuing performance obligations, if the milestones are not considered substantive. Whether to consider these commitments as a single performance obligation or separate ones, or even being in scope of Ind-AS 115'Revenues from Contracts with Customers, is not straightforward and requires some judgement. Depending on the conclusion, this may result in all revenue being calculated at inception and either being recognised at point in time or spread over the term of a longer performance obligation. Where performance obligations may not be distinct, this will bundled with the subsequent product supply obligations. The new standard provides an exemption for sales-based royalties for licenses of intellectual property which will continue to be recognised as revenue as underlying sales are incurred.

The Company recognises a deferred income (contract liability) if consideration has been received (or has become receivable) before the company transfers the promised goods or services to the customer. Deferred income mainly relates to remaining performance obligations in (partially) unsatisfied long-term contracts or are related to amounts the Company expects to receive for goods and services that have not yet been transferred to customers under existing, non-cancellable or otherwise enforceable contracts.

Contract assets are recognised when there is excess of revenue earned over billings on contracts. Contract assets are classified as unbilled receivables (only act of invoicing is pending) when there is unconditional right to receive cash, and only passage of time is required, as per contractual terms.

iii. Royalty income and profit share

The Royalty income and profit share earned through a License or collaboration partners is recognised as the underlying sales are recorded by the Licensee or collaboration partners.

iv. Sales Return Allowances

The Company accounts for sales return by recording an allowance for sales return concurrent with the recognition of revenue at the time of a product sale. The allowance is based on Company's estimate of expected sales returns. The estimate of sales return is determined primarily by the Company's historical experience in the markets in which the Company operates.

v. Dividends

Dividend is recognised when the Company's right to receive the payment is established, which is generally when shareholders approve the dividend.

vi. Rental income

Rental income from investment property is recognised in statement of profit and loss on a straight-line basis over the term of the lease except where the rentals are structured to increase in line with expected general inflation. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

vii. Contribution received from customers/co-development partners towards plant and equipment

Contributions received from customers/co-development partners towards items of property, plant and equipment which require an obligation to supply goods to the customer in the future, are recognised as a credit to deferred revenue. The contribution received is recognised as revenue from operations over the useful life of the assets. The Company capitalises the gross cost of these assets as the Company controls these assets.

viii. Interest income and expense

Interest income or expense is recognised using the effective interest method.

Notes to the standalone financial statements for the year ended March 31, 2024

l. Government grants

The Company recognises government grants at their fair value only when there is reasonable assurance that the conditions attached to them will be complied with, and the grants will be received. Government grants received in relation to assets are recognised as deferred income and amortised over the useful life of such asset. Government grants, which are revenue in nature are either recognised as income or deducted in reporting the related expense based on the terms of the grant, as applicable.

m. Income taxes

Income tax comprises of current and deferred income tax. Income tax expense is recognised in statement of profit and loss except to the extent that it relates to an item recognised directly in equity in which case it is recognised in other comprehensive income. Current income tax for current year and prior periods is recognised at the amount expected to be paid or recovered from the tax authorities, using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Current tax assets and liabilities are offset only if there is a legally enforceable right to set off the recognised amounts, and it is intended to realise the asset and settle the liability on a net basis or simultaneously.

Deferred income tax assets and liabilities are recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when:

— temporary differences arising on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss at the time of transaction; and

— temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Company is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Deferred tax assets (DTA) in accordance with the tax laws in India, which is likely to give future economic benefits in the form of availability of set off against future income tax liability.

Deferred income tax assets and liabilities are measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect of changes in tax rates on deferred income tax assets and liabilities is recognised as income or expense in the period that includes the enactment or substantive enactment date. A deferred income tax assets is recognised to the extent it is probable that future taxable income will be available against which the deductible temporary timing differences and tax losses can be utilised. The Company offsets income-tax assets and liabilities, where it has a legally enforceable right to set off the recognised amounts and where it intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

n. Borrowing cost

Borrowing costs are interest and other costs (including exchange differences relating to foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs) incurred in connection with the borrowing of funds. Borrowing costs directly attributable to acquisition or construction of an asset which necessarily take a substantial period of time to get ready for their intended use are capitalised as part of the cost of that asset. Other borrowing costs are recognised as an expense in the period in which they are incurred.

Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

o. Earnings per share

Basic earnings per share is computed using the weighted average number of equity shares outstanding during the period adjusted for treasury shares held. Diluted earnings per share is computed using the weighted-average number of equity and dilutive equivalent shares outstanding during the period, using the treasury stock method for options and warrants, except where the results would be anti-dilutive.

p. Leases

(i) The Company as lessee:

The Company assesses whether a contract contains a lease, at the inception of contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assesses whether a contract conveys the right to control use of an identified asset, the Company assesses whether:

- The contract involves use of an identified asset;
- The Company has substantially all the economic benefits from the use of the asset through the period of lease; and
- The Company has the right to direct the use of an asset.

At the date of commencement of lease, the Company recognises a Right-of-use asset ("ROU") and a corresponding liability for all lease arrangements in which it is a lessee, except for leases with the term of twelve months or less (short term leases) and low value leases. For short term and low value leases, the Company recognises the lease payment as an operating expense on straight line basis over the term of lease. Certain lease agreements include an option to extend or terminate the lease before the end of lease term. ROU assets and the lease liabilities includes these options when it is reasonably certain that they will be exercised.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right-of-use assets are

evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e., higher of fair value less cost to sell and the value-in-use) is determined on individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the interest rate explicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related right-of- use assets if the Company changes its assessment if whether it will exercise an extension or a termination of option.

Lease liability and ROU asset have been separately presented in the Balance Sheet and the lease payments have been classified as financing cash flows.

(ii) The Company as a Lessor:

Leases for which the Company is a lessor is classified as a finance or operating lease. Whenever the terms of the lease transfer substantially all the risk and rewards of ownership to the lessee, the contract is classified as finance lease. All other leases are classified as operating lease.

q. Operating cycle

The Company classifies an asset as current asset when:

- it expects to realise the asset, or intends to sell or consume it, in its normal operating cycle;
- it holds the asset primarily for the purpose of trading;
- it expects to realise the asset within twelve months after the reporting period; or
- the asset is cash or a cash equivalent unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is classified as current when –

- it expects to settle the liability, or consume it, in its normal operating cycle;
- it holds the liability primarily for the purpose of trading;
- the liability is due to be settled within twelve months after the reporting period; or
- it does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting period. Terms of a liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification.

All other liabilities are classified as non-current.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

r. Exceptional items

Exceptional items refer to items of income or expense within the statement of profit and loss from ordinary activities which are non-recurring and are of such size, nature or incidence that their separate disclosure is considered necessary to explain the performance of the Company.

s. Recent pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the year ended March 31, 2024, MCA has not notified any new standards or amendments to the existing standards applicable to the Company.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

3. Property, plant and equipment and capital work-in-progress

	Land [Refer note (c)]	Buildings	Leasehold improvements	Plant and equipment [Refer note (a)]	Research and development equipments	Furniture and fixtures	Vehicles	Total	Capital work-in-progress
Gross carrying amount									
At April 01, 2022	**630**	**4,238**	**3**	**13,688**	**1,053**	**493**	**107**	**20,212**	**2,703**
Additions	-	184	-	1,576	147	95	21	2,023	2,609
Disposals/transfers	-	-	-	(36)	(13)	-	(24)	(73)	(2,023)
Transfer to investment property	(5)	-	-	-	-	-	-	(5)	-
At March 31, 2023	**625**	**4,422**	**3**	**15,228**	**1,187**	**588**	**104**	**22,157**	**3,289**
Additions	-	241	-	816	69	15	11	1,152	3,313
Disposals/transfers	-	(4)	-	(100)	(1)	-	(29)	(134)	(1,152)
At March 31, 2024	**625**	**4,659**	**3**	**15,944**	**1,255**	**603**	**86**	**23,175**	**5,450**
Accumulated depreciation									
At April 01, 2022	**-**	**1,843**	**3**	**9,492**	**919**	**427**	**62**	**12,746**	**-**
Depreciation for the year	-	185	-	764	48	23	12	1,032	-
Disposals/transfers	-		-	(18)	(13)	-	(15)	(46)	-
At March 31, 2023	**-**	**2,028**	**3**	**10,238**	**954**	**450**	**59**	**13,732**	**-**
Depreciation for the year	-	190	-	811	46	33	10	1,090	-
Disposals/transfers	-	(1)	-	(87)	(1)	-	(21)	(110)	-
At March 31, 2024	**-**	**2,217**	**3**	**10,962**	**999**	**483**	**48**	**14,712**	**-**
Net carrying amount									
At March 31, 2023	**625**	**2,394**	**-**	**4,990**	**233**	**138**	**45**	**8,425**	**3,289**
At March 31, 2024	**625**	**2,442**	**-**	**4,982**	**256**	**120**	**38**	**8,463**	**5,450**

(a) Plant and equipment include computers and office equipment.

(b) Refer note 34 (ii)(a) for disclosure of contractual commitments for the acquisition of property, plant and equipment.

(c)	Relevant line item in the Balance sheet	Description of item of property	Gross carrying value	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/director or employee of promoter/director	Property held since which date	Reason for not being held in the name of the Company
	Property, plant and equipment	Freehold Land	35	Telangana State Industrial Infrastructure Corporation limited	NA	November 30, 2015	The land will be transferred to the Company once certain terms and conditions of the sale agreement are complied with which is currently pending. There is no dispute.

(d) The Company capitalises its cost of general borrowings at the rates mentioned in note 15. Borrowing costs capitalised during the year amounted to Rs. 467 (March 31, 2023 - Rs. 155).

(e) Refer note 15 for assets pledged as security.

(f) Capital work-in-progress comprises of the Active Pharmaceutical Ingredient (API) manufacturing unit being set up in India

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

3 (a). Property, plant and equipment and Capital work-in-progress (Contd.)

3 (a) Capital work in progress ageing schedule

As at March 31, 2024

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	2,831	996	1,459	164	5,450
Projects temporarily suspended	-	-	-	-	-
Total	**2,831**	**996**	**1,459**	**164**	**5,450**

As at March 31, 2023

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	1,456	1,649	142	42	3,289
Projects temporarily suspended	-	-	-	-	-
Total	**1,456**	**1,649**	**142**	**42**	**3,289**

(i) There are no capital work-in-process whose completion is overdue or has exceeded its cost compared to its original plan as at March 31, 2024 and March 31, 2023.

4 (a). Investment property

Gross carrying amount	
At April 01, 2022	1,101
Transfer from property, plant and equipment	5
At March 31, 2023	**1,106**
Transfer from property, plant and equipment	-
At March 31, 2024	**1,106**
Accumulated depreciation	
At April 01, 2022	446
Depreciation for the year	40
Transfer from property, plant and equipment	-
At March 31, 2023	**486**
Depreciation for the year	40
Transfer from property, plant and equipment	-
At March 31, 2024	**526**
Net carrying amount	
At March 31, 2023	**620**
At March 31, 2024	**580**

(a) During the year, the Company has recognised rental income of Rs 433 (March 31, 2023 Rs 325) in the statement of profit and loss from investment property.

(b) The fair value of investment property is Rs 2,115 (March 31, 2023 Rs 2,171), based on market observable data and the same is categorised as a level 3 fair value. The Company has not engaged any registered valuer for determining the above fair value.

(c) The Company's investment properties consist of land and building in Bengaluru which are leased to group companies. Each of these leases contain an initial non-cancellable period of 5 years. Subsequent renewals are negotiated with the lessee and historically the average renewal period is 5 years.

(d) The Company has no restriction on realisability of its investment property.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

4 (b). Right-of-use assets

Particulars	Land	Buildings	Vechicles	Total
Gross carrying amount				
At April 01, 2022	**374**	**3**	**36**	**413**
Additions	-	-	38	38
Disposals/transfer	-	-	(14)	(14)
At March 31, 2023	**374**	**3**	**60**	**437**
Additions	-	-	-	-
Disposals/transfer	-	-	-	-
At March 31, 2024	**374**	**3**	**60**	**437**
Accumulated depreciation				
At April 01, 2022	**6**	**3**	**27**	**36**
Disposals/transfer	-	-	(12)	(12)
Depreciation for the year	1	-	10	11
At March 31, 2023	**7**	**3**	**25**	**35**
Disposals/transfer	-	-		-
Depreciation for the year	1	-	10	11
At March 31, 2024	**8**	**3**	**35**	**46**
Net carrying amount				
At March 31, 2023	367	-	35	402
At March 31, 2024	**366**	**-**	**25**	**391**

5. Other intangible assets

Particulars	Intellectual property rights	Computer software	Marketing and manufacturing rights	Customer related intangible	Total	Intangible assets under development
Gross carrying amount						
At April 01, 2022	**81**	**596**	**294**	**77**	**1,048**	**146**
Additions	-	49	-	-	49	-
Disposals	-	-	-	-	-	-
At March 31, 2023	**81**	**645**	**294**	**77**	**1,097**	**146**
Additions	-	53	-	-	53	-
Disposals	-	-	-	-	-	-
At March 31, 2024	**81**	**698**	**294**	**77**	**1,150**	**146**
Accumulated amortisation						
At April 01, 2022	**81**	**398**	**288**	**77**	**844**	**-**
Disposals	-	-	-	-	-	-
Amortisation for the year	-	80	6	-	86	-
At March 31, 2023	**81**	**478**	**294**	**77**	**930**	**-**
Disposals	-	-	-	-	-	-
Amortisation for the year	-	70	-	-	70	-
At March 31, 2024	**81**	**548**	**294**	**77**	**1,000**	**-**
Net carrying amount						
At March 31, 2023	**-**	**167**	**-**	**-**	**167**	**146**
At March 31, 2024	**-**	**150**	**-**	**-**	**150**	**146**

Refer note 34 (ii)(a) for disclosure of contractual commitments for the acquisition of other intangible assets.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

5 (a) Intangible assets under development ageing schedule

As at March 31, 2024

	Amount in Intangible assets under development for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	-	-	-	146	146
Projects temporarily suspended	-	-	-	-	-
Total	**-**	**-**	**-**	**146**	**146**

As at March 31, 2023

	Amount in Intangible assets under development for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	-	-	-	146	146
Projects temporarily suspended	-	-	-	-	-
Total	**-**	**-**	**-**	**146**	**146**

(i) The intangible assets under development are subject to various phases of trial run and related approvals. There is no approval completion date for these assets.

6. Non-current investments

	March 31, 2024	March 31, 2023
I. Quoted equity instruments		
In subsidiary company at cost:		
Syngene International Limited - 220,277,055 (March 31, 2023 - 220,277,055) equity shares of Rs 10 each	20,846	20,846
In others at fair value through other comprehensive income:		
Vaccinex Inc.,USA - 1,425 (March 31, 2023 - 299,226) common stock of USD 0.0001 each [refer note (a) below]	1	10
Total quoted non-current investments	**20,847**	**20,856**
II. Unquoted equity instruments In subsidiary companies at cost:		
Biocon Pharma Limited - 14,050,000 (March 31, 2023 - 14,050,000) equity shares of Rs 10 each	141	141
Biocon SA, Switzerland - 100,000 (March 31, 2023 - 100,000) equity shares of CHF 1 each	4	4
Biocon FZ LLC, UAE - 150 (March 31, 2023 - 150) equity shares of AED 1,000 each	3	3
Biocon Academy - 50,000 (March 31, 2023 - 50,000) equity shares of Rs 10 each	1	1
Biocon Biologics Limited 1,183,209,318 (March 31, 2023 - 1,184,043,720) equity shares of Rs 10 each# (Formely known as Biocon Biologics India Limited)	52,088	52,125
Biofusion Therapeutics Limited -50,000 (March 31, 2023 - 50,000) equity shares of Rs. 10 each [refer note 47(a)]	1	1
Biocon Biosphere Limited - 50,000 (March 31, 2023 - 50,000) equity shares of Rs. 10 each	1	1
In joint venture company at cost:		
NeoBiocon FZ LLC, UAE - 147 (March 31, 2023 - 147) equity shares of AED 1,000 each	2	2
In associate company at cost:		
Bicara Therapeutics Inc. : Nil (March 31, 2023 - 2,500,000) equity shares of USD 0.0001 each	-	-*
In others at fair value through profit or loss:		
Energon KN Wind Power Private Limited - 41,708 (March 31, 2023 - 41,708) equity shares of Rs 10 each	1	1
Less: Provision for decline, other than temporary, in the value of non current investments	(1)	(1)
Four EF Renewables Private Limited - 164,271 (March 31, 2023 - 164,271) equity share of Rs. 100 each	16	16
Hinduja Renewables Two Private Limited - 5,916,166 equity shares (March 31, 2023 - 5,916,166) of Rs. 10 each	59	59
Ampyr Renewable Energy Resources Private Limited - 3,032,354 (31 March 2023: Nil) Equity shares of Rs. 10 each	30	-

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

6. Non-current investments (continued)

	March 31, 2024	March 31, 2023
In others at fair value through other comprehensive income:		
Bicara Therapeutics Inc. : 1,070,000 (March 31, 2023 - Nil) equity shares of USD 0.0001 each [refer note (b) below]	122	-
Total unquoted investments in equity instruments	**52,468**	**52,353**
III. Unquoted preference shares		
In subsidiary company at fair value through profit or loss:		
Biocon Biologics Limited: 205,420,000 (March 31, 2023 - 205,420,000). 8.3% Non convertible redeemable preference shares of Rs. 10 each fully paid.	2,054	2,054
Biocon Pharma Limited: 873,000,000 (March 31, 2023 - 873,000,000) 0.01% Optionally convertible redeemable non- cumulative preference shares of Rs. 10 each fully paid.	8,862	8,862
Biocon Biosphere Limited: 252,693,642 (March 31, 2023 - 115,320,069) 0.01% Optionally convertible Redeemable non- cumulative preference shares of Rs. 10 each fully paid.	2,527	1,153
Ampyr Renewable Energy Resources Private Limited - 6,064,708 (31 March 2023: Nil) Compulsorily convertible preference shares of Rs. 10 each	61	-
In associate company at cost:		
IATRICa Inc., USA - 4,285,714 (March 31, 2023 - 4,285,714) Series A preferred stock at USD 0.70 each, par value USD 0.00001 each	139	139
Less: Provision for decline, other than temporary, in the value of non-current investments	(139)	(139)
Others at fair value through profit or Loss:		
Four EF Renewables Private Limited : 328,541 (March 31, 2023 - 328,541) 0.001% Compulsorily convertible preference Shares of Rs. 100 each fully paid [refer note (c) below]	33	33
Energon KN Wind Power Private Limited - 15,888 (March 31, 2023 - 15,888) compulsorily convertible preference shares, par value Rs 100 each	1	1
Less: Provision for decline, other than temporary, in the value of non current investments	(1)	(1)
Total unquoted investments in preference shares	**13,537**	**12,102**
IV. Unquoted debentures		
In subsidiary company at fair value through profit or loss:		
Biocon Biologics Limited (Formely known as Biocon Biologics India Limited) - 50,000 (March 31, 2023 - Nil) Optionally convertible debentures of Rs. 1,00,000 each	5,704	-
V. Inter corporate deposits with financial institutions and banks carried at amortised cost	-	4,187
Total non-current investments	**92,556**	**89,498**
Aggregate book value of quoted investments	20,847	20,856
Aggregate market value of quoted investments	154,756	130,965
Aggregate value of unquoted investments	71,850	68,783
Aggregate amount of impairment in value of investments	141	141

(a) Decrease due to reverse stock split

(b) During the year, Bicara Therapeutics Inc. (Bicara) raised funds from third parties resulting into dilution of interest, which resulted in loss of significant influence over the investee. Accordingly, the Company has fair valued its investment in Bicara on the date of loss of significant influence resulting in a gain of Rs. 123. The same has been disclosed in other income. The Company has designated its investment in equity shares of Bicara to be accounted at fair value through other comprehensive income (FVOCI).

(c) Terms of conversion: 1 compulsory convertible preference share of face value Rs 100/- each will convert to 1 equity share of face value Rs 100/- at end of the tenure of 20 years from allotment.

Refer note 15 for investment pledged as security.

* Amounts are not presented since the amounts are rounded off to Rupees million.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

7. Loans

	March 31, 2024	March 31, 2023
Unsecured considered good		
(a) Non-current		
Loans to related parties [refer note 32]	-	-
	-	**-**
(b) Current		
Loans to related parties [refer note 32]	-	-
	-	**-**
Loans to related parties comprise loans to the following:		
(i) Biocon Biosphere Limited	-	-
Maximum amount outstanding during the year	452	200
(ii) Biofusion Therapeutics Limited	-	-
Maximum amount outstanding during the year	-	223

Loans are granted to related parties (as defined under Companies Act, 2013) that are repayable on demand:

	March 31, 2024		March 31, 2023	
Name of borrower	**Amount of loan outstanding**	**Percentage to the total Loans**	**Amount of loan outstanding**	**Percentage to the total Loans**
(i) Biocon Biosphere Limited	-	0%	-	0%
(ii) Biofusion Therapeutics Limited	-	0%	-	0%

8. Other financial assets

	March 31, 2024	March 31, 2023
(a) Non-current		
Derivative assets	92	131
Deposits	190	192
	282	**323**
(b) Current		
Derivative assets	98	86
Inter corporate deposits with financial institutions	2,177	-
Interest accrued but not due	-	122
Other receivables (considered good - unsecured) from:		
Related parties [refer note 32]	189	1,647
Others	85	4
	2,549	**1,859**

9. Other assets

	March 31, 2024	March 31, 2023
(Unsecured considered good, unless otherwise stated)		
(a) Non-current		
Capital advances	166	70
Duty drawback receivables	74	89
Balances with statutory/government authorities	418	223
Prepayments	65	54
	723	**436**
(b) Current		
Advance to suppliers	121	177
Balances with statutory/government authorities	1,051	811
Prepayments	265	220
	1,437	**1,208**

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

10. Inventories

	March 31, 2024	March 31, 2023
Raw materials, including goods-in-transit*	1,913	1,865
Packing materials	22	15
Work-in-progress	4,469	3,468
Finished goods	243	253
	6,647	**5,601**

* includes goods in-transit Rs. 340 (March 31, 2023 - Rs 241)

Write-down of inventories to net realisable value amounted to Rs. 210 (March 31, 2023 - Rs 197). These were recognised as an expense during the year and included in 'changes in inventories of finished goods and work-in-progress' in the statement of profit and loss.

11. Current investments

	March 31, 2024	March 31, 2023
Unquoted		
At fair value through profit or Loss:		
Investment in mutual funds	629	1,509
Unquoted		
At amortised cost:		
Inter corporate deposits with financial institutions	-	1,700
Total current investments	**629**	**3,209**
Aggregate value of unquoted investments	629	3,209

12. Trade receivables

	March 31, 2024	March 31, 2023
(a) Trade receivables considered good - Unsecured	10,481	6,580
(b) Trade receivables - credit impaired	66	436
	10,547	**7,016**
Allowance for credit loss	(66)	(436)
Net trade receivable	**10,481**	**6,580**

(i) The Company's exposure to credit and currency risk, and loss allowances are disclosed in Note 36

(ii) Includes receivables from related parties [refer note 32]

Trade receivables ageing schedule

			Outstanding for following periods from due date of payment					Total
	Unbilled	Not Due	Less than 6 Months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade Receivables - considered good	7	4,195	3,953	1,368	958	-	-	10,481
Undisputed Trade receivables - credit impaired	-	-	-	-	37	3	26	66
As at March 31, 2024	**7**	**4,195**	**3,953**	**1,368**	**995**	**3**	**26**	**10,547**
Undisputed Trade Receivables – considered good	9	4,044	2,433	94	-	-	-	6,580
Undisputed Trade receivables - credit impaired	122	-	8	-	118	157	31	436
As at March 31, 2023	**131**	**4,044**	**2,441**	**94**	**118**	**157**	**31**	**7,016**

13(a) Cash and cash equivalents

	March 31, 2024	March 31, 2023
Balances with banks		
On current accounts	769	1,602
On unpaid dividend account	5	4
Deposits with banks with original maturity of less than 3 months	449	360
Total cash and cash equivalents	**1,223**	**1,966**

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

13(b) Bank balances other than cash and cash equivalents

	March 31, 2024	March 31, 2023
Deposits with banks with original maturity of more than 3 months but less than 12 months	4,631	5,234
Margin money deposit [refer note (a) below]	3	3
Total other bank balances	**4,634**	**5,237**

(a) Margin money deposits with carrying amount of Rs. 3 (March 31, 2023 - Rs. 3) are subject to first charge against bank guarantees obtained.

(b) The Company has cash on hand which are not disclosed above since amounts are rounded off to Rupees million.

14(a). Equity share capital

	March 31, 2024	March 31, 2023
Authorised		
1,250,000,000 (March 31, 2023 - 1,250,000,000) equity shares of Rs 5 each (March 31, 2023 - Rs 5 each)	**6,250**	**6,250**
Issued, subscribed and fully paid-up		
1,200,600,000 (March 31, 2023 - 1,200,600,000) equity shares of Rs 5 each (March 31, 2023 - Rs 5 each)	**6,003**	**6,003**

(i) Reconciliation of the shares outstanding at the beginning and at the end of the reporting year

Equity shares	March 31, 2024		March 31, 2023	
	No. of shares	Rs.	No. of shares	Rs.
At the beginning of the year	1,200,600,000	6,003	1,200,600,000	6,003
Equity share capital issued during the year	-	-	-	-
Outstanding at the end of the year	**1,200,600,000**	**6,003**	**1,200,600,000**	**6,003**

(ii) Terms/rights attached to equity shares

The Company has only one class of equity shares having a par value of Rs 5 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian Rupees.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts, if any. The distribution will be in proportion to the number of equity shares held by the shareholders.

(iii) Details of shareholders holding more than 5% shares in the Company

	March 31, 2024		March 31, 2023	
	No.	% holding	No.	% holding
Equity shares of Rs 5 each fully paid				
Kiran Mazumdar-Shaw	484,581,970	40.36%	476,136,622	39.66%
Glentec International Limited	237,211,164	19.76%	237,211,164	19.76%

As per records of the Company, including its register of shareholders/members, the above shareholding represents both legal and beneficial ownerships of shares.

(iv) Aggregate number of bonus shares issued during the period of five years immediately preceding the reporting date:

	Year ended March 31				
	2024	2023	2022	2021	2020
Equity shares of Rs 5 each	-	-	-	-	**600,000,000**

The Company had allotted 600,000,000 equity shares of Rs 5 each fully paid up as bonus shares on June 19, 2019 in the ratio of 1:1 (one equity shares of Rs 5 each for every one equity share of Rs 5 each held in the Company as on the record date i.e. June 13, 2019) by capitalisation of securities premium and general reserve.

(v) Shares reserved for issue under options

For details of shares reserved for issue under the Share based payment plan of the Company, please refer note 30.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

(vi) Details of shares held by promoters

March 31, 2024

Name of the Promoter	No. of shares at the end of the year	% of Total Shares	% change during the year
Kiran Mazumdar Shaw	484,581,970	40.36%	0.70%
J M M Shaw	-	0.00%	-0.70%
Ravi Mazumdar	5,301,321	0.44%	-
Dev Mazumdar	929,721	0.08%	-
Glentec International Limited	237,211,164	19.76%	-
Total	**728,024,176**	**60.64%**	**0.00%**

March 31, 2023

Name of the Promoter	No. of shares at the end of the year	% of Total Shares	% change during the year
Kiran Mazumdar Shaw	476,136,622	39.66%	0.03%
Yamini R Mazumdar	-	0.00%	-0.11%
J M M Shaw	8,445,348	0.70%	-
Ravi Mazumdar	5,301,321	0.44%	0.04%
Dev Mazumdar	929,721	0.08%	0.03%
Glentec International Limited	237,211,164	19.76%	-
Total	**728,024,176**	**60.64%**	**0.00%**

14(b). Other equity

	March 31, 2024	March 31, 2023
Securities premium reserve	2,281	1,731
Revaluation reserve	9	9
General reserve	1,616	1,616
Retained earnings	99,205	99,506
Share based payment reserve	805	1,084
Treasury shares	(970)	(970)
Cash flow hedging reserve	142	129
Other items of other comprehensive income	32	52
	103,120	**103,157**

Nature and purpose of reserve:

Securities premium
Securities premium is used to record the premium received on issue of shares. It is utilised in accordance with the provisions of the Companies Act, 2013.

General reserve
General reserve is used from time to time to transfer profits from retained earnings for appropriation purposes.

Retained earnings
The amount that can be distributed by the Company as dividends to its equity shareholders.

Share based payment reserve
The Company has established equity settled share based payment plans for certain categories of employees of the Company and its subsidiaries / joint venture company. Refer note 30 for further details on these plans.

Treasury shares
Own equity instruments that are reacquired [treasury shares] are recognised at cost and disclosed as deducted from equity.

Cash flow hedging reserves
The cash flow hedging reserve represents the cumulative effective portion of gains or losses (net of taxes, if any) arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges.

Other Items of other comprehensive income
Other Items of other comprehensive income represents mark to market gain or loss on financial assets classified as FVTOCI and re-measurements of the defined benefits plan.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

15. Borrowings

	March 31, 2024	March 31, 2023
Non-current		
Loans from banks (secured)		
Term loan [refer note (a) below]	2,084	2,055
Non-convertible debenture [refer note (b) below]	18,324	10,922
	20,408	**12,977**

(a) The Company has external commercial borrowing (ECB) from Bank repayable in 3 yearly instalments commencing from June 15, 2025 and carry interest @ SOFR + agreed spread per annum. The loan is secured by exclusive charge on the property, plant and equipment created out of the term loan facility.

(b) During the year ended March 31, 2023, the Company has issued 107,000 redeemable Non-Convertible Debentures (NCD) in 3 series each having a face value of Rs 1,00,000 with a minimum return of 12% per annum plus agreed variable coupon payable upon redemption. The variable coupon is linked to the equity share price of a subsidiary. Tenure of the NCD is 5 years from the date of allotment or earlier based on put option terms requiring the company to provide exit to the lender if exit terms do not occur by the specified date in the agreement. The agreement also has drag along rights allowing the lender to seek redemption of NCD if the put option as described in note 34 (ii) is exercised. The NCD are secured by way of pledge over 38,113,557 equity shares of a subsidiary held by the Company. The NCD proceeds were utilised for repayment of mezzanine borrowing which was raised for investing in the subsidiary.

During the current year, the Company has issued 50,000 redeemable Non-Convertible Debentures (NCD) having a face value of Rs 1,00,000 with a minimum return of 12% per annum plus agreed variable coupon payable upon redemption. The variable coupon is linked to the equity share price of a subsidiary. Tenure of the NCD is 4 years from the date of allotment or earlier based on put option terms requiring the company to provide exit to the lender if exit terms do not occur by the specified date in the agreement. The agreement also has drag along rights allowing the lender to seek redemption of NCD if the put option as described in note 34 (ii) is exercised. The NCD are secured by way of pledge over 17,810,073 equity shares of a subsidiary held by the Company. The NCD proceeds were utilised for repayment of mezzanine borrowing which was raised for investing in the subsidiary.

(c) Working capital loan availed during the year of Rs. 300 at 7.85% p.a and repaid as on 31st March 2024.

(d) The Company's exposure to liquidity, interest rate and currency risks are disclosed in note 36.

16. Other financial liabilities

	March 31, 2024	March 31, 2023
(a) Non-current		
Derivative liabilities [refer note 36 E (iii) (a)]	221	176
	221	**176**
(b) Current		
Unpaid dividends	5	4
Employee benefits payable [refer note (a) below]	320	290
Capital creditors	446	523
Interest accrued but not due	7	7
Derivative liabilities	1	22
	779	**846**

(a) Employee benefit payable was disclosed under trade payable in the previous year. In the current year, the employee payable has been disclosed under other financial liabilities including comparable period.

17. Provisions

	March 31, 2024	March 31, 2023
(a) Non-current		
Provision for employee benefits		
Gratuity [refer note 35]	283	254
	283	**254**
(b) Current		
Provision for employee benefits		
Gratuity [refer note 35]	112	100
Compensated absences	209	182
	321	**282**

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

17. Provisions (continued...)

(i) Movement in provisions

	Gratuity	Compensated absences
Opening balance as at April 01, 2023	354	335
Provision recognised/(utilised) during the year	41	19
Closing balance as at March 31, 2024	**395**	**354**
Opening balance as at April 01, 2022	335	169
Provision recognised/(utilised) during the year	19	13
Closing balance as at March 31, 2023	**354**	**182**

18. Deferred tax liabilities/(assets) (net)

	March 31, 2024	March 31, 2023
Deferred tax liabilities		
Property, plant and equipment, investment property and intangible assets	249	177
Derivative liabilities	47	44
Gross deferred tax liabilities	**296**	**221**
Deferred tax assets		
Employee benefit obligations	170	168
Allowance for doubtful debts	17	110
Other disallowable expenses	78	73
Deferred revenue	17	17
Others	88	81
Gross deferred tax assets	**370**	**449**
Net deferred tax assets	**74**	**228**

19. Other liabilities

	March 31, 2024	March 31, 2023
(a) Non-current		
Contract liabilities	728	730
	728	**730**
(b) Current		
Contract liabilities	160	146
Advances from customers	24	57
Statutory taxes and dues payable	129	95
	313	**298**

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

20. Trade payables

	March 31, 2024	March 31, 2023
Trade payables		
Total outstanding dues of micro enterprises and small enterprises [refer note (a) below]	428	294
Total outstanding dues of creditors other than micro enterprises and small enterprises #	4,048	4,275
	4,476	**4,569**

#Includes dues to related parties [refer note 32]

(a) Trade payables Ageing Schedule

			Outstanding for following periods from due date of payment				Total
	Unbilled	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Total outstanding dues of micro enterprises and small enterprises	-	354	74	-	-	-	428
Total outstanding dues of creditors other than micro enterprises and small enterprises	2,048	967	893	115	15	10	4,048
As at March 31, 2024	**2,048**	**1,321**	**967**	**115**	**15**	**10**	**4,476**
Total outstanding dues of micro enterprises and small enterprises	-	249	45	-	-	-	294
Total outstanding dues of creditors other than micro enterprises and small enterprises	1,837	1,384	957	16	19	62	4,275
As at March 31, 2023	**1,837**	**1,633**	**1,002**	**16**	**19**	**62**	**4,569**

* Amounts are not presented since the amounts are rounded off to Rupees million.

(b) Disclosure required under Clause 22 of Micro, Small and Medium Enterprise Development ('MSMED') Act, 2006

(i)	The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each year.		
	Principal amount due to micro and small enterprises	428	294
	Interest due on the above	-*	-*
(ii)	The amount of interest paid by the buyer in terms of section 16 of the MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year.		-
(iii)	The amount of interest due and payable for the period of delay in making payment (which has been paid but beyond appointed day during the year) but without adding the interest specified under the MSMED Act, 2006.	9	3
(iv)	The amount of interest accrued and remaining un-paid at the end of each accounting year.	-	-
(v)	The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of the MSMED Act, 2006.	12	3

The above disclosures are provided by the Company based on the information available with the Company in respect of the registration status of its vendors/ suppliers.

(c) All Trade Payables are 'current'. The Company's exposure to currency and liquidity risks related to trade payables is disclosed in note 36.

* Amounts are not presented since the amounts are rounded off to Rupees million.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

21. Revenue from operations

	Year ended March 31, 2024	Year ended March 31, 2023
Sale of products		
Finished goods	17,109	17,263
Traded goods	15	31
Sale of services	112	20
Licensing and development fees	-	1
Other operating revenue		
Sale of process waste	382	304
Incentive from government	187	312
Others [refer note (a) below]	3,468	1,998
Revenue from operations	**21,273**	**19,929**

(a) Others include, rentals and cross charge of research and development, power and other facilities by the Developer unit of the Company..

21.1 Disaggregated revenue information

Set out below is the disaggregation of the Company's revenue from contracts with customers:

Revenues by Geography		
India	8,505	7,255
Brazil	1,840	2,863
Singapore	1,509	1,184
Rest of the world	5,382	6,013
Total revenues by Geography	**17,236**	**17,315**
Revenue from other sources		
Other operating revenue	4,037	2,614
	4,037	**2,614**
Total revenue from operations	**21,273**	**19,929**

Geographical revenue is allocated based on the location of the customers.

Revenues from operations		
Timining of recognition		
Revenue recognised at a point of time	17,693	17,911
Revenue recognised over a period of time	3,580	2,018
Total revenue from operations	**21,273**	**19,929**

21.2 Reconciliation of revenue from contracts with customers:

	Year ended March 31, 2024	Year ended March 31, 2023
Revenue from contracts with customers as per contract price	**21,373**	**20,043**
Sales returns/ reversals	100	114
Revenue from Contracts with customers as per statement of profit and loss*	**21,273**	**19,929**

* Includes revenue from sale of products and sale of services.

21.3 Changes in contract liabilities

	March 31, 2024	March 31, 2023
Balance at the beginning of the year	**933**	**869**
Add:- Increase due to invoicing during the year	174	226
Less:- Amount recognised as revenue/other adjustments during the year	(195)	(162)
Balance at the end of the year	**912**	**933**
Expected revenue recognition from remaining performance obligations:		
- within one year	184	203
- More than one year	728	730
	912	**933**

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

21. Revenue from operations (continued...)

21.4 Contract balances

	March 31, 2024	March 31, 2023
Trade receivables (including unbilled revenue)	10,481	6,580
Contract liabilities	912	933

Trade receivables are non-interest bearing.

Contract liabilities include deferred revenue and advance from customers.

21.5 Performance obligation:

In relation to information about Company's performance obligations in contracts with customers [refer note 2(k)]. The Invoices are issued/generated according to conractual terms/ at the point in time and are usually payable within 30 to 120 days.

22. Other income

	Year ended March 31, 2024	Year ended March 31, 2023
Interest income at amortised cost on:		
Deposits with banks and financial institutions	657	329
Others	-	25
Dividend income from subsidiaries [refer note 32]	274	495
Net gain on sale of current investments	35	239
Net gain on financial assets measured at fair value through profit or loss [refer note 32 (i)]	713	6
Gain on loss of significant influence [refer note 6 (b)]	123	-
Foreign exchange gain, net	49	102
Other non-operating income [refer note (a)]	79	1,518
	1,930	**2,714**

(a) Others non operating income includes, rentals, cross charge of power and other facilities.

23. Cost of materials consumed

	Year ended March 31, 2024	Year ended March 31, 2023
Inventory at the beginning of the year	1,880	1,662
Add: Purchases	10,388	10,007
Less: Inventory at the end of the year	(1,935)	(1,880)
Cost of materials consumed	**10,333**	**9,789**

24. Changes in inventories of stock-in-trade, finished goods and work-in-progress

	Year ended March 31, 2024	Year ended March 31, 2023
Inventory at the beginning of the year		
Finished goods	253	147
Work-in-progress	3,468	3,606
	3,721	**3,753**
Inventory at the end of the year		
Finished goods	243	253
Work-in-progress	4,469	3,468
	4,712	**3,721**
	(991)	**32**

25. Employee benefits expenses

	Year ended March 31, 2024	Year ended March 31, 2023
Salaries, wages and bonus	3,674	3,329
Contribution to provident and other funds	181	161
Gratuity [refer note 35]	60	55
Share based compensation expense [refer note 30]	171	417
Staff welfare expenses	437	376
	4,523	**4,338**

26. Finance costs

	Year ended March 31, 2024	Year ended March 31, 2023
Interest expense on financial liability measured at amortised cost	1	471
Interest expense on financial liability measured at FVTPL	1,983	222
Interest on lease liabilities [refer note 38]	4	3
	1,988	**696**

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

27. Depreciation and amortisation expense

	Year ended March 31, 2024	Year ended March 31, 2023
Depreciation on Property, plant and equipment [refer note 3]	1,090	1,032
Depreciation on Investment property [refer note 4 (a)]	40	40
Amortisation on intangible assets [refer note 5]	70	86
Depreciation on Right-of-use-assets [refer note 4(b)]	11	11
	1,211	**1,169**

28. Other expenses

	Year ended March 31, 2024	Year ended March 31, 2023
Royalty and technical fees	15	1
Rent	2	3
Communication expenses	39	38
Travelling and conveyance	160	94
Professional charges	283	241
Payments to auditors [refer note 29 below]	10	10
Directors' fees including commission	45	43
Power and fuel	2,153	2,792
Insurance	103	113
Rates, taxes and fees	33	17
Lab consumables	202	150
Repairs and maintenance		
Plant and machinery	716	676
Buildings	183	143
Others	453	302
Selling expenses		
Freight outwards and clearing charges	88	106
Sales promotion expenses	40	32
Commission and brokerage (other than sole selling agents)	64	59
Provision for doubtful debts, net	(370)	201
Loss on property, plant and equipment sold, (net)	11	1
Net loss on derivative liability measured at fair value through profit or loss	71	14
Printing and stationery	35	33
Research and development expenses [refer note 28(a) below]	433	332
CSR expenditure [refer note 40]	37	58
Miscellaneous expenses [refer note 32]	70	82
	4,876	**5,541**

28(a). Research and development expenses

		Year ended March 31, 2024	Year ended March 31, 2023
Research and development expenses	(a)	433	332
Other Research and development expenses included in other heads of account:			
Salaries, wages and bonus		328	293
Lab consumables		202	150
	(b)	530	443
	(a+b)	963	775
Less: Recovery of product development costs from co-development partners, net		(100)	(27)
		863	**748**

29. Payments to auditors

	Year ended March 31, 2024	Year ended March 31, 2023
As auditor:		
Statutory audit fee	5	4
Tax audit fee	1	1
Limited review	1	1
In other capacity:		
Other services (certification fees)	2	3
Reimbursement of out-of-pocket expenses	1	1
	10	**10**

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation

(a) Biocon ESOP Plan

On September 27, 2001, Biocon's Board of Directors approved the Biocon Employee Stock Option Plan ('ESOP Plan 2000') for the grant of stock options to the employees of the Company and its subsidiaries / joint venture company. The Nomination and Remuneration Committee ('Remuneration Committee') administers the plan through a trust established specifically for this purpose, called the Biocon India Limited Employee Welfare Trust (ESOP Trust).

The ESOP Trust shall make additional purchase of equity shares of the Company using the proceeds from the loan obtained from the Company, other cash inflows from allotment of shares to employees under the ESOP Plan and shall subscribe, when allotted to such number of shares as is necessary for transferring to the employees. The ESOP Trust may also receive shares from the promoters for the purpose of issuance to the employees under the ESOP Plan. The Remuneration Committee shall determine the exercise price which will not be less than the face value of the shares.

Grant VII

In July 2014, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at the closing market price of Company's shares existing on the date preceding to the date of grant.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	25,750	79	589,000	88
Granted during the year	-	-	-	-
Lapses/Forfeited during the year	-	-	(18,000)	124
Exercised during the year	(25,750)	79	(478,000)	88
Expired during the year	-	-	(67,250)	98
Outstanding at the end of the year	**-**	**-**	**25,750**	**79**
Exercisable at the end of the year*	-		25,750	79
Weighted average remaining contractual life (in years)	-	-	-	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of year	-	-	78-81	-

* These shares were exercised by the employees on March 31, 2023 and were alloted subsequently in April 2023.

Grant VIII

In July 2015, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at the closing price as per National Stock Exchange as on the last day of the month preceding the month of first grant.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	-	-	105,000	76
Granted during the year	-	-	-	-
Lapses/Forfeited during the year	-	-	-	-
Exercised during the year	-	-	-	-
Expired during the year	-	-	(105,000)	76
Outstanding at the end of the year	**-**	**-**	**-**	**-**
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	-	-	-	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of year	-	-	-	-

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation (continued)

Grant IX

In June 2016, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at 50% of the closing price as per National Stock Exchange as on the preceding day to the date of grant.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	2,296,917	131	3,446,204	125
Granted during the year	-	-	-	-
Lapses/Forfeited during the year	(252,375)	135	(473,752)	119
Exercised during the year	(752,362)	115	(675,535)	107
Expired during the year	-	-	-	-
Outstanding at the end of the year	**1,292,180**	**140**	**2,296,917**	**131**
Exercisable at the end of the year	531,055	118	338,417	111
Weighted average remaining contractual life (in years)	1.5	-	2.2	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of year	77-173	-	76-173	-

Grant X

In June 2016, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at 50% of the closing price as per National Stock Exchange as on the preceding day to the date of grant.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	1,346,649	154	2,631,874	151
Granted during the year	-	-	-	-
Lapses/Forfeited during the year	(55,500)	116	(52,500)	125
Exercised during the year	(1,291,149)	156	(1,232,725)	148
Expired during the year	-	-	-	-
Outstanding at the end of the year	**-**	-	**1,346,649**	154
Exercisable at the end of the year	-	-	1,346,649	154
Weighted average remaining contractual life (in years)	-	-	0.4	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of year	-	-	83-156	-

The average market price of the Company's share during the year ended March 31, 2024 is Rs. 248 (March 31, 2023 - Rs. 289) per share .

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation (continued)

(b) RSU Plan 2015

On March 11, 2015, Biocon's Remuneration Committee approved the Biocon - Restricted Stock Units (RSUs) of Syngene ('RSU Plan 2015') for the grant of RSUs to the employees of the Company and its subsidiaries other than Syngene. The Remuneration Committee administers the plan through a trust, called the Biocon Limited Employee Welfare Trust. For this purpose, on March 31, 2015, the Company transferred 2,000,000 equity shares of Syngene to Biocon Limited Employees Welfare Trust.

In April 2015, the Company approved the grant to its employees under the RSU Plan 2015. The RSUs under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. Exercise price of RSUs will be Nil.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	11,504	-	103,758	-
Granted during the year	-	-	-	-
Lapses/Forfeited during the year	-	-	-	-
Exercised during the year	(11,504)	-	(87,286)	-
Expired during the year	-	-	(4,968)	-
Outstanding at the end of the year	**-**	**-**	**11,504**	**-**
Exercisable at the end of the year	-	-	11,504	-
Weighted average remaining contractual life (in years)	-	-	0.4	-
Weighted average fair value of options granted (Rs)	-		-	

(c) RSU Plan 2019

On January 7, 2019, Biocon's Nomination and Remuneration Committee ('NRC') and the Board of Directors approved the Biocon Biologics - Restricted Stock Units (RSUs) of Biocon Biologics India Limited ('RSU Plan 2019') for grant of RSUs to employees of the Group. The NRC administers the plan though a trust called, Biocon Limited Employee Welfare Trust. For this purpose on January 8, 2020, the Company transferred 2,161,904 equity shares of Biocon Biologics India Limited to Biocon Limited Employee Welfare Trust.

During the year modification in vesting was approved by NRC. Based on revised approval, the options under this grant would vest to the employees as 25% in first year after the grant date, 25% on the event of IPO, 25% after the expiry of one year from IPO date and 25% after the expiry of 2 years from the IPO date. The options are exercisable only on the event of an IPO and exercise period shall be one year from the date of last vesting.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	6,169,619	2	7,003,007	2
Granted during the year	-	-	-	-
Lapses/Forfeited during the year	(1,026,365)	2	(833,388)	2
Exercised during the year	-	-	-	-
Expired during the year	-	-	-	-
Outstanding at the end of the year	**5,143,254**	**2**	**6,169,619**	**2**
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	4	-	5	-
Weighted average fair value of options granted (Rs)	-		-	

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation (continued)

(d) RSU Plan 2020

On May 14, 2020, Biocon's Nomination and Remuneration Committee ('NRC') and the Board of Directors approved the Biocon Restricted Stock Units (RSUs) Long Term Incentive Plan FY2020-24 ("RSU Plan 2020") for grant of RSUs to present and/or future employees of the Company and its present and future subsidiary companies. The plan is implemented though a trust called, Biocon India Limited Employee Welfare Trust wherein the Company will issue shares to the trust by way of fresh allotment over a period of time.

The RSUs granted under this Plan shall vest over a period of time (service condition) and based upon the performance of the employee. The period of vesting shall be determined as per the date of grant and the maximum period of vesting shall not extend beyond August 1, 2024. The actual number of RSUs to be vested each year for each Grantee shall be based on his individual performance conditions, the key parameters of which shall be measured through growth in revenue and profits, delivering on key strategic initiatives and shareholders' value creation and such other conditions as may be determined by the Managing Director and Chief Executive Officer of the Company in accordance with the overall terms set by the NRC.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	1,729,983	5	2,514,976	5
Granted during the year	713,500	5	43,709	5
Lapses/Forfeited during the year	(264,125)	5	(306,915)	5
Exercised during the year	(747,889)	5	(521,787)	5
Expired during the year	-		-	-
Outstanding at the end of the year	**1,431,469**		**1,729,983**	**5**
Exercisable at the end of the year	448,817		257,218	5
Weighted average remaining contractual life (in years)	1.8		2.4	-
Weighted average fair value of options granted (Rs)	353		377	

Assumptions used in determination of the fair value of the stock options under the Black Scholes Model are as follows:

Particulars	March 31, 2024	March 31, 2023
Weighted Average Exercise Price	5	5
Expected volatility	33.0% to 36.2%	33.0% to 36.2%
Life of the options granted (vesting and exercise period) in years	0.75	4.03
Average risk-free interest rate	7.2%	5.6%
Expected dividend rate	0.6%	0.6%

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation (continued)

Particulars	March 31, 2024	March 31, 2023
Summary of movement in respect of shares held by ESOP Trust is as follows:		
Opening balance	6,612,268	7,520,315
Add: Shares purchased by the ESOP trust	-	2,000,000
Add: Shares issued by the Company	-	-
Less: Shares exercised by employees	(2,817,150)	(2,908,047)
Closing balance	**3,795,118**	**6,612,268**
Options granted and eligible for exercise at end of the year	979,872	1,968,034
Options granted but not eligible for exercise at end of the year	1,742,498	3,431,265
Summary of movement in respect of equity shares of Syngene held by the RSU Trust is as follows:		
Opening balance	1,091,447	1,178,733
Less: Shares exercised by employees	-	(87,286)
Closing balance	**1,091,447**	**1,091,447**
Options granted and eligible for exercise at end of the year	-	11,504
Options granted but not eligible for exercise at end of the year	-	-
Summary of movement in respect of equity shares of BBIL held by the RSU Trust is as follows:		
Opening balance	10,809,520	10,809,520
Add: Shares purchased by the RSU Trust from Biocon Limited	-	-
Closing balance	**10,809,520**	**10,809,520**
Options granted and eligible for exercise at end of the year	-	-
Options granted but not eligible for exercise at end of the year	5,143,254	6,169,619

31. Earnings per share (EPS)

	Year ended March 31, 2024	Year ended March 31, 2023
Earnings		
Profit for the year	1,193	28,484
Shares		
Basic outstanding shares	1,200,600,000	1,200,600,000
Less: Weighted average shares held with the ESOP Trust	(5,171,187)	(7,504,055)
Weighted average shares used for computing basic EPS	**1,195,428,813**	**1,193,095,945**
Add: Effect of dilutive options granted but not yet exercised/not yet eligible for exercise	1,441,689	2,829,645
Weighted average shares used for computing diluted EPS	**1,196,870,502**	**1,195,925,590**
Earnings per equity share:		
Basic (in Rs)	1.00	23.87
Diluted (in Rs)	1.00	23.82

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

32. Related party transactions

List of related parties:

Particulars	Nature of relationship
Key management personnel	
Kiran Mazumdar Shaw	Executive Chairperson
Siddharth Mittal	Managing Director & Chief Executive Officer
Indranil Sen	Chief Financial Officer (upto March 14, 2024)
Mayank Verma	Company Secretary
Daniel Mark Bradbury	Independent director (Upto July 27, 2022)
Mary Harney	Independent director (Upto July 27, 2022)
Vijay Kumar Kuchroo	Independent director (Upto July 26, 2023)
Meleveetil Damodaran	Independent director
Bobby Kanubhai Parikh	Independent director
Ravi Rasendra Mazumdar	Non-executive director
Eric Vivek Mazumdar	Non-executive director
Naina Lal Kidwai	Independent director (w.e.f April 28, 2022)
Peter John Bains	Independent director (w.e.f December 12, 2022 upto September 18, 2023)
Peter John Bains	Group Chief Executive Officer (w.e.f September 18, 2023)
Rekha Mehrotra Menon	Independent director (w.e.f July 26, 2023)
Nicholas Hagger	Independent director (w.e.f September 01, 2023)
Subsidiaries	
Syngene International Limited	Subsidiary
Syngene USA Inc.	Wholly-owned subsidiary of Syngene International Limited
Biocon Pharma Limited	Wholly-owned subsidiary
Biocon Biologics Limited (Formely known as Biocon Biologics India Limited)	Subsidiary
Biocon Academy	Wholly-owned subsidiary
Biocon SA	Wholly-owned subsidiary
Biocon Biologics UK Limited (Formely known as Biocon Biologics Limited)	Wholly-owned subsidiary of Biocon Biologics Limited
Biocon FZ LLC	Wholly-owned subsidiary
Biocon Biologics Healthcare Malaysia Sdn Bhd (Formely known as Biocon Healthcare Sdn Bhd)	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Biosphere Limited	Wholly-owned subsidiary
Biocon Pharma Inc	Wholly-owned subsidiary of Biocon Pharma Limited
Biocon Sdn.Bhd.	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Pharma Ireland Limited	Wholly-owned subsidiary of Biocon Pharma Limited
Biocon Pharma UK Limited	Wholly-owned subsidiary of Biocon Pharma Limited
Biocon Biologics Inc. USA	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Biologics FZ LLC	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Biologics Do Brasil Ltda	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Pharma Malta Limited	Wholly-owned subsidiary of Biocon Pharma Limited
Biocon Pharma Malta I Limited	Wholly-owned subsidiary of Biocon Pharma Limited
Biocon Generics Inc	Wholly-owned subsidiary of Biocon Pharma Limited
Biofusion Therapeutics Limited	Wholly-owned subsidiary [refer note 47 (a)]
Syngene Manufacturing Solutions Limited	Wholly-owned subsidiary of Syngene International Limited
Syngene Scientific Solutions Limited	Wholly-owned subsidiary of Syngene International Limited
Biosimilars Newco Limited	Wholly-owned subsidiary of Biocon Biologics Limited
Biosimilar Collaboration Ireland Limited	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Biologics Canada Inc.	Wholly-owned subsidiary of Biocon Biologics UK Limited
Biocon Biologics Germany GmbH	Wholly-owned subsidiary of Biocon Biologics UK Limited
Associate	
Bicara Therapeutics Inc.	Associate (upto December 12, 2023)

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

32. Related party transactions (continued)

Particulars	Nature of relationship
Joint Ventures	
NeoBiocon FZ LLC	Joint-venture
Other related parties	
Biocon Foundation	Trust in which key management personnel are the Board of Trustees
Mazumdar Shaw Medical Foundation	Trust in which key management personnel are the Board of Trustees
Glentec International Limited	Enterprise owned by key management personnel
Narayana Hrudayalaya Limited	Enterprise in which a director of the Company is a member of board of directors
Immuneel Therapeutics Private Limited	Enterprise in which a director of the Company is a member of board of directors
Bicara Therapeutics Inc.	Enterprise in which a director of the Company is a member of board of directors
Jeeves	Enterprise in which relative to a director of the Company is proprietor

The Company has the following related parties transactions

Particulars	Transaction / Balances	Year ended March 31, 2024	Year ended March 31, 2023
Key management personnel	Salary and perquisites [refer note (d) & (e) below]	138	95
	Sitting fees and commission	45	43
	Outstanding as at the year end:		
	- Trade and other payables	-	-

Particulars	Transaction / Balances	Year ended March 31, 2024	Year ended March 31, 2023
Subsidiaries	Sale of goods/other products	4,419	2,724
	Rent income [refer note (b) below]	432	325
	Cross charges towards facility and other expenses [refer note (a) & (b)]	2,081	2,835
	Interest income [refer note (i) below]	713	22
	Expenses incurred on behalf of the related party [refer note (a)]	1,089	857
	Reimbursement of incentive from government	250	500
	Guarantee income	34	21
	Research services received	78	41
	Dividend received	274	495
	Purchase of goods	7	6
	Professional charges	6	(3)
	CSR expenditure	-	48
	Expenses incurred by related party on behalf of the Company	55	22
	Funding received towards Property, plant and equipment	19	-
	Purchase of asset	44	15
	Transfer of Material	-	14
	Transfer of capital work in progress	-	19
	Investment in preference shares	-	515
	Investment in equity shares of Biocon Biologics limited	-	40,710
	Conversion of OCRPS into equity shares of Biocon Biologics limited	-	10,810
	Investment in optionally convertible debentures of Biocon Biologics limited [refer note (i)]	5,000	-
	Put options on compulsorily convertible debentures of Biocon Biologics limited	3,000	-
	Loans given [refer note (g) below]	1,367	320
	Loans repaid	-	(223)
	Outstanding as at the year end:		
	- Trade receivables	6,377	2,193
	- Other receivables	189	1,647

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

32. Related party transactions (continued)

Particulars	Transaction / Balances	Year ended March 31, 2024	Year ended March 31, 2023
Subsidiaries	- Trade and other payables	1,186	826
	- Loans receivable [refer note (g) below]	-	-
	Guarantee given/(withdrawn), net	583	1,269
	Guarantee given on behalf of related party	5,251	4,668
	Put option obligation outstanding [refer note 15(b), 34 (b), (c), (d) and (e)	18,018	14,039
	Cross charges towards facility and other expenses [refer note (a) & (b)]	-	7
Associate	Expenses incurred on behalf of the related party [refer note (a)]	5	-
	Provision reversal for Expected credit loss	267	-
	Interest income	-	-
	Outstanding as at the year end:		
	- Trade and other receivables	-	397
	- Provision for Expected credit loss	-	397
Joint venture	Expenses incurred on behalf of the related party [refer note (a)]	-	-
	Outstanding as at the year end:		
	- Trade and other receivables	-	-
Other related parties	CSR expenditure	37	10
	Other expenses	27	23
	Provision reversal for Expected credit loss	130	-
	Expenses towards Scientific and Research services	-	-
	Outstanding as at the year end:		
	- Trade and other receivables	-	1
	- Trade and other payables	2	-

(a) Expenses incurred on behalf of the related party include Salary cost, ESOP cost and amount paid on behalf of the related party to vendors.

(b) The Company's SEZ Developer division has entered into agreements to lease land and provide certain facilities such as power, utilities etc. to SEZ units of Biocon Biologics Limited, Biocon Pharma Limited and Syngene International Limited, in respect of which the Company recovers rent and facilities usage charges.

(c) The above disclosures include related parties as per Ind AS 24 on "Related Party Disclosures".

(d) The remuneration to key management personnel doesn't include the provisions made for gratuity and compensated absences amounting to Rs 13 (March 31, 2023: Rs 4), as they are obtained on an actuarial basis for the Company as a whole.

(e) Share based compensation expense allocable to key management personnel is Rs 59 (March 31, 2023 - Rs 75), which is not included in the remuneration disclosed above.

(f) All transactions with these related parties are priced on an arm's length basis and none of the balances are secured.

(g) The loans to related parties is presented net of repayments due to multiple transactions. Loans repaid includes loan subsequently converted into preference shares. The loan given to subsidiaries are for Business purposes and interest rates are at arm's length. The Loans are payable on demand

(h) Trade receivables from related parties have a credit period of 30 - 60 days.

(i) As stated in note 15(b) the Company has issued 50,000 Non-Convertible Debentures (NCD). Simultaneously, the Company entered into a debenture subscription agreement with Biocon Biologics Limited, a subsidiary of the company to subscribe Optionally Convertible Debenture ("OCD") on the same terms and conditions as of the original agreement with the lender. An interest income of Rs. 704 has been accrued for the year ended March 31, 2024.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

33. Tax expense

(a) Amount recognised in Statement of profit and loss

	Year ended March 31, 2024	Year ended March 31, 2023
Current tax	151	256
Deferred tax expense/(income) related to:		
MAT credit written off / utilisation	-	1,071
Origination and reversal of temporary differences:	159	(99)
Tax expense for the year	**310**	**1,228**

(b) Reconciliation of effective tax rate

Profit before tax and exceptional item	1,358	1,084
Add: Exceptional items, net	145	28,628
Profit before tax	**1,503**	**29,712**
Tax at statutory income tax rate 25.17% (March 31, 2023 - 25.17%)*	378	7,479
Tax effects of amounts which are not deductible/(taxable) in calculating taxable income:		
Exempt income and other deductions	(119)	(7,331)
MAT credit written off*	-	1,071
Non-deductible expense	17	22
Reversal of provision for tax for earlier years	5	18
Deferred tax impact on rate change	-	(42)
Others	29	11
Income tax expense	**310**	**1,228**

* Effective April 1, 2022, the Company has decided to select its option to adopt the new tax regime notified u/s 115BAA of the Income Tax Act, 1961. Consequently, the Company has written off Minimum Alternate Tax (MAT) balance of Rs. 1,071 million in the previous year, which can no longer be carried forward.

(c) Recognised deferred tax assets and liabilities

The following is the movement of deferred tax assets/liabilities presented in the balance sheet

For the year ended March 31, 2024	Opening balance	Recognised in profit or loss	Recognised in OCI	Closing balance
Deferred tax liabilities				
Property, plant and equipment, investment property and intangible assets	177	72	-	249
Derivative liabilities	44	-	3	47
Gross deferred tax liabilities	**221**	**72**	**3**	**296**
Deferred tax assets				
Defined benefit obligations	168	(3)	5	170
Allowance for doubtful debts	110	(93)	-	17
Other disallowable expenses	73	5	-	78
Deferred revenue	17	-	-	17
Others	81	4	3	88
Gross deferred tax assets	**449**	**(87)**	**8**	**370**
Net deferred tax assets	**228**	**(159)**	**5**	**74**

For the year ended March 31, 2023	Opening balance	Recognised profit or loss	Recognised in in OCI	Closing balance
Deferred tax liability				
Property, plant and equipment, investment property and intangible assets	342	(165)	-	177
Derivative liabilities	54	(7)	(3)	44
Gross deferred tax liabilities	**396**	**(172)**	**(3)**	**221**
Deferred tax assets				
Defined benefit obligations	242	(66)	(8)	168
Allowance for doubtful debts	82	28	-	110
Other disallowable expenses	93	(20)	-	73
MAT credit entitlement	1,071	(1,071)	-	-
Deferred revenue	24	(7)	-	17
Others	84	(8)	5	81
Gross deferred tax assets	**1,596**	**(1,144)**	**(3)**	**449**
Net deferred tax assets	**1,200**	**(972)**	**-**	**228**

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

34. Contingent liabilities and commitments

(to the extent not provided for)

		March 31, 2024	March 31, 2023
(i)	**Contingent liabilities**		
	(a) Claims against the Company not acknowledged as debt	**3,865**	**2,149**
	The above includes		
	(i) Direct taxation	2,098	1,058
	(ii) Indirect taxation (includes matters pertaining to disputes on central excise, custom duty, service tax, VAT, CST, Entry tax and GST)	1,419	743
	(iii) Other matters	348	348

The Company is subject to complexities with respect to various tax positions on deductibility of transactions and availability of tax incentives/ exemptions, impact of group restructuring and on cross border transfer pricing arrangements. Judgment is required in assessing the range of possible outcomes for some of these tax matters, which could change over time as each of the matter progresses depending on experience on actual assessment proceedings by tax authorities and other judicial precedents. Based on its internal assessment supported by external legal counsel views, if any, the Company believes that it will be able to sustain its positions if challenged by the authorities and accordingly no additional provision is required for these matters.

Other than the matter disclosed above, the Company is involved in disputes, lawsuits, proceedings etc. including patent and commercial matters that arise from time to time in the ordinary course of business. Management is of the view that above matters are not tenable and will not have any material adverse effect on the Company's financial position and results of operations..

(b)	**Guarantees:**		
	(i) Corporate guarantees given in favour of the Central Excise Department in respect of certain performance obligations of the subsidiaries		
	Syngene International Limited	-	148
	(ii) Corporate guarantees given in favour of banks towards loans obtained by subsidiaries/ step - down subsidiaries	5,251	4,520

Movement in corporate guarantee during the year:

Particulars	As at April 01, 2023	Given during the year	Withdrawn/ Cancelled during the year	Exchange rate movement	As at March 31, 2024
Syngene International Limited	148	-	148	-	-
Biocon Biosphere Limited (Refer note a)	4,109	-	-	58	4,167
Biocon Pharma Inc (Refer note b)	411	-	-	6	417
Biocon Generics Inc (Refer note c)	-	658	-	9	667
Total	**4,668**	**658**	**148**	**73**	**5,251**

a) Corporate guarantee given against loan obtained by subsidiary for development of new manufacturing facility.
b) Corporate guarantee given against loan obtained by subsidiary for working capital purpose.
c) Corporate guarantee given against loan obtained by subsidiary for Capital expenditure
The corporate guarantees given are at arm's length prices.

(ii)	**Commitments:**		
	(a) Estimated amount of contracts remaining to be executed on capital account and not provided for, net of advances		
	- Towards property plant and equipments	2,137	731
	- Others	-	-

(b During FY 2019-20, the Company and Biocon Biologics Limited had entered into an agreement with Active Pine LLP ('Investor I) whereby the Investor has infused Rs 5,363 against issuance of equity shares of a subsidiary company, Biocon Biologics Limited. As per the agreement, the Company will be required to provide various options to enable the Investor to exit over a period of time. In the event, such exit events do not occur, the Investor may require the Company, to buy them out at certain prices agreed under the arrangement.

(c) During FY 2020-21, the Company and Biocon Biologics Limited had entered into an agreement with Beta Oryx Limited, a wholly owned subsidiary of ADQ (Investor II) whereby the Investor has infused Rs 5,550 against issuance of equity shares of a subsidiary company, Biocon Biologics Limited. As per the agreement, the Company will be required to provide various options to enable the Investor to exit over a period of time. In the event, such exit events do not occur, the Investor may require the Company, to buy them out at certain prices agreed under the arrangement.

(d) During FY 2020-21, the Company and Biocon Biologics Limited has entered into an agreement with Tata Capital Growth Fund II (Investor III) whereby the Investor has infused Rs 2,250 against issuance of equity shares of a subsidiary company, Biocon Biologics Limited. As per the agreement, the Company will be required to provide various options to enable the Investor to exit over a period of time. In the event, such exit events do not occur, the Investor may require the Company, to buy them out at certain prices agreed under the arrangement.

(e) During the current year, the Company and the Biocon Biologics Limited has entered into an agreement with ESOF III Investment Fund & Edelweiss Alternative Asset Advisors Limited (""Investor"") whereby the investor has infused Rs. 3,000 by way of compulsorily convertible debentures ("CCD") as a private placement basis in Biocon Biologics Limited. As per the agreement, the Company will be required to provide various options to enable the investor to exit over a period of time. In the event such exit events do not occur, the investor may require the Company, to buy them out at certain prices agreed under the arrangement.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

35. Employee benefit plans

(i) The Company has a defined benefit gratuity plan as per the Payment of Gratuity Act, 1972. Under this legislation, employee who has completed five years of service is entitled to specific benefit. The level of benefits provided depends on the employee's length of service and salary at retirement/termination age and does not have any maximum monetary limit for payments. The gratuity plan is a funded plan and the Company makes contributions to a recognised fund in India.

The plans assets are maintained with HDFC Life in respect of gratuity scheme for certain employees of the Company. The details of investments maintained by Life Insurance Corporation are not available with the Company, hence not disclosed. The expected rate of return on plan assets is 7.2% p.a. (31 March 2023: 7.3 % p.a.).

The cost of the defined benefit plans and other long term benefits are determined using actuarial valuations. Actuarial valuations involve making various assumptions that may differ from actual developments in the future. These includes the determination of the discount rate, future salary increases and mortality rate. Due to these complexity involved in the valuation it is highly sensitive to the changes in these assumptions. All assumptions are reviewed at reporting date. The present value of the defined benefit obligation and the related current service cost and planned service cost were measured using the projected unit cost method.

The following table sets out the status of the gratuity plan and the amounts recognised in the Company's financial statements as at balance sheet date:

Particulars	Present value of defined benefit obligation	Fair value of plan assets	Net defined benefit (asset)/liability
Balance as on April 01, 2023	**361**	**(7)**	**354**
Current service cost	35	-	35
Interest expense/(income)	26	(1)	25
Amount recognised in Statement of profit and loss	**61**	**(1)**	**60**
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/ (income)	-	- *	-
Actuarial (gain)/loss arising from:	-	-	-
Demographic assumptions	-	-	-
Financial assumptions	2	-	2
Experience adjustment	17	-	17
Amount recognised in other comprehensive income	**19**	**-**	**19**
Employers contribution	-	-	-
Benefits paid	(38)	-	(38)
Balance as at March 31, 2024	**403**	**(8)**	**395**

Particulars	Present value of defined benefit obligation	Fair value of plan assets	Net defined benefit (asset)/liability
Balance as on April 01, 2022	**342**	**(7)**	**335**
Current service cost	34	-	34
Interest expense/(income)	21	- *	21
Amount recognised in Statement of profit and loss	**55**	**-**	**55**
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/ (income)	-	- *	-
Actuarial (gain)/loss arising from:			
Financial assumptions	(21)	-	(21)
Experience adjustment	11	-	11
Amount recognised in other comprehensive income	**(10)**	**-**	**(10)**
Employers contribution	-	-	-
Benefits paid	(26)	-	(26)
Balance as at March 31, 2023	**361**	**(7)**	**354**

Particulars	March 31, 2024	March 31, 2023
Non-current	283	254
Current	112	100
	395	**354**

* Amounts are not presented since the amounts are rounded off to Rupees million.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

The Company pursuant to Karnataka Compulsory Gratuity Rules, 2024 (Gratuity Rules) has amended its Gratuity trust for compliance with Gratuity Rules, Income Tax Act, 1961 and other laws, as applicable. The amended Gratuity trust in compliance with the above rules is approved by Board of Directors of the Company in its meeting dated April 24, 2024 and under process of filing with the Commissioner of Income tax for approval. Accordingly, the Company expects to contribute its obligation under the Gratuity scheme pursuant to receipt of this approval.

(ii) The assumptions used for gratuity valuation are as below:

Particulars	March 31, 2024	March 31, 2023
Interest rate	7.2%	7.3%
Discount rate	7.2%	7.3%
Expected return on plan assets	7.3%	7.3%
Salary increase	9.0%	9.0%
Attrition rate	14% - 30%	14% - 30%
Retirement age - Years	58	58

Assumptions regarding future mortality experience are set in accordance with published statistics and mortality tables as per IALM (2012-14)

The weighted average duration of the defined benefit obligation was 6 years (March 31, 2023 - 6 years).

The defined benefit plan exposes the Company to actuarial risks, such as longevity and interest rate risk.

(iii) Sensitivity analysis

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions are as below:

Particulars	March 31, 2024		March 31, 2023	
	Increase	Decrease	Increase	Decrease
Discount rate (1% Change)	(18)	20	(16)	17
Salary increase (1% Change)	19	(18)	17	(16)
Attrition rate (1% Change)	(3)	3	(2)	2

Sensitivity of significant actuarial assumptions is computed by varying one actuarial assumption used for the valuation of defined benefit obligation by one percentage, keeping all other actuarial assumptions constant. Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumption shown.

As of March 31, 2024 and March 31, 2023, the plan assets have been invested in insurer managed funds and the expected contribution to the fund during the year ending March 31, 2025, is approximately Rs 56 (March 31, 2024 - Rs 74).

Maturity profile of defined benefit obligation amount

Particulars	March 31, 2024	March 31, 2023
1st Following year	56	74
2nd Following year	50	42
3rd Following year	69	40
4th Following year	44	35
5th Following year	43	40
Years 6 to 10	167	154
Years 11 and above	178	163

(iv) Risk exposure

These defined benefit plans typically expose the Company to actuarial risks as under:

a) Investment Risk: The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds.

b) Interest rate risk: A decrease in bond interest rate will increase the plan liability.

c) Longevity risk: The present value of the defined plan liability is calculated by reference to the best estimate of the mortality of plan participants. An increase in the life expectancy will increase the plan's liability.

d) Salary risk: Higher than expected increase in salary will increase the defined benefit obligation.

(v) Other long term benefits

Present value of other long term benefits (i.e. compensated absences) obligations at the end of the year

Particulars	March 31, 2024	March 31, 2023
Compensated absences	209	182

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

36. Financial instruments: Fair value and risk managements

A. Accounting classification and fair values

March 31, 2024	Carrying amount				Fair value			
	FVTPL	FVTOCI	Amortised cost	Total	Level 1	Level 2	Level 3	Total
Financial assets								
Non-current investments	19,346	-	73,210 *	92,556	-	-	19,346	19,346
Current investments	629	-	-	629	629	-	-	629
Trade receivables	-	-	10,481	10,481	-	-	-	-
Cash and cash equivalents	-	-	1,223	1,223	-	-	-	-
Other bank balances	-	-	4,634	4,634	-	-	-	-
Other financial asset	-	190	2,641	2,831	-	190	-	190
	19,975	**190**	**92,189**	**112,354**	**629**	**190**	**19,346**	**20,165**
Financial liabilities								
Lease liabilities	-	-	20	20	-	-	-	-
Borrowings	18,324	-	2,084	20,408	-	-	18,324	18,324
Trade payables	-	-	4,476	4,476	-	-	-	-
Other financial liabilities	221	1	778	1,000	-	1	221	222
	18,545	**1**	**7,358**	**25,904**	**-**	**1**	**18,545**	**18,546**

March 31, 2023	Carrying amount				Fair value			
	FVTPL	FVTOCI	Amortised cost	Total	Level 1	Level 2	Level 3	Total
Financial assets								
Non-current investments	12,177	10	77,311*	89,498	10	-	12,177#	12,187
Loans	-	-	-	-	-	-	-	-
Current investments	1,509	-	1,700	3,209	1,509	-	-	1,509
Trade receivables	-	-	6,580	6,580	-	-	-	-
Cash and cash equivalents	-	-	1,966	1,966	-	-	-	-
Other bank balances	-	-	5,237	5,237	-	-	-	-
Other financial asset	-	217	1,965	2,182	-	217	-	217
	13,686	**227**	**94,759**	**108,672**	**1,519**	**217**	**12,177**	**13,913**
Financial liabilities								
Lease liabilities	-	-	35	35	-	-	-	-
Borrowings	10,922	-	2,055	12,977	-	-	10,922	10,922
Trade payables	-	-	4,569	4,569	-	-	-	-
Other financial liabilities	154	44	824	1,022	-	44	154	198
	11,076	**44**	**7,483**	**18,603**	**-**	**44**	**11,076**	**11,120**

(a) The fair value of trade receivables, trade payables and other financial assets and liabilities is considered to be equal to the carrying amounts of these items due to their short – term nature

(b) There have been no transfers between level 1, 2 and 3 needs to be made.

(c) The Company enters into derivative financial instruments with various counterparties. Derivatives are valued using valuation techniques in consultation with market expert. The most frequently applied valuation technique include forward pricing, swap models and Black Scholes Merton Model (for options valuation), using present value calculations. The models incorporate various inputs including foreign exchange forward rates, interest rate curve and forward rates curve.

* Investment in equity shares in subsidiaries, associate and joint venture and investment in preference shares of associates has been accounted at cost as per Ind AS 27 "Consolidated and Separate Financial Statements".

These includes investment in preference shares in subsidiaries which are convertible (variable number of equity shares) / redeemable, at its face value, any time during the tenure of the instrument at the option of the holder. Owing to this feature, the instrument has been disclosed at its fair value which is equivalent to the face value.

B. Measurement of fair values

Fair value of liquid mutual funds are based on quoted price. Derivative financial instruments are valued based on quoted prices for similar assets and liabilities in active markets or inputs that are directly or indirectly observable in the market place.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

36. Financial instruments: Fair value and risk managements (continued)

Sensitivity analysis

For the fair values of forward contracts of foreign currencies, reasonably possible changes at the reporting date to one of the significant observable inputs, holding other inputs constant, would have the following effects in other comprehensive income (OCI).

	March 31, 2024		March 31, 2023	
	Impact on other equity		Impact on other equity	
Significant observable inputs	Increase	Decrease	Increase	Decrease
Spot rate of the foreign currency (1% movement)	-	-	(2)	2
Interest rates (100 bps movement)	32	(32)	61	(61)

Fair value of the forward foreign contracts are determined using spot and forward exchange rates at the balance sheet dates.

C. Significant Unobservable inputs used in Fair Values

As at March 31, 2024	Valuation Techniques	Fair value hierarchy	Significant unobservable inputs	Sensitivity of input to fair value measurement
Non Convertible Debentures	Binomial Option Pricing Model - using risk free discount rate and growth rate.	Level 3	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 305 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 313 loss in Statement of Profit and loss.
			b) Volatality rate	A 5% increase in volatility rate would have led to approximately Rs. 6 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 4 loss in Statement of Profit and loss.

As at March 31, 2023	Valuation Techniques	Fair value hierarchy	Significant unobservable inputs	Sensitivity of input to fair value measurement
Non Convertible Debentures	Binomial Option Pricing Model - using risk free discount rate and growth rate.	Level 3	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 228 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 235 loss in Statement of Profit and loss.
			b) Volatality rate	A 5% increase in volatility rate would have led to approximately Rs. 35 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 36 loss in Statement of Profit and loss.

D. Reconciliation of Level 3 fair values

	Non-current investments	Non Convertible Debentures	Gross liability on put options
At April 01, 2022	22,472	-	140
Proceeds from Issue	-	10,700	-
- Net change in fair value (unrealised)	-	222	14
Derecognised on account of conversion to Equity shares	(10,810)	-	-
Investment in subsidiary/group entity	515	-	-
At March 31, 2023	**12,177**	**10,922**	**154**
Proceeds from Issue		5,000	-
- Net change in fair value loss (unrealised)	704	2,402	67
Derecognised on account of conversion to Equity shares	-	-	-
Investment in subsidiary/other entity	6,465	-	-
At March 31, 2024	**19,346**	**18,324**	**221**

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

36. Financial instruments: Fair value and risk managements (continued)

E. Financial risk management

The Com+pany has exposure to the following risks arising from financial instruments:

- Credit risk
- Liquidity risk
- Market risk

(i) Risk management framework

The Company's risk management is carried out by the treasury department under policies approved by the Board of Directors. The Board provides written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative and non-derivative financial instruments and investment of excess liquidity.

(ii) Credit risk

Credit risk is the risk that the counterparty will not meet its obligation under a financial instrument or customer contract, leading to financial loss. The credit risk arises principally from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions and other financial instruments.

Customer credit risk is managed by each business unit subject to Company's established policy, procedures and control relating to customer credit risk management. The Audit and Risk Management Committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Company's standard payment and delivery terms and conditions are offered. The Company's review includes external ratings, where available, and other publicly available financial information. Outstanding customer receivables are regularly monitored and any shipments to major customers are generally covered by letters of credit or other forms of credit insurance.

The Company establishes an allowance for impairment that represents its estimate of expected losses in respect of trade and other receivables. The maximum exposure to credit risk as at reporting date is primarily from trade receivables amounting to Rs. 10,481 (March 31, 2023: Rs. 6,580). The movement in allowance for impairment in respect of trade and other receivables during the year was as follows:

Allowance for impairment	March 31, 2024	March 31, 2023
Opening balance	436	235
Impairment loss recognised	-	201
Impairment loss reversed/transferred	(370)	-
Closing balance	**66**	**436**

Receivable from two customer of the Company's trade receivable is Rs. 4,864 (March 31, 2023 one customer - Rs. 1,634) which is more than 10 percent of the Company's total trade receivables as at March 31, 2024.

Refer note 12 for ageing of trade receivables.

Other than trade receivables, the Company has no significant class of financial assets that is past due but not impaired.

The Company is no significantly exposed to geographical credit risk as the counterparties operate across various countries across the globe. Also refer geographical Revenues disclosure in Note 21.1.

Credit risk on cash and cash equivalent and derivatives is limited as the Company generally transacts with banks and financial institutions with high credit ratings assigned by international and domestic credit rating agencies which are rated A+ or AAA. Investments primarily include investment in liquid mutual fund units, bonds and non-convertible debentures.

(iii) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company believes that the working capital is sufficient to meet its current requirements. Accordingly, no liquidity risk is perceived.

The following are the contractual maturities of financial liabilities and excluding interest payments. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Company can be required to pay:

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

36. Financial instruments: Fair value and risk managements (continued)

March 31, 2024

Particulars	Less than 1 year	1 - 2 years	2-5 years	More than 5 years	Total
Borrowings [refer note (b) below]	-	521	19,887	-	20,408
Trade payables	4,476	-	-	-	4,476
Other financial liabilities [refer note (a) below]	779	-	221	-	1,000
Lease Liabilities	13	21	-	-	34
Total	**5,268**	**542**	**20,108**	**-**	**25,918**

March 31, 2023

Particulars	Less than 1 year	1 - 2 years	2-5 years	More than 5 years	Total
Borrowings [refer note (b) below]	-	-	12,977	-	12,977
Trade payables	4,569	-	-	-	4,569
Other financial liabilities [refer note (a) below]	846	22	154	-	1,022
Lease Liabilities	15	13	15	-	43
Total	**5,430**	**35**	**13,146**	**-**	**18,611**

(a) Other financial liabilities amounting to Rs. 221 (March 31, 2023: Rs. 154) relates to mark to market valuation of the put options fully described in note 34(ii)(b), (c), (d) and (e) to these financial statements. The gross amount of these arrangements have been accounted for as an equity in the separate financial statements of the subsidiary and as a current liability in the consolidated financial statements of the company for the year ended March 31, 2024.

(b) Borrowings include non-convertible debentures amounting to Rs. 18,324 (March 31, 2023: Rs. 10,922) related to agreements with the lenders containing certain put options fully described in note 15(b) to these financial statements.

(iv) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices, such as foreign exchange rates, interest rates and equity prices.

Foreign currency risk

The Company operates internationally and a major portion of the business is transacted in several currencies and consequently, the Company is exposed to foreign exchange risk through operating and borrowing activities in foreign currency. The Company holds derivative instruments such as foreign exchange forward, interest rate swaps and option contracts to mitigate the risk of changes in exchange rates and foreign currency exposure.

The currency profile of financial assets and financial liabilities as at March 31, 2024 and March 31, 2023 are as below:

March 31, 2024	USD	EUR	Others	Total
Financial assets				
Trade receivables	2,271	287	-	2,558
Cash and cash equivalents	472	51	8	531
Other financial assets	190	-	-	190
Financial liabilities				
Trade payables	(449)	(22)	(22)	(493)
Borrowings	(2,084)	-	-	(2,084)
Other financial liabilities	(230)	(13)	(6)	(249)
Net assets/(liabilities)	**170**	**303**	**(20)**	**453**

March 31, 2023	USD	EUR	Others	Total
Financial assets				
Trade receivables	2,409	288	-	2,697
Cash and cash equivalents	1,150	180	7	1,337
Other current financial assets	326	3	1	330
Financial liabilities				
Trade payables	(1,067)	(8)	(18)	(1,093)
Borrowings	(2,055)	-	-	(2,055)
Other current financial liabilities	(53)	(6)	(5)	(64)
Net assets/(liabilities)	**710**	**457**	**(15)**	**1,152**

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

36. Financial instruments: Fair value and risk managements (continued)

Sensivitity analysis

The sensitivity of profit or loss to changes in exchange rates arises mainly from foreign currency denominated financial instruments and the impact on other components of equity arises from foreign exchange forward/option contracts designated as cash flow hedges.

Particulars	Impact on profit or (loss)		Impact on other components of equity	
	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023
USD Sensitivity				
INR/USD - Increase by 1%	2	7	2	5
INR/USD - Decrease by 1%	(2)	(7)	(2)	(5)
EUR Sensitivity				
INR/EUR - Increase by 1%	3	5	3	5
INR/EUR - Decrease by 1%	(3)	(5)	(3)	(5)

Derivative financial instruments

The Company uses derivative financial instruments exclusively for hedging financial risks that arise from its commercial business or financing activities. The Company's treasury team manages its foreign currency risk by hedging forecasted transactions like sales, purchases and capital expenditures. When a derivative is entered for hedging, the Company matches the terms of those derivatives to the underlying exposure. All identified exposures are managed as per the policy duly approved by the Board of Directors.

The following table gives details in respect of outstanding foreign exchange forward, option and interest rate swaps contracts:

Particulars	March 31, 2024 (in Million)	March 31, 2023 (in Million)
Interest rate swaps used for hedging LIBOR component in External Commercial Borrowings with periodical maturity dates between 0-5 Years	USD 25	USD 25
Foreign exchange forward contracts to sell USD maturity between 0-1 Years	Nil	USD 3
European style range forward contracts with periodical maturity dates between 0-2 Years	USD 127	USD 114

All of the above contracts are effective as at March 31,2024 and March 31, 2023 and designated through other comprehensive income.

Also refer note 36 E (iii) (a) related to put options obligation as per the agreement with the lenders.

Cash flow and fair value interest rate risk

The Company's main interest rate risk arises from long-term borrowings with variable rates, which expose the Company to cash flow interest rate risk. During the year ended March 31, 2024 the Company's borrowings at variable interest rate exposing to cash flow variability is mainly denominated in USD, other than NCD which is denominated in Indian Rupees. Further, the NCD issued is at a minimum return of 12% per annum plus agreed variable coupon payable upon redemption. The variable coupon is linked to the equity share price of a subsidiary.

(a) Interest rate risk exposure

The exposure of the Company's borrowing to interest rate changes at the end of the reporting period are as follows :

Particulars	March 31, 2024	March 31, 2023
Fixed rate borrowings	2,084	2,055
Variable rate borrowings	18,324	10,922
Total borrowings	**20,408**	**12,977**

(b) Sensitivity

The Company policy is to maintain most of its borrowings at fixed rate using interest rate swaps to achieve this when necessary. They are therefore not subject to interest rate risk as defined under Ind AS 107. Refer note 36C for sensitivity disclosure of NCD.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

37. Capital management

The key objective of the Company's capital management is to ensure that it maintains a stable capital structure with the focus on total equity to uphold investor, creditor, and customer confidence and to ensure future development of its business. The Company focused on keeping strong total equity base to ensure independence, security, as well as a high financial flexibility for potential future borrowings, if required without impacting the risk profile of the Company.

The Company's goal is to continue to be able to return excess liquidity to shareholders by continuing to distribute annual dividends in future periods.

The amount of future dividends of equity shares will be balanced with efforts to continue to maintain an adequate liquidity status.

The capital structure as of March 31, 2024 and March 31, 2023 was as follows:

Particulars	March 31, 2024	March 31, 2023
Total equity attributable to the equity shareholders of the Company	109,123	109,160
As a percentage of total capital	84%	89%
Borrowings	20,408	12,977
Total borrowings	**20,408**	**12,977**
Debt equity ratio	**16%**	**11%**
Total capital (Equity and Borrowings)	**129,531**	**122,137**

38. Lease

The Company has entered into lease agreements for use of land, buildings and vehicles which expires over a period ranging upto the year of 2117. Gross payments for the year aggregate to Rs. 16.

The following is the movement in lease liabilities during the year ended March 31, 2024:

Particulars	Land	Buildings	Vehicles	Total
Balance as at April 01, 2023	**-**	**-**	**35**	**35**
Addition during the year	-	-	10	10
Finance cost accrued during the year	-	-	4	4
Disposals	-	-	(13)	(13)
Payment of lease liabilities	-	-	(16)	(16)
Balance as at March 31, 2024	**-**	**-**	**20**	**20**

Particulars	Land	Buildings	Vehicles	Total
Balance as at April 01, 2022	**1**	**-**	**9**	**10**
Addition during the year	-	-	38	38
Finance cost accrued during the year	-	-	3	3
Disposals	-	-	(2)	(2)
Payment of lease liabilities	(1)	-	(13)	(14)
Balance as at March 31, 2023	**-**	**-**	**35**	**35**

The following is the breakup of current and non current lease liability:

	March 31, 2024	March 31, 2023
Current lease liabilities	13	13
Non current lease liabilities	7	22
	20	**35**

The table below provides details regarding the contractual maturities of lease liabilities on an undiscounted basis:

	March 31, 2024	March 31, 2023
Less than one year	12	15
More than one less than five year	10	28
Total	**22**	**43**

The following are the amounts recognised in the statement of Profit or Loss :

	March 31, 2024	March 31, 2023
Depreciation expenses on right of use-assets	11	11
Interest expenses on lease liabilities	4	3
Total amount recognised in Profit or loss	**15**	**14**

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

39. Segmental information

In accordance with Ind AS 108 - Operating segments, segment information has been provided in the consolidated financial statements of the Company and therefore no separate disclosure on segment information is given in these standalone financial statements.

40. Corporate Social Responsibility

As per Section 135 of the Companies Act, 2013, a company, meeting the applicability threshold, needs to spend at least 2% of its average net profit for the immediately preceding three financial years on corporate social responsibility (CSR) activities.

Particulars	In cash	Yet to be paid in cash	Total
March 31, 2024			
(i) Construction/acquisition of any asset*	37	-	37
(ii) On purposes other than (i) above	-	-	-
	37	**-**	**37**
March 31, 2023			
(i) Construction/acquisition of any asset*	-	-	-
(ii) On purposes other than (i) above	58	-	58
	58	**-**	**58**

* Not owned by the Company.

Particulars	March 31, 2024	March 31, 2023
Amount required to be spent by the Company during the year:	37	58
Amount of expenditure incurred	37	58
Short fall/ (excess) at the end of the year	-	-
Total of previous years shortfall	-	-

Nature of CSR activities conducted by the company during year ended March 31, 2024 and March 31, 2023 are as follows:

1. Promoting Education
2. Mass Transit System
3. Lake Rejuvenation

Refer Note 32 for details of related party transactions

41.

The Company has established a comprehensive system of maintenance of information and documents as required by the transfer pricing legislation under sections 92-92F of the Income-tax Act, 1961. Since the law requires existence of such information and documentation to be contemporaneous in nature, the Company is in the process of updating the documentation for the international transactions entered into with the associated enterprises during the financial year. The Company is required to update and put in place the information latest by the due date of filing its income tax return. The management is of the opinion that its international transactions are at arm's length so that the aforesaid legislation will not have any impact on the financial statements, particularly on the amount of tax expenses and that of provision for tax.

42. Other Statutory Information

(i) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property under Benami Transactions (Prohibition) Act, 1988 (45 of 1988)..

(ii) The Company does not have any material transactions with companies struck off under Section 248 of the Companies Act, 2013 or Section 560 of Companies Act, 1956 during the financial year.

(iii) The Company does not have any charges or satisfaction which is yet to be registered with Registrar of Companies beyond the statutory period.

(iv) The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year.

(v) The Company is not declared as wilful defaulter by any bank or financial institution or government or any government authority.

43.

Except for as disclosed in note 15(b), no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries") with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the company (Ultimate Beneficiaries).

Further, except for as disclosed in note 15(b), the Company has not received any fund from any party(s) (Funding Party) with the understanding that the company shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the funding party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

44. Ratio Analysis and its elements

Ratio	Numerator	Denominator	March 31, 2024	March 31, 2023	% change	Reason for variance
Current ratio	Current Assets	Current Liabilities	3.99	3.68	8.62%	
Debt- Equity Ratio	Total Debt	Shareholder's Equity	0.19	0.12	57.32%	Debt obtained
Debt Service Coverage ratio	Earnings for debt service = Net profit after taxes + Non-cash operating expenses + Interest	Debt service = Interest & Lease Payments + Principal Repayments	62.74	1.18	5208.55%	Debt repaid
Return on Equity	Net Profits after taxes – Preference Dividend	Average Shareholder's Equity	1.09%	29.97%	-96.35%	Exceptional gain on sale of shares of a subsidiary in the previous year
Inventory Turnover ratio	Cost of goods sold	Average Inventory	1.53	1.79	-14.58%	
Trade Receivable Turnover Ratio	Net credit sales = Revenue from operations	Average Trade Receivable	2.49	2.93	-15.00%	
Trade Payable Turnover Ratio	Net credit purchases = Purchases of traded goods + Purchases of raw materials and packing materials + other expenses excluding provision for doubtful debts	Average Trade Payables	3.46	3.55	-2.47%	
Net Capital Turnover Ratio	Net sales = Total sales - sales return	Average Working capital = Current assets – Current liabilities	1.08	1.08	-0.24%	
Net Profit ratio	Net Profit	Net sales = Total sales - sales return	5.61%	142.93%	-96.08%	Exceptional gain on sale of shares of a subsidiary in the previous year
Return on Capital Employed	Earnings before interest and taxes	Capital Employed = Tangible Net Worth (Total equity - Intangibles assets) + Total Borrowings - Deferred Tax Asset	2.70%	25.01%	-89.19%	Exceptional gain on sale of shares of a subsidiary in the previous year
Return on Investment	Interest income on deposits + Net gain on mutual funds	Average Investment in deposits and mutual funds	6.63%	5.31%	24.84%	

45. Exceptional item

(a) During the current year, the Company has sold 834,402 equity shares of Biocon Biologics Limited to one of its subsidiary Biocon Pharma Limited. The gain arising from the sale of aforesaid equity shares amounting to Rs. 197 has been recorded as an exceptional item.

(b) The Department of Pharmaceuticals ('DOP'), via Corrigendum dated October 20, 2023, has modified the PLI guidelines to limit the annual incentive allocation to each applicant for the first 4 years of the scheme. Pursuant to such guidelines, during the year ended March 31, 2024, the Company has reversed Rs. 52 of excess PLI accrual made in the books for the year ended March 31, 2023.

(c) During the previous year, the Company has sold 61,789,164 equity shares of Syngene International limited in the open market. The gain arising from sale of aforesaid equity shares amounting to Rs. 28,628 has been recorded as an exceptional item.

46. On April 28, 2022, the Board of Directors of the Company proposed a final dividend of 10% i.e. Rs. 0.50 per equity share of face value of Rs. 5/- each as on the record date for distribution of final dividend. The same has been approved by the shareholders in the Annual General Meeting of the Company held on July 28, 2022 and distributed to the shareholders of the Company during the current year.

Notes to the standalone financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

47. Events after reporting period

(a) The National Company Law Tribunal vide order dated April 24, 2024 approved the Scheme of merger of Biofusion Therapeutics Limited (Biofusion) with one of the Company's subsidiary Biocon Pharma Limited with appointed date of April 1, 2022. Accordingly, the investments in equity shares of Biofusion will be transfered to Biocon Pharma Limited.

(b) On May 16, 2024, the Board of Directors of the Company has proposed a final dividend of 10% i.e. Rs. 0.50 per equity share of face value of Rs. 5/- each amounting to Rs. 600 as on the record date for distribution of final dividend. The proposed dividend is subject to approval of the shareholders in the ensuing Annual General Meeting of the Company. The dividend declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870

Bengaluru
May 16, 2024

for **and on behalf of the Board of Directors of Biocon Limited**

Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Siddharth Mittal
Managing Director & CEO
DIN: 03230757

Mayank Verma
Company Secretary
Bengaluru
May 16, 2024

Independent Auditor's Report

To the Members of Biocon Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Biocon Limited (hereinafter referred to as the "Holding Company") its employee welfare trust and its subsidiaries (Holding Company, its employee welfare trusts and its subsidiaries together referred to as "the Group"), its associates and its joint venture, which comprise the consolidated balance sheet as at 31 March 2024, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of the other auditors on separate financial statements/financial information of such subsidiaries and joint venture as were audited by the other auditors, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group, its associates and joint venture as at 31 March 2024, of its consolidated profit and other comprehensive income, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, its associates and joint venture in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of reports of the other auditors referred to in paragraph (a) of the "Other Matters" section below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue	
See Note 2(l) and Note 21 to consolidated financial statements	
The key audit matter	**How the matter was addressed in our audit**
Revenue from sale of goods is recognized when a promise in a customer contract (performance obligation) has been satisfied by transferring control over the promised goods to the customer. Control is usually transferred upon shipment, delivery to certain location, or upon receipt of goods by the customer, in accordance with the delivery and acceptance terms agreed with the customers and other terms generally recognised under internationally accepted commercial arrangements. The amount of revenue to be recognised is based on the consideration expected to be received in exchange for goods, excluding trade discounts, volume discounts, sales returns and any taxes or duties collected on behalf of the government which are levied on sales such as sales tax, value added tax, goods and services tax etc., where applicable. During the current year, the Group's biosimilar business has entered into a significant out- licensing arrangements, sale of brand and consultancy services where given the terms of these arrangements, the accounting is complex and requires significant judgement being applied to determine if the initial non- refundable fee received should be recognised upfront or deferred over the future periods considering when other performance obligations, if any, are satisfied. With respect to out-licensing arrangements, the risk is to determine, whether all the identified performance obligations meet the criteria of being distinct and consequently its impact on timing and pattern of revenue recognition. A significant part of the Group's sales also consists of chargeback, rebates, returns, other adjustments and their related accruals (referred to as 'deductions'). Estimating the amounts to be accrued for chargebacks requires significant estimation and degree of subjectivity as management's model utilizes historical buying	Our audit procedures in relation to revenue recognition included the following: • Assessed the appropriateness of the Group's revenue recognition accounting policies and assessed compliance with the policies in terms of applicable accounting standards. • Tested the design and operating effectiveness of the Group's controls around revenue recognition and deductions, including general IT controls and key IT application controls. • Performed substantive testing (including year- end cut-off testing) by selecting samples of revenue transactions recorded during the year and verifying the underlying documents, which includes sales invoices/ contracts and shipping documents including customer acknowledgement wherever applicable. • Assessed journal entries posted to revenue to identify unusual items not already covered by our audit testing. • Assessed the appropriateness of audit procedures performed by the component auditor on revenues for the entities audited by them. We read their reporting to us including procedures in compliance with the requirements of SA 600: Using the Work of Another Auditor, for the purpose of our audit of consolidated financial statements and reviewed the work of the component auditors. • For material out-licensing arrangements, sale of brands and consultancy services arrangements, we read the contract with the customer assessing the relevant clauses of the agreement to evaluate Management 's judgement and to determine the performance obligations agreed by the Company and assessed if they are distinct and / or they should be combined with other promises / performance obligations under

Independent Auditor's Report (continued...)

patterns of distributors/ whole-sellers/other customers, estimated end-user demand, estimated inventory levels in the distribution channel, contracted sales terms with customers, as well as other competitive factors. The Group has engaged specialists to assist them in determining the year-end accruals for chargeback, rebates, returns and other adjustments relating to the accruals in respect of its biosimilar business. The Group's revenue also includes revenue from contract research, development and manufacturing activities and has various contractual arrangements with customers which are entered into at various stages of research and development. The Group, in line with Ind AS 115 recognises revenue based on the contractual terms and performance obligations with customers. The Group, in certain instances, also has bill and hold arrangements that meet the criteria mentioned for such arrangements under Ind AS 115: Revenue from Contracts with Customers, wherein revenues are recognized prior to the physical transfer of the goods on the basis of specific requests from the customers to hold back the delivery of goods at period end. Considering that revenue is one of the key performance indicators of the Group and there could be pressure to meet the expectation of the investor/other stakeholders and/ or to meet the stipulated targets, there is a risk of overstatement of revenue and given the volume of chargebacks and the level of estimation uncertainty involved, auditing management's judgments required a high degree of auditor judgment and an increased efforts. Accordingly, we have determined revenue to be a Key Audit Matter.	the arrangement for revenue recognition. • Evaluated the timing of recognition of revenue from these arrangements proposed by the Group for compliance with Ind AS 115: Revenue from Contracts with Customers. • Obtained the computation for year-end accruals chargeback, rebates, returns and other adjustments relating to the accruals in respect of its biosimilar business which were determined by the specialists engaged by the Group in respect of its biosimilar business and tested the underlying assumptions used by reference to the Group's stated commercial policies, applicable contracts and historical product returns and other claims / allowance. • Performed test of details on the actual claims processed for whole-sellers during the year towards chargebacks, rebates, sales return and other allowances etc. to determine the accuracy of 'gross-to-net' sales adjustments. • Developed an independent expectation of the chargeback accrual and compared those to the recorded amounts. Further, we tested the accuracy and completeness of the underlying data used in developing our expectation. • Compared prior period chargeback accruals to chargeback credits subsequently issued to evaluate management's ability to accurately forecast chargeback activity. • Performed analytical procedures on 'gross-to-net' sales adjustments recognised during the year to identify any unusual variances / relationships, if any. • For each of the estimated accruals, tested the mathematical accuracy of the computation and verified the underlying data used for completeness and accuracy. • We have tested the specific requests from customers at the period end to evaluate transfer of control relating to the bill and hold arrangements. We evaluated the timing of recognition of revenue from these arrangements proposed by the Company for compliance with Ind AS 115: Revenue from Contracts with Customers. • Assessed the adequacy and appropriateness of the disclosures made in the financial statements.

Impairment of goodwill, intangible assets and intangible assets under development	
See Note 2(e) and 43 to consolidated financial statements	
The key audit matter	**How the matter was addressed in our audit**
One of the Group's subsidiaries had recorded goodwill, intangible assets and intangible assets under development of Rs. 163,460 million, Rs. 62,142 million and Rs. 39,341 million respectively as at 31 March 2024. Most of these were recorded pursuant to the purchase price allocation in respect of the acquisition of Viatris's biosimilar business in the previous year. Further, in some cases, the products are yet to be launched or in their initial stages of commercialization and hence revenue and profitability are yet to reach its desired levels. Hence, there is a risk of impairment in the event the carrying amount of the CGU is lower than its recoverable value. These assets are subjected to impairment test as part of Cash Generating Units (CGU) which include goodwill. The annual impairment testing of goodwill, intangible assets and intangible assets under development within such CGU was considered to be a key audit matter due to the complexity of the accounting requirements and the significant judgement involved to estimate the recoverable amount. The recoverable amount of the CGU, which is the value in use has been derived from discounted forecast cash flow model. The discounted cash flow model involves a high degree of subjectivity, including key assumptions like the estimates of revenue growth, weighted-average cost of capital, expected market share, price erosion, expected regulatory approval and its consequential impact on the gross margin of the products sold. This assessment of discount rate and terminal growth rate requires specialized skills and knowledge. These significant assumptions are forward looking and could be affected by future economic and market conditions. Further, changes to these assumptions could have a significant impact on the recoverable amount of the CGUs and could lead to an impairment to the carrying value of these assets Accordingly, we have determined this to be a key audit matter.	Our audit procedures in relation to impairment testing includes the following: • Tested the design and operating effectiveness of the Subsidiary's controls around the impairment testing which included review of significant assumptions such as estimated revenue, inputs given to the Company's specialist and validating the outputs shared by the Specialist. • Evaluated all the assumptions used by the Subsidiary in assessing the recoverability of assets and involved valuation specialists to assist us in evaluating the valuation methodologies as mentioned above. • Evaluated the Subsidiary's assessment of key inputs by considering third party sources and the impact on future cash inflows due to actions by competitors or changes in relevant market conditions; We corroborated the revenue projections with the board approved plan and the reasonableness of the revenue growth factored in the projections. • Performed the sensitivity analysis in respect of certain key assumptions to evaluate the impact of change on recoverable value. • Tested the adequacy of disclosures made in consolidated financial statements, as required by Ind AS 36 Impairment of assets.

Independent Auditor's Report (continued...)

Going concern	
See Note 1.2 to consolidated financial statements	
The key audit matter	**How the matter was addressed in our audit**
As at 31 March 2024, Biocon Biologics and its subsidiaries (BBL Group) have financial liabilities of Rs. 238,815 million including deferred consideration in respect to the business acquisition made in the previous year (Refer note 42). In respect of certain borrowings, during the year, BBL Group has entered into amendments to the Facility arrangement with its lenders to provide relief with certain financial covenants by including Equity Support Undertaking given by Biocon Limited which has been approved by the shareholders of Biocon Limited ("the Company") on 22 April 2024. In respect of agreements entered into by the Company with certain financial investors for acquisition of biosimilar business, there are put option obligations on the Company to provide exit to the investors. The Company also has certain long-term borrowings that carry drag along rights which require the Company to repay the debts if the put options, as mentioned above, are triggered. As at 31 March 2024, these contractual agreements indicate possible obligations as described in note 1.2 to the financial statements. The Group has performed an assessment of its financial position as at March 31, 2024 and the forecasts for a period of fifteen months from the date of these financial statements. BBL has obtained relief of covenant compliance under the facility agreement providing an equity support undertaking from Biocon Limited (refer note 14(e) and 14(n)). In addition, Group considered projected cash flows, re-financing of existing borrowings, liquidity from non-current assets, and re-negotiating the exit terms with financial investors. These factors involve subjectivity that some of these are driven by external environment and hence outcomes could be different from those factored by the Group. Considering significance of the issue it is considered as a Key Audit Matter..	Our audit procedures to assess the going concern assumption included the following: • Obtained the forecasted statement of profit and loss and cashflows prepared by the Management for the next 15 months. • Gained an understanding and assessed the design, implementation and operating effectiveness of Company and subsidiary's key internal controls over preparation of cash flow forecasts to assess its liquidity. • Compared the forecasted statement of profit and loss and cash flows with the business plan approved by the board of directors; evaluated the key assumptions in the cash flow forecasts with reference to historical information, current performance, future plans, and market and other external available information. • Performed sensitivity analysis on the forecasted statement of profit and loss and cash flows by considering plausible changes to the key assumptions. • Reviewed the amendments to the facility agreement and share purchase agreement with Viatris. • Discussed with Audit Committee and key senior management personnel regarding the Company's plan to meet the obligations. • Assessed the adequacy of the disclosures – refer note 1.2 to the financial statements

Financial instruments	
See Note 42 to consolidated financial statements	
The key audit matter	**How the matter was addressed in our audit**
In relation to the acquisition of biosimilars business of Viatris Inc. in the financial year ended 31 March 2023, the Group had recorded a purchase consideration paid/ payable including the contingent consideration (both liability and asset) which were recorded using a fair valuation model on the acquisition date. Valuation of these contingent consideration involve application of complex option pricing models which involved a high degree of subjectivity, including key assumptions such as probability of various outcomes related to the instruments regarding factors that are contractually agreed with the counterparties. As of 31 March 2024, the Group had Rs. 7,426 million in derivative liabilities and Rs. 750 million in derivative assets arising on account of contingent consideration, which represented a 'Level 3' fair value measurement in the fair value hierarchy due to the significant unobservable inputs used in determining the fair value and the use of management judgment about the assumptions market participants would use in pricing the financial instruments. The Group engaged third party valuation experts (management's expert) to assist in determining the fair value of the financial instruments as described above. The valuation of derivative liabilities and assets are complex and requires significant judgment due to the use of complex option pricing models and the high degree of subjectivity in evaluating certain assumptions required to estimate the fair value of derivative liabilities and assets. Accordingly, we have determined this also to be a Key Audit Matter.	We have performed the following audit procedures in relation to the financial instruments: • Read the underlying agreements for these financial instruments to understand the terms of these instruments. • Tested the design and operating effectiveness of the Group's control around the valuation of these financial instruments. • Involved valuation experts (auditors' expert) to assist in the review of the valuation reports of the Group's valuation experts to assess the fair value of the instruments who assessed the option pricing model used for valuing the financial instruments and testing the key contractual inputs and significant assumptions and reasonableness on derivative components. • Considered the appropriateness of the disclosures made in the financial statements in relation to the financial instruments.

Independent Auditor's Report (continued...)

Taxation	
See Note 2(n), 34 and 38 to consolidated financial statements	
The key audit matter	**How the matter was addressed in our audit**
The Group operates across different tax jurisdictions around the world and is subject to complexities with respect to various tax positions on matters such as: - deductibility of transactions - recoverability of deferred tax asset for a subsidiary - Uncertainty in a tax position may arise as tax laws are subject to interpretation. Judgment is required in assessing the range of possible outcomes for some of these tax matters. These judgments could change over time as each of the matter progresses depending on experience on actual assessment proceedings by tax authorities and other judicial precedents. The Group makes an assessment (including obtaining opinion from external legal experts) to determine the outcome of these uncertain tax positions and decides to make an accrual or consider it to be a possible contingent liability. Where the amount of tax liabilities are uncertain, the Group recognizes accruals which reflect its best estimate of the outcome based on the facts known in the relevant jurisdiction. Considering the above, this was determined to be a Key Audit Matter for the engagement team during the audit for the year ended 31 March 2024.	We performed the following audit procedures: • Tested the design and operating effectiveness of the Group's controls around the tax computation and tax matters; • Obtained an understanding of the key uncertain tax positions based on list of ongoing litigations and tax computations for the current year; • Assessed the implications of correspondence received by the Company from the relevant tax authorities to identify any additional uncertain tax positions; • Assessed the Group's judgment regarding the eventual resolution of matters with various tax authorities. In this regard, we understood how the Group has considered past experience, where available, with the tax authorities in the respective jurisdictions; • Examined external tax counsel opinions and consultations obtained by the Group for key matters during current and past periods, as relevant; and • Involved tax specialists to assist us in evaluating the technical merits of tax position to form a judgement and the key assumptions made by the Group in tax computations and assessing the adequacy of the Group's disclosures in respect of contingent liabilities and provision for tax matters.

Information Other than Consolidated Financial Statements and Auditor's Report Thereon

The Holding Company's Management and Board of Directors are responsible for the other information. The other information comprises the Management reports such as Board Report, Management Discussion and Analysis, Corporate Governance Report and Business Responsibility Report but does not include the financial statements and auditor's report thereon, which we obtained prior to the date of this auditor's report and the remaining sections of the Annual Report, which are expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the other sections of Annual Report (other than those mentioned above), if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors'/ Board of Trustees' Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit/ loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group including its associates and joint venture in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group and of its associates and joint venture are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and of its associates and joint venture are responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its associates and joint venture are responsible for overseeing the financial reporting process of each company.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance,

Independent Auditor's Report (continued...)

but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and joint venture to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial statements/financial information of such entities or business activities within the Group and its associates and joint venture to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements/financial information of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in paragraph (a) of the section titled "Other Matters" in this audit report..

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

a We did not audit the financial statements of one subsidiary, whose financial statements reflects total assets (before consolidation adjustments) of Rs. 37,776 million as at 31 March 2024, total revenues (before consolidation adjustments) of Rs. 14,555 million and net cash inflows (before consolidation adjustments) amounting to Rs. 88 million for the year ended on that date, as considered in the consolidated financial statements. The consolidated financial statements also include the Group's share of net loss (and other comprehensive income) of Rs. 77 million for the year ended 31 March 2024, in respect of a joint venture, whose financial statements has not been audited by us. These financial statements have been audited by other auditors whose report have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of this subsidiary and joint venture, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiary and joint venture is based solely on the of the reports of the other auditors.

We did not audit certain financial information of two subsidiaries, which reflect assets (before consolidation adjustments) of Rs. 4,107 million as at 31 March 2024, revenues (before consolidation adjustments) of Rs. 35,461 million and expenses (before consolidation adjustments) of Rs. 29,196 million for the year ended on that date, as considered in the consolidated financial statements. These elements of financial information have been audited by other auditors whose report have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries is based solely on the of the reports of the other auditor.

b These subsidiaries are located outside India whose financial statements and other financial information have been prepared in accordance with accounting principles generally accepted in their respective countries and which have been audited by other auditors under generally accepted auditing standards applicable in their respective countries. The Holding Company's management has converted the financial statements/financial information of such subsidiaries located outside

Independent Auditor's Report (continued...)

India from accounting principles generally accepted in their respective countries to accounting principles generally accepted in India. We have audited these conversion adjustments made by the Holding Company's management. Our opinion in so far as it relates to the balances and affairs of such subsidiaries located outside India is based on the reports of other auditors and the conversion adjustments prepared by the management of the Holding Company and audited by us.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2 A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the other auditors on separate financial statements/financial information of such subsidiaries and joint venture as were audited by other auditors, as noted in the "Other Matters" paragraph, we report, to the extent applicable, that:

   a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

   b. In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books except for the matters stated in the paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

   c. The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.

   d. In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

   e. On the basis of the written representations received from the directors of the Holding Company as on 01 April 2024 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary companies incorporated in India, none of the directors of the Group companies, incorporated in India is disqualified as on 31 March 2024 from being appointed as a director in terms of Section 164(2) of the Act.

   f. the modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(b) above on reporting under Section 143(3)(b) and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014

   g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company and its subsidiary companies incorporated in India and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate financial statements of the subsidiaries, joint venture, as noted in the "Other Matters" paragraph:

   a. The consolidated financial statements disclose the impact of pending litigations as at 31 March 2024 on the consolidated financial position of the Group, its associates and joint venture. Refer Note 34 to the consolidated financial statements.

   b. Provision has been made in the consolidated financial statements, as required under the applicable law or Ind AS, for material foreseeable losses, on long-term contracts including derivative contracts. Refer Note 36 to the consolidated financial statements in respect of such items as it relates to the Group, its associates and joint venture.

   c. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company or its subsidiary companies incorporated in India during the year ended 31 March 2024.

   d. (i) The respective management has represented to us that, to the best of its knowledge and belief, other than as disclosed in the Note 45 and 14(l) to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of such subsidiary companies, associate companies and joint venture companies to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or any of such subsidiary companies, associate companies and joint venture companies ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

   (ii) The respective management has represented to us that, to the best of its knowledge and belief, other than as disclosed in the Note 45 and 14(l) to the consolidated financial statements, no funds have been received by the Holding Company or any of such subsidiary companies, associate companies and joint venture companies from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiary companies, associate companies and joint venture companies shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

   (iii) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

Independent Auditor's Report (continued...)

e. The final dividend paid by the Holding Company and its subsidiary company incorporated in India during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

As stated in Note 48 to the consolidated financial statements, the respective Board of Directors of the Holding Company and its subsidiary company incorporated in India have proposed final dividend for the year which is subject to the approval of the respective members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

f. Based on our examination which included test checks, except for the instances mentioned below, the Holding Company and its subsidiary companies which are companies incorporated in India whose financial statements have been audited under the Act, have used accounting softwares for maintaining its books of account, which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective softwares: (i) In respect of the Holding Company and its six subsidiary companies, the feature of recording audit trail (edit log) facility was not enabled (a) at the database level to log any direct data changes; (b) at the application level for certain fields / tables relating to all the significant processes and (c) for certain changes at the application level which were performed by users having privileged access rights for the accounting software used for maintaining general ledger. (ii) In respect of the Holding Company and its one subsidiary company, the feature of recording audit trail (edit log) facility was not enabled (a) at the database level to log any direct data changes and (b) for certain changes at the application level which were performed by users having privileged access rights for the accounting software used for maintaining the books of account relating to consolidation.

Further, where audit trail (edit log) facility was enabled and operated throughout the year, we did not come across any instance of audit trail feature being tampered with.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanation given to us the remuneration paid during the current year by the Holding Company and its subsidiary companies to its directors is inaccordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Holding Company and its subsidiary companies are not in excess of the limit laid down underSection 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

for **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870
ICAI UDIN:24041870BKGDKV8994

Place: Bengaluru
Date: 16 May 2024

Annexure A to the Independent Auditors' Report on the Consolidated Financial Statements of Biocon Limited for the year ended 31 March 2024

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(xxi) In our opinion and according to the information and explanations given to us, following companies incorporated in India and included in the consolidated financial statements, have unfavourable remarks, qualification or adverse remarks given by the respective auditors in their reports under the Companies (Auditor's Report) Order, 2020 (CARO):

Sr. No.	Name of the entities	CIN	Holding Company/ Subsidiary/ JV/ Associate	Clause number of the CARO report which is unfavourable or qualified or adverse
1	Syngene Scientific Solutions Limited	U73200KA2022 PLC164804	Subsidiary	3 (ix)(d),(xvii)
2	Syngene Manufacturing Solutions Limited	U24290KA2022 PLC165409	Subsidiary	3(xvii)
3	Biocon Biologics Limited	24119KA2016 FLC093936	Subsidiary	3(ix)(d), (vii)
4	Biocon Biosphere Limited	U24304KA2019 PLC130965	Subsidiary	3(xvii)

for **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870
ICAI UDIN:24041870BKGDKV8994

Place: Bengaluru
Date: 16 May 2024

Annexure B to the Independent Auditors' Report on the consolidated financial statements of

Biocon Limited for the year ended 31 March 2024

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of Biocon Limited (hereinafter referred to as "the Holding Company") as of and for the year ended 31 March 2024, we have audited the internal financial controls with reference to financial statements of the Holding Company and such companies incorporated in India under the Act which are its subsidiary companies, as of that date.

In our opinion, the Holding Company and such companies incorporated in India which are its subsidiary companies, have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2024, based on the internal financial controls with reference to financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The respective Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

for **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870
ICAI UDIN:24041870BKGDKV8994

Place: Bengaluru
Date: 16 May 2024

Consolidated Balance Sheet as at March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

Particulars	Note	March 31, 2024	March 31, 2023
ASSETS			
Non-current assets			
Property, plant and equipment	3	74,181	72,769
Capital work-in-progress	3	39,852	25,875
Right-of-use assets	4 (b)	5,745	2,582
Goodwill	4 (a)	163,724	161,362
Other intangible assets	4 (a)	62,786	57,964
Intangible assets under development	4 (a)	40,081	47,295
Investment in associates and a joint venture	39 (d)	-	1,378
Financial assets			
(i) Investments	5	6,841	6,045
(ii) Derivative assets		2,657	1,454
(iii) Other financial assets	6	1,466	10,830
Deferred tax assets (net)	7	3,173	3,010
Income-tax assets (net)		4,129	3,543
Other non-current assets	8(a)	4,280	2,981
Total non-current assets		**408,915**	**397,088**
Current assets			
Inventories	9	49,439	42,437
Financial assets			
(i) Investments	10	3,156	13,265
(ii) Trade receivables	11	62,306	35,732
(iii) Cash and cash equivalents	12	12,336	13,235
(iv) Bank balances other than (iii) above	12	10,251	10,766
(v) Derivative assets		1,384	704
(vii) Other financial assets	6	5,769	1,321
Other current assets	8(b)	7,151	5,880
Total current assets		**151,792**	**123,340**
TOTAL		**560,707**	**520,428**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	13(a)	6,003	6,003
Other equity	13(b)	191,834	172,666
Equity attributable to owners of the Company		**197,837**	**178,669**
Non-controlling interests	13(b)	54,911	46,219
Total equity		**252,748**	**224,888**
Non-current liabilities			
Financial liabilities			
(i) Borrowings	14	129,324	152,905
(ii) Lease liabilities	15	4,924	2,091
(iii) Derivative liabilities		-	258
(iv) Other financial liabilities	16(a)	10,725	46,195
Provisions	17(a)	2,376	2,265
Deferred tax liabilities (net)	7	3,915	3,818
Other non-current liabilities	18(a)	3,107	2,901
Total non-current liabilities		**154,371**	**210,433**
Current liabilities			
Financial liabilities			
(i) Borrowings	19	27,972	24,802
(ii) Lease liabilities	15	547	390
(iii) Trade payables	20		
-total outstanding dues of micro enterprises and small enterprises; and		958	1,491
-total outstanding dues of creditors other than micro enterprises and small enterprises		61,762	36,929
(iv) Derivative liabilities		12	586
(v) Other financial liabilities	16(b)	50,005	6,079
Other current liabilities	18(b)	7,768	11,094
Provisions	17(b)	1,795	1,486
Current tax liabilities (net)		2,769	2,250
Total current liabilities		**153,588**	**85,107**
TOTAL		**560,707**	**520,428**

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870

Bengaluru
May 16, 2024

for **and on behalf of the Board of Directors of Biocon Limited**

Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Siddharth Mittal
Managing Director & CEO
DIN: 03230757

Mayank Verma
Company Secretary
Bengaluru
May 16, 2024

Consolidated Statement of Profit & Loss for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

Particulars	Note	Year ended March 31, 2024	Year ended March 31, 2023
Income			
Revenue from operations	21	147,557	111,742
Other income	22	8,655	3,759
Total income (I)		**156,212**	**115,501**
Expenses			
Cost of materials consumed	23	50,719	31,911
Purchases of stock-in-trade		6,827	6,261
Changes in inventories of finished goods, work-in-progress and stock-in-trade	24	(8,567)	(1,541)
Employee benefits expense	25	26,641	21,810
Finance costs	26	9,744	4,190
Depreciation and amortisation expense	27	15,688	11,131
Other expenses	28	39,788	32,106
		140,840	**105,868**
Less: Recovery of cost from co-development partners (net)		(838)	(3,922)
Total expenses (II)		**140,002**	**101,946**
Profit before tax, share of profit/(loss) of joint venture and associates and exceptional items (I-II)		**16,210**	**13,555**
Share of loss of joint venture and associates, net		(842)	(1,670)
Profit before tax and exceptional items		**15,368**	**11,885**
Exceptional items, net	32	(116)	(2,914)
Profit before tax		**15,252**	**8,971**
Tax expense			
Current tax	38	3,143	2,462
Deferred tax (credit) / charge			
MAT credit written off/ utilisation (net of entitlements) [refer note 38]		(774)	988
Other deferred tax		(95)	(909)
Total tax expense		**2,274**	**2,541**
Profit for the year		**12,978**	**6,430**
Other comprehensive income (OCI)			
(i) Items that will not be reclassified subsequently to profit or loss			
Re-measurement on defined benefit plans		(81)	38
Equity instruments through OCI		217	(460)
Income tax effect		30	24
		166	**(398)**
(ii) Items that may be reclassified subsequently to profit or loss			
Effective portion of gains/ (losses) on hedging instrument in cash flow hedges		2,887	(1,090)
Exchange difference on translation of foreign operations, including effective portion of net investment hedges		1,509	1,975
Income tax effect		(695)	279
		3,701	**1,164**
Other comprehensive income for the year, net of taxes		**3,867**	**766**
Total comprehensive income for the year		**16,845**	**7,196**
Profit attributable to:			
Shareholders of the Company		10,225	4,627
Non-controlling interests		2,753	1,803
Profit for the year		**12,978**	**6,430**
Other comprehensive income attributable to:			
Shareholders of the Company		2,688	1,138
Non-controlling interests		1,179	(372)
Other comprehensive income for the year		**3,867**	**766**
Total comprehensive income attributable to:			
Shareholders of the Company		12,913	5,765
Non-controlling interests		3,932	1,431
Total comprehensive income for the year		**16,845**	**7,196**
Earnings per equity share	**31**		
Basic (in Rs.)		8.55	3.88
Diluted (in Rs.)		8.54	3.87

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870

Bengaluru
May 16, 2024

for **and on behalf of the Board of Directors of Biocon Limited**

Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Siddharth Mittal
Managing Director & CEO
DIN: 03230757

Mayank Verma
Company Secretary
Bengaluru
May 16, 2024

Consolidated Statement of Changes in Equity for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

(A) Equity share capital	March 31, 2024	March 31, 2023
Opening balance	6,003	6,003
Shares issued during the year	-	-
Closing balance	**6,003**	**6,003**

B. Other equity

Particulars	Attributable to owners of the Company													Total other equity	Non-controlling interests ('NCI')	Total
	Reserves and surplus										Items of other comprehensive income					
	Securities premium	Revaluation reserve	Debenture redemption reserve	Capital redemption reserve	Capital reserve	General reserve	Retained earnings	SEZ Re-investment reserve	Share based payment reserve	Treasury shares	Foreign currency translation reserve	Cash flow hedging reserves	Other items of other comprehensive income*			
Balance at April 01, 2022	1,192	9	1,363	1,292	801	1,617	68,273	-	2,041	(324)	2,732	579	(1,253)	78,322	10,375	88,697
Profit for the year	-	-	-	-	-	-	4,627	-	-	-	-	-	-	4,627	1,803	6,430
Other comprehensive income, net of tax	-	-	-	-	-	-	-	-	-	-	1,975	(420)	(417)	1,138	(372)	766
Total comprehensive income for the year	-	-	-	-	-	-	4,627	-	-	-	1,975	(420)	(417)	5,765	1,431	7,196
Transfer to Special Economic Zone ('SEZ') re-investment reserve	-	-	-	-	-	-	(1,100)	1,100	-	-	-	-	-	-	-	-
Transfer from SEZ re-investment reserve on utilisation	-	-	-	-	-	-	1,100	(1,100)	-	-	-	-	-	-	-	-
Transactions with Owners directly recorded in equity:																
Share based payment	-	-	-	-	-	-	-	-	1,415	-	-	-	-	1,415	-	1,415
Purchase of treasury shares	-	-	-	-	-	-	-	-	-	(647)	-	-	-	(647)	-	(647)
Change in fair value of gross liability on written put options	-	-	-	-	-	-	995	-	-	-	-	-	-	995	-	995
Gain on sale of shares in a subsidiary	-	-	-	-	-	-	29,278	-	-	-	-	23	2	29,303	5,180	34,483
Issue of shares by a subsidiary	-	-	-	-	-	-	57,897	-	-	-	-	-	-	57,897	29,291	87,188
NCI impact on a common control transaction	-	-	-	-	-	-	90	-	-	-	-	-	-	90	(90)	-
Dividend paid on equity shares (including to NCI)	-	-	-	-	-	-	(600)	-	-	-	-	-	-	(600)	(119)	(719)
Exercise of share options	543	-	-	-	-	-	299	-	(716)	-	-	-	-	126	151	277
Balance at March 31, 2023	1,735	9	1,363	1,292	801	1,617	160,859	-	2,740	(971)	4,707	182	(1,668)	172,666	46,219	218,885
Profit for the year	-	-	-	-	-	-	10,225	-	-	-	-	-	-	10,225	2,753	12,978
Other comprehensive income/ (loss), net of tax	-	-	-	-	-	-	-	-	-	-	1,509	983	196	2,688	1,179	3,867
Total comprehensive income/ (loss) for the year	-	-	-	-	-	-	10,225	-	-	-	1,509	983	196	12,913	3,932	16,845
Transfer to Special Economic Zone ('SEZ') re-investment reserve	-	-	-	-	-	-	(650)	650	-	-	-	-	-	-	-	-
Transfer from SEZ re-investment reserve on utilisation	-	-	-	-	-	-	650	(650)	-	-	-	-	-	-	-	-
Transactions with Owners directly recorded in equity:																
Share based payment	-	-	-	-	-	-	-	-	999	-	-	-	-	999	-	999
Net impact of lease transfer	-	-	-	-	-	261	-	-	-	-	-	-	-	261	-	261
Change in fair value of gross liability on written put options	-	-	-	-	-	-	(989)	-	-	-	-	-	-	(989)	-	(989)
Acquisition of business [refer note 42B]	-	-	-	-	39	-	-	-	-	-	-	-	-	39	-	39
Issue of shares by a subsidiary	-	-	-	-	-	-	7,399	-	-	-	-	-	-	7,399	5,001	12,400
Dividend paid on equity shares (including to NCI)	-	-	-	-	-	-	(1,801)	-	-	-	-	-	-	(1,801)	(226)	(2,027)
Exercise of share options	550	-	-	-	-	-	335	-	(538)	-	-	-	-	347	(15)	332
Balance at March 31, 2024	2,285	9	1,363	1,292	840	1,878	176,028	-	3,201	(971)	6,216	1,165	(1,472)	191,834	54,911	246,745

* Refer Note 35 for remeasurement gain/(loss) on defined benefit obligations.
The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870

Bengaluru
May 16, 2024

for **and on behalf of the Board of Directors of Biocon Limited**

Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Siddharth Mittal
Managing Director & CEO
DIN: 03230757

Mayank Verma
Company Secretary
Bengaluru
May 16, 2024

Statement of Consolidated Cash Flows for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

		Year ended March 31, 2024	Year ended March 31, 2023
I	**Cash flows from operating activities**		
	Profit for the year	**12,978**	**6,430**
	Adjustments to reconcile profit for the year to net cash flows		
	Depreciation and amortisation expense	15,688	11,131
	Tax expense	2,274	2,541
	Unrealised foreign exchange loss/ (gain)	(1,054)	971
	Share-based compensation expense	1,006	1,376
	Provision of doubtful debts, net	(182)	54
	Bad debts written off	11	10
	Interest expense	9,744	4,190
	Interest income	(1,613)	(1,124)
	Net loss/ (gain) on financial instruments measured at fair value through profit or loss	(1,015)	608
	Net gain on sale of current investments	(686)	(416)
	Loss on sale of property, plant and equipment (net)	12	52
	Gain on dilution of interest in a associate	(1,053)	(2,170)
	Gain on loss of significant influence [refer note 5(a)]	(4,254)	-
	Share of loss of joint venture/ associates	842	1,670
	Exceptional items, net	6,116	498
	Operating profit before changes in operating assets and liabilities	**38,814**	**25,821**
	Movement in operating assets and liabilities		
	Decrease / (Increase) in inventories	(8,864)	8,862
	Decrease / (Increase) in trade receivables	(24,174)	15,905
	Decrease/ (increase) in other assets	(2,679)	7,582
	Increase/ (decrease) in trade payables, other liabilities and provisions	29,365	(37,359)
	Cash generated from operations	**32,462**	**20,811**
	Income taxes paid (net of refunds)	(2,923)	(2,286)
	Net cash flow generated from operating activities	**29,539**	**18,525**
II	**Cash flows from investing activities**		
	Purchase of property, plant and equipment	(16,805)	(15,960)
	Purchase of intangible assets	(2,511)	(1,303)
	Proceeds from sale of property, plant and equipment	233	31
	Proceeds from sale of equity interest in a subsidiary	-	34,474
	Purchase of investments	(37,708)	(163,112)
	Consideration paid for business acquisition [refer note 42A & 42B]	(5,532)	(156,645)
	Proceeds from sale of current investments	39,682	161,515
	Investment in bank deposits and inter-corporate deposits	(15,632)	(24,031)
	Redemption/ maturity of bank deposits and inter-corporate deposits	26,782	20,980
	Interest received	1,446	1,233
	Net cash flow used in investing activities	**(10,045)**	**(142,818)**
III	**Cash flows from financing activities**		
	Purchase of treasury shares	-	(647)
	Proceeds from issuance of shares by subsidiary, net of expense	-	12,368
	Proceeds from exercise of share options	307	295
	Proceeds from non-current borrowings	5,718	109,399
	Repayment of non-current borrowings	(27,678)	(281)
	Proceeds from issuance of debentures	8,000	-
	Proceeds from current borrowings (net of repayments)	1,248	15,041
	Dividend paid on equity shares (including to NCI)	(2,030)	(718)
	Repayment of lease liabilities, net	(418)	(114)
	Interest paid	(8,474)	(4,856)
	Net cash flow generated from/ (used in) financing activities	**(23,327)**	**130,487**

Statement of Consolidated Cash Flows for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

		Year ended March 31, 2024	Year ended March 31, 2023
IV	**Net increase/ (decrease) in cash and cash equivalents (I + II + III)**	**(3,833)**	**6,194**
V	Effect of exchange differences on cash and cash equivalents held in foreign currency	29	217
VI	Cash and cash equivalents at the beginning of the year	12,999	6,537
VII	**Cash and cash equivalents at the end of the year (IV + V + VI + VII)**	**9,195**	**12,948**
	Reconciliation of cash and cash equivalents as per statement of cash flow		
	Cash and cash equivalents [Note 12]		
	Balances with banks - on current accounts	11,636	12,872
	- on unpaid dividend accounts*	2	3
	Deposits with original maturity of less than 3 months	698	360
		12,336	**13,235**
	Cash credits [note 19]	(3,141)	(287)
	Balance as per statement of cash flows	**9,195**	**12,948**

*The Group can utilize these balances only towards settlement of the respective unpaid dividend liabilities.

Reconciliation between opening and closing balance sheet for liabilities arising from financing activities

	Opening balance April 1, 2023	Cash flows	Non-cash movement	Closing balance March 31, 2024
Non- current borrowings (including current maturities)	152,905	(21,960)	4,859	135,804
Current borrowings	24,515	1,248	(7,412)	18,351
Interest accrued but not due	202	(8,474)	8,448	176
Lease liabilities (including current)	2,481	(418)	3,408	5,471
Total liabilities from financing activities	**180,103**	**(29,604)**	**9,303**	**159,802**

	Opening balance April 1, 2022	Cash flows	Non-cash movement	Closing balance March 31, 2023
Non- current borrowings (including current maturities)	40,080	109,118	3,707	152,905
Current borrowings	8,867	15,041	607	24,515
Interest accrued but not due	140	(4,856)	4,918	202
Lease liabilities (including current)	2,426	(114)	169	2,481
Total liabilities from financing activities	**51,513**	**119,189**	**9,401**	**180,103**

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870

Bengaluru
May 16, 2024

for **and on behalf of the Board of Directors of Biocon Limited**

Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Siddharth Mittal
Managing Director & CEO
DIN: 03230757

Mayank Verma
Company Secretary
Bengaluru
May 16, 2024

Notes to the consolidated financial statements for the year ended Mar31, 2024

1. Company Overview

1.1 Reporting entity

Biocon Limited ("Biocon" or the "parent company" or "the Company"), together with its subsidiaries, joint venture and associates 4(collectively, the "Group") is engaged in the manufacture of biotechnology products and research services. The Company is a public limited company incorporated and domiciled in India and has its registered office in Biocon Campus, 20th KM, Hosur Road, Electronic City, Bengaluru – 560 100. The Company's shares are listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE) in India.

1.2 Basis of preparation of financial statements

a) Statement of compliance

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

These consolidated financial statements have been prepared for the Group as a going concern on the basis of relevant Ind AS that are effective at the Company's annual reporting date, March 31, 2024.

The Group has net current liability position of INR 1,796 million as at March 31, 2024. The Group has assessed its financial position as at March 31, 2024 and its forecasts for a period of fifteen months from the date of these financial statements. As part of this assessment, following factors are considered by the management:

(i) Deferred consideration payable under the acquisition agreement as described in Note 42;

(ii) Equity Support to BBL under the facility agreement as described in Note 14(e)

(iii) Put option obligation entered by the Group with certain financial investors to provide exit to the investors as described in note 16(b).

Management has assessed its ability to re-negotiate the exit terms with financial investors, raise funds from investors, re-finance its existing borrowings and support liquidity from its non current assets. Based on the above, management believes that the Group has sufficient financial resources available to it at the date of approval of these financial statements and has prepared its financial statements under going concern assumption

These consolidated financial statements are approved for issuance by the Company's Board of Directors on May 16, 2024.

Details of the Group's significant accounting policies are included in Note 2.

b) Functional and presentation currency

These consolidated financial statements are presented in Indian rupees (INR), which is also the functional currency of the parent Company. All amounts have been rounded-off to the nearest million, unless otherwise indicated. In respect of subsidiaries and associates whose operations are self-contained and integrated, the functional currency has been determined to be the currency of the primary economic environment in which the entity operates.

c) Basis of measurement

These consolidated financial statements have been prepared on the historical cost basis (i.e. on accrual basis), except for the following items:

- Derivative Financial Instruments at fair value
- Certain financial assets and liabilities are measured at fair value;
- Net defined benefit assets/(liability) are measured at fair value of plan assets, less present value of defined benefit obligations
- Contingent consideration assumed in a business combination at fair value
- Non-Convertible Debentures with variable coupon linked to equity shares of the subsidiary at fair value
- Non derivative financial instruments at Fair Value Through Profit and Loss (FVTPL)

d) Use of estimates and judgements

The preparation of the consolidated financial statements in conformity with Ind AS requires Management to make estimates, judgements and assumptions. These estimates, judgements and assumptions affect the application of accounting policies and the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the period. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the consolidated financial statements.

Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- Note 1.2(b) — Assessment of functional currency;
- Note 2(c) and 36 — Financial instruments;
- Note 2(d), 2(e) and 3 — Useful lives of property, plant and equipment and other intangible assets
- Note 2(j) and 35 — measurement of defined benefit obligation; key actuarial assumptions;

- Note 30 — Share based payments;
- Note 2(n), 7 and 38 — Provision for income taxes and related tax contingencies and evaluation of recoverability of deferred tax assets
- Note 2(l) and 21 — Revenue Recognition: whether revenue from sale of product and licensing income is recognized over time or at a point in time;
- Note 16 — Liability on written put options;

e. Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the year ending March 31, 2024 is included in the following notes:

— Note 2(i) – impairment test of non-financial assets; key assumptions underlying recoverable amounts including the recoverability of expenditure on internally-generated intangible assets;

— Note 2(n), 7 and 38 – recognition of deferred tax assets: uncertain tax treatment;

— Note 2(l) and 21 - Revenue Recognition; estimate of expected returns, chargebacks, rebates and other allowances;

— Note 17 and 34– recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of an outflow of resources;

— Note 2(j) and 35 – measurement of defined benefit obligations: key actuarial assumptions; and

— Note 36 – impairment of financial assets : underlying recoverable amount;

— Note 2(i) and 43 - impairment test of goodwill: key assumptions underlying recoverable amounts, including the recoverability of development costs; and

— Note 42 - acquisition of business: fair value of the consideration transferred (including contingent consideration) and fair value of the assets acquired and liabilities assumed, measured on a provisional basis.

f. Measurement of fair values

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

— Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

— Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

— Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Group has an established control framework with respect to the measurement of fair values. This includes a finance team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values.

The Group regularly reviews significant unobservable inputs and valuation adjustments. If third party information is used to measure fair values, then the finance team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which the valuations should be classified.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in the following notes:

— Note 30 – Share-based payment arrangements

— Note 36 – Financial instruments

— Note 42 – Business Combination

2. Material accounting policies

a. Basis of consolidation

i. Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

The financial statements of the Group are consolidated on line-by-line basis. Intra-group transactions, balances and any unrealised gains arising from intra-group transactions, are eliminated. Unrealised losses are eliminated, but only to the extent that there is no evidence of impairment. All temporary differences that arise from the elimination of profits and losses resulting from intragroup transactions are recognised as per Ind AS 12, Income Taxes.

For the purpose of preparing these consolidated financial statements, the accounting policies of subsidiaries have been changed where necessary to align them with the policies adopted by the Group.

Notes to the consolidated financial statements for the year ended March 31, 2024

Non-controlling interests (NCI)

NCI are measured at their proportionate share of the acquiree's net identifiable assets at the date of acquisition.

Changes in the Group's equity interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

ii. Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any interest retained in the former subsidiary is measured at fair value at the date the control is lost. Any resulting gain or loss is recognised in statement of profit or loss.

iii. Associates and joint arrangements (equity accounted investees)

The Group's interests in equity accounted investees comprise interests in associates and a joint venture.

An associate is an entity in which the Group has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group has joint control and has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in associates and joint venture are accounted for using the equity method. They are initially recognised at cost which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of profit or loss and other comprehensive income (OCI) of equity - accounted investees until the date on which significant influence or joint control ceases.

iv. Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

b. Foreign currency

i. Foreign currency transactions

Transactions in foreign currencies are translated into the respective functional currencies of companies at the exchange rates at the dates of the transactions or an average rate if the average rate approximates the actual rate at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Exchange differences are recognised in statement of profit or loss, except exchange differences arising from the translation of the qualifying cash flow hedges to the extent that the hedges are effective which are recognised in OCI.

ii. Foreign operations

The assets and liabilities of foreign operations (subsidiaries, associates, joint arrangements) including goodwill and fair value adjustments arising on acquisition, are translated into INR, the functional currency of the Group, at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into INR at the exchange rates at the dates of the transactions or an average rate if the average rate approximates the actual rate at the date of the transaction.

Foreign currency translation differences are recognised in OCI and accumulated in equity (as exchange differences on translating the financial statements of a foreign operation), except to the extent that the exchange differences are allocated to NCI.

c. Financial instruments

i. Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value plus, for an item not at fair value through profit and loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue.

ii. Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at

- amortised cost;
- Fair value through other comprehensive income (FVOCI) – debt investment;
- Fair value through other comprehensive income – equity investment; or
- Fair value through profit and loss

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Group changes its business model for managing financial assets.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and

— the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVOCI – equity investment). This election is made on an investment by investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets: Subsequent measurement and gains and losses

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in statement of profit or loss. However, see Note 36 for derivatives designated as hedging instruments.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in statement of profit or loss. Any gain or loss on derecognition is recognised in statement of profit or loss.
Debt investments at FVOCI	These assets are subsequently measured at fair value. Interest income under the effective interest method, foreign exchange gains and losses and impairment are recognised in statement of profit and loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to statement of profit and loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in statement of profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are not reclassified to profit or loss.

Financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held for trading, or it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in statement of profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in statement of profit or loss. Any gain or loss on derecognition is also recognised in statement of profit or loss.

iii. De-recognition of financial instruments

Financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Financial liabilities

The Group de-recognises a financial liability when its contractual obligations are discharged or cancelled, or expire.

The Group also de-recognises a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognised in statement of profit or loss.

iv. Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

v. Derivative financial instruments and hedge accounting

The Group holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met.

Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in statement of profit or loss.

Notes to the consolidated financial statements for the year ended March 31, 2024

The Group designates certain derivatives as hedging instruments to hedge the variability in cash flows associated with highly probable forecast transactions arising from changes in foreign exchange rates and interest rates.

At inception of designated hedging relationships, the Group documents the risk management objective and strategy for undertaking the hedge. The Group also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

Cash flow hedges

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in OCI and accumulated in other equity under 'effective portion of cash flow hedges'. The effective portion of changes in the fair value of the derivative that is recognised in OCI is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in statement of profit or loss.

If a hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in other equity remains there until, for a hedge of a transaction resulting in recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to profit or loss in the same period or periods as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in other equity are immediately reclassified to profit or loss.

vi. Net investment hedges

When a derivative instrument or a non-derivative financial liability is designated as the hedging instrument in a hedge of a net investment in a foreign operation, the effective portion of changes in the fair value of a derivative or foreign exchange gains and losses for a non-derivative is recognised in OCI and presented in other equity within equity. Any ineffective portion of the changes in the fair value of the derivative or foreign exchange gains and losses on the non-derivative is recognized immediately in profit or loss. The amount recognised in OCI is fully or partially reclassified to profit or loss as a reclassification adjustment on disposal or partial disposal of the foreign operation, respectively

vii. Treasury shares

The Group has created an Employee Welfare Trust (EWT) for providing share-based payment to its employees. Own equity instruments that are reacquired (treasury shares) are recognised at cost and deducted from equity. When the treasury shares are issued to the employees by EWT, the amount received is recognised as an increase in equity and the resultant gain / (loss) is transferred to / from securities premium.

viii. Cash and cash equivalents

Cash and cash equivalents in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

ix. Cash dividend to equity holders

The Group recognises a liability to make cash distribution to equity holders when the distribution is authorised and the distribution is no longer at the discretion of the Group. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity. Interim dividends are recorded as a liability on the date of declaration by the Company's Board of Directors.

d. Property, plant and equipment

i. Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any. The cost of an item of property, plant and equipment comprises its purchase price including import duty and non refundable taxes or levies, any other costs directly attributable to bringing the item to working condition for its intended use, and estimated costs of dismantling and removing the item and restoring the site on which it is located.

Expenditure incurred on startup and commissioning of the project and/or substantial expansion, including the expenditure incurred on trial runs (net of trial run receipts, if any) up to the date of commencement of commercial production are capitalised.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in statement of profit or loss.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group and cost can be measured reliably

Advances paid towards acquisition of property, plant and equipment outstanding at each Balance Sheet date, are shown under other non-current assets and cost of assets not ready for intended use before the year end, are shown as capital work-in-progress.

ii. Depreciation

Depreciation is calculated on cost of items of property, plant and equipment less their estimated residual values over their estimated useful lives using the straight-line method. Assets acquired under finance leases are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Group will obtain ownership by the end of the lease term. Freehold land is not depreciated.

Notes to the consolidated financial statements for the year ended March 31, 2024

The estimated useful lives of items of property, plant and equipment for the current and comparative periods are as follows:

Asset	Asset Classification	Management estimate of useful life	Useful life as per Schedule II
Building	Building	25-30 years	30 years
Roads	Building	5-12 years	5 years
Plant and equipment (including Electrical installation and Lab equipment)	Plant and Machinery	9-15 years	8-20 years
Computers and servers	Plant and Machinery	3 years	3-6 years
Office equipment	Plant and Machinery	3- 5 years	5 years
Research and development equipment	Research and development equipment	9 years	5-10 years
Furniture and fixtures	Furniture and fixtures	6 years	10 years
Vehicles	Vehicles	6 years	6-10 years
Leasehold improvements	Leasehold improvements	5 years or lease period whichever is lower	
Leasehold land	Land	90 years or lease period whichever is lower	

Depreciation method, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate. Based on technical evaluation and consequent advice, the management believes that its estimates of useful lives as given above best represent the period over which management expects to use these assets.

Depreciation on additions (disposals) is provided on a pro-rata basis i.e. from (upto) the date on which asset is ready for use (disposed of).

iii. Reclassification to investment property

When the use of a property changes from owner-occupied to investment property, the property is reclassified as investment property at its carrying amount on the date of reclassification.

e. Goodwill and other intangible assets

i. Goodwill

For measurement of goodwill that arises on a business combination. Subsequent measurement is at cost less any accumulated impairment losses.

ii. Other intangible assets

Internally generated: Research and development

Expenditure on research activities is recognised in statement of profit or loss as incurred.

Development expenditure is capitalised as part of the cost of the resulting intangible asset only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Group intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, it is recognised in statement of profit or loss as incurred. Subsequent to initial recognition, the asset is measured at cost less accumulated amortisation and any accumulated impairment losses.

Others

Other intangible assets are initially measured at cost. Subsequently, such intangible assets are measured at cost less accumulated amortization and any accumulated impairment losses.

iii. Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in statement of profit or loss as incurred.

iv. Amortisation

Goodwill is not amortised and is tested for impairment annually.

Other intangible assets are amortised on a straight line basis over the estimated useful life as follows:

— Computer software	3-5 years
— Marketing and Manufacturing rights	8-15 years
— Developed technology rights	8-15 years
— Brands	8-15 years
— Customer related intangibles	5 years

Amortisation method, useful lives and residual values are reviewed at the end of each financial year and adjusted if appropriate.

f. Investment property

Investment property is property held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Upon initial recognition, an investment property is measured at cost. Subsequent to initial recognition, investment property is measured at cost less accumulated depreciation and accumulated impairment losses, if any.

Based on technical evaluation and consequent advice, the management believes a period of 25 years as representing the best estimate of the period over which investment properties (which are quite similar) are expected to be used. Accordingly, the Group depreciates investment properties over a period of 25 years on a straight-line basis. The useful life estimate of 25 years is different from the indicative useful life of relevant type of buildings mentioned in Part C of Schedule II to the Act i.e. 30 years.

Notes to the consolidated financial statements for the year ended March 31, 2024

Any gain or loss on disposal of an investment property is recognised in statement of profit or loss.

g. Business combination

In accordance with Ind AS 103, Business combinations, the Group accounts for business combinations after acquisition date using the acquisition method when control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The consideration transferred in the acquisition is generally measured at fair value as at the date the control is acquired (acquisition date), as are the identifiable net assets acquired. Any gain on a bargain purchase is recognised in the OCI and accumulated in equity as capital reserve if there exists clear evidence of the underlying reasons for classifying the business combination as a bargain purchase. If there does not exist clear evidence of the underlying reasons for classifying the business combination as a bargain purchase, then gain on a bargain purchase is recognised directly in equity as capital reserve.

Transaction costs/ acquisition related costs are expensed as incurred and services are received, except if related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships with the acquiree. Such amounts are generally recognised in the statement of profit and loss.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration (or right to receive excess contingent consideration transferred) that meets the definition of a financial instrument is classified as equity, then it is not re-measured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recognized in profit or loss.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the business combination occurs, the Group reports in its financial statements provisional amounts for the items for which the accounting is incomplete. During the measurement period, the Group retrospectively adjusts the provisional amounts recognised at the acquisition date to reflect new information obtained about facts and circumstances that existed as of the acquisition date and, if known, would have affected the measurement of the amounts recognised as of that date.

During the measurement period, the Group also recognises additional assets or liabilities if new information is obtained about facts and circumstances that existed as of the acquisition date and, if known, would have resulted in the recognition of those assets and liabilities as of that date.

The measurement period ends as soon as the Group receives the information it was seeking about facts and circumstances that existed as of the acquisition date or learns that more information is not obtainable but does not exceed one year from the acquisition date.

Business combinations – common control transaction

Business combination involving entities that are controlled by the group is accounted for at carrying value. No adjustments are made to reflect the fair values, or recognise any new assets or liabilities except to harmonise accounting policies. The financial information in the consolidated financial statements in respect of prior periods is restated as if the business combination had occurred from the beginning of the preceding period in the consolidated financial statements, irrespective of the actual date of combination. The identity of the reserves are preserved and the reserves of transferor becomes the reserves of the transferee. The difference, if any between the amounts recorded as share capital issued plus any additional consideration in the form of cash and the amounts of share capital of the transferor is transferred to amalgamation adjustment reserves and is presented separately from other capital reserves.

h. Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the first-in first-out formula, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their present location and condition. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of fixed production overheads based on normal operating capacity.

Provisions are made towards slow-moving and obsolete items based on historical experience of utilisation on a product category basis, which consideration of product lines and market conditions.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. The net realisable value of work-in-progress is determined with reference to the selling prices of related finished products.

Raw materials, components and other supplies held for use in the production of finished products are not written down below cost except in cases where material prices have declined and it is estimated that the cost of the finished products will exceed their net realisable value.

The comparison of cost and net realisable value is made on an item-by-item basis.

i. Impairment

i. Impairment of financial assets

In accordance with Ind AS 109 Financial Instruments, the Group applies Expected Credit Loss ("ECL") model for measurement and recognition of impairment loss on following:

— financial assets measured at amortised cost; and

— financial assets measured at FVOCI - debt investments.

Loss allowance for trade receivables with no significant financing component is measured at an amount equal to lifetime expected credit losses. For all other financial assets, ECL are measured at an amount equal to the 12-month ECL, unless there has been a significant increase in credit risk from initial recognition in which case those are measured at lifetime ECL.

Loss allowance for financial assets measured at amortised cost are deducted from gross carrying amount of the assets. The

amount of ECL (or reversal) that is required to adjust the loss allowance at the reporting date is recognised as an impairment gain or loss in the Statement of Profit and Loss.

ii. Impairment of non-financial assets

The Group assesses at each reporting date whether there is any indication that the carrying amount may not be recoverable. If any such indication exists, then the asset's recoverable amount is estimated and an impairment loss is recognised if the carrying amount of an asset or CGU exceeds its estimated recoverable amount in the statement of profit or loss.

Goodwill is tested annually for impairment. For the purpose of impairment testing, goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination.

The recoverable amount of a CGU (or an individual asset) is higher of its value in use and its fair value less costs to sell. Value in use is based on the estimated future cash flow, discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to CGU (or the asset).

The Group's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For impairment testing, assets that do not generate independent cash inflows are grouped together into cash-generating units (CGUs). Each CGU represents the smallest group of assets that generates cash inflows that are largely independent of the cash inflows of other assets or CGUs.

Impairment loss recognised in respect of a CGU is allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets of the CGU (or Group of CGUs) on a pro rata basis.

An impairment loss in respect of goodwill is not subsequently reversed. In respect of other assets for which impairment loss has been recognised in prior periods, the Group reviews at each reporting date whether there is any indication that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. Such a reversal is made only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

j. Employee benefits

i. Short-term employee benefits:

All employee benefits falling due within twelve months from the end of the period in which the employees render the related services are classified as short-term employee benefits, which include benefits like salaries, wages, short term compensated absences, performance incentives, etc. and are recognised as expenses in the period in which the employee renders the related service and measured accordingly."

ii. Post- employment benefits

Post-employment benefit plans are classified into defined benefits plans and defined contribution plans as under:"

Gratuity

The Group provides for gratuity, a defined benefit plan ("the Gratuity Plan") covering the eligible employees of the Company and its Indian subsidiaries. The Gratuity Plan provides a lump-sum payment to vested employees at retirement, death, incapacitation or termination of employment, of an amount based on the respective employee's salary and the tenure of the employment with the Group.

Liability with regard to the Gratuity Plan are determined by actuarial valuation, performed by an independent actuary, at each balance sheet date using the projected unit credit method.

The Group recognises the net obligation of a defined benefit plan as a liability in its balance sheet. Gains or losses through re-measurement of the net defined benefit liability are recognised in other comprehensive income and are not reclassified to profit and loss in the subsequent periods. The actual return of the portfolio of plan assets, in excess of the yields computed by applying the discount rate used to measure the defined benefit obligation is recognised in other comprehensive income. The effect of any plan amendments are recognised in the statement of profit and loss.

Provident Fund

Eligible employees of the Company and its Indian subsidiaries receive benefits from provident fund, which is a defined contribution plan. Both the eligible employees and the respective Companies make monthly contributions to the Government administered provident fund scheme equal to a specified percentage of the eligible employee's salary. Amounts collected under the provident fund plan are deposited with in a government administered provident fund. The Companies have no further obligation to the plan beyond its monthly contributions.

iii. Compensated absences

The Group has a policy on compensated absences which are both accumulating and non-accumulating in nature. The expected cost of accumulating compensated absences is determined by actuarial valuation performed by an independent actuary at each balance sheet date using the projected unit credit method on the additional amount expected to be paid/availed as a result of the unused entitlement that has accumulated at the balance sheet date. Expense on non-accumulating compensated absences is recognised is the period in which the absences occur.

iv. Share-based compensation

The grant date fair value of equity settled share-based payment awards granted to employees is recognised as an employee expense, with a corresponding increase in equity, over the period that the employees unconditionally become entitled to the awards. The amount recognised as expense is based on the estimate of the number of awards for which the related service and non-market vesting conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of awards that do meet the related service and non-market vesting conditions at the vesting date.

The grant date fair value of options granted (net of estimated forfeiture) to employees of the Group is recognised as an employee expense.

The expense is recorded for each separately vesting portion of the award as if the award was, in substance, multiple awards. The increase in equity recognised in connection with share based payment transaction is presented as a separate component in equity under "share based payment reserve". The amount recognised as an expense is adjusted to reflect the actual

number of stock options that vest. For the option awards, grant date fair value is determined under the option-pricing model (Black-Scholes-Merton). Forfeitures are estimated at the time of grant and revised, if necessary, in subsequent periods if actual forfeitures materially differ from those estimates.

k. Provisions (other than for employee benefits)

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources. When there is a possible obligation or a present obligation in respect of which the likelihood of outflow of resources is remote, no provision or disclosure is made.

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows (representing the best estimate of the expenditure required to settle the present obligation at the balance sheet date) at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost. Expected future operating losses are not provided for.

Onerous contracts

A contract is considered to be onerous when the expected economic benefits to be derived by the Group from the contract are lower than the unavoidable cost of meeting its obligations under the contract. The provision for an onerous contract is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before such a provision is made, the Group recognises any impairment loss on the assets associated with that contract.

l. Revenue from contracts with customers

The Group has implemented new standard Ind-AS 115 'Revenue from Contracts with Customers' effective April 1, 2018 using cumulative effect method. The effect of initially applying this standard is recognised at the date of initial application. The Group has evaluated its open arrangements on out-licensing with reference to upfront non-refundable fees received in earlier periods and concluded that some of the performance obligations may not be distinct and hence would need to be bundled with the subsequent product supply obligations. Accordingly standard is applied retrospectively only to contracts that were not completed as at the date of initial application.

i. Sale of goods

Revenue is recognised when a promise in a customer contract (performance obligation) has been satisfied by transferring control over the promised goods to the customer. Control over a promised good refers to the ability to direct the use of, and obtain substantially all of the remaining benefits from, those goods. Control is usually transferred upon shipment, delivery to, upon receipt of goods by the customer, in accordance with the delivery and acceptance terms agreed with the customers. However, in certain cases, revenue is recognized on sale of products where shipment is on hold at specific request of the customer provided performance obligation conditions has been satisfied and control is transferred, with customer taking title of the goods. The amount of revenue to be recognized (transaction price) is based on the consideration expected to be received in exchange for goods, excluding amounts collected on behalf of third parties such as sales tax or other taxes directly linked to sales. If a contract contains more than one performance obligation, the transaction price is allocated to each performance obligation based on their relative stand-alone selling prices.

For contracts with distributors, no sales are recognised when goods are physically transferred to the distributor under a consignment arrangement, or if the distributor acts as an agent. In such cases, sales are recognised when control over the goods transfers to the end-customer, and distributor's commissions are presented within marketing and distribution.

The consideration received by the Group in exchange for its goods may be fixed or variable. Variable consideration is only recognised when it is considered highly probable that a significant revenue reversal will not occur once the underlying uncertainty related to variable consideration is subsequently resolved.

Provision for chargeback, rebates and discounts

Revenues are recorded net of provisions for variable consideration, including discounts, rebates, governmental rebate programs, price adjustments, returns, chargebacks, promotional programs and other sales allowances. Accruals for these provisions are presented in the consolidated financial statements as reductions in determining net sales and as a contra asset in accounts receivable, net (if settled via credit) and trade payables (if paid in cash).

Provisions for chargeback, rebates, discounts and Medicaid payments are estimated and provided for in the year of sales and recorded as reduction of revenue. A chargeback claim is a claim made by the wholesalers for the difference between the price at which the product is initially invoiced to the wholesaler and the net price at which it is agreed to be procured from the Company. Provisions for such chargebacks are accrued and estimated based on historical average chargeback rate actually claimed over a period of time, current contract prices with wholesalers/other customers and estimated inventory holding by the wholesalers/other customers.

Amounts recorded for revenue deductions can result from a complex series of judgements about future events and uncertainties and can rely heavily on estimates and assumptions.

ii. Milestone payments and out licensing arrangements

The Group enters into certain dossier sales, licensing and supply arrangements that, in certain instances, include certain performance obligations. Based on an evaluation of whether or not these obligations are inconsequential or perfunctory, the Group recognise or defer the upfront payments received under these arrangements.

Income from out-licensing agreements typically arises from the receipt of upfront, milestone and other similar payments from third parties for granting a license to product- or technology-related intellectual property (IP). These agreements may be entered into with no further obligation or may include commitments to regulatory approval, co-marketing or manufacturing. These may be settled by a combination of upfront payments, milestone payments and other fees. These arrangements typically also consist of subsequent payments dependent on achieving certain milestones in accordance with the terms prescribed in the agreement. Milestone payments which are contingent on achieving certain clinical milestones

are recognised as revenues either on achievement of such milestones, if the milestones are considered substantive, or over the period of continuing performance obligations, if the milestones are not considered substantive. Whether to consider these commitments as a single performance obligation or separate ones, or even being in scope of Ind-AS 115 'Revenues from Contracts with Customers', is not straightforward and requires some judgement. Depending on the conclusion, this may result in all revenue being calculated at inception and either being recognised at point in time or spread over the term of a longer performance obligation. Where performance obligations may not be distinct, this will bundled with the subsequent product supply obligations.

The new standard provides an exemption for sales-based royalties for licenses of intellectual property which will continue to be recognised as revenue as underlying sales are incurred.

The Group recognises a deferred income (contract liability) if consideration has been received (or has become receivable) before the Group transfers the promised goods or services to the customer. Deferred income mainly relates to remaining performance obligations in (partially) unsatisfied long-term contracts or are related to amounts the Group expects to receive for goods and services that have not yet been transferred to customers under existing, non-cancellable or otherwise enforceable contracts.

Contract assets are recognised when there is excess of revenue earned over billings on contracts. Contract assets are classified as unbilled receivables (only act of invoicing is pending) when there is unconditional right to receive cash, and only passage of time is required, as per contractual terms.

iii. Contract research and manufacturing services income:

Revenue is recognised upon transfer of control of promised services or compounds to customers in an amount that reflects the consideration we expect to receive in exchange for those services or compounds.

Arrangement with customers for Contract research and manufacturing services income are either on a time-and-material basis, fixed price or on a sale of compounds.

In respect of contracts involving research services, in case of 'time and materials' contracts, contract research fee are recognised as services are rendered, in accordance with the terms of the contracts.

Revenues relating to fixed price contracts are recognised based on the percentage of completion method determined based on efforts expended as a proportion to total estimated efforts. The Group monitors estimates of total contract revenue and cost on a routine basis throughout the contract period. The cumulative impact of any change in estimates of the contract revenue or costs is reflected in the period in which the changes become known. In the event that a loss is anticipated on a particular contract, provision is made for the estimated loss.

In respect of contracts involving sale of compounds arising out of contract research, revenue is recognised when a promise in a customer contract (performance obligation) has been satisfied by transferring control over the promised goods to the customer. Control over a promised good refers to the ability to direct the use of, and obtain substantially all of the remaining benefits from, those goods. Control is usually transferred upon shipment to the customer. The amount of revenue to be recognised (transaction price) is based on the consideration expected to be received in exchange for goods, excluding amounts collected on behalf of third parties such as sales tax or other taxes directly linked to sales. If a contract contains more than one performance obligation, the transaction price is allocated to each performance obligation based on their relative stand-alone selling prices. Revenue from product sales are recorded net of allowances for estimated rebates, cash discounts and estimates of product returns, all of which are established at the time of sale.

The consideration received by the group in exchange for its goods may be fixed or variable. Variable consideration is only recognised when it is considered highly probable that a significant revenue reversal will not occur once the underlying uncertainty related to variable consideration is subsequently resolved.

iv. Royalty income and profit share

The Royalty income and profit share earned through a License or collaboration partners is recognized as the underlying sales are recorded by the Licensee or collaboration partners.

v. Sales Return Allowances

The Group accounts for sales return by recording an allowance for sales return concurrent with the recognition of revenue at the time of a product sale. The allowance is based on Group's estimate of expected sales returns. The estimate of sales return is determined primarily by the Group's historical experience in the markets in which the Group operates.

vi. Dividends

Dividend is recognised when the Group's right to receive the payment is established, which is generally when shareholders approve the dividend.

vii. Rental income

Rental income from investment property is recognised in statement of profit or loss on a straight-line basis over the term of the lease except where the rentals are structured to increase in line with expected general inflation. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

viii. Contribution received from customers/co-development partners towards plant and equipment

Contributions received from customers/co-development partners towards items of property, plant and equipment which require an obligation to supply goods to the customer in the future, are recognised as a credit to deferred revenue. The contribution received is recognised as revenue from operations over the useful life of the assets. The Group capitalises the gross cost of these assets as the Group controls these assets.

ix. Interest income and expense

Interest income or expense is recognised using the effective interest method.

m. Government grants

The Group recognizes government grants only when there is reasonable assurance that the conditions attached to them will be complied with, and the grants will be received. Government grants received in relation to assets are recognised as deferred income and amortized over the useful life of such asset. Government grants, which are revenue in nature are either

recognised as income or deducted in reporting the related expense based on the terms of the grant, as applicable.

n. Income taxes

Income tax comprises of current and deferred income tax. Income tax expense is recognised in statement of profit or loss except to the extent that it relates to an item recognised directly in equity in which case it is recognised in other comprehensive income. Current income tax for current year and prior periods is recognised at the amount expected to be paid or recovered from the tax authorities, using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date. The amount of current tax reflects the best estimate of the tax amount expected to be paid or received after considering the uncertainty, if any, related to income taxes.

Current tax assets and liabilities are offset only if there is a legally enforceable right to set off the recognised amounts, and it is intended to realise the asset and settle the liability on a net basis or simultaneously.

Deferred income tax assets and liabilities are recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when:

— taxable temporary differences arising on the initial recognition of goodwill;

— temporary differences arising on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss at the time of transaction;

— temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

Deferred tax assets (DTA) include Minimum Alternate Tax (MAT) paid in accordance with the tax laws in India, which is likely to give future economic benefits in the form of availability of set off against future income tax liability.

Deferred income tax assets and liabilities are measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect of changes in tax rates on deferred income tax assets and liabilities is recognised as income or expense in the period that includes the enactment or substantive enactment date. A deferred income tax assets is recognised to the extent it is probable that future taxable income will be available against which the deductible temporary timing differences and tax losses can be utilized. Deferred income taxes are not provided on the undistributed earnings of subsidiaries where it is expected that the earnings of the subsidiary will not be distributed in the foreseeable future. The Group offsets income-tax assets and liabilities, where it has a legally enforceable right to set off the recognised amounts and where it intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

o. Borrowing cost

Borrowing costs are interest and other costs (including exchange differences relating to foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs) incurred in connection with the borrowing of funds. Borrowing costs directly attributable to acquisition or construction of an asset which necessarily take a substantial period of time to get ready for their intended use are capitalised as part of the cost of that asset.

Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

p. Earnings per share

Basic earnings per share is computed using the weighted average number of equity shares outstanding during the period adjusted for treasury shares held. Diluted earnings per share is computed using the weighted-average number of equity and dilutive equivalent shares outstanding during the period, using the treasury stock method for options and warrants, except where the results would be anti-dilutive.

q. Operating segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components, and for which discrete financial information is available. Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The Chairperson and Managing Director of the Company is responsible for allocating resources and assessing performance of the operating segments and accordingly is identified as the Chief Operating Decision Maker (CODM). All operating segments' operating results are reviewed regularly by the CODM to make decisions about resources to be allocated to the segments and assess their performance.

r. Leases

(i) The Group as lessee:

The Group assesses whether a contract contains a lease, at the inception of contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assesses whether a contract conveys the right to control use of an identified asset, the Group assesses whether:

- The contract involves use of an identified asset;
- The Group has substantially all the economic benefits from the use of the asset through the period of lease; and
- The Group has the right to direct the use of an asset.

At the date of commencement of lease, the Group recognises a Right-of-use asset ("ROU") and a corresponding liability for all lease arrangements in which it is a lessee, except for leases with the term of twelve months or less (short term leases) and low value leases. For short term and low value leases, the Group recognises the lease payment as an operating expense on straight line basis over the term of lease.

Notes to the consolidated financial statements for the year ended March 31, 2024

Leases (Continued)

Certain lease agreements include an option to extend or terminate the lease before the end of lease term. ROU assets and the lease liabilities includes these options when it is reasonably certain that they will be exercised.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right-of-use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e., higher of fair value less cost to sell and the value-in-use) is determined on individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the interest rate explicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related right-of- use assets if the Group changes its assessment if whether it will exercise an extension or a termination of option.

Lease liability and ROU asset have been separately presented in the Balance Sheet and the lease payments have been classified as financing cash flows.

(ii) The Group as a Lessor:

Leases for which the Group is a lessor is classified as a finance or operating lease. Whenever the terms of the lease transfer substantially all the risk and rewards of ownership to the lessee, the contract is classified as finance lease. All other leases are classified as operating lease.

s. Operating cycle

The Group classifies an asset as current asset when:

- it expects to realise the asset, or intends to sell or consume it, in its normal operating cycle;
- it holds the asset primarily for the purpose of trading;
- it expects to realise the asset within twelve months after the reporting period; or
- the asset is cash or a cash equivalent unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is classified as current when –

- it expects to settle the liability or consume it, in its normal operating cycle;
- it holds the liability primarily for the purpose of trading;
- the liability is due to be settled within twelve months after the reporting period; or
- it does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting period. Terms of a liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification.

All other liabilities are classified as non-current.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash or cash equivalents The Group's normal operating cycle is twelve months.

t. Exceptional items

Exceptional items refer to items of income or expense within the statement of profit and loss from ordinary activities which are non-recurring and are of such size, nature or incidence that their separate disclosure is considered necessary to explain the performance of the Group.

u. Recent pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the year ended March 31, 2024, MCA has not notified any new standards or amendments to the existing standards applicable to the Group.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

3. Property, plant and equipment and capital work-in-progress

Particulars	Land [Refer note (a)]	Buildings	Leasehold improvements	Plant and equipment [Refer note (c)]	Research & development equipment	Furniture and fixtures	Vehicles	Total	Capital work-in-progress [Refer note (e)]
Gross carrying amount									
At April 01, 2022	**2,805**	**19,766**	**116**	**71,179**	**3,525**	**1,663**	**186**	**99,240**	**34,203**
Additions	-	600	2,402	18,682	398	590	44	22,716	14,178
Disposals/transfers	-	(123)	-	(280)	(13)	-	(46)	(462)	(22,716)
Other adjustments	-	-	-	-	-	-	-	-	-
- Foreign currency translation adjustment	113	571	-	1,327	-	6	1	2,018	210
At March 31, 2023	**2,918**	**20,814**	**2,518**	**90,908**	**3,910**	**2,259**	**185**	**123,512**	**25,875**
Additions	434	2,255	168	6,864	453	201	50	10,425	24,249
Disposals/transfers	-	(11)	-	(1,575)	(49)	(38)	(34)	(1,707)	(10,425)
Other adjustments									
- Foreign currency translation adjustment	21	112	-	254	-	1	-	388	153
At March 31, 2024	**3,373**	**23,170**	**2,686**	**96,451**	**4,314**	**2,423**	**201**	**132,618**	**39,852**
Accumulated depreciation									
At April 01, 2022	**-**	**5,166**	**32**	**33,823**	**2,292**	**1,064**	**96**	**42,473**	**-**
Depreciation for the year	-	807	68	6,682	216	214	23	8,010	-
Disposals	-	(72)	-	(200)	(13)	-	(32)	(317)	-
Other adjustments	-	-	-	-	-	-	-	-	-
- Foreign currency translation adjustment	-	117	-	456	-	4	-	577	-
At March 31, 2023	**-**	**6,018**	**100**	**40,761**	**2,495**	**1,282**	**87**	**50,743**	**-**
Depreciation for the year	-	866	131	7,410	256	240	26	8,929	-
Disposals	-	(5)	-	(1,328)	(49)	(37)	(22)	(1,441)	-
Other adjustments	-	-	-	-	-	-	-	-	-
- Foreign currency translation adjustment	-	27	-	178	-	1	-	206	-
At March 31, 2024	**-**	**6,906**	**231**	**47,021**	**2,702**	**1,486**	**91**	**58,437**	**-**
Net carrying amount									
At March 31, 2023	**2,918**	**14,796**	**2,418**	**50,147**	**1,415**	**977**	**98**	**72,769**	**25,875**
At March 31, 2024	**3,373**	**16,264**	**2,455**	**49,430**	**1,612**	**937**	**110**	**74,181**	**39,852**

(a) Land includes land held on lease under perpetual basis: Gross carrying amount Rs 661 (March 31, 2023 - Rs 661); Net carrying amount Rs 661 (March 31, 2023 - Rs 661).

(b) The Group capitalises its cost of general borrowings at the rates mentioned in note 14 and note 19. Borrowing costs capitalised during the year amounted to Rs. 2,753 (March 31, 2023 - Rs. 2,433).

(c) Plant and equipment include computers and office equipment.

(d) Foreign exchange loss, net of Rs. Nil (March 31, 2023 - Rs. Nil) on long term foreign currency monetary liabilities relating to acquisition of a depreciable capital asset has been adjusted with the cost of such asset pursuant to option available on long-term foreign currency monetary items which were obtained before the beginning of the first Ind AS financial reporting period as per the previous GAAP [refer note 2(b)(i)].

(e) Capital work-in-progress as on March 31, 2024 mainly comprises new biopharmaceutical and research manufacturing units.

(f) For details of security on certain property, plant and equipment, refer note 14

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

3. Property, plant and equipment and Capital work-in-progress (continued)

Capital work in progress ageing schedule :-

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	20,614	6,538	6,936	5,764	39,852
At March 31, 2024	**20,614**	**6,538**	**6,936**	**5,764**	**39,852**
Projects in progress	10,434	7,940	6,071	1,430	25,875
At March 31, 2023	**10,434**	**7,940**	**6,071**	**1,430**	**25,875**

(i) There are no capital work-in-process which is temporarily supended as at March 31, 2024 and as on March 31, 2023.

CWIP completion schedule (CWIP whose completion is overdue or has exceeded its cost compared to its original plan)

Projects in progress	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Project 2	2,750	-	-	-	2,750
Project 3	6,563	-	-	-	6,563
Project 5	2,892	-	-	-	2,892
Project 9	3	40	33	-	76
Project 10	97	1	-	-	98
Project 11	502	21	-	-	523
Project 12	2,253	-	-	-	2,253
At March 31, 2024	**15,060**	**62**	**33**	**-**	**15,155**
Project 2	1,962	-	-	-	1,962
Project 3	-	6,269	-	-	6,269
Project 4	367	-	-	-	367
Project 5	1,275	-	-	-	1,275
Project 9	73	-	-	-	73
Project 10	297	-	-	-	297
Project 11	21	-	-	-	21
At March 31, 2023	**3,995**	**6,269**	**-**	**-**	**10,264**

Project 4 was capitalised during the year.

(THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK)

4 (a). Intangible assets

Particulars	Goodwill	Intangible assets							Intangible assets under development		
		Developed technology rights	Marketing and Manufacturing rights	Other intangible assets *	Customer related intangible	Brand / Trademark	IP under commercialisation	Total	Products under development (internally generated)	Marketing rights	Total
Gross carrying amount											
At April 01, 2022	264	6,371	1,676	1,571	77	-	81	9,776	6,355	651	7,006
Additions	-	-	-	252	-	-	-	252	1,678	152	1,830
Assets acquired through Business Combination	159,831	42,255	9,340	-	-	2,632	-	54,227	38,388	-	38,388
Disposals/transfers	-	-	-	-	-	-	-	-	-	(70)	(70)
impairment during the year [refer note 32]	-	-	-	-	-	-	-	-	(415)	-	(415)
Other adjustments	-	-	-	-	-	-	-	-	-	-	-
- Foreign currency translation adjustment	1,267	889	169	-	-	16	-	1,074	649	12	661
At March 31, 2023	**161,362**	**49,515**	**11,185**	**1,823**	**77**	**2,648**	**81**	**65,329**	**46,655**	**745**	**47,400**
Additions	-	8,471	238	1,395	-	-	-	10,104	3,472	7	3,479
Assets acquired through Business Combination	69	-	-	-	-	-	-	-	-	-	-
Disposals/transfers	-	(9)		(1)	-	-	-	(10)	(7,291)	-	(7,291)
impairment during the year [refer note 32]	-	-	(21)	-	-	-	-	(21)	(3,854)	(70)	(3,924)
Other adjustments		-	-	-	-	-	-	-	-	-	-
- Foreign currency translation adjustment	2,293	1,098	-	-	-	-	-	1,098	522	-	522
At March 31, 2024	**163,724**	**59,075**	**11,402**	**3,217**	**77**	**2,648**	**81**	**76,500**	**39,504**	**682**	**40,186**
Accumulated amortisation											
At April 01, 2022	-	1,966	721	945	77	-	81	3,790	105	-	105
Amortisation for the year	-	2,012	519	309	-	74	-	2,914	-	-	-
impairment during the year [refer note 32]			324					324	-	-	
- Foreign currency translation adjustment	-	288	49	-	-	-	-	337	-	-	-
At March 31, 2023	**-**	**4,266**	**1,613**	**1,254**	**77**	**74**	**81**	**7,365**	**105**	**-**	**105**
Amortisation for the year	-	5,662	64	347	-	222	-	6,295	-	-	-
Disposal		(9)	(1)					(10)	-	-	-
impairment during the year [refer note 32]			(9)					(9)	-	-	-
- Foreign currency translation adjustment	-	73	-	-	-	-	-	73	-	-	-
At March 31, 2024	**-**	**9,992**	**1,667**	**1,601**	**77**	**296**	**81**	**13,714**	**105**	**-**	**105**
Net carrying amount											
At March 31, 2023	**161,362**	**45,249**	**9,572**	**569**	**-**	**2,574**	**-**	**57,964**	**46,550**	**745**	**47,295**
At March 31, 2024	**163,724**	**49,083**	**9,735**	**1,616**	**-**	**2,352**	**-**	**62,786**	**39,399**	**682**	**40,081**

(a) Borrowing cost capitalised during the year amounted to Rs 2,136 (March 31, 2023: Rs 697).

(b) Refer note 34 (ii) for contractual commitments for purchase of intangible assets.

(c) Refer note 43 for impairment assessment of Goodwill.

(d) During the previous year, the Group reassessed the useful life of Product related intangibles (including Licences, Brands and Patents) which resulted in changes in the future expected economic benefit from the intangible assets for a period of 15 years (approx). The Management had previously considered life of 7 years to amortise the intangibles. The effect of these changes in useful life is as below:

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Post FY 2027
(Decrease) increase in amortisation expense	**(140)**	**(573)**	**(571)**	**(476)**	**(40)**	**1,800**

* Other intangible assets includes computer software and intellectual property rights.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

4 (a). Intangible assets under development (continued)

Intangible assets under development ageing schedule:-

Particulars	Amount in Intangible assets under development for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	6,861	32,588	149	483	40,081
At March 31, 2024	**6,861**	**32,588**	**149**	**483**	**40,081**
Projects in progress	40,252	1,768	1,274	4,001	47,295
At March 31, 2023	**40,252**	**1,768**	**1,274**	**4,001**	**47,295**

(i) There are no intangible assets under development which are temporarily suspended as at March 31, 2024 and as at March 31, 2023.

(ii) The intangible assets under development includes intangibles for Novels-T1H amounting to Rs. 146 which is subject to various phases of trial run and related approvals. There is no approval completion date for these assets.

Intangible assets under development completion schedule (projects whose completion is overdue or has exceeded its cost compared to its original plan)

Particulars	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress					
Project 1		2,631	-	-	2,631
At March 31, 2024	**-**	**2,631**	**-**	**-**	**2,631**
Projects in progress					
Project 1	2,749	-	-	-	2,749
At March 31, 2023	**2,749**	**-**	**-**	**-**	**2,749**

4 (b). Right-of-use assets

Particulars	Right-of-use assets			
	Land	Buildings	Vehicles	Total
Gross carrying amount				
At April 01, 2022	**374**	**2,585**	**91**	**3,050**
Additions	-	96	70	166
Disposals	-	(164)	(41)	(205)
At March 31, 2023	**374**	**2,517**	**120**	**3,011**
Additions	-	4,927	273	5,200
Disposals	-	(1,745)	(7)	(1,752)
At March 31, 2024	**374**	**5,699**	**386**	**6,459**
Accumulated depreciation				
At April 01, 2022	**6**	**328**	**43**	**377**
Amortisation for the year	12	191	4	207
Disposals/transfer	-	(155)	-	(155)
At March 31, 2023	**18**	**364**	**47**	**429**
Amortisation for the year	38	358	68	464
Disposals/transfer	-	(174)	(5)	(179)
At March 31, 2024	**56**	**548**	**110**	**714**
Net carrying amount				
At March 31, 2023	**356**	**2,153**	**73**	**2,582**
At March 31, 2024	**318**	**5,151**	**276**	**5,745**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

5. Non-current investments

	March 31, 2024	March 31, 2023
I. Quoted equity instruments at fair value through other comprehensive income		
Vaccinex Inc., USA - 1,425 (March 31, 2023 - 299,226) Common Stock, par value USD 0.0001 each [refer note (v) below]	1	10
Equillium Inc., USA - 2,316,134 (March 31, 2023 - 2,316,134) Common Stock, par value USD 0.001 each	417	110
Total quoted investments in equity instruments	**418**	**120**
II. Unquoted instruments at fair value through other comprehensive income		
Immuneel Therapeutics Private Limited - 2,020 (March 31, 2023: 2,020) equity shares of Rs 10 each [refer note (i) below]	229	322
Bicara Therapeutics Inc. : 1,070,000 (March 31, 2023 - Nil) equity shares of USD 0.0001 each [refer note 44]	122	-
Bicara Therapeutics Inc. : 49,990,144 (March 31, 2023 - Nil) Compulsorily convertible preference Shares of USD Rs. 1 each [refer note 44 below]	5,755	-
HR Kaveri Private Limited - 4,922,663 (March 31, 2023: 4,922,663) Equity shares of Rs. 10 each	49	49
Total unquoted investments in equity instruments	**6,155**	**371**
III. Unquoted equity instruments at fair value through profit or loss		
In others:		
Energon KN Wind Power Private Limited - 41,708 (March 31, 2023 - 41,708) equity shares of Rs 10 each	1	1
Less: Provision for decline, other than temporary, in the value of non-current investments	(1)	(1)
Four Ef Renewables Private Limited - 287,474 (March 31, 2023 - 287,474) equity share of Rs. 100 each	29	29
O2 Renewable Energy II Prviate Limited - 858,000 (March 31, 2023: 858,000) equity shares of Rs 10 each	9	9
Hinduja Renewables Two Private Limited - 5,916,166 equity shares (March 31, 2023 - 5,916,166) equity share of Rs. 10 each	59	59
Ampyr Renewable Energy Resources Private Limited - 4,365,687 (31 March 2023: 150) Equity shares of Rs. 10 each	43	-
Total unquoted investments in equity instruments	**140**	**97**
IV. Unquoted shares/ instruments at fair value through profit or loss		
In others:		
Energon KN Wind Power Private Limited - 15,888 (March 31, 2023 - 15,888) Compulsorily Convertible Preference Shares, par value Rs 100 each	1	1
Less: Provision for decline, other than temporary, in the value of non-current investments	(1)	(1)
O2 Renewable Energy II Prviate Limited - 20,020 (March 31, 2023: 20,020) 0.01% compulsory convertible debentures of Rs. 1,000 each [refer note (iii) below]	20	20
Four Ef Renewables Private Limited - 574,947 (March 31, 2023 - 574,947) 0.001% Compulsorily convertible preference Shares of Rs. 100 each [refer note (ii) below]	57	57
	77	**77**
Ampyr Renewable Energy Resources Prviate Limited - 8,731,375 (31 March 2023: Nil) Compulsory convertible preference shares of Rs. 10 each [refer note(iv) below]	87	-
Less: dimunition in the value of investments	(40)	-
Total unquoted investments in shares/ instruments	**124**	**77**
V. Investments in Certificates of deposits carried at amortized cost		
Others:		
Inter corporate deposits with financial institutions *	4	5,380
Total unquoted investments in deposits	**4**	**5,380**
Total non-current investments	**6,841**	**6,045**
Aggregate value of quoted investments	418	120
Aggregate value of unquoted investments	6,465	5,927
Aggregate amount of impairment in value of investments	42	2

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

(i) During the year ended March 31, 2021, Syngene invested Rs. 100 in Immuneel Therapeutics Private Limited. During the year ended March 31, 2022, additional funding from external investors were received resulting in a dilution of Syngene's equity interest. The gain on fair valuation from Rs. 100 to Rs. 214 is recognised in Other comprehensive income. During the year ended 31 March 2023 and March 31, 2024, Syngene based on a fair valuation recorded a fair value increase in its investment carrying value by Rs. 108 and a fair value decrease of Rs. 93 million, respectively.

(ii) Terms of conversion: 1 compulsory convertible preference share of face value Rs. 100/- each will convert to 1 equity share of face value Rs. 100/- at end of the tenure of 20 years from allotment.

(iii) Terms of conversion: 1 compulsory convertible debentures of face value Rs. 1000/- each will convert to 1 equity share of face value Rs. 100/- at end of the tenure of 20 years from allotment.

(iv) Terms of conversion: 1 compulsory convertible preference share of face value Rs. 10/- each will convert to 1 equity share of face value Rs. 10/- at end of the tenure of 20 years from allotment.

(v) Decrease due to reverse stock split

* Inter corporate deposits with financial institutions yield fixed interest rate.

The Group's exposure to credit and currency risks, and loss allowances are disclosed in note 36.

6. Other financial assets

	March 31, 2024	March 31, 2023
(i) Non-current		
Deposits	699	587
Contingent consideration receivable [refer note 36(D) and 42(d)]	750	8,993
Bank deposits with maturity of more than 12 months	2	1,250
Other receivables	15	-
	1,466	**10,830**
(ii) Current		
Interest accrued but not due	-	564
Inter corporate deposits with financial institutions *	5,380	
Other receivables	389	757
	5,769	**1,321**

* Inter corporate deposits with financial institutions yield fixed interest rate.

7. Deferred tax balances

	March 31, 2024	March 31, 2023
Deferred tax assets (net)	3,173	3,010
Deferred tax liabilities (net)	(3,915)	(3,818)
Total	**(742)**	**(808)**
Deferred tax liabilities		
Property, plant and equipment and intangible assets	3,742	3,771
Intangible assets acquired in business combination [refer note 38(d)]	2,852	2,852
Goodwill	894	654
Derivative assets	507	250
Deferred consideration	215	385
Gross deferred tax liabilities	**8,210**	**7,912**
Deferred tax assets		
Provision for employee benefits	607	525
Allowance for doubtful debts	26	119
Other deductible expenses	78	180
MAT credit entitlement	3,419	2,723
Deferred revenue	80	93
Carry-forward losses	2,405	2,603
Others	853	861
Gross deferred tax assets	**7,468**	**7,104**
Deferred tax assets (net) [refer note 38 (d)]	**(742)**	**(808)**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

8. Other assets

	March 31, 2024	March 31, 2023
(Unsecured considered good, unless otherwise stated)		
(a) Non-current		
Capital advances	2,304	1,216
Duty drawback receivable	90	112
Balances with statutory / government authorities	1,793	1,486
Prepayments	93	167
	4,280	**2,981**
(b) Current		
Balances with statutory / government authorities	4,516	3,061
Advance to suppliers	1,064	1,503
Prepayments	1,571	1,316
	7,151	**5,880**

9. Inventories

	March 31, 2024	March 31, 2023
Raw materials, including goods-in-bond *	8,366	8,962
Packing materials	2,798	3,767
Traded goods	15,895	11,983
Finished goods	8,234	4,013
Work-in-progress	14,146	13,712
	49,439	**42,437**

* Inventories includes goods in-transit Rs. 4,236 (March 31, 2023 - Rs 326)

Write-down of inventories to net realisable value and provision for stock obsolescence amounted to Rs. 565 (March 31, 2023 - Rs 719). These were recognised as an expense during the year and included in 'changes in inventories of finished goods, work-in-progress and stock-in-trade' in the consolidated statement of profit and loss.

10. Current investments

	March 31, 2024	March 31, 2023
Quoted - Investments at fair value through profit or loss:		
(a) Investment in mutual funds	3,047	4,414
(b) Investment in Invivyd Inc (formerly, 'Adagio Therapeutics Inc') - 294,000 (March 31, 2023 - 294,000) Common Stock, par value USD 0.0001 each	109	29
	3,156	**4,443**
Unquoted- Investment carried at amortised cost		
Inter corporate deposits with financial institutions *	-	8,822
	-	**8,822**
Total current investments	**3,156**	**13,265**
Aggregate market/ fair value of quoted investments	3,156	4,443
Aggregate value of unquoted investments	-	8,822

The Group's exposure to credit and currency risks, and loss allowances are disclosed in note 36.

THIS SPACE HAS BEEN INTENTIALLY LEFT BLANK

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

11. Trade receivables

	March 31, 2024	March 31, 2023
(a) Trade Receivables considered good - Unsecured	62,306	35,732
(b) Trade Receivables - credit impaired	646	617
	62,952	**36,349**
Allowance for expected credit loss	(646)	(617)
	62,306	**35,732**

The Group's exposure to credit and currency risks, and loss allowances are disclosed in note 36.

Trade receivables ageing schedule

Particulars	Unbilled	Not Due	Outstanding for following periods from due date of payment					Total
			Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables - considered good	961	41,804	32,520	8,121	437	2	-	83,845
Undisputed trade receivables - credit impaired	-	133	77	25	360	7	44	646
At March 31, 2024	**961**	**41,937**	**32,597**	**8,146**	**797**	**9**	**44**	**84,491**
Less: Provision for chargebacks / discounts / rebates / incentives settled through issuance of credit note								(21,539)
								62,952
Undisputed trade receivables - considered good	2,613	39,226	3,871	2,507	300	-	-	48,518
Undisputed trade receivables - credit impaired	122	-	41	42	204	166	42	617
At March 31, 2023	**2,735**	**39,226**	**3,912**	**2,549**	**504**	**166**	**42**	**49,135**
Less: Provision for chargebacks / discounts / rebates / incentives settled through issuance of credit note								(12,785)
								36,349

12. Cash and bank balances

	March 31, 2024	March 31, 2023
Cash and cash equivalents		
Balances with banks:		
On current accounts	11,636	12,872
On unpaid dividend account	2	3
Deposits with banks with original maturity of less than 3 months	698	360
Total cash and cash equivalents	**12,336**	**13,235**
Bank balances other than cash and cash equivalents		
Deposits with banks with original maturity of more than 3 months but less than 12 months	10,248	10,763
Margin money deposit [Refer note (a) below]	3	3
Total other bank balances	**10,251**	**10,766**
Total cash and bank balances	**22,587**	**24,001**

(a) Margin money deposits with carrying amount of Rs 3 (March 31, 2023 - Rs 3) are subject to first charge against bank guarantees obtained.

(b) The Group has cash in hand which are not disclosed above since amounts are rounded off to Rupees million.

(THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK)

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

13(a). Equity share capital

	March 31, 2024	March 31, 2023
Authorised		
1,250,000,000 (March 31, 2023 - 1,250,000,000) equity shares of Rs 5 each (March 31, 2023 - Rs 5 each)	**6,250**	**6,250**
Issued, subscribed and fully paid-up		
1,200,600,000 (March 31, 2023 - 1,200,600,000) equity shares of Rs 5 each (March 31, 2023 - Rs 5 each)	6,003	6,003

(i) Reconciliation of the shares outstanding at the beginning and at the end of the reporting year

Equity shares	March 31, 2024		March 31, 2023	
	No. of shares	Rs.	No. of shares	Rs.
At the beginning of the year	1,200,600,000	6,003	1,200,600,000	6,003
Issue of shares	-	-	-	-
Outstanding at the end of the year	**1,200,600,000**	**6,003**	**1,200,600,000**	**6,003**

(ii) Terms/ rights attached to equity shares

The Company has only one class of equity shares having a par value of Rs 5 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian Rupees.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts, if any. The distribution will be in proportion to the number of equity shares held by the shareholders.

(iii) Details of shareholders holding more than 5% shares in the Company

Particulars	March 31, 2024		March 31, 2023	
	No.	% holding	No.	% holding
Equity shares of Rs 5 each fully paid				
Kiran Mazumdar-Shaw	484,581,970	40.36%	476,136,622	39.66%
Glentec International Limited	237,211,164	19.76%	237,211,164	19.76%

As per records of the Company, including its register of shareholders/ members, the above shareholding represents both legal and beneficial ownerships of shares.

(iv) Shares reserved for issue under options

For details of shares reserved for issue under the employee stock option plan (ESOP) of the Company, refer note 30.

(v) Aggregate number of bonus shares issued during the period of five years immediately preceding the reporting date.

Particulars	March 31				
	2024	2023	2022	2021	2020
Equity shares of Rs 5 each	-	-	-	-	600,000,000

The Company had allotted 600,000,000 equity shares of Rs 5 each fully paid up as bonus shares on June 19, 2019 in the ratio of 1:1 (one equity shares of Rs 5 each for every one equity share of Rs 5 each held in the Company as on the record date i.e. June 13, 2019) by capitalisation of securities premium and general reserve. In accordance with Ind AS 33, the Earnings per share data adjusted to give effect to the bonus issue.

(vi) Details of shares held by promoters

March 31, 2024

Name of the Promotor	No. of shares at the end of the year	% of Total Shares	% change during the year
Kiran Mazumdar Shaw	484,581,970	40.36%	0.70%
J M M Shaw	-	0.00%	-0.70%
Ravi Mazumdar	5,301,321	0.44%	-
Dev Mazumdar	929,721	0.08%	-
Glentec International Limited	237,211,164	19.76%	-
Total	**728,024,176**	**60.64%**	**0.00%**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

13(a). Equity share capital (continued...)

March 31, 2023

Name of the promotor	No. of shares at the end of the year	% of Total Shares	% change during the year
Kiran Mazumdar Shaw	476,136,622	39.66%	0.03%
Yamini R Mazumdar	-	0.00%	-0.11%
J M M Shaw	8,445,348	0.70%	0.00%
Ravi Mazumdar	5,301,321	0.44%	0.04%
Dev Mazumdar	929,721	0.08%	0.03%
Glentec International Limited	237,211,164	19.76%	0.00%
Total	**728,024,176**	**60.64%**	**0.00%**

13(b). Other equity

Securities premium
Securities premium is used to record the premium received on issue of shares. It is utilised in accordance with the provisions of the Companies Act, 2013.

General reserve
General reserve is used from time to time to transfer profits from retained earnings for appropriation purposes.

Retained earnings
The amount that can be distributed by the Company as dividends to its equity shareholders is determined based on the standalone financial statements of the Company and also considering the requirements of the Act. Thus the amounts reported are not distributable in entirety.

SEZ re-investment reserve
The SEZ re-investment reserve has been created out of profit of eligible SEZ units in terms of the provisions of section 10AA(1)(ii) of the Income-tax Act, 1961. The reserve has been utilised for acquiring new plant and machinery for the purpose of its business in terms of section 10AA(2) of the Income-tax Act, 1961.

Share based payment reserve

The Group has established various equity settled share-based payment plans for certain categories of employees of the Group. Also refer note 30 for further details on these plans.

Treasury shares
Own equity instruments that are reacquired (treasury shares) by the ESOP trusts of the Group are recognised at cost and deducted from equity.

Foreign currency translation reserve
Exchange differences relating to the translation of the results and net assets of the Group's foreign operations from their functional currencies to the Group's reporting currency (i.e. Indian Rupees) are accumulated in the foreign currency translation reserve. This also includes effective portion of Group's net investment in foreign operations.

Other Items of other comprehensive income
Other Items of other comprehensive income represents mark to market gain or loss on financial assets classified as FVTOCI and re-measurements of the defined benefits plan.

Debenture redemption reserve
The Group had issued Redeemable Non-Convertible Debentures ("NCD") and Redeemable Optionally Convertible Debentures ("OCD") in prior years. As per the provisions of the Companies Act, 2013, debenture redemption reserve is created out of profits available for payment of dividend.

Capital redemption reserve
The Group had redeemed intercompany Non Convertible Redeemable Preference Shares in prior years and as per the provisions of the Companies Act, 2013, a sum equal to the nominal value of the shares redeemed is transferred to the capital redemption reserve.

Cash flow hedging reserves
The cash flow hedging reserve represents the cumulative effective portion of gains or losses (net of taxes, if any) arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

14. Non-current borrowings

	March 31, 2024	March 31, 2023
Loans from banks (secured)		
Term loan [refer note (a), (b), (c), (d), (e), (f), (h) and (m) below]	100,833	124,001
Redeemable Non-Convertible Debentures ("NCD") [refer note (i),(k) and (l) below]	18,324	12,922
Loans from banks (unsecured)		
Term loan [refer note (g) below]	1,708	1,952
Other loans and advances (unsecured)		
Redeemable Optionally Convertible Debentures ("OCD") [refer note (j) below]	14,939	14,030
	135,804	152,905
Less: Current maturities disclosed in "Current borrowings" [refer note 19]	(6,480)	-
	129,324	**152,905**
The above amount includes		
Secured borrowings	118,913	136,923
Unsecured borrowings	16,891	15,982
Current maturities disclosed in "Current borrowings" [refer note 19]	(6,480)	-
Net amount	**129,324**	**152,905**

(a) During the year ended March 31, 2021, HDFC bank has sanctioned external commercial borrowing (ECB) facility of USD 25 million to the Company. During the year ended March 31, 2023, the Company had drawn ECB of USD 15 million, carrying interest @ SOFR + 1.75% per annum. The loan is repayable in 3 yearly instalments commencing from June 2025. The loan is secured by exclusive charge on the property, plant and equipment to be created out of the term loan facility. The Company has entered into interest rate swap converting the floating rate to fixed rate of interest. Carrying value of the loan as at March 31, 2024 amounts to Rs 2,084 (March 31, 2023: 2,055).

(b) During the year ended March 31, 2021, Biocon Biosphere Limited ("BBSL") obtained an external commercial borrowing of USD 50 million from a bank. During the year ended March 31, 2023, the Company has drawn ECB of USD 16 million, carrying interest @ SOFR + 1.75% per annum. The loan is repayable in 3 yearly instalments commencing from June 2025. The loan is secured by first priority pari passu charge on the plant and machinery of the facility for the manufacture of pharmaceuticals. BBSL has entered into interest rate swap to convert floating rate to fixed rate. Carrying value of the loan as at March 31, 2024 amounts to Rs 4,167 (March 31, 2023: 4,109).

(c) During the year ended March 31, 2019, Biocon Biologics Limited ("BBL") had obtained an external commercial borrowing facility of USD 75 million from MUFG Bank Limited. This loan is repayable in 3 annual instalments commencing from April 2024 and carries an interest rate of SOFR + 1.26% p.a. The term loan facility is secured by first priority pari-passu charge on the plant and machinery of the proposed facility for the manufacturing of pharmaceuticals. Carrying value of the loan as at March 31, 2024 amounts to Rs 6,251 (March 31, 2023: 6,164).

(d) During the year ended March 31, 2021, BBL had obtained a Term loan facility from The Hongkong and Shanghai Banking Corporation Limited amounting to Rs 3,500 repayable in 2 equal annual instalments commencing from April 2024. Term loan carries an interest rate of 3 Months T Bill + 2.3% p.a. and are secured by first pari-passu charge on the present and future of movable property, plant and equipment of the BBL. Carrying value of the loan as at March 31, 2024 amounts to Rs 3,500 (March 31, 2023: 3,500).

(e) During the year ended March 31, 2023, the Biosimilars Newco Limited (subsidiary of BBL) has entered into a USD 1.2 Billion long-term syndicated loan facility agreement with consortium of lenders for a tenure of 5 years. The term loan is repayable in quarterly instalments starting after 30 months of the execution of the agreement and carries an interest rate of SOFR + margin of 1.95% p.a to 1.35% p.a. The loan is secured by first pari-passu charge movable property, plant and equipment of BBL, Biocon Sdn. Bhd., Malaysia. ("Biocon Malaysia"), Biocon Biologics UK Ltd ("Biocon UK"), Biosimilars Newco Limited and Biosimilars collaboration Ireland Limited. Further the loan is also secured by corporate guarantee by BBL, Biocon Malaysia, Biocon UK and Biosimilars Collaboration Ireland Limited. The Group has pre-paid USD 250 million during the year. Carrying value of the loan as at March 31, 2024 amounts to Rs 77,699 (March 31, 2023: 97,118), net-off unamortised debt issuance cost of Rs. 1,474 (March 31, 2023: 1,498).

During the year funding arrangement was amended, whereby the lenders have relied upon the Equity Support Agreement ('ESA') given by the Company and has resulted in relief for purpose of covenant compliance by BBL. ESA was approved by the shareholders of Biocon Limited ("the Holding Company") on 22 April 2024. As at the date of adoption of these consolidated financial statements, BBL complies with the financial covenants as of March 31, 2024.

(f) During the year ended March 31, 2022, Biocon UK had obtained a term loan facility of USD 75 million from The Hongkong and Shanghai Banking Corporation Limited for a tenure of 5 years. The term loan is repayable over the period of 4 years and carries an interest rate of 1 month SOFR + 1.11% p.a. and are secured by first pari-passu charge on the present and future Plant and Machinery of Biocon Malaysia. Carrying value of the term loan as at March 31, 2024 is Rs. 5,428 (March 31, 2023: 6,164).

(g) During the year ended March 31, 2022, Biocon Biologics UK Limited ("Biocon UK") (formerly "Biocon Biologics Limited") had obtained a term loan facility of USD 25 million from The HDFC Bank Limited for a tenure of 5 years. The term loan is repayable in 5 annual installments starting from the end of year 1 and carries an interest rate of 3 months SOFR + 1.26% p.a. Carrying value of the term loan as at March 31, 2024 is Rs. 1,708 (March 31, 2023: 1,952).

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

14. Non-current borrowings (continued...)

(h) (i) Syngene International Limited ('Syngene') has entered into an external commercial borrowing agreement dated September 21, 2020, to obtain a USD 50 million (Rs. 4,109) term loan facility. This facility was utilized to finance capital expenditures at the Bengaluru, Hyderabad, and Mangaluru premises of Syngene, as intended. The loan carried an interest rate of Libor + 1.30% and was scheduled to be repaid in three installments: USD 7.5 million in September 2023, USD 12.5 million in September 2024, and USD 30 million in September 2025. The facility was secured by a first priority pari passu charge on fixed assets (movable plant and machinery) and a second charge on the current assets of Syngene. The first installment was paid as per the schedule. However, the remaining loan amount was pre-closed on October 3, 2023.

(ii) Syngene has entered into foreign currency term loan agreement dated March 30, 2021 to borrow USD 20 million (Rs. 1,644) term loan facility. The facility is borrowed to incur capital expenditure at Bengaluru, Hyderabad and Mangaluru premises of the Company and was used for this specific purpose. The facility carries an interest rate of 6M SOFR + 1.17% and are to be paid in three instalments of 15%, 25% and 60% from end of 3 years, 4 years and 5 years respectively from the date of origination. The facility is secured by first priority pari passu charge on property, plant and equipment (movable plant and machinery) and second charge on current assets of Syngene.

(i) During the year ended March 31, 2021, BBL had issued NCD of face value Rs 10,00,000 each to HDFC Bank Limited amounting to Rs. 2,000 for a tenure of 43 months. The debentures are repayable at the end of the term in April 2024. The NCD carries call/put option on or after September 21, 2023. The debentures carries fixed coupon rate of 6.8949% p.a. and are secured by first pari-passu charge on the movable plant, property and equipment of BBL. Carrying value of the loan as at March 31, 2024 amounts to Rs Nil (March 31, 2023: 2,000). During the year ended 31 Mar 2024, BBL has repaid the NCD along with interest.

(j) During the year ended March 31, 2021 , BBL has entered into an agreement with Goldman Sachs India AIF Scheme-1('Investor') whereby the Investor has infused Rs.11,250 against issuance of Optionally Convertible Debentures. The debentures are issued for a tenor of 61 months, are unsecured, redeemable at par and carry a conversion option at any time during the tenor at the option of the investor. It also bears a coupon rate of 5% per annum payable on compounded and cumulative basis only on redemption. The debentures were accounted in the consolidated financial statements as a compound financial instrument in line with Ind AS, given that it has both financial liability and equity feature. Accordingly, the consideration received was bifurcated into financial liability and equity in the consolidated financial statements. The financial liability is subsequently recorded at amortised cost.

During the year ended March 31, 2022, BBL had entered into amendment to the terms of OCD agreement which provides for redemption amount INR equivalent of USD 153.23 million with reference to rate published by RBI for conversion of USD to INR one day prior to redemption. This resulted in the modification of the compound financial instrument and OCD is classified as financial liability from the modification date.

(k) During the year ended March 31, 2023, the Company had issued 107,000 redeemable Non-Convertible Debentures (NCD) in 3 series each having a face value of Rs 1,00,000 with a minimum return of 12% per annum plus agreed variable coupon payable upon redemption. The variable coupon is linked to the equity share price of a subsidiary. Tenure of the NCD is 5 years from the date of allotment or earlier based on put option terms requiring the company to provide exit to the lender if exit terms do not occur by the specified date in the agreement. The agreement has drag along rights allowing the lender to seek redemption of NCDs if the put option as described in note 16 is exercised. The NCD are secured by way of pledge over 38,113,557 equity shares of a subsidiary held by the Company. The NCD proceeds were utilised for repayment of mezzanine borrowing which was raised for investing in the subsidiary.

(l) During the current year, the Company has issued 50,000 redeemable Non-Convertible Debentures (NCD) having a face value of Rs 1,00,000 with a minimum return of 12% per annum plus agreed variable coupon payable upon redemption. The variable coupon is linked to the equity share price of a subsidiary. Tenure of the NCD is 4 years from the date of allotment or earlier based on put option terms requiring the company to provide exit to the lender if exit terms do not occur by the specified date in the agreement. The agreement has drag along rights allowing the lender to seek redemption of NCDs if the put option as described in note 16 is exercised. . The NCD are secured by way of pledge over 17,810,073 equity shares of a subsidiary held by the Company. The NCD proceeds were utilised for repayment of mezzanine borrowing which was raised for investing in the subsidiary.

(m) During the year ended March 31, 2023, the Company issued Commercial Paper ('CP') of Rs. 22,500 at a discounted value of Rs. 22,073 which were listed in the National Stock Exchange in India. The same has been fully repaid by the Company at maturity value in the year ended March 31, 2023.

(n) The Group has met all the covenants under these arrangements as at March 31, 2024 and March 31, 2023.

(o) The Group's exposure to liquidity, interest rate and currency risks are disclosed in note 36.

(THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK)

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

15. Leases

The Group has entered into lease agreements for use of land, buildings and vehicles which expires over a period ranging upto the year of 2117. Gross payments for the year aggregate to Rs. 562 (March 31, 2023: Rs. 294).

The following is the movement in lease liabilities:

Particulars	Land	Buildings	Vehicles	Total
Balance at April 01, 2022	-	2,386	40	2,426
Additions during the year	-	111	77	188
Finance cost accrued during the year	-	163	6	169
Deletions	-	-	(8)	(8)
Payment of lease liabilities	-	(260)	(34)	(294)
Balance at March 31, 2023	**-**	**2,400**	**81**	**2,481**
Additions during the year	-	3,252	40	3,292
Finance cost accrued during the year	-	260	9	269
Deletions	-	-	(9)	(9)
Payment of lease liabilities	-	(514)	(48)	(562)
Balance at March 31, 2024	**-**	**5,398**	**73**	**5,471**

The following is the break-up of current and non-current lease liabilities:

Particulars	March 31, 2024	March 31, 2023
Non current lease liabilities	4,924	2,091
Current lease liabilities	547	390
	5,471	**2,481**

The table below provides details regarding the contractual maturities of lease liabilities on an undiscounted basis:

Particulars	March 31, 2024	March 31, 2023
Less than one year	868	447
One to five years	2,366	1,198
More than five years	2,797	2,626
Total	**6,031**	**4,271**

The following are the amounts recognised in Profit or loss:

Particulars	March 31, 2024	March 31, 2023
Amortisation of right to use assets	464	207
Interest expenses on lease liabilities	269	169
Short-term lease payment [refer note (i) below]	3	29
Total	**736**	**405**

(i) The Group applies the short-term lease recognition exemption to its short-term leases of certain premises taken on lease (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option).

16. Other financial liabilities

Particulars	March 31, 2024	March 31, 2023
(a) Non-current		
Deferred consideration payable [refer note 42A]	-	25,573
Gross liability on written put options [refer note (i) below]	3,299	14,039
Contingent consideration payable [refer note 36(D) and 42(a)]	7,426	6,583
	10,725	**46,195**

(i) During the year, BBL has issued 1,06,86,044 compulsory convertible debentures (""CCD"") to ESOF III Investment Fund and Edelweiss Alternative Asset Advisors Limited , on private placement basis at an issue price of 280.74 amounts to Rs. 3,000.The CCD's are issued for a tenor of 36 months, are unsecured, redeemable at par and carry a conversion option at any time during the tenor at the option of the investor. CCD bears a coupon rate of 12% per annum plus agreed variable coupon payable on compounded and cumulative basis only on redemption. The variable coupon is linked to the equity share price of BBL. The CCD's are convertible upon occurrence of conversion event at 1:1 ratio.

Under the above arrangement , the Group will be required to provide various options to enable the Investor to exit over a period of time. In the event, such exit events do not occur, the Investor may require the parent company (Biocon Limited), to buy them out at certain prices agreed under the arrangement. Such an obligation to provide exit to the Investors required the Group to record a financial liability towards gross obligation in the consolidated financial statements in accordance with the Indian Accounting Standards (Ind AS).

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

16. Other financial liabilities (continued...)

Particulars	March 31, 2024	March 31, 2023
(b) Current		
Deferred consideration payable [refer note 42A]	27,423	2,014
Unpaid dividends	6	4
Gross liability on written put options [refer note (i) below]	14,719	-
Interest accrued but not due	176	202
Employee benefit payable [refer note (ii) below]	2,233	1,411
Payables for capital goods	5,448	2,448
	50,005	**6,079**

(i) During the year ended March 31, 2020, the Group had entered into an agreement with Activ Pine LLP ('Investor') whereby the Investor has infused Rs. 5,363 against issuance of equity shares of a subsidiary company, Biocon Biologics Limited ('BBL'), which represents 2.44 % shareholding of BBL. The consideration was received and equity shares were allotted on January 21, 2020.

During the year ended March 31, 2021, the Group had entered into an agreement with Tata Capital Growth Fund II ('Investor') whereby the Investor has infused Rs 2,250 against issuance of equity shares of a subsidiary company, BBL, which represents 0.85% shareholding of BBL. The consideration was received and equity shares were allotted on September 03, 2020.

During the year ended March 31, 2021, the Group had entered into an agreement with Beta Oryx Limited ('Investor') whereby the Investor has infused Rs 5,550 against issuance of equity shares of a subsidiary company, BBL, which represents 1.87% shareholding of BBL. The consideration was received and equity shares were allotted on March 09, 2021.

As per the above agreements , the Group will be required to provide various options to enable the Investor to exit over a period of time. In the event, such exit events do not occur, the Investor may require the parent company (Biocon Limited), to buy them out at certain prices agreed under the arrangement. Such an obligation to provide exit to the Investors required the Group to record a financial liability towards gross obligation amounting to Rs. 14,719 in the consolidated financial statements in accordance with the Indian Accounting Standards (Ind AS).

The Group in accordance with Ind AS has elected an accounting policy choice to follow an anticipated acquisition method on initial recognition which requires recognition of a gross obligation liability with a corresponding derecognition of non-controlling interest balance in its consolidated financial statements. Further, in accordance with the generally accepted accounting principles, the Group has made an accounting policy choice to present any subsequent change in the fair value of gross obligation liability in other equity. The fair value of the gross obligation is computed using the underlying share price of the unlisted subsidiary which is determined based on discounted cash flow approach and other factors.

(ii) Employee benefit payable was disclosed under trade payable in the previous year. In the current year, the employee payable has been disclosed under other financial liabilities including comparable period.

17. Provisions

Particulars	March 31, 2024	March 31, 2023
(a) Non-current		
Provision for employee benefits		
Gratuity [refer note 35]	1,101	1,034
Provision for sales return	1,275	1,231
	2,376	**2,265**
(b) Current		
Provision for employee benefits		
Gratuity [refer note 35]	398	267
Compensated absences	1,261	935
Provision for sales return	136	284
	1,795	**1,486**

THIS SPACE HAS BEEN INTENTIALLY LEFT BLANK

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

17. Provisions (continued...)

(i) Movement in provisions

Particulars	For the year ended March 31, 2024		
	Gratuity	Compensated absences	Sales return
Opening balance	1,301	935	1,515
Provision recognised / (reversed) during the year	198	326	(104)
Closing balance	**1,499**	**1,261**	**1,411**

Particulars	For the year ended March 31, 2023		
	Gratuity	Compensated absences	Sales return
Opening balance	1,231	855	136
Acquired through business combination [refer note 42A]	-	-	1,307
Provision recognised / (reversed) during the year	70	80	72
Closing balance	**1,301**	**935**	**1,515**

18. Other Liabilities

Particulars	March 31, 2024	March 31, 2023
(a) Non-current		
Deferred revenues [refer note 21]	3,107	2,901
	3,107	**2,901**
(b) Current		
Deferred revenues [refer note 21]	1,176	1,915
Advances from customers [refer note 21]	5,165	5,409
Statutory taxes and dues payable	1,071	3,436
Other dues	356	334
	7,768	**11,094**

19. Current borrowings

Particulars	March 31, 2024	March 31, 2023
From banks/ financial institutions		
Term loans		
Packing credit foreign currency loan (unsecured) [refer note (i) below]	10,274	2,218
Packing credit rupee export loan (unsecured) [refer note (ii) below]	7,660	8,870
External commercial borrowings (secured) [refer note 14(h)(i) above]	-	616
Cash credit [refer note (iii) below]	3,141	287
Working capital loan (secured) [refer note (iv) below]	417	411
Current maturities of non-current borrowings [refer note 14]	6,480	-
Inter Corporate Deposit ('ICD') [refer note (v) below]	-	12,400
	27,972	**24,802**
The above amount includes		
Secured borrowings	3,141	1,561
Unsecured borrowings	18,351	23,241

(i) BBL has obtained foreign currency short term unsecured pre-shipment credit loans from various banks that carries fixed interest rate ranging from 5.75% p.a. to 6.45% p.a. Packing credit foreign currency loan tenure is upto 180 days from the date of draw down.

(ii) BBL has obtained rupee denominated short term unsecured pre-shipment credit loans from various banks that carries interest rate ranging from 7.24% p.a. to 8.20% p.a. Packing credit rupee loan tenure is upto 180 days from the date of draw down.

(iii) Biocon SDN. BHD, Malaysia had availed working capital facilities upto USD 10 million carrying an interest rate of Bank Lending Rate + 0.5% p.a. The loan is secured by corporate guarantee by BBL.

(iv) Biocon Pharma Inc. (BPI) has availed working capital facilities upto USD 5 million carrying an interest rate of one month SOFR + 0.75% p.a. The working capital facilities are secured by a charge on inventories and accounts receivables of BPI.

(v) During the year ended March 31, 2023, Biocon Pharma Limited ('BPL') borrowed an unsecured loan of Rs 12,400 from Serum Institute Life Sciences Pvt Ltd carring interest rate of 8% for a period of six months. The same has been settled by transfer of shares of Biocon Biologics Limited, held by BPL during the year ended March 31, 2024.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

20. Trade payables

Particulars	March 31, 2024	March 31, 2023
Trade and other payables		
- total outstanding dues of micro and small enterprises	958	1,491
- total outstanding dues of creditors other than micro and small enterprises*	61,762	36,929
	62,720	**38,420**

* includes Other payables comprising of allowances for Chargebacks / Discounts / Rebates / Incentives expected to be settled in cash

All trade payable are 'current'. The Group's exposure to currency and liquidity risks related to trade payables is disclosed in Note 36.

Trade payables Ageing Schedule

At March 31, 2024	Unbilled	Not Due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
Outstanding dues of micro and small enterprises	-	789	160	4	3	2	958
Outstanding dues of creditors other than micro and small enterprises	43,921	7,089	3,735	6,989	27	1	61,762
	43,921	**7,878**	**3,895**	**6,993**	**30**	**3**	**62,720**

Trade payables Ageing Schedule

At March 31, 2023	Unbilled	Not Due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
Outstanding dues of micro and small enterprises	-	648	838	4	1	-	1,491
Outstanding dues of creditors other than micro and small enterprises	22,176	3,907	10,695	52	41	58	36,929
	22,176	**4,555**	**11,533**	**56**	**42**	**58**	**38,420**

21. Revenue from operations

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
Sale of products		
Finished goods*	104,322	66,564
Traded goods	1,558	9,881
Sale of services		
Contract research and manufacturing services income	34,150	30,839
Licensing and development fees	1,928	2,057
Other operating revenue		
Sale of process waste	448	379
Incentives from government	525	999
Sale of brands #	3,500	-
Others [refer note a below]	1,126	1,023
Revenue from operations	**147,557**	**111,742**

Biocon Biologics Limited ("BBL") has entered into a agreement with Eris Lifesciences for sale of its business of commercialization of (i) Branded generic immunotherapy and nephrology small molecules formulations being manufactured by third parties under manufacturing agreements and (ii) the in-licensed products in India for consideration of Rs. 3,660 million. The Group has recorded gain of Rs. 3,500 million net of costs of the related underlying assets.

* includes profit share

a) Others include income from support services, rentals by the SEZ Developer and recognition of deferred revenue for assets funded by customers over the useful life.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

21.1 Disaggregated revenue information

Set out below is the disaggregation of the Group's revenue from contracts with customers:

	Year ended March 31, 2024				
	Generics	Biosimilars	Novels	Research	Total
Revenue from contracts with customers					
Sale of products	23,912	81,968	-	-	105,880
Sale of services	116	2,290	-	33,672	36,078
	24,028	**84,258**	**-**	**33,672**	**141,958**
Revenue from other sources					
Other operating revenue	973	3,925	-	701	5,599
	973	**3,925**	**-**	**701**	**5,599**
Total Revenue from operations	**25,001**	**88,183**	**-**	**34,373**	**147,557**

	Year ended March 31, 2023				
	Generics	Biosimilars	Novels	Research	Total
Revenue from contracts with customers					
Sale of products	23,733	52,712	-	-	76,445
Sale of services	-	2,058	192	30,646	32,896
	23,733	**54,770**	**192**	**30,646**	**109,341**
Revenue from other sources					
Other operating revenue	827	828	-	746	2,401
	827	828	-	746	2,401
Total Revenue from operations	**24,560**	**55,598**	**192**	**31,392**	**111,742**

21.2 Changes in contract liabilities - advances from customers and deferred revenues

	March 31, 2024	March 31, 2023
Balance at the beginning of the year	10,225	17,649
Add:- Increase due to invoicing during the year	6,139	10,989
Add:- foreign currency translation	129	710
Less:- Contract liabilities derecognised as pre-existing relationship pursuant to business combination	-	(9,260)
Less:- Amounts recognised as revenue during the year	(7,045)	(9,863)
Balance at the end of the year	**9,448**	**10,225**
Expected revenue recognition from remaining performance obligations:		
- Within one year	6,341	7,324
- More than one year	3,107	2,901
	9,448	**10,225**

21.3 Contract balances

	March 31, 2024	March 31, 2023
Trade receivables including unbilled revenue	62,306	35,732
Contract assets	-	-
Contract liabilities	9,448	10,225

Trade receivables are non-interest bearing. Refer note 11 and note 18. Contract liabilities include deferred revenue and advance from customers.

21.4 Performance obligation:

In relation to information about Group's performance obligations in contracts with customers refer note 2(l). The Invoices are issued/generated according to conractual terms/ at the point in time and are usually payable within 30 to 120 days.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

21.5 Reconciliation of revenue from contracts with customers

	March 31, 2024	March 31, 2023
Revenue from contracts with customers as per contract price	**294,175**	**173,230**
Adjustments made to contract price on account of :-		
a) Chargebacks / Discounts / Rebates / Incentives	(150,484)	(62,864)
b) Sales returns/ reversals	(1,733)	(1,025)
Revenue from Contracts with customers as per consolidated statement of profit and loss*	**141,958**	**109,341**
* Includes revenue from sale of products and sale of services.		
Revenues from operations		
Timining of recognition		
Revenue recognised at a point of time	109,828	76,824
Revenue recognised over a period of time	37,729	34,918
Total revenue from operations	**147,557**	**111,742**

22. Other income

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
Interest income on:		
Deposits with banks and financial institutions	1,495	1,109
Others	118	15
Net gain on sale of current investments	686	416
Net gain on financial assets measured at fair value through profit or loss	1,015	10
Gain on dilution of interest in an associate [refer note 44]	1,053	2,170
Gain on loss of significant influence [refer note 44]	4,254	-
Other non-operating income	34	39
	8,655	**3,759**

23. Cost of materials consumed

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
Inventory at the beginning of the year	12,729	8,557
Add: Purchases	49,154	36,083
Less: Inventory at the end of the year	(11,164)	(12,729)
Cost of materials consumed	**50,719**	**31,911**

24. Changes in inventories of finished goods, work-in-progress and stock-in-trade

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
Inventory at the beginning of the year		
Stock-in-trade	11,983	255
Finished goods	4,013	3,546
Work-in-progress	13,712	10,624
	29,708	**14,425**
Inventory acquired through business combination [refer Note 42A]	-	13,742
Inventory at the end of the year		
Stock-in-trade	15,895	11,983
Finished goods	8,234	4,013
Work-in-progress	14,146	13,712
	38,275	**29,708**
	(8,567)	**(1,541)**

25. Employee benefits expenses

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
Salaries, wages and bonus	23,206	18,282
Contribution to provident and other funds	1,046	918
Gratuity [refer note 35]	263	237
Share-based compensation expense [refer note 30]	1,006	1,376
Staff welfare expenses	1,120	997
	26,641	**21,810**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

26. Finance costs

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
Interest expense on financial liabilities measured at amortised cost	7,492	3799
Interest expense on financial liability measured at FVTPL	1,983	222
Interest on finance lease obligation [refer note 15]	269	169
	9,744	**4,190**

(a) Interest expense on financial liabilities is net of borrowing cost capitalisation amounting to Rs. 4,722 (March 31, 2023 - Rs. 2,474).

27. Depreciation and amortisation expense

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
Depreciation of property, plant and equipment [refer note 3]	8,929	8,010
Amortisation of intangible assets [refer note 4 (a)]	6,295	2,914
Depreciation of right of use assets [refer note 4 (b)]	464	207
	15,688	**11,131**

28. Other expenses

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
Royalty and technical fees	87	37
Rent	3	29
Communication expenses	147	143
Travelling and conveyance	1,466	957
Professional charges	5,045	1,875
Transition Support Agreement ('TSA') expense [refer note 42A(j)]	8,804	4,063
Payment to auditors	81	45
Directors' fees including commission	203	151
Power and fuel	3,889	4,148
Insurance	621	588
Rates, taxes and fees	420	436
Lab consumables	1,890	2,688
Repairs and maintenance		
Plant and machinery	4,435	3,573
Buildings	485	397
Others	1,923	1,524
Selling expenses		
Freight outwards and clearing charges	887	551
Sales promotion expenses	1,870	1,482
Commission and brokerage (other than sole selling agents)	209	183
Bad debts written off	11	10
Provision/ (reversal) for doubtful debts, net	(182)	54
Net loss on financial assets/ liabilities measured at fair value through profit or loss	-	618
Printing and stationery	148	130
Loss on sale of assets, net	12	52
Foreign exchange loss, net	523	1,605
Research and development expenses	6,071	6,779
Clinical trial and development expenses	74	111
CSR expenditure	201	202
Miscellaneous expenses	539	433
	39,862	**32,864**
Less: Expenses capitalized to intangible assets	(74)	(758)
	39,788	**32,106**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

29. Research and development expenses

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
Research and development expenses	6,071	6,779
Lab consumables	1,890	2,688
Employee benefits expense	2,160	1,769
Depreciation	256	216
Other research and development expenses included in other heads	2,075	2,289
	12,452	**13,741**
Less: Recovery of product development costs from co-development partners (net)	(838)	(1,789)
Less: Expenses capitalized to intangible assets	(74)	(758)
	11,540	**11,194**

30. Employee stock compensation

(a) Biocon ESOP Plan

On September 27, 2001, Biocon's Board of Directors approved the Biocon Employee Stock Option Plan ('ESOP Plan 2000') for the grant of stock options to the employees of the Company and its subsidiaries / joint venture company. The Nomination and Remuneration Committee ('Remuneration Committee') administers the plan through a trust established specifically for this purpose, called the Biocon India Limited Employee Welfare Trust (ESOP Trust).

The ESOP Trust shall make additional purchase of equity shares of the Company using the proceeds from the loan obtained from the Company, other cash inflows from allotment of shares to employees under the ESOP Plan and shall subscribe, when allotted to such number of shares as is necessary for transferring to the employees. The ESOP Trust may also receive shares from the promoters for the purpose of issuance to the employees under the ESOP Plan. The Remuneration Committee shall determine the exercise price which will not be less than the face value of the shares.

Grant VII

In July 2014, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at the closing market price of Company's shares existing on the date preceding to the date of grant.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	25,750	79	589,000	88
Granted during the year	-	-	-	-
Lapses/forfeited during the year	-	-	(18,000)	124
Exercised during the year	(25,750)	79	(478,000)	88
Expired during the year	-	-	(67,250)	98
Outstanding at the end of the year	**-**	**-**	**25,750**	**79**
Exercisable at the end of the year*	-	-	25,750	79
Weighted average remaining contractual life (in years)	-	-	-	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of the year	-	-	78-81	-

*These options were exercised by the employees on March 31, 2023 and were allotted subsequently in April 2023.

THIS SPACE HAS BEEN INTENTIALLY LEFT BLANK

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation (continued...)

Grant VIII

In July 2015, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at the closing price as per National Stock Exchange as on the last day of the month preceding the month of first grant.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	-	-	105,000	76
Granted during the year	-	-	-	-
Lapses/forfeited during the year	-	-	-	-
Exercised during the year	-	-	-	-
Expired during the year	-	-	(105,000)	76
Outstanding at the end of the year	**-**	**-**	**-**	**-**
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	-	-	-	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of the year	-	-	-	-

Grant IX

In June 2016, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at 50% of the closing price as per National Stock Exchange as on the preceding day to the date of grant.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	2,296,917	131	3,446,204	125
Granted during the year	-	-	-	-
Lapses/forfeited during the year	(252,375)	135	(473,752)	119
Exercised during the year	(752,362)	115	(675,535)	107
Expired during the year	-	-	-	-
Outstanding at the end of the year	**1,292,180**	**140**	**2,296,917**	**131**
Exercisable at the end of the year	531,055	118	338,417	111
Weighted average remaining contractual life (in years)	1.5	-	2.2	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of the year	77-173	-	76-173	-

THIS SPACE HAS BEEN INTENTIALLY LEFT BLANK

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation (continued)

Grant X

In June 2016, the Company approved the grant to its employees under the existing ESOP Plan 2000. The options under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. These options are exercisable at 50% of the closing price as per National Stock Exchange as on the the preceding day to the date of grant.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	1,346,649	154	2,631,874	151
Granted during the year	-	-	-	-
Lapses/forfeited during the year	(55,500)	116	(52,500)	125
Exercised during the year	(1,291,149)	156	(1,232,725)	148
Expired during the year	-	-	-	-
Outstanding at the end of the year	**-**	**-**	**1,346,649**	**154**
Exercisable at the end of the year	-	-	1,346,649	154
Weighted average remaining contractual life (in years)	-	-	0.4	-
Weighted average fair value of options granted (Rs)	-	-	-	-
Range of exercise prices for outstanding options at the end of the year	-	-	83-156	-

The average market price of the Company's share during the year ended March 31, 2024 is Rs 248 (March 31, 2023 - Rs 289) per share.

(b) RSU Plan 2015

On March 11, 2015, Biocon's Remuneration Committee approved the Biocon - Restricted Stock Units (RSUs) of Syngene ('RSU Plan 2015') for the grant of RSUs to the employees of the Company and its subsidiaries other than Syngene. The Remuneration Committee administers the plan through a trust, called the Biocon Limited Employee Welfare Trust. For this purpose, on March 31, 2015, the Company transferred 2,000,000 equity shares of Syngene to Biocon Limited Employees Welfare Trust.

In April 2015, the Company approved the grant to its employees under the RSU Plan 2015. The RSUs under this grant would vest to the employees as 10%, 20%, 30% and 40% of the total grant at the end of first, second, third and fourth year from the date of grant, respectively, with an exercise period ending one year from the end of last vesting. The vesting conditions include service terms and performance grade of the employees. Exercise price of RSUs will be Nil.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	11,504	-	103,758	-
Granted during the year	-	-	-	-
Lapses/forfeited during the year	(11,504)	-	-	-
Exercised during the year	-	-	(87,286)	-
Expired during the year	-	-	(4,968)	-
Outstanding at the end of the year	**-**	**-**	**11,504**	**-**
Exercisable at the end of the year	-	-	11,504	-
Weighted average remaining contractual life (in years)	-	-	0.4	-
Weighted average fair value of options granted (Rs)	-	-	-	-

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation (continued)

(c) RSU Plan 2019

On January 7, 2019, Biocon's Nomination and Remuneration Committee ('NRC') and the Board of Directors approved the Biocon Biologics - Restricted Stock Units (RSUs) of Biocon Biologics Limited ('RSU Plan 2019') for grant of RSUs to employees of the Group. The NRC administers the plan though a trust called, Biocon Limited Employee Welfare Trust. For this purpose on January 8, 2020, the Company transferred 2,161,904 equity shares of Biocon Biologics Limited to Biocon Limited Employee Welfare Trust.

During the year modification in vesting was approved by NRC. Based on revised approval, the options under this grant would vest to the employees as 25% in first year after the grant date, 25% on the event of IPO, 25% after the expiry of one year from IPO date and 25% after the expiry of 2 years from the IPO date. The options are exercisable only on the event of an IPO and exercise period shall be one year from the date of last vesting.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	6,169,619	2	7,003,007	2
Granted during the year	-	-	-	-
Lapses/forfeited during the year	(1,026,365)	2	(833,388)	2
Exercised during the year	-	-	-	-
Expired during the year	-	-	-	-
Outstanding at the end of the year	**5,143,254**	**2**	**6,169,619**	**2**
Exercisable at the end of the year	-	-	-	-
Weighted average remaining contractual life (in years)	4	-	5	-
Weighted average fair value of options granted (Rs)	-	-	-	-

(d) RSU Plan 2020

On May 14, 2020, Biocon's Nomination and Remuneration Committee ('NRC') and the Board of Directors approved the Biocon Restricted Stock Units (RSUs) Long Term Incentive Plan Financial Year 2020-24 ("RSU Plan 2020") for grant of RSUs to present and/or future employees of the Company and its present and future subsidiary companies. The plan is implemented though a trust called, Biocon India Limited Employee Welfare Trust wherein the Company will issue shares to the trust by way of fresh allotment over a period of time.

The RSUs granted under this Plan shall vest over a period of time (service condition) and based upon the performance of the employee. The period of vesting shall be determined as per the date of grant and the maximum period of vesting shall not extend beyond August 1, 2024. The actual number of RSUs to be vested each year for each Grantee shall be based on his individual performance conditions, the key parameters of which shall be measured through growth in revenue and profits, delivering on key strategic initiatives and shareholders' value creation and such other conditions as may be determined by the Managing Director and Chief Executive Officer of the Company in accordance with the overall terms set by the NRC.

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	1,729,983	5	2,514,976	5
Granted during the year	713,500	5	43,709	5
Lapses/forfeited during the year	(264,125)	5	(306,915)	5
Exercised during the year	(747,889)	5	(521,787)	5
Expired during the year	-	-	-	-
Outstanding at the end of the year	**1,431,469**	**5**	**1,729,983**	**5**
Exercisable at the end of the year	448,817	-	257,218	5
Weighted average remaining contractual life (in years)	1.8	-	2.4	-
Weighted average fair value of options granted (Rs)	353	-	377	-

Assumptions used in determination of the fair value of the stock options under the Black Scholes Model for grants during the year are as follows:

Particulars	March 31, 2024	March 31, 2023
Weighted Average Exercise Price	5	5
Expected volatility	33.0% to 36.2%	33.0% to 36.2%
Life of the options granted (vesting and exercise period) in years	0.75	4.03
Average risk-free interest rate	7.2%	5.6%
Expected dividend rate	0.6%	0.6%

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation (continued)

(e) Syngene ESOP Plan 2011

On July 20, 2012, Syngene Employee Welfare Trust ('Trust') was created for the welfare and benefit of the employees and directors of Syngene and administered by the Nomination and Remuneration Committee. The Board of Directors approved the employee stock option plan of Syngene. On October 31, 2012, the Trust subscribed into the equity shares of the Syngene using the proceeds from interest free loan of Rs. 150 obtained from Syngene.

Grant

Pursuant to the Scheme, Syngene has granted options to eligible employees of the Company under Syngene Employee Stock Option Plan - 2011. Each option entitles for one equity share. The options under this grant will vest to the employees as 25%, 35% and 40% of the total grant at end of second, third and fourth year from the date of grant, respectively, with an exercise period of three years for each grant. The vesting conditions include service terms and performance of the employees. These options are exercisable at an exercise price of Rs. 11.25 [March 31, 2023 : Rs. 11.25] per share (Face Value of Rs. 10 per share).

Particulars	March 31, 2024	March 31, 2023
	No of Options	No of Options
Outstanding at the beginning of the year	610,191	1,342,140
Granted during the year	-	-
Lapses/forfeited during the year	(6,306)	(30,883)
Exercised during the year	(469,762)	(701,066)
Outstanding at the end of the year	**134,123**	**610,191**
Exercisable at the end of the year	61,472	549,377
Weighted average exercise price	11.25	11.25
Weighted average share price at the date of exercise (In Rs)	745.7	572.7

The weighted average remaining contractual life for the stock options outstanding as at March 31, 2024 is 3 years [March 31, 2023- 4 years].

(f) Syngene Restricted Stock Unit Long Term Incentive Plan 2020

The Board of Directors of Syngene on April 24, 2019 and the Shareholders of the Company in the Annual General Meeting held on July 24, 2019 approved the Syngene Restricted Stock Unit Long Term Incentive Plan FY 2020. Each option entitles for one equity share. The options under this grant will vest to the employees as 25%, 25%, 25% and 25% of the total grant at the end of first, second, third and fourth year from the date of first grant, respectively, with an exercise period of 5 years for each grant. The vesting conditions include service terms and performance of the employees. These options are exercisable at an exercise price of Rs. 10 per share (Face Value of Rs. 10 per share).

Particulars	March 31, 2024	March 31, 2023
	No of Options	No of Options
Outstanding at the beginning of the year	1,573,842	2,627,537
Granted during the year	38,032	89,704
Lapses/forfeited during the year	(128,203)	(326,215)
Exercised during the year	(641,587)	(817,184)
Outstanding at the end of the year	**842,084**	**1,573,842**
Exercisable at the end of the year	561,068	505,928
Weighted average exercise price	10	10
Weighted average fair value of shares granted during the year under Black Scholes Model (In Rs)	584.50	570.01
Weighted average share price at the date of exercise (In Rs)	659.80	569.78

The weighted average remaining contractual life for the stock options outstanding as at March 31, 2024 is 3.34 years [March 31, 2023 - 4 years].

Assumptions used in determination of the fair value of the stock options under the Black Scholes Model are as follows:

Particulars	March 31, 2024	March 31, 2023
Dividend yield (%)	0.0%	0.0%
Exercise Price (In Rs)	10	10
Expected volatility	30.4%	30.4%
Life of the options granted (vesting and exercise period) in years	3.5	4.5
Average risk-free interest rate	7.2%	7.3%

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation (continued)

(g) Syngene Long Term Incentive Performance Share Plan 2023

The Board of Directors of Syngene on 22 March 2023 and the Shareholders of the Syngene on 23 April 2023 approved the Syngene Long Term Incentive Performance Share Plan 2023. Each option entitles for one equity share. The plan comprises of 3 metrics basis which performance is evaluated and the units shall vest on 31 May after the close of the third financial year for which the performance is being considered i.e. 31 May 2025, with an exercise period of 5 years for each grant. The vesting conditions include service terms of the employees. These options are exercisable at an exercise price of Rs. 10 per share (Face Value of Rs. 10 per share).

Particulars	March 31, 2024	March 31, 2023
	No of Options	No of Options
Outstanding at the beginning of the year	-	-
Granted during the year	258,254	-
Lapses/forfeited during the year	-	-
Exercised during the year	-	-
Outstanding at the end of the year	**258,254**	**-**
Exercisable at the end of the year	-	-
Weighted average exercise price	-	-
Weighted average fair value of shares granted during the year under Black Scholes Model (In Rs)	905.71	-
Weighted average share price at the date of exercise (In Rs)	-	-

The weighted average remaining contractual life for the stock options outstanding as at 31 March 2024 is 1.17 years [31 March 2023 : Nil].

Assumptions used in determination of the fair value of the stock options under the Black Scholes Model are as follows:

Particulars	March 31, 2024	March 31, 2023
Dividend yield (%)	0.0%	0.0%
Exercise Price (In Rs)	10	10
Expected volatility	26.2%	30.4%
Life of the options granted (vesting and exercise period) in years	6.17	4.5
Average risk-free interest rate	7.1%	7.3%

(h) Biocon Biologics Limited Restricted Stock Units Long Term Incentive Plan FY 2022-24

On July 21, 2021, Board of Directors of Biocon Biologics Limited (""BBL"") approved the Biocon Biologics Limited Restricted Stock Units Long Term Incentive Plan FY 2022-24 ('RSU Plan') for the grant of Restricted stock units to the employees of BBL and its subsidiaries. The Nomination and Remuneration Committee ('Remuneration Committee') administers the plan through a trust established specifically for this purpose, called the Biocon Biologics Employees Welfare Trust (ESOP Trust).

In August 2021, based on the approval of the Board of BBL, BBL granted RSUs to its employees under this Plan. For grants made before August 1, 2021, the options would vest to the employees as 33%, 33% and 34% of the total grant at the end of first, second and third year, respectively from the date of grant. Where the grant is made after August 01, 2021 and before July 31, 2022, the vesting would be 50% and 50% of the total grant at the end of first and second year, respectively from the date of grant. For grants made after August 1, 2022 and before March 31, 2023, 100% would vest in one year from the date of grant. Exercise period is 3 years for each grant. These options are exercisable at Rs. 10 per RSU. The RSU Plan provides for certain market and non-market conditions for vesting which are measured through revenue, profit, achievement of key milestones and share price increase.

THIS SPACE HAS BEEN INTENTIALLY LEFT BLANK

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation (continued)

Details of Grant

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	5,637,231	10	5,142,857	10
Granted during the year	1,873,818	10	1,315,802	10
Lapses/forfeited during the year	(660,462)	10	(805,518)	10
Exercised during the year	(33,590)	10	(15,911)	10
Expired during the year	-	-	-	-
Outstanding at the end of the year	**6,816,997**	**10**	**5,637,231**	**10**
Exercisable at the end of the year	2,954,271	10	1,272,862	10
Weighted average remaining contractual life (in years)	3.6	-	4.3	-
Weighted average fair value of options granted (Rs)	240.4	-	214.3	-

Assumptions used in determination of the fair value of the stock options under the option pricing model for the grants during the year are as follows:

Particulars	March 31, 2024	March 31, 2023
Dividend yield (%)	0.0%	0.0%
Exercise Price (In Rs)	10	10
Expected volatility	31.3% - 32.2%	39.9% - 43.5%
Life of the options granted (vesting and exercise period) in years	4	5
Average risk-free interest rate	7.0% - 7.2%	5.4% - 6.7%

(i) Biocon Biologics Limited Restricted Stock Units Long Term Incentive Plan FY 2023

On February 22, 2023, Board of Directors of the Company approved the Biocon Biologics Limited Restricted Stock Units Long Term Incentive Plan FY 2023 ('RSU Plan 2023') for the grant of Restricted stock units to the employees of the Company and its subsidiaries. The Nomination and Remuneration Committee ('Remuneration Committee') administers the plan through a trust established specifically for this purpose, called the Biocon Biologics Employees Welfare Trust (ESOP Trust).

In March 2023, based on the approval of the Board, the Company granted RSUs to its employees under this Plan. The options under this grant would vest to the employees as 25% in first year after the grant date, 25% on the event of IPO, 25% after the expiry of one year from IPO date and 25% after the expiry of 2 years from the IPO date. The options are exercisable only on the event of an IPO and exercise period shall be one year from the date of last vesting. These options are exercisable at Rs. 10 per RSU..

Details of Grant

Particulars	March 31, 2024		March 31, 2023	
	No of Options	Weighted Average Exercise Price (Rs)	No of Options	Weighted Average Exercise Price (Rs)
Outstanding at the beginning of the year	2,039,997	10	-	-
Granted during the year	9,550	10	2,039,997	10
Lapses/forfeited during the year	(466,927)	-	-	-
Exercised during the year	-	-	-	-
Expired during the year	-	-	-	-
Outstanding at the end of the year	**1,582,620**	**10**	**2,039,997**	**10**
Exercisable at the end of the year	393,268	10	-	-
Weighted average remaining contractual life (in years)	3.9	-	5.0	-
Weighted average fair value of options granted (Rs)	241.4	-	229.3	-

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

30. Employee stock compensation (continued)

Assumptions used in determination of the fair value of the stock options under the option pricing model for the grants during the year are as follows:

Particulars	March 31, 2024	March 31, 2023
Dividend yield (%)	0.0%	0.0%
Exercise Price (In Rs)	10	10
Expected volatility	39.5% - 44.7%	39.5% - 44.7%
Life of the options granted (vesting and exercise period) in years	5	5
Average risk-free interest rate	7.1% - 7.4%	7.1% - 7.4%

Particulars	March 31, 2024	March 31, 2023
Summary of movement in respect of shares held by ESOP Trust is as follows:		
Opening balance	6,612,268	7,520,315
Add: Shares purchased by the ESOP trust	-	2,000,000
Add: Shares issued by the Company	-	-
Less: Shares exercised by employees	(2,817,150)	(2,908,047)
Closing balance	**3,795,118**	**6,612,268**
Options granted and eligible for exercise at end of the year	979,872	1,968,034
Options granted but not eligible for exercise at end of the year	1,742,498	3,431,265
Summary of movement in respect of equity shares of Syngene held by the RSU Trust is as follows:		
Opening balance	1,091,447	1,178,733
Less: Shares exercised by employees	-	(87,286)
Less: Shares sold by the RSU Trust	-	-
Closing balance	**1,091,447**	**1,091,447**
Options granted and eligible for exercise at end of the year	-	11,504
Options granted but not eligible for exercise at end of the year	-	-
Summary of movement in respect of equity shares of Biocon Biologics Limited held by the RSU Trust is as follows:		
Opening balance*	10,809,520	10,809,520
Add: Shares purchased by the RSU Trust from Biocon Limited	-	-
Closing balance	**10,809,520**	**10,809,520**
Options granted but not eligible for exercise at end of the year	5,143,254	6,169,619

*adjusted for the effect of bonus shares

THIS SPACE HAS BEEN INTENTIALLY LEFT BLANK

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

31. Earnings per share (EPS)

Particulars	March 31, 2024	March 31, 2023
Earnings		
Profit for the year attributable to the shareholders of the Company		
Profit for the year	**10,225**	**4,627**
Shares		
Basic outstanding shares	1,200,600,000	1,200,600,000
Less: Weighted average shares held with the ESOP Trust	(5,171,187)	(7,504,055)
Weighted average shares used for computing basic EPS	**1,195,428,813**	**1,193,095,945**
Add: Effect of dilutive options granted but not yet exercised / not yet eligible for exercise	1,441,689	2,829,645
Weighted average shares used for computing diluted EPS	**1,196,870,502**	**1,195,925,590**
Earnings per equity share		
Basic (in Rs)	8.55	3.88
Diluted (in Rs)	8.54	3.87

32. Exceptional items (net)

a. During the year ended March 31, 2023, Biocon Pharma Limited, a subsidiary of the Company, had obtained Inter-Corporate Deposit ('ICD') from Serum Institute Life Sciences Private Limited ("SILS"), amounting to Rs. 12,400. During the year ended March 31, 2024, the aforesaid loan has been settled by transfer of BBL's equity shares held by BPL (including shares purchased from the Company during the year) to SILS. Pursuant to above transfer of BBL's shares to SILS, the Group recorded a gain on stake dilution in its subsidiary within other equity in the consolidated financial statement since there is no loss of control.

b Pursuant to the acquisition of Viatris' biosimilars business, as mentioned in note 42A, the Group also reassessed the value of certain licensed products for development and commercialization and recorded an impairment of certain intangible assets amounting to Rs. 470. The impairment has been recognized as an exceptional item in the year ended March 31, 2023. Consequential tax impact of Rs. 62 is included within tax expense for the year.

c. During the year ended March 31, 2023, the Company had sold 61,789,164 equity shares of Rs. 10 each of Syngene in the open market. The sale proceeds arising from such sale of aforesaid equity shares net of amount transferred to Non Controlling Interest account, was accounted in other equity since there is no loss of control.

d. On 04 July 2023, the Syngene had entered into a binding term sheet for acquiring Unit 3 biologics manufacturing facility in Bangalore, India, from Stelis Biopharma Limited (SBL), as more fully described in Note 42B. Pursuant to above acquisition, Syngene has incurred transaction costs of Rs 111 for the year ended March 31, 2024 and the same has been presented as an expense under the head 'Exceptional items' in the consolidated financial statements for the year. Consequential tax impact of Rs. 31 is included in tax expense for the year ended March 31, 2024."

e The Department of Pharmaceuticals ('DOP'), via Corrigendum dated October 20, 2023, has modified the PLI guidelines to limit the annual incentive allocation to each applicant for the first 4 years of the scheme. Pursuant to such guidelines, during the year ended March 31, 2024, the Group has reversed Rs. 166 of excess PLI accrual made in the books for the year ended March 31, 2023, These have been presented under 'exceptional items' in the consolidated financial statements of the Company. Consequential tax impact of Rs. 22 is included in tax expense for the year ended March 31, 2024.

f. BBL had obtained services of professional experts (like advisory, legal counsel, valuation experts etc.) for the transactions referred to in note 42A. The Group recorded Rs. 1,582 million in the year ended March 31, 2024 as an expense in the consolidated statement of profit and loss under the head 'Exceptional items'. Consequential tax impact of Rs. 80 is included within tax expense for the year. Similarly, Rs. 2,374 is recorded in the year ended March 31, 2023. Consequential tax impact of Rs. 231 is included within tax expense for the year.

g. During the year ended March 31, 2024, one of the subsidiaries of Biocon Biologics Limited ("BBL") had received Rs. 18,269 towards working capital under the existing arrangements. BBL had recorded these receivables at fair value of Rs. 10,219 having regard to the timing and probability of recovery. The resulting difference of Rs. 8,050 is recorded as a gain in the consolidated financial statements under the head 'Exceptional Item'. Consequential tax impact of Rs. 407 is included within tax expense for year ended March 31, 2024.

h. During the year ended March 31, 2024, one of the subsidiaries of Biocon Biologics Limited ("BBL") on pursuant to the uncertainty of ability to commercialize a product for development and commercialization in certain territories, the Group recorded an impairment of the carrying value of the intangible asset amounting Rs. 3,854 that has been disclosed in the consolidated financial statements under the head 'Exceptional Item'.

i. During the year ended March 31, 2024, one of the subsidiaries of Biocon Biologics Limited ("BBL") has recorded provision for inventory for a product due to its low demand and consequentially lower probability of liquation amounting Rs. 2,366. This has been recorded in the consolidated statement of profit and loss under the head 'Exceptional Item'. Consequential tax impact of Rs. 296 is included within tax expense.

j. During the year ended March 31, 2024, on pursuant to the uncertainty of ability to commercialize a product for development and commercialization in certain territories, the Group recorded an impairment of the carrying value of the intangible asset amounting Rs. 91 that has been disclosed in the consolidated statement of profit and loss under the head 'Exceptional Item'.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

33. Related party transactions

List of related parties with whom the Group had transactions during the year:

Particulars	Nature of relationship
Key management personnel	
Kiran Mazumdar Shaw	Executive Chairperson
Siddharth Mittal	Managing Director & Chief Executive Officer
Indranil Sen	Chief Financial Officer (upto March 14, 2024)
Mayank Verma	Company Secretary
Daniel Mark Bradbury	Independent director (Upto July 27, 2022)
Mary Harney	Independent director (Upto July 27, 2022)
Vijay Kumar Kuchroo	Independent director (Upto July 26, 2023)
Meleveetil Damodaran	Independent director
Bobby Kanubhai Parikh	Independent director
Ravi Rasendra Mazumdar	Non-executive director
Eric Vivek Mazumdar	Non-executive director
Naina Lal Kidwai	Independent director (w.e.f April 28, 2022)
Peter John Bains	Independent director (w.e.f December 12, 2022 upto September 18, 2023)
Peter John Bains	Group Chief Executive Officer (w.e.f. September 18, 2023)
Rekha Mehrotra Menon	Independent director (w.e.f July 26, 2023)
Nicholas Hagger	Independent director (w.e.f September 01, 2023)
Associate	
Bicara Therapeutics Inc.	Associate (upto December 12th, 2023)
Joint Ventures	
NeoBiocon FZ LLC	Joint-venture
Other related parties	
Mylan Inc. (w.e.f November 29, 2022)	Investor which has significant influence over a subsidiary
Biocon Foundation	Trust in which key management personnel are the Board of Trustees
Immuneel Therapeutics Private Limited	Enterprise in which a director of the Company is a member of board of directors
Bicara Therapeutics Inc.	Enterprise in which a director of the Company is a member of board of directors (w.e.f. December 13, 2023)
Mazumdar Shaw Medical Foundation	Trust in which key management personnel are the Board of Trustees
Glentec International Limited	Enterprise owned by key management personnel
Catherine Rosenberg	Relative of a director
Claire Mazumdar	Relative of a director
Jeeves	Enterprise in which relative to a director of the Company is proprietor
Narayana Hrudayalaya Limited	Enterprise in which a director of the Company is a member of board of directors

The Company has the following related parties transactions

Particulars	Transaction / Balances	Year ended March 31, 2024	Year ended March 31, 2023
Key management personnel	Salary and perquisites [refer note (a) & (b) below]	199	123
	Sitting fees and commission	63	78
	Outstanding as at the year end:		
	- Trade and other payables	3	4
Associate	Sale of services	1,195	630
	Cross charges towards facility and other expenses	-	19
	Outstanding as at the year end:		
	- Trade and other receivables	190	631
	- Allowance for expected credit loss	-	397
Joint Venture	Purchase of goods	47	167
	Sales promotion and other expenses	18	10
	Outstanding as at the year end:		
	- Trade and other payables	301	374

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

33. Related party transactions (continued...)

Particulars	Transaction / Balances	Year ended March 31, 2024	Year ended March 31, 2023
Other related parties	Sale of goods	46	53
	Sale of services	8	-*
	Expense cross charge in relation to Transition Support Agreement ('TSA') [refer note 42A(j)] ^	10,924	5,503
	Revaluation of investment	94	-
	Expenses incurred by related party on behalf of the Company	130	-
	Health services availed	-	3
	CSR Expenditure	198	166
	Other expenses	69	64
	Outstanding as at the year end:		
	- Trade and other receivables	10	22
	- Deferred consideration payable	27,423	27,587
	- Contingent consideration payable	7,426	6,583
	- Contingent consideration receivable	750	8,993
	- Trade and other payables	-	553

* Amounts are not represented since the amounts are rounded off to Rupees million.

^ For closing receivables and payable balances arising from business combination, refer note 6(a) and note 16.

(a) The remuneration to key management personnel doesn't include the provisions made for gratuity and compensated absences amounting to Rs 13 (March 31, 2023: Rs 4), as they are obtained on an actuarial basis for the Company as a whole.

(b) Share-based compensation expense allocable to key management personnel is Rs 59 (March 31, 2023 - Rs 75) which is not included in the remuneration disclosed above.

(c) The above disclosures include related parties as per Ind AS 24 on "Related Party Disclosures".

(d) All transactions with these related parties are priced on an arms length basis and none of the balances are secured.

34. Contingent liabilities and commitments

(to the extent not provided for)

	March 31, 2024	March 31, 2023
(i) Contingent liabilities		
(a) Claims against the Company not acknowledged as debt	11,356	9,478
The above includes:		
(i) Direct taxation	9,337	8,249
(ii) Indirect taxation (includes matters pertaining to disputes on central excise, custom duty and service tax)	1,671	881
(iii) Other matters	348	348

In light of recent judgment of Honorable Supreme Court dated February 28, 2019 on the definition of "Basic Wages" under the Employees Provident Funds & Misc. Provisions Act, 1952 and based on Group's evaluation, there are significant uncertainties and numerous interpretative issues relating to the judgement and hence It is unclear as to whether the clarified definition of Basic Wages would be applicable prospectively or retrospectively. The amount of the obligation therefore cannot be measured with sufficient reliability for past periods and hence has currently been considered to be a contingent liability in one of its subsidiary.

The Group is involved in taxation matters that arise from time to time in the ordinary course of business. Judgment is required in assessing the range of possible outcomes for some of these tax matters, which could change over time as each of the matter progresses depending on experience on actual assessment proceedings by tax authorities and other judicial precedents. Based on its internal assessment supported by external legal counsel views, if any, the Group believes that it will be able to sustain its positions if challenged by the authorities and accordingly no additional provision is required for these matters. Other than the matter disclosed above, the Company is involved in disputes, lawsuits, proceedings etc. including patent and commercial matters that arise from time to time in the ordinary course of business. Management is of the view that above matters are not tenable and will not have any material adverse effect on the Group's financial position and results of operations.

(b) Guarantees

Guarantees given by banks on behalf of the Group for contractual obligations of the Group	50	-

	March 31, 2024	March 31, 2023
(ii) Commitments:		
(a) Estimated amount of contracts remaining to be executed on capital account and not provided for, net of advances		
- Towards property plant and equipments	14,588	10,431
- Towards others	-	-

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

35. Employee benefit plans

(i) The Group has a defined benefit gratuity plan as per the Payment of Gratuity Act, 1972. Under this legislation, employee who has completed five years of service is entitled to specific benefit. The level of benefits provided depends on the employee's length of service and salary at retirement/termination age and does not have any maximum monetary limit for payments. The gratuity plan is primarily a funded plan and the Group makes contributions to a recognised fund in India.

The plan assets are maintained with HDFC Life Insurance Company Limited (HDFC Life) in respect of gratuity scheme for employees of the Group. The details of investments maintained by the HDFC Life are not available with the Group and not disclosed. The expected rate of return on plan assets is 7.3% p.a. (March 31, 2023: 7.3% p.a.). The Group actively monitors how the duration and expected yield of the investments are matching the expected outflows arising from the employee benefit obligations.

The cost of the defined benefit plans and other long term benefits are determined using actuarial valuations. Actuarial valuations involve making various assumptions that may differ from actual developments in the future. These includes the determination of the discount rate, future salary increases and mortality rate. Due to these complexity involved in the valuation it is highly sensitive to the changes in these assumptions. All assumptions are reviewed at reporting date. The present value of the defined benefit obligation and the related current service cost and planned service cost were measured using the projected unit cost method.

Based on the actuarial valuation obtained in this respect, the following table sets out the status of the gratuity plan and the amounts recognised in the Group's financial statements as at balance sheet date:

Particulars	Present value of defined benefit obligation	Fair value of plan assets	Net defined benefit (asset)/liability
Balance as on April 01, 2023	1,308	(7)	1,301
Current service cost	169	-	169
Interest expense / (income)	95	(1)	94
Amount recognised in Statement of profit and loss	**264**	**(1)**	**263**
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense / (income)	-	-	-
Actuarial (gain) / loss arising from:			
Demographic assumptions	-	-	-
Financial assumptions	9	-	9
Experience adjustment	72	-	72
Amount recognised in other comprehensive income	**81**	**-**	**81**
Employers contribution	(8)	-	(8)
Benefits paid	(138)	-	(138)
Balance as at March 31, 2024	**1,507**	**(8)**	**1,499**

Particulars	Present value of defined benefit obligation	Fair value of plan assets	Net defined benefit (asset)/liability
Balance as on April 01, 2022	1,238	(7)	1,231
Current service cost	163	-	163
Interest expense / (income)	74	-	74
Amount recognised in Statement of profit and loss	**237**	**-**	**237**
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense / (income)	-	-	-
Actuarial (gain) / loss arising from:			
Demographic assumptions	(11)	-	(11)
Financial assumptions	(102)	-	(102)
Experience adjustment	75	-	75
Amount recognised in other comprehensive income	**(38)**	**-**	**(38)**
Employers contribution	-	-	-
Benefits paid	(129)	-	(129)
Balance as at March 31, 2023	**1,308**	**(7)**	**1,301**

	March 31, 2024	March 31, 2023
Non-current	1,101	1,034
Current	398	267
	1,499	**1,301**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

35. Employee benefit plans (continued...)

(ii) The assumptions used for gratuity valuation are as below:

Particulars	March 31, 2024	March 31, 2023
Interest rate	7.2%	7.3%
Discount rate	7.2%	7.3%
Expected return on plan assets	7.3%	7.3%
Salary increase	9% - 10%	8% - 10%
Attrition rate	14% - 30%	8% - 30%
Retirement age - Years	58	58

Assumptions regarding future mortality experience are set in accordance with published statistics and mortality tables as per IALM (2012-14)

The weighted average duration of Group's defined benefit obligation was 6-9 years (March 31, 2023 - 6-9 years).

These defined benefit plans expose the Group to actuarial risks, such as longevity and interest rate risk.

(iii) Sensitivity analysis

Sensitivity analysis is performed by varying a single parameter while keeping all the other parameters unchanged. Sensitivity analysis does not recognise the interrelationship between underlying parameters. Hence, the results may vary if two or more variables are changed simultaneously. The method used does not indicate anything about the likelihood of change in any parameter and the extent of the change if any. The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions are as below:

Particulars	March 31, 2024		March 31, 2023	
	Increase	Decrease	Increase	Decrease
Discount rate (1% change)	(65)	72	(60)	67
Salary increase (1% change)	70	(65)	65	(60)
Attrition rate (1% change)	(10)	11	(9)	9

Sensitivity of significant actuarial assumptions is computed by varying one actuarial assumption used for the valuation of defined benefit obligation by one percentage, keeping all other actuarial assumptions constant. Although, the analysis does not take account of the full distribution of the cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

As of March 31, 2024 and March 31, 2023, the plan assets have been invested in insurer managed funds and the expected contribution to the fund during the year ending March 31, 2025, is approximately Rs 129 (March 31, 2024 - Rs 147).

Maturity profile of defined benefit obligation amount

Particulars	March 31, 2024	March 31, 2023
1st Following year	128	209
2nd Following year	107	163
3rd Following year	135	153
4th Following year	93	147
5th Following year	95	139
Years 6 to 10	609	759
Years 11 and above	198	448

(iv) Risk exposure

These defined benefit plans typically expose the Company to actuarial risks as under:

a) Investment Risk: The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds.

b) Interest rate risk: A decrease in bond interest rate will increase the plan liability.

c) Longevity risk: The present value of the defined plan liability is calculated by reference to the best estimate of the mortality of plan participants. An increase in the life expectancy will increase the plan's liability.

d) Salary risk: Higher than expected increase in salary will increase the defined benefit obligation.

(v) Other long term benefits

Present value of other long term benefits (i.e compensated absences) obligations at the end of the year :

Particulars	March 31, 2024	March 31, 2023
Compensated absences	1,261	935

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

36. Financial instruments: Fair value and risk managements

A. Accounting classification and fair values

March 31, 2024	Carrying amount					Fair value			
	FVTPL	FVTOCI	Amortised Cost	FVTOE*	Total	Level 1	Level 2	Level 3	Total
Financial assets									
Non-current investments	264	6,573	4	-	6,841	418	-	6,419	6,837
Derivative assets	-	4,041	-	-	4,041	-	4,041	-	4,041
Current investments	3,156	-	-	-	3,156	3,156	-	-	3,156
Trade receivables	-	-	62,306	-	62,306	-	-	-	-
Cash and cash equivalents	-	-	12,336	-	12,336	-	-	-	-
Other bank balances	-	-	10,251	-	10,251	-	-	-	-
Other financial assets	750	-	6,485	-	7,235	-	-	750	750
	4,170	**10,614**	**91,382**	**-**	**106,166**	**3,574**	**4,041**	**7,169**	**14,784**
Financial liabilities									
Borrowings	18,324	-	138,972	-	157,296	-	-	18,324	18,324
Trade payables	-	-	62,720	-	62,720	-	-	-	-
Derivative liabilities	-	12	-	-	12	-	12	-	12
Other financial liabilities	7,426	-	35,286	18,018	60,730	-	-	25,444	25,444
Lease liabilities	-	-	5,471	-	5,471	-	-	-	-
	25,750	**12**	**242,449**	**18,018**	**286,229**	**-**	**12**	**43,768**	**43,780**

March 31, 2023	Carrying amount					Fair value			
	FVTPL	FVTOCI	Amortised Cost	FVTOE*	Total	Level 1	Level 2	Level 3	Total
Financial assets									
Non-current investments	174	491	5,380	-	6,045	120	-	545	665
Derivative assets	-	2,158	-	-	2,158	-	2,158	-	2,158
Current investments	4,443	-	8,822	-	13,265	4,443	-	-	4,443
Trade receivables	-	-	35,732	-	35,732	-	-	-	-
Cash and cash equivalents	-	-	13,235	-	13,235	-	-	-	-
Other bank balances	-	-	10,766	-	10,766	-	-	-	-
Other financial assets^	8,993	-	3,158	-	12,151	-	-	8,993	8,993
	13,610	**2,649**	**77,093**	**-**	**93,352**	**4,563**	**2,158**	**9,538**	**16,259**
Financial liabilities									
Borrowings	10,922	-	166,785	-	177,707	-	-	10,922	10,922
Trade payables	-	-	39,831	-	39,831	-	-	-	-
Derivative liabilities	-	844	-	-	844	-	844	-	844
Other financial liabilities^	6,583	-	30,241	14,039	50,863	-	-	20,622	20,622
Lease liabilities	-	-	2,481	-	2,481	-	-	-	-
	17,505	**844**	**239,338**	**14,039**	**271,726**	**-**	**844**	**31,544**	**32,388**

*Refer note 16 for measurement of non current financial liabilities carried at fair value through other equity (FVTOE).

^ Refer note 42 for assets and liabilities arising from business combination

(a) The fair value of trade receivables, trade payables and other Current financial assets and liabilities is considered to be equal to the carrying amounts of these items due to their short – term nature

(b) There have been no transfers between level 1, 2 and 3 needs to be made.

(c) The Group enters into derivative financial instruments with various counterparties. Derivatives are valued using valuation techniques in consultation with market expert. The most frequently applied valuation technique include forward pricing, swap models and Black Scholes Merton Model (for options valuation), using present value calculations. The models incorporate various inputs including foreign exchange forward rates, interest rate curve and forward rates curve.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

B. Measurement of fair values

Fair value of liquid investments are based on quoted price. Derivative financial instruments are valued based on quoted prices for similar assets and liabilities in active markets or inputs that are directly or indirectly observable in the market place. Contingent consideration arising from business acquisition and Non-Convertible Debentures are valued based on option pricing models, as disclosed in note 36(C).

Sensitivity analysis

For the fair values of derivative contracts of foreign currencies, reasonably possible changes at the reporting date to one of the significant observable inputs, holding other inputs constant, would have the following effects in other comprehensive income (OCI).

	March 31, 2024		March 31, 2023	
	Impact on other components of equity		Impact on other components of equity	
Significant observable inputs	Increase	Decrease	Increase	Decrease
Spot rate of the foreign currency (1% movement)	(617)	595	(825)	730
Interest rates (100 bps movement)	840	(840)	202	(202)

Fair value of the forward foreign contracts are determined using spot and forward exchange rates at the balance sheet dates.

C. Significant Unobservable inputs used in Fair Values

At March 31, 2024	Valuation Techniques	Significant unobservable inputs	Sensitivity of input to fair value measurement
a) Contingent consideration receivable (refer note 42A)	Binomial Option Pricing Model - using risk free discount rate and growth rate.	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 17 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 17 loss in Statement of Profit and loss.
		b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 46 loss in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 52 gain in Statement of Profit and loss.
b) Contingent consideration payable (refer note 42A)	Binomial Option Pricing Model - using risk free discount rate and growth rate. The fair value is equal to the present value of the probability - weighted future payoffs	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 231 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 233 loss in Statement of Profit and loss.
		b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 114 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 76 loss in Statement of Profit and loss.
c) Non Convertible Debentures [refer note 14(l)]	Binomial Option Pricing Model - using risk free discount rate and growth rate.	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 305 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 313 loss in Statement of Profit and loss.
		b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 6 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 4 loss in Statement of Profit and loss.

At March 31, 2023	Valuation Techniques	Significant unobservable inputs	Sensitivity of input to fair value measurement
a) Contingent consideration receivable (refer note 42A)	Binomial Option Pricing Model - using risk free discount rate and growth rate.	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 100 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 107 loss in Statement of Profit and loss.
		b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 467 loss in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 530 gain in Statement of Profit and loss.
b) Contingent consideration payable (refer note 42A)	Binomial Option Pricing Model - using risk free discount rate and growth rate. The fair value is equal to the present value of the probability - weighted future payoffs	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 265 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 268 loss in Statement of Profit and loss.
		b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 78 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 365 loss in Statement of Profit and loss.
c) Non Convertible Debentures [refer note 14(l)]	Binomial Option Pricing Model - using risk free discount rate and growth rate.	a) Discount rate	A 1% increase in discount rate would have led to approximately Rs. 228 gain in Statement of Profit and loss. A 1% decrease would have led to approximately Rs. 235 loss in Statement of Profit and loss.
		b) Volatility rate	A 5% increase in volatility rate would have led to approximately Rs. 35 gain in Statement of Profit and loss. A 5% decrease would have led to approximately Rs. 36 loss in Statement of Profit and loss.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

D. Reconciliation of Level 3 fair values

Particulars	Non-current investments	Contingent consideration receivable	Contingent consideration payable	Non Convertible Debentures [refer note 14(I)]	Gross liability on written put options [refer note 16(a)(i)]
At April 01, 2022	408	-	-	-	15,033
Assumed in a business combination [refer note 42]	-	10,251	7,366	-	-
Investment made in the current year	29	-	-	-	-
Proceeds from Issue	-	-	-	10,700	
Gain/loss included in Statement of Profit and loss					
- Net change in fair value loss (unrealised)	108	(1,323)	-	222	-
- Net change in fair value gain (unrealised)	-	-	(783)	-	(994)
Foreign currency translation adjustment	-	65	-	-	-
At March 31, 2023	**545**	**8,993**	**6,583**	**10,922**	**14,039**
Investment made in the current year	130	-	-	-	3,000
Proceeds from Issue		-	-	5,000	-
Gain/Loss included in Statement of Profit and loss					
- Net change in fair value loss (unrealised)	-	-	843	2,402	979
- Net change in fair value gain (unrealised)	5,744	1,895	-	-	-
Derecognised on account of conversion to Equity shares	-	(10,219)	-	-	-
Foreign currency translation adjustment	-	81	-	-	-
At March 31, 2024	**6,419**	**750**	**7,426**	**18,324**	**18,018**

E. Financial risk management

The Group has exposure to the following risks arising from financial instruments:

- Credit risk
- Liquidity risk
- Market risk

(i) Risk management framework

The Group's risk management is carried out by the treasury department under policies approved by the Board of Directors. The Board provides written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative and non-derivative financial instruments and investment of excess liquidity.

(ii) Credit risk

Credit risk is the risk that the counterparty will not meet its obligation under a financial instrument or customer contract, leading to financial loss. The credit risk arises principally from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions and other financial instruments.

Customer credit risk is managed by each business unit subject to Group's established policy, procedures and control relating to customer credit risk management. The Audit and Risk Management Committee of the respective Company's has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review includes external ratings, where available, and other publicly available financial information. Outstanding customer receivables are regularly monitored and any shipments to major customers are generally covered by letters of credit or other forms of credit insurance.

The Group establishes an allowance for impairment that represents its estimate of expected credit loss in respect of trade and other receivables. The maximum exposure to credit risk at reporting date is primarily from trade receivables amounting to Rs. 62,306 (March 31, 2023: Rs. 35,732). The movement in allowance for credit loss in respect of trade and other receivables during the year was as follows:

Allowance for impairment	March 31, 2024	March 31, 2023
Opening balance	617	363
Allowance for credit loss recognised / (reversed)	29	254
Closing balance	**646**	**617**

Refer note 11 for details of aging of trade receivables and allowance for credit losses.

Trade receivables including unbilled revenue from one individual customer is Rs. Nil (March 31, 2023 - Rs. 3,583) which is individually more than 10 percent of the Group's trade receivables including unbilled revenue.

Credit risk on cash and cash equivalent and derivatives is limited as the Group generally transacts with banks and financial institutions with high credit ratings assigned by international and domestic credit rating agencies which are rated A1+ or AAA . Investments primarily include investment in liquid mutual fund units, bonds and non-convertible debentures.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

(iii) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group believes that the working capital is sufficient to meet its current requirements. Accordingly, no liquidity risk is perceived. In addition, the Group maintains lines of credit as stated in note 14 and note 19.

The following are the contractual maturities of financial liabilities and excluding interest payments. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay:

March 31, 2024

Particulars	Less than 1 year	1 - 2 years	2-5 years	More than 5 years	Total
Borrowings [refer note b]	25,528	8,293	123,475	-	157,296
Trade payables	55,694	6,993	33	-	62,720
Lease liabilities	868	689	1,678	2,797	6,032
Derivative liabilities	12	-	-	-	12
Other financial liabilities [refer note a]	50,005	-	10,725	-	60,730
Total	**132,107**	**15,975**	**135,911**	**2,797**	**286,790**

March 31, 2023

Particulars	Less than 1 year	1 - 2 years	2-5 years	More than 5 years	Total
Borrowings [refer note b]	24,802	9,441	143,464	-	177,707
Trade payables	39,831	-	-	-	39,831
Lease liabilities	447	305	893	2,626	4,271
Derivative liabilities	586	127	87	44	844
Other financial liabilities [refer note a]	4,668	46,171	24	-	50,863
Total	**70,334**	**56,044**	**144,468**	**2,670**	**273,516**

(a) Other financial liabilities includes amounts payable towards Gross obligation liability, refer note 16.

(b) Borrowings include non-convertible debentures amounting to Rs. 18,324 (March 31, 2023: Rs. 10,922) related to agreements with the lenders containing certain put options fully described in note 14 to these financial statements.

(iv) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices, such as foreign exchange rates, interest rates and equity prices.

Foreign currency risk

The Group operates internationally and a major portion of the business is transacted in several currencies and consequently, the Group is exposed to foreign exchange risk through operating and borrowing activities in foreign currency. The Group holds derivative instruments such as foreign exchange forward and option contracts to mitigate the risk of changes in exchange rates and foreign currency exposure.

The currency profile of financial assets and financial liabilities as at March 31, 2024 and March 31, 2023 are as below:

March 31, 2024	USD	EUR	Others	Total
Financial assets				
Investments	231	-	-	231
Trade receivables	48,370	8,206	2,243	58,819
Cash and cash equivalents	7,973	924	899	9,796
Other bank balances	16	-	-	16
Other financial assets	1,154	-	-	1,154
Financial liabilities				
Non- current borrowings (including current maturities)	(111,998)	-	-	(111,998)
Current borrowings	(13,172)	-	-	(13,172)
Trade payables	(38,779)	(5,943)	(9,424)	(54,146)
Other financial liabilities	(35,172)	(67)	(318)	(35,557)
Net financial assets / (liabilities)	**(141,377)**	**3,120**	**(6,600)**	**(144,857)**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

March 31, 2023	USD	EUR	Others	Total
Financial assets				
Investments	29	-	-	29
Trade receivables	22,487	6,106	3,218	31,811
Cash and cash equivalents	8,088	2,574	694	11,356
Other bank balances	26	-	-	26
Other financial assets	11,354	219	78	11,651
Financial liabilities				
Non- current borrowings (including current maturities)	(131,386)	-	-	(131,386)
Current borrowings	(8,342)	-	(287)	(8,629)
Trade payables	(17,021)	(7,988)	(3,959)	(28,968)
Other financial liabilities	(35,641)	(102)	(163)	(35,906)
Net financial assets / (liabilities)	**(150,406)**	**809**	**(419)**	**(150,016)**

Sensivitity analysis

The sensitivity of profit or loss to changes in exchange rates arises mainly from foreign currency denominated financial instruments and the impact on other components of equity arises from foreign exchange forward/option contracts designated as cash flow hedges.

Particulars	Impact on profit or (loss)		Impact on other components of equity	
	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023
USD Sensitivity				
INR/USD - Increase by 1%	(1,414)	(283)	(2,031)	(2,329)
INR/USD - Decrease by 1%	1,414	283	2,031	2,234
EUR Sensitivity				
INR/EUR - Increase by 1%	31	8	31	8
INR/EUR - Decrease by 1%	(31)	(8)	(31)	(8)

Derivative financial instruments

The following table gives details in respect of outstanding foreign exchange forward and option contracts:

Particulars	March 31, 2024 (in Million)	March 31, 2023 (in Million)
Foreign exchange forward contracts to buy USD with maturity between 0-2 years	USD 115	USD 116
Foreign exchange forward contracts to sell USD with maturity between 0-8 years	USD 692	USD 669
European style option contracts with periodical maturity between 0-8 years	USD 281	USD 289
European style range forward contracts with periodical maturity between 0-2 years	USD 235	USD 222
Interest rate swaps used for hedging SOFR component in external commercial borrowings	USD 560	USD 200

All of the above contracts are effective as at March 31,2024 and March 31, 2023 and designated through other comprehensive income.

Cash flow and fair value interest rate risk

The Group's main interest rate risk arises from long-term borrowings with variable rates, which expose the Group to cash flow interest rate risk. During the year ended March 31, 2024 and March 31, 2023 the Group's borrowings at variable rate were mainly denominated in USD.

(a) Interest rate risk exposure

The exposure of the Group's borrowing to interest rate changes at the end of the reporting period are as follows:

Particulars	March 31, 2024	March 31, 2023
Variable rate borrowings	126,349	162,794
Fixed rate borrowings	30,947	14,913
Total borrowings	**157,296**	**177,707**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

(b) Sensitivity

The Group policy is to maintain a optimum balance between fixed and variable rate borrowings using interest rate swaps to achieve this when necessary. The Group has taken Interest Rate Swaps against above borrowings to the extent of USD 560 million to hedge the interest rate exposure. The Group is therefore subject to interest rate risk as defined under Ind AS 107.

A reasonably possible change of 100 basis points in interest rates for variable rate borrowings at the reporting date would have increased/ (decreased) equity and profit or loss by Rs. 1,213 (March 31, 2023 : Rs. 1,628)

Net Investment hedges

A foreign currency exposure arises from the Group's net investment in its foreign subsidiaries that have a USD functional currency. The risk arises from the fluctuation in spot exchange rates between the USD and the INR, which causes the amount of the net investment to vary.

The hedged risk in the net investment hedge is the risk of a weakening USD against the INR that will result in a reduction in the carrying amount of the Group's net investment in its foreign subsidiaries.

During the year ended March 31, 2023, the Group designated a USD denominated loan as a hedging instrument to hedge its net invetsment in foreign operation of its foreign subsidiaries, which mitigates the foreign currency risk arising from the subsidiary's net assets.

To assess hedge effectiveness, the Group determines the economic relationship between the hedging instrument and the hedged item by comparing changes in the carrying amount of the debt that is attributable to a change in the spot rate with changes in the investment in the foreign operation due to movements in the spot rate (the offset method). The Group's policy is to hedge the net investment only to the extent of the debt principal.

Particulars	March 31, 2024					
	Nominal Amount	Assets	Liabilities	Balance sheet item where the hedging instrument in included	Change in value of hedging instrument recognised in OCI	Hedge ineffectiveness recognised in profit or loss
Hedging Instrument						
Foreign exchange denominated debt (USD)	12,501	-	(12,501)	Borrowings	(151)	-
Hedged item						
USD net investment	12,501	12,501	-	Net investment	151	-

Particulars	March 31, 2023					
	Nominal Amount	Assets	Liabilities	Balance sheet item where the hedging instrument in included	Change in value of hedging instrument recognised in OCI	Hedge ineffectiveness recognised in profit or loss
Hedging Instrument						
Foreign exchange denominated debt (USD)	7,349	-	(7,349)	Borrowings	(605)	-
Hedged item						
USD net investment	7,349	7,349	-	Net investment	605	-

37: Capital management

The key objective of the Group's capital management is to ensure that it maintains a stable capital structure with the focus on total equity to uphold investor, creditor, and customer confidence and to ensure future development of its business. The Group focused on keeping strong total equity base to ensure independence, security, as well as a high financial flexibility for potential future borrowings, if required without impacting the risk profile of the Group.

The Company's goal is to continue to be able to return excess liquidity to shareholders by continuing to distribute annual dividends in future periods.

The amount of future dividends of equity shares will be balanced with efforts to continue to maintain an adequate liquidity status.

The capital structure as of March 31, 2024 and March 31, 2023 was as follows:

Particulars	March 31, 2024	March 31, 2023
Total equity attributable to owners of the Company	197,837	178,669
As a percentage of total capital	**56%**	**50%**
Long-term borrowings	129,324	152,905
Short-term borrowings	27,972	24,802
Total borrowings	157,296	177,707
Debt-equity ratio	**44%**	**50%**
Total capital (Equity and Borrowings)	**355,133**	**356,376**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

38. Tax expenses

Particulars		March 31, 2024	March 31, 2023
(a)	**Amount recognised in Statement of profit and loss**		
	Current tax	3,143	2,462
	Deferred tax expense / (income) related to:		
	MAT credit written off/ entitlement *	(774)	988
	Origination and reversal of temporary differences	(95)	(909)
	Tax expense for the year	**2,274**	**2,541**
(b)	**Reconciliation of effective tax rate**		
	Profit/ (loss) before tax		
	Profit before tax	15,252	8,971
	Tax at statutory income tax rate 25.17% (March 31, 2023- 25.17%)	**3,839**	**2,258**
	Tax effects of amounts which are not deductible / (taxable) in calculating taxable income		
	Difference in overseas/domestic tax rates	1,193	207
	Exempt income and other deductions	(2,040)	(1,478)
	Non-deductible expense/ (income)	(209)	98
	Tax losses on which no deferred tax has been recognised	263	402
	MAT write off on account of adoption of new tax regime [refer note (a) below]	-	1,071
	Fair value & dilution gain in associate	(911)	(546)
	Share in loss/ (profit) of joint venture and associate	212	420
	Difference in rates for Top-up Tax	510	-
	Tax for earlier years	(334)	20
	Others	(249)	89
	Income tax expense	**2,274**	**2,541**

(a) Effective April 1, 2022, the parent company has decided to elect its option to adopt the new tax regime notified u/s 115BAA of the Income Tax Act, 1961. Consequently, the parent company has written off Minimum Alternate Tax (MAT) balance of Rs. 1,071 in the consolidated financial statements for the year ended March 31, 2023, which can no longer be carried forward. Further, the parent company has remeasured all existing deferred tax balances using the reduced income tax rates expected to be applied under the new regime.

Particulars		March 31, 2024	March 31, 2023
(c)	**Tax losses**		
	Unused temporary differences for which no deferred tax asset has been recognised	1,532	1,775
	Potential tax impact	425	534
	Expiry date [Financial year]	2024-25 to 2030-31	2023-24 to 2028-29

(d) Recognised deferred tax assets and liabilities

For the year ended March 31, 2024	Opening balance	Impact of Business combination [note 42A]	Recognised in profit or loss	Recognised in OCI	Exchange difference	Closing balance
Deferred tax liabilities						
Property, plant and equipment and intangible assets	3,771	-	(128)	-	99	3,742
Intangible assets acquired in business combination [refer note 42A]	2,852	-	-	-	-	2,852
Goodwill	654	-	231	-	9	894
Derivative assets	155	-	(329)	681	-	507
Deferred consideration	385	-	(166)	-	(4)	215
Gross deferred tax liabilities	**7,817**	**-**	**(392)**	**681**	**104**	**8,210**
Deferred tax assets						
Provision for employee benefits	525	-	60	22	-	607
Allowance for doubtful debts	119	-	(93)	-	-	26
Other deductible expenses	180	-	(102)	-	-	78
MAT credit entitlement	2,723	-	696	-	-	3,419
Deferred revenue	93	-	(13)	-	-	80
Carry forward losses	2,603	-	(198)	-	-	2,405
Others	766	-	127	(6)	(34)	853
Gross deferred tax assets	**7,009**	**-**	**477**	**16**	**(34)**	**7,468**
	(808)	**-**	**869**	**(665)**	**(138)**	**(742)**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

For the year ended March 31, 2023	Opening balance	Impact of Business combination [note 42A]	Recognised in profit or loss	Recognised in OCI	Exchange difference	Closing balance
Deferred tax liabilities						
Property, plant and equipment and intangible assets	2,648	-	1,021	-	102	3,771
Intangible assets acquired in business combination [refer note 42A]	-	2,879	(27)	-	-	2,852
Goodwill	-	-	654			654
Derivative assets	359	-	-	(109)	-	250
Deferred consideration	-	478	(95)		2	385
Others	72	-	(72)	-	-	-
Gross deferred tax liabilities	**3,079**	**3,357**	**1,481**	**(109)**	**104**	**7,912**
Deferred tax assets						
Provision for employee benefits	544	-	(43)	24	-	525
Derivative liabilities	52	-	(127)	170	-	95
Allowance for doubtful debts	91	-	28	-	-	119
Other deductible expenses	93	-	87	-	-	180
MAT credit entitlement	3,714	-	(991)	-	-	2,723
Deferred revenue	54	-	39	-	-	93
Carry forward losses	-	-	2,603	-	-	2,603
Others	941	-	(194)	-	19	766
Gross deferred tax assets	**5,489**	**-**	**1,402**	**194**	**19**	**7,104**
	2,410	**(3,357)**	**(79)**	**303**	**(85)**	**(808)**

Deferred tax balances

Particulars	March 31, 2024	March 31, 2023
Deferred tax assets (net)	3,173	3,010
Deferred tax liabilities (net)	(3,915)	(3,818)
	(742)	**(808)**

THIS SPACE HAS BEEN INTENTIALLY LEFT BLANK

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

39. Interest in other entities

(a) Subsidiaries

The Group's subsidiaries as at March 31, 2024 are set out below. Unless otherwise stated, they have share capital consisting solely of equity shares that are held by the Group, and proportion of ownership interests held equals the voting rights held by the Group. The country of incorporation or registration is also their principal place of business.

No.	Name of entity	Country of incorporation	Ownership interest held by the Group		Ownership interest held by the non-controlling interest		Name of entity
			March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023	
			%	%	%	%	
1	Syngene International Limited	India	54.9	54.9	45.1	45.1	Contract research and manufacturing services
2	Biocon Pharma Limited ('BPL')	India	100.0	100.0	-	-	Biopharmaceutical manufacturing
3	Biocon Biologics Limited*	India	75.6	78.6	24.4	21.4	Biopharmaceutical manufacturing
4	Biocon Biosphere Limited	India	100.0	100.0	-	-	Biopharmaceutical manufacturing
5	Biofusion Therapeutics Limited**	India	100.0	100.0	-	-	Research services
6	Biocon Academy	India	100.0	100.0	-	-	Not for profit organisation
7	Syngene Scientific Solutions Limited	India	54.9	54.9	45.1	45.1	CRAMS and clinical research services
8	Syngene Manufacturing Solutions Limited	India	54.9	54.9	45.1	45.1	Manufacture of enzyme products and medicinal goods
9	Biocon SA	Switzerland	100.0	100.0	-	-	Research and development
10	Biocon Sdn Bhd	Malaysia	75.6	78.6	24.4	21.4	Biopharmaceutical manufacturing and sale of biosimilar products
11	Biocon Biologics Healthcare Malaysia SDN. BHD	Malaysia	75.6	78.6	24.4	21.4	Sale of biopharmaceutical products
12	Biocon Biologics UK Limited	United Kingdom	75.6	78.6	24.4	21.4	Sale of biosimilar products
13	Biocon Pharma UK Limited	United Kingdom	100.0	100.0	-	-	Sale of pharmaceutical products
14	Biosimilars Newco Limited	United Kingdom	75.6	78.6	24.4	21.4	Sale of biopharmaceutical products
15	Biocon Biologics Inc.	United States	75.6	78.6	24.4	21.4	Business support and marketing for Biosimilar products
16	Biocon Pharma Inc.	United States	100.0	100.0	-	-	Sale of pharmaceutical products
17	Syngene USA Inc.	United States	54.9	54.9	45.1	45.1	Marketing and business development support services
18	Biocon Biologics do Brasil Ltda.	Brazil	75.6	78.6	24.4	21.4	Sale of biopharmaceutical products
19	Biocon Biologics FZ–LLC	Dubai	75.6	78.6	24.4	21.4	Sale of biopharmaceutical products
20	Biocon FZ LLC.	Dubai	100.0	100.0	-	-	Sale of pharmaceutical products
21	Biocon Pharma Ireland Limited	Ireland	100.0	100.0	-	-	Sale of pharmaceutical products
22	Biosimilars Collaborations Ireland Limited	Ireland	75.6	78.6	24.4	21.4	Sale of biopharmaceutical products
23	Biocon Pharma Malta Limited	Malta	100.0	100.0	-	-	Sale of pharmaceutical products
24	Biocon Pharma Malta I Limited	Malta	100.0	100.0	-	-	Sale of pharmaceutical products
25	Biocon Biologics Canada Inc.	Canada	75.6	78.6	24.4	21.4	Sale of biopharmaceutical products
26	Biocon Biologics Germany GmbH	Germany	75.6	78.6	24.4	21.4	Sale of biopharmaceutical products
27	Biocon Biologics France S.A.S	France	75.6	-	24.4	-	Sale of biopharmaceutical products
28	Biocon Biologics Spain, S.L.	Spain	75.6	-	24.4	-	Sale of biopharmaceutical products
29	Biocon Biologics Switzerland AG	Switzerland	75.6	-	24.4	-	Sale of biopharmaceutical products
30	Biocon Biologics Belgium BV	Belgium	75.6	-	24.4	-	Sale of biopharmaceutical products
31	Biocon Biologics Finland OY	Finland	75.6	-	24.4	-	Sale of biopharmaceutical products
32	Biocon Generics Inc.	United States	75.6	-	24.4	-	Sale of biopharmaceutical products
33	Biocon Biologics Morocco S.A.R.L.A.U	Morocco	75.6	-	24.4	-	Sale of biopharmaceutical products
34	Biocon Biologics Greece SINGLE MEMBER P.C	Greece	75.6	-	24.4	-	Sale of biopharmaceutical products
35	Biocon Biologics South Africa (PTY) Ltd	South Africa	75.6	-	24.4	-	Sale of biopharmaceutical products
36	Biocon Biologics (Thailand) Co. Ltd	Thailand	75.6	-	24.4	-	Sale of biopharmaceutical products
37	Biocon Biologics Philippines Inc	Philippines	75.6	-	24.4	-	Sale of biopharmaceutical products
38	Biocon Biologics Italy S.R.L	Italy	75.6	-	24.4	-	Sale of biopharmaceutical products
39	Biocon Biologics Croatia LLC	Croatia	75.6	-	24.4	-	Sale of biopharmaceutical products

* Also refer note 16

** Merged with BPL

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

39. Interest in other entities (continued...)

(b) Non-controlling interests

Below is the summarised consolidated financial information for Syngene International Limited and Biocon Biologics Limited that has non-controlling interests that is material to the Group as on March 31, 2024. The amounts disclosed for the subsidiary are before inter-company eliminations.

Syngene International Limited

Summarised balance sheet

Particulars	March 31, 2024	March 31, 2023
Non-current assets	41,926	34,057
Current assets	19,590	24,253
Total assets	**61,516**	**58,310**
Non-current liabilities	7,497	10,248
Current liabilities	11,442	11,882
Total liabilities	**18,939**	**22,130**
Net assets	42,577	36,180
Accumulated non-controlling interest	**19,440**	**16,737**

Summarised statement of profit and loss

Particulars	March 31, 2024	March 31, 2023
Revenue from operations	34,886	31,929
Profit for the year	5,100	4,644
Other comprehensive income	1,426	(972)
Total comprehensive income	**6,526**	**3,672**
Total comprehensive income allocated to non-controlling interests	2,944	1,353
Dividends (including dividend distribution tax) paid to non-controlling interests	(226)	(119)

Summarised statement of cash flows

Particulars	March 31, 2024	March 31, 2023
Cash flows generated from operating activities	10,422	8,235
Cash flows used in investing activities	(4,956)	(6,564)
Cash flows (used in) from financing activities	(5,514)	(3,425)
Net (decrease) in cash and cash equivalents	**(48)**	**(1,754)**

Biocon Biologics Limited

Summarised balance sheet

Particulars	March 31, 2024	March 31, 2023
Non-current assets	330,169	332,389
Current assets	100,923	69,259
Total assets	**431,092**	**401,648**
Non-current liabilities	128,128	171,985
Current liabilities	119,555	53,587
Total liabilities	**247,683**	**225,572**
Net assets	**183,409**	**176,076**
Accumulated non-controlling interest	**35,471**	**29,482**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

39. Interest in other entities (continued...)

Summarised statement of profit and loss

Particulars	March 31, 2024	March 31, 2023
Revenue from operations	88,242	55,838
Profit for the year	2,182	1,335
Other comprehensive income	2,610	1,537
Total comprehensive income	**4,792**	**2,872**
Total comprehensive income allocated to non-controlling interests	988	78

Statement of cash flows

Particulars	March 31, 2024	March 31, 2023
Cash flows generated from operating activities	21,867	8,542
Cash flows used in investing activities	(7,338)	(163,123)
Cash flows (used in) / generated from financing activities	(17,719)	161,627
Net (decrease) / increase in cash and cash equivalents	**(3,190)**	**7,046**

c) Interest in joint venture

The Group has only one joint venture in the name of NeoBiocon FZ LLC ("NeoBiocon") , incorporated in Dubai as at March 31, 2024 holding 49% (March 31, 2023: 49%) of the equity stake and accounted for using the equity method. NeoBiocon has share capital solely consisting of equity shares, which are held directly by ownership interest in the same proportion of voting rights held.

Summarised balance sheet of NeoBiocon is as follows:

Particulars	March 31, 2024	March 31, 2023
Non-current assets	1	2
Current assets	379	557
Total assets	**380**	**559**
Non-current liabilities	18	17
Current liabilities	120	148
Total liabilities	**138**	**165**
Net assets	**242**	**394**
Percentage ownership interest	**49%**	**49%**
Accumulated Group's share of net assets	**-**	**43**

Summarised statement of profit and loss of NeoBiocon

Particulars	March 31, 2024	March 31, 2023
Revenue from operations	47	166
Profit/(Loss) for the year	(156)	(75)
Total comprehensive income	**(156)**	**(75)**
Share of Profit/(loss) from joint venture	(77)	(37)

(d) Interest in associates

Particulars	March 31, 2024	March 31, 2023
IATRICa Inc. - 4,285,714 (March 31, 2023 - 4,285,714) Series A Preferred Stock at US$ 0.70 each, par value US $ 0.00001 each	131	131
Less: Provision for decline, other than temporary, in the value of non-current investments	(131)	(131)
Bicara Therapeutics Inc.: 1,070,000 (March 31, 2023 - 1,070,000) equity shares of USD 0.0001 each	-	1,335
49,990,144 (March 31, 2023 - 49,990,144) preference shares of USD 1 each [Refer note 44]		
	-	**1,335**
Total investment in associate and joint venture (c+d)	**-**	**1,378**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

40. Segment Reporting

Based on the "management approach" as defined in Ind AS 108, the Chief Operating Decision Maker ("CODM") evaluates the Group's performance based on an analysis of various performance indicators by business segments and geographic segments. Accordingly, information has been presented both along business segments and geographic segments. The accounting principles used in the preparation of the financial statements are consistently applied to record revenue and expenditure in individual segments, and are as set out in the significant accounting policies.

April 1, 2023 to March 31, 2024

	Generics	Biosimilars	Novels	Research	Unallocated/ Eliminations	Total
Revenues						
External revenue	25,001	88,183	-	34,373	-	147,557
Inter-segment revenue	2,984	59	-	513	(3,556)	-
Total revenues	**27,985**	**88,242**	**-**	**34,886**	**(3,556)**	**147,557**
Costs						
Segment costs	(24,832)	(65,669)	148	(24,217)		(114,570)
Inter-segment costs	(86)	(2,432)		(526)	3,044	-
Results						
Other income including interest	888	1,754	5,353	906	(246)	8,655
Operating profit						**41,642**
Depreciation / Amortisation	(1,568)	(10,297)	-	(4,258)	435	(15,688)
Finance costs	(6)	(8,641)	-	(472)	(625)	(9,744)
Share of profit/(loss) of joint venture and associate	(77)		(765)		-	(842)
Segment results	**2,304**	**2,957**	**4,736**	**6,319**	**(948)**	**15,368**
Exceptional items, net	-	-	-	-	(116)	(116)
Income taxes - Current and deferred	-	-	-	-	(2,274)	(2,274)
Non-controlling interests	-	-	-	-	(2,753)	(2,753)
Profit after taxes attributable to shareholders						**10,225**
Other Information						
Segment assets	71,067	431,435	-	61,516	(3,311)	560,707
Total assets						**560,707**
Segment liabilities	19,757	257,344	-	18,939	11,919	307,959
Total liabilities						**307,959**

April 1, 2022 to March 31, 2023

	Generics	Biosimilars	Novels	Research	Unallocated/ Eliminations	Total
Revenues						
External revenue	24,559	55,599	192	31,392	-	111,742
Inter-segment revenue	3,085	239	-	537	(3,861)	-
Total revenues	**27,644**	**55,838**	**192**	**31,929**	**(3,861)**	**111,742**
Costs						
Segment costs	(24,116)	(40,034)	(417)	(22,058)	-	(86,625)
Inter-segment costs	(152)	(2,543)	-	(527)	3,222	-
Results						
Other income including interest	2,135	120	2,234	709	(1,439)	3,759
Operating profit						**28,876**
Depreciation / Amortisation	(1,485)	(6,382)	(23)	(3,665)	424	(11,131)
Finance costs	(68)	(2,969)	(35)	(452)	(666)	(4,190)
Share of profit of joint venture and associate	(37)		(1,633)		-	(1,670)
Segment results	**3,921**	**4,030**	**318**	**5,936**	**(2,320)**	**11,885**
Exceptional items, net	-	-	-	-	(2,914)	(2,914)
Income taxes - Current and deferred	-	-	-	-	(2,541)	(2,541)
Non-controlling interests	-	-	-	-	(1,803)	(1,803)
Profit after taxes attributable to shareholders						**4,627**
Other Information						
Segment assets	58,526	401,589	1,896	58,310	107	520,428
Total assets						**520,428**
Segment liabilities	17,496	236,789	299	22,130	18,826	295,540
Total liabilities						**295,540**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

40. Segment Reporting (continued...)

Geographical segments

Revenue from operations	Year ended March 31, 2024	Year ended March 31, 2023
India	16,079	16,737
United States of America	64,550	41,430
European union (incuding Ireland)	35,169	11,784
Rest of the world	31,759	41,791
Total	**147,557**	**111,742**

Non-current assets	Year ended March 31, 2024	Year ended March 31, 2023
India	96,612	75,701
European union (including Ireland)	65,761	65,756
United Kingdom	197,217	202,690
Malaysia	27,664	27,547
Rest of the world	3,395	512
Total	**390,649**	**372,206**

Note: Non-current assets excludes financial instruments, income tax and deferred tax assets.

Significant clients

There is no receivable from single customer which which is more than 10 percent of the Group's total receivables during the current financial year. One customer group of Biosimilar segment individually accounted for Rs. 18,861 which is more than 10% of the total revenue of the Group for financial year ended March 31, 2023.

Segment revenue and results

The expenses that are not directly attributable and that can not be allocated to a business segment on a reasonable basis are shown as unallocated corporate expenses. Further, the Group has classified interest on loans raised by the Parent company and its wholly owned subsidiary to fund the business acquisition as unallocable corporate expenses.

Segment assets and liabilities

Segment assets include all operating assets used by the business segment and consist principally of fixed assets and current assets. Segment liabilities comprise of liabilities which can be directly allocated against the respective segments. Assets and liabilities that have not been allocated between segments are shown as part of unallocated corporate assets and liabilities respectively.

41. Additional information, as required under Schedule III of the Act, of enterprises consolidated as subsidiary/associates/joint venture

Name of Entity	Net assets as at March 31, 2024		Share in profit or loss for the year ended March 31, 2024		Share in other comprehensive income for the year ended March 31, 2024		Share in total comprehensive income for the year ended March 31, 2024	
	As a % of consolidated net assets	Amount	As a % of consolidated profit or loss	Amount	As a % of consolidated other comprehensive income	Amount	As a % of consolidated total comprehensive income	Amount
Holding Company								
Biocon Limited	18%	109,123	14%	1,193	0%	(7)	11%	1,186
Subsidiaries								
Indian								
Syngene International Limited	4%	22,475	28%	2,364	35%	788	30%	3,152
Syngene Scientific Solutions Limited	-	1,450	5%	396	0%	(5)	4%	391
Syngene Manufacturing Solutions Limited	-	9	-	-	-	-	-	-
Biocon Pharma Limited	-	(14)	4%	348	1%	30	4%	378
Biocon Biologics Limited	23%	138,789	38%	3,231	-16%	(355)	27%	2,876
Biocon Biosphere Limited	-	256	-	(18)	-1%	(22)	-	(40)
Biocon Academy	-	-	-	-	-	-	-	-
Foreign								
Biocon SA	1%	6,648	16%	1,311	-	-	12%	1,311
Biocon Sdn Bhd	0%	(1,495)	-21%	(1,786)	-	-	-17%	(1,786)

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

41. Additional information, as required under Schedule III of the Act, of enterprises consolidated as subsidiary/associates/joint venture (continued...)

Name of Entity	Net assets as at March 31, 2024		Share in profit or loss for the year ended March 31, 2024		Share in other comprehensive income for the year ended March 31, 2024		Share in total comprehensive income for the year ended March 31, 2024	
	As a % of consolidated net assets	Amount	As a % of consolidated profit or loss	Amount	As a % of consolidated other comprehensive income	Amount	As a % of consolidated total comprehensive income	Amount
Biocon Biologics UK Limited	18%	107,971	57%	4,788	-	-	45%	4,788
Biosimilars Newco Limited	19%	112,258	-33%	(2,746)	28%	638	-20%	(2,108)
Biosimilars Collaboration Ireland Limited	8%	46,737	-42%	(3,546)	-	-	-33%	(3,546)
Biocon Biologics Canada Inc.	-	29	-	29	-	-	-	29
Biocon Biologics Germany GmbH	-	12	-	9	-	-	-	9
Biocon Pharma Inc.	-	2,215	3%	222	-	-	2%	222
Biocon FZ LLC.	-	153	1%	53	-	-	-	53
Biocon Biologics Healthcare Malaysia SDN. BHD	-	(1)	-	-	-	-	-	-
Syngene USA Inc.	-	127	-	40	-		-	40
Biocon Pharma UK Limited	-	83	-	(9)	-	-	-	(9)
Biocon Pharma Ireland Limited	-	7	-	(17)	-	-	-	(17)
Biocon Biologics Inc.	-	681	7%	623	-	-	6%	623
Biocon Biologics do Brasil Ltda.	-	85	-	4	-	-	-	4
Biocon Biologics FZ–LLC	-	91	-	7	-	-	-	7
Biocon Biologics France S.A.S	-	32	-	31	-	-	-	31
Biocon Biologics Spain, S.L.	-	3	-	4	-	-	-	4
Biocon Biologics Switzerland AG	-	5	-	1	-	-	-	1
Biocon Biologics Belgium BV	-	4	-	2	-	-	-	2
Biocon Biologics Finland OY	-	1	-	1	-	-	-	1
Biocon Generics Inc.	-	625	-	-	-	-	-	-
Biocon Biologics Morocco S.A.R.L.A.U	-	1	-	1	-	-	-	1
Biocon Biologics Greece SINGLE MEMBER P.C	-	3	-	3	-	-	-	3
Biocon Biologics South Africa (PTY) Ltd	-	-	-	-	-	-	-	-
Biocon Biologics (Thailand) Co. Ltd	-	(1)	-	(1)	-	-	-	(1)
Biocon Biologics Philippines Inc	-	17	-	-	-	-	-	-
Biocon Biologics Italy S.R.L	-	1	-	-	-	-	-	-
Biocon Biologics Croatia LLC	-	-	-	-	-	-	-	-
Biocon Pharma Malta Limited	-	(3)	-	-	-	-	-	-
Biocon Pharma Malta I Limited	-	(3)	-	(3)	-	-	-	(3)
Joint venture								
Foreign								
NeoBiocon FZ LLC.	-	-	-1%	(77)	-	-	-1%	(77)
Associates								
Foreign								
IATRICa Inc., USA	-	-	-	-	-	-	-	-
Bicara Therapeutics Inc. [refer note 44]	0%	-	-9%	(765)	-	-	-7%	(765)
Non-controlling interest	9%	54,911	33%	2,753	53%	1,179	37%	3,932
Gross Total	**100%**	**603,285**	**100%**	**8,446**	**100%**	**2,246**	**100%**	**10,692**
Adjustment arising on consolidation		(350,537)		4,532		1,621		6,153
Total		**252,748**		**12,978**		**3,867**		**16,845**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

41. Additional information, as required under Schedule III of the Act, of enterprises consolidated as subsidiary/associates/joint venture (continued...)

Name of Entity	Net assets as at March 31, 2023		Share in profit or loss for the year ended March 31, 2023		Share in other comprehensive income for the year ended March 31, 2023		Share in total comprehensive income for the year ended March 31, 2023	
	As a % of consolidated net assets	Amount	As a % of consolidated profit or loss	Amount	As a % of consolidated other comprehensive income	Amount	As a % of consolidated total comprehensive income	Amount
Holding Company								
Biocon Limited	19%	109,160	89%	28,484	-1%	9	91%	28,493
Subsidiaries								
Indian								
Syngene International Limited	3%	19,452	9%	2,997	74%	(592)	8%	2,405
Syngene Scientific Solutions Limited	-	168	-	(41)		-	-	(41)
Syngene Manufacturing Solutions Limited	-	10	-	-		-		-
Biocon Pharma Limited	-	(661)	1%	452	6%	(46)	1%	406
Biocon Biologics Limited	25%	138,388	-14%	(4,530)	-1%	8	-15%	(4,523)
Biocon Biosphere Limited	-	295	-	(11)	-23%	188	1%	177
Biofusion Therapeutics Limited	-	270	1%	259	-	1	1%	260
Biocon Academy	-	-	-	-	-	-		-
Foreign								
Biocon SA	1%	5,249	-	5	-	-	-	5
Biocon Sdn Bhd	-	(624)	6%	1,905	-	-	6%	1,905
Biocon Biologics UK Limited	17%	95,730	13%	4,190	-	-	13%	4,190
Biosimilars Newco Limited	17%	96,365	-10%	(3,237)	-	-	-10%	(3,237)
Biosimilars Collaboration Ireland Limited	9%	49,579	4%	1,258	-		4%	1,258
Biocon Biologics Canada Inc.	-	-	-	-	-	-	-	-
Biocon Biologics Germany GmbH	-	-	-	-	-	-	-	-
Biocon Pharma Inc.	-	1,964	-	28	-	-	-	28
Biocon FZ LLC.	-	98	-	12	-	-	-	12
Biocon Biologics Healthcare Malaysia SDN. BHD	-	(1)	-	(0)	-	-	-	(0)
Syngene USA Inc.	-	81	-	28	-	-	-	28
Biocon Pharma UK Limited	-	88	-	0	-	-	-	0
Biocon Pharma Ireland Limited	-	24	-	(3)	-	-	-	(3)
Biocon Biologics Inc.	-	57	-	14	-	-	-	14
Biocon Biologics do Brasil Ltda.	-	80	-	1	-	-	-	1
Biocon Biologics FZ–LLC	-	83	-	5	-	-	-	5
Biocon Pharma Malta Limited	-	(4)	-	(2)	-	-	-	(2)
Biocon Pharma Malta I Limited	-	0	-	-	-	-	-	-
Joint venture								
Foreign								
NeoBiocon FZ LLC.	-	43	-	(37)	-	-	-	(37)
Associates								
Foreign								
IATRICa Inc., USA	-	-	-	-	-	-	-	-
Bicara Therapeutics Inc.	-	1,335	-5%	(1,633)		-	-5%	(1,633)
Non-controlling interest	8%	46,219	6%	1,803	45%	(372)	5%	1,431
Gross Total	**100%**	**563,449**	**100%**	**31,946**	**100%**	**(804)**	**100%**	**31,141**
Adjustment arising on consolidation		(338,561)		(25,516)		1,570		(23,945)
Total		**224,888**		**6,430**		**766**		**7,196**

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

42A. Business combination

a. On February 27, 2022, BBL entered into a definitive agreement with its collaboration partner Viatris Inc. to acquire Viatris' biosimilars business to create a fully integrated global biosimilars enterprise, at a total consideration of Rs. 247,255, including cash of Rs. 156,645 and Compulsorily Convertible Preference Shares ('CCPS') in BBL of Rs. 82,181. The said transaction obtained necessary regulatory and other approvals and the closing conditions were satisfied on November 29, 2022 pursuant to which, the BBL acquired control over the Viatris' biosimilar business through subsidiaries Biosimilars Newco Limited and Biosimilar Collaborations Ireland Limited. The Group has accounted for the transaction under Ind AS 103, "Business Combinations". The acquired business have been consolidated effective November 29, 2022, the consummation date.

The Group along with Viatris, the seller determined the working capital balances taken over by Biocon Biologics as part of the acquisition. The Group has carried out a purchase price allocation between goodwill, intangible assets and other working capital balances taken over.

Below is the details of purchase price allocation:

	Total
Cash	156,645
0.001% Compulsorily Convertible Preference Shares (CCPS)	82,181
Equity shares *	-*
Deferred consideration payable	27,940
Contingent consideration receivable	(10,251)
Settlement of pre-existing relationship	(9,260)
Total Consideration	**247,255**
Assets acquired	
Trade receivables	16,097
Inventories	13,742
Other assets	253
Goodwill	159,831
Product related Intangibles (refer note (g) below)	
Brands	2,632
Licenses to the patents	29,114
Other product related Intangibles	60,868
Liabilities assumed	
Trade Payables	(30,618)
Provision for sales return	(1,307)
Deferred tax liabilities	(3,357)
Total net assets acquired	**247,255**

*not disclosed above since the amounts is rounded off to Rupees million.

(a) CCPS were fair valued using Binomial Option Pricing Model at Rs. 82,181. Each CCPS shall be convertible into equity shares of BBL at any time at the option of the holder at a conversion rate of 1:1. BBL has an obligation to issue further equity shares to Mylan Inc, subject to maximum of 61,562,420 equity shares, such that the fair value of the equity holding post conversion is atleast USD 1,000 million. The issue of additional shares results in contingent consideration. The CCPS initial recognition has been bifurcated into on equity component of Rs. 74,815 (fixed to fixed conversion) and contingent consideration of Rs. 7,366.

(b) BBL has issued one equity share at fair value of Rs. 280.74 per share, based on the valuation report by the independent valuer.

(c) The Group has agreed for deferred consideration payable after 18-24 months from the acquisition date, fair valued at Rs. 27,940.

(d) Contingent consideration receivable amount will be due from Viatris Inc to the Group provided the value of CCPS at the time of conversion is USD 1,000 million. If the value of CCPS at the time of conversion is below USD 1,000 million,

Viatris Inc will adjust shortfall against Contingent consideration receivable to the maximum cap of USD 250 million.

Considering that the amount of Contingent consideration receivable is dependent on the value of the CCPS at the time of conversion event, a Binomial Option Pricing Model has been applied to estimate the future equity value of BBL and Contingent consideration receivable is fair valued at Rs. 10,251.

(e) BBL and Viatris had entered into an arrangement, to collaborate to develop, manufacture and commercialize certain biosimilar products. In line with Ind AS 103, settlement of pre-existing relationship did not result in any gain or loss in statement of profit and loss since the transaction was at arm's length. Liability towards pre-existing relationship amounting to Rs. 9,260 has been de-recognised with a corresponding impact to Goodwill.

(f) The Goodwill of Rs. 159,831 consists largely of the synergies and economies of scale expected from the acquired business, together with the value of the workforce acquired. The Goodwill generated on acquisition of businesses amounting to Rs. 126,708 is deductible for tax purposes, while remaining portion is non-deductible for tax purposes.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

42A. Business combination (continued...)

(g) The valuation techniques used for measuring the fair value of material assets acquired were as follows:

Intangible assets - Relief from-royalty method and multi-period excess earnings method.

- The relief-from-royalty method considers the discounted estimated royalty payments that are expected to be avoided as a result of the patents being owned.

- The multi-period excess earnings method considers the present value of net cash flows expected to be generated by the Intellectual Property rights, by excluding any cash flows related to contributory assets.

Inventory -

Market comparison technique: The fair value is determined based on the estimated selling price in the ordinary course of business less the estimated costs of completion and sale, and a reasonable profit margin based on the effort required to complete and sell the inventories.

(h) Acquisition related costs amounted to Rs. 2,374 were excluded from the consideration transferred and were recognised as expense under "Exceptional items" in the Statement of profit and loss for the year ended 31 March 2023 [refer note 32].

(i) For the period November 29, 2022 till 31 March 2023, acquired business contributed revenue of Rs. 22,074, Profit before tax, interest, depreciation, amortisation and exceptional items of Rs. 4,007 and Profit before tax and exceptional items of Rs. 73 to the Group's results. If the acquisition had occurred on 1 April 2022, management estimates that consolidated revenue would have been Rs. 155,890, consolidated Profit before tax, interest, depreciation, amortisation, associate loss pick up and exceptional items of Rs. 36,890 and consolidated Profit before tax and exceptional items for the year would have been Rs. 12,030. In determining these estimates, the management has annualised the revenue and profitability of the acquired business for the period November 29, 2022 till March 31, 2023.

(j) BBL has entered into Transition Support Agreement ('TSA') with Viatris Inc to provide commercial and other transition services to ensure continuity of customer service and smooth transition to the Group.

42B. Acquisition through Slump Sale:

On 04 July 2023, Board of Directors of Syngene entered into a binding term sheet for acquiring Unit 3 biologics manufacturing facility in Bangalore, India, from Stelis Biopharma Limited (SBL). The unit has been acquired effective 01 December 2023 on a slump sale basis at a total cash consideraion of Rs. 5,632 million.

The acquisition will add 20,000 litres of installed biologics drug substance manufacturing capacity for Syngene. The site has the potential for future expansion of up to a further 20,000 litres of biologics drug substance manufacturing capacity.

It also includes a commercial scale, high speed, fill-finish unit – an essential capability for drug product manufacturing.

The Group has carried out a preliminary purchase price allocation between tangible assets and other balances taken over to assess the fair value as on the acquisition date and accordingly recorded a capital reserve of Rs 39 million. These initial estimates will be finalized over the next few quarters not exceeding twelve-month period allowed under the accounting requirements.

The following table summarises major class of the assets and liabilities taken over:

Particulars	Total
Property, plant and equipment	6,207
Other assets	104
Capital creditors	(638)
Other liabilities	(2)
Value of business taken over (A)	**5,671**
Purchase consideraion (B)	5,632
Capital reserve (C=B-A)	**(39)**

THIS SPACE HAS BEEN INTENTIALLY LEFT BLANK

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

43 Goodwill

Goodwill arising upon business combination is not amortized but tested for impairment annually or more frequently if there is any indication that the cash generating unit to which goodwill is allocated is impaired.

Particulars	March 31, 2024	March 31, 2023
Opening Balance	161,098	-
Goodwill arising on business combination [refer note 42A]	69	159,831
Other adjustments	-	
- Foreign currency translation adjustment	2,293	1,267
Closing Balance	**163,460**	**161,098**

For the purposes of impairment assessment, the Group is considered as single Cash generating unit. The recoverable amounts of the above cash generating units have been assessed using a value-in-use model. Value-in-use is generally calculated as the net present value of the projected post-tax cash flows plus a terminal value of the cash generating unit. Initially, a post-tax discount rate is applied to calculate the net present value of the post-tax cash flows. Key assumptions upon which the Company has based its determinations of value-in-use include:

a) Estimated cash flows for nine years, based on management's projections.

b) A terminal value arrived at by extrapolating the last forecasted year cash flows to perpetuity, using growth rate ranging from 1% to 3%. This long-term growth rate takes into consideration external macroeconomic sources of data. Such long-term growth rate considered does not exceed that of the relevant business and industry sector.

c) The post tax discount rate used is 14.37% based on the Company's weighted average cost of capital.

The Group believes that any reasonably possible change in the key assumptions on which a recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash-generating unit.

44. Other notes

Bicara Therapeutics Inc, (Bicara), U.S., is a clinical-stage biotechnology company developing dual-action biologics designed to spur a potent and durable immune response in the tumor microenvironment. Bicara is actively engaged in advancing a robust pipeline of first-in-class bifunctional antibodies being developed by a global team.

During the year, Bicara raised funds through Series C financing from third parties resulting into dilution of interest, which resulted in loss of significant influence over the investee. In accordance with Ind AS 28: Investments in Associates and Joint Ventures, the Group fair valued its investment on the date of loss of significant influence resulting in a gain of Rs. 4,254 million in the consolidated financial statements of the Company. The same has been disclosed in other income. The group going forward has designated its investment in Bicara to be accounted for at fair value through other comprehensive income (FVOCI).

During the year ended March 31, 2024, the Company received amount of Rs. 126 million towards its outstanding receivable from Bicara, against which the provision was recorded in earlier year within 'Novels' segment and has been reversed under 'Generics' segment.

Prior to the Series C financing, the Group accounted for its investments in Bicara using the equity method as it had significant influence. Bicara had raised additional fund from third parties resulting into dilution of interest held in the associate. Accordingly, following the principles in Ind AS 28: Investments in Associates and Joint Ventures, the Group had recorded a dilution gain of Rs. 1,053 million for the year ended March 31, 2024. Similarly, Rs. 2,170 million was recorded for the year ended March 31, 2023. The same has been disclosed in other income in the consolidated financial statements.

45. Except for as disclosed in note 14(l), no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Group to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries") with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the Group (Ultimate Beneficiaries).

Except for as disclosed in note 14(l), the Group has not received any fund from any party(s) (Funding Party) with the understanding that the Group shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the Group ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

Further, except for as disclosed in note 15(b), the Company has not received any fund from any party(s) (Funding Party) with the understanding that the company shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the funding party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

Notes to the consolidated financial statements for the year ended March 31, 2024

(All amounts are in Indian Rupees millions, except share data and per share data, unless otherwise stated)

46. Other statutory information

(i) The Group does not have any Benami property, where any proceeding has been initiated or pending against the Group for holding any Benami property under Benami Transactions (Prohibition) Act, 1988 (45 of 1988).

(ii) The Group does not have any material transactions with companies struck off under Section 248 of the Companies Act, 2013 or Section 560 of Companies Act, 1956 during the financial year.

(iii) The Group does not have any charges or satisfaction which is yet to be registered with Registrar of Companies beyond the statutory period.

(iv) The Group is not declared as wilful defaulter by any bank or financial institution or government or any government authority.

(v) The Group has not traded or invested in Crypto currency or Virtual Currency during the financial year.

47. (a) The Board of Directors of the Company, at their meeting held on May 23, 2023, had proposed a final dividend of 30% i.e. Rs. 1.5 per equity share of face value of Rs. 5/- each. The same has been approved by the shareholders in the Annual General Meeting of the Company and has been distributed to the shareholders of the Company

(b). On 26 April 2023, the Board of Directors of Syngene recommended a final dividend of Rs. 1.25 per equity share of Rs. 10/- (comprising a regular dividend of Rs.0.5 per share and a special additional dividend of Rs. 0.75 per share to mark the 30th anniversary of the founding of Syngene in November 1993). The share holders of Syngene approved the dividend in the Annual General Meeting of Syngene held on 26 July 2023 and was subsequently paid

48. Events after reporting period

a. On April 24, 2024, the Board of Directors of Syngene have approved an allotment of 521,981 equity shares of Rs. 10 each of Syngene to Syngene Employee Welfare Trust at face value to allot fresh equity shares upto 1.67% of the paid-up equity capital of the Company for the purpose of implementation of the Syngene International Limited – Restricted Stock Unit Long Term Incentive Plan FY 2020.

b. On April 24, 2024, the Board of Directors of Syngene recommended a final dividend of Rs. 1.25 per equity share of Rs. 10/-. The proposed dividend is subject to the approval of the shareholders of Syngene in the Annual General Meeting.

c. The Board of Directors of the Company, at their meeting held on May 16, 2024, have proposed a final dividend of Rs. 0.5 per equity share of Rs. 5/- each, amounting to Rs. 600. The proposed dividend is subject to the approval of the shareholders in the ensuing Annual General Meeting of the Company.

d. Subsequent to the year, BBL has entered into a commercial collaborative agreement with Eris Lifesciences, subject to closure of customary closing conditions, for the sale of its business in relation to branded formulations in India for a consideration of Rs. 12,420 million.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/W-100022

Sudhir Soni
Partner
Membership No.: 041870

Bengaluru
May 16, 2024

for **and on behalf of the Board of Directors of Biocon Limited**

Kiran Mazumdar-Shaw
Executive Chairperson
DIN: 00347229

Siddharth Mittal
Managing Director & CEO
DIN: 03230757

Mayank Verma
Company Secretary
Bengaluru
May 16, 2024

UNGC Alignment

Biocon is proud to re-affirm its commitment to the UNGC principles. By being a signatory, we affirm our dedication to upholding human rights, labor, environment and anti-corruption tenets. As a responsible corporate citizen, we strive to continuously integrate these principles into our business strategies, operations and culture. Through this commitment, we aim to contribute to a more sustainable and inclusive future, working harmoniously with the UNGC's global network of businesses and organizations.

Principle	Statement	Report Chapter	Page Number
Human Rights			
Principle 1	Business should support and respect the protection of internationally proclaimed human rights	Human Capital	109
Principle 2	Make sure that they are not complicit in human rights abuses.	Human Capital	109
Labor Rights			
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Human Capital	109
Principle 4	Eliminate all forms of forced and compulsory labor	Human Capital	109
Principle 5	Abolish child labor	Human Capital	109
Principle 6	Eliminate discrimination in respect of employment and occupation	Human Capital	99, 109
Environment			
Principle 7	Businesses should support a precautionary approach to environmental challenges	Natural Capital	110-112
Principle 8	Undertake initiatives to promote greater environmental responsibility	Natural Capital	110-112
Principle 9	Encourage the development and diffusion of environmentally-friendly technologies	Natural Capital, Manufacturing Capital, Intellectual Capital	112 - 122; 74 - 81; 86 - 88
Anti-Corruption			
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Governance, Ethics and Compliance	51

Concept

The Multiplier Effect - *Maximizing Value*

"The whole is greater than the sum of its parts." – Aristotle

The synergistic world of Biocon comprising its three interconnected businesses is depicted on the cover through a dynamic graphic that uses segments of the dynalix which is representative of the DNA of the organisation.

The palpable energy and the ethos of its pulsating, multicultural, multinational workforce is reflected in the visual graphic as an interconnected diverse cohort of people operating across the world.

Through carefully conceived design elements like the miniature inclined helix on every page, the artistic fusion of dynalix in the imagery, the use of double helix motifs in the graphs, and the vibrant color palette used in the infographics which enhance the visual narrative, the Biocon's Integrated Annual Report FY24 is conceptualised and executed by the Global Communications Team of Biocon Group and designed by its partner design firm, to provide readers with a comprehensive yet refreshing reading experience, aligning with the theme of the 'Multiplier Effect'.

Concept, Content & Execution

Global Communications Team, Biocon Group,
Investor Relations & Subject Matter Experts of Biocon Group,
in collaboration with consultants.

Group.Communications@biocon.com

Design

Trisys Communications

info@trisyscom.com

Biocon Limited
20th KM Hosur Road
Electronic City
Bengaluru 560100
Karnataka, India

+91 80 2808 2808
@Bioconlimited
Biocon
@bioconlimited
bioconblog.com

www.biocon.com

Biocon Biologics Limited
Biocon House, Semicon Park
Electronic City, Phase – II
Hosur Road, Bengaluru 560100
Karnataka, India

+91 80 6775 6775
@BioconBiologics
Biocon Biologics
@BioconBiologics
Biocon Biologics

www.bioconbiologics.com

Biocon Integrated Annual Report 2024

Supplementary Data Book

Forward Looking Statement

Biocon Integrated Annual Report: Certain information disclosed in this Integrated Annual Report concerning our future growth prospects are forward-looking statements, which are based on the management's current plans and assumptions. These statements are subject to a number of risks, uncertainties and assumptions that could cause actual results to differ materially from those contemplated in such forward-looking statements. Further, market data used in the various chapters are based on several published reports and internal company assessment. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

In an effort to realize our vision of a cleaner, greener future, we have printed a very small number of this report. We encourage people to access and share digital versions of the Biocon's 2024 Integrated Annual Report, which is available on our website and can be downloaded from www.biocon.com or by scanning the QR codes above.

Biocon Limited
20th KM Hosur Road, Electronic City,
Bengaluru, 560100, Karnataka, India
Telephone: +91 80 2808 2808
Email: Group.Communications@biocon.com
Website: www.biocon.com

Biocon Integrated Annual Report 2024

Supplementary Data Book