

Syngene

**ESG Supplementary Report
2025–26**

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Governance and Economic

1.1 Transparency

Sustainability Reporting Boundaries (DJSI 1.1.1)

This ESG Supplementary Report presents our non-financial performance for the reporting period from April 1, 2025, to March 31, 2026 (FY26). The defined reporting boundary encompasses our campuses, manufacturing facilities, and corporate headquarters located in India, which together account for 93% of consolidated revenue. Relevant disclosures concerning joint ventures have also been incorporated, wherever applicable. The report primarily addresses key environmental and social performance indicators within the established reporting scope.

Sustainability Reporting Assurance (DJSI 1.1.2)

The non-financial information and performance metrics reproduced in this ESG Supplementary Report from our ESG Report FY26 have been independently verified by an external assurance provider. The assurance was conducted in accordance with ISAE 3000 (Revised) through a limited assurance engagement. The independent assurance statement, including the scope and basis of assurance, is available on page 116 of our [ESG Report FY26](#).

1.2 Corporate Governance

Board Independence (DJSI 1.2.1)

At the time of appointment and at the beginning of each financial year, every Independent Director submits a declaration confirming compliance with the independence criteria prescribed under Section 149 of the Companies Act, 2013, the applicable rules, Schedule IV, and Regulation 16(1)(b) of the SEBI Listing Regulations. These declarations are placed before the Board for review and formal noting. Based on the declarations received for the year ended March 31, 2026, the Board confirmed that all Independent Directors satisfy the applicable independence requirements, remain independent of Management, and are not aware of any existing or reasonably foreseeable circumstances that could impair their ability to discharge their duties objectively and effectively.

The Independent Directors have also confirmed compliance with Rule 6(3) of the Companies (Appointment and Qualification of Directors) Rules, 2014, concerning registration of their names in the databank maintained by the Indian Institute of Corporate Affairs. As of March 31, 2026, the Board comprised ten Directors, including six Independent Directors. Independent Directors therefore represented 60% of the total Board composition, which is in accordance with the Companies Act, 2013 and the SEBI Listing Regulations requirement that at least half of the directors must be independent.

The independent directors have submitted the declaration of independence stating that they meet the criteria of independence as prescribed in Section 149(6) of the Companies Act, 2013 as well as under Regulation 16(1)(b) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and can be found on page 105 of the [Annual Report FY26](#).

Board Type (DJSI 1.2.2)

We maintain a balanced and diverse Board with an appropriate combination of Executive, Non-Executive Non-Independent, and Independent Directors.

Type of Members	Number of members
Executive directors	1 (10%)
Independent directors	6 (60%)
Other non-executive directors	3 (30%)
Total board size	10

For more details about our Board of Directors, please visit:

<https://www.syngeneintl.com/investors/corporate-governance/board-of-directors/>

Non-Executive Chairperson/ Lead Director (DJSI 1.2.3)

In FY26, the Board was chaired by a Non-Executive Chairperson. With effect from April 1, 2026, Kiran Mazumdar-Shaw transitioned from Non-Executive Chairperson to Executive Chairperson. Additionally, Sharmila Abhay Karve was appointed as the Lead Independent Director. The Lead Independent Director chairs the separate meetings of Independent Directors, represents the Independent Directors, and undertakes additional responsibilities assigned by the Board or the Independent Directors.

Board Gender Diversity (DJSI 1.2.5)

As of March 31, 2026, five of the ten Directors serving on the Board were women. Women therefore represented 50% of the total Board composition. Two of the five women Directors are Independent Directors.

Board Accountability (DJSI 1.2.6)

In accordance with the Companies Act, 2013, amendments to the Company's Articles of Association require the prior approval of shareholders through a special resolution. Directors remain subject to the liabilities prescribed under applicable corporate laws, without any statutory limitation on such liability. During FY26, ten Board meetings were held. Based on the number of meetings each Director was eligible to attend, the aggregate attendance rate was 90%.

For FY26, the Board Evaluation exercise was conducted internally based on criteria formulated by the Nomination and Remuneration Committee, in compliance with Section 134 of the Companies Act, 2013 and Regulation 17(10) of the SEBI Listing Regulations. The evaluation covered the performance of the Board and its Committees and included an in-depth assessment of Board composition, strategic focus, Board dynamics, engagement with Management, succession planning, performance orientation, and execution effectiveness. The performance of the Committees and individual Directors was evaluated by the Nomination and Remuneration Committee and the Independent Directors during their respective meetings held on January 22, 2026.

The Nomination and Remuneration Committee reviews senior management performance and potential, talent development, and succession planning. It also identifies the succession pipeline for Directors based on the competencies required by the Board. During the year, Board evaluation findings further emphasized stronger talent review and succession planning as areas for continued enhancement. These plans have undergone Board approval and are executed as and when required.

In line with SEBI requirements, all non-executive/independent directors are restricted to holding up to seven mandates in other listed entities. No Directors chaired more than five committees across applicable public limited companies. We obtained the required annual disclosures from Directors concerning their external directorships and committee positions.

Board Average Tenure (DJSI 1.2.7)

The average Tenure of our Board members is more than 5.95 years.

Board Industry Experience (DJSI 1.2.8)

Our Board brings varied experience that has guided our business strategy over the years. As of 31st March 2026, four of our Non-Executive Directors and Independent Directors had relevant industry experience as detailed below:

Expertise	Board Member
Life Sciences	• Dr Kush Parmar • Manja Boerman
Healthcare	• Prof. Catherine Rosenberg • Dr Kush Parmar • Manja Boerman
Research	• Prof. Catherine Rosenberg • Sanjaya Singh
Biologics / Biosimilars	• Dr. Kush Parmar • Manja Boerman • Sanjaya Singh

Government Ownership (DJSI 1.2.13)

No governmental institution owns more than 5% of the total voting rights of the company. Our shareholding pattern FY26 can be accessed here: https://www.syngeneintl.com/wp-content/uploads/2026/04/Corporate_Governance_Report_March-31-2026.pdf

Family Ownership (DJSI 1.2.14)

No founding individual or family member individually holds more than 5% of the Company's voting rights.

Our shareholding pattern FY26 can be accessed here: https://www.syngeneintl.com/wp-content/uploads/2026/04/Corporate_Governance_Report_March-31-2026.pdf

CEO-to-Employee Pay Ratio (DJSI 1.2.15)

The ratio between the total annual compensation of the Chief Executive Officer and the median employee remuneration is 101.63 for FY26.

CEO total annual compensation	INR 9,95,70,000
Ratio	101.63

ESG Governance Oversight (DJSI 1.2.16)

The Board-level Stakeholders Relationship and ESG Committee provides strategic oversight of our sustainability agenda and associated responsibilities. The Committee guides the development and implementation of the organization's overall ESG strategy, ensuring alignment with corporate objectives and long-term business priorities. Support for ESG execution is provided through the Executive ESG Council, comprising senior leaders including the Chief Executive Officer, Chief Financial Officer, Chief Human Resources Officer, Chief Quality, Engineering and Safety Officer, Head of Corporate Affairs, and Chief Commercial Officer. The Council is chaired by Peter Bains, Managing Director and Chief Executive Officer and a member of the Board. Updates on sustainability performance are presented to the Board on a quarterly basis. The Head of Corporate Affairs has been designated to oversee ESG and sustainability-related matters across the organization.

1.3 Materiality

Materiality Analysis (DJSI 1.3.1)

Following the materiality assessment undertaken in 2021, we completed a comprehensive Double Materiality Assessment (DMA) in FY26, reflecting our evolving ESG approach and commitment to aligning with leading sustainability reporting frameworks. The assessment evaluated both the impacts of our operations and value chain on society and the environment, as well as sustainability-related risks and opportunities that could affect business performance and enterprise value. Materiality assessments are reviewed periodically, at least once every two years.

The assessment process was informed by the Corporate Sustainability Reporting Directive (CSRD), the European Sustainability Reporting Standards (ESRS), and EFRAG guidance. It included stakeholder outreach, contextual analysis, identification of material sustainability topics, Impact-Risk-Opportunity (IRO) assessment, prioritization, and validation. Internal and external stakeholder groups, including investors, employees, customers, suppliers, NGOs, and media representatives, were engaged through targeted questionnaires and robust consultation processes.

Based on stakeholder inputs and the structured assessment methodology, 12 material sustainability topics were identified and prioritized for detailed evaluation. The results were reviewed and approved by Senior Management and the Board. As part of the process, identified financial risks and opportunities were also reviewed against our Enterprise Risk Management framework to ensure alignment between sustainability priorities and enterprise risk management processes.

Material Issues for Enterprise Value Creation (DJSI 1.3.2)

Particular	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue	Energy consumption and efficiency	Water Management	Supply Chain Disruptions
Business Case	Dependence on fossil fuels can result in increased greenhouse gas emissions, contributing to climate-	Increasing water stress, declining groundwater availability, and changing climatic conditions can	Disruptions within the supply chain may affect operational efficiency, procurement continuity, and

	related challenges, biodiversity impacts, and broader environmental pressures. Improving energy efficiency and accelerating the transition to renewable energy sources are essential to reducing environmental impacts and strengthening long-term business resilience.	affect freshwater resources and potentially impact operational continuity. Responsible water stewardship and efficient resource management are therefore critical to supporting business sustainability and long-term resource security.	business performance. Weak environmental, social, and governance practices among suppliers can also create reputational and operational risks, making responsible supply chain management a key business priority.
Business Impact	Risk	Risk	Risk
Business Strategies	Our energy strategy focuses on reducing reliance on conventional energy sources through increased procurement of renewable power, deployment of energy-efficient technologies, and continuous process optimization. Key initiatives include improving equipment efficiency, modernizing energy infrastructure, and monitoring performance against renewable energy goals and efficiency targets. We have increased our renewable electricity consumption to 95% as of March 2026.	Our water management approach focuses on conserving freshwater resources through efficient use, recycling, reuse, rainwater harvesting, and responsible wastewater management. Treated wastewater systems and compliance-driven management practices support the efficient utilization of water resources across operational locations while advancing long-term conservation efforts.	We continue to strengthen supplier engagement programs to promote reliability, product quality, and sustainability across our supply network. Supplier ESG assessments, corrective action initiatives, supplier capability-building programs, and ongoing digitization of procurement processes contribute to enhanced transparency, improved governance, and more informed procurement decisions.

Materiality Metrics for Enterprise Value Creation (DJSI 1.3.3)

Particular	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue	Energy consumption and efficiency	Water Management	Supply Chain Disruptions
Target	96% of electricity to be sourced from renewable sources by FY28	70% of total water demand will be met through recycled, reused and rainwater-harvested sources by FY28	81.6% of suppliers by emissions, covering purchased goods and services, capital goods, and upstream transportation and distribution, will have

			science-based targets by FY28.
Target Year	2028	2028	2028
Progress	As of FY26, 95% of total power is from renewable sources.	In FY26, 58% of total water demand was met through recycled, reused and rainwater-harvested sources.	As of FY26, suppliers representing 46% of the relevant emissions had committed to science-based targets.
Executive Compensation	The C-suite members have a 10% Short-term incentive for Renewable Energy: 75% of total annual power should be sourced from renewable resources as we expand, including achieving 90% renewable power usage in Bangalore.	The C-suite members have a 5% Short-term incentive for the achievement of yearly water targets.	Sustainable Procurement KPIs form part of the performance scorecards of the Chief Procurement Officer and category heads, with a weighting of 5% to 10% in annual appraisals.

Material Issues for External Stakeholders (DJSI 1.3.4)

Particular	Material Issue 1	Material Issue 2
Material Issue	Energy consumption and efficiency	Cybersecurity
Cause of the Impact	- Operations - Products/services	Operations
External Stakeholders Impacted	Environment and Society	Consumers and External Employees
Type of Impact	Positive and Negative	Negative
Topic Relevance	Energy use across operations and service delivery may contribute to greenhouse gas emissions and broader environmental impacts. Improvements in energy efficiency and increased utilization of renewable energy can support emissions reduction, environmental protection, and positive outcomes for society.	As a CRDMO, we rely extensively on digital infrastructure and information systems. Protecting sensitive information belonging to employees, customers, suppliers, and other stakeholders is essential for maintaining compliance, protecting business operations, and preserving stakeholder trust. Failure to safeguard data may result in cybersecurity incidents, operational disruption, financial losses, and reputational impacts.

Materiality Metrics for External Stakeholders (DJSI 1.3.5)

Particular	Material Issue 1	Material Issue 2
Material Issue	Energy consumption and efficiency	Cybersecurity
Output Metric	Avoided CO2 emissions	Volume of sensitive data protected
Impact Valuation	Improved air quality through reduced use of fossil fuels	Reliable and enhanced data security systems for our customers
Impact Metric	Social Cost of Carbon	Number of data breaches prevented Prevention of cybersecurity incidents strengthens stakeholder confidence, supports operational continuity, and minimizes costs associated with remediation, legal obligations, regulatory penalties, and business disruption.

1.4 Risk and Crisis Management

Risk Governance (DJSI 1.4.1)

Effective risk management forms an integral part of our overall management approach and is closely aligned with the achievement of strategic objectives. To support this, we have established a comprehensive Enterprise Risk Management (ERM) framework that is aligned with applicable SEBI requirements and serves as the foundation for identifying, assessing, managing, monitoring, and continuously improving risk management practices across the organization. The framework incorporates Business Continuity Planning (BCP), enabling a proactive approach to risk management, enhancing preparedness for unexpected events, and ensuring the continuity of critical business operations. A structured governance framework has been established with clearly defined responsibilities and accountability at every level, ranging from operational teams to the Board of Directors.

At the Board level, oversight of the ERM framework is provided by the Risk Management Committee, which is responsible for developing and maintaining the risk management policy, identifying internal and external risks, reviewing mitigation measures, and overseeing internal controls and business continuity arrangements. The Committee periodically evaluates the effectiveness of risk management practices, reviews enterprise-wide risks against approved risk appetite and mitigation strategies and recommends improvements where necessary. It also monitors material risks, approves risk management strategies and thresholds, and periodically reviews the ERM framework to ensure that we remain adequately prepared to manage emerging and existing risks. The Committee is supported by the Audit Committee, which reviews financial risks and associated mitigation measures and provides independent oversight regarding the effectiveness of the ERM framework.

The Executive Risk Committee is responsible for reviewing the ERM framework, allocating risks to designated owners, and overseeing the implementation of agreed mitigation measures. The Committee also establishes thresholds for risk identification and ensures timely action on critical risk matters. In addition, the Enterprise Risk Controller is responsible for implementing our risk management program, maintaining the risk register and related documentation, and monitoring the status of identified risks and mitigation plans on an ongoing basis.

Risk Management Processes (DJSI 1.4.2)

Risk Review

All identified risks are evaluated against defined quantitative and qualitative parameters and categorized as critical, high, medium, or low. This risk-rating methodology supports informed decision-making and ensures that resources are directed toward the most significant risk exposures. In addition to current risks, we identify and monitor high-impact scenarios using leadership inputs, external benchmarking, and broader market intelligence. These scenarios are incorporated into the enterprise risk framework based on their potential to disrupt business operations as they evolve. We maintain a formal risk register covering key sectoral, operational, financial, information security, and cybersecurity risks, together with corresponding mitigation actions and monitoring mechanisms. A comprehensive list of these risks, along with their corresponding mitigation strategies, can be found in our [Annual Report FY26](#) on page 197. Provided below are 2 key risks along with their mitigation measures and our risk exposure to them.

Risk Description	Mitigation	Risk Exposure
Risk arising from inadequate management of EHSS controls across operations	- Strengthen a culture of safety excellence through dedicated capability-building platforms, leadership engagement initiatives, and certified safety management programs. - Reinforce governance and accountability through structured EHSS assurance mechanisms, risk governance programs, and leadership review forums. - Enhance safety infrastructure and monitoring systems through centralized digital platforms, strengthened compliance oversight, and data-driven safety performance monitoring tools. - Embed safety objectives into performance management processes through clearly defined responsibilities, measurable targets, and ongoing awareness initiatives.	Medium
Risk arising from inability or delay in obtaining pharma regulatory approvals that could potentially lead to loss of business or delayed revenue.	- Maintain proactive engagement and collaborative relationships with relevant regulatory authorities at both state and central levels. - Strengthen alignment with policymakers and industry bodies on regulatory priorities affecting the CRO/CDMO sector through structured advocacy and stakeholder engagement efforts. - Enhance governance of regulatory submissions, licenses, and permits	Critical

Risk Description	Mitigation	Risk Exposure
	through improved oversight processes and digital tracking systems to monitor applications, renewal timelines, and ongoing compliance requirements.	

Risk Exposure

Every material enterprise risk is assigned to a member of the Executive Committee who serves as the designated risk owner. In addition to providing quarterly updates on mitigation progress, each risk owner conducts a comprehensive annual review with the Board-level Risk Management Committee. This process enables continuous monitoring of risk exposure and ensures accountability for the effectiveness of mitigation actions.

Risk Culture

We promote a proactive risk culture founded on awareness, accountability, transparency, and early identification of potential issues. Risk management responsibilities are embedded across functions and supported by leadership engagement, open communication channels, and structured governance processes. Through the ERM framework, we apply a consistent approach to risk management across businesses and geographies, strengthening organizational resilience and supporting informed decision-making. This risk-aware culture contributes to sustainable business performance and long-term stakeholder value creation.

Emerging Risks (DJSI 1.4.3)

Beyond assessing existing and possible risks, we also examine emerging risks at least every three years to address and prevent any adverse exposure promptly. Our risk management framework involves identifying emerging risks based on their probability and potential business impact. We classify risks as emerging through analysis of both internal and external data, industry trends, market studies, regulatory requirements, and expert opinions. This comprehensive and systematic approach helps us accurately evaluate potential risks that could negatively affect the business and enables us to implement mitigation strategies promptly.

Maintaining Scientific Integrity in AI-Driven Drug Discovery (Adverse outcomes of AI technologies)

Risk Description and Impact	Risk Category	Mitigation
As we expand the use of AI across drug discovery and development activities, there is a risk that increasingly complex AI systems generate outputs that are difficult to explain, validate or reproduce. Overreliance on AI-generated insights may affect scientific decision-making and create challenges in maintaining	Technological	AI governance and oversight: We have set up an in-house Digital & AI Centre of Excellence and a Data Management Office, with AI strategy led by the Chief Technology Officer. AI risks are part of the enterprise risk framework and are reviewed every quarter by the Risk Management Committee. AI integration into platforms: We have moved our client-facing platforms (SARchitect, SYNe-MAP and Syn.AI) to the

Risk Description and Impact	Risk Category	Mitigation
transparency, accountability and regulatory confidence. Inadequate oversight of AI models, data quality issues, algorithmic bias or model drift could result in inaccurate predictions, flawed experimental prioritization or unintended scientific outcomes. This may lead to additional validation requirements, increased development costs, delays in research timelines and challenges in demonstrating the robustness and integrity of scientific findings to regulators, customers and other stakeholders. Furthermore, concerns regarding the reliability, traceability and governance of AI-enabled workflows may affect customer trust, hinder adoption of AI-driven solutions and expose the company to reputational, compliance and legal risks if AI-supported decisions cannot be adequately justified or audited. As AI adoption accelerates across drug discovery and development, customers and regulators are expected to place greater emphasis on explainability, validation and governance of AI-enabled decisions. Failure to demonstrate transparent and scientifically robust AI-supported processes, or adequately protect proprietary and sensitive research data, could affect customer confidence, increase regulatory scrutiny and expose the company to compliance, reputational and intellectual property risks.		cloud, improving scalability, security and access management to support smoother collaboration with clients. 3. Data quality and auditability: GxP-aligned system validation, access controls, paperless quality control and electronic lab notebooks strengthen data integrity and traceability. This supports reproducible outcomes across teams, programmes and sites. 4. Human review of scientific decisions: AI tools are used to support scientists and quality teams, for example by improving documentation accuracy, compliance and review efficiency. Established peer review, phase-gate controls and lab governance keep outcomes audit-ready. 5. Responsible AI and model governance: We are strengthening responsible AI governance through formal model validation, performance monitoring, explainability requirements and data governance controls. Ongoing monitoring of emerging AI regulations, industry standards and customer expectations supports the responsible deployment of AI across scientific workflows.

Responsible Advancement of Emerging Biotechnologies (Adverse outcomes of frontier technologies)

Risk Description and Impact	Risk Category	Mitigation
We are expanding into advanced therapies such as cell and gene therapy, mRNA, antibody-drug conjugates and oligonucleotides. These fields are advancing quickly, and ethical, safety and regulatory frameworks are still catching up. Unexpected safety concerns, stricter regulation or greater public scrutiny of these technologies could delay client programmes, raise compliance requirements and affect stakeholder trust. In addition, these technologies often attract significant public, ethical and societal attention due to their potential impacts on human health and genetic intervention. Growing stakeholder scrutiny, concerns regarding equitable access, bioethics or unintended consequences could influence public perception and acceptance of advanced therapies. Failure to anticipate and effectively manage these evolving expectations may result in project delays, increased validation and documentation requirements, operational disruptions and challenges in securing regulatory and stakeholder confidence. Advances in cell and gene therapy, synthetic biology, gene editing and other frontier technologies are creating new ethical, biosafety and biosecurity considerations, including emerging dual-use research risks. As regulatory frameworks and societal expectations continue to evolve, organizations may face heightened expectations	Technological	Board-level scientific and bioethical oversight: Our Science & Technology Committee identifies and assesses emerging areas of science and technology before we enter new fields. The Committee also reviews bioethical issues and helps shape related policies, so that expansion into advanced modalities stays ethically sound. Adherence to biosafety and research ethics frameworks: Our operations are governed by biosafety and ethics regulations relevant to advanced biotechnology. These include the Recombinant DNA Safety Guidelines, the National Ethical Guidelines for Biomedical and Health Research Involving Human Participants (2017), and the New Drugs and Clinical Trials Rules (2019). Proactive regulatory monitoring and compliance: Applicable laws and responsibilities are mapped across functions in Synpliance, our digital compliance platform, which supports real-time tracking of regulatory changes. Regular training, legal updates and independent assessments, together with GxP-aligned quality systems, help Syngene respond quickly as requirements for new biotechnologies evolve. Horizon scanning and responsible innovation oversight: We conduct ongoing horizon scanning of scientific, regulatory, ethical and biosecurity developments associated with emerging technologies. Insights are periodically reviewed through internal governance mechanisms to identify and manage emerging risks, support responsible innovation, inform risk-based decision-making and maintain preparedness for evolving regulatory and stakeholder expectations.

Risk Description and Impact	Risk Category	Mitigation
regarding responsible innovation, transparency, ethical oversight and risk governance, potentially increasing compliance requirements, project complexity and challenges in maintaining stakeholder confidence.		

1.5 Business Ethics

UN Global Compact Membership (DJSI 1.5.1)

We have been a participant in the United Nations Global Compact since January 2023. We have also submitted our [Communication of Progress for 2026](#), further demonstrating our commitment to the Ten Principles.

Codes of Conduct (1.5.2)

We maintain a comprehensive [Code of Conduct](#) that applies across our operations and details our expectations for ethical and responsible business conduct. The Code addresses key areas including anti-corruption and anti-bribery, prevention of discrimination and harassment, protection of confidential information, management of conflicts of interest, compliance with antitrust and competition laws, and the prevention of money laundering and insider trading. It also provides guidance on environmental stewardship, health and safety, and the reporting of concerns through our whistleblower mechanism.

Anti-Bribery & Anti-Corruption Policy (1.5.3)

We have implemented an [Anti-Corruption and Anti-Bribery Policy](#) that reinforces our commitment to conducting business with transparency, honesty, and integrity. The policy promotes a zero-tolerance approach to bribery and corruption and requires all employees and business partners to uphold the highest standards of ethical conduct. It ensures that all business activities and interactions are carried out professionally, fairly, and in compliance with applicable laws and regulations, irrespective of geography or jurisdiction.

Whistleblowing Mechanism (DJSI 1.5.4)

We have established a comprehensive [Whistleblower Policy](#) that enables employees and external stakeholders to report concerns related to fraud, misconduct, unethical behavior, or violations of laws and company policies. The policy is supported by a structured whistleblowing framework with clearly defined roles and responsibilities for overseeing and managing reported concerns. To ensure impartiality and confidentiality, the reporting channel is administered by an independent third party, and individuals may choose to raise concerns anonymously. We maintain strict confidentiality of all disclosures and enforce a zero-tolerance approach to retaliation against whistleblowers. In addition, we provide awareness and training on the use of the reporting mechanism and maintain transparent procedures for investigating and addressing reported concerns, reinforcing accountability and integrity throughout the process.

Reporting on Breaches (DJSI 1.5.5)

Reporting areas	Number of breaches
Corruption and Bribery	1
Discrimination or Harassment	3
Customer Privacy Data	0
Conflicts of Interest	0
Money laundering or Insider Trading	0
Total	4

In FY26, one substantiated incident of corruption and bribery was reported, and appropriate corrective actions were taken.

1.6 Policy Influence

Contributions & Other Spending (DJSI 1.6.1), Largest Contributions & Expenditures (DJSI 1.6.2)

We did not make any contributions to, or incur any expenditure on, political campaigns, political organizations, lobbyists, lobbying organizations, trade associations, or other tax-exempt groups during the preceding four years.

1.7 Supply Chain Management

Supplier Code of Conduct (DJSI 1.7.1)

Our [Supplier Code of Conduct](#) requires suppliers to safeguard human rights and uphold fair labor practices, with an explicit prohibition on forced labor and child labor in any form. Suppliers are required to maintain appropriate working conditions, encompassing reasonable working hours, a balanced approach to physical and mental demands of the workplace, and equitable wages and benefits. To safeguard every worker, suppliers must guarantee robust occupational health and safety standards. We hold a zero-tolerance stance on discrimination and harassment, and we require suppliers to honor freedom of association and collective bargaining rights. On the environmental front, suppliers are expected to actively reduce greenhouse gas emissions and energy consumption, alongside strong pollution prevention and waste management practices. We further expect suppliers to demonstrate resource efficiency and to take deliberate action toward protecting biodiversity, avoiding deforestation, and supporting land conservation. In terms of business conduct, suppliers must commit to ethical operations by upholding strict anti-corruption and conflict of interest standards, while also ensuring anti-competitiveness safeguards, such as fair and lawful competitive practices, are embedded across all their operations.

Our [Sustainable Procurement Policy](#) integrates sustainability considerations into every step of the procurement process. The Policy highlights not only the expectations we have of our suppliers, but also the conduct expected of us when fulfilling our responsibilities as a vendor.

Supplier ESG Programs (DJSI 1.7.2)

At Syngene, our approach to responsible sourcing involves thorough oversight and accountability, with the highest decision-making body being our Executive Management. This ensures that our sustainability initiatives are deeply embedded within our corporate strategy.

Comprehensive training is provided to our buyers and internal stakeholders on their roles within the responsible sourcing and supplier ESG programs. This training underscores the importance of integrating sustainability into procurement decisions and equips them with the skills to drive responsible sourcing. Through these coordinated efforts, we are fostering a culture of sustainability that enhances our operations and supports global environmental and social goals.

Our purchasing practices are regularly reviewed to align with our Supplier Code of Conduct, thereby avoiding any potential conflicts with ESG requirements. Suppliers that do not initially meet our minimum ESG requirements are given up to 12 months to enhance their performance. During this period, we provide structured support and corrective action guidance through CAPA, helping them align with our responsible sourcing expectations. Additionally, we prioritize suppliers exhibiting superior ESG performance during the selection and contract awarding process, incentivizing sustainable practices across our supply chain.

Supplier Screening (DJSI 1.7.3)

We have built a structured framework to embed ESG-related parameters into our sourcing decisions, with the detailed methodology documented and regularly updated in our sustainable procurement handbook. As part of this process, we screen suppliers through a dual lens, assessing both their business relevance and their ESG performance, while simultaneously factoring in the sector-specific risks associated with each supplier's industry and operating context. To mitigate country-specific ESG risks, we maintain qualified alternate suppliers for some strategically important suppliers, ensuring continuity and reducing potential exposure and disruptions arising from social, political, or regulatory events in a single geography.

Supplier Assessment and Development (DJSI 1.7.4)

We have instituted comprehensive supplier ESG assessments as part of our EcoElevate program to ensure alignment with our sustainability goals. Our ESG assessments incorporate key principles of the Pharmaceutical Supply Chain Initiative (PSCI), enabling evaluation of suppliers against recognized industry standards across ethics, labor, health and safety, environmental performance, and management systems. Desk assessments are conducted remotely through an independent, accredited third party

, incorporating systematic verification of evidence to validate supplier disclosures. For suppliers identified as critical based on risk and materiality considerations, we additionally carry out on-site assessments, conducted either by our employees or by contracted consultants, as well as by independent accredited auditing bodies, to enable a deeper evaluation of their practices.

As of 31st March 2026, 100% of our targeted suppliers have undergone sustainability assessment. After the assessments, we conduct capacity building programs and handhold suppliers, extending comprehensive support by providing them with supplier corrective action and improvement plans, offering targeted action points for improvement, followed by a reassessment after an agreed timeframe. This

helps them improve their ESG performance. In FY26, 27 targeted suppliers were engaged in hand-holding exercises. We rolled out a Climate Maturity Survey, providing us with a robust, data-driven baseline of where our partners currently stand on their decarbonization journeys. To encourage continuous improvement, we have launched a Supplier Decarbonization Program Newsletter that also highlights supplier successes and effective decarbonization approaches adopted across our supplier network, helping others advance their SBTi journeys.

To facilitate corrective actions and improvements, suppliers are equipped with detailed supplier information and training on our ESG program, processes, and requirements. Our in-depth technical support programs aim to build capacity and improve suppliers ESG performance, ensuring our supply chain partners are well-prepared to meet and exceed the required standards.

Overall, these initiatives exemplify our commitment to fostering a culture of responsible sourcing and sustainability, encouraging our suppliers to integrate robust ESG practices into their operations. Through rigorous assessment and supportive measures, we drive supplier excellence, ensuring our collective strides towards sustainable growth and environmental stewardship.

KPIs for Supplier Screening (DJSI 1.7.5)

KPI for supplier assessment and development ¹	FY26	Percentage
1.1. Total number of unique suppliers	2,597	-
1.2. Number of unique significant suppliers	296	-
1.3. Number of unique significant suppliers supported with development measures (as a subset of 1.2)	256	% of suppliers supported in development measures: 86.4%
1.4. Number of unique significant suppliers assessed via desk assessments/on-site assessments (as a subset of 1.2)	296	% of unique significant suppliers assessed: 100%
1.5. Number of unique significant suppliers assessed with substantial actual/potential negative impacts (as a subset of 1.4)	83	-
1.6. Number of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan (as a subset of 1.5)	27	% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan: 32.5%
1.7. Number of unique significant suppliers with substantial actual/potential negative impacts that were terminated (as a subset of 1.5)	0	-

¹ Syngene has a Supplier Relationship Management (SRM) framework that classifies suppliers into four categories: Strategic, Bottleneck, Leverage, and Non-Critical. For reporting purposes, Strategic and Bottleneck suppliers are considered "Critical/Significant Suppliers." Suppliers having ESG assessment scores less than 30 have been considered as suppliers at risk of having substantial actual/potential negative impacts.

Conflict Minerals Due Diligence and Indicators (DJSI 1.7.6, 1.7.7)

The question is not applicable to Syngene. We operate as a Contract Research, Development and Manufacturing Organization (CRDMO/CDMO) providing research, development, and manufacturing services to pharmaceutical, biotechnology, and healthcare customers. We do not design, manufacture, market, or sell medical devices, instruments, or other end-use medical products under **our** own brand. . Accordingly, questions specifically relating to medical devices or medical instruments are not applicable to our business model and operations.

1.8 Tax Strategy

Tax Reporting (DJSI 1.8.1)

Company Name	Location	Share Capital in Mns in INR	Tax Jurisdiction	Revenue in Mns.in INR	Profit before income taxes in Mns. In INR	Income taxes paid in Mns. In INR	Income taxes accrued	Number of employees	Description of Operations	Relationship
Syngene International Limited	Bengaluru, Karnataka	4,029	India	34,238	3,952	442	681	5558	Contract Research and Manufacturing Organization	Subsidiary of Biocon Limited
Syngene Scientific Solutions Limited	Hyderabad, Telangana	840	India	4,245	321	184*	158	1084	Contract Research and Manufacturing Organization	Subsidiary of Syngene International Limited
Syngene Manufacturing Solutions Limited	Bengaluru, Karnataka	10	India	-	-	-	-	0	Business have not yet commenced.	Subsidiary of Syngene International Limited
Syngene Employee Welfare Trust	Bengaluru, Karnataka	0	India	-	4	1	-	0	Created for the welfare and benefit of the Company's employees and Directors .	
Syngene USA Inc (in USD)	USA	0.28	USA	11.94	(1.47)	0.49	0.35	50	Marketing and Business development support services.	Subsidiary of Syngene International Limited

*We received a net tax refund of INR 202 Mn from the previous year. The tax paid for FY26 is INR 184 Mn

1.9 Information Security/ Cybersecurity and System Availability

Information Security Governance (DJSI 1.9.1)

We follow a multi-layered cybersecurity governance framework. Oversight at the Board level is provided by the Risk Management Committee, together with Nilanjan Roy, Independent Director, and the Chief Financial Officer, who collectively supervise cybersecurity and information security matters to safeguard the integrity, confidentiality, and resilience of our information systems. Nilanjan Roy brings extensive experience in the information technology sector and also serves on the Board of a global data science and artificial intelligence solutions organization.

Cybersecurity governance is led by the Chief Technology Officer and Chief Information Security Officer, who are responsible for implementing security controls, monitoring compliance with policies, overseeing cybersecurity spending, and managing major cyber threats and incidents. The Chief Technology Officer additionally reports IT and cybersecurity developments to the Board.

The cybersecurity framework is continuously reviewed, audited, and enhanced to respond to the evolving threat landscape. Regular vulnerability assessments and security reviews are conducted to identify potential weaknesses and support the stability and reliability of business operations. In addition, the [Information Security Policy](#) establishes requirements relating to access management, data protection, and risk mitigation, supported by detailed procedures, governance documentation, and standard operating practices implemented across the organization.

Information Security Policy (DJSI 1.9.2)

We have formulated an [Information Security Policy](#) to offer guidance and support regarding various elements of information security to our employees and suppliers. Our Information Security objectives are achieved through established controls, with periodic internal and external assessments conducted to evaluate their effectiveness. A framework for continual improvement is maintained to strengthen information security performance and respond to evolving risks. Preserving the integrity of information remains a key priority, ensuring that critical business information is accurate, reliable, and protected from unauthorized alteration. In addition, we have implemented controls relating to access management, cryptographic protection, and information classification to safeguard information assets.

We maintain defined processes for security incident management, including monitoring, reporting, investigation, and response, complemented by ongoing threat intelligence activities and periodic vulnerability assessments. Information security responsibilities are embedded within role descriptions for employees and relevant service providers, ensuring clear accountability and awareness of security-related obligations. The Information Security framework also includes specific requirements for supplier management, providing guidance for managing third-party relationships and mitigating information security risks across the supply chain.

Information Security Management Programs (DJSI 1.9.3)

Our Information Security Management Programs are designed to support strong IT governance through a cybersecurity framework aligned with internationally recognized standards and best practices, including ISO 27001:2022 Information Security Management Systems and the NIST Cybersecurity Framework. All our sites have been certified with ISO 27001:2022 ISMS. The Business Continuity Management Policy outlines comprehensive procedures for restoring IT operations following cyber-related disruptions. In addition, a dedicated Ransomware Playbook establishes protocols for threat detection, containment, response, and recovery. To enhance incident response capabilities, we also work with a specialist external partner retained for digital forensics and cyber incident management.

Internal audits led by the Chief Information Security Officer are conducted using a structured approach to ensure consistent coverage across all functions and departments. These reviews assess organizational, people, physical, and technology-related controls, with responsibility for timely closure of audit observations assigned to the respective department heads. Security incidents are systematically recorded, investigated, and reviewed to strengthen controls and continuously improve information security practices. Regular vulnerability assessments and governance reviews further reinforce our cybersecurity posture.

Employee awareness remains a key component of the cybersecurity program. Ongoing training initiatives are implemented to improve understanding of evolving cyber threats, phishing risks, and cyber hygiene practices. These programs include awareness campaigns, threat updates, scenario-based exercises, and self-learning resources, helping embed cybersecurity awareness throughout the organization and encouraging a proactive approach to information security.

1.10 Responsible Artificial Intelligence

Responsible Artificial Intelligence Program (DJSI 1.10.2)

Through the SynInnovate program, 18 structured workshops were conducted across six Operating Units in FY26, providing Artificial Intelligence (AI) literacy, responsible-use, and cybersecurity training to more than 1,200 employees. The program also established a network of 45 Digital Champions to support ongoing AI adoption and governance across business functions. Training focused on practical applications of generative AI, automation, and cybersecurity, embedding responsible AI practices into day-to-day scientific and operational activities. The Digital & AI Innovation Incubation Program generated 12 pilot initiatives during the year, of which four progressed to scaled implementation, including GenAI-enabled regulatory document summarization, predictive maintenance for autoclaves, and LIMS-ERP integration. More than 30 improvement ideas were submitted through the SynInnovate portal, and two external collaborations were established with technology and academic partners to accelerate digital innovation.

Some of our AI initiatives are tracked against operational and sustainability outcomes. The predictive maintenance program for autoclaves, fermenters, and HVAC systems is expected to reduce unplanned downtime by 20–25% through sensor-based analytics. Additionally, an AI-enabled ESG data aggregation and reporting solution automates the collection of energy, water, waste, and emissions data from the IIoT platform, enabling real-time ESG dashboards and enhancing the accuracy and timeliness of sustainability reporting.

1.11 Product Quality and Recall Management

Product Quality Programs (DJSI 1.11.1)

As a Contract Research, Development, and Manufacturing Organization (CRDMO), we provide end-to-end scientific solutions to multinational corporations, emerging biotechnology companies, academic institutions, non-profit organizations, and government agencies. As we do not market products or services directly to consumers, our focus is on delivering high-quality research, development, and manufacturing services that meet the evolving needs of our clients. To support continuous improvement, we maintain mechanisms for gathering and addressing customer feedback, including our Lisyng platform, which enables customers to raise concerns and provide feedback on processes and service delivery.

Our digital Quality Management System further strengthens oversight, traceability, and accuracy through advanced technologies and data-driven approaches aligned with global quality standards. We adhere to rigorous quality and compliance requirements across all stages of project execution and hold accreditations and approvals from leading global regulatory authorities, including the US FDA, EMA, PMDA (Japan), Health Canada, VMD (UK), MHRA (UK), ANVISA (Brazil), AGES (Austria), and relevant

Indian regulatory agencies. These standards are reinforced through regular internal audits and proactive self-inspections, supporting excellence in development, manufacturing, and service delivery.

We also drive operational excellence through structured Lean and Six Sigma programs, enabling employees to develop expertise from White Belt to Yellow, Green, and Black Belt levels. These initiatives empower teams to identify inefficiencies, implement process improvements, and make data-driven decisions. During FY26, our employees were trained through these programs.

In addition, we foster innovation by integrating Green Chemistry principles into our research and manufacturing processes. By optimizing existing processes and developing more sustainable alternatives, we seek to reduce the use of solvents and hazardous substances, lower raw material and energy consumption, minimize by-products and impurities, improve product yields, and reduce waste generation and emissions. These efforts contribute to both environmental stewardship and enhanced operational efficiency while supporting the sustainable delivery of scientific solutions to our clients.

Product Recalls (DJSI 1.11.2)

As a Contract Research, Development, and Manufacturing Organization (CRDMO), we provide end-to-end scientific solutions to multinational corporations, emerging biotechnology companies, academic institutions, non-profit organizations, and government agencies. As we do not develop, market, or sell products directly to consumers, product recalls do not form part of our business model. Responsibility for commercial product launches and any associated recall activities rests with our clients, while our role is limited to providing research, development, and manufacturing services in accordance with agreed quality and regulatory requirements.

Environmental

2.1 Environmental Policy and Management Systems

Environmental Policy (DJSI 2.1.1)

At Syngene, managing our environmental footprint and minimizing adverse impacts on the planet are central to our business strategy. Our approach is guided by our [Environment, Health, Safety, and Sustainability \(EHSS\) Policy](#), which outlines our commitment to environmental protection, operational excellence, and continuous improvement. This policy is publicly available and endorsed by the Board, serving as the foundation of our environmental governance framework.

Our EHSS objectives are integrated into our strategic goals and are reviewed regularly at the Board and Executive Management levels through established governance mechanisms. Direct accountability lies with the Head of EHSS, who reports to Executive Management, ensuring that policy implementation is embedded across all business units. At the site level, EHS Managers, under the guidance of Site Heads, are responsible for operationalizing our environmental commitments, monitoring performance, and ensuring compliance with internal and external requirements.

We remain fully compliant with applicable environmental laws and regulations, both in India and globally, and continuously monitor regulatory developments to ensure ongoing adherence. Our efforts are supported by internal audits, risk assessments, and sustainability reporting practices that reinforce transparency and accountability.

Environmental awareness is further strengthened across our workforce through regular, targeted training programs. In FY26, we rolled out comprehensive training initiatives to equip employees and contract workers with the knowledge and skills necessary to support our environmental objectives and drive positive behavior change throughout the organization.

In line with our broader sustainability goals, we continue to engage external stakeholders, including suppliers and industry peers, to promote shared responsibility in reducing environmental impacts. This includes initiatives such as our supplier decarbonization program and ESG assessments, which are helping us drive improvements across our value chain.

Our environmental governance approach ensures that our operations remain responsible, resilient, and future-ready as we advance towards our long-term sustainability goals.

We are committed to minimizing our environmental impact through responsible resource management, emissions reduction, and sustainable operations. These commitments are embedded in our publicly available ESG Policy, endorsed by the Board through the Stakeholders Relationship and ESG Committee, and aligned with frameworks such as GRI and BRSR. The policy applies to our operations, suppliers, and stakeholders.

Environmental accountability is integrated across organizational levels: the Board provides strategic oversight, the CEO-led ESG Council manages implementation and monitoring, and employees embed environmental principles in daily operations. Our focus areas include energy efficiency, renewable energy adoption, water conservation, waste management, and greenhouse gas emissions reduction aligned with the Science Based Targets initiative (SBTi).

We maintain full compliance with environmental laws in India and globally, supported by internal audits, risk assessments, and transparent sustainability reporting. Our policy is regularly reviewed to incorporate best practices and evolving regulations.

Our [EHSS Policy](#) and [ESG Policy](#) are available on our corporate website.

We are committed to playing a meaningful role in addressing climate change by aligning our greenhouse gas (GHG) emissions reduction efforts with the latest climate science. We achieved a significant milestone with the validation of our near-term science-based targets by the Science Based Targets initiative (SBTi), aligning our emissions trajectory with the Paris Agreement's ambition of limiting global warming to 1.5°C. Our ten-year near-term commitment is to reduce absolute Scope 1 and 2 GHG emissions by 54.6% by FY33, against an FY23 baseline. These emissions arise from our direct operations, including fuel combustion and purchased electricity. To achieve this reduction, we are adopting a multipronged approach, expanding the use of renewable energy across our sites, implementing energy-saving technologies, and improving operational efficiency throughout our facilities, guided by our ten-year, SBTi-aligned decarbonization roadmap. We achieved a 60.9% reduction in Scope 1 and market-based Scope 2 emissions against the FY23 baseline, exceeding our FY33 target of a 54.6% reduction, exceeding the pace required to meet our target.

Achieving a 60.9% reduction in Scope 1 and market-based Scope 2 emissions against an FY23 baseline, compared to our SBTi-validated FY33 reduction target of 54.6%, demonstrates strong decarbonization progress ahead of schedule. This achievement provides a robust foundation for our next phase of climate ambition, target recalibration and long-term transition planning.

Environmental Management Systems Verification (DJSI 2.1.2)

Environmental certifications cover 100% of our operational footprint. Our operations are certified to ISO 14001:2015 Environmental Management Systems, supporting structured management and continual improvement of environmental performance.

We conduct regular internal and third-party audits across our facilities. Our Bengaluru and Mangaluru facilities have also obtained ISO 50001:2018 Energy Management System certification, while Hyderabad is scheduled to complete certification by FY27. We maintained 100% compliance with applicable environmental regulations and standards in FY26.

2.2 Energy

Energy Management Programs (DJSI 2.2.1)

Efficient energy use and renewable energy integration remain central to our decarbonization strategy. In FY26, our energy management program focused on systematic monitoring, energy audits, operational optimization, renewable electricity procurement and employee-led energy conservation initiatives.

We monitor energy performance across all operating units through a dedicated energy management system and an internal energy index. Energy champions representing different blocks and sites participate in fortnightly energy review meetings, while performance and progress are reviewed by management on a monthly and quarterly basis. During FY26, 40 energy conservation programs were documented through our KAIZEN portal.

We regularly conduct comprehensive energy audits at key facilities to assess consumption patterns and identify efficiency opportunities. Based on these assessments, we implemented targeted measures across utilities, HVAC systems, compressed air, ventilation and lighting. These included optimizing operational set points; automating fume-hood exhaust systems, air-handling units and ventilation equipment; installing occupancy and motion sensors; optimizing chiller loads and circulation pumps; and upgrading motors, blowers and cooling-tower equipment.

Collectively, our energy conservation initiatives delivered savings of 6.59 million kWh, annual monetary savings of INR 24.39 million and an estimated emissions reduction of 1,796 tCO₂e. Capital investment in energy conservation equipment during FY26 amounted to INR 7.91 million.

Renewable energy procurement also remains a key component of our energy strategy. In FY26, approximately 95% of our electricity was sourced from renewable sources, compared with 92% in FY25 and 75% in FY23. Furthermore, renewable energy accounted for 83% of our total energy consumption in the year. Our renewable energy portfolio included a 10.4 MW wind power plant, a 27.45 MWp solar power plant and 691.7 kWp of rooftop solar capacity. Renewable energy sourcing and energy-efficiency measures together enabled us to avoid approximately 73,741 tCO₂e of GHG emissions during the year.

During FY26, we invested INR 3.5 crore to expand our renewable energy capacity, primarily to facilitate a group-captive renewable energy model at Mangaluru, with power generation expected to commence from the second quarter of FY27. A favorable Karnataka Electricity Regulatory Commission ruling, which allowed consumers with contract demand below 1,000 kVA to participate in non-captive green power procurement, supported an increase in the renewable electricity share at Mangaluru from 90% to 95%. We also plan to extend non-captive green power procurement to additional Bengaluru facilities.

We continue to explore additional power purchase agreements, rooftop solar installations and battery-storage solutions to increase renewable electricity use across our operations. We aim to maintain 96% of total electricity from renewable sources in FY27 and increase this share to 98% by FY28.

Beyond infrastructure and technology, we emphasize capacity building and workforce engagement. Our energy training and awareness program equips employees and relevant stakeholders with the knowledge and skills required to support our energy and climate objectives. Training covers energy-efficient technologies, energy monitoring and measurement, ISO 50001 awareness, energy audits, renewable energy integration and practical conservation measures, including energy KAIZENs. Awareness is reinforced through visual campaigns, signage and regular employee engagement activities. We also recognize individuals and teams whose initiatives result in measurable energy savings, helping embed accountability and energy consciousness across the organization.

Through this integrated approach, we continue to embed sustainable energy practices across our operations by combining technology, data, innovation, governance and employee participation to support the transition towards a cleaner and more energy-efficient future.

Energy Consumption (DJSI 2.2.2)

Energy Consumption in MWh	FY 23	FY 4	FY 25	FY 26
Total non-renewable energy consumption ²	41,736	28,971	25,081	20,577.20
Total renewable energy consumption	73,894	90,556	1,01,783	104,973.31

² The total non-renewable energy consumption reported includes Diesel, Petrol, LDO, LPG, PNG, Furnace oil, and Biomass, along with electricity drawn from the National Grid for India operations.

Our annual non-renewable energy consumption target for FY26 was 25,081 MWh.

2.3 Waste and Pollutants

Waste Management Programs (DJSI 2.3.1)

We are committed to responsible waste management as a core component of our environmental sustainability efforts. Our organization complies with all applicable environmental regulations and maintains ISO 14001:2015 certification for our Environmental Management System (EMS) across all sites. This certification ensures systematic control over the safe segregation, storage, handling, and disposal of both hazardous and non-hazardous waste across our campuses. We also have various audit programs on functional and operational requirements and conduct the waste vendors audits (Tollers audit) on a periodic basis to ensure the waste management-related compliance and operational requirements are in line with the regulatory requirements along with ours. The audit findings from the above audit programs are being tracked, addressed and closed for any deviation observed. Corrective actions are implemented to address audit findings and improve key areas of waste-management performance. .

In FY26, waste management controls were strengthened through audits, self-assessments, time-bound corrective and preventive actions, vendor documentation checks and digitized waste declarations. The online declaration system, introduced in April 2025, supports stream-wise and unit-wise traceability and reconciliation.

As part of our broader sustainability strategy, we are focused on three key waste management priorities:

- Reducing overall waste generation
- Increasing recycling and reuse, in line with circular economy principles
- Eliminating virgin materials by transitioning to sustainable alternatives

A significant initiative in this regard is our transition to 100% recycled paper. Since February 2025, our Hyderabad campus has adopted FSC-certified A4 recycled paper for all printing and copying needs. FSC certification ensures the paper is sourced from post-consumer recycled fiber and meets rigorous environmental and social responsibility standards. This initiative is now being scaled to our Bengaluru campus, with the goal of minimizing virgin paper consumption across operations. We are actively monitoring this transition to quantify the reduction in resource use and carbon emissions.

In addition to recycled paper, we have introduced plantable stationery, an innovative, eco-friendly alternative designed to reduce non-biodegradable waste and encourage sustainable behavior in everyday work practices.

Co-processing was scaled significantly in FY26, with 692.96 MT routed through co-processing compared with zero in FY25. This reduced reliance on incineration, which declined to 141.46 MT from 197.14 MT in the previous year.

Waste Diversion from Landfill Assurance

During FY26, we obtained independent third-party certification for our waste diversion from landfill performance. The verification was conducted by an accredited external assurance body, which reviewed waste generation, segregation, treatment, recycling, co-processing, reuse, and disposal records to validate the quantity of waste diverted from landfill. The assurance process confirmed that waste reported as diverted from landfill was managed through approved recovery, recycling, reuse, and energy recovery pathways in accordance with applicable regulatory requirements and recognized assurance protocols.

These independently assured outcomes demonstrate the effectiveness of our circular waste management approach and support our objective of maximizing resource recovery while minimizing disposal-related environmental impacts.

Further aligning with our commitment to green chemistry³, we have invested in the substitution of hazardous materials with safer, more environmentally friendly alternatives. For example, we have replaced Class 2 solvents with Class 3 process-friendly solvents in selecting manufacturing operations. This strategic move has not only improved process efficiency and safety but also significantly reduced the generation of hazardous waste at source, demonstrating measurable progress in our sustainability objectives.

We also emphasize employee training and awareness to ensure all stakeholders contribute effectively to our waste management goals. Our training program targets two key groups:

1. **Risk Management Teams and Waste Handlers:** These employees, including contractors, receive 100% training coverage. Topics include proper waste segregation, PPE usage, and safe handling of hazardous waste especially spent solvents. The training supports alignment with regulatory requirements and industry's best practices. **Office-Based Personnel:** Although not directly involved in waste handling, these employees are considered waste generators. So far, 35% have completed formal training through our Learning Management System (LMS), with all the new hires required to undergo onboarding modules for waste management. Specialized training is also provided to R&D staff to ensure safe and accurate classification and handling of lab and chemical waste.

To further support waste reduction, we have implemented comprehensive recycling and reuse programs across all facilities. These efforts aim to minimize landfill waste by promoting internal reuse, building external recycling partnerships, and adopting sustainable alternatives. All practices are guided by our EMS and subject to regular internal reviews and compliance audits.

As part of our continuous improvement efforts, we are working to establish quantified waste reduction targets and regularly assess our progress. Wherever possible, we also seek third-party certification of our landfill diversion rates to ensure transparency and accountability. Our Mangaluru site has achieved Platinum-level Zero Waste to Landfill certification.

Our waste management strategy is increasingly focused on circularity, resource recovery and waste valorization. During FY26, 97% of total hazardous and non-hazardous waste was recovered through recycling and co-processing pathways, while no waste was sent directly to landfill across operational control sites. The significant expansion of co-processing, with 692.96 MT managed through co-processing compared with none in the previous year, reduced reliance on incineration and enabled greater resource recovery. These outcomes were independently verified through third-party assurance, reinforcing the robustness, transparency and effectiveness of our waste management approach. We intend to maintain a waste recovery rate above 95% through FY28 while continuing to pursue waste reduction, increased material recovery and circular economy opportunities.

Waste Disposal (DJSI 2.3.2)

Waste in MT ⁴	FY 23	FY 24	FY 25	FY 26	Target
Total waste recycled/reused	1,432.05	737.81	988.55	1,377.491	
Total waste disposed	141.45	731.30	651.38	0	651.38
-Waste landfilled	0	0	0	0	

³ Green chemistry is a holistic approach that minimizes the generation of hazardous substances, with a particular focus on solvent-saving initiatives.

⁴ Data provided in this table is for non-hazardous waste only.

Waste in MT ⁴	FY 23	FY 24	FY 25	FY 26	Target
-Waste incinerated with energy recovery	0	731.30	651.38	0	
-Waste incinerated without energy recovery	141.45	0	0	0	
-Waste otherwise disposed	0	0	0	0	
-Waste with unknown disposal method	0	0	0	0	

As part of our continued commitment to environmental responsibility, we commenced co-processing initiatives in FY25 to minimize waste disposal and promote sustainable waste management practices.

Hazardous waste (DJSI 2.3.3)⁵

Hazardous Waste in MT ⁶	FY 23	FY 24	FY 25	FY 26	Target
Total hazardous waste recycled/reused	2,092.92	2,475.16	2243.72	2671.528	
Total hazardous waste disposed	217.82	266.45	331.22	141.447	
-Hazardous waste landfilled	29.33	0	0	0	
-Hazardous waste incinerated with energy recovery	108.28	104.06	134.08	141.439	134.08
-Hazardous waste incinerated without energy recovery	80.21	162.39	197.14	0	
-Hazardous waste otherwise disposed	0	0	0	0	
-Hazardous waste with unknown disposal method	0	0	0	0	

As part of our continued commitment to environmental responsibility, we commenced co-processing initiatives in FY25 to minimize waste disposal and promote sustainable waste management practices.

During FY 26, 692.96 MT of hazardous waste was managed through co-processing at authorized facilities. Co-processing is classified as a resource recovery pathway and is therefore included within recovered/recycled waste rather than disposal categories. The increased adoption of co-processing significantly reduced reliance on incineration and supported our circular waste management approach.

⁵ Hazardous waste includes e-waste, battery waste, radioactive waste & biomedical waste

⁶ Data provided in this table is for hazardous waste only

2.4 Water

Water Efficiency Management Programs (DJSI 2.4.1)

Water stewardship is a strategic priority for us given the location of key operations in water-stressed regions and the importance of reliable water availability to our research, development and manufacturing operations. Through water recycling and reuse, rainwater harvesting, storage infrastructure, treatment systems and contingency planning, we seek to strengthen operational resilience, reduce dependence on freshwater sources and enhance long-term water security across our sites. These efforts support both business continuity and our broader sustainability objectives.

Our approach combines recycling and reuse, rainwater harvesting, on-site storage, treatment infrastructure, monitoring and location-specific contingency planning. Following the FY25 third-party water audit at Bengaluru, in FY26, we implemented recommendations including interconnected piping across 17 blocks for Milli-Q reject-water reuse and expanded recycled-water use for restroom flushing.

Based on the assessment, seven high-impact water-saving initiatives were identified, offering both immediate and long-term benefits. Key among these was the reuse of reject water from the purified-water system (estimated savings of 6,132 KL/year), the installation of air-cooled cooling towers (43,712 KL/year potential savings), and the deployment of water-saving fixtures (9,130.5 KL/year). A notable achievement was the 23% reduction in laboratory freshwater consumption from 513 KL to 390 KL achieved through the installation of simple flow restrictors in sinks. This no-cost solution required no capital or operational expenditure and demonstrated how innovation and resourcefulness can drive sustainable outcomes.

In FY25, we implemented a Kaizen initiative to optimize reject water handling at the Water Treatment Plant (WTP). It was discovered that 30–40% of reject water, despite having a Total Dissolved Solids (TDS) level below 200 ppm, was unnecessarily processed through the energy-intensive Multiple Effect Evaporator (MEE). To address this inefficiency, a modified pumping system integrated with conductivity sensors, dual control valves, and SCADA-based logic was introduced to automatically segregate and redirect low-TDS water for reuse. This intervention led to an annual cost saving of ₹26.69 lakhs, recovery of an additional 9.3 KL of water per day, energy savings of 76 kWh/day, and reduced chemical use. The project also enhanced automation and strengthened operator ownership. Updated SOPs and daily monitoring protocols have institutionalized the improvement, ensuring long-term sustainability.

In FY26, we recycled and reused 114,633 KL of water, equivalent to 58% of total water use, and harvested 2,231 KL of rainwater. Bengaluru and Mangaluru operate under Zero Liquid Discharge arrangements, while wastewater at Hyderabad is pre-treated before transfer to a common effluent treatment plant. Water management practices comply with applicable State and Central Pollution Control Board requirements.

Water risks are managed through business continuity plans, backup supply arrangements, storage infrastructure and regular monitoring. These measures are designed not only to mitigate operational disruptions arising from water scarcity and climate-related events, but also to strengthen long-term water resilience across our sites. A new facility at BSEZ, Bangalore provides a total water-storage capacity of 2,600 KL, supporting approximately nine days of backup availability. No water supply disruptions or critical shortages occurred during FY26.

Workforce engagement is another cornerstone of our strategy. As part of our commitment to sustainable water resource management, we have implemented a comprehensive Water Management Training and Awareness program aimed at promoting efficient water use and reducing environmental impact. Structured initiatives are in place to build awareness and foster a culture of conservation across the organization. Water-saving targets are embedded in employee scorecard objectives, with fortnightly performance reviews ensuring accountability and continuous improvement. In FY26, 58% of our total

water use was met through reused, recycled and rainwater-harvested sources. We aim to increase this share to 65% in FY27 and 70% by FY28.

We conduct regular water audits through external auditors and undertake internal leak detection as needed. Rainwater harvesting initiatives and the adoption of the 5 R's, Reduce, Reuse, Recycle, Regenerate, and Recharge, form the backbone of our conservation strategy. Our practices align with the Global Reporting Initiative (GRI) metrics, ensuring transparency and adherence to international standards. In addition, we have adopted water-efficient technologies, such as water-saving taps and spray guns for vessel cleaning, to enhance operational efficiency. Water usage is closely monitored and measured, while ongoing awareness is driven through visual aids, signages, and a weekly newsletter covering health, safety, water, and waste management topics. Employees are actively encouraged to propose water conservation KAIZENs, and outstanding contributions are recognized through rewards and recognition programs, further embedding a sense of ownership and responsibility within teams.

Water Consumption (DJSI 2.4.2)

Water in Million m ³	FY 23	FY 24	FY 25	FY 26
Water withdrawal (excluding saltwater)	0.180	0.187	0.176	0.199
Water discharge (excluding saltwater)	0.005	0.007	0.006	0.005
Total net freshwater consumption (A-B)	0.176	0.180	0.170	0.194

Freshwater consumption increased in FY26, primarily due to qualification and validation activities associated with the new water treatment infrastructure commissioned at the BSEZ (Biocon Special Economic Zone), where our main Bengaluru campus is located. Additionally, the availability of recycled water from Biocon, our parent company, decreased following capacity expansion at its adjacent facilities.

Our annual target for total net freshwater consumption for FY26 was 0.188 million m³.

2.5 Climate Strategy

Direct Greenhouse Gas Emissions (Scope 1) (DJSI 2.5.1)

Scope 1 in tCO ₂ e	FY 23	FY 24	FY 25	FY 26
Total direct GHG emissions (Scope 1) – energy based	6,003	6,653	6,637	4,592

Our annual target for total direct GHG emissions (Scope 1) for FY26 was not to exceed

6,637 tCO₂e. Scope 1 emissions were 4,592 tCO₂e, significantly below the annual target.

Indirect Greenhouse Gas Emissions (Scope 2) (DJSI 2.5.2)

Scope 2 in tCO ₂ e	FY 23	FY 24	FY 25	FY 26
Total indirect GHG emissions (Scope 2) – Location-based	71,170	73,850	79,371	78,009
Total indirect GHG emissions (Scope 2) – Market-based ⁷	18,765	12,961	6,958	5,089

Our annual target for total indirect GHG emissions for FY26 Scope 2 (market-based) was 14,808 tCO₂e.

Indirect Greenhouse Gas Emissions (Scope 3) (DJSI 2.5.3)

Scope 3 in tCO ₂ e	FY 24	FY 25	FY 26
Purchased Goods and Services	33,028	33,784	40,215
Capital Goods	2,169	3,847	4,443
Fuel and Energy Related Activities	3,333	1,877	1,246
Upstream Transportation and Distribution	3,016	3,255	1,747
Downstream Transportation and Distribution	1,024	1,339	1,718
Waste Generated in Operations	1,771	1,674	1,583
Business Travel	892	1,153	1,480
Employee Commute	3,535	10,578	13,248
Total	48,768	57,507	65,679

⁷ In FY26, market-based Scope 2 emissions were 5,089 tCO₂e, substantially below the annual target of 14,808 tCO₂e, primarily due to renewable electricity accounting for 95% of the power sourced across our operations.

The increase in Scope 3 emissions during FY26 was primarily attributable with business growth, increased procurement volumes, higher capital expenditure activities, and expansion of operational capacity. Purchased goods and services and capital goods remain the most significant contributors. Despite the increase in absolute emissions, we continued to strengthen supplier engagement through science-based target adoption, climate maturity assessments, ESG assessments and supplier decarbonization programs. As of March 2026, suppliers representing 46% of relevant Scope 3 emissions had committed to science-based targets, exceeding our interim milestone.

Climate Governance (DJSI 2.5.4)

The Stakeholders Relationship & ESG Committee, a Board-level committee, oversees the fulfilment of our ESG goals, including the management of climate-related issues. The committee receives quarterly updates and conducts an annual review of ESG and climate-related progress, ensuring alignment with long-term sustainability objectives.

The Executive ESG Council, chaired by the Managing Director and Chief Executive Officer, provides management-level oversight of climate and water matters. It establishes the ESG implementation strategy and roadmap, oversees initiatives through working groups, monitors progress against goals, and reports developments and performance to the Stakeholders Relationship and ESG Committee on a quarterly basis.

The ESG Working Group brings together representatives from ESG Strategy and Reporting, Legal and Compliance, Engineering and Maintenance, Strategic Sourcing, Human Resources, Environment and Waste, IT and Cybersecurity, Health and Safety, Green Chemistry, Quality Management and Corporate Social Responsibility. It implements the ESG strategy, tracks projects and reports progress to executive leadership. No critical ESG concerns were raised to the Board in FY26.

The ESG Council and Board-level committee periodically review progress against SBTi targets, renewable-energy deployment, supplier decarbonization milestones, climate-related risks and opportunities, and capital investments supporting the Company's decarbonization roadmap. Climate performance indicators are integrated into ESG monitoring and decision-making processes to support delivery of long-term sustainability objectives.

Climate-Related Management Incentives (DJSI 2.5.6)

Who is entitled to benefit from this incentive? Select each option only once	Type of incentive	Incentivized KPIs: Please provide a description of the KPI and how it is incentivized
Board or Executive Level	Monetary incentive: short-term and long-term performance bonus	The Executive Management team who are also Members of the Executive ESG Council, have climate-related objectives incorporated into their performance goals. The incentivized KPIs includes increasing renewable electricity use, with more than 75% of overall annual power and at least 90% of power at Bengaluru to come from renewable sources and reducing absolute Scope 1 and market-based Scope 2 GHG emissions by 54.6% by FY33 from the FY23 baseline. Performance against these KPIs is linked to annual and long-term incentive arrangements. The incentives reinforce accountability for developing and executing climate

Who is entitled to benefit from this incentive? Select each option only once	Type of incentive	Incentivized KPIs: Please provide a description of the KPI and how it is incentivized
		action plans, coordinating decarbonization initiatives, monitoring emissions-reduction and renewable-energy targets, and reporting progress to the Board.
Senior-mid management	Monetary incentive: short-term performance bonus	Sustainable Procurement KPIs are incorporated into the performance objectives and annual scorecards of the Chief Procurement Officer, category heads, category managers and buyers. The KPIs include supplier compliance with environmental requirements, integration of ESG criteria into sourcing and supplier onboarding, supplier ESG assessments, value-chain visibility, supplier engagement and supplier alignment with science-based targets. Performance is reviewed through quarterly reviews and annual appraisals, with sustainability criteria carrying a weighting of approximately 5% to 10% in the relevant performance scorecards.
Employees	Monetary incentive: short-term performance bonus	We have established a water stewardship target to achieve 65% of total water use from reused, recycled, or rainwater-harvested sources by FY27, as part of our long-term water resilience strategy. The agreed water efficiency metrics are designed to support the development of a long-term water security strategy across all Syngene facilities. These metrics also aim to strengthen water resilience at Biocon Park by increasing the available water backup from two days to four, five, or seven days of consumption, aligned with threshold, target, and maximum performance levels, respectively. Performance against these objectives carries a 5% weighting within the Internal Short-Term Incentive programme. Accountability for achieving these targets, and the associated annual bonus outcomes, rests with the Engineering & Maintenance (E&M) and ESG teams across Syngene.

Financial Risks of Climate Change (DJSI 2.5.8)

Climate-related risks and opportunities are identified through our Enterprise Risk Management framework, Double Materiality Assessment and ongoing stakeholder engagement processes. Identified risks are assessed based on their potential financial, operational and strategic implications, and are reviewed through established ESG governance mechanisms. Outcomes from these assessments inform business continuity planning, capital allocation, investment decisions, resource management strategies and the implementation of our decarbonization roadmap.

Risks driven by Regulation	
Name of Risk	Customer Behavior

Risks driven by Regulation	
Description of Risk and Mitigation Measures	The shift in customer behavior driven by climate change and a focus on sustainability presents considerable risks to our financial standing and performance. As clients increasingly emphasize sustainability, CROs that fail to align with these values might see a drop in proposals and contracts, leading to increased risk of revenue reduction. More stringent environmental regulations may require investments in sustainable practices, which could strain short-term cash flows despite potential long-term advantages. Furthermore, rising competition from new market entrants that emphasize sustainability might push Syngene to adopt aggressive pricing strategies, which could adversely affect profit margins. Collectively, these issues could threaten our financial stability and market position in this changing environment. We have implemented our SBTi-aligned decarbonization programme through renewable electricity procurement, energy-efficiency initiatives, executive oversight and supplier engagement. Having exceeded the FY33 Scope 1 and Scope 2 reduction target ahead of schedule, we are evaluating our next phase of climate ambition and developing a longer-term transition and Net Zero pathway. In FY26, our combined Scope 1 and market-based Scope 2 emissions decreased to 9,681 tCO₂e, representing a year-on-year reduction of 3,914 tCO₂e, or 28.8%. This resulted in a 60.9% reduction against our FY 23 baseline, exceeding our SBTi-validated target of a 54.6% reduction by FY 33. Our progress was driven largely by renewable electricity procurement and energy-efficiency measures, which together delivered total GHG savings of approximately 73,741 tCO₂e. Our strong progress against climate targets, including achievement of a 60.9% reduction in Scope 1 and market-based Scope 2 emissions against the FY2022-23 baseline, supports our ability to meet evolving customer expectations. Sustainability performance is increasingly integrated into customer assessments, RFP processes and supplier qualification requirements, and we believe our climate programme enhances competitiveness and strengthens long-term customer relationships. We also continued to advance our Scope 3 target, under which we aim for suppliers representing 81.6% of emissions from purchased goods and services, capital goods, and upstream transportation and distribution to set science-based targets by FY 28. As of March 31, 2026, 102 suppliers, representing 46% of relevant Scope 3 emissions, had committed to science-based targets, exceeding our FY 26 milestone of 40%. During the year,

Risks driven by Regulation	
	more than 180 suppliers responded to our Climate Maturity Survey, providing a data-driven baseline for supplier readiness. We also conducted 88 supplier ESG assessments, expanded targeted support to 27 suppliers, and provided suppliers with emissions-calculation tools, capacity-building sessions and expert guidance on decarbonization pathways and SBTi commitments. Progress is monitored through supplier assessments, scorecards, emissions tracking and follow-up support to keep us on course towards our Scope 3 target and drive continuous improvement across our value chain. Findings from our climate-risk assessments are also used to guide the evolution of our decarbonization roadmap and future climate ambitions, including the planned review and recalibration of our science-based targets by FY28.
Estimated Time Frame	1 year
Estimated Financial Implications	The financial impact is estimated to be in the range of INR 17,000,000,000 - INR 19,000,000,000.
Estimated Cost of Mitigation	INR 36,000,000
Risks driven by change in physical climate parameters or other climate-change related developments	
Name of Risk	Water Stress
Description of Risk and Mitigation Measures	Based on scenario analysis supported by WRI Aqueduct water stress data, water availability has been identified as a key climate-related risk for us. This assessment indicated that Bangalore and Hyderabad are located in high water-stress regions. Additionally, while not an immediate priority location, Mangalore has also been identified as located in a medium to high water stress area and is hence relevant to the company's approach to manage water usage and mitigate any potential or actual risks. Given the location of facilities and an increase in climate-related extreme weather events, including droughts and floods, could disrupt operations and impact business continuity. Dependence on municipal and groundwater sources, coupled with growing water scarcity and evolving wastewater discharge requirements, may create operational challenges and necessitate additional investments in water stewardship initiatives, infrastructure upgrades, and resilience measures to support long-term business sustainability and revenue generation.

Risks driven by Regulation	
	We are proactively engaged in recycling and reusing treated wastewater. We are also investing in risk management strategies, which include utilizing various weather monitoring tools to observe changes over time at each site. This approach aims to reduce disruption and damage to services and operations resulting from sudden weather events and temperature shifts. Along with this, we are working on reducing freshwater consumption at source sites and building water security. Looking ahead, we will prioritize investments in new technology and improvements to our existing infrastructure, integrating these considerations into our plans for upcoming facilities. These measures support long-term water security and operational resilience across our sites, particularly in Bengaluru and Hyderabad, which are located in water-stressed regions. Through a combination of water recycling, reuse, rainwater harvesting, storage infrastructure and contingency planning, we seek to reduce exposure to water-related business interruption risks while supporting sustainable growth.
Estimated Time Frame	5 years
Estimated Financial Implications	The financial impact is estimated to be in the range of INR 660,000,000– INR 8,500,000,000.
Estimated Cost of Mitigation	INR 2,100,000

Physical Climate Risk Adaptation (DJSI 2.5.10)

We integrate physical climate resilience into our enterprise risk management and business continuity processes. Our organization-wide Business Continuity Management framework includes dedicated Business Continuity Plans and response playbooks covering physical and infrastructure-related disruptions, including water shortages, prolonged power outages, flooding, severe weather events, natural disasters and other emergency scenarios. These plans establish roles and responsibilities, escalation procedures, communication protocols, recovery strategies and continuity measures to protect critical manufacturing, laboratory, quality and client-related operations.

We conduct periodic risk assessments and business impact analyses to identify operational vulnerabilities and prioritize critical activities. Each operating unit and essential function maintains detailed response and recovery plans, which are reviewed and tested through periodic tabletop exercises, simulation testing and preparedness drills. These processes help validate response protocols, strengthen coordination and identify opportunities to improve emergency preparedness and recovery.

For water-related physical risks, our water-shortage playbook provides for monitoring water availability, identifying alternative water sources and emergency suppliers, maintaining backup storage and prioritizing available water for essential operations. These measures are complemented by water recycling and reuse, rainwater harvesting, Zero Liquid Discharge systems and on-site water storage and

treatment infrastructure. At our Bengaluru Special Economic Zone facility, our 2,600 KL water storage and treatment facility provides approximately nine days of backup water availability. Emergency tanker-supply arrangements have also been established to strengthen resilience against potential water scarcity.

For power-related disruptions, our continuity framework includes backup generators, standby electrical infrastructure, UPS-supported critical assets, redundant equipment, backup fuel storage, predefined fuel-replenishment arrangements and prioritization of essential loads. Automated monitoring systems, alternative working arrangements and facility-level emergency response capabilities provide additional layers of operational redundancy.

Our emergency-preparedness framework is supported by trained response teams, structured crisis-management processes, evacuation procedures and emergency communication mechanisms. Regular drills, emergency-response training, tabletop exercises and readiness assessments help ensure that employees and response teams remain prepared to respond to and recover from water stress, flooding, severe weather, power interruptions and other environmental disruptions.

We continue to strengthen the resilience of our facilities and critical operations through risk assessments, infrastructure investments, resource contingency measures, monitoring systems and periodic testing of response and recovery arrangements. These measures demonstrate our commitment to integrating physical climate adaptation into operational planning and business continuity.

Emission Reduction Targets (DJSI 2.5.11)

Our SBTi-validated near-term target is to reduce absolute Scope 1 and market-based Scope 2 GHG emissions by 54.6% by FY 33 from FY 23 baseline. In FY 26, covered emissions were 9,681 tCO₂e, representing a 60.9% reduction from the 24,768 tCO₂e base year and exceeding the target reduction ahead of schedule. This performance provides a strong foundation for our next phase of climate ambition and long-term transition planning.

For Scope 3, we aim for suppliers representing 81.6% of relevant emissions to set science-based targets by FY 28; 102 suppliers representing 46% of relevant Scope 3 emissions had committed by March 31, 2026.

The Scope 1 and Scope 2 target was achieved and maintained in FY 26. Renewable energy procurement and energy-efficiency improvements were the principal contributors to the reduction.

Type of Target	Scope Covered by Target	Time Frame	Baseline year emissions covered and as a % of total base year emissions	% reduction target from base year
Absolute	Scope 1 + 2 combined	Base year: FY 2023	Base year emissions: 24,768 tCO ₂ e	54.6%
		Target year: FY 2033	Percentage of total base year emissions: 100%	

Net-Zero Transition Plan (DJSI 2.5.14)

We are committed to supporting the transition to a low-carbon economy by aligning our greenhouse gas reduction efforts with the latest climate science. Our near-term targets have been validated by the Science Based Targets initiative (SBTi), aligning our emissions trajectory with the Paris Agreement ambition of limiting global warming to 1.5°C. We have committed to reducing absolute Scope 1 and

market-based Scope 2 greenhouse gas emissions by 54.6% by FY33 from FY23 baseline. In FY26, we achieved a 60.9% reduction against the baseline, exceeding the targeted reduction ahead of schedule.

This progress has been driven primarily by renewable electricity procurement, energy-efficiency initiatives and operational improvements. In FY26, renewable energy sourcing and energy-efficiency measures enabled us to avoid approximately 73,741 tCO₂e of emissions. We continue to implement our ten-year SBTi-aligned decarbonization roadmap, which serves as the foundation for our longer-term climate transition planning.

In line with SBTi requirements, we will undertake a formal review and recalculation of our science-based targets within five years of target validation. As part of this process, we intend to evaluate our next phase of climate ambition, including the development of a longer-term transition pathway covering Scope 1, Scope 2 and material Scope 3 emissions. This review will consider business growth, emissions trends, technological developments, evolving climate science and stakeholder expectations, while building on the progress achieved through our current decarbonization program.

Investment in decarbonization

In FY 26, we invested ₹3.5 crore to expand renewable energy capacity, primarily to facilitate a group-captive renewable energy arrangement at our Mangaluru facility. The project is expected to commence power generation from the second quarter of FY 27. We also invested ₹7.91 million in energy-conservation equipment during the year. Our energy-conservation initiatives generated savings of 6.59 million kWh and reduced emissions by approximately 1,796 tCO₂e.

These investments support the implementation of our decarbonization roadmap and the achievement of our SBTi-validated near-term targets. We continue to evaluate future capital requirements associated with renewable energy expansion, energy-efficiency improvements, low-carbon technologies and supplier decarbonization initiatives.

Scope 1 decarbonization levers

Our principal Scope 1 focus is reducing fossil fuel use in our direct operations. The largest share of our remaining Scope 1 emissions arises from fossil fuels used in boilers at our Mangaluru facility. We have transitioned from liquefied petroleum gas and light diesel oil to piped natural gas. We plan to install biomass boilers to support the complete phaseout of fossil fuels at the facility and are also exploring emerging low-carbon alternatives, including green hydrogen and biogas.

We will continue to improve the efficiency of boilers, utilities and other operational equipment while evaluating opportunities to replace conventional fuels with lower-carbon alternatives.

Scope 2 decarbonization levers

Our Scope 2 strategy focuses on increasing renewable electricity procurement and improving energy efficiency across our facilities. In FY26, 95% electricity and 83% overall energy consumed across our campuses came from renewable sources. Our renewable energy portfolio includes a 10.4 MW wind power plant, a 27.45 MWp solar power plant and 691.7 kWp of rooftop solar capacity.

Our planned and ongoing actions include implementing the group-captive renewable energy arrangement at Mangaluru, extending non-captive green power procurement to additional Bengaluru facilities, entering into new power purchase agreements, expanding rooftop solar installations and evaluating battery-storage solutions. We aim to maintain 96% of total electricity from renewable sources in FY 27 and increase this share to 98% by FY 28.

We are also implementing energy-efficiency initiatives across HVAC systems, compressed-air systems, ventilation, lighting, chillers, motors, pumps and other utilities. Energy performance is tracked across operating units through a dedicated energy-management system and internal energy index. Fortnightly

reviews engage energy champions across blocks and sites, while management reviews progress monthly and quarterly. Our Bengaluru and Mangaluru facilities have obtained ISO 50001 Energy Management System certification, and Hyderabad is scheduled to complete certification by FY 27.

Scope 3 decarbonization levers

Our SBTi-validated Scope 3 target is for suppliers representing 81.6% of emissions associated with purchased goods and services, capital goods, and upstream transportation and distribution to set science-based targets by FY 28. As of March 31, 2026, 102 suppliers representing 46% of relevant Scope 3 emissions had committed to science-based targets, exceeding our FY 26 milestone of 40% emissions coverage.

To accelerate progress, we are expanding our Supplier Decarbonization Program and EcoElevate Supplier Chapter. Our supplier-engagement measures include climate-maturity assessments, ESG assessments, emissions-calculation tools, webinars, individual expert consultations, tailored improvement recommendations, recognition programs and support in developing preliminary decarbonization roadmaps and science-based targets.

More than 180 suppliers participated in our Climate Maturity Survey. Through EcoElevate, we assessed and trained 256 suppliers representing approximately 61% of procurement spend. We also conducted 88 supplier ESG assessments, maintained on-site audits for 7% of our highest-priority suppliers and provided targeted support to 27 suppliers. In addition, 126 procurement professionals were trained on our ESG strategy, supplier decarbonization pathways and the role of procurement in influencing supplier action.

Stakeholder engagement

Stakeholder engagement informs our broader ESG and climate priorities. We engage with employees, customers, suppliers, investors, regulators, local communities, business partners and other stakeholders through investor interactions, business-review meetings, stakeholder consultations and stakeholder-specific forums. These engagements help us understand stakeholder expectations and incorporate relevant perspectives into our decision-making.

Our first Double Materiality Assessment included input from investors, employees, customers, suppliers, NGOs and media. The assessment received 528 responses and evaluated both the impacts of our operations and value chain on the environment and society and the sustainability-related risks and opportunities that could affect our financial performance. Climate action, responsible supply chains and sustainable process design were among the material topics prioritized through the assessment.

Value-chain engagement is particularly important to achieving our Scope 3 target. We provide suppliers with tools, training, expert support and tailored recommendations to strengthen their emissions-management capabilities and encourage science-based target-setting. Internally, we train procurement professionals and recognize buyers who demonstrate leadership in advancing ESG priorities through procurement decisions.

We also participate in industry associations, membership organizations and collaborative initiatives. Our climate targets are validated by the Science Based Targets initiative, and we participate in responsible-sourcing and supplier-engagement platforms. We engage with ten industry associations, membership organizations and advocacy groups and are a signatory to the Ten Principles of the United Nations Global Compact.

Social considerations

We recognize that the transition to a low-carbon economy may have implications for our employees, suppliers and communities. Social considerations are incorporated into our broader ESG strategy, Double Materiality Assessment, workforce-development programs and responsible-sourcing framework.

During FY 26, 99% of our employees participated in environmental training and awareness programs covering energy and water efficiency, waste segregation and environmental stewardship. We also provide specialized training on energy management, renewable energy integration, ISO 50001, energy audits and energy-conservation Kaizens. Employee-led resource-efficiency and emissions-reduction initiatives are encouraged through reward and recognition mechanisms.

Within our value chain, we recognize that suppliers may have differing levels of decarbonization maturity and access to technical resources. We therefore provide capacity building, emissions-calculation tools, expert consultations and targeted improvement support. Our [Supplier Code of Conduct](#) and [Sustainable Procurement Policy](#) establish expectations concerning environmental stewardship, human rights, fair labour practices and responsible business conduct.

As part of our planned SBTi target review and recalibration process, we intend to further evaluate the social, operational and value-chain implications of our long-term climate transition pathway. We will continue to strengthen stakeholder engagement, employee capability building, responsible sourcing, supplier support and climate governance as we advance towards the next phase of our decarbonization journey.

2.6 Product Stewardship

Product Design Criteria (DJSI 2.6.1)

As a contract research, development and manufacturing organization (CRDMO), our primary opportunity to influence product sustainability lies upstream through process design, green chemistry, raw material selection, resource efficiency and manufacturing innovation. While ownership of final products and end-of-life management generally resides with our customers, we seek to reduce environmental impacts across the pharmaceutical value chain through sustainable process development and responsible manufacturing practices.

In addition to evaluating packaging and transportation emissions, we are expanding circularity initiatives across our operational value chain. These include solvent recovery and reuse programs, co-processing of suitable waste streams, increased use of recycled paper and sustainable stationery, material optimization initiatives through Green Chemistry programmes, and reuse of treated water within operations. During FY26, 97% of total hazardous and non-hazardous waste generated across operational control sites was recovered through recycling and co-processing pathways, supporting resource efficiency and circular economy principles.

Aspect	FY26
Choice of raw materials or components that have a lower environmental footprint	We strengthened solvent and reagent selection using established classification and hazard-based assessment frameworks. Green chemistry practices include safer solvent alternatives, solvent recovery, biocatalysis, photocatalysis, electrochemistry and flow chemistry. Three pilot laboratories achieved My Green Lab Green Level Certification, with scores above 94%, supporting reduced energy, water, chemical use and waste. These initiatives support the reduction of hazardous substances, improve resource efficiency and help lower the environmental footprint of drug development and manufacturing processes.

Aspect	FY26
Direct operations, production & manufacturing	Sustainability is embedded into process development through Quality by Design, Design of Experiments and Process Analytical Technology. A FY 26 process optimization case study nearly doubled overall yield, reduced cycle time by approximately 40%, and lowered Process Mass Intensity by nearly 50%. Operational efficiency is further supported by renewable electricity procurement, ISO 50001-certified energy management systems, water reuse initiatives, Zero Liquid Discharge systems and digitized waste tracking, helping reduce emissions, water consumption and waste generation across manufacturing operations.
Distribution, storage and transportation	We have implemented material compatibility studies and closed-loop handling systems to improve storage safety and reduce chemical degradation and emissions during raw material storage and intermediate staging. These systems also reduce exposure risks and enhance containment, ensuring materials are stored and transferred safely with minimal environmental risk. While significant progress has been made in upstream material handling, we are currently evaluating the carbon impact of our logistics and distribution chain. Future plans include exploring sustainable packaging materials for chemical transport, consolidating shipments to minimize emissions, and incorporating route optimization to reduce fuel usage in supply chain operations. We recognize the importance of this area and are working toward quantifiable improvements in packaging sustainability and transportation emissions in the next reporting cycle.
Use phase - operation and servicing/maintenance	Our sustainable processes contribute to improving the environmental performance of products during their operational lifecycle. Although we do not typically control the end-use phase of products manufactured on behalf of customers, we seek to influence lifecycle sustainability through process innovation, green chemistry and the production of high-quality intermediates that support more efficient downstream manufacturing. However, the high-purity, low-impurity intermediates generated via photoredox and biocatalytic processes lead to more consistent

Aspect	FY26
	and durable drug substances downstream. By reducing side reactions, impurities, and variability, our approaches help decrease the need for downstream reprocessing, which conserves resources during the customer's formulation and final manufacturing phases. We are exploring partnerships with clients to better assess and document the downstream benefits of our greener intermediates, with the goal of improving lifecycle assessments across the value chain.
End of life management	While end-of-life management of client-owned pharmaceutical products typically resides with downstream value-chain partners, we contribute to circularity and waste minimization through sustainable process design, responsible material management and resource-efficiency initiatives within our operational boundaries. As such, the end-of-life stage is often managed by downstream partners, such as pharmaceutical firms responsible for final product formulation, packaging, and distribution. Nonetheless, within our operational boundaries, we are enhancing waste segregation, chemical inventory management, and lab consumable recycling through the My Green Lab framework. These efforts indirectly contribute to reducing landfill waste and supporting responsible waste management. In future phases, we plan to engage with clients and suppliers to explore end-of-life strategies, including sustainable packaging for shipped materials, biodegradable alternatives for single-use lab plastics, and closed-loop programs for high-volume reagents or solvents.

Product Reuse and Recycling Indicators (DJSI 2.6.4)

Reusability and Recycling	Units	FY 23	FY 24	FY 25	FY 26
Percentage of products sold last year that can be reused or recycled (if products are partly recyclable please estimate the proportion):	Not applicable to Syngene's business model. We operate as a contract research, development and manufacturing organization (CRDMO) serving pharmaceutical and biotechnology companies and do not market or sell finished products directly to end users. Ownership of final products, packaging design decisions, product take-back				

Reusability and Recycling	Units	FY 23	FY 24	FY 25	FY 26
	programs and end-of-life management generally reside with customers. Consequently, we do not currently track the percentage of products sold that can be reused or recycled. While product-level reuse and recycling indicators are not applicable to our CRDMO business model, we actively track circularity-related operational metrics including waste recovery, solvent recovery, co-processing, water reuse and recycling, and elimination of landfill disposal. These initiatives support resource recovery and circular economy outcomes within our operational boundaries.				
Percentage of products and materials that were actually reused or recycled by the company, or by a third party that has directly contracted with for this activity (i.e. not disposed of as waste, or incinerated for energy recovery) relative to total products produced:	While we do not operate product take-back or product recycling programs due to the nature of our CRDMO business model, the company, we actively promotes circularity within its operations through material recovery, solvent recovery, recycling and co-processing initiatives. In FY26, 97% of total hazardous and non-hazardous waste generated across operational control sites was recovered through recycling and co-processing pathways, with no waste sent directly to landfill. However, we do not currently track product-level reuse or recycling metrics and therefore cannot report this indicator on a product basis.				

Social

3.1 Labor Practices

Labor Practices Commitment (DJSI 3.1.1)

To promote employee well-being and maintain healthy working practices, we have implemented a comprehensive framework of policies governing work schedules, shift management, attendance, and flexible working arrangements. Our Work Schedule Policy establishes clear guidelines on working days, working hours, weekly offs, attendance requirements, and leave management for employees across different functions. Employees operate under defined general, morning, afternoon, or night shift schedules, ensuring transparency regarding expected working hours and reducing the risk of excessive work periods. Any modifications to approved work schedules or shift allocations require appropriate managerial authorization, supporting effective workforce planning and governance. Attendance and shift adherence are monitored through digital platforms such as SAP and SuccessFactors, enabling accurate tracking of working hours and supporting compliance with organizational requirements.

We are committed to ensuring equal remuneration for men and women performing work of equal value and maintaining a fair, transparent, and non-discriminatory compensation framework. Compensation decisions are based on objective criteria such as role requirements, responsibilities, qualifications, skills, experience, and performance, without regard to gender.

We are committed to fostering an equitable and employee-centric workplace through policies that support fair remuneration, flexibility, and work-life balance. Under our Shift Incentive Policy, eligible employees working in morning, afternoon, and night shifts receive additional compensation linked to approved attendance records, ensuring fair recognition of shift-based work. The policy also provides special incentives for eligible employees operating under designated six-day work schedules. In addition, our Global Work From Home Policy enables eligible employees in suitable roles to work remotely for up to one day per week, subject to managerial approval and business requirements, providing flexibility while maintaining productivity and collaboration. Employees are further supported through comprehensive leave provisions, including casual/sick leave, earned leave, maternity leave, paternity leave, adoption leave, and other special leave categories. Weekly offs, compensatory offs, and flexible work arrangements collectively help employees balance professional responsibilities with personal well-being, contributing to a healthy, inclusive, and supportive workplace culture. Please find attached the Human Rights policy [here](#).

At Syngene, we are committed to managing workforce-related changes responsibly and with due consideration for employees. Where organizational changes impact the workforce, the process is conducted through appropriate communication, advance notice where applicable, and relevant engagement measures in line with business needs and applicable requirements.

Scope of Labor Practices Commitment

Syngene's labor practices commitment extends across its workforce and value chain.

- Own Operations: Applies to all employees across research, development, manufacturing, quality, corporate, and enabling functions.
- Contractors and Third-Party Workers: Third-party labor providers are expected to comply with Syngene labor standards
- Suppliers and Business Partners: Strategic partners and suppliers are encouraged to adhere to Syngene's ethical labor principles through relevant contractual provisions and periodic review processes.

Labor Practices Programs (DJSI 3.1.2)

We demonstrate a strong commitment to fostering a structured, equitable, and supportive work environment through a range of carefully designed policies and initiatives focused on working hours, remuneration, and employee well-being.

A key component of this commitment is the monitoring of working hours, including overtime management. Through our structured Shift Policy, which clearly defines the start and end timings of each shift, employee work hours are systematically tracked. The SAP system enables shift supervisors to initiate, monitor, and manage shifts accurately, ensuring effective oversight across operations. To avoid unnecessary overtime, any deviations from approved shift schedules must receive prior managerial approval, thereby strengthening governance and control over working hours.

Our Work Schedule Policy further establishes clear expectations regarding working days, shift schedules, attendance management, and weekly offs. Depending on operational requirements, employees may follow either a five-day or six-day work schedule, with defined shift timings for general, day, afternoon, and night shifts. The policy also outlines requirements for attendance recording, management of working-hour shortfalls, and leave regularization, supporting transparency and consistency in workforce scheduling.

To recognize employees who work additional shifts and to ensure overtime management, the Shift Incentive Policy provides additional compensation for employees assigned to morning, afternoon, and night shifts. Incentives are linked to approved shift attendance records maintained through SAP and processed through payroll, ensuring a transparent and equitable approach to shift-based compensation. Employees operating under qualifying six-day work schedules are also eligible for special monthly incentives based on designated employee levels.

To ensure fair remuneration, we have implemented a Shift Allowance Policy that provides equitable compensation to employees working in shifts. Our objective is to prevent overtime work wherever possible. Working hours are monitored through an automated payroll system that utilizes attendance records to accurately allocate shift allowances. The system also facilitates the prompt correction of any shift-recording discrepancies, ensuring payment accuracy and maintaining fairness.

Our commitment to pay equity for men and women for equal work is reflected in our compensation framework. Compensation and pay are determined based on merit, experience, and the requirements of the job role. By regularly monitoring the gender pay gap, we actively advance equal remuneration as an important element of our organizational strategy. These measures help reduce pay disparities and promote an inclusive workplace where employees are rewarded fairly for their contributions.

To further strengthen our commitment to pay equity, we undertook an independent gender pay parity assessment covering employees across functions and organizational levels. The assessment evaluated compensation outcomes for comparable roles while considering relevant factors such as experience, tenure, performance, and job level, helping identify areas of strength and opportunities for improvement. Findings from the assessment are used to inform ongoing review and corrective actions, supporting fair and equitable remuneration practices across the organization.

We are committed to fostering an environment of open communication, mutual respect, and constructive engagement with employees and workers. In line with our [Social Dialogue Policy](#), employees have access to multiple channels to raise concerns, provide feedback, and participate in discussions on workplace-related matters. Through structured grievance redressal mechanisms, regular employee interactions, and transparent communication practices, we seek to address workplace concerns effectively and strengthen

employee trust and wellbeing. This approach reflects our commitment to responsible employment practices, ethical labour standards, and a positive work environment.

We regularly engage with workers and employee representatives through structured and inclusive dialogue mechanisms to discuss working conditions, workplace well-being, career development, organizational policies, and other employment-related matters. We foster open, two-way communication through daily stand-up meetings, regular team discussions, employee forums, quarterly town halls, People Pavilion events, employee resource groups (ERGs), focus groups, and roundtable discussions.

To further strengthen employee well-being, we have expanded Social Protection Coverage Beyond Public Programs through our Thrive360 initiative. This comprehensive program offers physical and mental health support that extends beyond standard provisions and includes enhanced family leave benefits. Initiatives such as on-site health screenings, including complimentary breast cancer screening for female employees, and diet and nutrition counseling through the Employee Assistance Program (EAP), demonstrate our commitment to physical wellness. Mental health support has been reinforced through the relaunch of EAP services, awareness campaigns, extension of coverage to international employees, inclusion of family members, and increased counseling utilization. In addition, team counseling sessions and a dedicated parental support package help employees navigate the period from the third trimester of pregnancy through their return to work. Comprehensive family leave provisions, including maternity leave, paternity leave, leave for commissioning mothers, and adoption leave, further support work-life balance and financial security. We have also introduced the 'NURTURE' program under our EAP to support employees and their families during pregnancy, postpartum recovery, and their transition back to work.

We also encourage rest and rejuvenation through our policies on paid annual leave entitlements. Under the Leave Policy, employees are encouraged to utilize their leave regularly, as unused leave may only be encashed upon separation from the organization, with remaining balances otherwise forfeited during employment. This approach promotes the use of leave for adequate rest and recovery, supporting a healthier work-life balance. To reinforce this objective, the leave management system tracks leave utilization and periodically reminds employees who have not taken leave, highlighting the importance of taking time off for overall well-being and sustained productivity.

Through these comprehensive policies and strategic initiatives, we reaffirm our commitment to creating a balanced, equitable, and supportive work environment. By prioritizing fairness, employee well-being, and responsible workplace practices, we aim to enhance employee satisfaction, strengthen organizational performance, and foster a workplace culture where health, productivity, and inclusion thrive.

Workforce Breakdown: Gender (DJSI 3.1.4)

Diversity Indicator	Percentage (0-100%)
Share of women in total workforce (as % of total workforce)	25.10%
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	26.90%
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	28.70%
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	13.2%

Diversity Indicator	Percentage (0-100%)
Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e., excluding support functions such as HR, IT, Legal, etc.)	37.8%
Share of women in STEM-related positions (as % of total STEM positions)	27.2%

We have set a target increase the representation of women to 30% of our total workforce and 20% of top management positions by FY28.

Workforce Breakdown: Race/ Ethnicity & Nationality (DJSI 3.1.5)

Nationality/ Geography	Share in total workforce (as a % of total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
India	99.16%	96.20%
USA	0.79%	3.50%
UK	0.01%	0.10%
Sweden	0.01%	0.10%
American Samoa	0.01%	0.10%

3.2 Human Rights

Human Rights Assessment (DJSI 3.2.3)

Category	% of total assessed in last three years	% of total assessed (column A) where risks have been identified	% of risk (column B) with mitigation actions taken
Suppliers	100%	68%	45%

Of suppliers where human-rights risks were identified, 45% had completed mitigation actions as of March 2026, with the remainder under active corrective-action plans.

Human Rights Mitigation and Remediation (DJSI 3.2.4)

Processes implemented to mitigate human rights risks

We are firmly committed to upholding and advancing human rights across all areas of our operations. Our comprehensive [Human Rights Policy](#) adopts a zero-tolerance approach to discrimination, harassment, and any form of human rights violation, fostering a safe, inclusive, and respectful workplace for all

employees. This policy is accessible to all stakeholders on our corporate website. Our human rights policy can be accessed [here](#).

To reinforce our commitment, all contracts and business relationships incorporate mandatory provisions requiring adherence to applicable local regulations, international human rights standards, and our internal policies. This helps ensure that human rights considerations are embedded throughout our value chain and business partnerships. We have also implemented a dedicated grievance redressal framework through our Grievance Mechanism and Disciplinary Policy, enabling employees and other stakeholders to confidentially raise concerns and report potential violations.

In addition, our Code of Conduct outlines our commitment to complying with all applicable laws and regulations relating to wages, employee benefits, workplace safety, and human rights. It specifically addresses the prohibition of child labor, forced labor, discrimination, and harassment, while promoting diversity, equal opportunity, and data privacy. Across all our sites, appropriate preventive and mitigation measures have been established to address potential human rights risks, ensuring a workplace that respects and protects the rights and dignity of all individuals.

The type of remediation actions taken

We maintain a strict policy of zero tolerance for any form of retaliation against whistle-blowers or individuals who lodge complaints, ensuring their protection during and after the investigation process. We follow established procedures to conduct fair and expedient investigations into any reported or suspected incidents. Furthermore, corrective and preventive actions are systematically applied to address identified human rights risks.

In FY26, there were no complaints filed with respect to human rights violations, including Child Labour, Forced Labour/Involuntary Labour, Wages, and Other human rights-related issues.

3.3 Human Capital Management

Training and Development Inputs (DJSI 3.3.1)

	FY26
Average hours per FTE of training and development	63
Average amount spent per FTE on training and development (in INR)	10,654.74

Training Data breakdown by category:

Particulars	Average Training hours
Male	66.95
Female	53.65

Particulars	Average Training hours
Senior management	6.62
Middle management	50.44
Junior management	65.46

Employee Development Programs (DJSI 3.3.2)

Continuous learning and capability building play a critical role in developing effective leaders, strengthening customer-focused behaviors, and equipping employees with the skills needed to thrive in a rapidly evolving business environment. Through a combination of structured learning programs, mentoring opportunities, coaching interventions, and specialized training initiatives, we support both professional and personal growth. These efforts enhance technical expertise, strengthen behavioral competencies, and encourage collaboration across diverse and globally distributed teams. By investing in employee development, we aim to cultivate agile, future-ready talent capable of driving innovation and delivering long-term value.

Core Skills for Customers: The Core Skills for Customers program is a strategic learning initiative focused on enhancing the capabilities of leaders and customer-facing employees to deliver exceptional client experiences and business outcomes. Supported by structured quality assessments through "Blue Sheet" reviews, the initiative reinforces the "Syngene Way of Selling" through leadership orientations, Centre of Excellence collaborations, periodic audits, and continuous coaching. During FY2025-26, the program reached 535 employees, helping embed customer excellence as a core organizational capability.

Copilot Program: Through the Copilot Program, we are accelerating the adoption of artificial intelligence across the organization to enhance productivity, decision-making, and innovation. The program enables leaders and employees to leverage AI-powered tools within everyday workflows, supporting data-driven insights, process optimization, and experimentation with new ways of working. The initiative is contributing to the development of digitally enabled leadership capabilities and fostering an innovation-oriented culture.

Complementing these efforts is **SynLearn**, our integrated digital learning ecosystem, designed to provide employees with seamless access to learning resources through a centralized platform. The platform offers personalized learning journeys, role-specific recommendations, and curated development pathways to support diverse learning needs. Enhanced by a mobile application with offline access, notifications, and Single Sign-On functionality, SynLearn enables learning anytime and anywhere. Additional features such as live webinars, skill assessments, goal tracking, customizable playlists, and AI-powered simulations with instant feedback create a highly engaging learning experience. By providing flexible, self-paced development opportunities, the platform supports enterprise-wide capability building and continuous skill enhancement. During FY26, SynLearn achieved 77% adoption across the organization.

Science Certification Program: We continued to strengthen technical and scientific capabilities through our Science Certification Framework. During FY26, 452 employees completed certification-linked training programs, helping deepen domain expertise and capability development across scientific functions.

Leadership Development: Leadership capability development remained a key focus area during FY26. More than 250 mid-to-senior leaders completed structured leadership development programs, strengthening managerial effectiveness, coaching capability, and succession readiness across the organization.

Culture Map Program: Building on the customer-centric foundation established through the Core Skills for Customers initiative, the Culture Map Program is designed to strengthen cross-cultural effectiveness and global collaboration. Inspired by the principles outlined in The Culture Map, the program helps employees develop a deeper understanding of cultural differences and their impact on communication, decision-making, and relationship building. By enhancing cultural intelligence and promoting inclusive interactions with both colleagues and clients, the program supports stronger global partnerships and more effective collaboration across regions and cultures.

Human Capital Return on Investment (DJSI 3.3.3)

	FY23	FY24	FY25	FY26
Total Revenue	31,935,000,000	32,031,000,000	33,733,000,000	37,387,000,000
Total Operating Expense	26,635,000,000	27,227,000,000	28,542,000,000	33,219,000,000
Total Employee-related expenses (salaries + benefits)	8,122,000,000	7,612,000,000	8,417,000,000	11,049,000,000
Resulting HC ROI	1.653	1.631	1.618	1.377
Total Employees	6,847	6,510	6,533	6,692

The decline in Human Capital ROI reflects a deliberate increase in employee-related investments during FY26, including workforce expansion, capability-building programs, leadership development initiatives, digital learning platforms, AI enablement programs, succession planning, and other strategic talent investments. These investments support long-term growth, scientific capability enhancement and future business readiness and are expected to generate value over multiple years.

Hiring (DJSI 3.3.4)

	FY23	FY24	FY25	FY26
Total number of new employee hires	2,557	1,047	1,662	1,492

In FY26, the Average Hiring cost/FTE was INR 1,65,400/- and 16% were internal hires.

Employee Turnover Rate (DJSI 3.3.5)

	FY23	FY24	FY25	FY26
Total employee turnover rate	26%	21%	25%	20%
Voluntary employee turnover rate	24.4%	19.5%	24.2%	18.3%

Long-Term Incentives for Employees (DJSI 3.3.6)

The Long-Term Incentive Performance Share Plan has been designed to align employee performance with the Company's long-term strategic objectives and sustainable value creation. Under the Plan, eligible employees are expected to collaborate and contribute towards achieving both organizational goals and their individual performance objectives. The Plan operates over a rolling performance and vesting period of three financial years, commencing from FY23, with no changes to the plan design or vesting period. Long-term incentive plans are available to selected senior management and employees in business-critical roles as determined by the Nomination and Remuneration Committee.

Employees at Level 1, Level 1 EC, and other employee categories are covered under the Company's Short-Term Incentive (STI) or performance-linked annual bonus programmes, which extend performance-based rewards across the broader workforce.

Employee Support Programs (DJSI 3.3.7)

Support for Working Hours

At Syngene, we recognize the evolving nature of work and the importance of balancing operational requirements with employee well-being. Given that a significant proportion of our workforce operates in laboratory, manufacturing, and other site-based roles, flexibility is implemented in a manner that supports both employee needs and business continuity.

We follow a structured Work Schedule Policy that accommodates different operational requirements through multiple work schedules and shift arrangements, including five-day and six-day workweeks, general shifts, and operational shift schedules. These arrangements provide flexibility in scheduling while ensuring alignment with customer, project, and manufacturing commitments. Employees are also eligible for approved leave, on-duty provisions, and compensatory off arrangements where applicable.

In addition, under the Global Work from Home Policy, eligible employees whose roles can be effectively performed remotely may avail up to one work-from-home day per week, subject to managerial approval, role suitability, infrastructure availability, and business requirements. This flexibility supports employees in managing temporary personal needs, dependent care responsibilities, and unforeseen circumstances while maintaining productivity and collaboration.

While most positions require full-time engagement due to the nature of our operations, requests for alternative work arrangements may be reviewed on a case-by-case basis in accordance with business requirements, role suitability, and applicable policies. Through these measures, we strive to provide practical workplace flexibility while maintaining operational excellence.

As part of our commitment to employee well-being, we introduced Thrive360, a holistic well-being program designed to support physical, mental, emotional, social, financial, and professional health. The program aims to create a positive and supportive work environment where employees feel valued, empowered, and encouraged to thrive.

Through the Employee Assistance Program (EAP), employees and their family members have access to counseling and support services that help address workplace stress, emotional well-being, and personal challenges. By providing resources that strengthen resilience and mental wellness, the program contributes to employee satisfaction and overall organizational performance.

To promote physical well-being, employees have access to on-site health screenings, dietary consultations, gym membership subsidies, and annual health check-ups. Additional initiatives include complimentary breast cancer screenings for women above 30 years of age, awareness sessions on

menopause and cervical cancer, and participation in team sports and recreational activities that encourage an active lifestyle while strengthening teamwork and camaraderie.

Support for Working Hours

At Syngene, workplace flexibility is implemented in a manner that balances employee well-being with business and operational requirements. Given that a significant proportion of the workforce operates in laboratory, manufacturing, and other site-based roles, flexible arrangements are provided where operationally feasible.

The Company follows a structured Work Schedule Policy comprising five-day and six-day workweeks, multiple shift schedules, compensatory off provisions, and attendance frameworks designed to accommodate diverse operational requirements while providing employees with clarity in managing their work commitments.

In addition, under the Global Work from Home Policy, eligible employees whose roles can be effectively performed remotely may avail up to one work-from-home day per week, subject to managerial approval, role suitability, infrastructure availability, and business requirements. While most positions require full-time on-site engagement, alternative work arrangements may be considered on a case-by-case basis in line with business needs and role requirements.

Family Benefits

We support employees through various stages of life by providing benefits that promote family well-being, caregiving support, and work-life balance.

To support employees with young families, childcare facilities are available at the workplace. In addition, the Child Education Reimbursement Policy provides financial assistance of up to INR 20,000 per child per year for up to two children, helping employees manage educational expenses and support access to quality education.

We also provide dedicated breastfeeding and lactation facilities that offer nursing mothers a safe, comfortable, and private environment, supporting their transition back to work after maternity leave.

Paid parental leave is available for both primary and non-primary caregivers. Primary caregivers are entitled to 26 weeks of paid parental leave, while non-primary caregivers are entitled to one week of paid leave. We also provide adoption leave, with leave duration determined by the age of the adopted child, ensuring appropriate support for employees expanding their families through adoption.

In addition to parental leave, employees may utilize leave benefits available under our leave framework to address family and caregiving responsibilities, including caring for dependents during periods of illness or personal exigencies, subject to applicable policy provisions and approval processes.

Type of Performance Appraisal (DJSI 3.3.8)

We follow a comprehensive performance appraisal process that focuses on setting clear objectives, defining key performance indicators (KPIs), and providing ongoing feedback throughout the year. The framework is designed to promote transparency, fairness, and employee development, enabling individuals to realize their full potential while being supported by a robust rewards and recognition system. Although detailed appraisal outcomes remain confidential, the overarching principles and methodology of our performance management approach are communicated through public disclosures, including the annual report and sustainability reports, demonstrating our commitment to employee growth and development.

Under our "My Future Plan", Management by Objectives (MBO) serves as a fundamental element of the performance appraisal process. Employees and managers collaboratively establish SMART goals that are Specific, Measurable, Achievable, Relevant, and Time-bound, ensuring alignment between individual responsibilities and organizational priorities. Regular discussions throughout the year facilitate goal review and progress tracking, providing clarity of expectations, strengthening accountability, and encouraging employees to maximize their performance while contributing to organizational success through clearly defined performance metrics.

The "My Future Plan" framework also incorporates a multidimensional performance appraisal approach, including multi-stakeholder feedback for employees in senior roles. Employees nominate both internal and external stakeholders whose feedback is subsequently reviewed and approved by managers. This 360-degree feedback process integrates perspectives from supervisors, peers, subordinates, and other relevant stakeholders, enabling a more balanced and comprehensive evaluation of an employee's performance, capabilities, and overall impact. Such assessments support informed performance decisions while identifying opportunities for individual development and leadership growth.

Additionally, agile conversations are a core feature of the "My Future Plan", fostering ongoing dialogue between employees and managers throughout the performance cycle. These regular interactions enable timely feedback, continuous alignment, and adjustments to goals when required. By embracing an agile approach to performance management, the organization promotes flexibility, responsiveness, and continuous improvement. This process encourages employees to actively participate in their development journey, seek constructive feedback, and pursue growth opportunities while contributing to a collaborative, innovative, and high-performing work environment.

Trend of Employee Wellbeing (DJSI 3.3.9)

In FY26, our Employee Experience Survey achieved a participation rate of 92%, with overall employee engagement reaching 89%, exceeding the global Life Sciences benchmark of 82%. The survey covered employees across the organization and continues to serve as a key tool for assessing employee experience, workplace culture, leadership effectiveness, learning opportunities, and overall well-being.

The Syngene Pulse Survey is a key tool for understanding the employee experience and fostering a highly engaged workforce. One of the survey's core focus areas is Career Advancement, which evaluates employees' confidence in achieving their personal career aspirations. This dimension reflects our commitment to supporting career growth and enabling employees to build meaningful and fulfilling careers within the organization.

Another important dimension is Diversity & Inclusion, which assesses whether employees feel respected and valued irrespective of their job roles. The survey reinforces our commitment to creating an inclusive workplace where all employees have equal opportunities, diverse perspectives are welcomed, and a culture of fairness and mutual respect is upheld.

The survey also evaluates Empowerment by examining employees' ability to make decisions that are critical to their roles. By promoting autonomy and encouraging initiative, Syngene seeks to foster a sense of ownership and accountability among employees. This empowerment contributes to greater productivity, engagement, and job satisfaction.

Learning & Development is another key area explored through the survey, highlighting the organization's focus on continuous employee growth. The survey assesses the effectiveness of communication around learning opportunities and supports efforts to ensure employees have access to the skills and resources needed for professional development. Continuous learning remains a crucial enabler of career progression and adaptability in a dynamic business environment.

In the area of Performance Management, the survey measures employees' perceptions of the clarity of goals, expectations, and evaluation processes. Clear performance standards help align individual contributions with organizational objectives and support both personal and business success.

The survey further explores Retention by gathering insights into employees' intent to remain with the organization. Understanding the factors that influence employees' decisions to stay or leave enables the company to proactively address retention challenges and strengthen workforce stability.

Insights related to Workload & Flexibility are captured by assessing employees' ability to effectively balance professional responsibilities with personal commitments. This dimension provides valuable information on work-life balance and helps identify opportunities to enhance employee well-being and create a supportive work environment. The organization also periodically reviews employee feedback relating to flexible work arrangements and workplace practices. Insights from engagement surveys support the ongoing refinement of employee wellbeing initiatives, including hybrid and remote-working provisions available under the Global Work from Home Policy for eligible roles

Finally, Psychological Safety is assessed by evaluating employees' comfort in expressing their views, opinions, and concerns. This reflects Syngene's commitment to maintaining an open and transparent workplace where employees feel safe to speak up without fear of adverse consequences. Fostering psychological safety strengthens trust, collaboration, and innovation across the organization.

Through these comprehensive assessments, the Syngene Pulse Survey generates valuable insights into the overall employee experience. The findings help identify strengths, uncover opportunities for improvement, and inform strategic initiatives aimed at enhancing engagement, satisfaction, well-being, and organizational effectiveness. The survey demonstrates Syngene's ongoing commitment to creating a supportive, inclusive, and growth-oriented workplace that invests in the success and development of its people.

Leadership succession coverage

Data as of Jan 2026

Outcome		
	EC	EC-1
Succession Coverage Ratio (% of roles with at least one designated successor)	76%	54%

3.4 Occupational Health and Safety

OHS Policy (DJSI 3.4.1)

Our [Occupational Health and Safety \(OHS\) Policy](#), approved by the Board of Directors, applies across all operational sites and provides a comprehensive framework for managing workplace health and safety. The policy is aligned with applicable legal requirements and industry standards and guides our efforts to maintain a safe and healthy work environment. It establishes clear responsibilities for continuous improvement, periodic review, target setting, and implementation of safety initiatives. Regular audits and assessments are conducted to evaluate the effectiveness of the OHS management system and identify opportunities for improvement. In line with our [Supplier Code of Conduct](#), suppliers and business partners are also expected to comply with all applicable health and safety requirements and our internal policies and protocols. Occupational Health and Safety governance is overseen through the Board-level Risk Management Committee, the Executive Safety Committee and Operational Unit Safety Leadership

Teams, ensuring accountability and periodic review of health and safety performance across the organization.

OHS Programs (DJSI 3.4.2)

Our Occupational Health and Safety Management System is aligned with ISO 45001:2018 and is implemented across all company facilities. During FY26, we maintained zero work-related fatalities and zero cases of work-related ill health across our operations. Health and safety management covered 100% of employees, workers and operational facilities under the ISO 45001-certified Occupational Health and Safety Management System. The management system incorporates established safety methodologies, including Hazard Identification and Risk Assessment (HIRA), Aspect and Impact Management (AIM), and Process Safety Management (PSM), to proactively identify and manage occupational risks. These frameworks support the assessment of physical, chemical, biological, and ergonomic hazards through site inspections, employee engagement, standard operating procedures (SOPs), incident investigations, and safety performance reviews. Identified risks are mitigated using the hierarchy of controls and ALARP (As Low As Reasonably Practicable) principles.

Our safety infrastructure integrates multiple engineering and procedural controls designed to mitigate workplace risks. These include static discharge prevention measures, distributed control systems, and pressure-relief mechanisms for process safety management. Facilities handling flammable materials are equipped with flame arrestors and emergency shutdown systems, while secondary containment arrangements are implemented to prevent the spread of hazardous substances and minimize environmental impact.

On-site occupational health centres provide emergency medical support and contribute to workplace health and well-being. Progress against safety objectives is regularly monitored, including Lost Time Injury Frequency Rate (LTIFR) and total recordable incident metrics.

To strengthen emergency preparedness and response capabilities, we have established comprehensive emergency response plans supported by dedicated emergency teams at each site. We utilize digital reporting platforms to record and manage safety concerns, incidents, and near misses, enabling timely reporting, investigation, corrective action, and organizational learning.

All employees receive safety induction training upon joining the organization, followed by role-specific and equipment-related training as required. Safety awareness is further reinforced through digital learning modules, periodic refresher trainings, toolbox talks, and regular safety communication initiatives. Emergency drills, mock exercises, and incident-response simulations are conducted at scheduled intervals to evaluate preparedness and enhance response effectiveness. EHSS training is mandatory for all employees, supported through site induction, role-based training, refresher modules, behavioral safety programmes, toolbox talks and emergency response drills. During FY26, employees completed over 35,365 training hours and participated in regular emergency preparedness exercises.

Occupational Health and Safety Management System effectiveness is reviewed through periodic audits and management reviews. Safety performance is assessed annually using established occupational health and safety indicators, including criteria related to chemical process safety (PS) and Environment, Health and Safety (EHS) performance. The Company also extends applicable health and safety requirements to contractors, suppliers, and service providers through procurement and vendor management processes. All personnel and business partners are expected to comply with relevant legal requirements, internal standards, and applicable health and safety procedures.

To further strengthen risk management and organizational learning, we leverage structured digital tools across the entire risk assessment lifecycle, from hazard identification and safety reviews to operational readiness assessments. We also utilize the SynZero digital incident management platform, which enables employees to report safety observations, near misses, and incidents in real time. This facilitates

transparency, timely action, root cause analysis, and the identification of systemic improvement opportunities. In addition, we have implemented a Serious Injury and Fatality (SIF) Prevention Framework focused on high-risk activities, supported by defined protective barriers and escalation protocols to prevent severe incidents.

Our OHS management system is supported by a structured audit programme aligned with ISO 45001:2018. Internal audits are conducted regularly across operational units, while external assessments help verify certification compliance and management system effectiveness. Findings are tracked through corrective and preventive action (CAPA) processes, and audit outcomes are systematically reviewed to strengthen controls and drive continuous improvement. During FY26, 100% of operational sites were covered by health and safety risk assessments.

Safety Performance (DJSI 3.4.3, DJSI 3.4.4, DJSI 3.4.5)

Safety performance indicators are monitored and reported on a consolidated basis for employees and workers. Key metrics, including Lost Time Injury Frequency Rate (LTIFR), occupational injuries, and fatalities, are regularly reviewed to assess performance, identify trends, and drive continuous improvement in workplace health and safety management.

Safety Incident/Number	Category	FY23	FY24	FY25	FY26
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees & Workers	0.07	0.03	0.05	0.03
No. of fatalities	Employees	0	0	0	0
	Workers	0	0	0	0

Safety Indicator	FY26
Total Recordable Cases	12
Total Recordable Case Frequency Rate (TRCFR)	0.14
Lost Workdays	3
Work-related Ill Health Cases	0

We remain committed to our Goal Zero vision, focusing on the prevention of Serious Injuries and Fatalities (SIF), contractor safety excellence, workforce competency development, proactive hazard identification, and continuous improvement through digital health and safety systems, leadership engagement and behavioral safety programs.

We aim to maintain a Lost Time Injury Frequency Rate (LTIFR) of less than 0.15 per 200,000 hours worked by FY27.

3.5 Customer Relations

Customer Satisfaction Measurement (DJSI 3.5.1)

Satisfaction measurement	Unit	FY23	FY24	FY25	FY26
Satisfaction Measurement	Net promoter score	56.7	56.7	63	70

Our customer satisfaction measurement target for FY26 was 83%.

3.6 Privacy Protection

Privacy Policy: Systems/ Procedures (DJSI 3.6.1)

Aspect	Our Practice
Privacy policy applies to the entire operations, including suppliers	We maintain a documented and approved Data Privacy Policy that applies across the organization, including suppliers, service providers, and third-party contractors who have access to critical information assets. The policy establishes requirements for the protection, handling, and processing of personal and sensitive data throughout the value chain.
Designated person or department responsible for privacy issues	Responsibility for overseeing privacy and information security matters rests with the Information Security Manager and the Head of Information Security. These designated authorities monitor compliance with privacy requirements, manage information security risks, and address privacy-related concerns. Employees are encouraged to promptly report identified vulnerabilities, privacy incidents, or suspected security weaknesses through established reporting channels.
Privacy policy system embedded in group-wide risk/compliance management	Our Data Privacy Policy is integrated into our governance, risk management, and compliance framework and applies to both internal operations and relevant third-party partners. Privacy and data protection considerations form an integral part of organizational risk management processes and are regularly reviewed through management discussions, compliance assessments, and periodic updates on data privacy initiatives and performance.
Disciplinary actions in case of breach (i.e., zero tolerance policy)	We maintain a robust disciplinary framework to address violations of privacy, confidentiality, and information security requirements. Prior to accessing organizational information systems, users are reminded of their responsibilities under applicable security policies. Any breach of privacy requirements, misuse of information assets, negligence, or non-compliance may result in disciplinary measures, legal action, or other corrective actions as appropriate. Alleged violations are reviewed through a structured investigation process involving relevant functions, with individuals provided an opportunity to respond before disciplinary decisions are finalized.

Aspect	Our Practice
Conduct third-party audits of the privacy policy compliance	We have established processes for conducting third-party reviews and audits to assess the effectiveness of our privacy controls and compliance framework. Such assessments may be performed periodically or whenever significant changes occur in privacy systems, processes, or regulatory requirements. Audit activities follow defined procedures and governance protocols to ensure appropriate oversight, while maintaining the confidentiality, integrity, and security of information accessed during the review process.
Conduct internal audits of the privacy policy compliance	We conduct periodic internal audits to evaluate compliance with data privacy and information security policies and procedures. These reviews help identify potential gaps, monitor adherence to established controls, and support continuous improvement. Where observations or non-conformities are identified, corrective and preventive actions are implemented, tracked, and reviewed to strengthen accountability and ensure ongoing alignment with applicable regulations, internal standards, and industry best practices.

Customer Privacy Information (DJSI 3.6.2):

Safeguarding customer privacy remains a core commitment embedded within our data governance framework. We maintain a comprehensive [Privacy Policy](#) that outlines our approach to protecting personal data and respecting individual privacy rights. The notice explains the categories of personal data collected, the purposes for which such data is processed, and the rights available to individuals under applicable data protection laws. It applies to information collected through various channels, including websites, mobile applications, research activities, and direct interactions with our services. For clinical trials and research studies, specific notices and consent forms are provided, and any deviations from the general Privacy Notice are governed by customized terms. Relevant privacy information is accessible through our corporate website and customer engagement channels.

Our systems are designed to collect personal data relevant to operational and business requirements while ensuring its accuracy and integrity. Such information may include names, email addresses, telephone numbers, physical addresses, professional details such as company affiliation and job titles, login credentials, and technical data including IP addresses, browser information, device identifiers, cookies, and demographic profiles. Employment-related data, including identification details, resumes, educational qualifications, audio or video recordings, medical information, and health records, may be collected during recruitment, onboarding, employment administration, and clinical trial participation. These data sets are gathered through website usage, service interactions, registration processes, job applications, and research-related activities.

The personal data collected supports a range of business, operational, and strategic functions. It enables delivery of services, stakeholder communication, marketing and outreach initiatives, user authentication, cybersecurity monitoring, regulatory compliance, and risk management. Data is also used to facilitate vendor management, invoicing, payment processing, product development, and system administration. Within human resources, personal data supports recruitment, screening, candidate evaluation, and workforce management activities. For clinical research operations, it enables effective participant engagement and the administration of study protocols.

Individuals are empowered to exercise their rights under applicable data protection regulations. These rights include requesting access to personal information, seeking correction of inaccurate or incomplete data, withdrawing previously provided consent for specified processing activities, and lodging complaints with relevant regulatory authorities. Our Privacy Policy Notice includes consent management provisions and offers appropriate opt-in and opt-out mechanisms to customers, employees, volunteers, and visitors, reinforcing informed and transparent data processing practices.

Where Syngene acts as a Data Controller, responsibility for the processing and protection of customer data remains with the Company. In circumstances where certain activities are outsourced to vendors, such entities act as Data Processors and are subject to appropriate oversight and governance requirements. Individuals may request access to their personal data, seek rectification where necessary, and, where applicable, request transfer of data to another service provider.

Personal data is retained only for as long as required to fulfil legitimate business purposes or meet legal and regulatory obligations. To protect such information, we implement appropriate technical, organizational, and administrative safeguards and continually review our practices in line with evolving technologies and regulatory expectations. Data may be shared with authorized third parties under contractual confidentiality obligations, or with regulators and government authorities where required by law.

We do not use customer data for purposes beyond those communicated in contractual agreements, privacy notices, or other applicable disclosures. This approach reflects our continued commitment to responsible data stewardship, privacy protection, and ethical data management practices.

Consent Management Process:

Consent refers to any freely given (without coercion or undue influence), specific, informed, unconditional and unambiguous indication of an individual's wishes by which the individual, through a statement or a clear affirmative action, signifies agreement to the processing of their personal data.

Where personal data is collected directly from individuals and processing relies on consent as the lawful basis, such consent shall be obtained prior to the collection and processing of personal data and shall be specific to the individual and the stated purpose(s) of processing.

Where personal data is not collected directly from the individual and processing relies on consent as the lawful basis, Syngene shall obtain consent within a reasonable period after obtaining the personal data and, in any case, no later than the earliest of the following:

- the timeline specified under the applicable law of the jurisdiction in which the individual resides; or
- one month from the date of collection; or
- where the personal data is intended to be used for communication with the individual, at the time of the first communication; or
- where disclosure to another recipient is envisaged, at the time the personal data is first disclosed.

Cross Border Data Transfer:

Initial Response: Within 5 business days of receiving a completed DSR Intake Form, the Privacy Team – Legal Department will acknowledge receipt of the DSR and inform the Data Subject whether the request will proceed through the intake process or be forwarded to the appropriate Data Controller.

Locating Personal data for a DSR

- **Assess Request Feasibility:** Where the Privacy Team - Legal Department determines that Syngene can fully or partially comply with the DSR, it will identify the systems and locations in which the relevant Personal Data is stored.

- **Locate the data:** the Privacy Team – Legal Department will coordinate with the relevant Business Function(s) to locate the requested Personal Data.
- **Document and track the request:** The Privacy Team will record and monitor the request by updating the DSR tracking sheet with the request details and current status (see Annexure A for the DSR tracking sheet template).

Providing Information to Data Subject: DSR-related Personal Data will be provided in a secure manner, such as:

- Encrypted email with password protection shared separately.
- Secure file-sharing platforms with access controls and expiration
- Encrypted system-to-system transfers where applicable

DSR Fulfillment Time:

The Privacy Team – Legal Department will respond to and fulfil Data Subject Requests within the time period required under applicable privacy laws. If a request is complex or requires additional time, the Privacy Team may extend the response period as permitted by law. Any such extension, along with the reason for the delay, will be communicated to the Data Subject within the initial response period required under the relevant regulation.

Recording the Request: Upon completion of a DSR, the Privacy Team – Legal Department will record the following at minimum:

1. The data that was provided or transferred
2. The recipient and purpose of transfer
3. The date and method of transfer;
4. Confirmation that the request was completed or received.

The Privacy team – Legal Department shall save all records in the designated access-controlled SharePoint folder and securely delete any identity verification documents as soon as DSR is fulfilled. The DSR tracking sheet, all correspondence with the Data Subject, and related records must be stored in the designated access-controlled SharePoint folder and retained in accordance with the Syngene's Data Retention Policy (see Data Retention Policy [S/DP/DRP/001]).

Information Security / Cybersecurity:

We have established and implemented comprehensive Information Security and Cybersecurity policies, procedures, and controls applicable to all employees to ensure awareness of cybersecurity threats, information security responsibilities, and the importance of protecting organizational information and systems. The Information Security Policy is internally accessible to all employees through the Syngene intranet.

[Syngene Information Security Policy](#)

The Information Security Policy includes defined controls and procedures to mitigate the risk of cyberattacks, including social engineering and phishing attacks. Employees are provided guidance on identifying and appropriately handling unsolicited or suspicious emails, particularly those received from unknown or untrusted sources.

As part of our ongoing security awareness program, we conduct mandatory Information Security Awareness training for employees through the Learning Management System (LMS). In addition, Syngene conducts monthly phishing simulation exercises for all users to reinforce cybersecurity awareness and assess employee preparedness against phishing and social engineering threats.

We have established an Incident Management Policy and associated procedures as part of our Information Security Policy. These define the processes and responsibilities for identifying, recording, assessing, escalating, investigating, containing, and responding to information security incidents and data breaches, including appropriate recovery and closure activities.

In addition, our Business Continuity Management Policy and associated procedures define requirements for the recovery and/or replacement of critical IT systems, infrastructure, and data to support the continued availability of essential business operations during and following a disruptive event.

We have also established a Cyber Incident Management Plan for ransomware incidents, which defines the roles and responsibilities of relevant stakeholders, escalation and communication mechanisms, and the key actions to be undertaken during the identification, containment, response, recovery, and closure of a ransomware incident.

Data Leak Prevention Process:

We have implemented a Data Leak Prevention (DLP) solution to oversee and prevent the unauthorized transfer of confidential or client-sensitive information through emails, USB, and the Internet. A defined process is in place report and address violations of DLP rules:

- An individual actively monitors all alerts related to potential data leaks through email detected by DLP.
- When a suspicious email alert is identified, the email is blocked, and the reporting manager, OU head, and risk management team are notified to conduct a thorough review.
- If the manager confirms that the sender intentionally leaked data, the manager reports the violation to the HR business partner for investigation. The legal team is involved when the violation concerns any client information.
- The investigation team takes the required actions, and the incident conclusion is notified.
- In cases where the alert is determined to be a false positive, it is marked as closed, and no further action is required.