

Abbott India Limited
Annual Report 2025-26



ABBOTT

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82nd Annual General Meeting

Date: August 13, 2026

Time: 10:00 AM

Through Video-conferencing (VC)/
Other Audio-Visual Means (OAVM)



Front cover:

Nikitha Suryakumar Raju
Business Compliance

Nikitha Raju's work with the compliance and analytics team helps business drive greater accuracy and efficiency, as we adhere to the best practices and business code of conduct.

Forward-looking statement

In this Annual Report, we might have disclosed forward-looking statements that set out anticipated results based on the management's plans and assumptions. We cannot guarantee that these forward-looking statements will be realized, although we believe we have been prudent in our assumptions. The achievement of results are subject to risks, uncertainties, and inaccurate assumptions. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events, or otherwise.

References to 'Abbott India' or 'Company' in this Annual Report shall mean 'Abbott India Limited' and reference to Abbott shall mean 'Abbott Globally'.

Helping people live healthier, fuller lives.

At Abbott, our purpose is to help people live healthier, fuller lives. When health is protected, restored, or well managed, people have the freedom to pursue their goals, care for loved ones, and engage confidently in everyday life. This belief is at the centre of everything we do.

Our story began in 1888, when Dr. Wallace C. Abbott set out to create more reliable medicines for his patients. Even after 138 years, that people-first approach continues to define us. Across every part of our business, we are guided by a commitment to science, quality, integrity, and improving lives.

For Abbott India Limited, this purpose comes to life through a deeply patient and people centric approach to healthcare. We work across the continuum of care — from prevention and early intervention to treatment and long-term management — bringing trusted therapies and meaningful innovation to support better health outcomes at every stage of life. We do this with an unwavering focus on quality, safety, and responsibility, because the people who rely on our medicines and solutions deserve nothing less.

We also recognize that better health is not only about what is medically possible, but what is accessible in everyday life. Our focus is on translating scientific progress into solutions that reach more people, more consistently and more affordably. By improving access and adherence, we help people spend less time managing illness and more time doing what matters most to them.

This commitment extends beyond our products. We work closely with healthcare professionals, engage communities, and operate with a strong foundation of ethics and governance. We believe every individual should be treated with respect, supported with care, and empowered to make informed decisions about their health.

As you read this Annual Report, we reaffirm what has defined Abbott since 1888: a clear purpose, a legacy of trust, and a commitment to advancing health through science and compassion. With people at the centre of everything we do, we will continue to help more individuals and families lead healthier, more active lives.

Abbott Laboratories

Durable by *design*



Abbott delivers consistent value and growth, continually demonstrating the strength and durability of our diversified business model, the benefits of our focus on the long-term and, most importantly, the talent and commitment of our people.



Building on breadth

Distributed manufacturing: Locating our manufacturing close to our customers around the world reduces supply chain complexity and cost, helps us respond more quickly to market changes, and gives us flexibility to manage economic and trade policy challenges.

Diverse geographic market presence: Abbott's strength and presence across the world's major geographies help insulate us from challenges in any one region or market.

Our global presence and broad mix of leading highly relevant businesses help us optimize and diversify our opportunities to grow while managing and mitigating challenges.

Broad-based stability and opportunity: Our diversified model helps balance out varying cycles of performance across our businesses while maximizing our opportunities in higher growth areas.

Wide-ranging vision: Our business breadth gives us a full-spectrum view of healthcare's evolving, increasingly connected opportunities that help guide our growth strategies.

1,22,000+

Abbott employees worldwide

160+

Countries of operation

2 billion

Lives touched globally

Driven by people

A deep pool of talent: Across every function and in every corner of our business, Abbott talent is world class and united by our commitment to helping people live healthier, fuller lives through our life-changing technologies and products.

Structure and strategy help position Abbott for success, but the dedication and commitment of Abbott people is the ultimate driver of our long-term growth and impact on lives.



In 2026 and beyond, for Established Pharmaceuticals, Abbott expects to focus on building country-specific portfolios made up of high-quality medicines that meet the needs of people in emerging markets. Over the next several years, Abbott plans to expand its product portfolio in key therapeutic areas and biosimilars with the aim of addressing the health needs of more people in emerging markets and to be among the first to launch new off-patent and differentiated medicines. In addition, Abbott continues to expand existing brands into new markets, implement product enhancements that provide value to patients, and acquire strategic products and technology through licensing activities. Abbott is also actively working on the further development of several key brands such as *Creon*, *Duphaston*, *Femoston*, and *Influvac*. Depending on the product, the activities focus on development of new data, markets, formulations, delivery systems, or indications.

Abbott India Limited

Enabling *healthier futures*

Megha Acharya
Gastrointestinal Business

Megha's work at Abbott reflects the important role of thoughtful planning in bringing science-based solutions closer to people who need them





Abbott India Limited has been advancing health in India for more than eight decades, helping people live healthier lives through science-based solutions and a deep understanding of local healthcare needs. By combining global expertise with trusted brands and a strong local presence, we address some of the country's most pressing health challenges.

Our broad portfolio spans key therapeutic areas including Gastrointestinal, Women's Health, Metabolics, Central Nervous System (CNS), Vaccines, and Multi-Specialty. Through these diverse offerings, we support patients and healthcare professionals with innovative and trusted solutions that improve health outcomes and contribute to everyday well-being across India.

We are expanding our footprint in differentiated therapies and preventive healthcare through a steadfast commitment to innovation and patient-centric quality. This strategy is realized through our digitally enabled sales organization, strong physician/specialist relationships, and operational excellence, allowing us to deliver impactful care across India. Guided by our mission to improve lives, we are dedicated to fostering scientific leadership, sustainable growth, and long-term stakeholder value.

FY 2025-26 highlights

₹6,929 Crores
Revenue

▲ 8.1%*

₹1,552 Crores
PAT

▲ 9.7%*

₹2,180 Crores
EBITDA

▲ 10.6%*

₹730.36
Earnings per share

▲ 9.7%*

₹656[#]
Dividend

▲ 38.1%*

[#](includes special dividend of ₹131/-)

*Growth over the previous year

Investment Case

Empowering the next phase of growth

Abbott India enters its next phase of growth with a clear strategic focus to expand access to care in high burden, underpenetrated therapy areas while building a more diversified and future-ready portfolio that improves patient outcomes.

7 brands in top 100 and 10 in top 300 of Indian Pharmaceutical Market

#1

in Hepatoprotective Therapy

#1

in Hormones Therapy

#4

in Gynaecological Therapy

#4

in Central Nervous System

#4

in Vaccines Therapy

#4

in Gastrointestinal Therapy

The ranks mentioned above are from IQVIA - MAT March 2026



India's healthcare landscape continues to evolve, shaped by a rising burden of non-communicable diseases (NCDs), increasing life expectancy, and persistently low adult vaccination coverage. Together, these trends create sustained opportunities to help more people live healthier lives. Abbott India is well positioned to expand its impact across cardiometabolic disorders, liver disease including Metabolic Associated Steatotic Liver Disease (MASLD) and Metabolic Associated Steatohepatitis (MASH), Central Nervous System (CNS) conditions, and adult immunization.

A key priority is to advance integrated, multi franchise platforms that span the continuum of care from early risk identification and diagnosis to long-term disease management. The growing convergence of cardio-renal metabolic conditions presents a meaningful opportunity to deliver more connected, patient centric solutions, deepen scientific engagement, and improve outcomes across specialties.

Abbott India will continue to pursue a balanced build and partner approach, strengthening core brands while selectively expanding through partnerships and acquisitions to address unmet needs. Focus areas include scaling adult vaccines, advancing Women's Health and CNS portfolios, and expanding access to next generation therapies in metabolic and chronic disease management, supported by disciplined capital allocation and risk management.

At the same time, the Company is evolving its go-to-market approach to reflect changing healthcare delivery models. This includes strengthening presence across institutional channels, corporate hospitals, and specialty networks, supported by targeted capability building and more precise, market specific execution to improve patient reach and access.

Growth will continue to be underpinned by a strong focus on quality, sustainability, and process discipline. The organization remains committed to delivering strong brand performance, prudent investment, and resilient margins across both organic and partnership-led growth.

Looking ahead to the future, Abbott India will build on its legacy of trusted brands and execution strength while investing in innovation, partnerships, and organizational capability. This approach positions the Company to deliver sustainable, patient centered growth and expand its role in improving health outcomes across India's evolving healthcare landscape.

10-year CAGR

9.0%
Revenue

17.0%
EBITDA

18.8%
PAT

13.2%
Book value per share

18.8%
Share price

Board of Directors

Guiding a purpose, enriching lives





Constitution of Board Committees



Munir Shaikh

Chairman
DIN: 00096273



Kartik Rajendran

Managing Director
DIN: 09527717



Vivek Mohan

Non-Executive Director
DIN: 00075006
(Appointed effective January 1, 2026)



Sudarshan Jain

Independent Director
DIN: 00927487



Shalini Kamath

Independent Director
DIN: 06993314



Neeraj Jain

Independent Director
DIN: 00348591
(Appointed effective April 25, 2026)



Kaiyomarz Marfatia

Non-Executive Director
DIN: 03449627



James Wenner

Non-Executive Director
DIN: 11650998
(Appointed effective April 23, 2026)



Darshan Gada

Non-Executive Director
DIN: 08174581
(Appointed effective August 18, 2025)



Anisha Motwani

Independent Director
DIN: 06943493
(Term completion effective April 24, 2026)



Alison Davies

Non-Executive Director
DIN: 10658884
(Resigned effective April 22, 2026)

- Chairman/Chairperson
- Member

- Audit Committee
- Stakeholders Relationship Committee
- Nomination and Remuneration Committee
- Corporate Social Responsibility Committee
- Risk Management Committee

Senior Leadership Team

Leading together, improving lives





Kartik Rajendran
Managing Director



Maithilee Mistry
Chief Financial Officer



Sangeeta Shetty
Company Secretary



Prithwish Banerji
Commercial Director,
Women's Health, Metabolics
and International Business



Harshraj Madan
Commercial Director,
Gastrointestinal Businesses



Anuj Mehra
Commercial Director,
Central Nervous System,
Multi-Specialty and Vaccines



Dr. Jejee Karankumar
Director, Medical Affairs



Devesh Choudhari
Director, Finance



Vinutha Mufti
Director, Business Human Resources
(Appointed effective
December 16, 2025)



Richa Tripathi
Associate Director,
Sales Force Effectiveness and
Project Management Office



Anushree Kunhambu
Associate Director,
New Product Introduction and
Therapy Area Strategy
(Appointed effective August 1, 2025)

Chairman's Message

Responsible growth, anchored in purpose



Dear Shareholders,

I am pleased to report that your Company continued to build on its legacy of responsible growth, guided by strong governance and clear focus on improving health outcomes. Abbott India's journey has always been defined by steady progress, shaped by a focus on patient needs, strong brands, and the discipline to build for the long-term in a dynamic and often complex healthcare environment.

This year is also a personal milestone for me, as I complete my final year as Chairman. It has been both professionally fulfilling and personally meaningful to be part of this journey. When I assumed this role 25 years ago in 2001, the Company was at a pivotal stage, integrating the Knoll Pharmaceuticals business and establishing a unified platform for growth. Since then, Abbott India has evolved significantly. We have continuously expanded our ability to address the changing healthcare needs of patients, building a portfolio of trusted medicines across important therapeutic categories. We have strengthened our position in chronic and specialty care segments. And we have built a scaled nationwide reach supported by strong brands and partnerships.



I look back on this transformation with a deep sense of pride — from a period of integration and consolidation to one of sustained growth and leadership in the Indian pharmaceutical market. This past year is a continuation of that journey, and importantly, a stepping point for what comes next.

Value creation, anchored in purpose, discipline and integrity

At Abbott India, value creation is intrinsically linked to our purpose of helping people live healthier lives. In practice, this is reflected in the role our medicines and solutions play in managing everyday health conditions, in the confidence healthcare professionals place in our quality, and in the consistency with which we deliver across therapies.

Our portfolio continues to evolve in line with India's changing health needs, particularly the rising burden of chronic and lifestyle conditions. This demands a strong focus on quality, reliability, and access, ensuring that our medicines remain available and dependable in everyday care. This focus has supported sustained growth and strengthened trust across the healthcare ecosystem.

How we operate is equally important. Strong governance and accountability are embedded in our decision making. Robust controls and a culture of transparency guide our actions and support disciplined execution. We hold ourselves to these standards because they form the foundation for long-term performance. They enable us to scale responsibly, as we strengthen confidence among our stakeholders, and navigate an increasingly complex environment with clarity.

Investing in our people

Our people continue to be a defining strength of the organization. Across the country, our teams bring commitment, integrity, and a strong sense of ownership to their work. That's why we continue to invest in creating an environment that's inclusive, and where people can grow, strengthen their capabilities, and be proud of the impact they make. Ultimately, it's people who bring our purpose to life.

Commitment beyond business

We continue to strengthen how we operate as we grow. This includes improving efficiency across our manufacturing and supply chain, using resources more carefully, and maintaining strong compliance standards. These are built into how we scale the business, ensuring that performance is supported by discipline.

At the same time, we work to expand access to healthcare through collaborations and targeted initiatives that improve awareness and reach, particularly in areas where access remains limited. These efforts are focused, practical, and aligned to the needs we see on the ground.

Looking ahead

As healthcare continues to evolve, Abbott India is well positioned to navigate future opportunities with resilience and responsibility. Our priorities remain clear:

- Delivering long-term, sustainable value for our Shareholders;
- Advancing patient centric innovation and quality solutions;
- Upholding ethical governance and effective risk management;
- Engaging responsibly with employees, partners, and communities.

At this time, I would also like to acknowledge the contributions of our outgoing Board members — Ambati Venu, Alison Davies and Anisha Motwani, for their guidance and support over the years.

And I warmly welcome Vivek Mohan, James Wenner, Darshan Gada and Neeraj Jain to the Board. I am confident that their diverse experiences and perspectives will further strengthen our leadership as we continue to build Abbott into an even stronger organization.

I would like to thank our Shareholders for their trust and confidence, our employees for their dedication and our stakeholders for their support. Even as I step down from the Board, my conviction in Abbott India Limited's purpose and potential remains stronger than ever.

I wish you good health, success and prosperity.

Warm regards,

Munir Shaikh

Chairman

Managing Director's Message

Leading through brand strength and differentiation



Dear Shareholders,

India is entering a new era of healthcare. Longer life expectancy, changing lifestyles, and increasing health awareness are reshaping the healthcare needs of the country. Chronic and sub-chronic conditions are becoming more prevalent, while patients and healthcare professionals are placing greater emphasis on prevention, early diagnosis, evidence-based care, and long-term disease management.

These trends present a significant opportunity — and responsibility — for Abbott India. They reinforce our focus on delivering science-based healthcare solutions, expanding access to care, investing in innovation, and building the capabilities required for sustained long-term growth.



Delivering strong performance

Against this backdrop, FY 2025-26 was a year of strong execution and meaningful progress for Abbott India. We delivered 8% revenue growth and 10% earnings per share growth, while further improving the quality of our earnings.

EBITDA improved from 31% to 32%, reflecting disciplined execution, sharper portfolio choices, focused investments behind priority brands, and continued improvements in productivity and resource allocation.

Over the past several years, Abbott India has steadily strengthened its position in the Indian Pharmaceutical Market. Our continued progress reflects not only the scale of our business but, more importantly, the trust placed in our brands by patients, healthcare professionals, partners, and shareholders across the country.

Science as a competitive advantage

Science remains at the heart of Abbott India's purpose and one of our most important differentiators. As healthcare needs become increasingly complex, the role of evidence-based care, preventive health, immunization, and effective long-term disease management continues to grow.

"We will continue to focus on therapeutic areas where patient need is significant and growing. By strengthening our presence in chronic and sub-chronic therapies, expanding our reach, and leveraging digital and analytical capabilities, we aim to improve health outcomes while serving more patients across the country, including in underserved communities."

At Abbott India, we believe our responsibility extends beyond providing therapies. We seek to advance medical understanding, support healthcare professionals, and contribute to the evidence that helps improve patient outcomes.

During the year, we conducted approximately 13,000 Continuing Medical Education programs, engaging nearly 2,50,000 healthcare professionals across multiple therapeutic areas.

These scientific engagements facilitated meaningful dialogue on disease management, emerging evidence, and evolving standards of care.

We also supported 40 scientific publications and 19 clinical studies across important areas including gastrointestinal, hypothyroidism, women's health, insomnia, and vertigo, reinforcing our commitment to evidence generation and real-world clinical relevance.

Innovation remains a critical component of sustainable growth. During the year, we introduced several new products, thus strengthening our portfolio in response to evolving patient and healthcare professional needs.

These launches reflect our focus on delivering meaningful innovation that enhances treatment experiences and supports better health outcomes.

Few companies are as well positioned to address India's evolving healthcare needs as Abbott. Our combination of trusted brands, deep scientific engagement, strong relationships with healthcare professionals, extensive reach across the country, and the strength of Abbott's broader healthcare ecosystem provides a distinctive advantage.

Through our presence across pharmaceuticals, diagnostics, nutrition, and diabetes care, we are able to support patients at multiple stages of their healthcare journey, enabling more integrated approaches to care.

Our strategy for growth

Looking ahead, our focus remains firmly on improving the lives of patients across India. The number of people living with chronic and sub-chronic conditions continues to grow.

From metabolic diseases and thyroid disorders to gastrointestinal and liver diseases, women's health, immunization, vertigo, pain management, and sleep disorders, patients are increasingly seeking solutions that help them live healthier and more fulfilling lives.

We will continue to focus on therapeutic areas where patient need is significant and growing. By strengthening our presence in chronic and sub-chronic therapies, expanding our reach, and leveraging digital and analytical capabilities, we aim to improve health outcomes while serving more patients across the country, including in underserved communities.

Our portfolio is anchored by trusted brands that have supported generations of patients and healthcare professionals, including *Thyronorm*, *Digene*, *Cremaffin*, *Duphalac*, *Vertin*, *Udiliv*, and *Influvac*. Their continued relevance and trust provide a strong foundation for future growth and reinforce Abbott India's leadership in several important healthcare categories.

Expanding access through partnerships

Expanding access to healthcare in a country as large and diverse as India requires collaboration.

Partnerships enable us to combine complementary strengths to address important healthcare needs and extend the benefits of innovation to more patients.

A significant example during the year was our collaboration with Novo Nordisk India to broaden access to GLP1, semaglutide, through *Extensior*, a 2nd originator brand, helping more people living with type 2 diabetes benefit from an important treatment option.

This reinforces our broader ambition in holistic diabetes management. It complements our presence across medicines, diagnostics, continuous glucose monitoring, nutrition, and patient support, and reflects our commitment to bringing high-quality, trusted therapies to more patients across India.

As India continues to face a growing burden of diabetes and other chronic diseases, we believe partnerships such as these will play an increasingly important role in expanding access to high-quality healthcare.

Our people and culture

Our achievements would not have been possible without the passion, commitment, and resilience of our employees. Sustainable growth ultimately depends on people.

One of the indicators I am most encouraged by is the strength of our talent pipeline. During the year, overall attrition declined compared to the previous year, reflecting the strength of our culture and employee value proposition in a highly competitive talent environment.

Equally important, all leadership appointments during the year were filled through internal succession processes. This reflects the quality of leadership development across the organization and our commitment to building future leaders from within.

Our culture is rooted in care, respect, inclusion, and purpose. Together, these values help create an environment where people are empowered to grow, contribute, and perform at their best.

Sustaining operational excellence

Strong business performance and long-term value creation go hand in hand. During the year, we delivered double-digit profit growth while maintaining disciplined execution across the business.

We continued to refine how we allocate resources, enhance productivity, and invest behind our highest-priority opportunities.



“At Abbott India, we believe our responsibility extends beyond providing therapies. We seek to advance medical understanding, support healthcare professionals, and contribute to the evidence that helps improve patient outcomes.”

Our predominantly local sourcing model supported supply reliability and operational resilience while enabling us to serve patients consistently in a dynamic external environment.

As we look ahead, we remain committed to sustaining market-aligned growth while continuing to strengthen profitability and operating efficiency.

We will remain disciplined in our investments, selective in our portfolio choices, and focused on building capabilities that can deliver enduring value.

Looking ahead

India's healthcare needs continue to expand, creating significant opportunities to improve patient outcomes while delivering sustainable growth.

Rising healthcare awareness, increasing prevalence of chronic diseases, improving access to care, and greater adoption of evidence-based therapies reinforce our confidence in the long-term potential of the market.

Our priorities are clear: deepen our scientific leadership, expand access to trusted healthcare solutions, strengthen our presence in high-growth therapeutic areas, leverage strategic partnerships, develop our people, and continue improving operating performance.

Abbott India today stands on a strong foundation: trusted brands, scientific excellence, talented people, strong partnerships, disciplined execution, and the unique advantages of Abbott's broader healthcare ecosystem. These strengths position us well for the opportunities ahead.

Our ambition remains to reach more people across India with trusted, science-based healthcare solutions and help them live healthier, fuller lives. In doing so, we believe we can continue creating lasting value for patients, healthcare professionals, communities, and shareholders alike.

I would like to thank our employees, healthcare professionals, partners, and shareholders for their continued trust and support. Together, we look forward to the next chapter of Abbott India's growth.

Warm regards,

Kartik Rajendran

Managing Director

Key Business Areas

Gastrointestinal

Our gastrointestinal business continues to evolve

Udiliv





Abbott India's gastrointestinal (GI) business delivered a strong performance in FY 2025-26, reinforcing its leadership in the Indian Pharmaceutical Market. The business grew significantly ahead of market growth, driven by the strength of its trusted brands, disciplined execution, and sustained engagement with healthcare professionals (HCPs).

Leadership positions were sustained across laxatives, hepatoprotectives, antacids, prokinetics, and digestive enzymes. Flagship brands including *Udiliv*, *Duphalac*, *Cremaffin Plus*, *Digene*, and *Creon* continued to drive growth across key sub-therapies. These core brands contributed extensively to the portfolio growth and profitability, supported by focused investments, improved penetration and prescription growth.

Udiliv strengthened its leadership position as the number one* hepatoprotective brand in India and surpassed the ₹700 Crores milestone.

Ganaton became the seventh brand in the GI portfolio to exceed ₹100 Crores in annual sales, demonstrating the portfolio's depth and growth potential.

Strategic innovation addressing specific patient needs further strengthened portfolio relevance through launches such as *Vonefi*, *Digeraft* and *Digene Insta On The Go*, expanding treatment options and leveraging existing brand equity. Focused channel interventions improved product availability and visibility.

The strong performance is a direct reflection of the team's motivation, execution excellence and sense of purpose. The Company continues to undertake multiple initiatives to further strengthen its winning culture and capabilities, and drive deeper team engagement.

Looking ahead, the business remains well positioned to accelerate flagship and emerging brands, strengthen HCP engagement, build critical capabilities and deliver sustainable above-market growth in FY 2026-27.

Duphalac



*Source: IQVIA – MAT March 2026

Cremaffin



Key Business Areas

Gastrointestinal

Ganaton



Creon





In FY 2025-26, *Digene* showed how a leading GI brand can stay relevant by combining consumer insights, omnichannel engagement, innovative formats, and a strong focus on measurable impact. Through culturally resonant campaigns and innovative product formats, the brand strengthened awareness, reinforced trust, and helped more people access fast and effective relief when they needed it most.

The *#ControlKar* campaign connected with consumers through relatable, everyday moments, delivering messaging that was easy to understand and act upon. The campaign reached more than 44 million* consumers and contributed to *Digene* achieving its highest-ever consumer awareness score of 96%#. By making digestive health conversations more accessible and relevant, the campaign helped strengthen *Digene*'s leadership in the antacid category while keeping the brand top-of-mind across key consumer touchpoints.

Digene also expanded the category through the launch of *Digene Insta On The Go*, an innovative tear-and-sip format designed for people seeking convenient relief while on the move. Backed by a direct-to-consumer campaign, the launch combined engaging storytelling, strong digital execution, and a seamless omnichannel experience to address evolving consumer lifestyles and convenience-driven needs. The initiative helped extend *Digene*'s relevance beyond traditional in-home consumption occasions and into new, on-the-go moments.

The strength of this work was also recognized externally. *Digene Insta On The Go* received two Gold awards at the Afaqs! Digies Awards for Best Omnichannel Experience (Customer Experience) and Best Short Video (Brand Video), along with a Silver award for Best Product Launch Campaign (Digital). These recognitions underscore the brand's ability to translate consumer insights into meaningful, engaging experiences that drive impact — creating a scalable and repeatable model for future innovation and growth.

Digene



*44 million – iProspect report of December 2025

#96% awareness – Brand Health Track for September 2025

Key Business Areas

Metabolics

Advancing healthier innovation

Extensior



Thyronorm





Abbott India's metabolics business remained a strong and stable growth driver in FY 2025-26, anchored by the continued leadership of Thyronorm in thyroid care. Supported by improved diagnosis, and strong physician trust, the brand maintained sustained market leadership.

Alongside commercial performance, Abbott continued to support greater awareness of thyroid health. The #LiveThyronormal initiative encouraged people to better understand potential signs of thyroid disorders and seek timely medical evaluation. This was complemented by collaborations focused on testing and community outreach, helping improve access to screening, promote earlier identification, and support better long-term management of thyroid conditions.

A significant strategic milestone during the year was the introduction of *Extensior*, marking Abbott India's entry into the fast-growing Glucagon-Like Peptide-1 (GLP-1) segment. This addition strengthens Abbott's role across the diabetes and metabolic care continuum and positions the business in high-value, innovation-driven therapy areas. The business also continued to enhance the patient experience through differentiated, convenience-led offerings such as anytime dosing formats.

Ongoing investment in healthcare professional engagement and diagnostic initiatives supported earlier detection and improved adherence, contributing to better patient outcomes and sustained portfolio performance.

Abbott's metabolics portfolio is well positioned to build on this momentum. Growth will be driven by further expanding the reach of *Thyronorm*, scaling *Extensior* within the GLP-1 segment, and strengthening presence across diabetes and metabolic care. Early efforts have focused on building clinical understanding, strengthening physician confidence, and enabling access, laying the foundation for *Extensior* to support outcomes beyond glycaemic control.

Across the metabolics portfolio, Abbott continued to advance clinical education, structured in-clinic programs, and scientific platforms that support evidence-based decision-making among healthcare professionals. A focus on patient-centric innovation, early diagnosis, and evidence-based engagement will be key to expanding access, improving outcomes, and delivering sustainable, long-term growth.

Combinorm Plus



Key Business Areas

Women's Health

Caring for women
through every stage of life

Duphaston





Abbott India's women's health business delivered resilient performance in FY 2025-26, anchored by the continued strength of *Duphaston*, despite a challenging and evolving market environment.

The dydrogesterone segment faced pressures from slow market growth and increasing competition from lower priced generic products, leading to pricing pressure and a more fragmented market.

In this environment, Abbott sustained its leadership by reinforcing clinical confidence and deepening engagement with obstetricians and gynecologists. Focused scientific dialogue and evidence-led communication continued to strengthen trust in Abbott's therapies and support consistent patient outcomes.

At the same time, the business advanced its transition toward a more diversified and future-ready portfolio. Strategic expansion into adjacent areas — including fertility, contraception, and menopause — reflects a broader commitment to supporting women's health across life stages. Targeted medical engagement is enabling more personalized, differentiated care aligned to evolving patient needs.

As the market evolves, the business is focused on reigniting growth through sharper brand differentiation within dydrogesterone, while accelerating newer therapies in menopause and fertility. Building a multi-brand portfolio and strengthening partnerships with healthcare professionals will be central to expanding access, improving outcomes, and enabling sustainable, long-term growth in the Women's Health franchise.

The portfolio's trusted brands such as *Duphaston* and *Femoston* continued to anchor scientific engagement and patient focused initiatives. The "She Deserves Duphaston" in-clinic campaign reinforced the importance of timely, evidence-based support in early pregnancy, while the ESHRE 3-Star initiative, aligned with 2025 ESHRE guidelines, enabled sustained scientific dialogue with obstetricians, gynecologists, and fertility specialists. In menopause, "Fearless Tomorrow" helped advance awareness and address misconceptions around Menopausal Hormone Therapy, supporting more informed treatment decisions.

Femoston



Key Business Areas

Central Nervous System

Restoring confidence through effective neurological care

Vertin





Abbott India's central nervous system (CNS) portfolio delivered consistent growth during the year, led largely by the continued strong performance of Vertin and sustained focus on vertigo management as a core therapeutic area. The business maintained a balanced promotion strategy across specialists and consulting physicians, broadening reach across healthcare systems.

A key focus during the year was strengthening clinical evidence and deepening scientific engagement to reinforce Vertin's positioning as a comprehensive solution in vertigo management. Efforts centered on improving awareness of diagnosis and treatment practices, particularly in Benign Paroxysmal Positional Vertigo (BPPV), where underdiagnosis and suboptimal therapy duration remain significant gaps.

Continued investment in medical education and scientific exchange, supported improved quality of care and greater adherence to guideline-based therapy.

The business also continued to evaluate portfolio expansion opportunities in adjacent therapeutic areas aligned with evolving patient needs and unmet gaps within neurology and related fields. These efforts were undertaken with a measured approach, balancing near-term execution with long-term scalability. The CNS business is expected to sustain its growth momentum in FY 2026-27, driven by stronger leadership in vertigo management, improved diagnosis, and enhanced physician education. Continued investment in evidence generation and expansion into relevant adjacencies will further strengthen the portfolio and support long-term value creation.

Inderal



Prothiaden



Key Business Areas

Multi-Specialty

Delivering care with
trusted solutions

Arachitol





The multi-specialty business delivered strong growth momentum, driven primarily by the sustained performance of *Arachitol* and its differentiated nano technology formulation. By helping patients achieve optimal Vitamin D levels more efficiently than conventional therapies, *Arachitol* continued to gain share and reinforce its relevance in addressing a widespread but often underdiagnosed health need.

During the year, the business focused on strengthening clinical adoption through targeted engagement with specialists across orthopedics, gynecology, and physician segments. These efforts were complemented by medical education initiatives and in-clinic programs designed to improve recognition of Vitamin D deficiency and support timely intervention, helping more patients access appropriate care.

The integrated initiatives combined screening with evidence-led education to encourage early action. The D-STRONG ACTIVE LIFE program screened over 70,000* individuals for Vitamin D deficiency across India, enabling early identification, timely medical consultation, and greater awareness of preventive care.

By linking community screening with clinician-led care pathways, the program demonstrated a scalable model for encouraging prevention-led health decisions and sustained behavior change.

These initiatives supported volume growth and increased adoption in appropriate patient populations. The business also undertook actions to streamline the portfolio and optimize Stock Keeping Unit (SKU) productivity during the year, improving operational efficiency and sharpening focus on high performing brands and formats. This enhanced the overall quality of growth while enabling better allocation of resources. In the year ahead, the Multi-Specialty business is expected to remain a key growth driver for Abbott India, supported by rising awareness of Vitamin D deficiency and increasing adoption of nano-formulation technology.

FY 2026-27 priorities include accelerating therapy conversion, expanding specialist reach, and deepening patient penetration. Continued innovation and disciplined go-to-market execution are expected to drive sustained double-digit growth and reinforce category leadership.

Zolfresh



Arachitol Injection



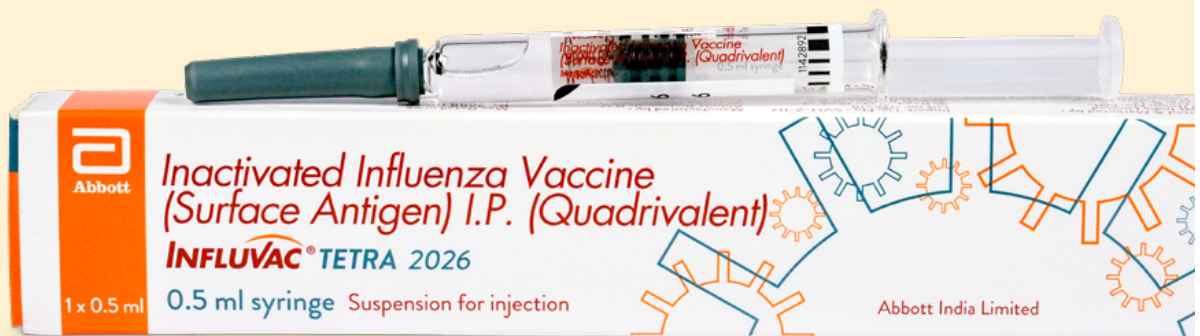
*Data from screening partners

Key Business Areas

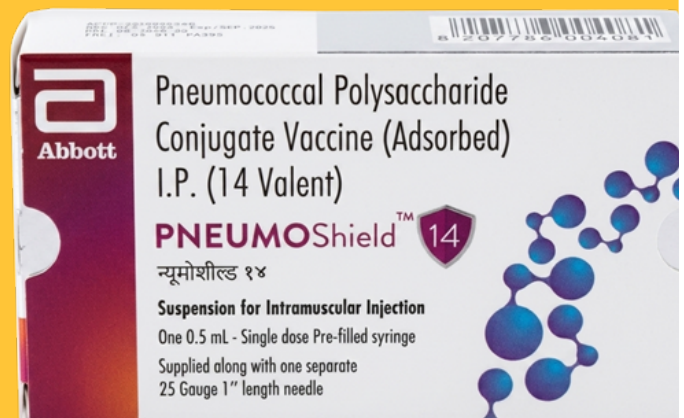
Vaccines

Protecting healthier futures
through preventive care

Influvac



Pneumoshield





Abbott India's vaccines business demonstrated resilience during FY 2025-26, delivering stable performance in an increasingly competitive environment while strengthening its position in adult immunization. Demand for influenza vaccines remained consistent during the year, even as the market continued to shift from quadrivalent to trivalent formulation, leading to heightened competitive intensity and pricing pressure.

Despite these dynamics, the business maintained its relevance through focused scientific engagement with healthcare professionals. Portfolio development progressed with the introduction of newer vaccines aligned to evolving patient needs. In parallel, sourcing and supply chain strategies were streamlined to enhance reliability and improve operational efficiency, ensuring consistent availability during peak demand periods.

During the year, the Vaccines business prioritized expanding access and improving awareness of adult immunization, a category that remains underpenetrated in India. Efforts were directed at reaching more people beyond metro centers into emerging cities, supported by deeper engagement with physicians to drive informed vaccination decisions. Influvac's presence among the top 50 brands in the Indian Pharmaceutical Market reflects its sustained relevance in public-health protection.

The Vaccines business advanced a prevention-focused agenda across pediatric and adult immunization, helping protect individuals and communities against vaccine-preventable diseases, including influenza, pneumococcal disease, hepatitis A, typhoid, and Japanese encephalitis. Supported by trusted brands such as *Influvac*, *Pneumoshield 14*, and *Havshield*, the portfolio continued to strengthen awareness of the importance of timely vaccination while improving access to preventive healthcare across life stages.

Awareness was scaled through targeted radio, digital, and medical engagement platforms, supported by credible healthcare voices to reinforce the importance of influenza protection and revaccination. These initiatives enabled sustained momentum across core brands while supporting continuity of care for people across both adult and pediatric vaccination cycles.

Scientific credibility was further strengthened through Pneumoserve, a long-term study in pneumococcal disease that supports evidence-based clinical decision-making. Maternal immunization remained a key priority. Abbott's partnership with the

Federation of Obstetric and Gynaecological Societies of India, or FOGSI, supported the integration of influenza vaccination into routine antenatal care, helping improve protection for mothers and infants. This work was recognized with the ELETs Healthcare Innovation Award for Excellence in Women and Child Healthcare, reinforcing Abbott's contribution to advancing preventive care in clinical practice.

Looking ahead, the Vaccines business aims to help more people benefit from the protection that vaccination can provide, supported by growing awareness of preventive healthcare and increasing recognition of the importance of adult immunization. Priorities for FY 2026-27 include improving access to influenza vaccines, encouraging timely vaccination among adults, and strengthening a differentiated portfolio that addresses key public health needs. Expanding reach beyond metropolitan markets and supporting healthcare professionals with evidence-based information will be critical to enabling broader access to preventive care across India.

Havshield



Product profile

At Abbott India, our mission is driven by a deep commitment to meeting the comprehensive needs of people — spanning prevention, treatment, and long-term care. With a dynamic and continually evolving portfolio, we serve a wide range of therapeutic areas, positively impacting millions of lives every day. From managing chronic illnesses, supporting acute interventions, and advancing preventive health, our solutions are designed to deliver meaningful outcomes.

We are dedicated to improving quality of life through insight-based innovations that reflect our focus on patient well-being.

Rooted in a legacy of scientific excellence and guided by a patient-centric approach, Abbott India continues to lead with purpose — transforming care and shaping the future of health.

New product launches



Combinorm Plus



Digene Insta On The Go (Orange Flavor)



Duphalac Rapid



Extensor



Ezybixy



Top brands

Abbott India's leading brands consistently maintain top ranks in their Respective Participated Markets (RPM)*



Arachitol Nano



Colospa



Cremaffin



Cremaffin Plus



Creon



Digeraft



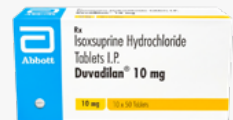
Duphalac



Digene



Duphaston



Duvadilan



Ganaton



Heptral



Influvac



Librax



Prothiaden



Thyronorm



Udiliv



Vertin



Zolfresh

*Source: IQVIA – MAT March 2026

Management Discussion and Analysis



Bandish Goshier
Central Nervous System

Dr. Sneha Antony
Medical Advisor

Bringing together strengths of medical science to support better understanding of Central Nervous System care



Industry structure and developments

Dynamic market with strong long-term fundamentals

The Indian pharmaceutical industry continues to operate within an evolving and progressively maturing environment. India remains one of the most compelling long-term healthcare markets globally, supported by favorable demographics, rising health awareness, expanding healthcare infrastructure and continued policy focus on improving access and quality of care.

During FY 2025-26, the broader macroeconomic environment remained resilient despite global uncertainty, supported by domestic consumption, public investment and policy continuity. Pharmaceuticals, given their essential role, continued to be supported by these long-term structural drivers.

Healthcare expenditure in India remains below global benchmarks, highlighting the significant scope for expansion. At the same time, increased public health initiatives, broader insurance coverage, growth in private healthcare capacity and diagnostic capabilities are strengthening the overall healthcare ecosystem. These developments support opportunities across prevention, early detection, treatment initiation and long-term disease management, contributing to sustained growth of the sector over time.

Growth shifting from volume to value

The Indian Pharmaceutical Market (IPM) has historically delivered 8-9% growth and continues to demonstrate resilient momentum. As the market has moved beyond the post-pandemic phase of elevated demand, growth has settled into a more balanced and sustainable trajectory. Recent market trends indicate that chronic and sub-chronic therapies are contributing an increasing share of market growth, reflecting rising disease awareness, and the growing need for ongoing disease management.

The industry is also witnessing an important shift in growth drivers:

- Volume growth remains moderate at 5-6% only, while pricing growth remains stable and regulated;
- Greater emphasis is being placed on delivering meaningful value through trusted brands, differentiated formulations, patient convenience, treatment adherence, and evolving clinical practices;
- Established brands with strong healthcare professional confidence and patient relevance continue to play an important role in driving market growth.

Therapy mix increasingly aligned with India's changing healthcare priorities

India continues to face a significant burden of non-communicable diseases, with an ICMR-INDIAB study highlighting a high prevalence of conditions such as diabetes, prediabetes, hypertension, obesity and dyslipidemia across the country. At the same time, increasing health awareness, improved access to diagnosis and treatment, and a greater focus on prevention are shaping healthcare needs across the country.

This reinforces the long-term relevance of therapy areas that address both ongoing disease management and preventive care, including:

- Gastrointestinal and liver care;
- Cardiometabolic disorders;
- Women's Health;
- Preventive healthcare and adult vaccination;
- Central Nervous System disorders.

What this means for Abbott India

India's evolving healthcare landscape continues to reinforce the importance of trusted brands, strong scientific engagement and meaningful support for patients and healthcare professionals. As more people seek earlier diagnosis, better disease management and preventive care, there is an increasing need for healthcare solutions that are accessible, evidence-based and relevant to local health needs.

Abbott India is well positioned in this environment, with a portfolio of established brands across therapy areas that address some of India's most important healthcare priorities. Our focus remains on supporting better health outcomes through science-based solutions, strong engagement with healthcare professionals and a commitment to meeting the changing needs of patients.

As the healthcare landscape continues to advance, sustained growth will require a balance of execution excellence, ongoing investment in people and capabilities, and a continued focus on innovation. Companies that remain close to patients, healthcare professionals and healthcare system needs will be best positioned to create lasting impact.

Opportunities and threats

Opportunities

India's healthcare landscape continues to present significant opportunities to expand access, address unmet patient needs and support better health outcomes. Rising disease burden, improving healthcare infrastructure, greater diagnostic reach and increasing health awareness are strengthening the pathway from prevention and diagnosis to treatment and long-term care.

Key areas of opportunity include:

- **Earlier diagnosis and treatment initiation:** As awareness increases and diagnostic capabilities expand, more patients can benefit from earlier diagnosis, timely treatment initiation and appropriate disease management, helping improve long-term health outcomes.
- **Management of chronic conditions:** Growing prevalence of conditions such as gastrointestinal disorders, cardiometabolic diseases, liver disorders and neurological conditions underscores the importance of supporting patients throughout their treatment journey.
- **Growth within therapy areas is increasingly being driven by differentiation:** Healthcare professionals and patients are placing greater value on trusted brands, evidence-based solutions, and convenient therapy options. This contributes to greater adoption and sustained engagement with treatment.

Abbott India's ability to build, scale and sustain large brands remains a key competitive advantage in a market where growth is shifting from volume-led expansion to differentiated value creation.

- **Ability to address health needs across the continuum of care:** Preventive healthcare, metabolic care, Women's Health, gastrointestinal disorders, liver care and CNS conditions provide meaningful potential to address evolving healthcare needs.

Operating challenges

Alongside these opportunities, the industry continues to navigate a dynamic operating environment:

- **Market maturity:** Incremental returns from volume-led growth are moderating, placing greater emphasis on execution quality, brand strength and portfolio discipline.
- **Regulatory environment and affordability considerations:** Continued focus on affordability and access to healthcare, coupled with a regulated pricing environment and competitive market dynamics, requires ongoing emphasis on operational discipline and innovation.
- **Portfolio complexity:** As healthcare needs become more diverse, maintaining a focused portfolio that addresses patient needs while ensuring effective resource allocation remains important.
- **Expanding capability requirements:** Advancements in healthcare, technology and patient engagement are increasing expectations across medical affairs, digital capabilities, data and analytics, supply chain management and regulatory excellence.
- **Talent competition:** Attracting, developing and retaining high-quality talent remains critical as organizations seek to combine scientific expertise, innovation and strong execution to meet the needs of patients and healthcare professionals.

Abbott India is well positioned to navigate this environment through its portfolio of trusted brands, strong scientific capabilities, robust quality systems and experienced teams. By remaining focused on advancing healthcare, supporting healthcare professionals and addressing patient needs, the Company continues to contribute to better health outcomes across India.



Review of Operations

The Company has consistently grown above market[#] in the last several years with a clear focus on providing scientific, trusted products, backed by expert clinical support. The Company's position has been further strengthened through consistent scientific engagement with doctors, increasing geographic penetration, deep customer insights, innovative products and a comprehensive pill plus service approach.

Financial performance

Revenue from Operations: Revenue from Operations for the year ended March 31, 2026, is ₹6,929 Crores in comparison to ₹6,409 Crores last year, recording a growth of 8.1%.

Profit Before Tax: Profit Before Tax for the year ended March 31, 2026, is ₹2,079 Crores, which grew by 10.2% over the previous year.

Key financial ratios

Financial capital	FY 2025-26	FY 2024-25	Change
Debtors Turnover (Days)	19.54	19.91	-1.86%
Inventory Turnover (Days)	90.40	78.33	15.41%
Interest Coverage Ratio*	84.20	166.09	-49.30%
Current Ratio	2.55	3.37	-24.33%
Debt Equity Ratio	0.04	0.05	-20.00%
Operating Profit Margin (%)	30.37	29.60	2.60%
Net Profit Margin (%)	22.40	22.07	1.50%
Return on Net Worth (%)	34.46	35.66	-3.37%

*Interest Coverage Ratio has decreased because of accounting impact of Ind AS 116-Leases

There is no significant change except for the Interest Coverage Ratio (i.e., change of 25% or more as compared to the immediately previous financial year) in the key financial ratios.

Detailed explanation of Ratios:

(i) Debtors Turnover (Days)

The above ratio is used to quantify a company's effectiveness in collecting its receivables or money owed by customers. The ratio shows how well a company uses and manages the credit it extends to customers. It is calculated by dividing revenue from operations by average trade receivables.

(ii) Inventory Turnover (Days)

Inventory Turnover is the number of times a company sells and replaces its inventory during a period. It is calculated by dividing cost of goods sold by average inventory.

(iii) Interest Coverage Ratio

The Interest Coverage Ratio measures how many times a company can cover its current interest payment with its available earnings. It is calculated by dividing earnings before interest and taxes by finance cost.

#Source: IQVIA

(iv) Current Ratio

The Current Ratio is a liquidity ratio that measures a company's ability to pay short-term obligations or those due within one year. It is calculated by dividing the current assets by current liabilities.

(v) Debt Equity Ratio

The Debt Equity Ratio is used to evaluate a company's financial leverage. It is a measure of the degree to which a company is financing its operations through debt versus wholly owned funds. It is calculated by dividing a company's total lease liabilities by its shareholders' equity.

(vi) Operating Profit Margin (%)

Operating Profit Margin is a profitability or performance ratio used to calculate the percentage of profit a company produces from its operations. It is calculated by dividing the earnings before interest and taxes by revenue from operations.

(vii) Net Profit Margin (%)

The Net Profit Margin is equal to how much net income or profit is generated as a percentage of revenue. It is calculated by dividing the profit for the year by revenue from operations.

(viii) Return on Net Worth (%)

Return on Net Worth is a measure of profitability of a company, expressed in percentage. It is calculated by dividing profit after tax for the year by average capital employed during the year.

Segment-wise and Product-wise performance

Abbott India's performance during FY 2025-26 reflects consistent execution in an evolving industry environment. The Company continued to deliver growth supported by a differentiated portfolio, strong brand equity, disciplined investments and focused execution across therapy areas relevant to Indian patients.

Gastrointestinal: Sustained leadership driven by trusted brands

The Gastrointestinal business delivered robust double-digit growth, significantly outperforming the overall market. Growth was supported by flagship brands such as *Udiliv*, *Duphalac*, *Cremaffin Plus*, *Digene* and *Creon*. *Udiliv* further strengthened its position as a leading hepatoprotective brand in India, reinforcing the trust placed in Abbott India's solutions in clinically relevant segments.

Key performance drivers included:

- Continued investment in brand building;
- Targeted innovation and brand lifecycle management;
- Engaging with healthcare professionals;
- Portfolio depth across relevant sub-therapy segments.

Women's Health: Maintaining leadership in a competitive category

The Women's Health business navigated a challenging market environment characterized by category stagnation and increasing generic competition, particularly within the dydrogesterone segment.

Despite these headwinds, Abbott India continued to lead the category, supported by strong scientific engagement, deep healthcare professional trust, and the enduring equity of its brands.

Key performance drivers included:

- Leadership position supported by strong healthcare professional trust and brand equity;
- Continued scientific engagement and evidence-based communication;
- Portfolio diversification across fertility, contraception, and menopause;
- Focus on addressing women's health needs across different life stages.

Metabolics: Expanding the care continuum

The Metabolics business remained a key anchor, led by the sustained leadership of Thyronorm in thyroid management. With the launch of Extensior in the GLP-1 segment for type 2 diabetes, Abbott India expanded its ability to address patient needs across the metabolic care continuum.



Key performance drivers included:

- Sustained leadership of Thyronorm in thyroid management;
- Strategic entry into the GLP-1 segment through the launch of Extensior;
- Expansion of the metabolic care continuum to address evolving patient needs;
- Focus on emerging therapeutic areas with significant unmet need.

Vaccines: Leadership in preventive healthcare

The Vaccines business demonstrated resilience in an increasingly competitive environment. The business maintained leadership in adult influenza vaccination while navigating the industry-wide transition from trivalent to quadrivalent formulations.

Strategic focus remained on:

- Expanding awareness and access to immunization beyond metro markets;
- Supply chain optimization;
- Continued portfolio development in a relevant preventive healthcare category.

Central Nervous System: Supporting patient outcomes

The Central Nervous System portfolio delivered consistent growth, anchored by Vertin's continued leadership in vertigo management.

Performance was supported by:

- Scientific engagement with healthcare professionals;
- Evidence generation;
- Initiatives to improve diagnosis and adherence;
- Continued evaluation of relevant adjacent areas of neurological care.

Multi-Specialty: Sharper portfolio choices

The Multi-Specialty portfolio recorded strong growth, driven primarily by Arachitol and its differentiated nano-technology-based formulation.

Growth quality and operational efficiency improved through:

- Focused specialist engagement;
- Strategic portfolio prioritization;
- Portfolio rationalization initiatives.

Overall performance message

Abbott India's segment performance demonstrates the strength of its portfolio, scientific leadership and disciplined execution model. The Company's ability to consistently grow large brands, participate in relevant therapy areas, and deliver high-quality growth while maintaining productivity and profitability remains central to its performance. By addressing health needs across multiple therapeutic areas, Abbott India is helping more patients access trusted treatments while supporting better health outcomes at every stage of life.

Medical research and knowledge sharing initiatives

Evidence-based medicine is playing an important role in empowering Healthcare Professionals to deliver improved patient outcomes. Research studies undertaken by the Company, ranging from real-world evidence-based studies to registration studies, have been instrumental in defining and driving organizational strategies and creating high-quality scientific evidence leading to optimization of healthcare.

During the year, the Company has managed 21 clinical studies and contributed to 35 publications in scientific journals. All studies were conducted in compliance with Good Clinical Practice standards and regulatory requirements.

Outlook

Industry outlook remains favorable

The long-term outlook for the Indian pharmaceutical industry remains favorable, underpinned by strong demographics, rising healthcare awareness, increasing disease prevalence, improving diagnostic access and continued policy support for healthcare access and affordability.

At the same time, the industry is entering a more mature phase in which value creation, portfolio selectivity, brand strength, productivity and ecosystem participation will become increasingly important.

Abbott India's strategic priorities

Abbott India is well positioned to navigate this environment. The Company's strategic intent is to deepen its presence in high-burden, underpenetrated and clinically relevant therapy areas while progressively building a more diversified and future-ready portfolio.

The Company's priorities include:

- **Sustained market-beating growth:** Continue to focus on therapy areas and brands with strong long-term demand fundamentals.
- **Building and sustaining large brands:** Invest behind brands that are relevant to patients, valued by healthcare professionals and capable of delivering sustainable economics.
- **Therapy-area relevance:** Strengthen presence in chronic and sub-chronic care, preventive healthcare, metabolic disorders, Women's Health, gastrointestinal, liver care and CNS conditions.
- **Productivity and profitability:** Balance growth investments with disciplined productivity, cost focus and sustainable margin thresholds.
- **Build and partner approach:** Combine organic brand development, lifecycle management, selective partnerships and potential acquisitions to accelerate entry into adjacent areas to help address emerging patient needs.

People as a continuing advantage

Abbott India's people remain fundamental to its future. The Company benefits from a robust and experienced team with deep market understanding, strong execution capabilities and commitment to Abbott's values.

Continued investment in talent development, leadership depth, culture and future-ready capabilities will support the Company's ambition to remain one of the most trusted and consistently performing healthcare companies in India.

With its trusted brands, relevant portfolio, strong productivity, disciplined operating model and high-quality team, Abbott India is well placed to continue delivering sustainable value for patients, healthcare professionals, employees and shareholders.

Risks and concerns

Key risks

Key risks facing the Company mirror broader industry challenges and include:

- Regulatory pricing controls;
- Competitive intensity in mature therapy areas;
- Portfolio concentration in select segments;

- Margin pressure arising from necessary reinvestment in brands, innovation, capabilities and talent;
- Execution risks associated with new therapy entry and diversification; and
- Talent availability in a capability-intensive environment.

Areas requiring continued focus

As the market evolves toward value-led growth, Abbott India remains focused on strengthening brand relevance, adapting to changing treatment practices, and building presence in emerging therapy areas. Maintaining high standards of product quality, supply chain resilience, regulatory compliance, and governance will remain critical to sustaining competitiveness in an increasingly dynamic healthcare environment.

Internal control system and its adequacy

The Company has an internal control mechanism commensurate with its size and nature of its operations. These systems provide reasonable assurance on achievement of its operational, compliance and reporting objectives, including safeguarding the Company's assets, prevention and detection of frauds, accuracy and completeness of accounting records and ensuring compliance with corporate policies and are manual, semi-automated and automated in nature.

This mechanism is robust in design and the framework is continuously evaluated for effectiveness and adequacy. The mechanism operates through well-documented standard operating procedures, policies and process guidelines and segregation of duties. Periodic reviews and analysis are conducted by the senior management to assess its efficiency and discussed with auditors regularly. The control structure is refined to align with evolving business requirements along with control effectiveness.

The Internal audit is carried out by an independent Chartered Accountants firm and the audit plan is finalized based on current assessment of internal control risk and compliance requirements in consultation with the operating divisions. The Internal Auditors, as a part of their audits, review the design of key processes to assess the adequacy of controls and propose remedial measures, wherever required.



The Internal Audit Reports issued by the Internal Auditors are periodically reviewed with the Senior Management and presented to the Audit Committee on a quarterly basis. The Audit Committee, which is independent and empowered, reviews significant observations and assesses the adequacy of the actions proposed while monitoring their implementation.

The status of implementation of Internal Audit recommendations is periodically reviewed by the Audit Committee.

The Company has implemented both preventive and detection controls. Appropriate corrective actions taken to reduce the risks include the following:

- The Abbott Code of Business Conduct requires annual certification by all employees;
- The Compliance Committee is formed with representatives from all the operating groups and support functions;

- Senior Management has oversight of the compliance programs;
- The Business Compliance Cell is assigned the responsibility of training, monitoring and ensuring employees' compliance with the Company's policies and procedures governing its commercial and marketing operations;
- The Company has a Whistle-Blower mechanism in place;
- Internal Investigation reports are presented before the Audit Committee on a quarterly basis;
- Business divisions have periodic meetings with Office of Ethics and Compliance, to monitor and discuss compliance with various business processes.

For the year ended March 31, 2026, based on Management evaluation, the internal financial controls over financial reporting were found to be adequate and operating effectively. The Statutory Auditors have confirmed adequacy and the operating effectiveness of the internal financial controls over financial reporting.

Shraddha Gosavi New Product Introduction

Shraddha's work in bringing quality products to people with speed, precision, and responsibility supports reliable access to healthcare solutions that patients can count on



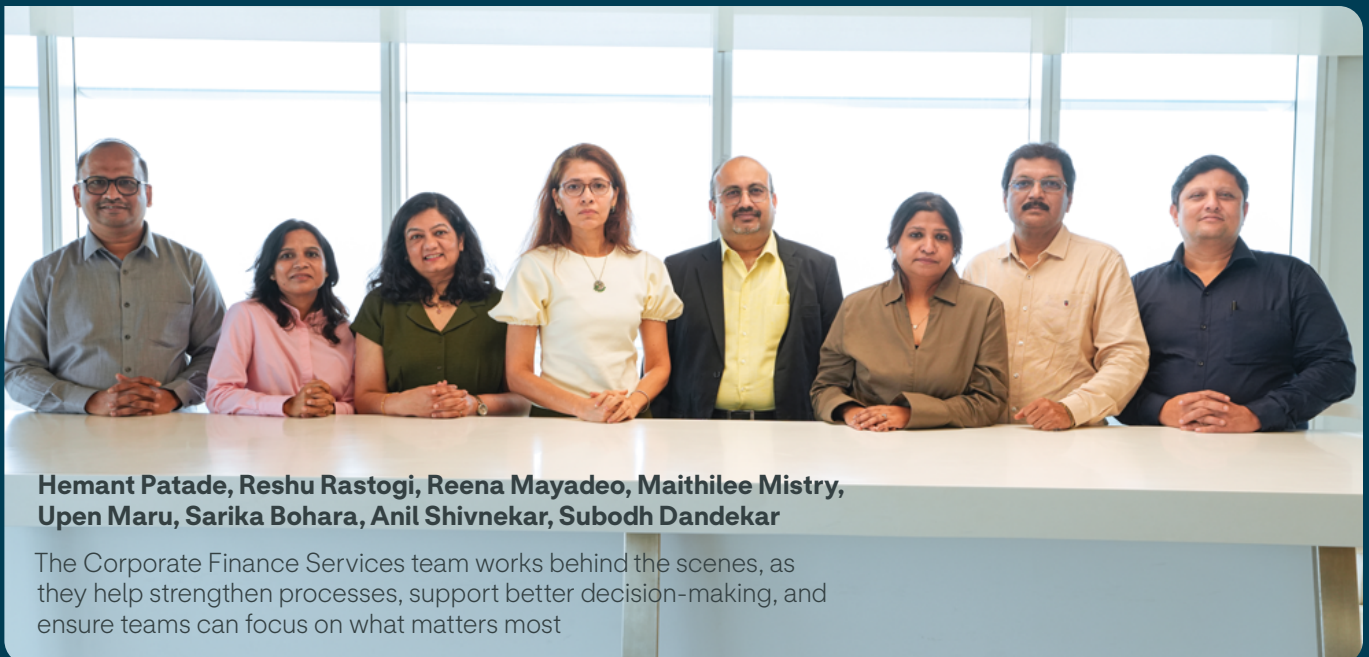
Financial Review

Disciplined growth. Enduring value.

Our strong performance reflects the strength of a disciplined strategy built on operational excellence, financial rigor, and a consistent focus on long-term value creation.

While delivering robust profitability and attractive shareholder returns, we have continued to invest in innovation, digital capabilities, and initiatives that strengthen engagement with healthcare professionals and enhance patient outcomes.

Guided by a shared vision and supported by resilient business fundamentals, we are confident in our ability to navigate change, capitalize on emerging opportunities, and continue delivering sustainable success.



**Hemant Patade, Reshu Rastogi, Reena Mayadeo, Maithilee Mistry,
Upen Maru, Sarika Bohara, Anil Shivnekar, Subodh Dandekar**

The Corporate Finance Services team works behind the scenes, as they help strengthen processes, support better decision-making, and ensure teams can focus on what matters most



A unified vision for sustainable success

Revenue from Operations reached ₹6,929 Crores, reflecting steady growth aligned with market conditions. More notably, Profit Before Tax stood at ₹2,079 Crores, growing ahead of revenue and underscoring the Company's strong operating discipline and execution excellence.

Margins remained stable, with a gradual upward trajectory supported by a favorable portfolio mix, ongoing productivity improvements, and disciplined cost management.

This performance reflects more than a single year of success. It is the result of a deliberate, multi-year strategy focused on strengthening operational fundamentals, improving efficiency, and driving sustainable margin expansion through consistent execution.

The Company continues to balance growth ambitions with financial discipline, creating a strong foundation for long-term value creation.

Abbott's approach to capital allocation remains measured and consistent. Alongside investments in capabilities, operational excellence, and market competitiveness, it continues to identify and pursue new growth opportunities while maintaining a strong focus on delivering shareholder value.

This commitment is reflected in the dividend payout of ₹656 per share, including a special dividend of ₹131 per share, representing approximately 90% of Profit After Tax. The payout demonstrates the Company's ability to reward shareholders while preserving the financial strength and flexibility needed to support future growth.

Equally important to the Company's performance is the strength of its risk management and compliance framework. In an increasingly dynamic and complex business environment, enterprise risk management

remains deeply embedded across the organization, enabling the systematic identification, assessment, and mitigation of risks across regulatory, market, operational, cybersecurity, and supply chain areas.

The Company's approach emphasizes accountability, agility, and forward-looking risk assessment, supporting resilient operations and informed decision-making.

During the year, the Company further strengthened its risk oversight and compliance programs, aligning them closely with evolving regulatory requirements, emerging external risks, and internal business priorities.

Robust policies, continuous monitoring, employee training, and strong governance mechanisms reinforce its commitment to maintaining the highest standards of ethics, integrity, and compliance across all aspects of operations. This integrated approach not only safeguards the business but also enables the Company to pursue growth opportunities with confidence, discipline, and a commitment to responsible business practices.

Looking ahead, the Company's priorities remain clear and consistent. Abbott will continue to focus on sustaining growth while preserving the quality of margins through strong operating discipline, productivity enhancement, and portfolio optimization.

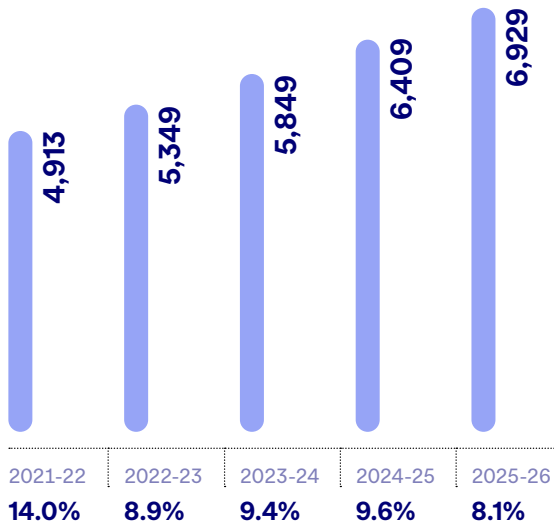
At the same time, maintaining a sharp focus on cash generation and capital efficiency will remain essential to ensuring that growth is supported by a robust financial foundation.

FY 2025-26 reflects the strength of this balanced and disciplined approach. Financial rigor, operational excellence, proactive risk management, strong compliance and governance practices, and prudent capital allocation together position the Company to deliver sustainable growth and create enduring value for all stakeholders.

Key performance indicators

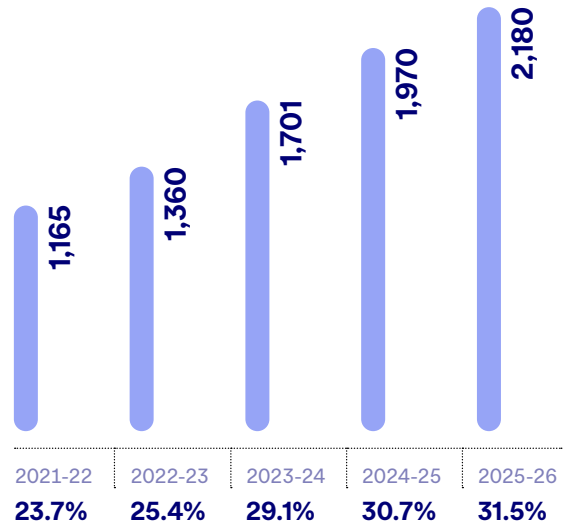
Revenue Growth **8.1%**

Revenue (₹ Crores)



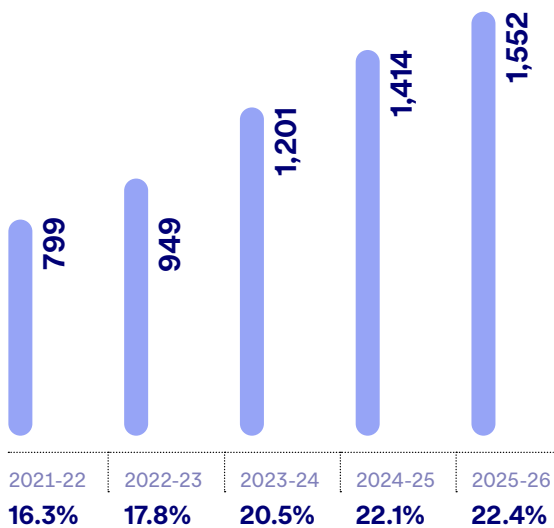
EBITDA Margin* **31.5%**

EBITDA (₹ Crores)



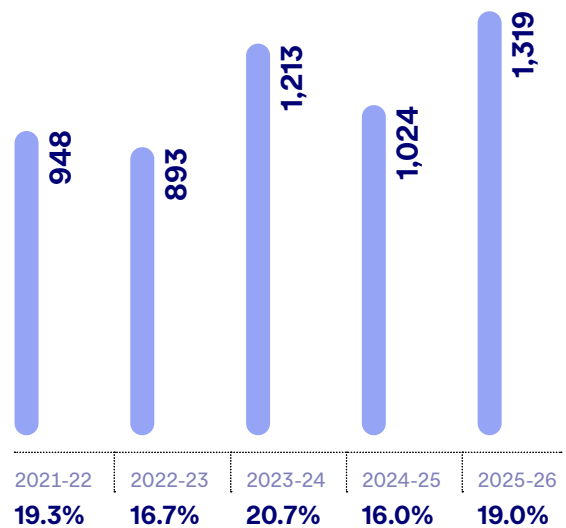
PAT Margin* **22.4%**

Profit After Tax (₹ Crores)



Operating Cash Flow Margin* **19.0%**

Cash Generated from Operations (₹ Crores)

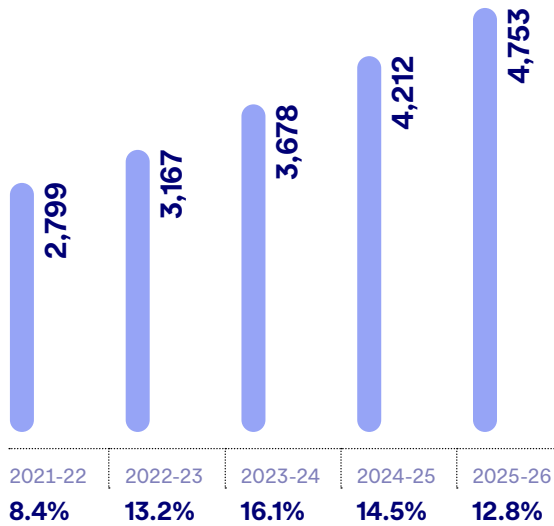


* % to Revenue from Operations



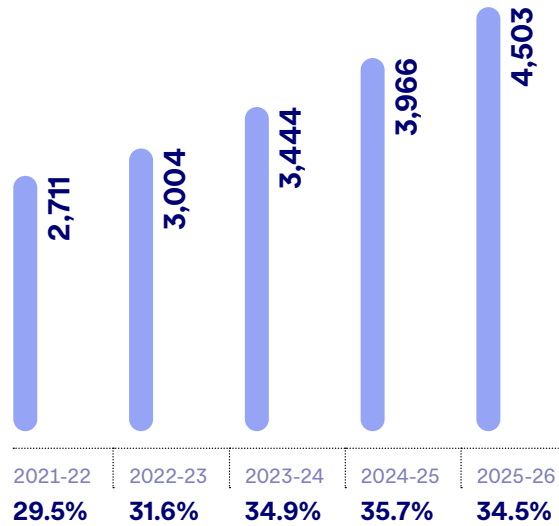
Reserves and Surplus Growth 12.8%

Reserves and Surplus (₹ Crores)



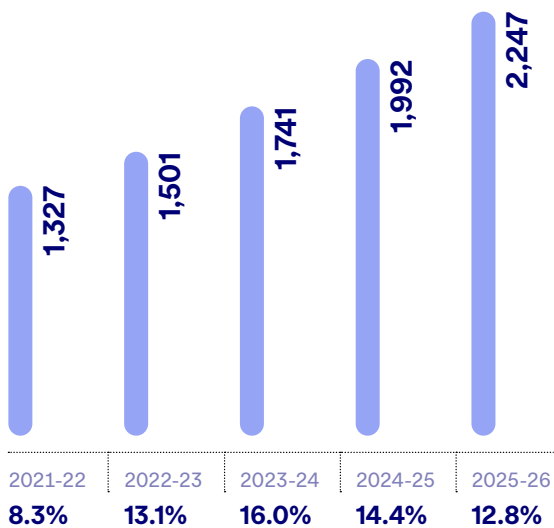
RoCE# 34.5%

Average Capital Employed (₹ Crores)



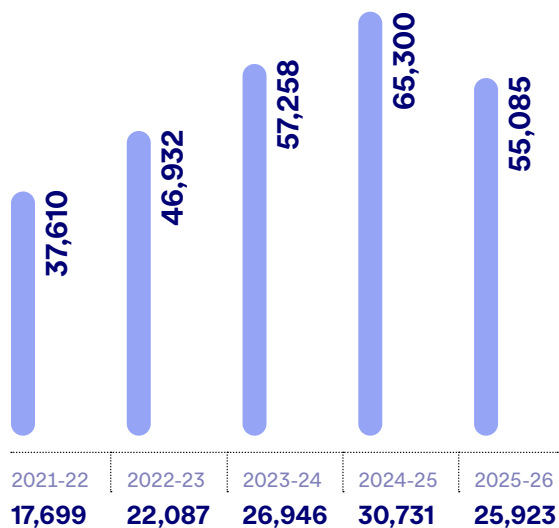
Book Value Growth 12.8%

Book Value per Share (₹)



Share Price (₹)@ 25,923

Market Capitalization (₹ Crores)



@As on March end (Source: BSE Limited)

#Return (PAT) on Average Capital Employed

10-year financial highlights

Particulars	2017	2018	2019	2020
OPERATING PERFORMANCE				
Revenue from Operations [#]	2,939	3,307	3,679	4,093
Other Income	57	117	113	114
Material Cost	1,712	1,905	2,088	2,314
Employee Benefit Expense	345	394	436	476
Other Expenses	484	484	550	545
EBITDA	455	641	718	872
Depreciation and Amortization	16	16	17	60
Finance Cost	2	4	2	9
Profit Before Tax	437	621	699	803
Provision for Taxation	160	220	249	210
Profit After Tax	277	401	450	593
FINANCIAL POSITION				
Property Plant & Equipment and Intangible Assets	116	84	106	271
Other Assets (Net)	1,271	1,609	1,902	2,160
Total Assets	1,387	1,693	2,008	2,431
Share Capital	21	21	21	21
Other Equity	1,366	1,672	1,987	2,410
Total Equity	1,387	1,693	2,008	2,431
OTHER INFORMATION				
Earning per Share - Basic & Diluted (₹)	130.19	188.81	211.93	279.04
Dividend per Share (₹)	40	50	50	107
Special Dividend per Share (₹)	-	5	15	143
Number of Shareholders	23,004	22,583	27,559	51,442
Number of Employees	3,083	3,322	3,485	3,551

[#]Inclusive of Excise duty on Sales/ Net of GST

The Company has prepared these financials as per Ind AS



(Amount in ₹ Crores, unless otherwise stated)

2021	2022	2023	2024	2025	2026
4,310	4,913	5,349	5,849	6,409	6,929
81	83	154	248	276	288
2,391	2,657	2,975	3,220	3,497	3,693
493	579	564	577	588	669
505	595	604	599	630	675
1,002	1,165	1,360	1,701	1,970	2,180
58	66	70	71	72	76
18	19	16	12	11	25
926	1,080	1,274	1,618	1,887	2,079
235	281	325	417	473	527
691	799	949	1,201	1,414	1,552
251	272	241	235	354	337
2,351	2,548	2,948	3,464	3,879	4,437
2,602	2,820	3,189	3,699	4,233	4,774
21	21	21	21	21	21
2,581	2,799	3,168	3,678	4,212	4,753
2,602	2,820	3,189	3,699	4,233	4,774
325.04	375.86	446.78	565.28	665.62	730.36
120	145	180	410	475	525
155	130	145	-	-	131
87,794	90,567	72,086	69,382	69,934	75,866
3,585	3,597	3,700	3,814	3,659	3,679

Our Business Model

Science. Access. Impact.

Inputs

Management approach

Financial Capital

Sources of funds from business operations, financing, or investing activities

Smart and efficient allocation of resources to expand business operations and achieve consistent growth and operational excellence over time.

Manufactured Capital

Tangible and intangible infrastructure, offices, and manufacturing plants

Maximizing the efficiency and productivity of manufacturing operations through process upgrades and responsible collaborations with local manufacturers, resulting in cost reduction and adherence to high-quality standards.

Human Capital

Employees' skills and competencies, knowledge, and experience

Create an inclusive and equitable work environment that attracts, motivates, and retains top talent while offering ample development opportunities to employees to achieve outstanding results.

Intellectual Capital

Strong heritage brands, highly experienced people, worldclass technology, robust processes and systems

Consistently invest in new product development, scientific research, clinical studies, packaging improvements, and enhancing our human resources to meet the changing needs of our customers and deliver an enhanced customer experience.

Social and Relationship Capital

Relationships with all valuable stakeholders, community development, and well-being

Build trust with stakeholders, enhance the well-being of individuals in areas where we operate, and foster sustainable development by offering innovative solutions and working toward creating more resilient communities.

Natural Capital

Natural resources impacted by the Company's activities

Promote the responsible and sustainable utilization of natural resources while actively participating in efforts to combat climate change.



Strategic priorities

1. Protect a healthy environment
2. Innovate for access and affordability
3. Build the diverse, innovative workforce of Tomorrow
4. Ensure a resilient, diverse and responsible supply chain
5. Responsibly connect data, technology and care

Purpose

To help people live better and healthier lives through our differentiated products and solutions.

Activities

- Science-based Products
- Strong Partnerships
- High-quality Manufacturing
- Effective Distribution
- Experienced Sales and Marketing Team

Key therapeutic areas

- Gastrointestinal
- Women's Health
- Metabolics
- Central Nervous System
- Vaccines
- Multi-Specialty

Stakeholders

- Investors
- Patients
- Healthcare Professionals
- Government
- Employees
- Communities
- Suppliers

Outputs

₹2,180 Crores
EBITDA

₹1,552 Crores
Profit After Tax

34.50%
RoCE
(Return on Average Capital Employed)

5

New products launched

209

Primary Health Centers (PHCs) have been upgraded to Ayushman Arogya Mandir (Health and Wellness Centers) across 12 states in the country

4,600

Children from underprivileged backgrounds empowered through STEM learning across 14 schools in Mumbai

35

Medical publications

21

New clinical studies conducted

1,50,000+

Person hours of training imparted to front line field force

25,000+

Person hours of managerial training imparted to Area Business Managers and Business Managers

279.58 MT

Of CO₂ emissions avoided

99.3%

Hazardous waste generated at Goa Plant sent for incineration with energy recovery

~3,134 MT

Plastic waste disposed sustainably

People

Driving a growth culture

Abbott continues to foster an innovative and rewarding workplace, where our people remain at the center of everything we do. Our shared purpose and mission empowers employees to make a meaningful impact on people's lives, while supporting their growth and success — both personally and professionally.

We reinforce this commitment by offering meaningful development opportunities and differentiated benefits that enhance the security and well-being of employees and their families. Our people strategy is closely aligned with our core values, as well as our broader organizational model, business priorities, and long-term strategic vision.



Abhinav Kumar
Central Nervous System

Abhinav's efforts help shape CNS solutions that make it easier for people to connect with the care and support they need



Enhancing people skills

At Abbott, we are committed to continuously developing our employees by equipping them with the tools, resources, and opportunities needed to succeed. Our global presence, diverse portfolio, and strong focus on professional growth allow employees to explore varied career paths within the organization.

Driving value for our people

1. **Strengthening our succession pipeline** through structured leadership development;
2. **Accelerating organizational growth** through a talent-first approach and grow leaders from within;
3. **Fostering a high-performance, inclusive culture** that empowers every employee to excel;
4. **Building future-ready capabilities** across the workforce.

Developing future leaders

Our programs are designed to build robust succession pipelines, enabling employees at all levels to confidently step into future roles.

Over 140 employees have been developed through structured talent initiatives, with many advancing through role rotations and promotions over time.

Executive coaching and mentoring

We support the development of senior leaders through structured mentoring and external coaching programs, with progress tracked against defined milestones and development goals. In addition, all managers undergo comprehensive training to strengthen their coaching and mentoring capabilities, reinforcing a leadership culture that inspires and develops others.

Mentoring program

Our formal mentoring program enables structured developmental partnerships, complemented by a culture that encourages informal mentoring through ongoing career development initiatives and networking opportunities.

Leading with Impact: Integrated managerial capability program

Leading With Impact (LWI) builds team leadership and people management capabilities, combining skill-building with practice sessions and peer learning among participants.

LWI I builds the foundational expectations of Abbott leaders, helping managers to coach and develop their teams while creating positive, authentic and trusting work environments.

LWI II builds on this foundation, deepening team connections through empathy, timely feedback and skills for crucial conversations.

Self-paced E-learning

Employees have access to a wide range of learning resources through multiple digital platforms, enabling them to build skills and knowledge at their own pace and benefit from continuous upskilling opportunities.

Training and capability building initiatives for field force

At Abbott India, we believe that our people are the foundation of our growth. We are committed to nurturing their potential at every stage of their journey with us. Through comprehensive onboarding, continuous in-clinic excellence training, leadership development, and future role preparedness, we empower our teams to deliver market-leading performance today while preparing them for the opportunities of tomorrow.

Our initiatives are anchored around four key pillars:

1. New Joiner Onboarding
2. In-Clinic Excellence
3. Leadership Development
4. Future Role Preparedness

New joiner onboarding

The following programs reflect our commitment to cultivating talent and fostering a culture of continuous growth, ensuring our teams are not only equipped with the skills they need today but are also inspired to shape the future of Abbott India.

Emerge

To establish a strong foundation of knowledge, skills, and engagement, we implemented the Emerge program. This year, we successfully onboarded over 345 Therapy Business Managers (TBMs) through a meticulously structured process.

Transform

To support the smooth transition of newly promoted First Line Managers (FLMs), we conduct the Transform program, which was attended by 30 FLMs this year.

Empower

The Empower program, designed for Second Line Managers (SLMs), welcomed nine newly promoted Business Managers. This initiative emphasizes proficiency in functional competencies through experiential learning.

1,50,000+

Person hours of training imparted to frontline field force

25,000+

Person hours of Managerial training imparted to Area Business Managers and Business Managers

345+

Employees onboarded through development pathways

340+

Field force members completed a certification level

In-Clinic excellence

Through blended learning formats, we ensure that our TBMs and FLMs are equipped to excel at every customer interaction.

Key initiatives:

- **ASK Workshops:** Knowledge & Skill-building workshops for TBMs and FLMs.
- **Edge:** Virtual learning sessions for real-time capability enhancement.
- **Evolve:** E-learning modules for continuous development.
- **Knowledge mirror and comprehensive knowledge tests:** Monthly assessments to sharpen strategy awareness and product proficiency.

Leadership development

We are cultivating a future-ready leadership pipeline through structured development initiatives.

Highlights from FY 2025-26

- **Enhance Workshops:** Conducted for FLMs and SLMs on division wise identified objectives.
- **Coaching Masterclass:** Developing Coaching as a core leadership skill.
- **iLead Workshops:** Developmental sessions for Business Managers.
- **SLM (Second Line Manager) Academy:** Specialized virtual sessions: 'Stakeholder Management for SLMs' and 'Launch Excellence for Building Big Brands' delivered by subject matter experts.

Future role preparedness

To ensure continual growth, we have a three-tier certification program for TBMs. These are known as Prima, Magna and Maxima. In FY 2025-26, more than 340 TBMs were certified for one of these three levels.

Creating high-performing inclusive teams

We believe that diverse perspectives drives innovation and deepens our understanding of global communities. Our focus is on building an inclusive workplace where employees can be themselves, collaborate effectively, and build meaningful connections across the organization.



Inclusive policies and workplace practices

Abbott is committed to maintaining inclusive and equitable policies. This includes creating gender-neutral frameworks and regularly reviewing practices to eliminate unconscious bias. Compensation, promotion, and career progression policies are assessed to ensure fairness and eliminate disparities across employee groups.

Hiring practices

We continuously evaluate and enhance our hiring processes to attract diverse talent across functions. By monitoring recruitment practices, we aim to build a workforce that reflects the communities we serve and supports the future of healthcare.

Our approach to inclusion is anchored in five focus areas:

1 Inclusive policies and workplace practices

Building gender-neutral, bias-free policies that promote fairness and equity

2 Hiring practices

Continuously refining recruitment processes to attract and retain diverse talent

3 Capability development

Equipping managers with tools to lead diverse, high-performing teams

4 Forums and networks

Strengthening employee communities through structured support networks

5 Sustained communication and awareness

Driving ongoing learning through campaigns, workshops, and digital platforms



Aanchal Singhania

Gastrointestinal Business

Aanchal's work helps shape gastro solutions that respond to patient needs, and support healthcare professionals

Capability and mindset development

Developing inclusive leadership and managerial capability is critical to sustaining a diverse workforce. We invest in training programs that build awareness around unconscious bias, inclusive leadership, and cultural competence. These initiatives equip managers to lead diverse teams effectively while enabling employees to grow into leadership roles. Our global mentoring program further connects employees with mentors across geographies.

Forums and networks

Abbott's Employee Networks provide community and development opportunities. These groups include Women Leaders of Abbott (WLA), Working Mothers of Abbott (WMA), a forum under WLA, Early Career Network (ECN), Pride Network, and the Abbott disABILITY Network. Our networks are open to all employees.

Communication and awareness

Effective communication and awareness are essential to building an inclusive culture. We focus on continuous learning to drive meaningful change, enabling employees to recognize unconscious bias, practice allyship, and advocate for equity.

Through well-designed internal campaigns, workshops, and consistent communication, we ensure employees remain informed, engaged, and inspired to contribute to an inclusive workplace.

Key inclusion initiatives

Employee networks and forums

Abbott actively supports employee networks and forums that foster connection and enable employees to thrive both professionally and personally.

Women Leaders of Abbott (WLA)

Women Leaders of Abbott (WLA) is a key employee network focused on attracting, retaining, and advancing women in the organization. The network has three strategic pillars:

Connect: Build a supportive and engaged community;

Inspire: Enable meaningful and empowering work experiences;

Grow: Strengthen gender diversity and career advancement.

WLA drives impact through leadership connects, mentoring programs, capability-building initiatives, and women-friendly policies.

Working Mothers of Abbott (WMA) Forum

Launched in 2022, WMA is a forum that supports working mothers through guidance, experiential learning, and networking. It enables women to balance career and motherhood while continuing to grow professionally.

A key initiative under WMA is Happy Feet, Abbott's flagship maternity program. It provides counseling support for employees, partners, and managers, along with a Manager Sensitization Toolkit. Returning mothers are supported through buddy programs to ease reintegration, promoting well-being, retention, and inclusion.



Pooja Redkar
Medical Advisor

Pooja's work at Abbott enables her to bring science closer to everyday clinical practice through evidence-based insights

PRIDE Network India

Launched in 2023, the PRIDE Network aims to build awareness, foster inclusion, and create a supportive community for LGBTQ+ employees and allies. It promotes a workplace where individuals can bring their authentic selves to work.

The flagship initiative, Rainbow Buddy, connects employees with trained allies who offer a safe and confidential support system. This helps individuals navigate workplace experiences, access resources, and feel supported and included.

Early Career Network (ECN) India

Established in 2021, ECN provides a platform for early-career professionals to explore opportunities, build networks, and grow within the organization. Its three pillars are Explore, Engage, and Evolve.

A key ECN initiative is MentUp, Abbott's reverse mentoring program. It connects early-career professionals with senior leaders to facilitate mutual learning, fresh perspectives, and collaborative growth. The program helps leadership stay connected with emerging trends and generational insights.



Abbott disABILITY Network India

Launched in 2023, the disABILITY Network provides an inclusive platform for individuals living with disabilities, as well as caregivers. It fosters collaboration, awareness, and knowledge-sharing through best practices and structured engagements.

ASCENT — Abbott Second Careers Engagement Program

ASCENT focuses on providing second career opportunities to veterans and women returning from career breaks. It supports these professionals through structured training, flexibility, and development opportunities, enabling a smooth transition back into the workforce.

STEM initiatives

We continue to invest in Science, Technology, Engineering, and Mathematics (STEM) Education to help build a strong and diverse future talent pipelines.

Our efforts include:

- Engagement with schools and educators;
- Hands-on internships and exposure to real-world science and innovation;
- Outreach to under-resourced student groups.

These initiatives foster curiosity, innovation, and inclusivity in the next generation.

Managerial capability building

Inclusive leadership is central to a high-performing workplace. Abbott prioritizes building managerial capability to create an environment where employees feel valued, supported, and empowered.

We offer structured programs focused on empathy, respect, inclusion, and effective leadership. These initiatives reinforce a culture of belonging and strengthen workforce engagement.

We have also developed interactive, gamified learning modules that guide managers in making inclusive decisions across the employee lifecycle, starting with the hiring process.

Inclusion Week India

Inclusion Week is a flagship initiative that brings employees together through sessions that reflect progress, highlight new initiatives, and strengthen a culture of belonging and unity.

Inclusive infrastructure

Abbott is committed to fostering workplaces that enable accessibility and inclusion for all employees. In collaboration with external specialists, we have strengthened our spaces to better accommodate diverse needs and enhance overall employee experience.

These efforts include targeted improvements informed by accessibility assessments, ensuring that our facilities are designed to be safe, intuitive, and supportive — creating an environment where every individual can fully participate and thrive.

Ensuring employee well-being

At Abbott, employee well-being is a priority. We provide comprehensive programs and benefits that support employees across all stages of their careers.

Our approach focuses on creating a workplace that:

- Promotes inclusion;
- Offers professional development and mentoring opportunities;
- Supports work-life balance;
- Provides competitive compensation and benefits;
- Encourages employee feedback;
- Prioritizes health, safety, and wellness.



Shirish Jain
Women's Health

With Shirish's experience in building customer-focused brands, his work helps improve access to solutions that better support women's health

BeSTRONG: Abbott India's Wellness Program

BeSTRONG supports employee well-being across four pillars:

FitStrong (Physical Wellness)

- Annual health check-ups
- On-site doctor consultations
- Vaccination drives
- Awareness sessions on diseases such as cancer and diabetes
- Fitness campaigns like "Exercise Across Abbott"

WealthStrong (Financial Wellness)

- Retirement planning sessions
- Debt and tax management workshops
- Guidance on financial stability and uncertainty

MindStrong (Emotional Wellness)

- Mental health awareness and resilience-building workshops
- Sessions on stress, sleep, and anger management
- Events such as MindStrong Fest and expert-led speaker series

BondStrong (Social Wellness)

- Community engagement initiatives to build belonging
- Participation in events like the Tata Mumbai Marathon, promoting inclusion and allyship



Employee Assistance Program (EAP)

Abbott India provides a dedicated Employee Assistance Program (EAP) offering confidential counseling and support services to employees and their families.

Key features include:

- 24/7 access via phone, email, or chat;
- Support from professional psychologists;
- Assistance for personal and health-related concerns;
- Counseling for work-life balance, stress, family matters, and financial or legal guidance.

Building a safe workplace culture

We prioritize safety for employees, visitors, and contractors through various training initiatives:

- Defensive driving training for new field employees;
- Annual Refresher Environment, Health, and Safety (EHS) training;
- High-risk driver training;
- Commentary drive training;
- Post incident coaching for field employees.

Empowering employees for safety

EHS onboarding training

Comprehensive EHS training is provided to all the field employees during their onboarding process.

Reporting safety concerns: Employees are encouraged to report safety concerns with assurance of no retaliation, and a prompt response mechanism in place.

Established reporting mechanism: A safety reporting system is in place to ensure timely action on any concerns raised.

Safety initiatives for commercial employees

Recognizing the importance of safe equipment, we offer financial assistance to commercial employees for upgrading their vehicles.

Financial aid for safer and upgraded vehicles:

Employees with vehicles over five years old are eligible for financial support to upgrade to newer models equipped with enhanced safety features.

Tire replacement support: We facilitate timely tire replacements for two-wheeler vehicles, ensuring safer rides for our employees.

Additional Personal Protection Equipment (PPE):

In addition to providing two helmets, we also offer 'full-finger motorcycle riding gloves' to further enhance rider safety.

Listening to our employees – Your Voice Counts

As an inclusive organization, our commitment to seeking employee feedback and acting on it are core to shaping a positive employee experience. Our annual "Your Voice Counts" survey is a key channel for understanding employee experiences, perspectives and evolving needs.

Every voice shapes our path forward. Survey insights reveal what's working, where we're making progress and where we must do more. We turn these insights into targeted actions where every employee feels heard, valued and empowered to thrive.



Sneha Kesarkar
Gastrointestinal Business

Dreema H Baherwani
Sales Force Excellence

Satarupa Bose
Multi-Specialty

Their work reflects the way strategies are shaped, insights are translated, and initiatives are brought to life

Achieving workplace excellence



Ranked by Avtar & Seramount – 2025 as “*100 Best Companies for Women in India*” for the 6th consecutive year, placing Abbott in their “*Hall of Fame*”



Recognized as “*Exemplars in the Most Inclusive Companies Index*” by Avtar & Seramount in 2025 for the 2nd time in a row



Recognized as the “*Best Place of Work*” at the Business World’s People HR Excellence Awards 2025



Recognized as the “*Most Preferred Workplaces in Healthcare, Pharma & Biotech*” for 2025-26 by Marksmen Daily



Achieved the *Platinum Level recognition* in the 2025 Healthy Workplace Awards by Arogya World



Recognized as the “*Most Preferred Workplaces for Women 2025–26*” by Marksmen Daily



Conferred the “*Maharashtra State Best Employer Brand Award*” by World Federation of HR Professionals, endorsed by CHRO Asia



Recognized for “*Excellence in Employee Welfare Initiative*” at the Business World’s People HR Excellence Awards 2025

Community

Supporting community well-being

Abbott India's Citizenship programs are guided by two of India's pressing social challenges, which are lack of access to quality and affordable healthcare, and gaps in education infrastructure and resources to prepare the workforce of tomorrow, particularly for underserved communities. These challenges form the core of Abbott India's citizenship programs that aim to address need-based through sustainable solutions. We focus on improving access to quality and affordable healthcare, and STEM Education i.e., Science, Technology, Engineering, Mathematics, which is reflected in the programs we are delivering with our partners and communities.



Stakeholder engagement at PHC Padubidri, Udupi, Karnataka



Strengthening Access to Quality Primary Healthcare Through Primary Health Centers (PHCs) Upgradation Project

In partnership with AmeriCare India Foundation, we have successfully upgraded 209 Primary Health Centers (PHCs) into Ayushman Arogya Mandir (Health and Wellness Centers) across 12 states since inception till March 2026 for improving healthcare access in underserved regions.

The project focuses on three key elements for a holistic approach to implementation:

- 1. Infrastructure development and equipment upgrade:** Enhancing facility readiness through civil works, equipping PHCs with expanded service capabilities, and ensuring compliance with HWC guidelines.
- 2. Capacity building:** Training healthcare workers and ASHAs on non-communicable diseases (NCDs) and infection prevention and control (IPC), a critical aspect of the expanded service delivery under Ayushman Bharat.
- 3. Community engagement:** Engaging communities through ASHAs, street plays, and wall paintings to raise awareness about available healthcare services and improve health-seeking behavior.



Upgraded PHC at Sanguem, South Goa

209 PHCs

Upgraded to Ayushman Arogya Mandir (Health and Wellness Centers) across 12 states since inception

127

Need-based maintenance checks completed for health centers handed over to communities till FY 2023-24

Supporting Health Clinics to address the need for prevention/screening for underserved communities

We continue to expand access to preventive healthcare through supporting Health Clinics to address the need for prevention and early detection.

Improving access to diagnosis of liver and thyroid conditions through screening at health clinics. Healthcare information about various diseases delivered via healthcare experts.

39 PHCs

Successfully upgraded to Ayushman Arogya Mandir status across 8 states during the fiscal year

5,840 ASHAs

Accredited Social Health Activists (ASHAs) and 4,250 health workers trained since inception

14,08,406 Screenings

Administered to improve early diagnosis and access to liver and thyroid medical conditions

58,538 Clinics

Executed across 28 states in India to deliver healthcare expert information and diagnostic support

Strengthening community health through vaccination awareness and capacity building

In collaboration with BharatCares (Shri Mahakal Education and Charitable Trust), the program focuses on increasing public awareness and enhancing the capacity of frontline healthcare workers in underserved communities. In FY 2024-25, the program was successfully piloted in Goa, spanning three blocks of the state. In FY 2025-26, we further scaled our efforts in Goa and initiated need-based programs in high-prevalence states such as Uttar Pradesh and Gujarat in 22 blocks within eight districts across three states on vaccination awareness.

- 2,794 awareness sessions for 24,438 community members including pregnant and lactating women, elderly, and high-risk groups at PHCs, CHCs, and village centers.
- 345 capacity building workshops facilitated for 2,820 healthcare workers, including ASHAs and ANMs, focusing on influenza management, vaccine education, and community mobilization.

2,820 Workers

Frontline healthcare workers, including ASHAs and ANMs, trained across 22 blocks within three states

4,03,500 Members

Reached with vital vaccination awareness campaigns across underserved village centers

345 Workshops

Facilitated sessions focusing directly on influenza management and vaccine education



Capacity Building session for Health Workers at PHC Madgaon, South Goa



STEM workshop at IIT Powai, Mumbai

Promoting STEM Education and Healthy Living

In collaboration with Smile Foundation, we are supporting 4,600 students from under-resourced communities in 14 schools in Maharashtra through STEM learning and Healthy Living initiatives. 14 STEM labs have been set up in these schools to help students gain exposure to science, technology, engineering, and mathematics. Some students are also provided exposure visits to IIT Bombay to inspire young students and spark curiosity for STEM careers and help build their confidence.

Our efforts extend beyond academics to support healthy living among students covering awareness on:

- Prevention of non-communicable diseases;
- Water, Sanitation, and Hygiene (WASH);
- Menstrual hygiene.

In addition, sports and yoga sessions are conducted.

4,600
Students

From under-resourced
backgrounds
empowered through
customized STEM
learning initiatives

14
STEM Labs

Established
across schools in
Maharashtra to spark
curiosity and build
confidence toward
STEM careers

Program on non-communicable diseases (NCD) reduction and management with nutrition as an enabler

NCD is an emerging issue in India majorly caused by cardiovascular diseases (CVDs), hypertension and diabetes (WHO 2025). Nutrition plays an important role in NCD management, and intersection between nutrition and NCD risk (NFHS-5) underscores the need for integrated, preventive, and long-term care models.

Abbott's strength in healthcare positions it to drive an integrated NCD response anchored in community and primary healthcare. A structured external ecosystem benchmarking has been completed with a need-based, community-focused program designed with a holistic approach, addressing broader determinants of health while driving impact through health systems strengthening.

Key components of the program

- Focus on prevention and capacity building to improve awareness of NCD risk factors and healthy nutrition to enable better community-level dietary choices, and build capacity of health workers for CVDs, diabetes, and nutrition counseling;
- Early detection and diagnosis by conducting community-level screenings;
- Referral pathways and follow-ups by strengthening specialist referrals, ensure adherence to counseling, and provide condition-specific nutrition plans.

In the next phase, we will conduct geography-specific needs assessments, engage key stakeholders and have implementation roadmap in place.

One Abbott Blood Donation Drive 2025

At Abbott, improving lives extends beyond the healthcare solutions we create. It's reflected in how we show up for our communities. During #AbbottProudWeek 2025, colleagues across India came together for the One Abbott Blood Donation Drive, a nationwide initiative that demonstrated the power of collective action in saving lives.

Organized in partnership with the Indian Medical Association (IMA) on September 17, 2025, the drive brought together employees across 26 offices in 18 cities under a shared purpose: "Donate Blood, Save Lives."



What started as a call to give back became one of Abbott India's largest employee-led community initiatives.

To encourage participation, Abbott launched a robust awareness and engagement campaign that helped employees better understand the critical need for voluntary blood donation. An expert session and panel discussion held ahead of the drive created a platform for open dialogue, myth-busting, and learning. Distinguished speakers, including Dr. Dilip Bhanushali, National President, IMA, Lillete Dubey, actor and social advocate and Dr. Parag Sheth, Regional Director, Medical & Regulatory Affairs, Abbott, shared perspectives on the transformative impact of blood donation and the role individuals can play in supporting public health.

Safety remained central to the initiative. In collaboration with IMA-supported blood banks, Abbott ensured stringent health, safety, and EHS (Environment, Health & Safety) protocols across all locations, supported by trained medical professionals and on-site emergency preparedness measures.

Together, Abbott colleagues donated 1,143 units of blood, with the potential to help save more than 3,420 lives. Beyond the numbers, the initiative reflected what is possible when people unite around a common purpose — helping others live healthier, fuller lives.

The One Abbott Blood Donation Drive 2025 is a testament to Abbott's enduring commitment to advancing health, strengthening communities, and creating meaningful impact through the collective efforts of its employees.



Awards and recognitions



Strengthening Access to Quality Primary Healthcare Through PHC (Primary Health Centre) Upgradation Project gets featured by NDTV – THE CHANGE MAKERS series



Won “*Champions of CSR 2025*” award by ET Now and ET Edge Global Sustainability Alliance



Strengthening Access to Quality Primary Healthcare Through PHC (Primary Health Centre) Upgradation Project, won “*DOING GOOD FOR BHARAT CSR*” Award in Healthcare Category

Building sustainable futures

At Abbott India, environmental responsibility is integral in how we operate, grow, and lead. As we continue to advance our business, we remain committed to reducing our environmental footprint, aligned with Abbott's global sustainability targets for 2030.

We are focused on optimizing the use of renewable resources and reducing carbon emissions. Our strategies are designed to proactively address any potential environmental impact, ensuring that sustainability remains embedded across all facets of our operations.





Our approach

We take a holistic approach to environmental stewardship — optimizing resource use, reducing emissions, and driving long-term sustainable growth. These practices are actively implemented across our operations, including our Goa manufacturing facility and corporate headquarters in Mumbai. Through focused process improvements, effective resource management, and a strong commitment to operational efficiency and regulatory compliance, we consistently deliver measurable environmental and economic value.

Energy conservation and efficiency

Our Goa plant continues to make steady progress in clean energy adoption.

Water conservation and regeneration

Water stewardship is a critical part of our EHS commitment.

Our Company operates a state-of-the-art effluent treatment plant that ensures all treated effluent meets the stringent standards set by the State Pollution Control Board. To optimize resource use, rejected water from the Reverse Osmosis (RO) process is repurposed for utilities and washrooms. This approach enables us to conserve approximately 14,000 kiloliters of water annually.

Focus areas

Energy and water conservation

Waste reduction and recycling

Minimizing CO₂ emissions

Preventing raw material and solvent discharge



Waste reduction and recycling

in FY 2025-26, we prioritized circular practices through the 3Rs: *Reduce, Reuse, Recycle*.

Non-hazardous waste

66% repurposed; 34% safely recycled.

Plastic waste

~3,134 MT sustainably processed across multiple States/UTs.

Hazardous waste

99.35% disposed via co-processing in cement kilns. A small fraction (0.6%) underwent incineration without energy recovery, while 0.05% was recycled, focusing on specific waste streams like used oil and e-waste.

Polybags

Contaminated polybags are sold by Goa Plant to an authorized vendor who decontaminates them and recycles them into plastic granules. The vendor operates in compliance with the requirements of the State and Central Pollution Control Boards.





3,80,265 kWh

Solar power generated

~3,134 MT

Plastic waste disposed off sustainably

279.58 MT

CO₂ emissions avoided

Zero-waste certified

The plant continues to retain its Zero Waste to Landfill certification

99.35%

Hazardous waste generated at the Goa Plant sent for incineration with energy recovery

Solar PV system

Built for a 20-year operational lifespan



Production increase in manufacturing volume

1,338.72 (MT) **7,311.91 (kL)**
In tablet volume In liquid volume

Plant safety

With zero lost time and reportable injuries, safety is a non-negotiable priority at Abbott India

Governance

Vision. Accountability. Trust.

At Abbott India, we uphold high standards of integrity, accountability, and ethical behavior throughout our operations. Our focus on sound governance and regulatory adherence supports steady financial performance and long-term value creation. Through effective governance, risk management, and sound business practices, we remain dedicated to delivering meaningful returns for our investors and benefits for all stakeholders.

Our core values

Abbott's core values — Pioneering, Achieving, Caring and Enduring — are foundational to how we deliver our purpose. They guide the way we think, work, and innovate, shaping a culture that prioritizes integrity, accountability, and impact. These values are embedded across our operations, influencing how we serve patients, engage with partners, and support communities. By staying grounded in these principles, we strengthen our ability to drive sustainable growth, advance meaningful innovation, and create lasting value.

**Sangeeta Shetty, Hussain Motorwala,
Akshita Shah**

Corporate Secretarial team upholds the principles of good governance, transparency, and compliance, enabling informed decision-making and fostering trust among stakeholders



Governance structure

Our corporate governance framework is designed to support sustainable value creation while safeguarding the interests of all stakeholders. The Board provides independent oversight of management, guiding strategy and risk management, and ensuring that the Company operates with accountability, transparency, and integrity. Through its governance processes, the Board helps strengthen organizational resilience and ensures alignment with Abbott India's purpose of improving lives through better health.

Board composition and diversity

Abbott India's Board of Directors brings together a diverse range of backgrounds, experiences, and perspectives that strengthen the Company's strategic direction.

Each member contributes deep expertise and sound judgment, enabling balanced oversight and informed decision-making in a complex and evolving business environment.

- 3 Independent Directors
- 5 Non-Executive Directors
- 1 Executive Director



Risk management approach

Our Enterprise Risk Management (ERM) framework is designed to proactively identify, assess, and address risks that may impact our business performance. Risk management practices are integrated into our business operations, with a focus on aligning risk appetite with strategic objectives, enhancing risk response mechanisms, and reducing operational uncertainties.

Each year, we undertake a comprehensive analysis that considers the expectations of our stakeholders in relation to sustainable business practices, along with the associated risks and opportunities.

The ERM process facilitates consistent evaluation of risks by assessing their likelihood and potential impact. This enables us to prioritize critical risks and ensure they receive appropriate attention from our management team through suitable mitigation actions.

The risk evaluation method is a 5x5 matrix which in combination with Risk Categories, helps us prioritize our risks and set the focus.

Risk dashboards and mitigation plans are regularly presented to our senior leadership team, while enterprise risks are reviewed periodically by the Board and the Risk Management Committee throughout the year.

Internal control framework

We have established a robust internal control framework aimed at safeguarding the Company's assets and supporting operational excellence. This framework is implemented through clearly defined and documented standard operating procedures and policies. It provides a reasonable level of assurance regarding the achievement of our operational, compliance, and financial reporting objectives and obligations. The framework's design is structured, resilient and subject to periodic reviews to ensure continued effectiveness and relevance in a dynamic business environment.

Board of Directors' Report

To The Members

Your Directors have pleasure in presenting the Eighty-second Annual Report and the Audited Financial Statements of the Company for the financial year 2025-26.

Financial Highlights

(₹ in Crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Revenue from Operations	6,929.05	6,409.15
Other Income	288.14	275.58
Total Income	7,217.19	6,684.73
Profit Before Tax	2,079.27	1,886.95
Profit After Tax	1,552.02	1,414.44
Retained Earnings and Other Comprehensive Income (OCI)		
Balance brought forward	3,212.17	2,815.82
Profit After Tax	1,552.02	1,414.44
OCI arising from remeasurement of employee benefits	(0.85)	(5.42)
Dividend - FY 2024-25	(1,009.34)	-
Dividend - FY 2023-24	-	(871.22)
Transfer to Reserves	(155.20)	(141.45)
Balance carried forward	3,598.80	3,212.17

Dividend

Your Directors have recommended a final dividend of ₹ 525/- and special dividend of ₹ 131/- per share for the year ended March 31, 2026 on 2,12,49,302 fully paid-up Equity Shares of ₹ 10/- each for approval of the Shareholders at the forthcoming Annual General Meeting ("AGM"). The said dividend, if declared, will absorb a sum of ₹ 1,393.96 Crores.

In terms of the provisions of the Income Tax Act, 2025, dividends paid or distributed by the Company shall be taxable in the hands of the Shareholders. Your Company shall accordingly make the payment of the proposed dividend for the year ended March 31, 2026 after deduction of tax at source.

Dividend Distribution Policy

Dividend Distribution Policy adopted by the Company in terms of requirements under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time

to time ("SEBI Listing Regulations") is available on the Company's website at abbott.co.in/investor-relations.html. The said Policy lays down various factors which are considered by the Board while recommending the dividend for the year.

Material Changes affecting the Company

There have been no material changes and commitments affecting the financial position of the Company between the end of the financial year and date of this report. There has been no change in the nature of business of the Company.

Directors

Ms. Swati Dalal (DIN: 01513751) resigned as Director and Managing Director of the Company with effect from close of business hours on June 13, 2025. Mr. Ambati Venu (DIN: 07614849) and Ms. Alison Davies (DIN: 10658884) resigned as Directors of the Company with effect from close of business hours on December 31, 2025 and April 22, 2026, respectively. Ms. Anisha Motwani (DIN: 06943493) ceased to be Independent Director of the Company with effect from close of business hours on April 24, 2026, upon completion of her second term.

The Board places on record its appreciation for their contribution during their tenure.

The Board of Directors on the recommendation of the Nomination and Remuneration Committee approved the appointment of:

- Mr. Kartik Rajendran (DIN: 09527717), as Director and Managing Director of the Company for a period of 5 (five) years with effect from June 14, 2025, not liable to retire by rotation. The said appointment was approved by the Shareholders at the Eighty-first AGM held on August 13, 2025 and the Central Government on November 21, 2025.
- Mr. Darshan Gada (DIN: 08174581) and Mr. Vivek Mohan (DIN: 00075006) as Non-Executive Directors of the Company with effect from August 18, 2025 and January 1, 2026, respectively, liable to retire by rotation. The said appointments were approved by the Shareholders through Postal Ballot on October 14, 2025 and February 17, 2026, respectively.
- Mr. James Wenner (DIN: 11650998) as Director of the Company with effect from April 23, 2026, liable to retire by rotation and Mr. Neeraj Jain (DIN: 00348591) as Independent Director of the Company for a period of 3 (three) years with effect from April 25, 2026, not



liable to retire by rotation. The said appointments have been proposed for the approval of the Shareholders by way of Postal Ballot.

In accordance with Section 152 of the Companies Act, 2013 ("the Act"):

- Mr. Munir Shaikh (DIN: 00096273), retires by rotation at the ensuing AGM and has not offered himself for re-appointment.
- Mr. Kaiyomarz Marfatia (DIN: 03449627), retires by rotation at the ensuing AGM and being eligible, offers himself for re-appointment.

Declaration of Independence

The Company has received declarations from all the Independent Directors confirming that they meet the criteria of independence prescribed under Section 149(6) of the Act, and the SEBI Listing Regulations and Code for Independent Directors prescribed under Schedule IV to the Act. All the Independent Directors have registered themselves with the Independent Director's Databank managed by the Indian Institute of Corporate Affairs.

Number of Board Meetings

Seven Board Meetings were held during the financial year 2025-26 on April 18, 2025, May 7, 2025, May 15, 2025, August 12, 2025, November 6, 2025, February 12, 2026 and March 5, 2026. The intervening gap between the Meetings was within the period prescribed under the Act, read with the Secretarial Standards issued by the Institute of Company Secretaries of India on Meetings of the Board of Directors and the SEBI Listing Regulations.

Policy on Nomination and Appointment of Directors/ Criteria for Appointment of Senior Management and Remuneration Policy

The Company has adopted the Policy on Nomination and Appointment of Directors/ Criteria for appointment of Senior Management and Remuneration Policy as per the provisions of Section 178(3) of the Act and the Rules framed thereunder. The said Policies are available on the Company's website at abbott.co.in/investor-relations.html.

Nomination Policy acts as a guideline for determining qualifications, positive attributes, independence of Directors and matters related to the appointment and removal of Directors and Senior Management.

The Policy lays down:

- i. criteria, terms and conditions with regard to identifying suitable candidates who are qualified to become Directors and Senior Management;
- ii. appointment mechanism for Managing Director, Executive and Non-Executive Directors, Independent Directors, Key Managerial Personnel and Senior Management;
- iii. tenure of Managing Director, Executive Directors and Independent Directors;
- iv. their removal process and succession planning.

Remuneration Policy lays down the Company's philosophy and criteria as well as manner of determining the remuneration of Managing Director, Executive and Non-Executive Directors, Independent Directors, Key Managerial Personnel, Senior Management and other employees.

Performance Evaluation of the Board, Board Committees and Directors

The Company has adopted the Board Evaluation Framework and Policy based on the recommendation of the Nomination and Remuneration Committee, which sets a mechanism and criteria for performance evaluation of the Board, Board Committees and Directors, including Independent Directors. The same is available at abbott.co.in/investor-relations.html.

Every year, Directors evaluate the effectiveness of the Board and its Committees in performing its governance and oversight responsibilities. Directors assess the performance of their peers, as well as the entire Board of Directors and each of the Committees on which they serve through online questionnaire.

Online Evaluations solicit feedback on various parameters described below:

For Board: Adequacy and timeliness of information provided for reviewing and guiding corporate strategy, risk policy, annual budgets and business plans, setting performance objectives, monitoring financial situation and corporate performance, and overseeing capital expenditures; transparent environment for free-flowing discussion and healthy debate; challenging the assumptions underlying key areas such as strategic initiatives, risk appetite, etc. and provide strategic guidance.

Board of Directors' Report (Contd.)

For Committees: Oversight by Committee on respective matters as per Committee Charter, adequacy of information provided and how effectively the recommendations contribute to Board decision-making.

For Directors: Communication of opinions and concerns, anticipation of new issues, leveraging expertise to offer valuable insights and guidance, introduce best industry practices and display adequate level of participation and engagement.

Review and discussions:

- Results are presented in the form of anonymized reports.
- The Nomination and Remuneration Committee reviews the Evaluation Reports.
- Reports are then shared with the Chairman of Board for review and discussions.

Feedback incorporation:

- Based on the feedback, enhancement opportunities are identified and implemented as appropriate.
- The Chairman of the Board discusses peer evaluation results with individual Directors as needed.

During the year 2025-26, evaluation of the Board, Committees and Directors was conducted as per the process described above. Also, the Independent Directors conducted separate assessment of the Board, Non-Independent Directors and the Chairman basis the feedback from the other Board Members.

Key Managerial Personnel

Ms. Swati Dalal (DIN: 01513751) resigned as Director and Managing Director of the Company with effect from June 13, 2025. The Board upon recommendation of the Nomination and Remuneration Committee, approved the appointment of Mr. Kartik Rajendran (DIN: 09527717), as Director and Managing Director of the Company for a period of 5 (five) years with effect from June 14, 2025, not liable to retire by rotation. The said appointment was approved by the Shareholders at the Eighty-first AGM held on August 13, 2025, and the Central Government on November 21, 2025.

The Board upon recommendation of the Audit and Nomination and Remuneration Committees, approved the appointment of Ms. Maithilee Mistry as the Chief Financial Officer of the Company with effect from May 6, 2025.

Mr. Kartik Rajendran, Managing Director, Ms. Maithilee Mistry, Chief Financial Officer and Ms. Sangeeta Shetty, Company Secretary, are the Key Managerial Personnel of the Company as on March 31, 2026.

Audit Committee

As on the date of this report, the Audit Committee comprises of Mr. Neeraj Jain (Chairman), Mr. Munir Shaikh, Mr. Sudarshan Jain and Ms. Shalini Kamath. The Role of the Committee is provided in the Corporate Governance Report, forming part of this Report.

The recommendations made by the Audit Committee during the year were accepted by the Board.

Vigil Mechanism/ Whistle-Blower Policy

The Company has in place Vigil Mechanism/ Whistle-Blower Policy called "Abbott India Limited — Procedure for Internal Investigations". It lays down a mechanism for reporting and investigating unethical behavior, alleged or potential violations of laws, regulations or Abbott Code of Business Conduct, policies, procedures or other standards.

A report indicating the number of cases reported and investigations conducted including the status update is presented before the Audit Committee, on a quarterly basis.

The said Policy is available on the website of the Company at abbott.co.in/investor-relations.html. Employees have numerous ways to voice their concerns and are encouraged to report the same internally for resolution. The said Policy provides for adequate safeguards against retaliation and access to the Chairman of the Audit Committee.

Any concerns/ grievances can be communicated through various sources as provided under the said Policy or online at speakup.abbott.com.

Directors' Responsibility Statement

Pursuant to Section 134(5) of the Act, your Directors state that:

- a) in the preparation of the Annual Accounts for the financial year ended March 31, 2026, the applicable accounting standards have been followed and there are no material departures from the same;
- b) they have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to



give a true and fair view of the state of affairs of the Company as at March 31, 2026 and of the Profits of the Company for that year;

- c) they have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- d) they have prepared the Annual Accounts of the Company on a going concern basis;
- e) they have laid down adequate internal financial controls to be followed by the Company and that such internal financial controls are adequate and operating effectively;
- f) they have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

Related Party Transactions

Policy on Dealing with Related Party Transactions and Materiality

The Company has in place the Policy on dealing with Related Party Transactions and Materiality as per the requirements of the Act and the SEBI Listing Regulations. The said Policy is available on the Company's website at abbott.co.in/investor-relations.html.

As per the said Policy, all Related Party Transactions are pre-approved by the Independent Directors, Audit Committee and Board, as and when required as per the requirements under the Act and SEBI Listing Regulations. The details of actual transactions are reviewed by the Audit Committee on a quarterly/ annual basis. Material transactions, if any, with the Related Parties are pre-approved by the Shareholders.

Details of Related Party Transactions

The Company enters into business transactions with various Abbott affiliate companies ("Related Parties") in the normal course of business and at arm's length.

All the transactions with the Related Parties entered into during the financial year 2025-26 were pre-approved by the Independent Directors and Audit Committee. Actual Transactions are placed before the Audit Committee on a

quarterly basis. Material Related Party Transactions, if any, are approved by the Shareholders. The details of the same are provided in Note 39 to the Financial Statements.

Pursuant to Regulation 23(9) of the SEBI Listing Regulations, the Company has filed half yearly reports on Related Party Transactions with BSE Limited.

Investor Education and Protection Fund (IEPF)

Pursuant to Section 124 and other applicable provisions of the Act, read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("the IEPF Rules"), all dividends which remain unpaid or unclaimed for a period of seven years, are required to be transferred by the Company to the IEPF, established by the Government of India. Further, according to the IEPF Rules, the shares on which dividend has not been paid or claimed by the Shareholders for seven consecutive years or more shall also be transferred to the demat account of the IEPF Authority. In accordance with the said requirements, the Company has transferred the unpaid dividend and shares to IEPF.

The details of the same are provided in the Corporate Governance Report.

Corporate Social Responsibility

The Company spent an amount of ₹ 31.93 Crores including set off and surplus on various Corporate Social Responsibility ("CSR") programs for the financial year 2025-26. The Annual Report of the CSR activities undertaken by the Company is annexed as "Annexure I" and forms part of this Report.

The CSR Policy is available on the Company's website at abbott.co.in/investor-relations.html.

Risk Management

The Company has formulated a "Risk Management Policy" which includes:

- Risk identification framework (including Environment, Social and Governance related risks (ESG)),
- Risk mitigation measures,
- Business Continuity Plan (BCP).

The framework covers Strategic, Operational, Compliance, Cyber Security, Financial, Environmental and Human Resource.

1. Objective

Risk Management Policy is directed to enable Management to effectively deal with uncertainty and associated risk and opportunity, enhancing the capacity to build value. Broadly, the Policy Framework encompasses:

- Aligning risk appetite and strategy considering the risk appetite in evaluating strategic alternatives, setting related objectives and developing mechanisms to manage related risks;
- Enhancing risk response decisions and select among alternative risk responses – risk avoidance, reduction, sharing and acceptance;
- Reducing operational surprises and losses by identifying potential events and resultant responses, thus reducing surprises and associated costs or losses;
- Identifying and managing multiple and cross enterprise risks;
- Seizing opportunities by considering a full range of potential events and thus identify and proactively realize opportunities;
- Improving deployment of capital through well-established risk information to effectively assess overall capital needs and enhance capital allocation.

These capabilities inherent in this framework help in achieving the performance and profitability targets and prevent loss of resources.

This Risk Management Framework is directed to help ensure effective reporting and compliance with laws and regulations, avoid damage to the Company's reputation and associated consequences. Risk Management Framework enables the Company to avoid pitfalls and surprises along the way.

Risk involves many variables which are in a state of continuous change. Management in its best effort has tried to design a Risk Management Framework to timely identify major risks for necessary remediation.

2. Roles and Responsibilities

Board of Directors

The Board provides oversight about Risk Management and is responsible for approving the Risk Management

Framework. The Board has constituted Risk Management Committee with defined roles and responsibilities.

Audit Committee

Audit Committee conducts evaluation of Risk Management systems, provides oversight of the internal audit function, reviews the scope, findings, and status of corrective actions, and ensures independence and effectiveness of the internal audit process and such other functions as may be assigned by the Board from time to time.

Risk Management Committee

Key roles and responsibilities are outlined below:

- i. Monitoring and implementing Risk Management Plans;
- ii. Ensures that the adequacy of the Company's Risk Management Framework is being assessed and that action is taken if it is inadequate;
- iii. Reports Risk Management activities and information, including top risks and mitigation, to the Audit Committee and Board;
- iv. Understands the significant or high risks affecting Company and ensures that processes to mitigate them are effective;
- v. Reviewing and amending Risk Management Framework from time to time;
- vi. Such other functions as may be delegated by the Board from time to time.

Risk Management Core Team

The Risk Management Core Team oversees the process by which business division/ function and management identifies and assesses risks and determines appropriate responses. It addresses organizational risks and sets performance, measure goals and key risk indicators for those risks. It takes care of the following:

- i. Design, develop and periodically update the Risk Management framework and procedure;
- ii. Ensure appropriateness of risk culture and understanding across the Company at all levels;
- iii. Plan and organise risk management programs;



- iv. Ensure adherence to Risk Management policies and procedures within Abbott;
- v. Facilitate validators in preparation and execution of control validation plan;
- vi. Conduct adequate awareness;
- vii. The Core Team along with the concerned Division/ Function heads identifies risks faced/ perceived by the Company and mitigation plans. The core team further evaluates whether the mitigation measures have helped bring down the scale and magnitude of risk, from time to time.

Statutory Auditors

M/s. Walker Chandio & Co LLP, Chartered Accountants (Firm Registration No. 001076N/ N500013), have been appointed as Statutory Auditors at the Eightieth AGM of the Company held on August 8, 2024, for a period of five years to hold office till the conclusion of the Eighty-fifth AGM of the Company.

Auditors' Report

The Auditors' Report for the financial year 2025-26 does not contain any adverse remarks, qualifications or reservations or disclaimers, which require explanations/ comments by the Board.

Cost Auditors

M/s. Joshi Apte & Associates, Cost Accountants (Firm Registration No. 000240), are the Cost Auditors of the Company for the financial year 2025-26.

M/s. Kishore Bhatia & Associates, Cost Accountants (Firm Registration No. 00294), have been appointed as Cost Auditors of the Company for the financial year 2026-27 at a remuneration of ₹ 0.09 Crores plus taxes as applicable and reimbursement of out-of-pocket expenses. The said remuneration to the Cost Auditors shall be subject to ratification by the Members at the ensuing AGM.

Cost Audit Report

As per the provisions of Section 148(1) of the Companies Act, 2013, the Company has maintained the cost records, as specified by the Central Government.

Cost Audit Report along with the Compliance Report for the financial year 2024-25, issued by M/s. Joshi Apte & Associates, Cost Auditors, was filed with the Ministry of Corporate Affairs on August 26, 2025 (due date of filing was September 10, 2025).

Internal Auditors

M/s. Deloitte Touche Tohmatsu India LLP, Chartered Accountants (LLP Identification Number AAE-8458) are the Internal Auditors of the Company. Internal Audit Report, their significant observations and follow-up actions taken by the management are reviewed by the Audit Committee on a quarterly basis.

Secretarial Auditors

M/s. BNP & Associates, Company Secretaries (Firm Registration No. P2014MH037400), have been appointed as Secretarial Auditors of the Company, for a period of five (5) consecutive financial years i.e., from financial year 2025-26 to financial year 2029-30.

Secretarial Audit Report

The Secretarial Audit Report issued by M/s. BNP & Associates, Company Secretaries for the financial year ended March 31, 2026, does not contain any adverse remarks, qualifications, reservations or disclaimer.

Further with reference to the name of the Company appearing in the breach list displayed on the website of Depositories and BSE Limited for having foreign investment in excess of prescribed sectoral cap, the Company received post-facto approval from the Department of Pharmaceuticals permitting foreign shareholding in excess of the sectoral cap, up to 80% of the paid-up share capital of the Company, subject to compounding with the Reserve Bank of India ("RBI"). Accordingly, on filing of the compounding application by the Company, the RBI issued a Compounding Order dated July 31, 2025, whereby a compounding amount of ₹2,00,000/- was imposed on the Company. The Company has duly paid the aforesaid compounding amount on August 5, 2025, in line with the directions received from the RBI under the Compounding Order.

Pursuant thereto, the National Securities Depository Limited, on September 30, 2025, removed the Company's name from its breach list and consequently enhanced the Company's foreign investment limit to 80%. Accordingly,

the regulatory matter has been conclusively resolved and there are no pending proceedings or further compliances required in this regard.

The Secretarial Audit Report is annexed as "Annexure II" and forms part of this Report.

Reporting of Fraud by Auditors

During the year under review, Statutory Auditors, Cost Auditors, Internal Auditors and Secretarial Auditors have not reported any instances of fraud committed in the Company by its Officers or Employees or reported to the Audit Committee under Section 143(12) of the Act.

Human Resources

At Abbott, we believe that a sustainable future begins with health. Our approach to sustainability is anchored in people – building a workforce that is capable, resilient, and aligned to long-term business priorities. Through our 2030 sustainability agenda, we continue to invest in strengthening workforce capability, leadership depth, and organizational readiness for the future.

Abbott remains an innovative and purpose-driven workplace. Our culture enables employees to contribute meaningfully to improving lives while supporting their own personal and professional growth. This alignment between individual purpose and organizational mission continues to be a key driver of engagement and performance.

Our HR philosophy is closely aligned with the Company's strategic priorities. We provide differentiated opportunities, benefits, and an enabling environment that allows employees to build sustainable careers while supporting their well-being and that of their families.

Employees continue to be central to the Company's sustained growth and success. The Company remains focused on building a diverse and future-ready workforce. By fostering diverse perspectives and encouraging innovation, we are strengthening our ability to respond to evolving business needs.

Talent development remains a strategic priority. Our initiatives are designed to enable employee growth, strengthen diversity, equity, and inclusion (DE&I), and build a culture of accountability and ownership. We continue to invest in employee well-being across physical, mental, social, and financial dimensions, while ensuring structured development opportunities across all levels.

Talent Strategy

Our talent strategy is focused on attracting, developing, and retaining high-quality talent while strengthening our position as an employer of choice in the Indian healthcare industry. We drive engagement through shared goals, capability building, and career progression opportunities, supported by a culture of transparency and accountability.

The India Talent Strategy continues to be a key enabler of business outcomes, with strong leadership ownership and execution discipline. Our culture emphasizes ownership, forward thinking, and cultivating a growth mindset – critical drivers of sustained performance.

Training and Capability Building Initiatives

Abbott's development framework is aligned to business priorities and future capability requirements. Employees are provided access to structured learning interventions that enhance skills, improve role effectiveness, and prepare them for larger responsibilities.

1. Leadership Pipeline Building

Talent Management Reviews (TMR) focus on identifying and developing critical talent across levels. The process strengthens succession pipelines by aligning development actions to key success factors for future roles and ensuring readiness across critical positions.

Transition Programs support employees moving into new roles, particularly from individual contributor to managerial positions. These programs focus on building people leadership capability, decision-making ability, and effectiveness in managing team performance.

Structured leadership journeys, including programs such as In-Stride and the Future Leaders Development Program, are designed to accelerate readiness for critical roles. These programs integrate cross-functional mentoring, structured learning, business simulations, and leadership exposure, enabling participants to operate with broader business perspective.

2. Executive Coaching and Mentoring

Executive coaching continues to be deployed as a focused intervention for senior leaders. These engagements are structured around clearly defined



development objectives and aligned to business priorities. Progress is tracked through milestone achievement and observable shifts in leadership effectiveness.

3. Mentoring Programs

Mentoring initiatives connect senior leaders with employees across the organization to build cross-functional capability and leadership depth. Structured mentoring frameworks ensure alignment with development needs and business priorities. Focused interventions aimed towards our diverse workforce groups, continue to strengthen leadership pipelines and enable career progression.

4. Managerial Capability Development

The Leading with Impact program continues to strengthen managerial effectiveness across the organization. It combines digital learning, simulations, peer discussions, and coaching to build core leadership capabilities such as empathy, communication, feedback, and team engagement. The program focuses on enabling managers to translate leadership behaviors into consistent on-ground practice.

5. Training and Development Resources

The Abbott Global Training platform provides employees access to role-based learning, instructor-led programs, and digital modules. Customized learning solutions are designed in line with business requirements, ensuring relevance and application in role.

Career development is further enabled through platforms that provide access to cross-functional opportunities, global exposure, and project-based learning experiences such as Learning Gigs. These interventions support continuous skill development and broader career pathways.

6. Excellence Academy

Excellence Academy continues to strengthen field force capability through structured onboarding and development interventions. The focus remains on improving execution quality, enhancing customer engagement, and enabling consistent performance across markets.

Diversity, Equity and Inclusion (DE&I)

Inclusion is integral to Abbott's culture and business approach. It is embedded in our values and reflected in how we build teams, develop leaders, and engage with our employees.

We are committed to creating an environment where employees feel valued, respected, and empowered to contribute fully. Our DE&I strategy integrates inclusion into core business processes and supports building teams that reflect the communities we serve.

Our DE&I approach to DE&I is driven through five focus areas: Inclusive Policies and Workplace Practices, Capability and Mindset Development, Hiring Practices, Communication and Awareness, and Forums and Networks.

Inclusive Policies and Workplace Practices

We continue to strengthen policies to ensure fairness and equity across the employee lifecycle. This includes regular reviews of compensation, promotion, and career progression practices to eliminate bias and ensure equitable outcomes.

Capability and Mindset Development

We invest in building inclusive leadership and managerial capability through structured interventions focused on unconscious bias awareness, inclusive leadership behaviors, and cultural competence. These programs equip managers to lead diverse teams effectively.

Hiring Practices

We continuously strengthen hiring practices to attract and hire from diverse talent pools. Structured processes, standardized assessments, and ongoing monitoring ensure consistency and alignment with our DE&I vision.

Communication and Awareness

Communication and awareness remain critical to driving inclusion. Through campaigns, workshops, and structured learning interventions, we continue to build understanding of inclusion, allyship, and advocacy across the organization.

Forums and Networks

Employee Networks play a key role in strengthening inclusion and engagement by creating platforms for connection, dialogue, and development.

Women Leaders of Abbott: Focuses on enabling women to grow through structured development programs, leadership exposure, and career advancement opportunities.

Working Mothers of Abbott: Provides a platform for working mothers to connect, share experiences, and navigate career and personal responsibilities.

PRIDE Network: Focuses on building awareness and enabling inclusion for LGBTQ+ employees and allies through structured initiatives across education, policy, and engagement.

Early Career Network: Supports early career professionals through networking, development opportunities, and initiatives such as reverse mentoring to strengthen cross-generational learning.

Abbott disABILITY Network: Focuses on building an inclusive workplace for employees with disabilities by driving awareness, accessibility, and advocacy initiatives.

Technology-Enabled HR and Employee Experience

Abbott continues to leverage technology to improve decision-making, enhance employee experience, and enable consistency across HR processes.

Abbott continues to advance its Talent Acquisition capabilities through targeted technology enablement. Digital hiring journeys have been strengthened through the implementation of high-volume hiring workflows, WhatsApp-based candidate engagement, and end-to-end digitization of offer management. Leveraging CRM platforms such as Phenom, Abbott has enhanced candidate engagement and built scalable talent communities.

Interactive learning platforms such as INcludo provide scenario-based learning experiences that strengthen inclusive hiring practices. These interventions enable managers to identify and mitigate bias, leading to more objective and high-quality talent decisions.

Digital capability-building platforms under Leading with Impact leverage AI-enabled learning to deliver personalized development support. These solutions enhance learning effectiveness through simulations, peer interaction, and coaching integration.

Technology also enables seamless access to Flexible Benefits and wellness programs. We support our employees with an Artificial Intelligence enabled Chatbot "SmaHRty" which is available 24x7 providing

real-time employee support, improving responsiveness and overall employee experience.

External Recognition of Efforts

During the year, the Company has been:

- ranked by Avtar & Seramount – 2025 as "100 Best Companies for Women in India" for the 6th consecutive year, placing Abbott in their "Hall of Fame".
- recognized as "Exemplars in the Most Inclusive Companies Index" by Avtar & Seramount in 2025, 2nd time in a row.
- recognized as the "Best Place of Work" at the Business World's People HR Excellence Awards 2025.
- recognized for "Excellence in Employee Welfare Initiative" at the Business World's People HR Excellence Awards 2025.
- awarded Platinum Level recognition in the 2025 Healthy Workplace Awards by Arogya World.
- recognized as the most Preferred Workplaces for Women 2025-26 by Marksmen Daily.
- recognized as the most Preferred Workplaces in Healthcare, Pharma & Biotech for 2025-26 by Marksmen Daily.
- conferred the "Maharashtra State Best Employer Brand Award" by World Federation of HR Professionals, endorsed by CHRO Asia.

Prevention of Sexual Harassment (POSH) at Workplace

The Company has complied with the provisions of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and has an Internal Complaints Committee (ICC) in place.

Appropriate training under POSH is imparted to employees regularly.

Summary of the complaints received by the Company/ ICC under the aforesaid Act during the financial year 2025-26 is given below:

Particulars	No. of Complaints
Number of complaints of sexual harassment received during the year	1
Number of complaints disposed off during the year	1
Number of cases pending for more than ninety days	0



Compliance with Maternity Benefit Act, 1961

The Company has complied with the provisions relating to the Maternity Benefit Act, 1961 for the financial year 2025-26.

Health, Safety and Environment

The Company is committed to protecting the health and safety of people and minimizing environmental impact across its operations and value chain. This commitment is embedded in our Environment, Health and Safety (EHS) management systems, governance practices, and day-to-day decision-making.

Advancing our performance in worker safety and environmental stewardship is a long-term priority. Our efforts build on Abbott's legacy of responsible operations and are guided by our core values – Pioneering, Achieving, Caring, and Enduring.

Health and Safety

We maintain a structured approach to safety governance, supported by active employee participation. The Goa site has a Safety Committee comprising representatives from both supervisory and non-supervisory employees. The committee meets regularly to review performance, address risks, and drive continuous improvement.

Capability Building

We invest in strengthening EHS capabilities through continuous learning. Employees participate in on-the-job, classroom, and digital training programs covering:

- Regulatory requirements and internal EHS standards
- Fire prevention and emergency response
- Safe handling of chemicals and waste
- Prevention of slips, trips, and falls
- Machine safety and material handling

We also collaborate with regulatory authorities to enhance technical expertise. During the year:

- An employee from the Goa site completed a four-week certified supervisory program conducted by the Inspectorate of Factories and Boilers for personnel engaged in hazardous processes. The program combined classroom learning, practical exposure, and project work, with certification awarded upon successful evaluation.

- A two-day Occupational Health and Safety program was conducted at the site in partnership with the Inspectorate of Factories and Boilers, covering key topics such as machine safety, chemical safety, permit-to-work systems, and fire safety.

Strengthening Safety Culture

We continue to build a strong safety culture through engagement and awareness initiatives, including National Safety Week and Abbott EHS Week, which reinforce shared accountability for safe behaviors.

To further embed this culture, we are implementing a Behavior-Based Safety (BBS) program, focused on proactively identifying and addressing unsafe acts. A structured system for reporting unsafe conditions and near misses supports early risk identification and prevention. Together, these efforts help us maintain a safe workplace, strengthen employee engagement, and drive continuous improvement in EHS performance.

Road Safety

Various Road Safety programs were conducted for field employees during the year:

- 97.64% of the sales employees completed the online defensive riding refresher training module.
- All the new sales employees were trained on defensive riding skills and behaviors.
- 100% of the new sales employees were provided with two helmets (one for self and one for the pillion rider) as a part of the joining kit. In addition to two helmets, they were provided with full finger motorcycle riding gloves, to protect fingers while riding a 2-wheeler vehicle.

To further enhance employee engagement in road safety, Road Safety Week was organized from 10th - 16th March 2026. Through the safety week, a series of initiatives like various training programs, quizzes and creative competitions were rolled out with good participation from employees.

Environment

Environmental responsibility is integral to Abbott's operating philosophy. We are committed to reducing our environmental footprint through responsible resource use and emissions management, while advancing sustainability across our operations.

The site has implemented comprehensive water stewardship practices as part of its commitment to preserving water resources and ensuring long-term availability of quality water. These efforts are designed not only to support operational needs but also to contribute positively to the surrounding community.

In line with the Company's sustainability objectives, a Membrane Bioreactor (MBR) has been commissioned within the wastewater treatment plant. This advanced biological treatment technology enhances process efficiency and ensures consistent effluent quality, strengthening our approach to responsible water management.

Air emissions from boiler and generator stacks, along with ambient air quality, are monitored on a regular basis and remain well within the limits prescribed by the State Pollution Control Board. The site also promotes circular waste management practices through a vermi-composting unit, which converts canteen food waste into organic manure used for on-site landscaping and plantation.

The site continues to make progress in waste minimization and circularity. Of the total non-hazardous waste generated, 66% is repurposed for beneficial use without requiring recycling, while the remaining 34% is sent for recycling. Hazardous waste is managed through controlled and responsible channels, with 99.35% co-processed in cement industries, ensuring safe disposal with resource recovery. Only a small fraction is incinerated or directed to recycling streams such as used oil and e-waste.

During the year, World Environment Day was observed as part of the Company's broader EHS awareness initiatives, reinforcing employee engagement and environmental responsibility.

The Goa plant is certified as a Zero Waste to Landfill facility, reflecting our commitment to eliminating landfill disposal and advancing sustainable waste management practices.

Plastic Waste Management

The Company's operations adhere to the Plastic Waste Management Rules notified by the Ministry of Environment, Forest and Climate Change. The Company maintains compliance with these requirements through established processes designed to ensure responsible collection, processing, and disposal of post-consumer plastic packaging waste.

To support these obligations, the Company has entered into agreements with authorized waste management agencies and Plastic Waste Processors (PWPs) across India. These arrangements facilitate environmentally sound handling of plastic waste in accordance with applicable regulatory standards.

For the financial year 2025-26, the Company achieved full compliance with its regulatory requirements through the procurement of Plastic Packaging Waste Credits totaling 3,134 MT, representing complete fulfillment of its statutory obligations.

Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

The required information under the provisions of Section 134(3)(m) of the Act read with Rule 8 of the Companies (Accounts) Rules, 2014 in respect of Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo, etc. are annexed as "Annexure III" and forms part of this Report.

Annual Return

The Annual Return of the Company as on March 31, 2026 has been placed on the website of the Company at abbott.co.in/investor-relations.html.

Disclosure under Section 197(12) of the Companies Act, 2013 and other disclosures as per Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

Disclosures required in accordance with the provisions of Section 197(12) of the Act, read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is annexed as "Annexure IV" and forms part of this Report. As per the provisions of Sections 134 and 136 of the Companies Act, 2013, the Report and Financial Statements are being sent to the Members and others entitled thereto, excluding the Statement containing Particulars of Employees, which is available for inspection by the Members up to the date of ensuing Annual General Meeting. Any Member interested in obtaining a copy of such Statement may write to the Company Secretary at investorrelations.india@abbott.com.



Business Responsibility and Sustainability Report (BRSR)

Business Responsibility and Sustainability Report and Independent Assurance Statement on BRSR Core as required under Regulation 34 of the SEBI Listing Regulations forms part of this Report.

Corporate Governance Report

Corporate Governance Report and Certificate issued by Ms. Neena Bhatia, Practicing Company Secretary (Membership No: FCS 9492 and Certificate of Practice No.: 2661) on compliance of the conditions of Corporate Governance as required under Regulation 34 of the SEBI Listing Regulations, form part of this Report.

Compliance with Secretarial Standards

The Board of Directors affirms that the Company has complied with the applicable Secretarial Standards issued by the Institute of Company Secretaries of India (SS1 and SS2) relating to Meetings of Board, its Committees and General Meetings, respectively.

Disclosures of Orders Passed by Regulators or Courts or Tribunal

No orders have been passed by any Regulator or Court or Tribunal which can have impact on the going concern status and the Company's operations in future.

Industrial Relations

The Company has overall cordial industrial relations. The Company continues to receive strong support from distributors, suppliers, vendors, stockists and other partners.

Fixed Deposits

No fixed deposits were accepted during the year.

Particulars of Loans, Investments and Guarantees

The Company has not granted any loan or provided any guarantees to or invested in securities of any other body corporate during the year.

General

No disclosure or reporting is required in respect of the following items as there were no transactions relating to these items during the year under review:

1. Issue of equity shares with differential rights as to dividend, voting or otherwise.
2. Issue of shares (including sweat equity shares) to employees of the Company under any scheme.
3. The Company does not have any joint venture or subsidiaries.
4. There are no applications made or any proceeding pending against the Company under Insolvency and Bankruptcy Code, 2016 (31 of 2016) during the financial year.
5. There are no instances of one-time settlement during the financial year.

Acknowledgement

Your Board expresses gratitude towards all the employees, business partners, institutions, banks and the Members, for their continued trust and support to the Company.

For and on behalf of the Board of Directors

Mumbai
May 11, 2026

Kartik Rajendran
Managing Director
DIN: 09527717

Sudarshan Jain
Director
DIN: 00927487

ANNEXURE I

Annual Report on CSR activities for the financial year 2025-26

[In compliance with Section 135 of the Companies Act, 2013 and Companies (Corporate Social Responsibility) Rules, 2014, as amended]

1. Brief outline on CSR Policy of the Company

At Abbott, we are committed to supporting the disadvantaged, marginalized and vulnerable population. We are focused on developing novel solutions to societal challenges facing them that are financially and operationally sustainable and demonstrate scalability. We strive to improve access to quality and affordable healthcare and improve awareness, diagnosis and adherence. Through our CSR interventions, we continuously work towards improving health education, reaching low-income communities in both urban-rural and rural areas. In India, we intend to go about our work in a manner that is responsible, respectful and in keeping with the rich traditions of our operations in the Country and elsewhere in the world. Dialogue and engagement are also vital to ensure that our CSR strategy resonates with key external and internal stakeholders.

In accordance with the statutory requirements and keeping the Company philosophy at priority, the CSR Committee identified the following thrust areas in line with our CSR goals:

- Improving access to quality and affordable healthcare for low-income communities, conducting wellness clinics for improving lives of the disadvantaged communities;
- Promoting STEM learning and healthy living among students;
- Charitable donations and educational grants for serving the deserving sections of society;
- Disease awareness projects/ activities, facilitating capacity building, system/ infrastructure strengthening, and equipment support;
- Reaching out to the Government to advance sound public policy and expand patient access to healthcare;
- Extending support to various not-for-profits organizations for the causes/ projects related to education and healthcare;
- Environmental Protection measures;
- Projects that fall within the purview of the activities included in Schedule VII of the Act and Rules made thereunder, as amended from time to time.

2. Composition of the CSR Committee

Sr. No.	Name of the Member	Designation/ Nature of Directorship	No. of Meetings held in 2025-26	
			Held during the tenure of the Director	Attended
1.	Munir Shaikh (Chairman)	Non-Executive Director	4	4 (3 via video-conference)
2.	Kartik Rajendran ¹	Managing Director	3	3
3.	Anisha Motwani	Independent Director	4	4
4.	Shalini Kamath	Independent Director	4	4
5.	Darshan Gada ²	Non-Executive Director	2	2
6.	Swati Dalal ³	Managing Director	1	1

¹ appointed as Member with effect from June 14, 2025.

² appointed as Member with effect from August 18, 2025.

³ ceased to be a Member with effect from June 13, 2025.



3. Web-link where Composition of CSR Committee, CSR Policy and CSR Projects approved by the Board are disclosed on the website of the Company

abbott.co.in/investor-relations/corporate-social-responsibility.html.

4. Executive Summary along with web link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable

Independent Impact assessment was done for the eligible CSR projects by Impact assessment agencies. Following projects were considered for impact assessment:

1. Strengthening Access to Quality Healthcare through PHC (Primary Health Centre) Upgradation project.
2. Supporting Health Clinics to address the need for prevention/ screening for underserved communities.
3. Building Access through equipment donation support (CT scan).
4. Helping SEWA build and strengthen Community-Centered Healthcare Delivery.

A synopsis of the report of the independent agency for the CSR projects, to which impact assessment is applicable in terms of the provisions of Section 135 of the Act read with the CSR Rules, is attached as Annexure A to this report. The detailed report is available on the Company's website at abbott.co.in/investor-relations.html.

- 5.** (a) Average net profit of the Company as per sub-section (5) of section 135: ₹ **1,592.35 Crores**
 (b) Two percent of average net profit of the Company as per sub-section (5) of section 135: ₹ **31.85 Crores**
 (c) Surplus arising out of the CSR projects or programmes or activities of the previous financial years: ₹ **0.03 Crores**
 (d) Amount required to be set-off for the financial year, if any: ₹ **2.13 Crores**
 (e) Total CSR obligation for the financial year [(b)+(c)-(d)]: ₹ **29.75 Crores**
- 6.** (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project including surplus): ₹ **28.30 Crores**
 (b) Amount spent in Administrative Overheads: ₹ **1.37 Crores**
 (c) Amount spent on Impact Assessment, if applicable: ₹ **0.13 Crores**
 (d) Total amount spent for the financial year [(a)+(b)+(c)]: ₹ **29.80 Crores**
 (e) CSR amount spent or unspent for the financial year:

Total amount spent for the financial year (in ₹)	Amount Unspent (in ₹ Crores)					
	Total amount transferred to Unspent CSR Account as per sub-section (6) of section 135			Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135		
	Name of the Project	Amount	Date of Transfer	Name of the Fund	Amount	Date of Transfer
₹ 29.80 Crores	NA			NA		

- (f) Excess amount for set off, if any:

Sr. No.	Particulars	Amount (in ₹ Crores)
1.	Two percent of average net profit of the Company as per sub-section (5) of section 135	31.85
2.	Total amount spent for the financial year (5d+6d)	31.93
3.	Excess amount spent for the financial year [(2)-(1)]	0.08
4.	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	0.03
5.	Amount available for set-off in succeeding financial years [(3)-(4)]	0.05

7. Details of Unspent CSR amount for the preceding three financial years

(₹ in Crores)

Sr. No.	Preceding financial year(s)	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Balance amount in Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Amount spent in the financial year (in ₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding financial years (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of Transfer		
1	FY 2024-25	NIL	NIL	NIL	NIL	NIL	NA	NA
2	FY 2023-24	NIL	NIL	NIL	NIL	NIL	NA	NA
3	FY 2022-23	8.75	NIL	NIL	NA	NA	NA	NA

- 8.** Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the financial year: **No**
- 9.** Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per section 135(5):
NA

For and on behalf of the Board of Directors

Mumbai
May 11, 2026

Munir Shaikh
Chairman, CSR Committee
DIN: 00096273

Kartik Rajendran
Member, CSR Committee
DIN: 09527717



ANNEXURE A

Strengthening Access to Quality Healthcare through PHC (Primary Health Centre) Upgradation Project

Sustainable Development Goals (SDGs) addressed:
SDG 3 - Good Health and Well-being, SDG 6 - Clean Water and Sanitation, SDG 10 - Reduced Inequalities

Assessment agency: SoulAce Consulting Private Limited

Year for assessment: FY 2021-24

The project has been implemented since FY 2021 in partnership with AmeriCares India Foundation and continues till date. It focuses on 3 key elements for a holistic approach to implementation including infrastructure development and equipment support, facilitating capacity building of healthcare workers and ASHAs on Non-Communicable Diseases (NCDs) and infection prevention and control (IPC), community engagement through street plays, and wall paintings to raise awareness about available healthcare services and improve health-seeking behaviour.

Key highlights based on the sample size of 461 respondents across 15 PHCs including PHC staff, ASHAs, community members, and Gram Panchayat members:

- 98.7% community members reported having access to basic diagnostics such as BP, ECG and blood tests due to upgraded equipment, 100% reported reduced need to travel to distant hospitals. 63% estimated ₹200–500 saved per visit compared to prior status.
- 99.3% of community members perceived overall improvement in healthcare services in respective PHCs, 77.3% community members sought timely support on preventive care.
- 100% reported privacy during examinations or treatment driven by improved consultation efficiency, enabling smoother patient flow and increased return visits.
- Capacity building in local language, strengthened patient interaction confidence, resulted in daily increase of >60 OPDs in Goa and Maharashtra, 60-70% ASHA FDGs expressed need for refresher training.
- 100% of sample PHCs had functional Water, Sanitation, and Hygiene (WASH), waiting areas and privacy during examination, 98.7% reported essential diagnostics.
- 78% ASHAs and HWs reported improvement in health service delivery by improving patient assessment,

counselling, follow-ups, adherence to monitoring practices with 69% reported consistent hygiene adherence at the PHC facilities.

- PHCs became trusted point of care, with average > 400 increase in patients visiting every month.
- Street plays, ASHA mobilization drove health seeking behavior change.

Supporting Health Clinics to address the need for Prevention/ Screening for Underserved Communities

Sustainable Development Goals (SDGs) addressed:
SDG 3 - Good Health and Well-being, SDG 10 - Reduced Inequalities

Assessment agency: SaathiRe Social Impact Solutions Private Limited

Year for assessment: FY 2023-24

A PAN India initiative to support early diagnosis of liver diseases through the free Liver Function Tests (LFTs) through lab tests and with high end technology Fibroscan devices. Previously, liver disease diagnosis relied on invasive and less accessible methods.

Portable FibroScan machines are deployed at 48-50 locations per month. LFTs enable early detection of liver function irregularities, prompting timely intervention and further testing through FibroScan for detailed analysis., which enhances access, enables early diagnosis and better health outcomes.

3,46,415 patients were screened using Fibroscan devices and 15,021 patients underwent LFTs for the assessment period of the project.

Key Impact Highlights:

- Improved access to liver diagnostic services, patients reported about their first-ever liver screening, which was not done by patients earlier due to financial constraints.
- The program addresses accessibility gaps and strengthens early detection pathways; patients indicated that early diagnosis reduced the likelihood of requiring invasive procedures such as biopsies or hospitalization.

- Liver health awareness campaigns were conducted and provided educational materials to improve preventive health-seeking behavior and patient compliance.

Building access through Equipment Donation Support (CT Scan)

Sustainable Development Goals (SDGs) addressed: SDG 3 - Good Health and Well-being

Assessment agency: Renalysis Consultants Private Limited. (CSRBOX)

Year for assessment: FY 2023-24

The project was implemented at the Institute of Medical Sciences (IMS), Banaras Hindu University (BHU). It focused on strengthening diagnostic infrastructure through the installation of two advanced 128-slice Computed Tomography (CT) scan machines in a high-burden public healthcare setting. The intervention was designed to address challenges such as high patient load, limited diagnostic capacity, long waiting times, and delays in clinical decision-making.

Key Highlights:

- Strengthened in-house diagnostic services to improve access to diagnostics, with a focus on patients from underserved and rural areas relying on public healthcare systems.
- Improved diagnostic capacity by increasing patient throughput, reducing scan waiting times, and streamlining workflows.

Helping SEWA build and Strengthen Community-Centered Healthcare Delivery

Sustainable Development Goals (SDGs) addressed: SDG 3 - Good Health and Well-being, SDG 5 - Gender Equality, SDG 10 - Reduced Inequalities

Assessment agency: Renalysis Consultants Private Limited. (CSRBOX)

Year for assessment: FY 2023-24

Since inception till completion in FY 2024, the initiative focused on improving healthcare accessibility, preventive screenings, and treatment adherence for underserved communities, particularly concerning Non-Communicable Diseases (NCDs).

The program was implemented in partnership with the Self-Employed Women's Association (SEWA), a grassroots movement that empowers women workers through self-reliance, collective strength, and sustainable livelihoods. The project reached 1 lakh+ patients through screenings, and spread NCD awareness among families, strengthening grassroots-level healthcare delivery in FY 2023-24 in 8 states.

Key Highlights:

- Improved awareness and understanding of NCDs, particularly hypertension and diabetes.
- Reduced access barriers related to distance, cost, and navigation of healthcare systems.
- Improved health-seeking behaviour, including increased willingness to seek consultation and follow-up care.



ANNEXURE II

Secretarial Audit Report for the financial year ended March 31, 2026

Form No. MR-3

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
Abbott India Limited,
Unit No. 3, Corporate Park,
Sion Trombay Road, Chembur,
Mumbai - 400071.

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Abbott India Limited having CIN: L24239MH1944PLC007330 (hereinafter called "the Company") for the financial year ended March 31, 2026 (the "Audit Period").

We have conducted the Secretarial Audit in a manner that provided us with a reasonable basis for evaluating the Company's corporate conducts/ statutory compliances and expressing our opinion thereon.

We are issuing this report based on:

- (i) Our verification of the Company's books, papers, minutes books, copies of various records, copies of minutes of the meetings of the Board of Directors of the Company ("the Board") and Committees thereof, General Meetings, forms and returns filed and other records maintained by the Company;
- (ii) Compliance certificates confirming compliance with corporate laws as applicable to the Company as given by the Key Managerial Personnel/ Senior Managerial Personnel of the Company and taken on record by the Company's Audit Committee/ Board of Directors; and
- (iii) Representations made, documents produced and information provided by the Company, its officers, agents and authorized representatives during our conduct of Secretarial Audit.

We hereby report that, in our opinion, during the Audit period covering the financial year ended March 31, 2026 the Company has:

- (i) Complied with the statutory provisions listed hereunder; and
- (ii) Board processes and compliance mechanisms are in place

to the extent, in the manner and subject to the reporting made hereinafter.

The Members are requested to read this report along with our letter of even date annexed to this report as Annexure A.

1. Compliance with specific Statutory Provisions

We further report that:

- 1.1 We have examined copies of the various records as provided by the Company and other records maintained and furnished to us, forms/ returns filed and compliance related action taken by the Company during the period, according to the applicable provisions/ clauses of:
 - (i) The Companies Act, 2013 (the "Act") and the Rules made thereunder;
 - (ii) The Securities Contracts (Regulation) Act, 1956 ("SCRA") and the Rules made thereunder;
 - (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
 - (iv) Secretarial Standards relating to Board Meetings, Committee Meetings and General Meetings issued by The Institute of Company Secretaries of India (Secretarial Standards) and notified by the Central Government under Section 118 (10) of the Act which have mandatory application to the Company;
 - (v) Foreign Exchange Management Act (FEMA), 1999 and the Rules and Regulations made thereunder to the extent of Foreign Direct Investment;

Board of Directors' Report (Contd.)

- (vi) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ("SEBI Act"):
 - (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - (c) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;
 - (d) The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;
 - (e) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993.

The Company has maintained a Structured Digital Database ("SDD") pursuant to the requirements of regulation 3(5) and 3(6) of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015.

1.2 During the period under review, and also considering the compliance related to action taken by the Company after March 31, 2026, but before the date of issue of this report, the Company has, to the best of our knowledge and belief and based on the records, information, explanations and representations furnished to us:

- (i) Complied with the applicable provisions/ clauses of the Acts, Rules, Regulations, Guidelines and Secretarial Standards as mentioned above.
- (ii) Generally complied with the applicable provisions/ clauses of:
 - (a) The Acts and Rules mentioned under paragraph 1.1; and
 - (b) The Secretarial Standards on meetings of Board of Directors and Committees constituted by it (SS-1) and on General Meetings (SS-2) mentioned under

paragraph 1.1 (iv) above, which are applicable to the meetings of the Board, Committees constituted by the Board held during the year, the 81st Annual General Meeting (AGM) held on August 13, 2025, Postal ballot ended on October 14, 2025 & February 17, 2026 and the circular resolutions passed by the Board of Directors. The compliance of the provisions of the Rules made under the Act with regard to participation of Directors through video conferencing for the Board/ Committee meeting(s) held during the year, were verified based on the minutes of the meetings provided by the Company.

- (c) During the year, the Company has received one complaint under The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("POSH Act, 2013") and the complaint has been resolved.

1.3 During the audit period under review, provisions of the following Acts/ Regulations were not applicable to the Company:

- (i) Foreign Exchange Management Act, 1999 and the Rules and Regulations made thereunder to the extent of Overseas Direct Investment and External Commercial Borrowings;
- (ii) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;
- (iii) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018;
- (iv) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
- (v) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018.

1.4 The Management has identified and confirmed that the following laws are specifically applicable to the Company:



- a) Drugs and Cosmetics Act, 1940 & Rules;
- b) Drugs Price (Control) Order, 2013;
- c) Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954;

The Company has provided us a Certificate and confirmed that compliance has been ensured in respect of the above laws.

2. Board Processes:

We further report that:

2.1 The Board of Directors of the Company as on March 31, 2026 comprised of:

- (i) Mr. Munir Shaikh (DIN: 00096273)
Non-Executive, Non-Independent Director,
Chairman;
- (ii) Mr. Vivek Mohan (DIN: 00075006)
Non-Executive, Non-Independent Director;
- (iii) Mr. Kartik Rajendran (DIN: 09527717)
Executive, Managing Director;
- (iv) Mr. Sudarshan Jain (DIN: 00927487)
Non-Executive, Independent Director;
- (v) Ms. Anisha Motwani (DIN: 06943493)
Non-Executive, Independent Director;
- (vi) Ms. Shalini Kamath (DIN: 06993314)
Non-Executive, Independent Director;
- (vii) Ms. Alison Davies (DIN: 10658884)
Non-Executive, Non-Independent Director;
- (viii) Mr. Kaiyomarz Marfatia (DIN: 03449627)
Non-Executive, Non-Independent Director;
- (ix) Mr. Darshan Gada (DIN: 08174581)
Non-Executive, Non-Independent Director.

The constitution of the Board is in line with the requirements prescribed under the SEBI (LODR) Regulations, 2015.

2.2 The processes relating to the following changes in the composition of the Board of Directors and Key Managerial Personnel during the Audit period were carried out in compliance with the provisions of the Act and SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015:

- 1. Re-appointment of Ms. Alison Davies (DIN: 10658884) as Non-Executive, Non-Independent Director of the Company,

liable to retire by rotation, at the 81st Annual General Meeting held on August 13, 2025.

- 2. Re-appointment of Mr. Kaiyomarz Marfatia (DIN: 03449627) as a Non-Executive, Non-Independent Director of the Company, liable to retire by rotation, at the 81st Annual General Meeting held on August 13, 2025.
 - 3. Appointment of Ms. Maithilee Mistry as Chief Financial Officer and Key Managerial Personnel of the Company with effect from May 6, 2025 and same was approved by Directors, at the Board Meeting held on April 18, 2025.
 - 4. Appointment of Mr. Kartik Rajendran (DIN: 09527717) as Additional Director and Managing Director for a term of 5 years with effect from June 14, 2025 and the same was approved by the Shareholders of the Company at its Annual General Meeting held on August 13, 2025.
 - 5. Appointment of Mr. Darshan Gada (DIN: 08174581) as an Additional (Non-Executive) Director of the Company with effect from August 18, 2025, and same was approved by Shareholders, through postal ballot on October 14, 2025.
 - 6. Appointment of Mr. Vivek Mohan (DIN: 00075006) as Additional (Non-Executive) Director with effect from January 1, 2026 and same was approved by Shareholders, through postal ballot on February 17, 2026.
 - 7. Cessation of office of Ms. Swati Dalal (DIN: 01513751) as Managing Director and Director of the Company, with effect from the close of business hours on June 13, 2025, pursuant to her resignation.
 - 8. Cessation of office of Mr. Ambati Venu (DIN: 07614849) as Director of the Company, with effect from the close of business hours on December 31, 2025, pursuant to his resignation.
- 2.3 Adequate notice(s) with Agenda and the detailed notes to Agenda of at least seven days was given to all the directors to enable them to plan their schedule for the meetings of the Board and the Committees constituted by the Board except for

Board of Directors' Report (Contd.)

few meetings which were held at shorter notice, due compliance was ensured, as required under the Act and the Secretarial Standard on meetings of the Board of Directors.

- 2.4 A system exists for directors to seek and obtain further information and clarifications on the agenda items before the meetings and to ensure their meaningful participation at the meetings.
- 2.5 We note from the minutes examined that, at the Board meetings held during the year:
 - (i) Decisions were taken through the majority of the Board; and
 - (ii) No dissenting views were expressed by any Board member on any of the subject matters discussed, which were required to be recorded as part of the minutes.

3. Compliance Mechanism

The Company has reasonably adequate systems and processes, which are commensurate with its size and operations, to monitor and ensure compliance with all applicable laws, rules, regulations and guidelines.

We would report that there have been instances where the tax and custom regulatory authorities have imposed penalties/ fines on the Company, and the Company is preferring to file an Appeal against the said Order and had duly reported to the Stock Exchange in accordance with the Regulations.

4. Specific Events/ Actions

- 4.1 During the year under review, the following specific events/ actions took place:
 - a. The name of the Company was appearing in the breach list displayed on the website of Depositories and BSE Limited for having foreign investment in excess of prescribed sectoral cap. The Company received post-facto approval from the Department of Pharmaceuticals permitting foreign shareholding in excess of the sectoral cap, i.e. up to 80% of the paid-up share capital of the Company, subject to completion of compounding with the Reserve Bank of India ("RBI"). Accordingly, on filing of the compounding application by the Company,

the RBI issued a Compounding Order dated July 31, 2025, whereby a compounding amount of ₹ 2,00,000/- was imposed on the Company. The Company paid the compounding amount on August 5, 2025,

Pursuant thereto, the National Securities Depository Limited on September 30, 2025, removed the Company's name from its breach list and consequently enhanced the Company's foreign investment limit to 80%. Accordingly, the regulatory matter has been conclusively resolved and there are no pending proceedings or further compliances required in this regard.

- b. The Board of Directors, at its Meeting held on May 15, 2025, recommended a final dividend of ₹ 475/- per equity share of face value of ₹ 10/- each for the financial year 2024-25 which was duly approved by the Members at the Annual General Meeting held on August 13, 2025 and was payable to all beneficial Members, as on the record date, July 25, 2025. The Company has complied with all applicable statutory requirements in respect of the declaration and payment of the said dividend.
- c. The Company has made one intimation to the stock exchange dated December 31, 2025, regarding an Order received from Additional Commissioner, GST & Central Excise, Mumbai East. The GST Tax authorities levied a penalty of ₹ 2,40,46,491/- for the financial years 2018-19, 2019-20, 2021-22 & 2023-24.

For **BNP & Associates**
Company Secretaries
[Firm Regn. No. P2014MH037400]
[PR No.: 7353/2025]

Avinash Bagul
Partner
FCS No.: 5578
COP No.: 19862
UDIN: F005578H000322785

Place: Mumbai
Date: May 11, 2026



Annexure A to the Secretarial Audit Report for the financial year ended March 31, 2026

To,
The Members,
Abbott India Limited,

Our Secretarial Audit Report of even date is to be read along with this letter.

1. The Company's management is responsible for maintenance of secretarial records and compliance with the provisions of corporate and other applicable laws, rules, regulations and standards. Our responsibility is to express an opinion on the secretarial records produced for our audit.
2. We have followed such audit practices and processes as we considered appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records.
3. We have considered compliance related actions taken by the Company based on independent legal/professional opinion obtained as being in compliance with law.
4. We have verified the secretarial records furnished to us on a test basis to see whether the correct facts are reflected therein. We have also examined the compliance procedures followed by the Company. We believe that the processes and practices we followed, provide a reasonable basis for our opinion.
5. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
6. We have obtained the management's representation about the compliance of laws, rules and regulations and happening of events, wherever required.
7. Our Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For **BNP & Associates**

Company Secretaries

[Firm Regn. No. P2014MH037400]

[PR No.: 7353/2025]

Avinash Bagul

Partner

FCS No.: 5578

COP No.: 19862

UDIN: F005578H000322785

Place: Mumbai

Date: May 11, 2026

ANNEXURE III**Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo**

[In compliance with the provisions of Section 134(3)(m) of the Companies Act, 2013 read with Rule 8 of the Companies (Accounts) Rules, 2014]

A. Conservation of Energy

Following energy and water conservation measures were undertaken during the year:

i. Energy Conservation measures:

In 2025-26, Goa Plant continued to harness solar energy to convert it into electricity through solar photovoltaic cells. The benefits were:

- Generated 3,80,265 KWH (kilowatt hour) of power,
- Reduced carbon emission by 279.58 MT (metric ton)
- Reduced the intake of purchased power, thus deriving a cost benefit of ₹0.27 Crores.

ii. Water Conservation measures:

Reduction in water consumption:

- The reject water from the Reverse Osmosis (RO) is utilized back in utilities and washroom. With this, 14,600 KL (kilo liter) of water has been saved annually.

iii. The steps taken by the Company for utilizing alternate sources of energy - NIL**iv. The Capital Investment on Energy Conservation Equipment - NIL****B. Technology Absorption****i. Efforts made towards Technology Absorption and the benefits derived like product improvement, cost reduction, product development or import substitution: Support towards new product launches.****ii. Details of Technology imported during last three financial years**

- The details of technology imported: NIL
- The year of import: NA
- Whether the technology been fully absorbed: NA
- If not fully absorbed, areas where adsorption has not taken place and the reasons thereof: NA

iii. Expenditure on Research and Development

Particulars	₹ in Crores
Capital	0.05
Recurring	6.22
Total	6.27
Total R&D expenditure as a Percentage of total turnover	0.09%

C. Foreign Exchange Earnings and Outgo

Particulars	₹ in Crores
A. Total Foreign Exchange used	
a. On import of raw materials, finished goods, consumable stores and capital goods	471.13
b. On professional charges, sales promotion expenses, commission on export sales, registration fees, business travel, software, etc.	9.08
Total	480.21
B. Total Foreign Exchange earned	
a. Exports of goods	30.23
b. Service income	14.68
Total	44.91

For and on behalf of the Board of Directors

Mumbai
May 11, 2026

Kartik Rajendran
Managing Director
DIN: 09527717

Sudarshan Jain
Director
DIN: 00927487



ANNEXURE IV

Disclosure under Section 197 (12) of the Companies Act, 2013 and other disclosures as per Rule 5 of the Companies (Appointment and Remuneration of Key Managerial Personnel) Rules, 2014, as amended from time to time

- i. (a) The percentage increase in remuneration of each Director, Chief Financial Officer and Company Secretary of the Company and (b) ratio of the remuneration of each director to the median remuneration of the employees of the Company for the financial year 2025-26:

Name of the Director/ KMP	(a) % Increase in the remuneration	(b) Ratio of remuneration of each Director/ to median remuneration of employees
Munir Shaikh* (Non-Executive Director)	10%	3.0
Sudarshan Jain* (Independent Director)	14%	3.0
Anisha Motwani* (Independent Director)	15%	2.8
Shalini Kamath* (Independent Director)	10%	2.9
Kaiyomarz Marfatia* (Non-Executive Director)	9%	2.1
Kartik Rajendran ¹ (Managing Director)	--	57.4
Swati Dalal ² (Managing Director)	--	47.4
Maithilee Mistry ³ (Chief Financial Officer)	--	20.0
Sangeeta Shetty (Company Secretary)	9%	9.2

*Entitled for Sitting fees of ₹ 0.01 Crores for attending each Board, Audit Committee and Independent Directors Meetings and ₹ 0.005 Crores for attending each other Committee Meetings. The Non-Executive Directors (other than directors who are in employment with Abbott group of companies) are entitled for Commission of ₹ 0.15 Crores per annum and additional ₹ 0.05 Crores to the Board Chairman.

¹ Appointed as Managing Director of the Company with effect from June 14, 2025.

² Resigned as Managing Director of the Company with effect from June 13, 2025.

³ Appointed as Chief Financial Officer of the Company effective May 6, 2025.

- ii. The percentage increase in the median remuneration of employees in the financial year:
16.90%
- iii. Number of permanent employees on the rolls of the Company:
3,679
- iv. Average percentile increase made in the salaries of employees other than managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof:
9.10%
- v. It is affirmed that the remuneration paid to Directors, Key Managerial Personnel and other Employees is as per the Remuneration Policy of the Company.

For and on behalf of the Board of Directors

Mumbai
May 11, 2026

Kartik Rajendran
Managing Director
DIN: 09527717

Sudarshan Jain
Director
DIN: 00927487

Business Responsibility and Sustainability Report

Section A: General Disclosures

I. Details of the Company

1.	Corporate Identity Number (CIN) of the Company	L24239MH1944PLC007330
2.	Name of the Company	Abbott India Limited
3.	Year of incorporation	1944
4.	Registered office address	3, Corporate Park, Sion-Trombay Road, Mumbai - 400 071
5.	Corporate office address	15-16 th Floor, Godrej BKC, Bandra-Kurla Complex, Bandra (East), Mumbai-400 051
6.	E-mail	investorrelations.india@abbott.com
7.	Telephone	+91 22 5046 1000/ 2000
8.	Website	abbott.co.in
9.	Financial year for which reporting is being done	April 1, 2025 to March 31, 2026
10.	Name of the Stock Exchange(s) where shares are listed	BSE Limited
11.	Paid-up Capital	₹ 21,24,93,020/-
12.	Name and contact details (telephone, e-mail address) of the person who may be contacted in case of any queries on the BRSR Report	Name: Sangeeta Shetty Designation: Company Secretary Telephone No.: +91 22 5046 1000/ 2000 E-mail ID: investorrelations.india@abbott.com
13.	Reporting boundary	Standalone basis (The reporting boundary covers Goa Plant, offices at BKC Mumbai, Chembur, Chennai, Hyderabad, Lucknow, Delhi and Nepal. Reporting on all indicators of Principle 6 and Indicator 5 of Principle 8 excludes Nepal office.)
14.	Name of assurance provider	DNV Business Assurance India Private Limited
15.	Type of assurance obtained	Reasonable Assurance of BRSR Core Indicators

II. Products/ Services

16. Details of Business Activities (accounting for 90% of the Turnover):

Sr. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the Company
1.	Pharmaceuticals	Manufacturing, marketing, sale and distribution of Pharmaceuticals	100%

17. Products/ Services sold by the Company (accounting for 90% of the Company's Turnover):

Sr. No.	Product/ Service	NIC Code	% of total Turnover Contributed
1.	Pharmaceuticals	21002	100%

III. Operations

18. Number of Locations where Plants and/ or Operations/ Offices of the Company are situated:

Location	Number of Plants	Number of Offices	Total
National	1	6	7
International	NA	1	1



19. Markets served by the Company:

a. Number of locations

Locations	Number
National (No. of States)	28 States, 8 Union territories
International (No. of Countries)	4
	Sri Lanka, Nepal, Maldives and Bhutan

b. What is the contribution of exports as a percentage of the total turnover of the Company?

1.2%

c. A brief on type of customers

Customers are the key stakeholders for the Company. Our customers include distributors, stockists, healthcare professionals, hospitals, government institutions, pharmacists and consumers.

IV. Employees

20. Details as at the end of financial year 2025-26

a. Employees and Workers (including differently abled):

Sr. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/ A)	No. (C)	% (C/ A)
Employees						
1.	Permanent (D)	3,467	3,080	88.84%	387	11.16%
2.	Other than Permanent (E)	-	-	-	-	-
3.	Total Employees (D + E)	3,467	3,080	88.84%	387	11.16%
Workers						
4.	Permanent (F)	212	195	91.98%	17	8.02%
5.	Other than Permanent (G)	70	35	50.00%	35	50.00%
6.	Total Workers (F+G)	282	230	81.56%	52	18.44%

b. Differently abled Employees and Workers:

As an equal opportunity employer, we do not solicit or maintain records pertaining to this information.

We remain committed to continuously evaluating our facilities to ensure an inclusive workplace. Abbott is advancing an inclusive culture through ongoing infrastructure audits and accessibility enhancements across its Mumbai BKC office and Goa manufacturing unit.

Abbott India continues the internship program launched in 2023 to strengthen the representation of diverse talent, including individuals from underrepresented communities. Since then, interns have been onboarded across multiple functions, including Marketing, Finance, HR, Operations, Supply Chain, IT, and Innovation and Development, enabling equitable access and meaningful workforce participation.

In September 2023, Abbott introduced the disABILITY Network in India, marking a significant advancement in our commitment to fostering a workplace environment where all employees feel safe, respected, and valued. Since its inception, approximately 50 allies, caregivers, and employees with disabilities have registered as members of this employee network. Details regarding the facilities and support available for individuals with disabilities are disseminated to employees to enhance awareness and foster inclusion.

21. Participation/ Inclusion/ Representation of Women as on March 31, 2026:

	Total (A)	No. and percentage of Females	
		No. (B)	% (B/ A)
Board of Directors	9	3	33.33%
Key Management Personnel	3	2	66.67%

22. Turnover rate for Permanent Employees and Workers:

	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	11.59%	17.37%	12.21%	16.52%	22.86%	17.16%	15.33%	21.61%	15.97%
Permanent Workers	4.51%	-	4.16%	1.96%	-	1.81%	1.92%	-	1.78%

V. Holding, Subsidiary and Associate Companies (including Joint Ventures)**23. Names of Holding/ Subsidiary/ Associate Companies/ Joint Ventures:**

Sr. No.	Name of the holding/ subsidiary/ associate companies/ joint ventures (A)	Indicate whether holding/ subsidiary/ associate/ joint venture	% of shares held by the Company	Does the Company indicated at Column A, participate in the Business Responsibility initiatives of the Company (Yes/ No)
1.	Abbott Capital India Limited, UK	Holding	50.45%	No

VI. CSR Details**24. (i) Whether CSR is applicable as per Section 135 of Companies Act, 2013: Yes**

(ii) Turnover: ₹ 6,846.10 Crores

(iii) Net worth: ₹ 4,774.19 Crores

VII. Transparency and Disclosures Compliances**25. Complaints/ Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:**

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/ No) (If yes, then provide web-link for grievance redress policy)	FY 2025-26			FY 2024-25		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remark	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remark
Communities	Yes. Communities can email at webmasterindia@abbott.com The web-link for the policy is abbott.co.in/content/dam/corp/abbott/en-ind/pdf/policies/Code-of-Business-Conduct.pdf	-	-	-	-	-	-
Investors and Shareholders	Yes. Investors and Shareholders can email at investorrelations.india@abbott.com The web-link for the Investor Grievance Redressal Mechanism is abbott.co.in/investor-relations/investor-centre.html	51	4	-	22	-	-



Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/ No) (If yes, then provide web-link for grievance redress policy)	FY 2025-26			FY 2024-25		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remark	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remark
Employees and Workers	Yes. The same is available on the Company's intranet portal. The web-links for the policies are abbott.co.in/content/dam/corp/abbott/en-ind/pdf/policies/Equal-Employment-Opportunity-EEO-Policy.pdf abbott.co.in/content/dam/corp/abbott/en-ind/pdf/policies/internal-investigations-policy.pdf	64	5	-	62	4	-
Customers	Yes. The Customers can email at webmasterindia@abbott.com The web-link for the policy is abbott.co.in/content/dam/corp/abbott/en-ind/pdf/policies/Code-of-Business-Conduct.pdf	342*	66	-	306*	18	-
Value Chain Partners	Yes. The Value Chain Partners can e-mail at webmasterindia@abbott.com The web-link for the policy is abbott.co.in/content/dam/corp/abbott/en-ind/pdf/policies/Code-of-Business-Conduct.pdf	-	-	-	-	-	-

*Complaints/ Correspondences from patients received through website, e-mail and healthcare professionals, are also included.

26. Overview of the Company's material responsible business conduct issues:

Sr. No.	Material issue identified	Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of risk, approach to adapt or mitigate	Financial Implications
1.	Innovating for access and affordability	Opportunity	Build an innovative portfolio to address unmet health needs at an accessible price point to reach more people across geographies.	Abbott India advances access to affordable, high-quality healthcare by leveraging strategic global partnerships to bring clinically established innovations to Indian patients at responsible price points. During the year, Abbott India introduced Extensor (semaglutide) through an exclusive partnership with Novo Nordisk, combining global scientific expertise with local market execution to address unmet needs in Type 2 diabetes and cardiometabolic disease management. Extensor is the original semaglutide, manufactured using recombinant DNA (r-DNA) technology and supported by a comprehensive body of evidence generated through large-scale global clinical trials and long-term real-world use. Semaglutide is among the most extensively studied GLP-1 receptor agonists globally and is currently marketed in over 100 countries, reflecting well-established safety, efficacy, and clinical confidence.	Positive

Business Responsibility and Sustainability Report (Contd.)

Sr. No.	Material issue identified	Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of risk, approach to adapt or mitigate	Financial Implications
				Abbott India has introduced this imported, globally validated therapy in India at a price comparable to locally available generic or synthetic formulations of semaglutide. This approach demonstrates the Company's commitment to narrowing the gap between innovation and affordability, enabling broader patient access to internationally benchmarked therapies without compromising on quality, scientific rigor, or patient safety.	
2.	Water and Wastewater Management	Risk	Abbott is committed to responsible water use in the communities where we operate. We work to minimize the impact we have on the quality and quantity of local water sources at our plant and offices. In some instances, we have established initiatives that address the most pressing local needs – whether that's quality, quantity, or other concerns for those who rely on this precious natural resource	Abbott conducts an annual mapping process to understand the source of the water we use, how it is treated and discharged and the impact our operations have on local basins. Our process centres around four principles: • Reduce: Work to improve water use efficiency in our operations. • Prevent: Manage water discharges that could adversely impact human health or the environment. • Educate: Emphasize to our employees and suppliers on the importance of protecting groundwater and other water resources vulnerable to overuse or contamination and the role they play in doing so. • Engage: Develop and apply key water management principles and best practices across our Company. At a local level, our Goa manufacturing site evaluates where water is sourced and where it is discharged to help manage its water program. We seek to reduce water withdrawals by recycling and reusing water. For example, Goa treats certain wastewater and reuses it for our own gardening purposes and reuses the reject water from the Reverse Osmosis plant which is utilized in the cooling tower and boilers thus reducing the intake of fresh water. Our Corporate office building has a rainwater harvesting system and a Sewage Treatment Plant (STP) for recycling water for flushing in washrooms. Additionally, faucets are sensor controlled and equipped with Ecomist devices to help prevent water wastage. Ecomist is a water saving device that reduces water consumption by converting normal tap water flow into a mist spray.	Negative



Sr. No.	Material issue identified	Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of risk, approach to adapt or mitigate	Financial Implications
3.	Packaging and Waste Management	Opportunity	We recognize the impact our packaging can have on the environment, and we work to reduce the impacts of our products and services, including the waste they produce throughout their lifecycle. Responsibly handling the waste we create is a central tenet of Abbott's commitment to responsible waste management.	Through our waste management strategy, we are committed to finding efficient ways to reduce the volume and potential hazardous characteristics of our waste and help ensure proper disposal practices. We are committed to using a circular economy approach where we can maximize recovery of resources and improve operating efficiency while attempting to reduce environmental risks and impacts. We maintain a comprehensive approach to managing and reducing our waste footprint. We also require sites to provide waste management awareness to employees on waste disposal practices and relevant reduction, reuse, and recycling programs. Our Goa plant and our BKC Office are certified under Abbott's internal Zero Waste-to-Landfill (ZWL) program which means no waste is disposed of through landfill. Our HQ, the Mumbai BKC office, has been certified under Abbott's internal non-manufacturing ZWL Program since 2022.	Positive
4.	Energy and Emissions Management	Opportunity	Reducing climate impact is important for a healthy planet. We are working to deliver results against short-term science-based targets to reduce carbon emissions. Our operational activities produce Scope 1 (direct) and Scope 2 (indirect) emissions. Abbott India also supports the science-based environmental targets set for Abbott globally for 2030.	We maintain programs for recording and reducing energy. These programs focus on energy efficiency in operations and aim to reduce our carbon footprint. For example, the Abbott India Corporate office has been able to reduce its scope 2 emissions by 73% on the 2018 baseline for the financial year 2025-26. We take a collaborative approach to reducing our emissions, focusing on: • Energy efficiency in manufacturing operations. • Low-carbon energy investments. • Transportation fleet efficiency. • Supply chain carbon footprint. Our energy and air emissions recording and reduction programs are outlined in our energy policy, technical standards, and energy guidelines. We carry out air emission monitoring and ambient air monitoring, per permit requirements, through Government approved third parties.	Positive

Business Responsibility and Sustainability Report (Contd.)

Sr. No.	Material issue identified	Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of risk, approach to adapt or mitigate	Financial Implications
				Select fuel-burning equipment at our Goa plant has been upgraded to operate on dual fuel (a combination of diesel and cleaner fuels), reducing emissions. In addition, the Goa plant has installed solar photovoltaic panels at site to harness solar energy. This also helped to reduce our energy intake.	
5.	Product Quality	Opportunity	People depend on Abbott products to get and stay healthy; we must build and retain their trust, so delivering high quality, safe products is our number one priority.	We have quality processes in place for our products and services; and we are committed to continually assessing and improving those processes as information, technologies and practices evolve. We also work with our suppliers to promote the same commitment to quality and safety, through qualification programs, audits, and other tools. We have conducted training programs for our Third Party Manufacturers (TPMs). Abbott's Quality Management System (QMS) model and metrics are reviewed to track site, business, and company-level performance. We analyse root causes for performance indicators and take appropriate corrective actions, as and when needed.	Positive
6.	Talent-Build the diverse, innovative workforce of tomorrow	Opportunity	Our ability to build a healthy, sustainable future, depends on the innovative ideas, execution, and dedication of a diverse workforce. In return, Abbott provides an environment that helps employees learn and grow in their careers and provides a workplace where they can be themselves and feel proud about coming to work each day.	Our talent management approach focuses on attracting, retaining, engaging, and developing a diverse workforce that is able to adapt to the changing times. When you join Abbott, you are part of a community of employees doing purposeful work in an environment where everyone can bring their true self to work every day.	Positive



Sr. No.	Material issue identified	Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of risk, approach to adapt or mitigate	Financial Implications
7.	Advance health access through partnership	Opportunity	In India, Abbott is committed to advancing access to quality and affordable healthcare through operationally and financially sustainable models of care. Guided by our purpose of helping people live healthier and fuller lives, we focus on identifying measurable pathways to improve healthcare access and health outcomes. By leveraging our scientific and technical expertise, we work to strengthen primary healthcare infrastructure, enhance diagnostic capabilities, and build the capacity of community healthcare workers. Our efforts include upgrading healthcare facilities, expanding access to essential health services such as liver disease diagnostics, vaccination awareness, and non-communicable disease management, while actively driving community engagement. Through sustained investments in preventive care, capacity building, and modern diagnostics, we aim to deliver durable improvements in healthcare delivery and long-term health outcomes.	PHC Upgradation Program The main objective of the Primary Health Centres (PHC) project is to facilitate the upgradation of selected Primary Health Centres into Ayushman Arogya Mandirs (Health and Wellness Centres), as envisaged under the Ayushman Bharat Health and Wellness Centres initiative, thereby strengthening the delivery of comprehensive primary healthcare services. The program involves three key elements: 1. Infrastructure & Equipment Upgrades Upgrading selected Primary Health Centres (PHCs) into Ayushman Arogya Mandirs (Health and Wellness Centres) through targeted civil infrastructure improvements and provision of essential medical equipment. These upgrades aim to expand service delivery capabilities in line with Ayushman Bharat Health and Wellness Centre guidelines, enabling comprehensive primary healthcare services such as non-communicable disease (NCD) management, preventive care, and emergency response. 2. Facilitate capacity building of health workers Facilitating capacity building of healthcare workers and Accredited Social Health Activists (ASHAs) by strengthening their knowledge and skills in the management of non-communicable diseases (NCDs) and infection prevention and control (IPC). This is a critical aspect of the expanded service delivery under Ayushman Bharat. 3. Community awareness and engagement Enhancing healthcare access and utilization through targeted community awareness and engagement initiatives aimed at improving health-seeking behavior. These efforts include culturally relevant outreach activities such as wall paintings and street plays, as well as closer integration of primary healthcare services with local community needs to strengthen awareness, trust, and timely uptake of care.	Positive

Sr. No.	Material issue identified	Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of risk, approach to adapt or mitigate	Financial Implications
				Progress Since the inception of the program, and by the end of FY 2025-26, Abbott India has supported the upgradation of 209 Primary Health Centres (PHCs) across 12 states. In FY 2025-26, 39 PHCs have been upgraded. Abbott India has also facilitated capacity building for more than 1,200 ASHAs (Accredited Social Health Activists) and 510 health workers, strengthening capabilities in non-communicable disease (NCDs) management and infection prevention and control (IPC). Until March 2026, we have facilitated capacity building of 5,840 ASHAs and 4,250 health workers on NCDs and infection prevention control (IPC). Improving Early Detection and Disease Management We continue to expand access to preventive healthcare through health clinics that provide screening for liver and thyroid conditions. During FY 2025-26, approximately 4,50,000 people were screened across 28 states and 4 union territories (UTs) for liver health. For thyroid conditions, approximately 9,50,000 people were screened across 24 states and 4 Union Territories (UTs). Vaccination Awareness & Capacity building Vaccination plays a critical role in preventing serious diseases and safeguarding both individual and public health. The program focuses on strengthening awareness and improving access to vaccination services, enabling communities to make informed health choices and improve vaccine uptake for high-risk population. Abbott India is implementing this initiative in partnership with BharatCares (Shri Mahakal Education and Charitable Trust) to build awareness and facilitate capacity building among healthcare providers. The program was initially piloted in Goa and implemented across three blocks in the state. During FY 2025-26, the initiative was scaled across Goa and two high-prevalence states—Gujarat and Uttar Pradesh, covering 22 blocks across eight districts across three states.	



Sr. No.	Material issue identified	Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of risk, approach to adapt or mitigate	Financial Implications
				As part of the program, capacity-building sessions were conducted for frontline healthcare providers, including Accredited Social Health Activists (ASHAs) and Auxiliary Nurse Midwives (ANMs) (also known as multipurpose health workers), to strengthen vaccine management and awareness. To improve community-level outreach, vaccination information corners were set up at Primary Health Centres (PHCs), Community Health Centres (CHCs), and village centres. In addition, sensitization and awareness sessions were organized, reaching some 4,00,000 community members, including pregnant women, the elderly and high-risk groups across the three states.	
8.	Removing barriers to health	Opportunity	Our goal is to break down barriers that prevent people from living healthy lives. We work to improve access to quality care by enabling timely interactions with healthcare providers and increasing awareness around the effective management of health conditions, empowering individuals to live healthier, fuller lives.	Extensior Launch: Abbott India also focuses on addressing systemic and behavioural barriers that limit optimal treatment outcomes, particularly in chronic conditions where delayed treatment adjustment is prevalent. The launch of Extensior (semaglutide) supports earlier and more effective intervention in diabetes and cardiometabolic diseases—conditions that contribute significantly to morbidity in India. The World Health Organization (WHO) has recognized GLP-1 receptor agonists, including semaglutide, in its Model List of Essential Medicines for Type 2 diabetes in high-risk adults and has issued conditional guidance supporting their role as part of comprehensive, long-term disease management. WHO further emphasizes equity, affordability, and health-system readiness to ensure access for patients with the highest medical need. Ezybixy Launch: In gastrointestinal care, Abbott strengthened its commitment to removing treatment barriers through the launch of Ezybixy (elobixibat) for chronic constipation. Despite the availability of multiple laxative options, a significant number of patients continue long-term laxative use with sub-optimal outcomes. As a long-standing leader in the laxative category, Abbott leveraged its category expertise to introduce Ezybixy as a mechanism-based, next-line option for patients experiencing laxative failure.	Positive

Sr. No.	Material issue identified	Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of risk, approach to adapt or mitigate	Financial Implications
				By acting locally in the gut and addressing the underlying bile acid transport mechanism, Ezybixy provides clinicians with a differentiated escalation pathway that moves patients beyond repetitive symptomatic relief. This launch supports improved clinical decision-making, reduces dependency on long-term laxative cycling, and enhances patient quality of life. Together, Abbott India's launches of Extensor and Ezybixy illustrate the Company's focus on removing affordability, access, and therapeutic-practice barriers through innovation, global partnerships, and patient-centric portfolio design—contributing to more equitable and sustainable healthcare outcomes.	

Section B: Management and Process Disclosures

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the National Guidelines for Responsible Business Conduct (NGRBC) Principles and Core Elements.

The NGRBC brought out by the Ministry of Corporate Affairs advocates nine principles referred as P1-P9 as given below:

P1	Businesses should conduct and govern themselves with integrity and in a manner that is ethical, transparent and accountable.
P2	Businesses should provide goods and services in a manner that is sustainable and safe.
P3	Businesses should respect and promote the well-being of all employees, including those in their value chains.
P4	Businesses should respect the interests of and be responsive to all its stakeholders.
P5	Businesses should respect and promote human rights.
P6	Businesses should respect and make efforts to protect and restore the environment.
P7	Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.
P8	Businesses should promote inclusive growth and equitable development.
P9	Businesses should engage with and provide value to their consumers in a responsible manner.

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and Management processes										
1.	a. Whether your Company's policy/ policies cover each principle and its core elements of the NGRBCs. (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	b. Has the policy been approved by the Board? (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	c. Web-link of the policies, if available	Policies are available on (1) abbott.co.in/investor-relations.html and (2) Intranet portal of the Company - accessible to the employees of the Company								
2.	Whether the Company has translated the policy into procedures. (Yes/ No)	Yes								
3.	Do the enlisted policies extend to your value chain partners? (Yes/ No)	Yes, Code of Business Conduct, Supplier Guidelines, and other applicable policies, depending upon relevance, extend to our partners.								



Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
4. Name of the national and international codes/ certifications/ labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) Standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your Company and mapped to each principle.					None				

5. Specific commitments, goals and targets set by the Company with defined timelines, if any; and

6. Performance of the Company against the specific commitments, goals and targets along with reasons in case the same are not met:

Focus Area	Goals	Progress made during the year	Outlook for the current year
Protect a healthy environment	Our goals are aligned to support the environmental targets set in the Abbott 2030 Sustainability Plan. Abbott has set enterprise-wide environmental targets for 2030 as detailed below. At Abbott India, some of our goals are aligned to the said global goals and we are continuing to contribute towards the same. (a) Climate Change - Reduce absolute Scope 1 and 2 carbon emissions by 30% from 2018 baseline by the end of 2030, consistent with the objectives of the Science Based Targets initiative (SBTi). - Work with our key carbon-intensive suppliers to reduce Scope 3 carbon emissions. (b) Water Usage - Work with key suppliers in high water-stressed areas to reduce water quality and quantity risks to Abbott and the community. - Achieve water stewardship certification at all high-water-impact manufacturing sites in water-stressed areas. - Implement accredited water stewardship management practices in more than 75% of all manufacturing sites operating in water-stressed areas.	The Abbott India Corporate office has implemented various energy savings initiatives as described below: - Invested in Modular UPS (uninterrupted power supply) to optimize energy consumption. - Air Handling Units Motor Frequency Modulation. - Light Motion Sensors optimization. - Installation of VRF (variant refrigerant flow) unit to optimize running of building chillers at night. A VRF system can handle partial cooling loads more efficiently instead of running large chillers which are more energy intensive. These are operated during non-working hours from 18:00 Hrs to 07:00 Hrs for Hub, Server and UPS room. - Improving Power Factor towards unity by installing the shunt reactor. - Isolation of Emergency Lighting during working hours. - Green Power Usage for HVAC operation that accounts for nearly 50% of the total consumption in the office. - Earth Day Initiatives aimed at building healthy environment for all. These include switching off non-essential lights and devices, workshops on plantation, recycling education, awareness campaigns with employees. - Awareness on water stewardship practices across global sites.	- Continued implementation of water stewardship practices. - Maintain Abbott's internal Zero Waste-to-Landfill (ZWL) certification. - Energy Saving initiatives. - ISO 50001:2018 certification - Engage with key suppliers to reduce the environmental impact of materials sent to Abbott that become waste in our operations and develop and track supplier waste diversion initiative.

Business Responsibility and Sustainability Report (Contd.)

Focus Area	Goals	Progress made during the year	Outlook for the current year
	(c) Waste Management - Reduce waste impact using a circular economy approach to achieve and maintain at least 90% waste diversion rate.	- Solar panels installed at the Goa plant harness clean, renewable energy to reduce the facility's carbon footprint. Key benefits of the project include : - o Approximately 378 MWh of energy was generated from solar power. - o Carbon emissions have been reduced to approximately 279.58 MT. - o The solar installation offers assured power generation for over 20 years. - Energy efficient induction motors were introduced at the site to improve operational efficiency. - Water management at the Goa Plant: - o Total water consumption was 59,168 kiloliters (KL). - o Reverse Osmosis (RO) reject water is reused for utilities and washroom, resulting in annual savings of 14,600 KL. - Abbott headquarters at BKC, Mumbai sustainability achievements: - o Achieved a 73% reduction in absolute Scope 2 carbon emissions in FY 2025-26, compared to the 2018 baseline - o Certified Zero Waste-to-Landfill under Abbott's internal program - o Holds ISO 50001:2018 certification for energy management	
Providing access and availability of products	For Abbott India, the objective is to strengthen focus on disease prevention and wellbeing by advancing personalized, patient-centric solutions that help establish and shape therapy standards, addressing the needs of an increasingly health-aware and digitally savvy population.	During FY 2025–26, Abbott India expanded access to healthcare solutions through targeted portfolio additions and strategic partnerships across key therapy areas. The Company introduced five new products across Gastrointestinal, Metabolics, and Women's Health, reinforcing its commitment to prevention, chronic disease management, and patient convenience.	In FY 2026–27, Abbott India will continue to enhance access and availability of healthcare products through sustained new product launches and portfolio expansion across key therapeutic areas. The Company plans to deepen its presence in Tier 2 and Tier 3 markets.



Focus Area	Goals	Progress made during the year	Outlook for the current year
		Key launches during the year included Duphalac Rapid and Ezybixy for constipation management; Digene Insta On-The-Go (orange flavor), designed to enable convenient, anytime access to acidity relief; and Combinorm Plus, a differentiated pre-and probiotic formulation enriched with lactoferrin to support vaginal, gut, and immune health. A key milestone during the year was the launch of Extensior, an innovative therapy for Type 2 Diabetes, introduced through an exclusive licensing agreement with Novo Nordisk. The launch reinforces Abbott India's commitment to bringing globally recognized, science-based therapies to Indian patients. We also focused on strengthening scientific understanding of GLP-1 therapies among healthcare professionals, with an emphasis on clinical evidence, patient outcomes, and the value of the originator rDNA molecule. Our objective is to prioritise access to advanced diabetes care, enabling broader patient access, supporting responsible use and informed clinical adoption. These efforts reinforce Abbott India's commitment to improving access to globally recognized, science-based therapies and advancing metabolic care across diverse healthcare settings.	
STEM (Science, Technology, Engineering and Mathematics)	By 2030, Abbott globally plans to create 2,00,000 STEM opportunities helping to create a pipeline of talent interested in STEM careers to meet the growing demands for healthcare innovation.	In India, in partnership with the Smile Foundation, we are supporting approximately 4,600 students from low-income communities in 14 charitable run schools in Maharashtra – 49% of whom are girls – in STEM, health education and sports. Health education covers non-communicable diseases, menstrual hygiene, and water, sanitation and hygiene (WASH).	Continue strengthening the program to enable students to become critical thinkers, effective problem solvers, and next-generation innovators.

Business Responsibility and Sustainability Report (Contd.)

Focus Area	Goals	Progress made during the year	Outlook for the current year
Advance health access through partnership	Develop differentiated solutions to alleviate the burden of Non-Communicable Diseases (NCDs) through community-based and community-led models of care that demonstrate both operational and financial sustainability and scale.	India has a significant non-communicable disease burden (NCD). This is especially in terms of cardiovascular and chronic respiratory disease, cancer, and diabetes. NCDs account for roughly 65% of all deaths in the country. Moreover, the population's pressing problems include lack of access to quality, affordable healthcare. At Abbott, as a responsible, innovative, and sustainable business, we spearhead CSR efforts to help meet the urgent, unmet needs of local communities. We aim to provide lasting solutions to health challenges, reach underserved communities, and make a meaningful impact. One way in which we have been striving to do this is by supporting efforts to strengthen the nation's primary healthcare system, which is the first point of contact for communities within the health system. This supports our aim to bring more people into the care system early. This can help contain the advancement of cases. The Primary Health Centres (PHCs) upgradation program supports Abbott's global goal of improving the lives of one in every three people on the planet by 2030. In collaboration with AmeriCare India Foundation, we have been helping upgrade Primary Health Centres (PHCs) to Ayushman Arogya Mandirs (Health and Wellness Centres) across India. There are three key elements of this program. The first is to upgrade infrastructure and equipment. Second, to facilitate capacity building of ASHAs and healthcare workers, to enhance their ability to identify and manage Non-Communicable Diseases (NCDs), Infection Prevention and Control (IPC), and diagnostic services. Third, to increase awareness and use of upgraded PHC services and non-communicable and infectious diseases through community engagement initiatives. By doing this, we aim to increase access to primary healthcare. These centres are vital to support the government's Ayushman Bharat initiative, making quality healthcare equitable and accessible to all. Such upgrades make these centres better equipped to serve community healthcare needs.	- Screen more people from low-income communities for non-communicable diseases and bring them into the care system early. - Forge new partnerships with care providers for efficient, cost-effective and sustained care delivery. - In collaboration with AmeriCare, upgrade more PHCs to Ayushman Arogya Mandirs (Health and Wellness Centres) and strengthen access to quality healthcare infrastructure and services for low-income communities. - Strengthen PHCs with capacity building for their staff and Accredited Social Health Activists (ASHAs) who act as a crucial linkage between physical infrastructure and the communities where they live.



Focus Area	Goals	Progress made during the year	Outlook for the current year
		Up until now, we have advanced access to quality and affordable care across 31 districts in 12 states. We have aligned with the Ayushman Bharat Program by upgrading 209 Primary Health Centres (PHCs) to Ayushman Arogya Mandirs (Health and Wellness Centres) up to FY 2025-26.	
		2. Vaccination Awareness & Capacity building: We are continuing to work with BharatCares (Shri Mahakal Education and Charitable Trust) to drive awareness and trust on vaccination among pregnant women and other high-risk groups while facilitating capacity building among frontline health workers. In FY 2025-26, we expanded our efforts in Goa and initiated need-based programs in high-prevalence states such as Uttar Pradesh and Gujarat. During the year, we facilitated over 300 capacity building sessions, facilitating the training of more than 2,800 frontline healthcare workers and further sensitized some 4,00,000 community members, including pregnant women, the elderly, and high-risk groups in 22 blocks within 8 districts across 3 states on vaccination.	
		3. Improving Early Detection and Disease Management We continue to expand access to preventive healthcare through health clinics that provide screening for liver and thyroid conditions. During FY 2025-26, over 4,50,000 people were screened across 28 states and 4 union territories (UTs) for liver health. For thyroid conditions, approximately 9,50,000 people were screened across 24 states and 4 Union Territories (UTs).	

Governance, Leadership and Oversight**7. Statement by Director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements:**

At Abbott, sustainability means managing our company to deliver long-term impact for the people we serve – shaping the future of healthcare and helping the greatest number of people live better and healthier.

In order to create a stronger and healthier world, we — and companies like ours — need to evolve. Focusing solely on cutting edge innovations alone won't be enough. Our 2030 Sustainability Plan is focused on designing access and affordability into our life-changing technologies and products. Our goal is to improve the lives of 3 billion people a year by decade's end.

That will require innovating for access and affordability from the first day of research and development. We also are working across our business and in partnership with others to break down barriers and bring these innovations to the people who need them.

We continue to deliver results in foundational sustainability areas as well, including doing our part to help protect the environment and manage our business responsibly. We're working across our operations and with key suppliers to conserve water, reduce carbon emissions and expand renewable energy use. We aim to reduce the environmental impact of our product packaging and minimize waste in our operations through reuse and recycling. Abbott India is committed towards contributing towards this goal.

Ref: abbott.com/responsibility/sustainability.html

8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy(ies).	Kartik Rajendran Managing Director
9. Does the Company have a specified Committee of the Board/ Director responsible for decision-making on sustainability related issues? (Yes/ No). If yes, provide details.	Yes Kartik Rajendran Managing Director

10. Details of review of NGRBCs by the Company:

Subject for review	Indicate whether review was undertaken by Director/ Committee of the Board/ any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ any other-please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action					Yes					Annually at the time of approval of Business Responsibility and Sustainability Report								
Compliance with statutory requirements of relevance to the principles and rectification of any non-compliances					Yes					Annual basis								

	P1	P2	P3	P4	P5	P6	P7	P8	P9	
11. Has the Company carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/ No). If yes, provide name of the agency.										Our policies are reviewed internally on a periodic basis. No review is conducted through an external agency.

12. If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated:

Not Applicable



Section C: Principle wise performance disclosures

Principle 1: Businesses should conduct and govern themselves with Integrity and in a manner that is Ethical, Transparent and Accountable

Essential Indicators

1. Percentage coverage by training and awareness programmes on any of the principles during the financial year 2025-26:

Segment	Total number of training and awareness programmes held	Topics/ principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors ("BOD")	14	The Company conducts familiarization programs for its Board of Directors wherein sessions are held during the year on the strategy, business operations, ethics and compliance policies, financials, risk management, internal controls and compliances, CSR and ESG and EHS initiatives and projects.	100%
Key Managerial Personnel (KMP) and Employees other than BOD and KMPs	1	The KMPs and employees undergo various trainings/ awareness sessions such as induction training at the time of joining and leadership, policy, technical and compliance training and/ or certifications during the course of employment, including: - Code of Business Conduct - Global Anti-Corruption - Protecting Sensitive Data - Abbott Enterprise Cybersecurity - Scientific Research - Conflict of Interest - Careful Communication - Certification for Code of Business Conduct, Confidential Information and Conflict of Interest	99.68%
Workers	1	Certification for topics as under: - Code of Business Conduct - Confidential Information - Conflict of Interest	99.53%

2. Details of fines/ penalties/ punishment/ award/ compounding fees/ settlement amount paid/ levied in proceedings (by the Company or by Directors/ KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year (disclosures on the basis of materiality as specified in Regulation 30 of the Securities and Exchange Board of India (SEBI) (Listing Obligations and Disclosure Requirements) Regulations, 2015)

Date	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Monetary		Has an appeal been preferred? (Yes/ No)
			Amount (in ₹)	Brief of the Case	
Penalty/ Fine					
December 30, 2025		Office of the Principal Commissioner of CGST & Central Excise, Mumbai East, 400012	GST Tax authorities levied a penalty of ₹ 2.40 Crores.	Disallowance of Input Tax Credit for the financial years 2018-19, 2019-20, 2021-22 & 2023-24.	Yes
Settlement	-	-	-	-	-

Monetary					
Date	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (in ₹)	Brief of the Case	Has an appeal been preferred? (Yes/ No)
Compounding Amount					
July 31, 2025	-	Foreign Exchange Department, Reserve Bank of India (“RBI”)	RBI imposed compounding amount of ₹ 0.02 Crores.	Increase in foreign investment in the Company beyond 75% from October 19, 2012 onwards, on account of secondary market transactions on the stock exchanges, without obtaining prior approval of Government.	No
Non-Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions		Brief of the Case	Has an appeal been preferred? (Yes/ No)
Imprisonment	-	-	-	-	-
Punishment	-	-	-	-	-

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed:

Case Details	Name of regulatory/ enforcement agencies/ judicial institutions
Office of the Principal Commissioner of CGST & Central Excise, Mumbai East - 400012 levied a penalty of ₹ 2.40 Crores for the financial years 2018-19, 2019-20, 2021-22 & 2023-24 for disallowance of input tax credit.	Writ petition filed before Bombay High Court on March 25, 2026

4. Does the Company have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy:

Yes. Abbott India has adopted the Abbott Global Anti-Corruption policy and the same is available on abbott.com/en-us/policies/anti-corruption.

Our Code of Business Conduct, available in over two dozen languages, is foundational to ethical conduct at Abbott. Every employee is required to read and certify adherence to the code annually. This and other policies are designed to align with laws, regulations, and industry guidelines. Our Global Anti-Corruption Policy, which has been adopted locally by Abbott India, prohibits bribery and corruption in any form. Employees complete annual training on this and other related policies. Third parties (for example, distributors, dealers, wholesalers, resellers, and marketing partners promoting and selling Abbott products) with whom Abbott works are expected to hold themselves to the same ethical and legal compliance standards as Abbott; and we detail our expectations in our

Third-Party Guidelines. Our process requires Abbott businesses, subsidiaries and affiliates outside the U.S. to complete diligence before engaging third parties, including screening suppliers, identifying high-risk partners and monitoring and mitigating potential risks.

5. Number of Directors/ KMPs/ Employees/ Workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

Nil

6. Details of Complaints with regards to Conflict of Interest:

Nil

7. Provide details of any corrective action taken or underway on issues related to fines/ penalties/ action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest:

Not applicable



8. Number of days of accounts payables ((Accounts payable *365)/ Cost of goods/ services procured)

	FY 2025-26	FY 2024-25
Number of days of accounts payables	89	86

9. Openness of business

Details of concentration of purchases and sales with trading houses, dealers, and related parties along with loans and advances and investments, with related parties:

Parameter	Metrics	FY 2025-26	FY 2024-25
Concentration of Purchases	a) Purchases from trading houses as % of total purchases	84.20%	81.30%
	b) Number of trading houses where purchases are made from	46	48
	c) Purchases from top 10 trading houses as % of total purchases from trading houses	96.42%	95.18%
Concentration of Sales	a) Sales to dealers as % of total sales	97.08%	96.67%
	b) Number of dealers/ distributors to whom sales are made	6,415	6,640
	c) Sales to top 10 dealers/ distributors as % of total sales to dealers/ distributors	12.79%	12.21%
Share of RPTs in	a) Purchases (Purchases with related parties/ Total Purchases)	12.43%	15.64%
	b) Sales (Sales to related parties/ Total Sales)	1.25%	1.24%
	c) Loans and advances (Loans and advances given to related parties/ Total loans and advances)	NIL	NIL
	d) Investments (Investments in related parties/ Total Investments made)	NIL	NIL

Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. Percentage of R&D and Capital Expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the Company, respectively:

	FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
R&D	0.19%	NIL	Ultrasonic Sonicator, Variable Path Length Cell Holder, Data Printer, Aquaguard Hot and Cold Water (Ambient)
Capex	5%	6%	For FY 2025-26 - Pumps and Underground Tanks for ETP Improvement, including ETP aeration system upgradation and installation of an online monitoring system for treated effluent parameters - under GSPCB compliance. - Dräger Lower Explosive Limit (LEL) Meter for improvement in the confined space entry process. - Audiometer and Spirometer for the annual medical examination process. - Environmental Monitoring Data Display Board - in compliance with GSPCB requirements. - Water cum Foam Monitor and Fire Cart Trolley for compliance with IS 2190 standards (improvement of the Emergency Response Plan).

FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
		For FY 2024-25 • Pumps for ETP Improvement, establishment of a contractor training facility, and procurement of an Automated External Defibrillator (AED) - for compliance with T22 safety standards. • Machine Guarding for enhancement of machine safety, along with installation of an Air Vent Blower and Winch to improve the confined space entry process. • Ductile Iron Gate Valve (Rising Spindle Type) - compliant with FM (Factory Mutual) standards. • Fire Extinguishers (CO₂ Type) - for compliance with IS 2190 standards. • Fire Alarm System - upgradation to improve fire safety infrastructure. • Ergonomically Designed Office Furniture - to enhance workplace safety and employee comfort.
2. a. Does the Company have procedures in place for sustainable sourcing? (Yes/ No) Yes. Abbott has been working on increasing the sourcing of local packaging materials, thereby reducing the need for transportation and the resultant vehicular emissions. For example, the bottles for liquid products are pre-sleeved and procured locally from a vendor close to the plant. There has been increasing focus on localizing the supply chain through the alternative vendor development process. b. If yes, what percentage of inputs were sourced sustainably? Approximately 11.07% of the materials were purchased from local suppliers at Goa.		manufacturing cement, thereby recovering energy. Non-hazardous waste like paper, glass, metals, and sanitary are sent to approved vendors for recycling. The Goa plant and Abbott BKC Corporate Office retained Abbott's internal certification of Zero Waste to Landfill (ZWL) which means no waste is disposed off through landfilling, helping manage and reduce our waste footprint. Abbott BKC has engaged an authorized recycler for E-waste disposal. Other waste such as biomedical waste is sent to a vendor authorized by the Pollution Control Board. Abbott BKC adheres to the requirements of the Plastic Waste Management Rules, 2022 as laid down by the Ministry of Environment, Forests and Climate change. The Company has entered into an agreement with waste management agencies for collecting and processing plastic packaging waste across the states and union territories of India where it operates.
3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste. Abbott India's head office in Mumbai ("Abbott BKC") focuses on the 3Rs—namely reduce, recycle and reuse. The organization is engaged with key suppliers to reduce the environmental impact of materials that become waste in our operations and is developing and tracking supplier waste diversion initiatives. Abbott continues to reduce waste impacts using a circular economy approach to achieve and maintain at least a 90% waste diversion rate. Certain waste and sludge are dispatched to cement factories which utilize these materials as fuel for		4. Whether Extended Producer Responsibility (EPR) is applicable to the Company's activities (Yes/ No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same. Yes, EPR is applicable to Abbott's activities and a waste collection plan has been submitted to the Central Pollution Control Board in line with EPR.



Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. a. Details of measures for the well-being of Employees

At Abbott, we prioritize the health and well-being of our employees. We have programs that promote care, and our commitment is to create a workplace environment that

- Promotes diversity, equity, and inclusion.
- Offers extensive professional development, mentoring, and training programs.
- Encourages and supports work-life harmony.
- Offers competitive compensation and benefits.
- Provides means to listen and dialogue with employees.
- Commits to employee health and safety and offers wellness programs.

The India Wellness Program “BeStrong” is our flagship initiative that covers programs and interventions around physical, emotional, financial, and social wellness as the four key pillars of employee holistic well-being. Enhanced and amplified annually, some key programs under the pillars include:

1. Physical Wellness (branded as FitStrong): Abbott sponsored annual health check-ups, on-site doctor, vaccination drives, awareness sessions on critical and lifestyle diseases and exercise challenges are some programs that are provided for employees to focus on their physical health. We have an annual team challenge known as “Exercise Across Abbott” encouraging employees to form teams and publish daily exercise accomplishments over a month encouraging the development of lasting habits.
2. Mental/ Emotional Wellness (branded as MindStrong): We support our employees by offering avenues where employees can learn from and leverage the knowledge of experts through programs addressing

various aspects of emotional well-being.

The MindStrong program is aimed to de-stigmatize mental health issues and enable resilience. It was launched under the India Wellness Program in 2020. Since then, initiatives have included dealing with stress, sleep, anger management, family and parenting, personal and workplace relationships, and time management. On World Mental Health Day, a 2-day dedicated celebration known as “MindStrong Fest” was organized in October 2025. Multiple programs were executed including leadership fireside chats, expert sessions on key topics impacting mental wellbeing and psychological health, floor walks with music therapy sessions and learn from Abbott leaders program about their Mental Health mantras.

3. Financial Wellness (branded as WealthStrong): Sessions with experts were arranged to educate employees on financial planning to enable them to understand the basics of retirement planning, planning for financial uncertainties, debt management, personal income tax awareness, etc.
4. Social Wellness (branded as BondStrong): We believe in a culture where employees understand the broader sense of purpose. There are various initiatives that are run throughout the year that drive a sense of community and align employees towards the corporate social responsibility agenda. One such initiative being Abbott’s consistent participation in Tata Mumbai Marathon where Abbott leaders run as allies with differently abled people to promote the spirit of inclusion.

Abbott continues to provide its employees with Employee Assistance Program (EAP). At Abbott, we recognize that the right help at the right time can help manage challenges or crises life may bring. The EAP was started with this aim in mind. It is an independent counselling and resource service sponsored by Abbott for its employees. Its features include:

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1. 24/ 7 availability for employees and their families via phone, e-mail, or live chat.
2. All calls are directed to psychologists.
3. Assistance for personal issues that could affect health.
4. Counselling for work life balance, stress management, management skills and family support, including legal and financial information.

Beyond EAP, Abbott also offers in-person counselling support for employees at its key office and manufacturing locations.

While these initiatives are available to all employees, Abbott also develops specific programs to meet the needs of our employees including maternity counselling program, financial awareness sessions, and specially curated sponsored health check-up packages.

Some other initiatives under health and well-being include:

1. **Work Life Harmony:** Abbott values working together, face-to-face, and we care about providing flexibility for our employees. Because both are important, Abbott's Flex Work policy is designed to provide flexible work options to employees while also acknowledging the distinct benefits of being at work together. We view these initiatives not only as important tools for talent attraction and retention, but also as key components in our approach to employee wellbeing.
2. **Listening to our employees:** At Abbott, every employee's voice matters. We conduct an annual survey "Your Voice Counts" which provides an opportunity for all employees to share their candid and valuable feedback. Through this process, the Company

gains deeper insight into how employees experience working at Abbott and identifies ways to continuously evolve and enhance our work environment. Active participation from employees enables us to shape a workplace and ways of working that are meaningful, engaging, and aligned with our philosophy.

3. **Employee Networks:** As part of our commitment and efforts to create connections between our employees, our employees also have access to numerous employee networks like Women Leaders of Abbott (WLA), Working Mothers of Abbott (WMA), PRIDE Network, Abbott disABILITY Network, and Early Career Network (ECN). Through these Employee Networks, Abbott provides a diverse range of offerings that employees can access based on their individual needs. These groups are open to all and have offerings that are guided by an employee-first approach, encompassing not only professional development but also personal enrichment and inclusive networking opportunities. By encouraging connection, mutual support, and engagement, these initiatives contribute to a more inclusive, collaborative, and resilient workplace environment.

Health and Safety

We are committed to keeping our employees safe by preventing incidents in and around the workplace. We strive to maintain high standards of Environment, Health and Safety (EHS) practices. The Company has global policies and standards regarding how we manage employee health, safety, and productivity. The Company's manufacturing plant and commercial sites adhere to auditing and reporting requirements, which serve as a baseline for health and safety performance worldwide.



Category	% of Employees covered by										
	Total	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
	(A)	No. (B)	% (B/ A)	No. C	% (C/A)	No. (D)	% (D/ A)	No.(E)	% (E/ A)	No. (F)	% (F/ A)
Permanent Employees											
Male	3,080	3,080	100%	3,080	100%	NA		3,080	100%	180	6%
Female	387	387	100%	387	100%	387	100%	NA		387	100%
Total	3,467	3,467	100%	3,467	100%	387	100%	3,080	100%	567	16%
Other than Permanent Employees											
Male	-	-	-	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-

b. Details of measures for the well-being of Workers:

Category	% of Workers covered by										
	Total	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
	(A)	No. (B)	% (B/ A)	No. C	% (C/ A)	No. (D)	% (D/ A)	No.(E)	% (E/ A)	No. (F)	% (F/ A)
Permanent Workers											
Male	195	195	100%	195	100%	NA		195	100%	22	11%
Female	17	17	100%	17	100%	17	100%	NA		16	94%
Total	212	212	100%	212	100%	17	100%	195	100%	38	18%
Other than Permanent Workers											
Male	35	35	100%	35	100%	NA		35	100%	0	-
Female	35	35	100%	35	100%	35	100%	NA		10	28.57%
Total	70	70	100%	70	100%	35	100%	35	100%	10	14.29%

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent)

	FY 2025-26	FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the Company*	0.10%	0.10%

*excludes actual salary paid to employees during maternity/ paternity leave availed.

2. Details of retirement benefits, for current financial year and previous financial year:

Benefits	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)
PF	100%	100%	Yes	100%	100%	Yes
Gratuity	100%	100%	Yes	100%	100%	Yes
ESI	NA	NA	NA	NA	NA	NA

3. Accessibility of workplaces:

Are the premises/ offices of the Company accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the Company in this regard.

Abbott is an Equal Opportunity Employer, and our vision in India is building strength through diversity and celebrating our differences to become better together. We are committed to creating a workplace where every individual has the opportunity to thrive.

Abbott conducts proactive reviews enabling us not only to identify opportunities for improvement but also to plan and implement sustainable changes that strengthen safety, inclusion, and create a future-ready workplace.

At our Mumbai BKC office, several accessibility enhancements have been implemented, including ramp access, tactile indicators, reduced door pressure, accessible washrooms, Braille signage, and lowered scanner heights. At our Goa manufacturing unit, we are steadily advancing our efforts to enhance accessibility through ongoing evaluations of infrastructure feasibility and design improvements. Our manufacturing facility is equipped with ramp access and assistive technology devices.

Abbott runs sensitization and awareness workshops for both employees and support staff, including housekeeping and security teams, to ensure inclusion is embedded into everyday experiences.

To foster an inclusive culture, Abbott established the DisABILITY Network in 2023, an employee network dedicated to enabling inclusion and access for persons with disability, while also supporting caregivers and building broader disability advocacy within the organization. This employee network is built on 3 pillars: Advocate, Educate, and Empower.

We continue to focus on inclusion, enhancing accessibility, and employee engagement across the organization.

4. Does the Company have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy?

Yes, the Company has a comprehensive Equal Opportunity Policy as per the Rights of Persons with Disabilities Act, 2016. The Policy is available on abbott.co.in/investor-relations.html.

5. Return to work and Retention rates of permanent employees and workers that took parental leave:

Gender	Permanent Employees		Permanent Workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	86.14%	100%	100%
Female	100%	73.33%	100%	100%
Total	100%	85.08%	100%	100%

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief:

Yes/ No (If Yes, then give details of the mechanism in brief)	
Permanent Workers	Yes
Other than Permanent Workers	Yes
Permanent Employees	Yes
Other than Permanent Employees	Not Applicable

Yes, Abbott is committed to building a cordial work atmosphere that fosters trust and collaboration, by resolving grievances in a systematic, fair, and timely manner. We have a Grievance Redressal Policy where the procedure, committee and individuals involved as part of a resolution process are specified. The Grievance Redressal Committee is involved in resolving issues, and the Grievance Process helps maintain a fair and equitable process. Employees can



report to management through traditional communication channels. They have access to a web portal and phone line through our “Speak Up” portal. Our multilingual Ethics and Compliance Helpline is available globally 24/7 to voice concerns about a potential violation of our Company’s values and Company’s Code of Business Conduct.

7. Membership of Employees and Workers in association(s) or unions recognized by the Company:

Category	FY 2025-26			FY 2024-25		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who are part of association(s) or Unions (B)	% (B/ A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who are part of association(s) or Unions (D)	% (D/ C)
Male	3,080	-	-	3,088	-	-
Female	387	-	-	350	-	-
Total Permanent Employees	3,467	-	-	3,438	-	-
Male	195	195	100%	204	204	100%
Female	17	17	100%	17	17	100%
Total Permanent Workers	212	212	100%	221	221	100%

8. Details of training given to Employees and Workers:

Category	FY 2025-26					FY 2024-25				
	Total	On Health and Safety Measures		On Skill Upgradation		Total	On Health and Safety Measures		On Skill Upgradation	
	(A)	No. (B)	% (B/ A)	No (C)	% (C/ A)	(D)	No. (E)	% (E/ D)	No. (F)	% (F/ D)
Permanent Employees										
Male	3,080	2,905	94.32%	3,040	98.7%	3,088	2,641	85.52%	2,729	88.37%
Female	387	305	78.81%	352	90.95%	350	193	55.14%	198	56.57%
Total	3,467	3,210	92.59%	3,392	97.83%	3,438	2,834	82.43%	2,927	85.13%
Permanent Workers										
Male	195	190	97.43%	194	99.48%	204	181	88.73%	181	88.73%
Female	17	16	94.11%	17	100%	17	1	5.88%	1	5.88%
Total	212	206	97.16%	211	99.52%	221	182	82.35%	182	82.35%

All employees are trained on EHS and on skill development through induction programs and site standard operating procedures. The training is conducted at time of joining and at regular intervals thereafter.

9. Details of Performance and Career Development reviews of Employees and Workers:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B/ A)	Total (C)	No. (D)	% (D/ C)
Employees						
Male	3,080	3,080	100%	3,088	3,088	100%
Female	387	387	100%	350	350	100%
Total	3,467	3,467	100%	3,438	3,438	100%
Workers						
Male	195	195	100%	204	204	100%
Female	17	17	100%	17	17	100%
Total	212	212	100%	221	221	100%

10. Health and safety management system:

- a. Whether an occupational health and safety management system has been implemented by the Company? (Yes/ No). If yes, the coverage of such system?**

Yes, the Company has implemented an occupational health and safety management system and is covered at all levels at the Goa plant, field forces offices.

- b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the Company?**

Abbott has deployed risk/gap assessment tools, process safety management, ergonomic assessment, incident reporting and investigation and trend analysis to identify work-related hazards and assess risks on a routine and non-routine basis.

- c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Yes/ No)**

Across both the Goa plant and commercial operations, each department has defined KPIs to strengthen the reporting of work-related hazards. To further streamline the reporting process in commercial operations, a QR code-based system was introduced in 2024.

At the Goa plant, reported hazards are regularly reviewed and discussed during daily leadership meetings, departmental meetings, and site safety committee meetings.

Additionally, the implementation of Behavior-Based Safety (BBS) further supports the identification of hazards and the execution of corrective actions.

In commercial operations, EHS Liaisons work closely with the EHS team to effectively address and close out reported work-related hazards.

- d. Do the employees/ workers of the Company have access to non-occupational medical and healthcare services? (Yes/ No)**

Yes, non-occupational medical services are offered to all employees/ workers at the Occupational Health Centre. All our office employees are covered under medical insurance.

11. Details of safety related incidents:

Safety Incident/ Number	Category	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	2.56	3.24
	Workers	0.0	-
Total recordable work-related injuries	Employees	22	30
	Workers	-	-
No. of fatalities	Employees	-	-
	Workers	-	-
High consequence work-related injury or ill-health (excluding fatalities)	Employees	-	-
	Workers	-	-

12. Describe the measures taken by the Company to ensure a safe and healthy workplace:

At Abbott, employee health and safety are always a top priority. We are equally committed to ensuring the safety of our contractors and visitors. A range of measures has been implemented to promote safety and well-being in the workplace. Some of these include:

- a. Safety policies and procedures are in place and are regularly updated to ensure compliance with local laws and regulations. Regular training sessions are conducted to enhance employees' awareness of safety protocols and standards.



- b. Routine safety inspections are carried out across our facilities, including plants, warehouses, and offices—to identify potential hazards and risks, enabling timely corrective actions and fostering a safe working environment.
- c. Personal Protective Equipment (PPE) is provided to employees based on job-specific requirements. We ensure that PPE meets high-quality and safety standards. Training is also provided to employees, contractors, and visitors (through safety inductions) on the proper use, maintenance, and disposal of PPE.
- d. Safety campaigns are conducted to strengthen awareness and reinforce a safety-first culture. Employees are encouraged to report hazards or safety concerns without fear of retaliation.

13. Number of Complaints on the following made by Employees and Workers:

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	-	-	-	-	-	-
Health and Safety	-	-	-	-	-	-

14. Assessments for the year:

% of your plants and offices that were assessed (by Company or statutory authorities or third parties)		
Health and safety practices	a)	An officer from GSPCB visited Goa plant for annual inspection
	b)	Fire officer visited Goa plant for the renewal of Fire NOC
	c)	Global governance EHS audit was conducted for field force and offices
Working Conditions	--	

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks/ concerns arising from assessments of health and safety practices and working conditions:

At the Goa plant, continuous efforts have been undertaken to enhance machine guarding, further mitigate slip, trip, and fall hazards, and strengthen compliance with Lockout/ Tagout (LOTO) requirements through reinforced procedures and supervision. In addition, near-miss reporting is actively encouraged and systematically analyzed to identify potential risks before they result in injuries. Learnings from incident investigations are regularly reviewed to strengthen EHS systems and drive sustainable, system-level improvements.

In commercial operations, refresher training in defensive driving, along with in-person Behind the Bar (BTB) and Behind the Wheel (BTW) sessions, have been launched to enhance employee awareness of safety requirements. Additionally, Post-Incident Coaching (PIC) is conducted for employees involved in preventable crashes. The identification of at-risk drivers has also been initiated and will continue to be refined as part of ongoing improvement efforts.

Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the Company:

The Company recognizes that meaningful engagement with stakeholders—and a thoughtful response to their expectations, concerns, and insights—is integral to its business success and to its role as a responsible corporate citizen. Understanding stakeholder perspectives enables the Company to identify unmet healthcare needs, inform product development, strengthen patient education, engage effectively with healthcare professionals, and focus efforts where it can create the greatest positive impact.

Business Responsibility and Sustainability Report (Contd.)

Accordingly, the Company identifies its key stakeholder groups based on the nature and extent of their influence on, and dependence upon, its business operations, products, and services. These stakeholder groups include patients, consumers and customers; governments and regulators; healthcare professionals; employees; non-governmental organizations (NGOs); local communities; suppliers; and shareholders.

Stakeholder engagement is undertaken through a combination of formal and informal mechanisms. These include participation in industry associations, collaborations and partnerships, as well as structured interactions aligned to regulatory, business, and social objectives. In addition, the Company engages with stakeholders through informal channels and networks, including community platforms and professional forums, to ensure continuous dialogue and responsiveness. This multichannel approach supports informed decision-making, strengthens relationships, and enables the Company to address stakeholder priorities in a timely and effective manner.

2. List stakeholder groups identified as key for your Company and the frequency of engagement with each stakeholder group:

Stakeholder Group	Whether identified as Vulnerable	Channels of Communication (E-mails, SMS, Newspapers, Pamphlets, Advertisement, Community meetings, Notices Board, Website, Others)	Frequency of Engagement (Annually/ Half-yearly/ Quarterly/ Others, please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagements
Shareholders/ Investors	No	- Annual Shareholders' Meetings - Investor Group Meetings - Annual Report - Investor section under Company's website at abbott.co.in - Through Stock Exchange intimations	Annually/ Quarterly/ need basis	Providing adequate and timely information about the financial performance of the Company and other relevant updates
Healthcare Professionals (HCPs)	No	- Sales Team visits - Continuing Medical Education and Workshops - Medical Conferences - Patient support or education programs - Digital Therapy updates through e-mails - Abbott Therapy websites - Scientific Knowledge digital platform - Advisory Boards	Regular	- Inform HCPs about Abbott Therapies/ Brands/ Evidence-based Science - Updating scientific knowledge and skills of HCPs through CMEs and Workshops - Clinical research and Publications with HCPs - Responding to scientific medical queries of HCPs - Support conduct of patient education/ diagnosis programs - Seek insights from HCPs on challenges/ needs in clinical practice
Patients	No	- Therapy websites - Patient awareness services (print, digital and online media, radio awareness)	On as needed basis	- Patient Information materials for reference - Responding to the questions/ correspondence received through Company website/ e-mails



Stakeholder Group	Whether identified as Vulnerable	Channels of Communication (E-mails, SMS, Newspapers, Pamphlets, Advertisement, Community meetings, Notices Board, Website, Others)	Frequency of Engagement (Annually/ Half-yearly/ Quarterly/ Others, please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagements
Employees	No	- Mass Communication Channels: e-mails, news-letters, surveys, townhalls - Intranet Portal: aLIVE, Viva Engage - Employee Networking and Resource Groups - Employee Volunteering Program and Employee Giving Campaigns - Technology levers: Chatbots, Abbott World – an employee intranet platform, Microsoft Teams - Company Notice Boards - Company website	Regular	Employees are actively engaged across multiple areas, including: - Organizational updates and internal communications - Information and guidance on benefits, policies, and processes - Health, safety, and well-being initiatives - Training and skill-development programs - Initiatives aimed at enhancing the overall employee experience - Fostering an inclusive culture by amplifying employee voices through mechanisms such as focus group discussions, surveys, and feedback forums
Communities	Yes	Community engagement programs with AmeriCares India Foundation. BharatCares (Shri Mahakal Education and Charitable Trust) and Smile Foundation	Regular	Community engagement programs
Suppliers	No	Supplier Guidelines published in multiple languages, Supplier Social Responsibility Program, including surveys, Supplier audit programs, e-mails and other communication	Periodically	- Supplier Evaluation - Supplier Meetings
Government	No	- Trade Associations/ Chambers - Direct engagements	Periodically	Partner with Government to support Indian National policies or programs

Principle 5: Businesses should respect and promote human rights

Essential Indicators

1. Employees and Workers who have been provided training on human rights issues and policy(ies) of the Company:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employee/ workers covered (B)	% (B/ A)	Total (C)	No of employees/ workers covered (D)	% (D/ C)
Employees						
Permanent	3,467	3,467	100%	3,438	3,438	100%
Other than permanent	-	-	-	-	-	-
Total Employees	3,467	3,467	100%	3,438	3,438	100%
Workers						
Permanent	212	212	100%	221	221	100%
Other than permanent	70	70	100%	52	52	-
Total Workers	282	282	100%	273	273	100%

2. Details of minimum wages paid to Employees and Workers:

Category	FY 2025-26					FY 2024-25				
	Total	Equal to Minimum Wage		More than Minimum Wage		Total	Equal to Minimum Wage		More than Minimum Wage	
	(A)	No. (B)	% (B/ A)	No. (C)	% (C/ A)	(D)	No. (E)	% (E/ D)	No. (F)	% (F/ D)
Employees										
Permanent										
Male	3,080	-	-	3,080	100%	3,088	-	-	3,088	100%
Female	387	-	-	387	100%	350	-	-	350	100%
Other than Permanent										
Male	-	-	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-	-	-
Workers										
Permanent										
Male	195	-	-	195	100%	204	-	-	204	100%
Female	17	-	-	17	100%	17	-	-	17	100%
Other than Permanent										
Male	35	-	-	35	100%	32	-	-	32	100%
Female	35	-	-	35	100%	20	-	-	20	100%

3. Details of remuneration/ salary/ wages:**a. Median remuneration/ wages**

(₹ in Crores)

Category	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	6	0.28	3	0.32
Key Managerial Personnel (KMP)	1	7.09	2	1.58
Employees other than BoD and KMP	3,079	0.12	385	0.11
Workers	195	0.18	17	0.07

b. Gross wages paid to females as % of total wages paid by the Company

	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages*	12%	13%

*excludes wages paid to non-permanent employees/ workers.

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/ No)

Yes. The Company offers several channels where individuals can ask questions and raise concerns. Employees can report to management through traditional communication channels but also have access to a web portal and phone line through our "Speak Up" portal. Our multilingual Ethics and

Compliance Helpline is available globally 24/7 to voice concerns about a potential violation of our Company's values and Company's Code of Business Conduct. Abbott is committed to providing a cordial work atmosphere for employees to foster trust and collaboration, by resolving grievances in a systematic, fair and timely manner. The Grievance Redressal Policy is laid out wherein the procedure, committee and individuals involved as part of the resolution process are specified. The Grievance Redressal Committee resolves issues through effective communication,



initiative, and sound judgement. Over the year, multiple employee awareness sessions have been held to build better understanding amongst employees of the Grievance Redressal Process and the Committee responsible for addressing their grievances. The Company has also established an Internal Complaints Committee (ICC), to address any matters of sexual harassment through a fair investigation.

There are various leadership touchpoints created for employees through town halls, sales meets, field visits and various other forums to enable a culture of open communication. The “Your Voice Counts” survey feedback is reviewed by the leadership on regular basis, to further strengthen the employee experience.

Abbott has various initiatives and policies that help provide support systems to employees like 24/7 Employee Assistance Programs, Distress Management Protocol, Employee Health and Safety Processes and policies like Equal Opportunity Employer Policy, Prevention of Sexual Harassment, Prevention of Workplace Harassment which helps foster a positive work environment. Under ‘Project Respect’, the Company has also conducted multiple in-person workshops for people managers, to further build on their leadership capabilities in terms of leading with respect, empathy, and inclusion.

For addressing matters pertaining to sexual harassment, there is a policy as laid down under the law, under which an Internal Complaints Committee has been established, which investigates such matters. Also, annual refresher training is given to employees.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

The Company believes in the dignity of every human being and respects individual rights. These principles are reflected in the Company’s mission and core values and are reinforced through our global employment policies. We contribute to the fulfilment of human rights through compliance with laws and regulations wherever we operate, as well as through our policies and programs. We take steps to prohibit illegal and inappropriate labor conditions and inhumane treatment in our workplaces and in connection with our business activities.

Our global guidelines include:

- Providing a healthy and safe working environment
- Promoting workforce inclusion and not discriminating against any employee for reasons such as race, religion, color, age, gender, ethnicity, disability, marital status and sexual orientation, in addition to any other status protected by local law
- Not tolerating harassment or harsh or inhumane treatment in the workplace
- Protecting individual privacy
- Providing compensation and benefits that are competitive and comply with applicable laws for minimum wages, overtime and mandated benefits as well as complying with child labor laws
- Encouraging open communication between management and employees.

Abbott maintains an open working environment that allows free exchange of information through communication channels across the organization. All employees are allowed to share their concerns, problems, questions or suggestions without any fear of retaliation, and it is vital that these concerns are discussed and resolved in a timely manner.

The Company offers several channels where individuals can ask questions and raise concerns. Employees can report to management through traditional communication channels but also have access to a web portal and phone line through our “Speak Up” portal. Our multilingual Ethics and Compliance Helpline is available globally 24/7 to voice concerns about a potential violation of our Company’s values and Company’s Code of Business Conduct.

By creating open channels of communication, Abbott promotes a positive work environment, while also fostering a culture of integrity and ethical decision-making. “Speak Up” provides an avenue for employees and/or others to raise concerns perceived or known in the work environment.

Our Diversity and Inclusion vision in India focuses on building strength through diversity and ensuring there

is no discrimination. We have inclusive policies and hiring practices. There is also a high focus on building capability, mindset, forums, and employee networks to support diverse employee groups and help them network with allies. The Company also ensures sensitization and awareness sessions are held for employees to create an inclusive environment for all.

Abbott is committed to providing a cordial work atmosphere to foster trust and collaboration for employees, by resolving grievances in a systematic, fair, and timely manner. In cases where an informal resolution could not be achieved, the Grievance Redressal Policy is laid out wherein the procedure, committee and individuals involved as part of the resolution process are specified. Grievance Redressal Committee is involved in resolving issues through effective communication, initiative, and sound judgment. The Grievance Committee reviews open cases if any, to determine speedy closure and to ensure due preventive and corrective measures are taken. Employees are also duly trained from time to time on the Grievance Redressal Process. Multiple employee awareness sessions have been held for our teams to build better understanding amongst employees of the Grievance Redressal Process and the Committee responsible for addressing their grievances.

The Internal Complaints Committee (ICC) established to address matters pertaining to sexual harassment, ensures a fair investigation is conducted to enable speedy resolution.

As a preferred employer, Abbott is committed to providing equal employment opportunity. Abbott views the unique differences and perspectives that individuals bring to the workplace as integral to our success in business.

Abbott has an Employee Assistance Program (EAP) to help our employees get the right help from trained counsellors at the right time to help manage personal or professional challenges. It is an independent counselling and resource service sponsored by Abbott for its employees and their families.

A Distress Management Protocol exists to enable managers and HR business partners to gauge a distress situation and proactively offer support to the employee, where possible, in a timely, empathetic, and judicious manner.

Employee Health and Safety is of paramount importance, and we are committed to helping our employees stay safe by preventing incidents in and around the workplace. We strive to maintain high standards of Environment, Health, and Safety (EHS) practices. The Company has global policies and standards regarding how we manage employee health and safety.

In their daily work, field employees may encounter work-related queries and issues. A dedicated “1 Point” Team has been established to enable employees to log their queries through a system and get a time-bound response to the same.

6. Number of complaints made by Employees and Workers:

Complaints	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	1	-		-	-	
Discrimination at workplace	-	-		-	-	
Child Labour	-	-		-	-	
Forced Labour/ Involuntary Labour	-	-		-	-	
Wages	-	-		-	-	
Other Human Rights related issues	-	-		-	-	
Total	-	-		-	-	



7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	1	-
Complaints on POSH as a % of female employees/ workers	0.24%	-
Complaints on POSH upheld	1	-

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases:

The Company does not tolerate retaliation against anyone who reports a violation of Company policy in good faith. These policies are well publicized and enforced throughout the Company. It is the Company's philosophy to maintain an open working environment that allows free exchange of information through communication channels across the organization. All employees are allowed to share their concerns, problems, questions or suggestions without any fear of retaliation, and it is vital that these concerns are discussed and resolved promptly. In line with the Grievance Redressal Policy, Abbott does not retaliate when a grievance is raised. We have an annual training on the Code of Business Conduct and Prevention of Sexual Harassment (POSH) for employees. We reinforce the aspect of no retaliation for the complainant during these trainings.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/ No)

We are committed to upholding the fundamental principles of human rights, labor, environmental protection and anti-corruption to ensure long-term business success for Abbott and our suppliers and to improve lives around the world. Our Abbott Global Supplier Guidelines establish expectations for suppliers we work with, aligning with internationally recognized and industry-accepted guidelines. Through the Guidelines, we detail our expectations that suppliers conduct business in compliance with relevant legal requirements and industry codes. When asked, suppliers are expected to demonstrate compliance at the request and to the satisfaction of Abbott through our Supplier Responsibility program.

We have started embedding a social responsibility clause in applicable procurement contracts detailing our values and the expectation that vendors comply with our Supplier Guidelines and remediate identified issues. Further, all other business agreements and contracts have a clause obligating the vendors to comply with all the applicable central, state and local laws, regulations and guidance documents including, but not limited to, privacy and data protection laws, tax laws and regulations; labour laws and regulations.

10. Assessments for the year:

	% of your plants and offices that were assessed (by Company or Statutory authorities or third parties)
Child labour	100%
Forced/ involuntary labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%

11. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessments at Question 10 above:

Based on the annual compliance audit conducted internally, there were no significant risks/ concerns arising from the assessments at Question 10 above.

Principle 6: Businesses should respect and make efforts to protect and restore the environment#**Essential Indicators****1. Details of total energy consumption (in Joules or multiples) and energy intensity:**

Parameter	Unit	FY 2025-26	FY 2024-25
From renewable sources			
Total electricity consumption (A)	(Solar) GJ	1,363.48	1,168.36
Total fuel consumption (B)	(Bio Briquette) GJ	15,360.54	14,206.22%
Energy consumption through other sources (C)	(HVAC) GJ	1,207.55	1,181.20
Total energy consumed from renewable sources (A+B+C)	GJ	17,931.57	16,555.78
From non-renewable sources			
Total electricity consumption (D)*	GJ	25,505.98	25,685.54
Total fuel consumption (E)	(Diesel) GJ	1,700.94	2,641.61
Energy consumption through other sources (F)	GJ	-	-
Total energy consumed from non-renewable sources (D+E+F)	GJ	27,206.92	28,327.15
Total energy consumed (A+B+C+D+E+F)	GJ	45,138.49	44,882.93
% of energy consumed from renewable sources		39.73	36.89
Energy intensity per rupee of turnover	GJ/ Crore INR	6.51	7.07
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed/ revenue from operations adjusted for PPP)	GJ/ million USD	13.25	14.61
Energy intensity in terms of physical output	GJ/ MT of production	4.74	4.51

*BKC Office data is calculated basis area occupied and Sales Offices and Goa Plant data are based on actuals.

% The FY 2024-25 bio-briquette energy consumption has been restated based on a revised calculation methodology. Accordingly, the comparative figures for renewable energy consumption and total energy consumption for FY 2024-25 have been revised to ensure consistency and comparability.

Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Yes/ No), if yes, name of the external agency.

A reasonable assurance has been carried out by an independent external agency, DNV Business Assurance India Private Limited.

2. Does the Company have any sites/ facilities identified as Designated Consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Yes/ No), if yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

Since the Company is engaged in pharmaceutical sector, it is not identified as DC under the PAT scheme.

#Excludes Nepal Office.



3. Provide details of the following disclosures related to water:

Parameter	Unit	FY 2025-26	FY 2024-25
Water withdrawal by source (in kilolitres)			
(i) Surface water		-	-
(ii) Groundwater		-	-
(iii) Third party water*	KL	66,466.51	62,077.54
(iv) Seawater/ desalinated water			-
(v) Others			-
Total volume of water withdrawal (i + ii + iii + iv + v)	KL	66,466.51	62,077.54
Total volume of water consumption (in kilolitres)	KL	65,602.43	61,146.68
Water intensity per rupee of turnover (Total water consumption/ revenue from operations)	KL/ Crore INR	9.47	9.64
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption/ revenue from operations adjusted for PPP)	KL/ million USD	19.26	19.91
Water intensity in terms of physical output	KL/ MT of production	6.89	6.15

*BKC Office data is calculated basis area occupied, Sales Offices data is calculated basis IS 1172:1993 and Goa Plant data is based on actuals.

Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Yes/ No), if yes, name of the external agency.

A reasonable assurance has been carried out by an independent external agency, DNV Business Assurance India Private Limited.

4. Details relating to water discharged:

Parameter	Unit	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment			
(i) To Surface water			-
(ii) To Groundwater			-
(iii) To Seawater			-
(iv) Sent to third-parties – No treatment	KL	864.07	930.26
(v) Others			-
Total water discharged	KL	864.07	930.86

Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Yes/ No), if yes, name of the external agency.

A reasonable assurance has been carried out by an independent external agency, DNV Business Assurance India Private Limited

5. Has the Company implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

No

6. Please provide details of air emissions (other than GHG emissions) by the Company:

Parameter	Unit	FY 2025-26	FY 2024-25
NOx	g/ kw-hr	0.31	0.24
SOx	Kg/ hr	0.16	0.20
Particulate Matter (PM)	Mg/ Nm ³	42.36	57.09
Persistent Organic Pollutants (POP)		-	-
Volatile Organic Compounds (VOC)		-	-
Hazardous Air Pollutants (HAP)		-	-

Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Yes/ No), if yes, name of the external agency.

No

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)*	MT of CO ₂ equivalent	155.39	231.61
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	MT of CO ₂ equivalent	5,144.13	5,187.05
Total Scope 1 and Scope 2 emissions per rupee of Turnover (Total Scope 1 and Scope 2 GHG emissions/ revenue from operations)	MT of CO ₂ equivalent/ Crore INR	0.76	0.85
Total Scope 1 and Scope 2 emissions per rupee of Turnover adjusted for Purchasing Power Parity (Total Scope 1 and Scope 2 GHG emissions/ revenue from operations adjusted for PPP)	MT of CO ₂ equivalent/ million USD	1.56	1.76
Total Scope 1 and Scope 2 emission intensity in terms of physical output	MT CO ₂ equivalent/ MT of production	0.56	0.55

*BKC Office and Sales Offices do not have Scope 1 emissions

Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Yes/ No), if yes, name of the external agency.

A reasonable assurance has been carried out by an independent external agency, DNV Business Assurance India Private Limited.

8. Does the Company have any project related to reducing Green-House Gas emission? If yes, then provide details.

The Company's head office at Mumbai has switched to renewable energy for a portion of the electricity consumption which is facilitated through building utilities (HVAC system). The office premises are equipped with motion sensors and lux level-based controls for the lighting system that facilitates utilization of natural light and optimization of electricity for lighting. The Smartsense system is based on sensors installed across utilities which monitor the electricity usage in a live manner and facilitates interventions as necessary to optimize energy usage. An investment was made to facilitate VRF systems for critical rooms (Server rooms, UPS room etc.) with the aim to reduce energy consumption.



The Company also installed a Solar power system of 286 kwp covering the terrace area of Goa plant. The system was commissioned from January 2023. This system is designed to generate power and is inbuilt with net meeting system and anti-islanding protection in case of grid power failure. Key benefits of this system are:

- i. Generated 378 MWH of power for year 2025-26
- ii. Carbon emission reduction of 279.58 MT
- iii. Guaranteed power generation for over 20 years
- iv. Minimum maintenance required for panel cleaning

9. Provide details related to waste management by the Company:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Waste Generated			
Plastic waste (A)	MT	392.67	296.64
E-waste (B)	MT	0.76	2.43
Bio-medical waste (C)	MT	1.42	1.54
Construction and demolition waste (D)	MT		-
Battery waste (E)	MT		1.41
Radioactive waste (F)	MT		-
Other Hazardous waste (G)	MT	0.24	141.20
Other Non-hazardous waste generated (H)	MT	267.77	167.77
Total (A+B+C+D+E+F+G+H)	MT	662.86	611.00
Waste intensity per rupee of turnover (Total waste generated/ revenue from operations)	MT/ Crore INR	0.10	0.10
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (Total waste generated/ revenue from operations adjusted for PPP)	MT/ million USD	0.19	0.20
Waste intensity in terms of physical output	MT/ MT of production	0.07	0.06
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations	MT		
Category of waste	MT		
(i) Recycled	MT	311.92	208.61
(ii) Re-used	MT	262.73	254.72
(iii) Other recovery operations	MT	52.77	145.94
Total	MT	627.42	609.26
For each category of waste generated, total waste disposed by nature of disposal method	MT		
Category of waste	MT		
(i) Incineration	MT	1.46	1.58
(ii) Landfilling	MT	Company is committed to Zero Waste to Landfill and is also ZWL certified	
(iii) Other disposal operations	MT	33.98	0.16
Total	MT	35.44	1.73

Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Yes/ No), if yes, name of the external agency.

A reasonable assurance has been carried out by an independent external agency, DNV Business Assurance India Private Limited.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your Company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

Abbott has a continuous focus on the 3Rs—namely reduce, recycle and reuse. Certain waste and sludge are dispatched to cement factories which utilize these materials as fuel for manufacturing cement, thereby recovering energy. Non-hazardous waste like paper, glass, metals, and sanitary are sent to approved vendors for recycling. The Goa plant and Corporate Office at BKC retains its internal certification of Zero Waste-to-Landfill (ZWL), which means no waste is disposed off through landfilling, helping to protect the environment from degradation.

The Company has engaged with the authorized recycler for E-waste disposal. Other Waste such as biomedical waste is sent to vendor authorized by the Pollution Control Board.

The Company is adhering to the requirements of Plastic Waste Management Rules as laid down by the Ministry of Environment, Forests and Climate change. The Company has entered into agreement with waste management agency for collecting and processing plastic packaging waste, from the states and union territories of India where it operates.

The Company's Head office at Mumbai uses Stabilized Aqueous Ozone (SAO) for cleaning, which is effective and is more environment friendly. The office also undertakes several initiatives to raise awareness of Sustainability and Circular economy topics by organizing activities during Earth Week. We provided education on topics such as waste management and how to recycle. Additionally, we organized donation drives for the collection of old clothes, books, stationery, toys, footwear etc. from employees. These donations were provided to NGOs for further distribution to the needy with the hope of preventing them from going to a landfill. We have also conducted clean-up drives across beaches.

11. If the Company has operations/ offices in/ around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals/ clearances are required, please specify details.

None

12. Details of environmental impact assessments of projects undertaken by the Company based on applicable laws, in the current financial year.

During the year, the Company was not required to undertake any Environment Impact Assessment under applicable regulations.

13. Is the Company compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment Protection Act and Rules thereunder (Yes/ No).

Yes



Principle 7: Businesses when engaging in influencing public and regulatory bodies, should do so in a manner that is responsible and transparent

Essential Indicators

1. a. Number of affiliations with trade and industry chambers/ associations:

The Company is affiliated with 1 industry chamber/ association.

b. List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the Company is a member of/ affiliated to:

Sr. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/ National)
1.	Indian Pharmaceutical Alliance (IPA)	National

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the Company, based on adverse orders from regulatory authorities:

Not Applicable

Principle 8: Businesses should promote inclusive growth and equitable development

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the Company based on applicable laws, in the current financial year:

During the year, the Company was not required to undertake any SIA under the Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013.

The Company has however undertaken the following SIA of its CSR activities:

Name and brief of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Y/N)	Results communicated in public domain (Y/N)	Relevant Web-link
STEM Labs and Healthy Living Sessions	NA	NA	Yes	Yes	abbott.co.in/investor-relations.html
PHC upgradation program	NA	NA	Yes	Yes	
NCD awareness program	NA	NA	Yes	Yes	
Health clinics	NA	NA	Yes	Yes	

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your Company:

Not applicable

3. Describe the mechanisms to receive grievances of the local community:

Abbott regularly engages with its stakeholders and key community institutions relevant to projects. Detailed and structured community interactions are planned periodically to review the ongoing activities with the changing priorities and needs of the stakeholders and key community institutions. Abbott's CSR programs adopt a bottom-up approach by keeping the community needs and priorities at the centre of its interventions. Issues, complaints and grievances identified as part of these engagements are further investigated and addressed.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/ Small Producers	22.19%	15.57%
Directly from within India	44.28%	35.08%

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent/ on contract basis) in the following locations, as % of total wage cost:

Location*	FY 2025-26	FY 2024-25	FY 2023-24
Rural	0.95%	0.86%	0.44%
Semi-urban	0.21%	0.18%	0.29%
Urban	11.94%	11.79%	11.90%
Metropolitan	86.90%	87.17%	87.37%

*excludes Nepal office.

Principle 9: Business should engage with and provide value to their customers in a responsible manner**Essential Indicators****1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback:**

The Company has a complaint handling system/ mechanism to receive and respond to complaints from consumers and healthcare professionals regarding product quality, adverse events, vigilance reporting and post-release product actions. The Quality department of the organization has the responsibility for oversight of all product quality complaints and their management processes, including establishment and maintenance of written standard operating procedures.

The Company's Pharmacovigilance System is designed to allow for early detection of potential safety signals and to take prompt action as necessary to help safeguard patient safety. In the interest of protecting patients, ongoing safety surveillance is conducted centrally for all Abbott products to identify, evaluate, and respond to emerging safety signals. Safety signals identified through standardized surveillance activities or other signal sources are thoroughly analysed and documented according to internal processes. Compliance with the processes is continuously monitored.

Procedures that define responsibilities for the oversight of complaint management systems, including the following:

- Managing the complaint process, including complaint intake, investigations, and resolution.
- Reviewing complaint documentation, closures or other final actions.
- Maintaining complaint records, including written and other versions (e.g., electronic media).
- Assuring that complaint records are readily accessible to the product manufacturing site(s) and responsible qualified person, if applicable.
- Assuring evaluation of complaints for regulatory reporting is performed.
- Handling of complaints in compliance with local health authority requirements.

2. Turnover of products/ services as a percentage of turnover from all products/ service that carry information about:

	As a percentage to total turnover
Environmental and social parameters relevant to the product	-
Safe and responsible usage	100%
Recycling and/ or safe disposal	-



The Company does not maintain/ record data pertaining to the percentage of turnover of products of the Company that carry information regarding environmental/ social parameters relevant to the product and recycling and/ or safe disposal of the products. The Company complies with applicable laws and regulations regarding product labelling and information.

3. Number of consumer complaints in respect of the following:

	FY 2025-26			FY 2024-25		
	Received during the year	Pending resolution at the end of the year	Remarks	Received during the year	Pending resolution at the end of the year	Remarks
Data Privacy	-	-	-	-	-	-
Advertising	-	-	-	-	-	-
Cyber-security	-	-	-	-	-	-
Delivery of Essential Services	-	-	-	-	-	-
Restrictive Trade Practices	-	-	-	-	-	-
Unfair Trade Practices	-	-	-	-	-	-
Customers	342*	66	-	306*	18	-
(Received from patients regarding products)						

*Complaints/ Correspondence from patients received through website, e-mail and healthcare professionals, are also included.

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	NIL	NA
Forced recalls	NIL	NA

5. Does the Company have a framework/ policy on Cyber-security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes, the Company has a Policy on Cyber-security and risks related to data privacy. The same is available on the website of the Company at abbott.co.in/investor-relations.html.

6. Provide details of any corrective actions taken or underway on issues relating to advertising and delivery of essential services; Cyber-security and data privacy of customers; re-occurrence of instances of product recalls; penalty/ action taken by regulatory authorities on safety of products/ services.

Not applicable

7. Provide the following information relating to data breaches:

- Number of instances of data breaches - None
- Percentage of data breaches involving personally identifiable information of customers - NA
- Impact, if any, of the data breaches - NA

Disclaimer

The information furnished in the above Report has been compiled from both system-generated data and manual inputs maintained by the Company. The Company has taken certain assumptions in the definitions/ terminology to arrive at the data.

For and on behalf of the Board of Directors

Mumbai
May 11, 2026

Kartik Rajendran
Managing Director
DIN: 09527717

Sudarshan Jain
Director
DIN: 00927487

INDEPENDENT ASSURANCE STATEMENT to the Management of Abbott India Limited

Abbott India Limited (Corporate Identity Number L24239MH1944PLC007330, hereafter referred to as 'Abbott' or 'the Company') commissioned DNV Business Assurance India Private Limited ('DNV', 'us' or 'we') to undertake an independent assurance of the Company's disclosures in Business Responsibility and Sustainability Report (hereafter referred as 'BRSR') for Financial Year 2025-26. The disclosures include BRSR Core as per Annexure 17A of SEBI's Master Circular for BRSR (Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026, dated January 30, 2026).

Our Conclusion:

Based on our review and procedures followed for reasonable level of assurance, DNV is of the opinion that, in all material aspects, the BRSR Core Key Performance Indicators (KPIs) under 9 ESG attributes (as listed in Annexure I of this statement) for FY 2025-26 are reported in accordance with reporting requirements outlined in Industry Standard on Reporting of BRSR Core.

Our competence and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO/IEC 17029:2019-Conformity Assessment – General principles and requirements for validation and verification bodies and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. DNV has complied with the Code of Conduct during the assurance engagement. DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements.

This engagement work was carried out by an independent team of sustainability assurance professionals. During the reporting period i.e. FY 2025-26, DNV, to the best of its knowledge, was not involved in any non-audit/non-assurance work with the Company and its Group entities which could lead to any Conflict of Interest. DNV was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. DNV maintains complete impartiality toward stakeholders interviewed during the assurance process.

Scope of Work and Boundary

The scope of our engagement includes independent assurance of 'BRSR Core' – Reasonable level of assurance for Financial Year (FY) 2025-26.

Boundary covers the performance of Abbott operations that fall under the direct operational control of the Company's Legal structure. Based on the agreed scope with the Company, the boundary of reasonable assurance covers the operations of Abbott across India. The locations include the BKC office at Mumbai, 5 sales offices and 1 manufacturing location across India, unless otherwise stated in the BRSR report by the company.

Reporting Criteria and Standards

The disclosures have been prepared by Abbott in reference to:

- Industry Standard on Reporting of BRSR Core, Circular No. SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated Dec 20, 2024.
- BRSR Core (Annexure 17A) as per Master Circular No. HO/49/14/14(7)2025-CFD POD2/I/3762/2026, "Master circular for compliance with the provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 by listed entities", dated January 30, 2026.
- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

Assurance Methodology/ Standard

This assurance engagement has been carried out in accordance with DNV's VeriSustain™ protocol, V6.0, which is based on our professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information. DNV's VeriSustain™ Protocol, V6.0 has been developed in accordance with the most widely accepted reporting and assurance standards. Apart from DNV's VeriSustain™ protocol (V6.0), DNV team has also followed ISO 14064-3 - Specification with guidance for the verification and validation of greenhouse gas statements to evaluate disclosures wrt. Greenhouse gases disclosures.



Basis of our conclusion

As part of our independent assurance engagement, we have evaluated the reported environmental, social, and governance (ESG) information against the agreed criteria. Throughout the engagement, we exercised rigorous professional judgment and maintained a high level of professional skepticism to ensure the integrity and reliability of our conclusions.

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of Abbott. We carried out the following activities:

- Reviewed the disclosures under BRSR Core, encompassing the framework for assurance consisting of a set of Key Performance Indicators (KPIs) under 9 ESG attributes. The Industry Standard on Reporting of BRSR Core used a basis of reasonable level of assurance.
- Evaluation of the design and implementation of key systems, processes and controls for collecting, managing and reporting the BRSR Core indicators was conducted.
- Assessment of operational control and reporting boundaries was conducted.
- Seek extensive evidence across all relevant areas, ensuring a detailed examination of BRSR Core indicators. Engaged directly with stakeholders to gather insights and corroborative evidence for each disclosed indicator.
- DNV audit team conducted on-site and remote audits for data testing and also, to assess the uniformity in reporting processes and also, quality checks at different locations of the Company. Sites for data testing and reporting system checks were selected based on the percentage contribution each site makes to the reported indicator, complexity of operations at each location (high/low/medium) and reporting system within the organization. Sites selected for audits are listed in Annexure II.
- Interviews with selected senior managers responsible for management of disclosures and review of selected evidence to support environmental KPIs and metrics disclosed the Report. We were free to choose interviewees and interviewed those with overall responsibility of monitoring, data collation and reporting the selected indicators.

- Verification of the consolidated reported performance disclosures in context to the Principle of Completeness as per VeriSustain™ Protocol, V6.0 for reasonable level of assurance for the disclosures.

Inherent Limitations

DNV's assurance engagement assume that the data and information provided by the Company to us as part of our review have been provided in good faith, is true, complete, sufficient, and authentic, and is free from material misstatements. The assurance scope has the following limitations:

- The assurance engagement considers an uncertainty of $\pm 5\%$ based on materiality threshold for estimation/measurement errors and omissions.
- DNV has not been involved in evaluation or assessment of any financial data/performance of the company. DNV's opinion on specific BRSR Core Attribute 8 on "Number of days of accounts payable", Attribute 9 "Open-ness of business" and all sections of BRSR indicators where currency or INR has been applied relies on the third party audited financial reports of the Company. DNV does not take any responsibility of the financial data reported in the audited financial reports of the Company.
- The assessment is limited to data and information within the defined Reporting Period. Any data outside this period is not considered within the scope of assurance.
- Data outside the operations specified in the assurance boundary is excluded from the assurance, unless explicitly mentioned otherwise in this statement.
- The assurance does not cover the Company's statements that express opinions, claims, beliefs, aspirations, expectations, aims, or future intentions. Additionally, assertions related to Intellectual Property Rights and other competitive issues are beyond the scope of this assurance.
- The assessment does not include a review of the Company's strategy or other related linkages expressed in the Report. These aspects are not within the scope of the assurance engagement.
- The assurance does not extend to mapping the Report with reporting frameworks other than those specifically mentioned. Any assessments or comparisons with frameworks beyond the specified ones are not considered in this engagement.

Independent Assurance Statement (Contd.)

- Aspects of the Report that fall outside the mentioned scope and boundary are not subject to assurance. The assessment is limited to the defined parameters.
- The assurance engagement does not include a review of legal compliances. Compliance with legal requirements is not within the scope of this assurance, and the Company is responsible for ensuring adherence to relevant laws.

Responsibility of the Company

Abbott has the sole responsibility for the preparation of the BRSR Report and is responsible for all information disclosed for BRSR Core 9 ESG attributes in BRSR Report. The company is responsible for maintaining processes and procedures for collecting, analyzing and reporting the information and also, ensuring the quality and consistency of the information presented in the Report. Abbott is also responsible for ensuring the maintenance and integrity of its website and any referenced BRSR disclosures on their website.

DNV's Responsibility

In performing this assurance work, DNV's responsibility is to the Management of the Company; however, this

statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company. DNV disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement.

Use and distribution of Assurance Statement

This assurance statement, including our conclusion has been prepared solely for the exclusive use and benefit of management of the company and solely for the purpose for which it is provided. To the fullest extent permitted by law, DNV does not assume responsibility to anyone other than company for DNV's work or this assurance statement. We have not performed any work, and do not express any conclusion, on any other information that may be published outside of the Report and/or on Company's website for the current reporting period.

The use of this assurance statement shall be governed by the terms and conditions of the contract between DNV and Abbott. DNV does not accept any liability if this assurance statement is used for any purpose other than its intended use, nor does it accept liability to any third party in respect of this assurance statement.

For **DNV Business Assurance India Private Limited,**

Jas Sahib Singh Chadha

Lead Verifier

Assurance Team: Suraiya Rahman, Thyagaraj Subbarayan

02/07/2026, Bengaluru, India.

Anjana Sharma

Assurance Reviewer



Annexure I

BRSR Core Verified Data

Stipulated as per BRSR Core provided by the company.

Sr. No.	Attribute	BRSR Core Parameter	Unit	Verified Value for FY 2025-26
1	Green-house gas (GHG) footprint	Total Scope 1 emissions	MT of CO ₂ e	155.39
		Total Scope 2 emissions (market-based)	MT of CO ₂ e	5,144.13
		Total Scope 1 and Scope 2 emission intensity per rupee of turnover	MT of CO ₂ e/ INR Crore	0.76
		Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	MT of CO ₂ e/ Million US dollars adjusted for PPP	1.56
		Total Scope 1 and Scope 2 emission intensity in terms of physical output	MT of CO ₂ e/ MT of production	0.56
2	Water footprint	Total water consumption	KL	65,602.43
		Water consumption intensity	KL/ INR Crore	9.47
			KL/ Million US dollars adjusted for PPP	19.26
		Water intensity in terms of physical output	KL/ MT of production	6.89
		Water Discharge by destination and levels of Treatment	KL	864.07
3	Energy footprint	Total energy consumed	Gigajoules (GJ)	45,138.49
		% of energy consumed from renewable sources	In % terms	39.73%
		Energy intensity	GJ/ INR Crore	6.51
			GJ/ Million US dollars adjusted for PPP	13.25
			GJ/ MT of production	4.74
4	Embracing circularity - details related to waste management by the entity	Plastic waste (A)	MT	392.67
		E-waste (B)	MT	0.76
		Bio-medical waste (C)	MT	1.42
		Construction and demolition waste (D)	MT	0
		Battery waste (E)	MT	0
		Radioactive waste (F)	MT	0
		Other Hazardous Waste (G)	MT	0.24
		Other Non-Hazardous Waste (H)	MT	267.77
		Total (A + B + C + D + E + F + G + H)	MT	662.86
		Waste intensity per rupee of turnover from operations	MT/ INR Crore	0.10
		Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	MT/ Million US dollars adjusted for PPP	0.19
		Waste intensity in terms of physical output	MT/ MT of production	0.07
		Total waste recovered through recycling, re-using or other recovery operations		
		(i) Recycled	MT	311.92
		(ii) Re-used	MT	262.73
		(iii) Other recovery operations	MT	52.77
		Total	MT	627.42

Independent Assurance Statement (Contd.)

Sr. No.	Attribute	BRSR Core Parameter	Unit	Verified Value for FY 2025-26
		Intensity (Waste Recycled Recovered/ Total Waste generated)	%	94.65%
		Total waste disposed by nature of disposal method		
		(i) Incineration	MT	1.46
		(ii) Landfilling	MT	0
		(iii) Other disposal options	MT	33.98
		Total	MT	35.44
		Intensity (Waste Disposed/ Total Waste generated)	%	5.35%
5	Enhancing Employee Wellbeing and Safety	Spending on measures towards well-being of employees and workers – cost incurred as a % of total revenue of the company (Excluding Workers)	In % terms	0.10%
		Details of safety related incidents for employees and workers (including contract-workforce e.g. workers in the company's construction sites)	Number of Permanent Disabilities	Employees – 0 Workers – 0
			Total recordable work-related injuries	Employees – 22 Workers – 0
			Lost Time Injury Frequency Rate (LTIFR)	Employees – 2.56 Workers – 0
			No. of fatalities	Employees – 0 Workers – 0
6	Enabling Gender Diversity in Business	Gross wages paid to females as % of wages paid	In % terms	12%
		Complaints on PoSH	Total Complaints on Sexual Harassment (POSH) reported	1
			Complaints on PoSH as a % of female employees/ workers	0.24%
			Complaints on PoSH upheld	1
7	Enabling Inclusive Development	Input material sourced from following sources as % of total purchases and from within India	Directly sourced from MSMEs/ small producers	22.19%
			Sourced directly from within India	44.28%
		Job creation in smaller towns – Wages paid to persons employed in smaller towns (permanent or non-permanent/ on contract) as % of total wage cost	Location	
			Rural	0.95%
			Semi-urban	0.21%
			Urban	11.94%
			Metropolitan	86.90%
8	Fairness in Engaging with Customers and Suppliers	Instances involving loss/ breach of data of customers as a percentage of total data breaches or cyber security events	In % terms	0
		Number of days of accounts payable	(Accounts payable *365)/ Cost of goods/ services procured	89



Sr. No.	Attribute	BRSR Core Parameter	Unit	Verified Value for FY 2025-26
9	Open-ness of business	Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties	Purchases from trading houses as % of total purchases	84.20%
			Number of trading houses where purchases are made from	46
			Purchases from top 10 trading houses as % of total purchases from trading houses	96.42%
			Sales to dealers/ distributors as % of total sales	97.08%
			Number of dealers/ distributors to whom sales are made	6,415
			Sales to top 10 dealers/ distributors as % of total sales to dealers/ distributors	12.79%
			Share of RPTs (as respective %age) in	
			Purchases	12.43%
			Sales	1.25%
			Loans & advances	0%
			Investments	0%

Annexure II

Sites selected for audits

Sr. No.	Site	Location
1.	Corporate Office (remote)	BKC, Mumbai
2.	India Offices (remote)	Sales Offices at Chembur, Chennai, Hyderabad, Lucknow, Delhi
3.	Manufacturing Plant (onsite)	Goa Plant

Report on Corporate Governance

Company's Philosophy on Corporate Governance

At Abbott India, we are committed to robust corporate governance practices that align with our objective of safeguarding and enhancing stakeholder value. We uphold the highest standards of governance, integrity, ethics, and transparency in all aspects of our operations.

The Company's Code of Business Conduct sets out the core values and principles that guide our actions and reflect our commitment to operating with the utmost integrity. Ethical conduct is firmly embedded across our organization, and we expect both our employees and external partners to adhere to these standards. Our policies and procedures complement the Code by providing practical guidance for day-to-day activities and ensuring compliance with applicable laws, regulations, and promotional standards. The Board of Directors and senior leadership fully endorse and abide by the Code and related policies, maintaining the highest standards of compliance.

Accordingly, the Company's philosophy on corporate governance is anchored in strong ethical values and principled leadership. Our Directors are expected to act in the best interests of the Company and remain accountable to shareholders and other stakeholders for their decisions and actions.

Board of Directors

At Abbott India, the Board of Directors discharges its responsibilities by providing effective oversight. The Board possesses a strong understanding of the Company's business landscape, operating environment, and the challenges and opportunities inherent in its operations.

The Board offers strategic guidance and direction to the Management to support the achievement of the Company's overall objectives. In discharging its duties, the Board consistently acts in good faith, with due care and diligence, and in the best interests of the Company and all its stakeholders.

The Board comprises distinguished individuals who bring diverse expertise, knowledge, and experience, thereby enabling informed decision-making and ensuring sustainable value creation for the Company and its stakeholders.

Board skills, competencies and expertise

The Board comprises a diverse range of competencies and expertise, bringing together an effective balance of analytical, strategic, and leadership skills necessary to discharge its oversight responsibilities and meet the Company's governance and strategic requirements. The Board remains committed to continuously strengthening and enhancing the governance standards of the Company.

Name	Skills/ Competencies/ Expertise/ Qualifications
Munir Shaikh Chairman	Mr. Shaikh brings extensive leadership and management experience across diverse geographies and business sectors. He demonstrates strong general management capabilities, complemented by deep expertise in finance, marketing, and business development. His entrepreneurial mindset and collaborative leadership style enable effective team engagement and strategic execution. He possesses a comprehensive understanding of business operations, corporate strategy, and complex operating environments, supporting informed decision-making and sustainable growth. His industry knowledge allows him to navigate dynamic markets and drive organizational performance. He is a Fellow of the Institute of Chartered Accountants in England and Wales, reflecting strong professional and ethical credentials.
Vivek Mohan	Mr. Mohan brings over three decades of global leadership experience across pharmaceuticals, diagnostics, and corporate marketing. He demonstrates strong expertise in general management, strategic marketing, brand building, commercial operations, and business leadership across diverse geographies including the US, UK, India, Indonesia, and the Middle East. His competencies include integrated healthcare strategy, regional and country management, and global brand partnerships and sponsorships. He has led creative and corporate marketing initiatives at a global level and driven growth within Established Pharmaceuticals. He holds a Bachelor of Science in Microbiology from the University of Michigan and an MBA in International Business and Marketing from the University of Illinois.



Name	Skills/ Competencies/ Expertise/ Qualifications
Kartik Rajendran Managing Director	Mr. Rajendran has over 20 years of leadership and management experience across pharmaceuticals, consulting, and shipping. He brings strong expertise in general management, commercial excellence, strategic transformation, and building high-growth, profitable businesses across multiple geographies in India, Southeast Asia, China, and global markets. His competencies include regional leadership, specialty care and hospital businesses, new product strategy, and integrated commercial operations. He is recognized for strategic thinking, operational rigor, and a strong focus on improving patient outcomes. He holds an MBA from the Indian School of Business and a Bachelor's degree in English Literature from Delhi University.
Sudarshan Jain	Mr. Jain brings extensive leadership experience in the healthcare sector, with deep expertise in strategic management, corporate affairs, brand building, and end-to-end business operations. His experience spans pharmaceuticals, OTC, hospitals, diagnostics, and nutrition businesses, providing him with a comprehensive understanding of the healthcare ecosystem. He has played a key role in shaping healthcare policy and improving access to healthcare in India, supported by strong industry insight and a proven track record in building market-leading brands. He holds an MBA from the Indian Institute of Management, Ahmedabad, and a Bachelor of Science in Physics from St. Stephen's College, Delhi.
Shalini Kamath	Ms. Kamath is a Transformation Strategist and certified Executive Coach with strong expertise in organizational change, transformation, and culture building. She brings deep competencies in improving productivity, efficiency, processes, and systems across diverse industries including financial services, logistics, agriculture, manufacturing, and consumer sectors. Her experience includes human resources leadership, business development of large multi-million-dollar programs, and managing complex, multi-stakeholder initiatives with international governments. She has led community oriented income generation and partnership projects. She holds an MBA from Edinburgh Business School, UK, has received change and transformation training from Harvard Business School, is an alumnus of the CSC Global Leadership Program, and is a certified Zenger Folkman Leadership4you trainer and facilitator.
Neeraj Jain	Mr. Neeraj Jain is a rankholder Chartered Accountant and Company Secretary with over 30 years of senior leadership experience across finance, supply chain, and business management in diversified industries. He brings deep expertise in strategic business partnering, controllership, process excellence, mergers and acquisitions, business reorganization, governance, and talent development. His experience includes leading complex M&A and divestment transactions, joint ventures, business transitions, compliance, cost optimization, and operating model transformations across India and ASEAN markets. He has also contributed to long-term global strategy initiatives. He is recognized for strong board level and governance capabilities and has been acknowledged among India's most influential CFOs.
Kaiyomarz Marfatia	Mr. Marfatia brings strong legal acumen and extensive experience in corporate compliance, regulatory affairs, and complex legal matters across the pharmaceutical, healthcare, and engineering industries. His expertise spans litigation, industrial licensing, foreign collaborations, technology transfer, distribution arrangements, commercial contracts, and intellectual property rights. He is a trusted business partner with a proven track record in mergers and acquisitions, brand and business acquisitions, and cross-functional initiatives including manufacturing optimization and corporate restructuring. He played a pivotal role in establishing a robust formal compliance framework and policies for Abbott in India. He holds a Bachelor's degree in Commerce and a Law degree from Government Law College, Mumbai.
James Wenner	Mr. James Wenner is an accomplished finance leader with deep expertise in treasury management, internal audit, corporate finance, and financial governance. He brings over three decades of experience across Abbott's Nutrition and Diagnostics businesses, with strong competencies in risk management, financial controls, and enterprise-wide finance leadership. His expertise includes internal controls, audit, treasury operations, and finance talent development. He actively contributes to organizational governance through board leadership and committee participation. He began his career in public accounting with Deloitte. He holds a degree in Accounting from Michigan State University and is a Certified Public Accountant.
Darshan Gada	Mr. Gada brings over 21 years of comprehensive finance leadership experience, with deep expertise across commercial operations, financial planning and analysis, taxation, supply chain finance, mergers and acquisitions, and business strategy. His core competencies include driving automation, improving gross margins, optimizing cash flows, and building high-performing finance teams. He has extensive experience in supporting high-growth businesses, cost leadership initiatives, go-to-market strategy development, business integration, and core accounting. He is a Chartered Accountant from the Institute of Chartered Accountants of India and holds a Bachelor's degree in Commerce from R. A. Podar College, Mumbai.

The Brief profile of the Board of Directors is available on the website of the Company and can be accessed at abbott.co.in/about-abbott/about-us-board-of-directors.html.

Board Appointments

The Company has in place a comprehensive policy governing the nomination and appointment of Directors, which sets out the requisite characteristics, qualifications, and other positive attributes considered while constituting the Board of Directors.

The composition of the Board is guided by the principle that, collectively, Directors should possess a diverse range of skills, experience, and knowledge suited to meet Abbott's governance and strategic requirements. In evaluating Board candidates, due consideration is given to criteria such as broad-based business acumen, industry eminence, strong professional reputation, relevant relationships, sound judgment, and a demonstrated commitment to ethical conduct and good corporate citizenship.

Directors are expected to bring experience and capabilities that are relevant and valuable to the Board's oversight responsibilities with respect to the Company's business, strategy, and affairs.

The Nomination and Remuneration Committee plays a pivotal role in this process by identifying suitable candidates and recommending their appointment to the Board.

Tenure of Directorships

Managing Director/ Executive Directors are appointed for such tenure as prescribed under the Act and in accordance with the terms of their contract of service with the Company.

Non-Executive Directors (other than the Independent Directors) are subject to retirement by rotation as per the provisions of the Act. One-third of total number of such Directors who are liable to retire by rotation, retire at each Annual General Meeting and are eligible for re-appointment.

Independent Directors are appointed for a term up to five consecutive years. They are eligible for re-appointment for another term up to five consecutive years on passing of a special resolution by the Company.

Board Composition and Board Meetings held during the year

The Board of Directors of the Company is appropriately structured and comprises an optimal mix of Executive and Non-Executive Directors. The composition of the Board is in compliance with the requirements of the Companies Act, 2013 ("the Act") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time ("the SEBI Listing Regulations").

The Chairperson of the Board is a Non-Executive Director. As at March 31, 2026, the Board comprised nine Directors, including one Executive Director and eight Non-Executive Directors, of whom three are Independent Directors. The Board also has three Women Directors. There is no inter-se relationship among the Directors.

During the year under review, seven meetings of the Board of Directors were held on April 18, 2025 (through Video Conference), May 7, 2025 (through Video Conference), May 15, 2025, August 12, 2025, November 6, 2025, February 12, 2026, and March 5, 2026 (through Video Conference).

The requisite quorum was present at all the Board Meetings. Directors are provided with the facility to participate in Board and Committee Meetings through audio-visual means. The average attendance of the Directors at the Board Meetings during the year was 100%.



The details of the composition of the Board of Directors, their attendance at the Board Meetings held during the year under review and at the last Annual General Meeting, along with the number of directorships and committee memberships held by them in other companies as at March 31, 2026, are provided in the table below.

Name of the Director	Category of Directorship	No. of shares held in the Company	Board Meetings held in 2025-26 during the tenure of the Director	Attendance at		No. of Directorships in other Companies ¹	No. of Committee positions held in other Companies ²
				Board Meetings held in 2025-26	Annual General Meeting (August 13, 2025)		
Munir Shaikh Chairman of the Board	Non-Executive Director	NIL	7	7 (6 via video-conference)	Yes	NIL	NIL
Kartik Rajendran (appointed as Managing Director with effect from June 14, 2025)	Managing Director	NIL	4	4 (1 via video-conference)	Yes	NIL	NIL
Swati Dalal (resigned as Managing Director with effect from June 13, 2025)	Managing Director	NA	3	3 (2 via video-conference)	NA	NA	NA
Vivek Mohan (appointed as Director with effect from January 1, 2026)	Non-Executive Director	NIL	2	2 (1 via video-conference)	NA	NIL	NIL
Ambati Venu (resigned as Director with effect from December 31, 2025)	Non-Executive Director	NA	5	5 (2 via video-conference)	Yes	NA	NA
Sudarshan Jain	Non-Executive, Independent Director	250 (along with relative)	7	7 (3 via video-conference)	Yes	NIL	NIL
Anisha Motwani	Non-Executive, Independent Director	NIL	7	7 (3 via video-conference)	Yes	8 ³	4
Shalini Kamath	Non-Executive, Independent Director	NIL	7	7 (3 via video-conference)	Yes	3 ⁴	2
Alison Davies	Non-Executive Director	NIL	7	4 (3 via video-conference)	Yes	NIL	NIL
Kaiyomarz Marfatia	Non-Executive Director	NIL	7	7 (3 via video-conference)	Yes	1 ⁵	2
Darshan Gada (appointed as Director with effect from August 18, 2025)	Non-Executive Director	NIL	3	3 (1 via video-conference)	NA	NIL	NIL

1. Includes directorships in public (including listed and high value debt listed) companies. It does not include directorship in private, foreign and Section 8 companies.
2. Includes Memberships/ Chairmanship of Audit Committee and Stakeholders Relationship Committee in public (including listed and high value debt listed) companies.
3. Ms. Anisha Motwani holds directorships in Raymond Lifestyle Limited, Motherson Sumi Wiring India Limited, Ceigall India Limited, Star Health and Allied Insurance Company Limited and Nuvama Wealth Management Limited (equity listed entities) and Godrej Finance Limited (high value debt listed entity).
4. Ms. Shalini Kamath holds directorships in Bosch Home Comfort India Limited and Expleo Solutions Limited (equity listed entities).
5. Mr. Kaiyomarz Marfatia holds directorship in SNL Bearings Limited (equity listed entity).

None of the Directors on the Board hold directorships in more than ten public companies. Further, none of the Independent Directors of the Company serve as an Independent Director in more than seven listed companies or holds the position of a whole-time Director in any listed company.

Independent Directors

- (i) In terms of Regulation 25(8) of the SEBI Listing Regulations, Independent Directors have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties.
- (ii) Based on the declarations received from the Independent Directors, the Board of Directors and the Nomination and Remuneration Committee have confirmed that they meet the criteria of independence as mentioned under Section 149(6) of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations and that they are independent of the management. Further, the Independent Directors have included their names in the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs in terms of Section 150 of the Act read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014.

Meeting of Independent Directors

Meeting of Independent Directors was held on May 15, 2025, in compliance with the requirements of the Act, Rules framed thereunder and Regulation 25(3) of the SEBI Listing Regulations. The said Meeting was attended by all the Independent Directors. Mr. Sudarshan Jain acted as the Lead Independent Director for the said Meeting.

The Independent Directors at their Meeting inter alia, reviewed the performance of Non-Independent Directors and the Board of Directors as a whole and the performance of the Chairman, considering the views of Executive and Non-Executive Directors. They also assessed the quality, quantity and timeliness of flow of information between the Management and the Board of Directors that helps the Board in effective decision making and provided valuable feedback and inputs.

Familiarization Programs for Independent Directors

As part of the induction and ongoing familiarisation programme for Independent Directors, the Managing Director, Commercial Directors and Functional Heads make periodic presentations at meetings of the Board and its Committees. These presentations are intended to apprise the Directors of the Company's business strategies, long-term plans, operational performance and key developments, including relevant legal and regulatory changes applicable to the Company.

The presentations also provide insights into emerging growth opportunities, operational and environmental challenges associated with the Company's business and products, management's risk mitigation strategies, human resources initiatives, cybersecurity framework and CSR activities.

In addition, Directors are regularly briefed on the Company's business operations, policies and procedures, distribution channels, business model, cash and treasury management practices, accounting systems and internal financial control framework. Annual interactive strategy sessions are also organised with Senior Management and Functional Heads to facilitate deeper engagement and strategic discussions.

Details of the programs conducted by the Company for the financial year 2025-26 and participation by independent directors are available on the website of the Company at abbott.co.in/investor-relations/listing-disclosures/directors.html.

Remuneration of Directors

Non-Executive Directors

Criteria for payment of remuneration to Non-Executive Directors are set out in the Remuneration Policy which is available on the website of the Company at abbott.co.in/investor-relations.html.

The Non-Executive Directors of the Company are paid remuneration by way of sitting fees and commission. In accordance with the approval granted by the Shareholders on November 12, 2022, the Non-Executive Directors (other than Non-Executive Directors of the Company, who are in full time employment with Abbott Group Companies) are entitled for Commission of ₹ 0.15 Crores per annum and additional ₹ 0.05 Crores per annum to the Board Chairman, in proportion to the Board Meetings attended by them during the year.



The details of sitting fees and commission paid to Non-Executive Directors for the financial year 2025-26 is given below:

(₹ in Crores)			
Sr. No.	Name of the Director	Sitting Fees	Commission
1.	Munir Shaikh	0.14	0.20
2.	Sudarshan Jain	0.17	0.15
3.	Anisha Motwani	0.19	0.15
4.	Shalini Kamath	0.17	0.15
5.	Kaiyomarz Marfatia	0.09	0.15

Besides payment of commission, sitting fees and dividend on equity shares held by the Directors, if any, none of the Non-Executive Directors had any pecuniary relationship or transactions with the Company.

Executive Directors

The Executive Directors are paid remuneration in accordance with the limits prescribed under the Act and the Remuneration Policy of the Company. Such remuneration is considered and approved by the Nomination and Remuneration Committee, the Board of Directors and the Shareholders of the Company.

Details of remuneration paid to the Executive Directors during the financial year 2025-26 are as follows:

(₹ in Crores)		
Terms of Agreement	Kartik Rajendran Managing Director	Swati Dalal Managing Director
Period of appointment	5 years	3 years [#]
Date of appointment	June 14, 2025	April 1, 2024
Salary and Other Allowances	3.39	3.32
Perquisites	1.98	1.97
Contribution to Provident Fund	0.16	0.03
Performance Linked Incentive	0.91	--
Notice Period	Three Months	
Severance Fees	There is no separate provision for payment of severance fees.	
Stock Option [@]	NIL	

[#]resigned as Managing Director with effect from June 13, 2025.

[@] The Company does not have any Stock Option Plan for its employees. However, Executive Directors are entitled to Stock Option of Abbott Laboratories, USA under its "Incentive Stock Option Program" and are also eligible to purchase shares of Abbott Laboratories, USA, under its "Affiliate Employee Stock Purchase Plan", the perquisite value of which is included above.

The amount of performance bonus/ commission payable to the Managing Director/ Whole-time Director is calculated basis the performance of the Company in general and the individual's performance for the relevant financial year measured against specific key result areas, which are aligned to the Company's objectives and policies. The same is considered and approved by the Board based on the recommendation of the Nomination and Remuneration Committee in alignment with the Company policies.

The Company has entered into Agreement with Mr. Kartik Rajendran, Managing Director for a period of 5 years with effect from June 14, 2025 to June 13, 2030. The Company had entered into Agreement with Ms. Swati Dalal, Managing Director with effect from April 1, 2024, to March 31, 2027, which was terminated with effect from June 13, 2025 upon her cessation as Managing Director of the Company.

Audit Committee

The composition, role, terms of reference as well as powers of the Audit Committee are in compliance with the provisions of Section 177 of the Act and Regulation 18 of the SEBI Listing Regulations. All the Members of the Audit Committee are financially literate.

Composition and Meetings

The Committee comprised of 4 Members of which 3 are Independent Directors and 1 Non-Executive Director as on March 31, 2026. Ms. Sangeeta Shetty, Company Secretary, is the Secretary to the Committee.

During the year under review, 5 Meetings were held on April 18, 2025 (through video-conference), May 15, 2025, August 12, 2025, November 6, 2025 and February 12, 2026. The necessary quorum was present for all the Committee Meetings.

The composition of the Audit Committee, category of its Members, their attendance at the Committee Meetings held during the year under review is given below:

Name of the Member	Category	No. of Meetings held in 2025-26	
		During the tenure of the Director	Attended
Anisha Motwani Chairperson	Independent Director	5	5 (1 via video-conference)
Munir Shaikh	Non-Executive Director	5	5 (4 via video-conference)

Report on Corporate Governance (Contd.)

Name of the Member	Category	No. of Meetings held in 2025-26	
		During the tenure of the Director	Attended
Sudarshan Jain	Independent Director	5	5 (1 via video-conference)
Shalini Kamath	Independent Director	5	5 (1 via video-conference)

Meetings of Audit Committee are also attended by the Managing Director, Non-Executive Directors, Chief Financial Officer, Statutory Auditors and the Internal Auditors as invitees. The Cost Auditors attend the Audit Committee Meeting where Cost Audit Report is discussed and approved.

Ms. Anisha Motwani, Chairperson of the Audit Committee, attended the Annual General Meeting of the Company held on August 13, 2025, in compliance with the requirements of Regulation 18(1)(d) of the SEBI Listing Regulations.

Role

The role of the Committee includes:

- oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible,
- recommendation for the appointment, remuneration and terms of appointment of auditors of the Company,
- approval of payment to statutory auditors for any other services rendered by them,
- reviewing with the management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:
 - a) matters required to be included in the Directors' Responsibility Statement to be included in the Board's Report in terms of Section 134(3)(c) of the Act,
 - b) changes, if any, in accounting policies and practices and reasons for the same,
 - c) major accounting entries involving estimates based on the exercise of judgment by management,
 - d) significant adjustments made in the financial statements arising out of audit findings,
- e) compliance with listing and other legal requirements relating to the financial statements,
- f) disclosure of any related party transactions,
- g) modified opinion(s) in the draft audit report.
- reviewing with the management, the quarterly financial statements before submission to the Board for approval,
- reviewing and monitoring the auditor's independence and performance and effectiveness of audit process,
- approval or any subsequent modification of transactions of the Company with related parties,
- scrutiny of inter-corporate loans and investments,
- valuation of undertakings or assets of the Company, wherever it is necessary,
- evaluation of internal financial controls and risk management systems,
- reviewing with the management, performance of statutory and internal auditors, adequacy of the internal control systems,
- reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure, coverage and frequency of internal audit,
- discussion with internal auditors of any significant findings and follow up thereon,
- reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board,
- discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any areas of concern,
- to look into the reasons for substantial defaults in the payment to the depositors, debenture holders, members (in case of non-payment of declared dividends) and creditors,
- approval of appointment of Chief Financial Officer after assessing the qualifications, experience and background, etc. of the candidate,



- reviewing the functioning of the Vigil Mechanism/ Whistle-Blower Mechanism,
- carrying out any other functions as may be prescribed under the Act, Rules framed thereunder and Regulation 18 of the SEBI Listing Regulations or as may be delegated by the Board, from time to time.

The Committee also reviews various information prescribed under Part C of Schedule II as referred in Regulation 18(3) of the SEBI Listing Regulations.

Nomination and Remuneration Committee

The composition, role, terms of reference as well as powers of the Nomination and Remuneration Committee are in compliance with the provisions of Section 178 of the Act and Regulation 19 of the SEBI Listing Regulations.

Composition and Meetings

The Committee comprised of three Members, of which two are Independent Directors and one Non-Executive Director as on March 31, 2026. Ms. Sangeeta Shetty, Company Secretary, is the Secretary to the Committee.

During the year under review, 5 Meetings were held on April 17, 2025 (via video-conference), May 7, 2025 (via video-conference), May 15, 2025, August 11, 2025 (via video-conference) and March 5, 2026 (via video-conference). The necessary quorum was present for all the Committee Meetings.

The composition of the Nomination and Remuneration Committee, category of its Members and their attendance at the Committee Meetings held during the year under review is given below:

Name of the Member	Category	No. of Meetings held in 2025-26	
		During the tenure of the Director	Attended
Sudarshan Jain Chairman	Independent Director	5	5 (2 via video-conference)
Anisha Motwani	Independent Director	5	5 (2 via video-conference)
Vivek Mohan ¹	Non-Executive Director	1	1 (via video-conference)
Ambati Venu ²	Non-Executive Director	4	4 (1 via video-conference)

¹ appointed as Member with effect from January 1, 2026.

² ceased to be a Member with effect from December 31, 2025.

Mr. Sudarshan Jain, Chairman of the Committee, attended the Annual General Meeting of the Company held on August 13, 2025, to answer the Shareholders' queries in compliance with the requirements of Regulation 19(3) of the SEBI Listing Regulations.

Role

The role of the Committee in relation to Nomination matters include:

- formulating criteria for identifying suitable candidates for appointment as Directors and Senior Management,
- identify persons who are qualified to become Directors and appointed as the Senior Management in accordance with criteria laid down and recommend to the Board their appointment and removal,
- formulating the criteria for determining the qualifications, positive attributes and independence of a Director,
- devising policy on the diversity of the Board,
- ensuring that there is an appropriate induction program in place for new Directors and reviewing its effectiveness.
- formulating the criteria for evaluation of performance of Board, its Committees and individual Directors and review its implementation and compliance and whether to extend or continue the term of appointment of the Independent Director on the basis of such assessment,
- to consider any other matter as may be delegated by the Board.

The role of the Committee in relation to Remuneration matters include:

- recommend to the Board a policy, relating to the remuneration of the Directors, Key Managerial Personnel and other employees. The Committee shall, while formulating the policy ensure that:
 - the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate Directors of the quality required to run the Company successfully,

Report on Corporate Governance (Contd.)

- relationship of remuneration to performance is clear and meets appropriate performance benchmarks,
- remuneration to Directors, Key Managerial Personnel and Senior Management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals.
- recommend to the Board all remuneration, in whatever form, payable to the Senior Management,
- to consider any other matter as may be delegated by the Board.

Performance Evaluation Criteria for Independent Directors

In terms of the requirements of the Act and Rules made thereunder, evaluation of Independent Directors is done by the entire Board of Directors (except the Director whose evaluation is being done) based on the criteria set by the Nomination and Remuneration Committee. The Board also evaluates if the Independent Directors fulfill the criteria of independence as laid down in the Act, Rules framed thereunder and the SEBI Listing Regulations. Criteria for evaluation and detailed mechanism adopted for evaluation of Directors are provided in the Board's Report.

Stakeholders Relationship Committee

The composition, role, terms of reference as well as powers of the Stakeholders Relationship Committee are in compliance with the provisions of Section 178 of the Act and Regulation 20 of the SEBI Listing Regulations.

Composition and Meetings

The Committee comprised of four Members, of which two are Independent Directors, one Non-Executive Director and one Executive Director as on March 31, 2026. Ms. Sangeeta Shetty, Company Secretary, is the Secretary to the Committee. She also acts as the Compliance and Nodal Officer of the Company.

During the year under review, two Meetings were held on May 15, 2025 and November 6, 2025. The necessary quorum was present for all the Committee Meetings.

The composition of the Stakeholders Relationship Committee, category of its Members and their attendance

at the Committee Meetings held during the year under review is given below:

Name of the Member	Category	No. of Meetings held in 2025-26	
		During the tenure of the Director	Attended
Kaiyomarz Marfatia Chairman	Non-Executive Director	2	2
Kartik Rajendran ¹	Managing Director	1	1
Anisha Motwani	Independent Director	2	2
Shalini Kamath	Independent Director	2	2
Swati Dalal ²	Managing Director	1	1

¹ appointed as Member with effect from June 14, 2025.

² ceased to be a Member with effect from June 13, 2025.

Role

The role of the Committee includes:

- resolving the grievances of the Shareholders including complaints related to transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/ duplicate certificates, general meetings, etc,
- review of measures taken for effective exercise of voting rights by the Shareholders,
- review of adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar and Transfer Agent,
- review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend/ annual reports/ statutory notices by the Shareholders of the Company.

A summary of grievances received and resolved by the Company to the satisfaction of the shareholders/ investors during the year under review, is given below:

Particulars	No. of Grievances
Pending at the beginning of the year	NIL
Received during the year	51 [#]
Resolved during the year	47
Pending at the end of the year	4

[#]pertains to 24 grievances received through Securities and Exchange Board of India (SEBI-SCORES), 26 through Registrar and Transfer Agent's Scores Portal and 1 through Online Dispute Resolution (ODR).



These investor grievances mainly pertained to Duplicate Share Certificate, Transmission of Shares/ Deletion of name, KYC updation, Claim pertaining to shares of Company, Dividend related matters and IEPF Claim.

Corporate Social Responsibility (“CSR”) Committee

The composition, role, terms of reference as well as powers of the Corporate Social Responsibility Committee are in compliance with the requirements of Section 135 of the Act and Companies (Corporate Social Responsibility Policy) Rules, 2014.

Composition and Meetings

The Committee comprised of five Members of which two are Independent Directors, two Non-Executive Directors and one Executive Director as on March 31, 2026. Ms. Sangeeta Shetty, Company Secretary, is the Secretary to the Committee.

During the year under review, four Meetings were held on May 15, 2025, August 12, 2025, November 6, 2025 and February 12, 2026. The necessary quorum was present for all the Committee Meetings.

The composition of the CSR Committee, category of its Members and their attendance at the Committee Meetings held during the year under review is given below:

Name of the Member	Category	No. of Meetings held in 2025-26	
		During the tenure of the Director	Attended
Munir Shaikh Chairman	Non-Executive Director	4	4 (3 via video-conference)
Kartik Rajendran ¹	Managing Director	3	3
Anisha Motwani	Independent Director	4	4
Shalini Kamath	Independent Director	4	4
Darshan Gada ²	Non-Executive Director	2	2
Swati Dalal ³	Managing Director	1	1

¹ appointed as Member with effect from June 14, 2025.

² appointed as Member with effect from August 18, 2025.

³ ceased to be a Member with effect from June 13, 2025.

Role

The role of the Committee includes:

- formulate and recommend for the acceptance of the Board, the Corporate Social Responsibility Policy (“CSR Policy”) inter alia, to include the CSR activities, specify the modalities of execution, implementation schedules and recommend the same to the Board of Directors,
- identify the CSR projects/ activities/ programs to be undertaken by the Company (“CSR activities”), in alignment with Company’s CSR Policy and Schedule VII of the Act,
- review best practices in the key CSR areas by appropriate internal/ external analysis,
- recommend the amount of expenditure to be incurred on the CSR activities, for each financial year of the Company,
- devise suitable transparent monitoring mechanism for monitoring progress/ status of implementation of the CSR activities,
- receive reports and review activities from executive and specialist groups managing CSR activities,
- monitor CSR Policy from time to time and revise the same as and when needed,
- carry out such other functions, as may be prescribed by the Act or CSR Rules or as may be delegated by the Board, from time to time.

Risk Management Committee

The composition, role, terms of reference as well as powers of Risk Management Committee are in compliance with the provisions of Regulation 21 of the SEBI Listing Regulations.

Composition and Meetings

The Committee comprised of five Members of which two are Independent Directors, two Non-Executive Directors and one Executive Director as on March 31, 2026. Ms. Sangeeta Shetty, Company Secretary, is the Secretary to the Committee.

During the year under review, two Meetings were held on May 15, 2025 and November 6, 2025. The necessary quorum was present for all the Committee Meetings.

Report on Corporate Governance (Contd.)

The composition of the Risk Management Committee, category of its Members, their attendance at the Committee Meetings held during the year under review is given below:

Name of the Member	Category	No. of Meetings held in 2025-26	
		During the tenure of the Director	Attended
Kartik Rajendran ¹ Chairman	Managing Director	1	1
Sudarshan Jain	Independent Director	2	2
Shalini Kamath	Independent Director	2	2
Kaiyomarz Marfatia	Non-Executive Director	2	2
Darshan Gada ²	Non-Executive Director	1	1
Swati Dalal ³	Managing Director	1	1

¹ appointed as Member with effect from June 14, 2025.

² appointed as Member with effect from August 18, 2025.

³ ceased to be a Member with effect from June 13, 2025.

Role:

The role of the Committee includes:

- to formulate a detailed Risk Management policy which shall include:
 - a framework for identification of internal and external risks specifically faced by the Company, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks) information, cyber security risks or any other risk as may be determined by the Committee,
 - measures for risk mitigation including systems and processes for internal control of identified risks,
 - business continuity plan.
- to ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company,
- to monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems,
- to periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity,

- the appointment, removal and terms of remuneration of the Chief Risk Officer (if any) shall be subject to review by the Risk Management Committee,
- to keep the Board of Directors informed about the nature and content of its discussions, recommendations and actions to be taken,
- any other role as may be delegated by the Board from time to time or which may be prescribed under the Act or the SEBI Listing Regulations or by amendments thereof.

The Risk Management Committee shall coordinate its activities with other Committees, in instances where there is any overlap with activities of such Committees, as per the framework laid down by the Board of Directors.

Code of Business Conduct

Code of Business Conduct for Board of Directors and Senior Management Personnel ("Code") lays down various principles of ethics and compliance. The Code has been posted on the Company's website at abbott.co.in/investor-relations/corporate-governance-and-policies/policies.html.

All the Directors and Senior Management Personnel have confirmed compliance with the Code of Business Conduct. The Certificate issued by Mr. Kartik Rajendran, Managing Director, to this effect forms part of this report.

Code of Fair Disclosure

The Company has, in line with the requirements of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, as amended from time to time, adopted the Code of Fair Disclosure i.e., Code of Internal Procedures and Conduct for Regulating, Monitoring and Reporting of Trading by Insiders. The same has been posted on the Company's website at abbott.co.in/investor-relations/corporate-governance-and-policies/policies.html.

Vigil Mechanism/ Whistle-Blower Policy

The Company has in place the Vigil Mechanism/ Whistle-Blower Policy called "Abbott India Limited - Procedure for Internal Investigations" in terms of the requirements of the Act and Regulation 22 of the SEBI Listing Regulations. Adequate safeguards are provided against victimization of director(s) or employee(s) or any other person who raises concerns using such mechanism. No employee has been denied access to the Audit Committee.



Particulars of Senior Management Personnel

In accordance with the applicable provisions of the SEBI Listing Regulations, the particulars of Senior Management Personnel (SMPs) of the Company as on March 31, 2026 including the changes in the SMPs since the close of the previous financial year are given below:

Name	Designation	Nature and effective date of change
Kartik Rajendran	Managing Director	Appointed with effect from June 14, 2025
Maithilee Mistry	Chief Financial Officer	Appointed with effect from May 6, 2025
Sangeeta Shetty	Company Secretary and Compliance Officer	--
Prithwish Kumar Banerji	Commercial Director - Women's Health, Metabolics and International Business	--
Harshraj Madan	Commercial Director - GI Businesses	--
Anuj Mehra	Commercial Director - Neurolife, GenNext and Vaccines	--
Jejoe Karankumar	Director - Medical Affairs	--
Devesh Choudhari	Director – Finance	Appointed with effect from April 1, 2025
Vinutha Mufti	Director - Business Human Resources	Appointed with effect from December 16, 2025
Anushree Kunhambu	Associate Director - New Product Introduction and Therapy Area Strategy	Appointed with effect from August 1, 2025
Richa Tripathi	Associate Director - Sales Force Effectiveness and Project Management Office	--
Tushar Singh	Plant Director - Goa	Appointed with effect from November 1, 2025
Pradnya Deshpande	Associate Director - Site Quality	--
Naresh Tondare	Associate Director - Regulatory Affairs	--
Swati Dalal	Managing Director	Resigned with effect from June 13, 2025
Rajan Kalantre	Director - Business Human Resources	Ceased to be SMP with effect from December 15, 2025
Munish Prashar	Plant Director - Goa	Resigned with effect from October 31, 2025
Jyoti Saraph	Director – Finance	Ceased to be SMP with effect from June 23, 2025
Namita Shah	Associate Director - New Product Introduction and Therapy Area Strategy	Resigned with effect from April 15, 2025

Annual General Meetings

Financial Year	Date	Time	Location	Special Resolutions passed
2024-25	August 13, 2025	10.00 a.m.	Via Video-Conferencing (VC)/ Other Audio-Visual Means (OAVM)	--
2023-24	August 8, 2024	10.00 a.m.	Via Video-Conferencing (VC)/ Other Audio-Visual Means (OAVM)	Re-appointment of Mr. Munir Shaikh (DIN: 00096273), who has attained the age of Seventy-five years, as Director, liable to retire by rotation.
2022-23	August 9, 2023	9.30 a.m.	Via Video-Conferencing (VC)/ Other Audio-Visual Means (OAVM)	--

All the resolutions set out in the Notices of the Meetings, as aforesaid, were duly passed with requisite majority by the Members.

Postal Ballot

During the year under review, following resolutions were passed by the Company through Postal Ballot:

Sr. No.	Type of Resolution	Particulars	Voting Pattern	
			% of votes in favor of the resolution	% of votes against the resolution
1.	Ordinary	Appointment of Mr. Darshan Gada (DIN: 08174581) as a Director of the Company with effect from August 18, 2025	99.99%	0.01%
2.	Ordinary	Appointment of Mr. Vivek Mohan (DIN: 00075006) as a Director of the Company with effect from January 1, 2026	99.99%	0.01%

a) Procedure adopted for Postal Ballot

The Postal Ballot was conducted in compliance with Section 108 and 110 of the Act, read with Rule 20 and 22 of the Companies (Management and Administration) Rules, 2014, Regulation 44 of the SEBI Listing Regulations, Secretarial Standard on General Meetings ("SS-2") issued by the Institute of Company Secretaries of India and other applicable provisions of the Act and the Rules, General Circular Nos. 14/2020 dated April 8, 2020 and 17/2020 dated April 13, 2020 read with other subsequent circulars, including General Circular No. 03/2025 dated September 22, 2025, (collectively referred to as "MCA Circulars") issued by the Ministry of Corporate Affairs,

b) Details of Scrutinizer

Mr. Taizoon M. Khumri, Practicing Company Secretary (CP No. 88 and Membership No. FCS 993), partner of M/s. Khumri Wagh Fatehi & Associates LLP, Practicing Company Secretaries (LLPIN No. ABA-6185) acted as the Scrutinizer for conducting the Postal Ballot process in a fair and transparent manner in accordance with the provisions of the Act and the Rules made thereunder.

c) Resolutions proposed to be passed through Postal Ballot

Ordinary resolution for appointment of Mr. James Wenner (DIN: 11650998) as Non-Executive Director of the Company with effect from April 23, 2026 and special resolution for appointment of Mr. Neeraj Jain (DIN: 00348591) as an Independent Director of the Company for a period of 3 (three) consecutive years with effect from April 25, 2026 are proposed to be passed by postal ballot by voting through electronic means ("remote e-voting"). The remote e-voting period shall commence on Monday, May 18, 2026 at 9:00 a.m. (IST) and shall end on Tuesday, June 16, 2026 at 5:00 p.m. (IST).

The Scrutinizer shall submit his report, after the completion of scrutiny, to the Chairman of the Company or any person authorized by him. The results of e-voting shall be announced not later than 5.00 P.M. (IST) on June 18, 2026, and shall be displayed on the Company's website at abbott.co.in and the website of KFinTech at evoting.kfintech.com.

The results shall simultaneously be communicated to the BSE Limited, Stock Exchange on which the shares of the Company are listed and shall also be displayed at the Registered Office of the Company.

Means of Communication

- The quarterly, half-yearly and annual results are published in English daily newspaper (Business Standard - Pan India) and Marathi newspaper (Loksatta - Mumbai edition). The quarterly results/ shareholding pattern/ notice of Board Meetings are made available on the website of the Company at abbott.co.in/investor-relations.html and on the website of BSE Limited.
- During the year under review, the Company has neither made any presentation to institutional investors/ analysts nor had any official news release.

General Shareholder Information

i) Annual General Meeting

Thursday, August 13, 2026, through Video-Conferencing (VC)/ Other Audio-Visual Means (OAVM) at 10.00 am (IST).

ii) Financial year

April 1, 2025 to March 31, 2026

iii) E-Voting Period

From 9.00 a.m. (IST) on Monday, August 10, 2026

Upto 5.00 p.m. (IST) on Wednesday, August 12, 2026



iv) Dividend Payment Date

On or after August 18, 2026

v) Listing on Stock Exchange

BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street, Mumbai – 400 001
Telephone No.: +91-22-2272 1233/4,
+91-22-6654 5695
Fax: +91-22-2272 1919
Website: bseindia.com
E-mail: corp.relations@bseindia.com

- vi) The annual listing fees for the financial year 2024-25 and 2025-26 were paid to the BSE Limited as per Regulation 14 of the SEBI Listing Regulations.

vii) International Securities Identification Number (ISIN)

INE358A01014

viii) Registrar and Transfer Agent (“RTA”)

KFin Technologies Limited
Selenium Building, Tower B, Plot No. 31-32,
Financial District, Nanakramguda, Serilingampally,
Hyderabad - 500 032
Tel No.: +91-40-6716 2222,
Toll Free No.: 1800 309 4001
E-mail: einward.ris@kfintech.com
Website: kfintech.com
ris.kfintech.com
Investor Support Center: ris.kfintech.com/clientservices/isc/

Details of various centers of KFin are available on kfintech.com.

ix) Share Transfer System

In accordance with Regulation 40(1) of the SEBI Listing Regulations, transfer of securities shall not be processed unless the shares are held in demat mode with a Depository Participant.

Pursuant to Circulars issued by Securities and Exchange Board of India (“SEBI”) dated July 2, 2025, the Company opened a special window for physical

shareholders to enable re-lodgement of transfer deeds that were originally lodged prior to April 1, 2019 and rejected or returned due to deficiencies in documentation. The re-lodgement window was open for a period of six months from July 7, 2025 to January 6, 2026.

Further, in terms of Circular issued by SEBI dated January 30, 2026, another special window has been opened for a period of one year from February 5, 2026 to February 4, 2027. Shareholders may note that the shares that are re-lodged for transfer shall be issued only in demat mode and are subject to a lock-in period of one year from the date of transfer during which such shares shall not be transferred, pledged or lien-marked. Shareholders are encouraged to submit the requisite documents to the Company’s RTA, KFin Technologies Limited.

x) Shareholding Pattern as on March 31, 2026

Category of Shareholders	No. of Shares	% to Total
Promoters	1,59,34,048	74.99
Mutual Funds	16,32,481	7.68
Alternative Investment Funds	13,909	0.07
Banks	4,611	0.02
Insurance Companies	2,21,533	1.04
Provident Funds/ Pension Funds	25,944	0.12
NBFCs registered with RBI	71	0.00
Foreign Portfolio Investors	56,231	0.26
Key Managerial Personnel	22	0.00
Investor Education and Protection Fund (IEPF)	1,19,565	0.56
Resident Individuals	28,44,150	13.39
Non-Resident Indians	1,67,651	0.79
Bodies Corporate	1,51,012	0.71
Others	78,074	0.37
Total	2,12,49,302	100.00

xi) Distribution of Shareholding as on March 31, 2026

Distribution	No. of Shareholders	% to Total	No. of Shares held	% to Total
Upto 500	74,742	98.52	16,80,138	7.91
501 to 1,000	633	0.83	4,66,593	2.20
1,001 to 2,000	271	0.36	3,86,824	1.82
2,001 to 3,000	89	0.11	2,15,192	1.01
3,001 to 4,000	35	0.05	1,21,427	0.57
4,001 to 5,000	22	0.03	98,259	0.46
5,001 to 10,000	27	0.04	1,93,637	0.91
Above 10,000	47	0.06	1,80,87,232	85.12
Total	75,866	100.00	2,12,49,302	100.00

- xii)** In terms of requirements of Regulation 39(4) and Schedule VI of the SEBI Listing Regulations, shares which remained unclaimed in the custody of the Company are required to be transferred to the Unclaimed Suspense Account opened by the Company.

Accordingly, details of the unclaimed shares lying in the Company's Unclaimed Suspense Account are as follows:

Particular	No. of Shareholders	No. of Shares
No. of shares as on April 1, 2025	31	3,598
No. of shares claimed and transferred from the Unclaimed Suspense Account during the year	(3)	(471)
No. of shares transferred to Investor Education and Protection Fund (IEPF)	(27)	(3,085)
No. of shares as on March 31, 2026	1	42

All benefits accruing on such shares shall be credited to Unclaimed Suspense Account for a period of seven years. Thereafter, the said shares including all benefits accrued thereon shall be transferred by the Company to the IEPF Authority in accordance with provisions of Section 124(5) and (6) of the Act and Rules framed thereunder.

- xiii)** In terms of requirements of Section 124(6) of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), all shares in respect of which dividend has not been paid or claimed for 7 (seven) consecutive years or more are required to be transferred to the Investor Education and Protection Fund Authority ("IEPF Authority").

The details of shares so transferred is available on the Company's website under the Investor Section at abbott.co.in/investor-relations.html.

The Members whose shares/ unclaimed dividends, etc. have been transferred to IEPF. may claim the shares by making an application to IEPF Authority in Form IEPF-5 (available on iepf.gov.in) along with requisite fee as decided by the Authority from time to time.

During the year, the Company has transferred 16,131 Equity Shares held by 48 Members to the IEPF Authority in October 2025 details of which are given below:

Particular	No. of Shareholders	No. of Shares
No. of shares in IEPF Account as on April 1, 2025	765	1,12,245
No. of shares transferred to IEPF Account during the year 2025-26	48	16,131
No. of shares claimed and transferred to the Shareholders from IEPF Account during the year 2025-26	(56)	(8,811)
No. of shares in IEPF Account as on March 31, 2026	757	1,19,565

- xiv)** Pursuant to the Act read with IEPF Rules, dividend, if not claimed for a period of 7 (seven) years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to IEPF. During the financial year 2025-26, the Company has transferred to IEPF unpaid dividend amounting to ₹ 0.83 Crores pertaining to the financial year 2017-18.



xv) The Company has appointed a Nodal and Deputy Nodal Officer under the provisions of IEPF. Details of the Nodal and Deputy Nodal Officer for the purpose of co-ordination with the IEPF Authority are available on the website of the Company at abbott.co.in/investor-relations.html.

xvii) Dematerialization of Shares as on March 31, 2026 and liquidity

The shares of the Company are compulsorily traded in electronic mode and are available for trading with both the Depositories in India namely, National Securities Depository Limited ("NSDL") and Central Depository Services (India) Limited ("CDSL").

2,11,15,624 Equity Shares representing 99.37% of the Company's total paid-up share capital were held in dematerialized mode, as on March 31, 2026.

xviii) The Company has not issued any GDR/ ADR or Warrants or any other convertible instruments

xix) Foreign exchange risk and hedging activities

The Company has foreign exchange exposure and hedging is done for a significant portion of the same.

xx) Plant Location

L-18/19, Verna Industrial Estate, Verna Salcette, Goa – 403 722

xxi) Address for correspondence/ E-mail ID for Shareholders

Abbott India Limited

CIN: L24239MH1944PLC007330

Registered Office:

3, Corporate Park,
Sion-Trombay Road,
Mumbai – 400 071

Corporate Office:

15-16th Floor, Godrej BKC,
Plot C – 68, "G" Block,
Bandra Kurla Complex,
Near MCA Club, Bandra (East),
Mumbai – 400 051
Tel No.: +91-22-5046 1000/2000

E-mail: investorrelations.india@abbott.com

Website: abbott.co.in

KFin Technologies Limited

Unit: Abbott India Limited

Selenium Building, Tower B, Plot No. 31-32,
Financial District, Nanakramguda, Serilingampally,
Hyderabad – 500 032

Tel No.: +91-40-6716 2222,

Toll Free No.: 1800 309 4001

E-mail: einward.ris@kfintech.com

Website: kfintech.com

ris.kfintech.com

Investor Support Center: ris.kfintech.com/clientservices/isc/

KPRISM-Digital application by KFin

KFin Technologies Limited (KFin) has a mobile application – KPRISM and a website kprism.kfintech.com/signin.aspx for online service.

The Members are required to complete one time registration for availing various services viz., view consolidated portfolio service by KFin, dividend status, requests for change of address, change/ update bank mandate. The Members can also download Annual Reports, standard forms and keep track of upcoming General Meetings and dividend disbursements.

Other Disclosures

- a) The Company has obtained a certificate from Ms. Neena Bhatia, Practising Company Secretary (Membership No. FCS 9492 and Certificate of Practice No. 2661), confirming that none of the Directors on the Board is debarred or disqualified from being appointed or continuing as Director of the Company by the Securities and Exchange Board of India/ Ministry of Corporate Affairs or any such Statutory Authority for the year ended March 31, 2026.
- b) There were no Related Party Transactions entered into by the Company during the year that had potential conflict with the interests of the Company at large.
- c) Policies on dealing with Related Party Transactions and Materiality and on Determination of Materiality of Event or Information for Disclosure are disclosed on the website of the Company at abbott.co.in/investor-relations.html.

Report on Corporate Governance (Contd.)

The details of transactions entered with Related Parties is disclosed in Note 39 of the Financial Statements.

- d) Details of instances of non-compliance by the Company, penalties/ strictures imposed on the Company by the Stock Exchange, SEBI or any Statutory Authority on any matters related to the capital markets during the last three years:

The name of the Company was appearing in the breach list displayed on the website of Depositories and BSE Limited for having foreign investment in excess of prescribed sectoral cap. The Company received post-facto approval from the Department of Pharmaceuticals permitting foreign shareholding in excess of the sectoral cap, up to 80% of the paid-up share capital of the Company, subject to compounding with the Reserve Bank of India ("RBI"). Accordingly, on filing of the compounding application by the Company, the RBI issued a Compounding Order dated July 31, 2025, whereby a compounding amount of ₹2,00,000/- was imposed on the Company. The Company has duly paid the aforesaid compounding amount on August 5, 2025, in line with the directions received from the RBI under the Compounding Order.

Pursuant thereto, the National Securities Depository Limited on September 30, 2025, removed the Company's name from its breach list and consequently enhanced the Company's foreign investment limit to 80%. Accordingly, the regulatory matter has been conclusively resolved and there are no pending proceedings or further compliances required in this regard.

- e) In the preparation of Financial Statements, no differential treatment from that prescribed in the Accounting Standards has been followed.
- f) Pursuant to the disclosures made by the Senior Management Personnel to the Board, there were no material financial and commercial transactions entered by them where they have personal interest and which could have potential conflict with the interest of the Company at large.
- g) In terms of requirement of Regulation 17(8) of the SEBI Listing Regulations, Managing Director and Chief Financial Officer have made a certification to the Board of Directors in the prescribed format, which has been reviewed by the Audit Committee and taken on record by the Board.

- h) The Company has complied with all the Corporate Governance requirements specified in Regulations 17 to 23, 24A to 27 and applicable clauses of Regulation 46(2) of the SEBI Listing Regulations. The Company does not have any subsidiary and therefore Regulation 24 is not applicable to the Company.
- i) There has been no instance of any non-compliance of any requirement of Corporate Governance Report of Schedule V of the SEBI Listing Regulations.
- j) The Company does not deal in commodity(ies) and hence disclosure relating to commodity price risks and commodity hedging activities does not apply.
- k) The Company has not raised any funds through Preferential Allotment or Qualified Institutional Placement during the financial year ended March 31, 2026.
- l) The Company has not obtained any Credit Ratings during the year.
- m) The Company has complied with all the mandatory requirements of the SEBI Listing Regulations.
- n) During the financial year, there was no instance where the Board has not accepted any recommendation of any Committees of the Board.
- o) Total fees paid to the Statutory Auditors and all the entities in their network firm/ network entities for all the services rendered by them during the financial year 2025-26 is ₹1.26 Crores including all taxes, as may be applicable.
- p) Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

Particulars	Number of Complaints
Filed during the financial year	1
Disposed off during the financial year	1
Pending at the end of the financial year	0

Compliance with Discretionary requirements:

- i. The quarterly/ half-yearly/ annual financial results are published in two newspapers as prescribed under the SEBI Listing Regulations and are also available on the website of the Company at abbott.co.in/investor-relations.html. Therefore, the results were not separately circulated to the Members.



- ii. The Internal Auditors report directly to the Audit Committee.
- iii. The Auditors have issued Audit Report with unmodified opinion on the financial statements.

For and on behalf of the Board of Directors

Mumbai
May 11, 2026

Kartik Rajendran
Managing Director
DIN: 09527717

Sudarshan Jain
Director
DIN: 00927487

Declaration under Schedule V (D) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

Pursuant to Schedule V (D) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, I, Kartik Rajendran, Managing Director of Abbott India Limited, do hereby affirm that, all the Board Members and Senior Management Personnel of the Company have affirmed Compliance with the Abbott India Code of Conduct for the financial year ended March 31, 2026.

Mumbai
March 31, 2026

Kartik Rajendran
Managing Director
DIN: 09527717

Certificate of Non-Disqualification of Directors

(Pursuant to Regulation 34(3) and Schedule V Para C Clause (10)(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members,
Abbott India Limited
Unit No. 3, Corporate Park,
Sion Trombay Road,
Chembur, Mumbai – 400 071

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Abbott India Limited having CIN: L24239MH1944PLC007330 and having their registered office at Unit No. 3, Corporate Park, Sion-Trombay Road, Mumbai - 400 071 (hereinafter referred to as 'the Company'), produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V, Para-C, sub-clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In my opinion and to the best of my information and according to the verifications (including Directors Identification Number (DIN) status at the portal mca.gov.in as considered necessary and explanations furnished to me by the Company and its officers, I hereby certify that none of the Directors on the Board of the Company as stated below for the financial year ending on

March 31, 2026 have been debarred or disqualified from being appointed or continuing as Directors of Companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other Statutory Authority.

Sr. No.	Name of Director	DIN	Date of Appointment in Company
1.	Munir Shaikh	00096273	02/03/2001
2.	Vivek Mohan	00075006	01/01/2026
3.	Kartik Rajendran	09527717	14/06/2025
4.	Sudarshan Jain	00927487	01/04/2019
5.	Anisha Motwani	06943493	25/04/2018
6.	Shalini Kamath	06993314	29/10/2019
7.	Alison Davies	10658884	13/06/2024
8.	Kaiyomarz Marfatia	03449627	01/03/2011
9.	Darshan Gada	08174581	18/08/2025

Ensuring the eligibility for the appointment/ continuity of every Director on the Board is the responsibility of the management of the Company. My responsibility is to express an opinion on these based on my verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs.

Place: Mumbai
Date: May 11, 2026
UDIN: F009492H000322343
Peer reviewed no: 1012/2020

Neena J Bhatia
Practicing Company Secretary
Membership No: FCS 9492
Certificate of Practice No.: 2661



Certificate on Compliance with the Corporate Governance requirements under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended

To,

The Members of Abbott India Limited

1. I have examined all relevant records of Abbott India Limited (hereinafter referred to as “the Company”) for the purpose of certifying compliance of the disclosure requirements and corporate governance norms as specified under Regulations 17 to 27, clauses (b) to (i) of regulation 46(2) and paragraphs C, D and E of Schedule V of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time (“the Listing Regulations”) for the financial year ended on March 31, 2026.

Management’s Responsibility for compliance with the conditions of Listing Regulations

2. The compliance of conditions of Corporate Governance as specified under the Listing Regulations is the responsibility of the Company’s management including the preparation and maintenance of all the relevant records and documents. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of Corporate Governance stipulated in the Listing Regulations.

Practicing Company Secretary’s Responsibility

3. Pursuant to the requirements of the Listing Regulations, it is my responsibility to provide a reasonable assurance whether the Company has complied with the conditions of Corporate Governance as stipulated in the Listing Regulations for the year ended on March 31, 2026.

4. My examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

Opinion

5. In my opinion, and to the best of my information and according to explanations given to me, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in the Listing Regulations.
6. I state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Restriction on use

7. The certificate is addressed and provided to the Members of the Company solely for the purpose to enable the Company to comply with the requirements of the Listing Regulations, and the same shall not be used by any other person or for any other purpose. Accordingly, I do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this certificate is shown or into whose hands it may come without my prior consent in writing.

Place: Mumbai
Date: May 11, 2026
UDIN: F009492H000322365
Peer reviewed no: 1012/2020

Neena J Bhatia
Practicing Company Secretary
Membership No: FCS 9492
Certificate of Practice No.: 2661

Independent Auditor's Report

To the Members of Abbott India Limited

Report on the Audit of the Financial Statements

Opinion

1. We have audited the accompanying financial statements of Abbott India Limited ('the Company'), which comprise the Balance Sheet as at March 31, 2026, the Statement of Profit and Loss (including Other Comprehensive Income), the Statement of Cash Flow and the Statement of Changes in Equity for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.
2. In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ('the Act') in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards ('Ind AS') specified under Section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015 and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, and its profit (including other comprehensive income), its cash flows and the changes in equity for the year ended on that date.

5. We have determined the matter described below to be the key audit matter to be communicated in our report.

Key audit matter

Provision for non-saleable return

(Refer Note 2.3(l) and 2.3(m) to the accompanying financial Statements for material accounting policy information on provision for sales return and Note 17 and 22 for related disclosure)

The revenue of the Company consists primarily of sale of products through various distributions channel who further sells products in the market. Due to the nature of its business, the Company gives right of return to its customers in respect of goods expiring while being in supply chain before reaching end consumers. The amounts pertaining to such sales return are estimated at the time of sale and deducted from revenue and recorded as provisions for sales returns.

Basis for Opinion

3. We conducted our audit in accordance with the Standards on Auditing specified under Section 143(10) of the Act. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ('ICAI') together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matter

4. Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

How our audit addressed the key audit matter

Our audit procedures relating to provision for non-saleable returns included but were not limited to the following procedures:

- Obtained an understanding of management's process and evaluated the design and tested the operating effectiveness of the key controls in relation to provision for non-saleable returns;
- Assessed the appropriateness of the Company's revenue recognition accounting policy including those related to sales return in accordance with applicable accounting standards;
- Obtained management's calculations for provision for sales return, recalculated the amounts, and evaluated the reasonableness of assumptions used with reference to historical trends of sales returns, level of inventory in distribution channel, shelf life of the products, price change in/ new launch of competitive products and other known factors, based on our understanding of the business, past practice, industry trends and forecasts;



Key audit matter	How our audit addressed the key audit matter
These estimates are based on analysis of historical trends of sales return and shelf life of the products along with other known factors that may significantly impact future sales returns. These estimates are complex and requires significant judgement and estimation by the management for establishing an appropriate accrual. The above complexity leads to a risk of revenue being misstated due to inaccurate estimation of such sales return, and hence, it requires significant auditor attention. The management has accounted for provision for sales returns amounting to ₹ 207.53 Crores as at March 31, 2026 (including reimbursable sales return amounting to ₹ 63.61 Crores). Considering the complexity, significant management estimates and judgments involved, and the significant auditor attention required to test such management's judgment and estimates, we have identified this as a key audit matter for the current year.	• Tested unusual non-standard journal entries based on certain criteria's which impacts provision for sales return recognized during the year; • Evaluated management's estimates in determining the expected sales return by comparing historical accrued provisions to the actual sales returns and assessed whether the methodology followed is consistent with previous year; • Performed substantive testing on selected samples of credit notes issued to the customers by testing relevant approvals and underlying supporting documents; • Tested the workings in respect of classification of current and non-current provisions for sales return prepared by the management including the underlying assumptions; and • Assessed the appropriateness and adequacy of disclosures made in financial statements in accordance with applicable accounting standards.

Information other than the Financial Statements and Auditor's Report thereon

6. The Company's Board of Directors are responsible for the other information. The other information comprizes the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

7. The accompanying financial statements have been approved by the Company's Board of Directors. The Company's Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation and presentation of these financial statements that give a true and fair view of the financial position, financial performance including

other comprehensive income, changes in equity and cash flows of the Company in accordance with the Ind AS specified under Section 133 of the Act and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

8. In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.
9. The Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

10. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
11. As part of an audit in accordance with Standards on Auditing, specified under Section 143(10) of the Act, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:
 - Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
 - Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls;
 - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
 - Conclude on the appropriateness of Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern; and
 - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
12. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
13. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.
14. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.
15. As required by Section 197(16) of the Act, based on our audit, we report that the Company has paid remuneration to its directors during the year in

Report on Other Legal and Regulatory Requirements



accordance with the provisions of and limits laid down under Section 197 read with Schedule V to the Act.

16. As required by the Companies (Auditor's Report) Order, 2020 ('the Order') issued by the Central Government of India in terms of Section 143(11) of the Act we give in the Annexure A a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
17. Further to our comments in Annexure A, as required by Section 143(3) of the Act based on our audit, we report, to the extent applicable, that:
 - a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit of the accompanying financial statements;
 - b) Except for the matters stated in paragraph 17(h)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books. Further, the back-up of the books of accounts and other books and papers of the Company maintained in electronic mode has been maintained on servers physically located in India, on a daily basis except for an application used for processing expenses of field employees where backup taken on daily basis were kept on a server physically located outside India as stated in Note 46(i) to the financial statements;
 - c) The financial statements dealt with by this report are in agreement with the books of account;
 - d) In our opinion, the aforesaid financial statements comply with Ind AS specified under Section 133 of the Act;
 - e) On the basis of the written representations received from the directors and taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164(2) of the Act;
 - f) The modification relating to the maintenance of accounts and other matters connected therewith are as stated in paragraph 17(b) above on

reporting under Section 143(3)(b) of the Act and paragraph 17(h)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended);

- g) With respect to the adequacy of the internal financial controls with reference to financial statements of the Company as on March 31, 2026 and the operating effectiveness of such controls, refer to our separate report in Annexure B wherein we have expressed an unmodified opinion; and
- h) With respect to the other matters to be included in the Auditor's Report in accordance with rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us;
 - i. The Company, as detailed in Note 37(b) to the financial statements, has disclosed the impact of pending litigations on its financial position as at March 31, 2026;
 - ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses as at March 31, 2026;
 - iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company during the year ended March 31, 2026;
 - iv. a. The management has represented that, to the best of its knowledge and belief, as disclosed in Note 45(iii) to the financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Company to or in any person(s) or entity(ies), including foreign entities ('the intermediaries'), with the understanding, whether recorded in writing or otherwise, that the intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ('the Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf the Ultimate Beneficiaries;
 - b. The management has represented that, to the best of its knowledge and belief, as disclosed in

- Note 45(iv) to the financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ('the Funding Parties'), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
- c. Based on such audit procedures performed as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the management representations under sub-clauses (a) and (b) above contain any material misstatement.
- v. The final dividend paid by the Company during the year ended March 31, 2026 in respect of such dividend declared for the previous year is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.
- As stated in Note 47 to the accompanying financial statements, the Board of Directors of the Company have proposed final dividend for the year ended March 31, 2026 which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.
- vi. As stated in Note 46(ii) to the financial statements and based on our examination which included

test checks, except for instance mentioned below, the Company, in respect of financial year commencing on or after April 1, 2025, has used an accounting software for maintaining its books of account which have a feature of recording audit trail (edit log) facility and the same have been operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with other than the consequential impact of the exception given below. Furthermore, except for instance mentioned above, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

Nature of exception noted	Details of exception
Instances of accounting software for maintaining books of account for which the feature of recording audit trail (edit log) facility was not operated throughout the year for all relevant transactions recorded in the software	The audit trail feature was not enabled at the database level for accounting software to log any direct data changes, recording audit trail used for maintenance of all accounting records by the Company.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Ashish Gupta
Partner
Membership No.: 504662
UDIN: 26504662AHMCBE5391

Place: Hyderabad
Date: May 11, 2026



Annexure A referred to in Paragraph 16 of the Independent Auditor's Report of even date to the members of Abbott India Limited on the financial statements for the year ended March 31, 2026

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we report that:

- (i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, plant and equipment, Capital work-in-progress and relevant details of right-of-use assets.
- (B) The Company has maintained proper records showing full particulars of intangible assets.
- (b) The Company has a regular program of physical verification of its Property, plant and equipment, capital work-in-progress and relevant details of right-of-use assets under which the assets are physically verified in a phased manner over a period of three years, which in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. In accordance with this program, certain Property, plant and equipment, Capital work-in-progress and relevant details of Right-of-use assets were verified during the year and no material discrepancies were noticed on such verification.
- (c) The title deeds of all the immovable properties held by the Company (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) disclosed in Note 3 to the financial statements, are held in the name of the Company, except for the following properties:

Description of property	Gross carrying value (₹ in Crores)	Held in name of	Whether promoter, director or their relative or employee	Period held	Reason for not being held in name of Company
Building- Chembur, Mumbai	6.35	Boots Pharmaceuticals Limited	No	1996	The property is held in the erstwhile name of the Company.
Building - Chennai	0.16	Duphar Interfan Limited	No	1989	The said property is held in the name of Duphar Interfran Limited, which was demerged into a new entity - Solvay Pharma India Limited (SPIL). SPIL was ultimately merged with the Company and the deed of merger was filed by the Company.
Goa residential building	0.07	Knoll Pharmaceuticals Limited	No	1997	The property is held in the erstwhile name of the Company.

- (d) The Company has adopted cost model for its Property, Plant and Equipment (including right-of-use assets) and intangible assets. Accordingly, reporting under clause 3(i)(d) of the order is not applicable to the Company.
- (e) No proceedings have been initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 (as amended) and rules made thereunder.
- (ii) (a) The management has conducted physical verification of inventory at reasonable intervals during the year, except for goods-in-transit and inventory lying with third parties. In our opinion, the coverage and procedure of such verification by the management is appropriate and no discrepancies of 10% or more in the aggregate for each class of inventory were noticed as compared to book records. In respect of inventory lying with third parties, these have substantially been confirmed by the third parties and in respect of goods-in-transit, these have been confirmed from corresponding receipt and dispatch inventory records.
- (b) The Company has not been sanctioned working capital limits in excess of five crore rupees by banks or financial institutions on the basis of security of current assets at any point of time during the year. Accordingly, reporting under clause 3(ii)(b) of the Order is not applicable to the Company.

Independent Auditor's Report (Contd.)

- (iii) The Company has not made any investment in, provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured to companies, firms, Limited Liability Partnerships (LLPs) or any other parties during the year. Accordingly, reporting under clause 3(iii) of the Order is not applicable to the Company.
- (iv) The Company has not entered into any transaction covered under Sections 185 and 186 of the Act. Accordingly, reporting under clause 3(iv) of the Order is not applicable to the Company.
- (v) In our opinion, and according to the information and explanations given to us, the Company has not accepted any deposits or there are no amounts which have been deemed to be deposits within the meaning of Sections 73 to 76 of the Act and the Companies (Acceptance of Deposits) Rules, 2014 (as amended). Accordingly, reporting under clause 3(v) of the Order is not applicable to the Company.
- (vi) The Central Government has specified maintenance of cost records under Sub-Section (1) of Section 148 of the Act only in respect of specified products of the Company. For such products, we have broadly reviewed the books of account maintained by the Company pursuant to the rules made by the Central Government for the maintenance of cost records under the aforesaid section, and are of the opinion that, prima facie, the prescribed accounts and records have been made and maintained. However, we have not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.
- (vii) (a) In our opinion and according to the information and explanations given to us, the Company is regular in depositing undisputed statutory dues including goods and services tax, provident fund, employees' state Insurance, income-tax, sales-tax, service tax, duty of customs, duty of excise, value added tax, cess and other material statutory dues, as applicable, with the appropriate authorities. Further, no undisputed amounts payable in respect thereof were outstanding at the year-end for a period of more than six months from the date they became payable.
- (b) According to the information and explanations given to us, we report that there are no statutory dues referred in sub-clause (a) which have not been deposited with the appropriate authorities on account of any dispute except for the following:

Name of the Statute	Nature of dues	Gross Amount (₹ in Crores)	Amount paid under Protest (₹ in Crores)	Period to which the Amount relates	Forum where dispute is Pending
The Income Tax Act, 1961	Income from house property and disallowance of expenses	53.92	14.14	A.Y. 2004-2005, A.Y. 2016-2017 to A.Y. 2019-2020 and A.Y. 2023-2024	Commissioner of Income Tax, Appeals
	Disallowance of expenses*	8.24	-	A.Y. 2008-2009, A.Y. 2009-2010 and A.Y.2011-2012	Hon'ble High Court of Bombay
The Central Excise Act, 1944	Excise Duty	0.03	-	1991-1992	Commissioner (Appeals)
		0.04	-	1994-1995	Commissioner
		0.03	-	1994 and 1997 to 2002	Assistant Commissioner
		0.26	-	2005-2006	Customs Excise Service Tax Appellate Tribunal (CESTAT)
	Excess Availd and Short Reversal of Credit	4.69	0.18	2014-2015 to 2017-2018	Customs Excise Service Tax Appellate Tribunal (CESTAT), Mumbai

*Matters decided in favour of the Company where Department is in appeal.



Name of the Statute	Nature of dues	Gross Amount (₹ in Crores)	Amount paid under Protest (₹ in Crores)	Period to which the Amount relates	Forum where dispute is Pending
Customs Act, 1962	Custom Duty	0.04	-	1996	Commissioner (Appeals)
		0.75	-	2011 to 2013	Customs Excise Service Tax Appellate Tribunal (CESTAT)
	Classification Matter	12.60	0.95	2018-2021	Commissioner (Appeals)
	Classification Matter	0.89	0.07	2017-2018 to 2021-2022	Customs Excise Service Tax Appellate Tribunal (CESTAT)
The Bombay Sales Tax Act, 1959	Disputed Setoff	0.40	-	1999-2000	Deputy Commissioner of Sales Tax
Central Sales tax, 1956, Maharashtra	Non-submission of declaration forms (F forms)	0.67	-	2007-2008 and 2008-2009	Hon'ble High Court of Bombay
The Kerla General Sales Tax, 1963	Tax on Stock Transfer being treated as sale	0.13	-	2002-2003	Sales Tax Appellate Tribunal, Additional Bench
Central Sales tax, 1956, Goa	Disallowance of Branch transfer Value	3.97	-	2006-2007	Additional Commissioner of Commercial Taxes, Panaji Goa
Central Sales tax, 1956, Goa	Non-submission of declaration forms (F forms)	0.17	-	2009-2010	Assistant Commissioner of Commercial Taxes, Panaji Goa
The Gujarat Value Added Tax Act, 2003	Tax Invoice Raised without TIN Number	0.13	-	2017-2018	Gujarat Sales Tax Tribunal
The Goa Value Added Tax Act, 2005	Disallowance of Input Tax Credit (ITC)	0.02	-	2006-2007	Additional Commissioner of Commercial Taxes, Panaji Goa
West Bengal Value Added Tax Act, 2003	Seizure of consignment for non-submission of waybill	0.23	0.23	2012-2013 and 2013-2014	Taxation Tribunal
West Bengal Value Added Tax Act, 2003	Seizure of consignment for non-submission of waybill	0.13	0.13	2013-2014	Taxation Tribunal
The Central Goods & Services Tax Act, 2017	Non-Reversal of ITC on Salable/ Non-Salable Products	4.57	0.17	2017-2018 to 2019-2020	The Joint Commissioner (Appeals), Hyderabad
	Non-Reversal of ITC on Salable/Non-Salable Products	1.53	-	2018-2019 to 2020-2021	Hon'ble High Court of Telangana, Hyderabad
	Mismatch of ITC	0.67	0.14	2019-2020	Commissioner Appeals – Central Tax Dehradun
	Disallowances of ITC and Short payment of Tax*	0.20	-	2017-2018 to 2019-2020	The Joint Commissioner (Appeals), Hyderabad
	Excess availment of ITC	0.07	0.01	2021-2022	The Joint Commissioner (Appeals), Dehradun
	Disallowances of ITC	4.81	-	2018-2019 to 2023-2024	Hon'ble High Court of Bombay
	Short declaration of Outward turnover	0.01	0.00	2018-2019	The Joint Commissioner (Appeals), Chennai

*Matters decided in favour of the Company where Department is in appeal.

Independent Auditor's Report (Contd.)

- (viii) According to the information and explanations given to us, we report that no transactions were surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (43 of 1961) which have not been previously recorded in the books of accounts.
- (ix) According to the information and explanations given to us, we report that the Company does not have any loans or other borrowings from any lender. Accordingly, reporting under clause 3(ix) of the Order is not applicable to the Company.
- (x) (a) The Company has not raised any money by way of initial public offer or further public offer (including debt instruments), during the year. Accordingly, reporting under clause 3(x)(a) of the Order is not applicable to the Company.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or (fully, partially or optionally) convertible debentures during the year. Accordingly, reporting under clause 3(x)(b) of the Order is not applicable to the Company.
- (xi) (a) To the best of our knowledge and according to the information and explanations given to us, no fraud by the Company or no material fraud on the Company has been noticed or reported during the period covered by our audit.
- (b) According to the information and explanations given to us including the representation made to us by the management of the Company, no report under Sub-Section 12 of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014, with the Central Government for the period covered by our audit.
- (c) According to the information and explanations given to us, the Company has received whistle blower complaints during the year, which have been considered by us while determining the nature, timing and extent of audit procedures.
- (xii) The Company is not a Nidhi Company and the Nidhi Rules, 2014 are not applicable to it. Accordingly, reporting under clause 3(xii) of the Order is not applicable to the Company.
- (xiii) In our opinion and according to the information and explanations given to us, all transactions entered into by the Company with the related parties are in compliance with Sections 177 and 188 of the Act, where applicable. Further, the details of such related party transactions have been disclosed in the financial statements, as required under Indian Accounting Standard (Ind AS) 24, Related Party Disclosures specified in Companies (Indian Accounting Standards) Rules 2015 as prescribed under Section 133 of the Act.
- (xiv) (a) In our opinion and according to the information and explanations given to us, the Company has an internal audit system which is commensurate with the size and nature of its business as required under the provisions of Section 138 of the Act.
- (b) We have considered the reports issued by the Internal Auditors of the Company till date for the period under audit.
- (xv) According to the information and explanation given to us, the Company has not entered into any non-cash transactions with its directors or persons connected with its directors and accordingly, reporting under clause 3(xv) of the Order with respect to compliance with the provisions of Section 192 of the Act are not applicable to the Company.
- (xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, reporting under clauses 3(xvi)(a),(b) and (c) of the Order are not applicable to the Company.
- (b) Based on the information and explanations given to us and as represented by the management of the Company, the Group (as defined in Core Investment Companies (Reserve Bank) Directions, 2016) does not have any CIC.



- (xvii) The Company has not incurred any cash loss in the current financial year as well as the immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors during the year. Accordingly, reporting under clause 3(xviii) of the Order is not applicable to the Company.
- (xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information in the financial statements, our knowledge of the plans of the Board of Directors and management and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.
- (xx) According to the information and explanations given to us, the Company does not have any unspent amounts towards Corporate Social Responsibility in respect of any ongoing or other than ongoing project as at the end of the financial year. Accordingly, reporting under clause 3(xx) of the Order is not applicable to the Company.
- (xxi) The reporting under clause 3(xxi) of the Order is not applicable in respect of audit of standalone financial statements of the Company. Accordingly, no comment has been included in respect of said clause under this report.

For **Walker Chandiok & Co LLP**

Chartered Accountants

Firm's Registration No.: 001076N/N500013

Ashish Gupta

Partner

Membership No.: 504662

UDIN: 26504662AHMCBE5391

Place: Hyderabad

Date: May 11, 2026

Annexure B to the Independent Auditor's Report of even date to the members of Abbott India Limited on the financial statements for the year ended March 31, 2026

Independent Auditor's Report on the internal financial controls with reference to the financial statements under Clause (i) of Sub-Section 3 of Section 143 of the Companies Act, 2013 ('the Act')

1. In conjunction with our audit of the financial statements of Abbott India Limited ('the Company') as at and for the year ended March 31, 2026, we have audited the internal financial controls with reference to financial statements of the Company as at that date.

Responsibilities of Management and Those Charged with Governance for Internal Financial Controls

2. The Company's Board of Directors is responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of the Company's business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility for the Audit of the Internal Financial Controls with Reference to Financial Statements

3. Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India ('ICAI') prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements, and the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting ('the Guidance Note') issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to

obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements includes obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.
5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

6. A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.



Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

7. Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

8. In our opinion, the Company has, in all material respects, adequate internal financial controls with

reference to financial statements and such controls were operating effectively as at March 31, 2026, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **Walker Chandiok & Co LLP**

Chartered Accountants

Firm's Registration No.: 001076N/N500013

Ashish Gupta

Partner

Membership No.: 504662

UDIN: 26504662AHMCBE5391

Place: Hyderabad

Date: May 11, 2026

Balance Sheet

as at March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	Notes	As at March 31, 2026	As at March 31, 2025
ASSETS			
Non-current Assets			
Property, plant and equipment	3	162.21	133.61
Capital work-in-progress	3	5.51	18.08
Intangible assets	4	3.78	6.46
Right-of-use assets	5	165.33	195.91
Financial assets			
Other financial assets	6	2,347.60	756.38
Deferred tax assets (net)	18A	25.97	14.96
Non-current tax assets (net)	18B	19.75	24.67
Other non-current assets	7	1.09	3.85
Total Non-current Assets		2,731.24	1,153.92
Current Assets			
Inventories	8	947.26	882.04
Financial assets			
Trade receivables	9	361.73	380.23
Cash and cash equivalents	10	442.33	560.59
Bank balances other than cash and cash equivalents	11	1,812.62	1,065.61
Other financial assets	12	131.15	1,781.83
Other current assets	13	75.60	69.57
		3,770.69	4,739.87
Asset held for sale	14	-	23.52
Total Current Assets		3,770.69	4,763.39
Total Assets		6,501.93	5,917.31
EQUITY AND LIABILITIES			
Equity			
Equity share capital	15	21.25	21.25
Other equity	16	4,752.94	4,211.90
Total Equity		4,774.19	4,233.15
Non-current Liabilities			
Financial liabilities			
Lease liabilities	5	133.66	157.75
Provisions	17	117.51	119.22
Total Non-current Liabilities		251.17	276.97
Current Liabilities			
Financial liabilities			
Lease liabilities	5	38.33	38.92
Trade payables	19		
Total outstanding dues of micro enterprises and small enterprises		24.66	30.91
Total outstanding dues of creditors other than micro enterprises and small enterprises		1,082.27	1,026.95
Other financial liabilities	20	88.62	80.87
Other current liabilities	21	28.84	41.88
Provisions	22	200.86	168.01
Current tax liabilities (net)	18C	12.99	19.65
Total Current Liabilities		1,476.57	1,407.19
Total Equity and Liabilities		6,501.93	5,917.31
Material accounting policies	2		

The accompanying notes form an integral part of the financial statements.

As per our report of even date attached

For and on behalf of the Board of Directors

For **Walker Chandio & Co LLP**

Chartered Accountants

Firm Registration No. 001076N/N500013

Kartik Rajendran

Managing Director

DIN : 09527717

Sudarshan Jain

Director

DIN : 00927487

Ashish Gupta

Partner

Membership No. 504662

Maithilee Mistry

Chief Financial Officer

Sangeeta Shetty

Company Secretary

Membership No.ACS 18865

Place : Hyderabad

Date : May 11, 2026

Place : Mumbai

Date : May 11, 2026



Statement of Profit and Loss

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	Notes	For the year ended March 31, 2026	For the year ended March 31, 2025
INCOME			
Revenue from operations	24	6,929.05	6,409.15
Other income	25	288.14	275.58
Total Income		7,217.19	6,684.73
EXPENSES			
Cost of materials consumed	26	613.88	621.12
Purchases of stock-in-trade		3,164.23	3,056.34
Changes in inventories of finished goods, stock-in-trade and work-in-progress	27	(85.29)	(180.68)
Employee benefits expense	28	668.82	587.54
Finance costs	29	24.99	11.43
Depreciation and amortization expense	30	75.96	71.80
Other expenses	31	675.33	630.23
Total Expenses		5,137.92	4,797.78
PROFIT BEFORE TAX		2,079.27	1,886.95
TAX EXPENSES			
Current tax expense	18A	544.74	477.99
Tax adjustment for earlier years	18A	(6.77)	(8.20)
Deferred tax - charge	18A	(10.72)	2.72
Total Tax Expenses		527.25	472.51
PROFIT FOR THE YEAR		1,552.02	1,414.44
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified subsequently to profit or loss :			
Remeasurement gain/(losses) on defined benefit plan	32	(1.14)	(7.25)
Income tax on above	18A	0.29	1.83
Total Other Comprehensive Income, net of tax		(0.85)	(5.42)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX		1,551.17	1,409.02
EARNINGS PER EQUITY SHARE			
Basic and Diluted - ₹ (Face value of ₹ 10 each)	33	730.36	665.62
Material accounting policies	2		

The accompanying notes form an integral part of the financial statements.

As per our report of even date attached

For and on behalf of the Board of Directors

For **Walker Chandio & Co LLP**
Chartered Accountants
Firm Registration No. 001076N/N500013

Kartik Rajendran
Managing Director
DIN : 09527717

Sudarshan Jain
Director
DIN : 00927487

Ashish Gupta
Partner
Membership No. 504662

Maithilee Mistry
Chief Financial Officer

Sangeeta Shetty
Company Secretary
Membership No.ACS 18865

Place : Hyderabad
Date : May 11, 2026

Place : Mumbai
Date : May 11, 2026

Statement of Cash Flows

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	For the year ended March 31, 2026	For the year ended March 31, 2025
CASH FLOWS FROM OPERATING ACTIVITIES		
Profit before tax	2,079.27	1,886.95
Adjustments to reconcile profit before tax to net cash flows :		
Depreciation and amortization expense (Refer Note 30)	75.96	71.80
Unrealized exchange (gain)/loss (net)	(1.22)	0.95
(Gain)/Loss on sale/write off of Property, plant and equipment (net)	(4.14)	0.65
Loss/(Gain) on early termination of leases	0.15	(0.59)
Interest income	(258.20)	(258.10)
Finance costs (Refer Note 29)	24.99	11.43
Allowance for credit impaired debts	3.16	1.98
Allowance/ (writeback) for credit impaired advance and deposits	0.13	(0.14)
Liabilities/ provisions no longer required written back	(3.33)	(14.09)
Changes in contractual liability in intangible assets	-	2.45
Share based compensation expense	12.65	12.31
Operating Profit before working capital changes	1,929.42	1,715.60
Working capital changes :		
(Increase)/ Decrease in Trade receivables	15.66	(63.16)
(Increase)/ Decrease in Inventories	(65.21)	(262.47)
(Increase)/ Decrease in other current and non-current assets, other current and non-current financial assets	(74.21)	15.02
Increase/ (Decrease) in Trade payables	31.82	40.53
Increase/ (Decrease) in other current financial liabilities, other current liabilities, current and non-current Provisions	21.45	13.38
Cash generated from operations	1,858.93	1,458.90
Income tax paid (net of refunds)	(539.69)	(447.06)
Net cash flows generated from operating activities (A)	1,319.24	1,011.84
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Property, plant and equipment (including intangible assets, capital work-in-progress, capital creditors and capital advances)	(40.92)	(52.60)
Proceeds from sale of Property, plant and equipment and intangible assets	28.61	0.52
Investment in fixed deposits with original maturity of more than 3 months	(2,888.18)	(2,320.84)
Investment in fixed deposits with remaining maturity of more than twelve months	(1,506.00)	(672.00)
Redemption of fixed deposits with original maturity of more than 3 months	3,650.58	3,101.67
Interest received on deposits (interest income)	384.53	125.43
Net cash flows (used in) / generated from investing activities (B)	(371.38)	182.18



Statement of Cash Flows

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	For the year ended March 31, 2026	For the year ended March 31, 2025
CASH FLOWS FROM FINANCING ACTIVITIES		
Dividend paid	(1,009.34)	(871.22)
Principal payment of lease liabilities	(38.64)	(46.85)
Interest payment of lease liabilities	(18.01)	(7.04)
Interest paid, other than on lease liabilities	(0.13)	(0.06)
Net cash flows used in financing activities (C)	(1,066.12)	(925.17)
Net increase/(decrease) in cash and cash equivalents (A+B+C)	(118.26)	268.85
Cash and cash equivalents at the beginning of the year	560.59	291.74
Cash and cash equivalents at the end of the year (Refer Note 10)	442.33	560.59

Material accounting policies (Refer Note 2)

Note :

- Cash Flow Statement has been prepared under the Indirect Method, as set out in Ind AS 7 'Statement of Cash Flows'.

The accompanying notes form an integral part of the financial statements.

As per our report of even date attached

For and on behalf of the Board of Directors

For **Walker Chandiok & Co LLP**

Chartered Accountants

Firm Registration No. 001076N/N500013

Kartik Rajendran

Managing Director

DIN : 09527717

Sudarshan Jain

Director

DIN : 00927487

Ashish Gupta

Partner

Membership No. 504662

Maithilee Mistry

Chief Financial Officer

Sangeeta Shetty

Company Secretary

Membership No.ACS 18865

Place : Hyderabad

Date : May 11, 2026

Place : Mumbai

Date : May 11, 2026

Statement of Changes In Equity

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

A. Equity Share Capital :

Equity shares of ₹ 10 each issued, subscribed and fully paid	Number of shares	Amount
As at April 1, 2024	2,12,49,302	21.25
Increase/(decrease) during the year	-	-
As at March 31, 2025	2,12,49,302	21.25
Increase/(decrease) during the year	-	-
As at March 31, 2026	2,12,49,302	21.25

B. Other Equity :

	Reserves and Surplus (Refer Note 16)						Total Other Equity
	Amalgamation Reserve	Capital Reserve	Capital Redemption Reserve	Share based Compensation Reserves	General Reserve	Retained Earnings	
As at April 1, 2024	0.38	5.23	2.52	40.16	813.53	2,819.01	3,677.64
Profit for the year ended March 31, 2025	-	-	-	-	-	1,414.44	1,414.44
Remeasurement of post employment benefits (net of tax)	-	-	-	-	-	(5.42)	(5.42)
Total Comprehensive Income for the year	-	-	-	-	-	1,414.44	1,409.02
Transfer from Profit and Loss to General Reserve	-	-	-	-	141.45	(141.45)	-
Dividend for the year ended March 31, 2024 (Refer Note 15)	-	-	-	-	-	(871.22)	(871.22)
Share based compensation to employees (Refer Note 28)	-	-	-	12.31	-	-	12.31
Payment towards RSU	-	-	-	(15.85)	-	-	(15.85)
Transfer from Share based Compensation Reserve to General Reserve	-	-	-	(7.74)	7.74	-	-
As at March 31, 2025	0.38	5.23	2.52	28.88	962.72	3,220.78	4,211.90
Profit for the year ended March 31, 2026	-	-	-	-	-	1,552.02	1,552.02
Remeasurement of post employment benefits (net of tax)	-	-	-	-	-	(0.85)	(0.85)
Total Comprehensive Income for the year	-	-	-	-	-	1,552.02	1,551.17
Transfer from Profit and Loss to General Reserve	-	-	-	-	155.20	(155.20)	-
Dividend for the year ended March 31, 2025 (Refer Note 15)	-	-	-	-	-	(1,009.34)	(1,009.34)
Share based compensation to employees (Refer Note 28)	-	-	-	12.65	-	-	12.65
Payment towards RSU	-	-	-	(13.44)	-	-	(13.44)
Transfer from Share based Compensation Reserve to General Reserve	-	-	-	(1.57)	1.57	-	-
As at March 31, 2026	0.38	5.23	2.52	26.52	1,119.49	3,608.26	4,752.94

Material accounting policies (Refer Note 2)

The accompanying notes form an integral part of the financial statements.

As per our report of even date attached

For and on behalf of the Board of Directors

For **Walker Chandlok & Co LLP**
Chartered Accountants
Firm Registration No. 001076N/N5000013

Kartik Rajendran
Managing Director
DIN : 09527717

Sudarshan Jain
Director
DIN : 00927487

Ashish Gupta
Partner
Membership No. 504662

Maithilee Mistry
Chief Financial Officer

Sangeeta Shetty
Company Secretary
Membership No.ACS 18865

Place : Hyderabad
Date : May 11, 2026

Place : Mumbai
Date : May 11, 2026



Notes to The Financial Statements

for the year ended March 31, 2026

1 Company Information

Abbott India Limited (Corporate identity number: L24239MH1944PLC007330) ('The Company') is a public limited company domiciled and incorporated in India under the provisions of the Companies Act, 1913. The Company is listed and traded on the Bombay Stock Exchange. It is traded on the National Stock Exchange under the "permitted category".

The registered office of the Company is 3, Corporate park, Sion-Trombay road, Mumbai - 400 071, India.

The Company is one of the leading multinational pharmaceutical companies in India and operates with an owned manufacturing facility in Goa and various independent contract/third party manufacturers based across the country. The Company sells its products through independent distributors primarily within India.

2 Summary of Material Accounting Policies

2.1 Statement of Compliance

The financial statements are prepared in accordance with the Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation and disclosure requirements of division II of Schedule III of the Companies Act, 2013.

2.2 Basis of preparation

The financial statements have been prepared on a historical cost basis, except for certain financial assets and liabilities measured at fair value.

The financial statements are presented in INR (Indian Rupee) and all values are rounded to the nearest Crores upto two decimal, except when otherwise indicated.

The financial statements are approved for issue by the Company's Board of Directors on May 11, 2026.

2.3 Summary of material accounting policies

a) Current and non-current classification

All assets and liabilities are presented in the Balance Sheet based on current or non-current classification as per the Company's normal operating cycle and other criteria set out in Schedule III of the Companies Act, 2013. Based on the nature of products and the time between the acquisition of assets for processing and their realization into cash and cash equivalents, the

Company has ascertained its operating cycle as twelve months for the purpose of current/non-current classification of assets and liabilities. An asset is treated as current when it is :

- Expected to be realized or intended to be sold or consumed in normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realized within twelve months after the reporting period;
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when :

- It is expected to be settled in normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period;
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

b) Foreign currency translation

Functional and presentation currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the Company operates ('the functional currency'). The financial statements are presented in Indian Rupee (INR), which is the Company's functional and presentation currency.

Transactions and balances

Transactions in foreign currencies are initially recorded at the foreign exchange rate on the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into the functional currency at the exchange rate at that date. Exchange

Notes to The Financial Statements

for the year ended March 31, 2026

differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous period are recognized in the Statement on Profit and Loss in the period.

Non-monetary assets and liabilities denominated in a foreign currency and measured at historical cost are translated at the exchange rate prevalent at the date of the initial transaction.

c) Fair value measurement

The Company measures financial instruments such as derivatives at fair value at each Balance Sheet date. Fair value is the price that would be received on sale of an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either :

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Company. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimizing the use of unobservable inputs. Where required/appropriate, external valuers are involved.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole :

- Level 1 — Quoted (unadjusted) prices in active markets for identical assets or liabilities.
- Level 2 (if level 1 feed is not available/ appropriate) — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.
- Level 3 (if level 1 and 2 feed is not available/ appropriate) — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For financial assets and liabilities maturing within one year from the Balance Sheet date and which are not carried at fair value, the carrying amount approximates fair value due to the short maturity of these instruments.

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

d) Property, plant and equipment

Property, plant and equipment are stated at cost of acquisition less accumulated depreciation and accumulated impairment losses, if any. Cost for additions comprises the purchase price and any other attributable cost of bringing the asset to its working condition for its intended use.

The Company identifies and determines cost of each component/part of the Property, plant and equipment separately, if the component/part has a cost which is significant to the total cost of the plant and equipment and has useful life that is materially different from that of the remaining plant and equipment.



An item of Property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Gains or losses arising from derecognition of Property, plant and equipment are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the Statement of Profit and Loss.

Depreciation of these assets commences when the assets are ready for their intended use. Depreciation is recognized on the cost of assets (other than Capital work-in-progress) less their residual values on straight-line method over their useful lives as indicated in Part C of Schedule II of the Companies Act, 2013 and based on technical parameters/assessments. The management believes that useful lives currently used fairly reflect its estimate of the useful lives and residual values of Property, plant and equipment, though these lives in certain cases are different from lives prescribed under Schedule II.

Leasehold improvements are depreciated over period of the lease agreement or the useful life, whichever is shorter.

The estimated useful lives are as follows :

Type of assets	Useful life in years
Buildings*	
Factory Building	30 years
Other Buildings	50 years
Plant and Equipment*	
Anaesthetic Equipment	5 years
Others	5 to 20 years
Furniture and Fixtures	10 years
Office Equipment	
Computers*	2 to 5 years
Others	5 to 10 years
Vehicles*	5 years

* In respect of these assets, the management estimate of useful lives, based on technical assessment is lower than the useful life prescribed under part C of Schedule II to the Companies Act, 2013.

The residual values, useful lives and methods of depreciation of Property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

Capital work in progress is stated at cost, net of accumulated impairment loss, if any.

e) Intangible assets

Intangible assets that are acquired by the Company and that have finite useful lives are measured at cost less accumulated amortization and accumulated impairment losses, if any.

Amortization is recognized on a straight-line basis over the estimated useful lives of intangible assets. Intangible assets that are not available for use are amortized from the date they are available for use.

Intangible assets are tested for impairment when there are indications that the carrying value may not be recoverable. Intangible assets are carried at cost, net of accumulated amortization and accumulated impairment losses, if any.

Intangible assets are amortized over the useful economic life and intangible assets are assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset are reviewed at least at the end of each reporting period with the effect of any changes in estimate being accounted for on a prospective basis. The amortization expense on intangible assets is recognized in the Statement of Profit and Loss.

The estimated useful lives are as follows:

Type of assets	Useful life in years
Software	3 to 5 years
Trade Marks	5 years
Distribution Rights	2 to 10 years

Intangible assets are de-recognized either on their disposal or where no future economic benefits are expected from their use. Gains or losses arising from derecognition of such intangible assets are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the Statement of Profit and Loss.

f) Asset held for sale

Property, plant and equipment are classified as Asset held for sale, if their carrying amounts are

Notes to The Financial Statements

for the year ended March 31, 2026

to be recovered principally through a sale rather than through continuing use. The condition for classification of held for sale is met when the non-current asset is available for immediate sale and the same is highly probable of being completed within one year from the date of classification as held for sale.

Property, plant and equipment retired from actual use and held for disposal are stated at the lower of their net book value and net realizable value and are disclosed separately under 'Current assets'. Once classified as held for sale, these assets are not depreciated.

g) Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Recognition and measurement

All financial assets are recognized initially at fair value, except for trade receivables plus, in the case of financial assets not recorded at 'Fair value through profit or loss', transaction costs that are attributable to the acquisition of the financial asset. Financial assets are classified, at initial recognition, as financial assets measured at fair value or as 'Financial assets measured at amortized cost'. However trade receivables that do not contain a significant financing component are measured at transaction price determine under Ind AS 115

For purposes of subsequent measurement, financial assets are classified in following categories :

- Financial assets at amortized cost
- Financial assets at fair value

A financial asset is measured at amortized cost net of impairment, if the objective of the Company's business model is to hold the financial asset to collect the contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are measured at fair value through the Statement of Profit and Loss.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e. removed from the Company's Balance Sheet) when:

- The contractual rights to receive cash flows from the asset have expired, or
- The Company has transferred its rights to receive contractual cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement, and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received is recognized in the Statement of Profit and Loss.

Financial liabilities

Recognition and measurement

All financial liabilities are recognized initially at fair value plus, in the case of financial liabilities not recorded at 'Fair value through Profit or Loss', transaction costs that are attributable to the acquisition of the financial liabilities. Financial liabilities are classified, at initial recognition, as either 'Financial liabilities at fair value through Profit or Loss' or 'Other financial liabilities'.

For purposes of subsequent measurement, financial liabilities are classified in following categories :

- Financial liabilities are classified as 'Financial liabilities at fair value through profit or loss', if they are held for trading or if they are designated as financial liabilities at fair value through profit or loss. These are measured initially at fair value with subsequent changes recognized in the Statement of Profit and Loss.



- (b) Other financial liabilities, are subsequently measured at amortized cost are determined based on the Effective Interest Rate (EIR) method. Interest expense that is not capitalised as part of costs of an asset is included in the 'Finance costs' line item in the Statement of Profit and Loss.

Derecognition

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in Profit or Loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the Balance Sheet if there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realise the assets and settle the liabilities simultaneously.

h) Impairment

Financial assets

A financial asset is assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired, if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset.

In accordance with Ind AS 109, the Company applies Expected Credit Loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

- a) Trade receivables or any contractual right to receive cash or another financial asset that

result from transactions that are within the scope of Ind AS 115

- b) Other financial assets which are measured at amortized cost

The Company follows simplified approach for recognition of impairment loss allowance on Trade receivables. The Company recognizes impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

For recognition of impairment loss on other financial assets and risk exposure, the Company determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, twelve month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognizing impairment loss allowance based on twelve month ECL.

ECL are measured in a manner that they reflect unbiased and probability weighted amounts determined by a range of outcomes, taking into account the time value of money and other reasonable information available as a result of past events, current conditions and forecasts of future economic conditions.

Non-financial assets

The carrying amount of non-financial assets are assessed at each reporting date to ascertain whether there is any indication of impairment. If any such indication exists or when annual impairment testing for an asset is required, then the asset's recoverable amount is estimated. An impairment loss is recognized, as an expense in the Statement of Profit and Loss, for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell and value in use. Value in use is ascertained through discounting of the estimated future cash flows using a discount rate that reflects the current market assessments of the time value

Notes to The Financial Statements

for the year ended March 31, 2026

of money and the risk specific to the assets. For the purpose of assessing impairment, assets are grouped at the lowest levels into cash generating units for which there are separately identifiable cash flows.

An impairment loss recognized in prior years are reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment had been recognized in previous years.

i) Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Company as a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases. The Company recognizes lease liabilities to make lease payments and Right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The Company recognizes Right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of Right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows :

- Leasehold Land : Over lease period which is 95 years

- Buildings : 2 to 9 years
- Furniture and Fixtures : 5 years
- Vehicles : 2 to 5 years

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The Right-of-use assets are also subject to impairment. Refer to the accounting policies in Note 2.3 (h) Impairment - non-financial assets.

ii) Lease Liabilities

At the commencement date of the lease, the Company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Company's lease liabilities are presented within the Balance Sheet under Financial Liabilities (Refer Note 5).



iii) Short-term leases

The Company applies the short-term lease recognition exemption to its short-term leases (i.e. those leases that have a lease term of twelve months or less from the commencement date and do not contain a purchase option). Lease payments on short-term leases are recognized as expense on straight line basis over lease term.

Company as a lessor

Leases in which the Company does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income.

j) Inventories

Inventories consists of raw materials, packing materials, work-in-progress, stock-in-trade and finished goods. Inventories are valued at lower of cost and net realizable value. Cost is determined on First-In-First-Out basis.

Cost of raw materials and packing materials includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition.

Cost of work-in-progress and finished goods includes direct materials, labour and proportion of manufacturing overheads based on the normal operating capacity, wherever applicable. Cost of finished goods further includes other costs incurred in bringing the inventories to their present location and condition.

Cost of stock-in-trade includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition.

Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale. However, materials and other items held for use in the production of

inventories are not written down below cost if the finished products in which they will be used are expected to be sold at or above cost.

k) Cash and cash equivalents

Cash and cash equivalents in the Balance Sheet comprise cash at banks and on hand and short-term deposits with a maturity of three months or less, which are subject to an insignificant risk of changes in value.

For the purpose of the Statement of Cash Flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts, if any, as they are considered an integral part of the Company's cash management.

l) Provisions and contingencies

Provisions

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

Provision for sales return and date expiry

The Company as per trade practice accepts returns from market which are primarily in the nature of expired or near expiry products. Provisions for such returns are estimated on the basis of historical experience, market conditions and specific contractual terms and are provided for.

Contingencies

A contingent liability is :

- a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future

Notes to The Financial Statements

for the year ended March 31, 2026

events not wholly within the control of the Company; or

- a present obligation that arises from past events but is not recognized because :
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

m) Revenue

Revenue from contracts with customers

Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company has concluded that it is the principal in all of its revenue arrangements since it is the primary obligor in all the revenue arrangements as it has pricing latitude and is also exposed to inventory risks.

Goods and Services Tax (GST) is not received by the Company on its own account. Rather, it is tax collected on value added to the commodity by the seller on behalf of the government. Accordingly, it is excluded from revenue.

Sale of products

Revenue from sale of products is recognized at the point in time when control of the asset is transferred to the customer, generally on delivery of the products. Invoices are payable within contractually agreed credit period.

The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price for the sale of products, the Company considers the effects of variable consideration (if any).

Revenue from sale of products is stated exclusive of Goods and Services Tax (GST). Revenues are net of sales returns, discounts, provision for anticipated returns on expiry, made on the basis of management expectations.

Sales returns

The Company accounts for sales returns accrual by recording an allowance for sales returns concurrent with the recognition of revenue at the time of a product sale. This allowance is based on the Company's estimate of expected sales returns. With respect to established products, the Company considers its historical experience of sales returns, levels of inventory in the distribution channel, estimated shelf life, product discontinuances, price changes of competitive products, and the introduction of competitive new products, to the extent each of these factors impact the Company's business and markets. With respect to new products introduced by the Company, such products have historically been either extensions of an existing line of product where the Company has historical experience or in therapeutic categories where established products exist.

Rendering of services

Service income is recognized as per the terms of the contracts/arrangements when related services are performed and is stated net of GST.

Contract balances :

Trade receivables

A receivable represents the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Company performs its obligation by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognized for the earned consideration that is conditional.

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before



the Company transfers goods or services to the customer, a contract liability is recognized when the payment is received from customer or due, whichever is earlier. Contract liabilities are recognized as revenue when the Company performs under the contract.

n) Interest income

Interest income from a financial asset is recognized when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition. Interest income is included in 'Other Income' in the Statement of Profit and Loss.

o) Employee benefits

Short-term employment benefits :

All employee benefits payable within twelve months of service such as salaries, wages, bonus, ex-gratia, medical benefits, sick leave, casual leave etc. are recognized in the year in which the employees render the related service and are presented as current employee benefit obligation within the Balance Sheet. Termination benefits are recognized as an expense as and when incurred.

Short-term leave benefit is provided at undiscounted amount during the accounting period based on the service rendered by employees.

Defined contribution plan :

Contributions to defined contribution schemes such as State governed Provident Fund and Employee Pension Scheme, Employees' State Insurance Scheme, Superannuation, Employees' Deposit Linked Insurance and Group Life Insurance are charged as an expense based on the amount of contribution required to be made as and when services are rendered by the employees. The above benefits are classified as defined contribution schemes and the Company has no further defined obligations beyond the contributions.

If the contribution payable to the scheme for service received before the Balance Sheet date exceeds the contribution already paid, the deficit payable to the scheme is recognized as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the Balance Sheet date, then excess is recognized as an asset to the extent that the pre-payment will lead to a reduction in future payment or a cash refund.

Defined benefit plan :

The Company has defined benefit plan in the form of Gratuity, Long Service Benefits and Post Retirement Medical Benefits as per policies of the Company. The liability in respect of defined benefit plans is calculated using the projected unit credit method with actuarial valuations being carried out at the end of each annual reporting period. The Company's net obligation in respect of the defined benefit plan is calculated by estimating the amount of future benefit that employee has earned in exchange of their service in the current and prior periods and discounted back to the current valuation date to arrive at the present value of the defined benefit obligation. The present value of the defined benefit obligation is deducted from the fair value of plan assets, to arrive at the net asset/(liability), which need to be accounted for in the books of accounts of the Company.

The discount rate used to arrive at the present value of the defined benefit obligations is based on the Indian government security yields prevailing as at the Balance Sheet date that have maturity date equivalent to the tenure of the obligation.

The current service cost of the defined benefit plan, recognized in the Statement of Profit and Loss as employee benefits expense, reflects the increase in the defined benefit obligation resulting from employee service in the current year, benefit changes, curtailments and settlements. Past service costs are recognized in statement of Profit and Loss in the period of a plan amendment. The net interest cost is calculated by applying the discount rate to the net balance of the defined

Notes to The Financial Statements

for the year ended March 31, 2026

benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in Statement of Profit and Loss. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to OCI in the period in which they arise and is reflected immediately in retained earnings and is not reclassified to the Statement of Profit and Loss.

When the benefits of the plan are changed or when a plan is curtailed or settlement occurs, the portion of the changed benefit related to past service by employees or the gain or loss on curtailment or settlement, is recognized immediately in the Statement of Profit and Loss when the plan amendment or when a curtailment or settlement occurs.

Other employee benefits :

Other employee benefits comprise of leave encashment which is provided for, based on the actuarial valuation carried out as at the end of the year.

Liabilities recognized in respect of other employee benefits are measured at the present value of the estimated future cash outflows expected to be made by the Company in respect of services provided by employees up to the reporting date.

p) Income tax

Current income tax

Income tax expense comprises of current and deferred tax and includes any adjustments related to past periods in current and/or deferred tax adjustments that may become necessary due to certain developments or reviews during the relevant period. The provision for current tax is made at the rate of tax as applicable for the income of the previous year as defined under the Income Tax Act, 1961.

Current income tax relating to items recognized, either in other comprehensive income or directly in equity, is also recognized in other comprehensive income or in equity, as appropriate and not in the Statement of Profit and Loss. Management periodically evaluates

positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognized amounts and there is an intention to settle the asset and the liability on a net basis.

Deferred tax

Deferred tax is recognized using the Balance Sheet approach on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized. Unrecognized deferred tax assets are re-assessed at each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is expected to be settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognized, either in other comprehensive income or in equity, is also recognized in other comprehensive income or in equity, as appropriate and not in the Statement of Profit and Loss.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set-off current tax assets against current tax liabilities.

q) Earnings per equity share

The Company presents basic and diluted earnings per share ('EPS') data for its equity shares.

The Basic EPS is computed by dividing the net profit after tax for the year attributable to the



equity shareholders of the Company by weighted average number of equity shares outstanding during the year.

Diluted earnings per equity share are computed by dividing the net profit attributable to equity holders of the Company by the weighted average number of equity shares considered for deriving basic earnings per equity share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares. The dilutive potential equity shares are adjusted for the proceeds receivable had the equity shares been actually issued at fair value (i.e. the average market value of the equity shares). Dilutive potential equity shares are deemed converted as of the beginning of the period unless issued at a later date.

r) Share-based compensation

Abbott Laboratories, USA, being the Ultimate Holding Company, has given restricted stock option plan to the employees of the Company.

Pursuant to Ind AS 102 'Share-based Payment', the Company recognizes an expense based on the fair value of the stock options as at grant date. The expenses are amortized over the vesting period. The corresponding credit is given to equity because the award represents in substance equity contribution by the Parent Company. The cumulative expense recognized for stock options at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Company's best estimate of the number of equity instruments that will ultimately vest.

The stock based compensation cost is recharged to the Company upon exercise, which is adjusted against share based compensation reserve.

2.4 Application of New Accounting Standards and Amendments

The Ministry of Corporate Affairs ("MCA") notified new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time.

The Company has assessed and applied the below accounting standards, as necessary with effect from April 1, 2025.

Lack of exchangeability – Amendments to Ind AS 21

MCA via notification dated May 7, 2025 announced amendments to Ind AS 21, The Effects of Changes in Foreign Exchange Rates, to specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments do not have a material impact on the Financial Statements.

Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants - Amendments to Ind AS 1

MCA via notification dated August 13, 2025 announced amendments to Ind AS 1, Presentation of Financial Statements, which elaborate on guidance set out in Ind AS 1 by:

- clarifying that the right to defer settlement of a liability for at least 12 months after the reporting period;
 - a) must have substance, and b) must exist at the end of the reporting period;
- stating that management's expectations around whether the settlement of a liability would be deferred or not, does not impact the classification of the liability;
- including requirements for liabilities that can be settled using an entity's own instruments; and
- stating that at the reporting date, the entity does not consider covenants that will need to be complied with in the future when considering the classification of the debt as current or non-current.

In addition, an entity is required to disclose when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months. The amendments do not have impact on the Financial Statements of the Company.

Notes to The Financial Statements

for the year ended March 31, 2026

Supplier Finance Arrangements - Amendments to Ind AS 7 and Ind AS 107

MCA via notification dated August 13, 2025 announced amendments to Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures which introduced disclosure requirements with the objective to enable users of financial statements to assess how supplier finance arrangements affect an entity's liabilities, cashflows and exposure to liquidity risk. The amendments do not have impact on the Financial Statements of the Company.

International Tax Reform - Pillar Two Model Rules - Amendments to Ind AS 12

MCA via notification dated August 13, 2025 announced amendments to Ind AS 12, Income Taxes, which includes:

- a temporary exception to the recognition and disclosure of deferred taxes arising from the implementation of the Pillar Two model rules; and
- additional disclosure requirements targeted at a reporting entity's exposure to income taxes in periods in which the Pillar Two Model legislation is enacted or substantively enacted but not yet in effect.

The amendments do not have impact on the Financial Statements of the Company.

2.5 New standards and amendments to existing Standards which are issued but are not yet effective and have not been early adopted by the Company

Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants - Amendments to Ind AS 1

Paragraph 74 of Ind AS 1 currently effective for the year ended March 31, 2026 requires the entity not to classify the liability as current, if there is a breach of a material covenant of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, however, the lender agreed, after the reporting period and before the approval of the Financial Statements for issue, not to demand payment as a consequence of the breach.

MCA vide notification dated August 13, 2025, has introduced amendment under Paragraph 74 of Ind AS 1 which requires the entity to classify the liability as current under the aforementioned situation because, at the end of the reporting period, it does not have the right to defer its settlement for at least twelve months after that date. Such amendment has been made effective for annual reporting periods beginning on or after April 1, 2026 retrospectively in accordance with Ind AS 8. This amendment will not have an impact on the Financial Statements of the Company.



(All amounts in ₹ Crores, unless otherwise stated)

3 Property, Plant and Equipment

	Leasehold Improvements	Buildings (Refer Note (b) and (c))	Plant and Equipment (Refer Note (a))	Furniture and fixtures	Office Equipment	Vehicles	Total
At cost or deemed cost							
As at April 1, 2024	0.73	60.85	168.04	7.15	56.51	0.16	293.44
Additions	-	0.79	25.86	0.59	11.40	-	38.64
Other adjustments (Refer Note (d) below)	-	(30.34)	-	-	-	-	(30.34)
Disposals	-	-	(4.09)	(0.29)	(0.01)	-	(4.39)
As at March 31, 2025	0.73	31.30	189.81	7.45	67.90	0.16	297.35
Additions	-	1.04	44.60	1.82	10.75	-	58.21
Disposals	-	(0.16)	(4.75)	(2.21)	(8.31)	-	(15.43)
As at March 31, 2026	0.73	32.18	229.66	7.06	70.34	0.16	340.13
Accumulated depreciation							
As at April 1, 2024	0.61	14.38	83.73	3.70	43.74	0.09	146.25
Depreciation charge for the year	0.06	1.85	16.75	0.60	8.24	0.03	27.53
Other adjustments (Refer Note (d) below)	-	(6.82)	-	-	-	-	(6.82)
Disposals	-	-	(2.98)	(0.23)	(0.01)	-	(3.22)
As at March 31, 2025	0.67	9.41	97.50	4.07	51.97	0.12	163.74
Depreciation charge for the year	0.05	1.27	18.52	0.59	8.20	0.03	28.66
Disposals	-	(0.14)	(3.86)	(2.17)	(8.31)	-	(14.48)
As at March 31, 2026	0.72	10.54	112.16	2.49	51.86	0.15	177.92
Net carrying value							
As at March 31, 2026	0.01	21.64	117.50	4.57	18.48	0.01	162.21
As at March 31, 2025	0.06	21.89	92.31	3.38	15.93	0.04	133.61

Notes :

- a) Included in Plant and Equipment are anaesthetic equipments, installed at various hospitals free of cost with the intention of procuring business for the Company's products :

Class of Asset	Net carrying value	
	As at March 31, 2026	As at March 31, 2025
Plant and Equipment	2.18	3.51

- b) Included in Buildings is an amount of ₹ **0.00* Crores** (March 2025 : ₹ 0.00* Crores) representing value of shares in co-operative housing society.

* below ₹ 50,000/-

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

c) Title deeds of Immovable Property not held in the name of the Company:

Relevant line item in the Balance sheet	Description of item of property	Gross carrying value as at March 31, 2026 (INR in Crores)	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/director or employee of promoter/director	Property held since which date	Reason for not being held in the name of the Company
Property, plant and equipment	Building - Chembur	6.35	M/s Boots Pharmaceuticals Limited	No	July 1, 1996	The property is held in the erstwhile name of the Company.
Property, plant and equipment	Building - Chennai	0.16	M/s Duphar Interfan Limited	No	May 15, 1989	The said property is held in the name of Duphar Interfan Limited, which was demerged into a new entity - Solvay Pharma India Limited (SPIL). SPIL was ultimately merged with the Company and the deed of merger was filed by the Company.
Property, plant and equipment	Building - Goa	0.07	M/s Knoll Pharmaceuticals Limited	No	October 15, 1997	The property is held in the erstwhile name of the Company.

d) Adjustments represent assets held for sale shown under 'Current assets' in March 2025 (Refer Note 14)

e) The amount of contractual commitments for the acquisition of Property, plant and equipment is disclosed in Note 37 (a).

Capital work in progress

	As at March 31, 2026	As at March 31, 2025
Opening balance	18.08	10.11
Additions during the year	45.64	46.61
Capitalized during the year	(58.21)	(38.64)
Closing balance	5.51	18.08

Capital work in progress (CWIP) Ageing Schedule

As at March 31, 2026	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	5.51	-	-	-	5.51
Projects temporarily suspended	-	-	-	-	-
Total	5.51	-	-	-	5.51

As at March 31, 2025	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	17.98	0.10	-	-	18.08
Projects temporarily suspended	-	-	-	-	-
Total	17.98	0.10	-	-	18.08

There are no projects which are temporarily suspended or whose completion is overdue. There are no projects whose cost has exceeded the budget.



(All amounts in ₹ Crores, unless otherwise stated)

4 Intangible Assets

	Software	Trade Marks	Distribution Rights	Total
At Cost				
As at April 1, 2024	6.97	0.86	8.52	16.35
Additions	0.05	-	4.18	4.23
Disposals/ Other Adjustment*	-	-	(3.50)	(3.50)
As at March 31, 2025	7.02	0.86	9.20	17.08
Additions	0.20	-	-	0.20
Disposals	-	-	-	-
As at March 31, 2026	7.22	0.86	9.20	17.28
Accumulated amortization				
As at April 1, 2024	6.49	0.86	2.34	9.69
Amortization charge for the year	0.24	-	1.74	1.98
Disposals/ Other Adjustment*	-	-	(1.05)	(1.05)
As at March 31, 2025	6.73	0.86	3.03	10.62
Amortization charge for the year	0.20	-	2.68	2.88
Disposals	-	-	-	-
As at March 31, 2026	6.93	0.86	5.71	13.50
Net carrying value				
As at March 31, 2026	0.29	-	3.49	3.78
As at March 31, 2025	0.29	-	6.17	6.46

*Includes reduction due to change in contractual liability

5 Leases

A) Right-of-use assets:

The Company has lease contracts for various items of Land, Buildings, Vehicles and Furniture & Fixtures used in its operations. Leases of Land have lease terms of 95 years, Buildings generally have lease terms between 2 to 9 years, Vehicles have lease terms between 2 to 5 years and Furniture & Fixtures have lease terms of 5 years. The Company's obligations under its leases are secured by the lessor's title to the leased assets.

Changes in net carrying value of Right-of-use assets for the year ended March 31, 2026 and March 31, 2025 are as follows :

	Land	Buildings	Vehicles	Furniture and Fixtures	Total
As at April 1, 2024	0.31	64.73	3.59	2.46	71.09
Additions	-	161.09	0.56	13.26	174.91
Deletions	-	(7.69)	(0.11)	-	(7.80)
Depreciation	(0.01)	(38.20)	(1.41)	(2.67)	(42.29)
As at March 31, 2025*	0.30	179.93	2.63	13.05	195.91
Additions	2.27	10.81	0.59	0.93	14.60
Deletions	-	(0.13)	(0.43)	(0.20)	(0.76)
Depreciation	(0.35)	(40.19)	(1.17)	(2.71)	(44.42)
As at March 31, 2026*	2.22	150.42	1.62	11.07	165.33

* Includes ₹ 5.04 Crores (March 31, 2025 : ₹ 6.38 Crores) towards deferred lease assets. Out of this deferred lease assets, ₹ 4.77 Crores (March 31, 2025 : ₹ 6.00 Crores) is towards deposit given to related party (Refer Note 39 (D)).

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

B) Lease liabilities :

Set out below are the carrying amounts of lease liabilities and the movements during the period :

	As at March 31, 2026	As at March 31, 2025
Opening balance	196.67	83.23
Additions	14.57	168.68
Accretion of interest	18.01	7.04
Termination	(0.61)	(8.39)
Payments	(56.65)	(53.89)
Closing balance*	171.99	196.67
Current	38.33	38.92
Non-current	133.66	157.75

*Includes ₹ 124.89 Crores (March 31, 2025 : ₹ 149.75 Crores) pertaining to lease liabilities towards related party (Refer Note 39 (D)).

The maturity analysis of lease liabilities are disclosed in Note 41.

C) Impact on Profit or Loss :

	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation of Right-of-use assets (Refer Note 30)	44.42	42.29
Finance costs (Refer Note 29)	18.01	7.04
Expense relating to short-term leases (Refer Note 31)	0.46	0.27
Loss / (Gain) on early termination of leases (Refer Note 25 and 31)	0.15	(0.59)
Total amount recognized in profit or loss	63.04	49.01

Total Cash outflow for leases including the payment relating to short term and low value leases is ₹ 57.11 Crores (March 31, 2025 : ₹ 54.16 Crores)

For Liquidity Risk: Refer Note 41(c)

D) Company as lessor :

The Company has recognized rent income from leasing of a property amounting to ₹ 1.16 Crores (March 31, 2025 : ₹ 1.15 Crores) in the Statement of Profit or Loss under 'Other Income' (Refer Note 25).

Future minimum rentals receivable under non-cancellable operating leases are as follows :

	As at March 31, 2026	As at March 31, 2025
Within one year	1.22	0.86
After one year but not more than five years	4.58	-
More than five years	-	-
	5.80	0.86



(All amounts in ₹ Crores, unless otherwise stated)

6 Non-Current Financial Assets - Others (Unsecured, Considered Good)

	As at March 31, 2026	As at March 31, 2025
Deposits with body corporates and others :		
For premises with a Related party (Refer Note 39 (D))	9.92	8.93
For premises with others	2.07	1.78
Against tenders (Refer (a) below)	1.97	0.71
Margin deposit and deposit against guarantees and tenders	3.59	3.65
Term deposits with remaining maturity of more than twelve months	2,178.00	672.00
Interest accrued but not due on bank deposits	115.70	34.35
Expected reimbursement towards likely sales return - reimbursable (Refer Note 23)	36.35	34.96
	2,347.60	756.38
(a) Deposits against tenders :		
Secured, considered good	-	-
Unsecured, considered good	1.97	0.71
Credit impaired deposits	3.22	3.09
	5.19	3.80
Less : Allowance for credit impaired deposits	(3.22)	(3.09)
	1.97	0.71

7 Other Non-Current Assets (Unsecured, Considered Good)

	As at March 31, 2026	As at March 31, 2025
Capital advances	0.31	2.94
Balance with Government on account of VAT deposits	0.78	0.91
	1.09	3.85

8 Inventories (at lower of Cost or Net Realizable Value)

	As at March 31, 2026	As at March 31, 2025
Raw materials and packing materials #	179.38	199.45
Work-in-progress	29.64	20.43
Finished goods	100.47	119.16
Stock-in-trade ®	637.77	543.00
	947.26	882.04

Includes Goods in Transit ₹ **82.39 Crores** (March 31, 2025 : ₹ 101.16 Crores)

® Includes Goods in Transit ₹ **0.79 Crores** (March 31, 2025 : ₹ 1.43 Crores)

As at March 31, 2026, inventory reserve of ₹ **33.29 Crores** (March 31, 2025: ₹ 32.75 Crores) was created on account of slow moving, expired and near expiry inventories.

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

9 Trade Receivables

	As at March 31, 2026	As at March 31, 2025
Trade receivables	341.76	362.10
Receivables from related parties (Refer Note 39 (D))	19.97	18.13
	361.73	380.23

Break-up for Trade receivables :

	As at March 31, 2026	As at March 31, 2025
Trade receivables :		
Secured, considered good	5.40	4.55
Unsecured, considered good	356.33	375.68
Credit impaired	14.35	13.28
	376.08	393.51
Less : Allowances for expected credit loss (Refer Note 41)	(14.35)	(13.28)
	361.73	380.23

Trade receivables Ageing Schedule

As at March 31, 2026

Particulars	Unbilled	Not Due	Outstanding for following periods from due date of payment					Total
			Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables – considered good	-	322.50	35.58	2.29	1.07	0.13	0.16	361.73
Undisputed Trade receivable – credit impaired	-	0.18	0.27	0.02	0.65	0.14	3.86	5.12
Disputed Trade receivable – credit impaired	-	-	0.95	1.68	2.37	0.23	4.00	9.23
Total	-	322.68	36.80	3.99	4.09	0.50	8.02	376.08

As at March 31, 2025

Particulars	Unbilled	Not Due	Outstanding for following periods from due date of payment					Total
			Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables – considered good	-	330.75	47.35	1.75	0.18	0.16	0.04	380.23
Undisputed Trade receivable – credit impaired	-	-	0.59	0.10	1.07	0.37	5.15	7.28
Disputed Trade receivable – credit impaired	-	-	0.14	1.46	0.11	0.18	4.11	6.00
Total	-	330.75	48.08	3.31	1.36	0.71	9.30	393.51

There are no trade or other receivables which are due from directors or other officers of the Company either severally or jointly with any other person. Also, there are no trade or other receivables which are due from firms or private companies, in which any director is a partner, a director or a member.

For terms and conditions relating to related party receivables, Refer Note 39.

For information on financial risk management objectives and policies, Refer Note 41.



(All amounts in ₹ Crores, unless otherwise stated)

10 Cash and Cash Equivalents

	As at March 31, 2026	As at March 31, 2025
Balances with banks		
In current accounts	73.33	80.19
Deposits with original maturity of less than three months [®]	369.00	480.40
	442.33	560.59

[®]Represents time deposits at fixed rates maintained with various banks by the Company.

11 Bank Balances Other than Cash and Cash Equivalents

	As at March 31, 2026	As at March 31, 2025
Margin deposit and deposit against guarantees and tenders	1.34	1.10
Earmarked bank balance towards dividend [#]	21.28	17.92
Term deposits with original maturity of more than three months but less than twelve months [®]	1,790.00	1,046.59
	1,812.62	1,065.61

[#]These balances are available for use only towards settlement of corresponding unpaid dividend liabilities.

[®]Represents time deposits at fixed rates maintained with various banks by the Company.

12 Current Financial Assets - Others (Unsecured, Considered Good)

	As at March 31, 2026	As at March 31, 2025
Deposits with body corporates and others :		
For premises with a Related party (Refer Note 39 (D))	-	-
For premises with others	4.30	4.55
Term deposits with remaining maturity of less than twelve months	-	1,506.00
Interest accrued but not due on bank deposits	23.48	232.32
Receivables from related parties (Refer Note 39 (D))	4.76	5.35
Expected reimbursement towards likely sales return - reimbursable (Refer Note 23)	27.26	30.30
Other receivables	71.35	3.31
	131.15	1,781.83

13 Other Current Assets

	As at March 31, 2026	As at March 31, 2025
Prepaid expenses	9.27	8.79
Advances to employees and suppliers	13.80	8.97
GST receivables	52.48	49.68
Others (Refer Note 31 (b))	0.05	2.13
	75.60	69.57

14 Asset held for sale

	As at March 31, 2026	As at March 31, 2025
Asset held for sale (At lower of carrying amount and fair value)	-	23.52
	-	23.52

In the previous year, the net book value of two office premises located in Mumbai were reclassified as 'Asset held for Sale' under 'Current Assets'. During the current year, the Company disposed off the said premises. Net Gain of ₹ **5.04 Crores** is included in Gain on sale/write off of Property, plant and equipment (net) under Other non-operating income (Refer Note 25).

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

15 EQUITY SHARE CAPITAL

Authorised share capital :

Equity shares of ₹ 10 each

	Number of shares	Amount
As at April 1, 2024	2,75,00,000	27.50
Changes during the year	-	-
As at March 31, 2025	2,75,00,000	27.50
Changes during the year	-	-
As at March 31, 2026	2,75,00,000	27.50

Terms/rights attached to equity shares

The Company has only one class of equity shares with voting rights having a par value of ₹ 10 per share. The Company declares and pays dividends in Indian Rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting except in case of interim dividend. The remittance of dividend outside India is governed by Indian law on foreign exchange and is subject to applicable distribution taxes.

In the event of liquidation of the Company, the shareholders of equity shares will be entitled to receive remaining assets of the Company after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

Aggregate number of bonus shares issued, shares issued for consideration other than cash and shares bought back during the period of five years immediately preceding the reporting date

The Company has not issued any bonus shares, shares for consideration other than cash or bought back any shares during five years immediately preceding the reporting date.

Issued, Subscribed and Paid up Capital :

Equity shares of ₹ 10 each fully paid

	Number of shares	Amount
As at April 1, 2024	2,12,49,302	21.25
Changes during the year	-	-
As at March 31, 2025	2,12,49,302	21.25
Changes during the year	-	-
As at March 31, 2026	2,12,49,302	21.25

Details of Equity shares of ₹ 10 each fully paid held by the Holding Company and subsidiaries of the Ultimate Holding Company :	As at March 31, 2026	As at March 31, 2025
i) 1,07,19,097 (March 31, 2025 : 1,07,19,097) Abbott Capital India Ltd., U.K. (Holding Company)	10.72	10.72
ii) 37,44,951 (March 31, 2025 : 37,44,951) Abbott Healthcare Products Ltd., U.K. (Subsidiary of the Ultimate Holding Company)	3.75	3.75
iii) 14,70,000 (March 31, 2025 : 14,70,000) British Colloids Ltd., U.K. (Subsidiary of the Ultimate Holding Company)	1.47	1.47
The Ultimate Holding Company is Abbott Laboratories, USA.		



(All amounts in ₹ Crores, unless otherwise stated)

Details of shareholders holding more than 5% shares in the company	As at March 31, 2026		As at March 31, 2025	
	Number of shares	% Holding	Number of shares	% Holding
i) Abbott Capital India Ltd., U.K.	1,07,19,097	50.45%	1,07,19,097	50.45%
ii) Abbott Healthcare Products Ltd., U.K.	37,44,951	17.62%	37,44,951	17.62%
iii) British Colloids Ltd., U.K.	14,70,000	6.92%	14,70,000	6.92%
	1,59,34,048	74.99%	1,59,34,048	74.99%

Details of shares held by promoters:

As at March 31, 2026

	No. of shares at the beginning of the year	Change during the year	No. of shares at the end of the year	% of Total Shares	% change during the year
i) Abbott Capital India Ltd., U.K.	1,07,19,097	-	1,07,19,097	50.45%	-
ii) Abbott Healthcare Products Ltd., U.K.	37,44,951	-	37,44,951	17.62%	-
iii) British Colloids Ltd., U.K.	14,70,000	-	14,70,000	6.92%	-

As at March 31, 2025

	No. of shares at the beginning of the year	Change during the year	No. of shares at the end of the year	% of Total Shares	% change during the year
i) Abbott Capital India Ltd., U.K.	1,07,19,097	-	1,07,19,097	50.45%	-
ii) Abbott Healthcare Products Ltd., U.K.	37,44,951	-	37,44,951	17.62%	-
iii) British Colloids Ltd., U.K.	14,70,000	-	14,70,000	6.92%	-

Dividend paid and proposed	For the year ended March 31, 2026	For the year ended March 31, 2025
Dividend on equity shares declared and paid :		
Date of approval (date of Annual General Meeting)	August 13, 2025	August 8, 2024
Final dividend for the year ended March 31, 2026 : ₹ 475 per share (March 31, 2025 : ₹ 410 per share)	1,009.34	871.22
Proposed dividend on equity shares :		
Final dividend for the year ended March 31, 2026 : ₹ 525 per share (March 31, 2025 : ₹ 475 per share)	1,115.59	1,009.34
Special dividend for the year ended March 31, 2026 : ₹ 131 per share (March 31, 2025 : ₹ Nil per share)	278.37	-

Proposed dividends on equity shares are subject to approval at the Annual General Meeting and are not recognized as a liability as at March 31, 2025 and March 31, 2026.

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

16 OTHER EQUITY

	Reserves and Surplus							Total Other Equity
	Amalgamation Reserve	Capital Reserve	Capital Redemption Reserve	Share based Compensation Reserve	General Reserve	Retained Earnings	Remeasurement of defined benefit plan	
As at April 1, 2024	0.38	5.23	2.52	40.16	813.53	2,819.01	(3.19)	3,677.64
Profit for the year	-	-	-	-	-	1,414.44	-	1,414.44
Remeasurement of defined benefit plan (net of tax)	-	-	-	-	-	-	(5.42)	(5.42)
Transfer from Profit and Loss to General Reserve	-	-	-	-	141.45	(141.45)	-	-
Dividend for the year ended March 31, 2024 (Refer Note 15)	-	-	-	-	-	(871.22)	-	(871.22)
Share based compensation to employees (Refer Note 28)	-	-	-	12.31	-	-	-	12.31
Payment towards RSU Charge	-	-	-	(15.85)	-	-	-	(15.85)
Transfer from Share based Compensation Reserve to General Reserve	-	-	-	(7.74)	7.74	-	-	-
As at March 31, 2025	0.38	5.23	2.52	28.88	962.72	3,220.78	(8.61)	4,211.90
Profit for the year	-	-	-	-	-	1,552.02	-	1,552.02
Remeasurement of defined benefit plan (net of tax)	-	-	-	-	-	-	(0.85)	(0.85)
Transfer from Profit and Loss to General Reserve	-	-	-	-	155.20	(155.20)	-	-
Dividend for the year ended March 31, 2025 (Refer Note 15)	-	-	-	-	-	(1,009.34)	-	(1,009.34)
Share based compensation to employees (Refer Note 28)	-	-	-	12.65	-	-	-	12.65
Payment towards RSU Charge	-	-	-	(13.44)	-	-	-	(13.44)
Transfer from Share based Compensation Reserve to General Reserve	-	-	-	(1.57)	1.57	-	-	-
As at March 31, 2026	0.38	5.23	2.52	26.52	1,119.49	3,608.26	(9.46)	4,752.94

Nature and purpose of components of other equity :

1. Amalgamation Reserve

This was created on amalgamation of Beem Healthcare Limited and Valencia Pharmaceuticals Limited, wholly owned subsidiary of the Company with appointed date as July 1, 1998. All assets and liabilities of erstwhile Beem Healthcare Limited and Valencia Pharmaceuticals Limited were transferred to the Company and all shares held by the Company in erstwhile Beem Healthcare Limited and Valencia Pharmaceuticals Limited were cancelled. The amalgamation was accounted under 'Pooling of Interests method' as prescribed in then Accounting Standard 14 issued by the Institute of Chartered Accountants of India. The reserve can be utilized in accordance with the provisions of the Companies Act, 2013.



(All amounts in ₹ Crores, unless otherwise stated)

2. Capital Reserve

This was created on amalgamation of Lenbrook Pharmaceuticals Limited, a wholly owned subsidiary of the Company with the appointed date as October 1, 2003. All the assets and liabilities of erstwhile Lenbrook Pharmaceuticals Limited were transferred to the Company and all shares held by the Company in the erstwhile Lenbrook Pharmaceuticals Limited were cancelled. The amalgamation was accounted under the 'Purchase Method' as prescribed in then applicable Accounting Standards 14 issued by the Institute of Chartered Accountants of India. The reserve can be utilized in accordance with the provisions of the Companies Act, 2013.

3. Capital Redemption Reserve

This was created according to Section 77A of the Companies Act, 1956 by transferring the face value of shares bought back during the period 2003 to 2008 from free reserves. The reserve can be utilized in accordance with the provisions of the Companies Act, 2013.

4. Share based Compensation Reserve

The Company's employees are awarded Restricted Stock Units (RSUs) of the Ultimate Holding Company, Abbott Laboratories, USA. The Share based Compensation Reserve is used to recognize the fair value of the RSUs awarded to the employees and reserves are used for payments towards RSU charge to the Ultimate Holding Company. The award represents in substance equity contributions by the Ultimate Holding Company.

5. General Reserve

General Reserve is used from time to time to transfer profits from retained earnings for appropriation purposes. General Reserve is created by a transfer from one component of equity to another and is not an item of Other Comprehensive Income. The reserve can be utilized in accordance with the provisions of the Companies Act, 2013.

6. Retained Earnings

Retained Earnings are the profits the Company has earned till date, less any transfer to General Reserve, dividends or other distributions paid to the shareholders. The reserve can be utilized in accordance with the provisions of the Companies Act, 2013.

7. Other Comprehensive Income (Remeasurement of defined benefit plan)

Differences between the interest income on plan assets and the return actually achieved and any changes in the liabilities over the year due to changes in actuarial assumptions or experience adjustments within the plans, are recognized in 'Other Comprehensive Income' and subsequently not reclassified to the Statement of Profit and Loss.

17 Non-Current Provisions

	As at March 31, 2026	As at March 31, 2025
Provision for employee benefits :		
Post Retirement Medical Benefits (Refer Note 35)	0.78	0.81
Long Service Benefits	2.65	2.52
Others :		
For likely sales returns and date expiry (Refer Note 23)	77.73	80.93
For likely sales returns - reimbursable (Refer Note 23)	36.35	34.96
	117.51	119.22

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

18A) Income Taxes

The major components of income tax expense for the years ended March 31, 2026 and March 31, 2025 are :

Extract of Statement of Profit and Loss :

Profit and Loss section :

	For the year ended March 31, 2026	For the year ended March 31, 2025
Current income tax :		
Current tax expense	544.74	477.99
Tax adjustment for earlier years	(6.77)	(8.20)
Deferred tax :		
Relating to origination and reversal of temporary differences	(10.72)	2.72
Income tax expense reported in the Statement of Profit and Loss	527.25	472.51

Other Comprehensive Income (OCI) section - Deferred tax related to items recognized in OCI during the year :

	For the year ended March 31, 2026	For the year ended March 31, 2025
Net loss/(gain) on remeasurement of defined benefit plans	0.29	1.83
Income tax expense charged to OCI	0.29	1.83

Reconciliation of tax expense and the accounting profit multiplied by India's domestic tax rate for March 31, 2026 and March 31, 2025 :

	For the year ended March 31, 2026	For the year ended March 31, 2025
Accounting profit before income tax	2,079.27	1,886.95
	2,079.27	1,886.95
At India's statutory income tax rate of 25.168% (March 31, 2025 : 25.168%)	523.31	474.91
Adjustments in respect of current income tax of previous years	(6.77)	(8.20)
Tax impact on Non-deductible expenses for tax purposes	10.71	5.80
	527.25	472.51
At the effective income tax rate of 25.358% (March 31, 2025 : 25.041%)		
Income tax expense reported in the Statement of Profit and Loss	527.25	472.51



(All amounts in ₹ Crores, unless otherwise stated)

Deferred tax :

The tax effect of significant temporary differences that resulted in deferred income tax assets and liabilities are as follows :

	Balance Sheet		Statement of Profit and Loss	
	As at March 31, 2026	As at March 31, 2025	For the year ended March 31, 2026	For the year ended March 31, 2025
Deferred tax assets				
Provision for Compensated Absences	7.71	7.16	(0.55)	3.12
Gratuity and Other employee benefits	11.15	5.38	(5.77)	(3.36)
Allowance for credit impaired debts	3.61	3.34	(0.27)	0.12
Other items deductible under Income Tax Act on payment basis	6.49	5.87	(0.62)	0.55
Other items giving rise to temporary differences	2.36	1.42	(0.94)	0.30
Deferred tax liabilities				
Difference between written down value of Property, plant and equipment as per books of accounts and income tax	(1.05)	(4.58)	(3.53)	(1.08)
Other items giving rise to temporary differences	(4.30)	(3.63)	0.67	1.24
Net deferred tax assets/(liabilities)	25.97	14.96		
Deferred tax charge/(income)			(11.01)	0.89
Deferred tax charge/(income) recognized in Profit and Loss			(10.72)	2.72
Deferred tax charge/(income) recognized in OCI			(0.29)	(1.83)
			(11.01)	0.89

Reflected in the Balance Sheet as follows :

	As at March 31, 2026	As at March 31, 2025
Deferred tax assets	31.32	23.17
Deferred tax liabilities	(5.35)	(8.21)
Deferred tax assets (net)	25.97	14.96

Reconciliation of deferred tax assets (net) :

	As at March 31, 2026	As at March 31, 2025
Opening balance as of April 1	14.96	15.85
Tax income/(charge) during the period recognized in Profit and Loss	10.72	(2.72)
Tax income/(charge) during the period recognized in OCI	0.29	1.83
Closing balance as at March 31	25.97	14.96

18B) Non-Current Tax Assets (Net)

	As at March 31, 2026	As at March 31, 2025
Advance income tax (net of provisions)	19.75	24.67
	19.75	24.67

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

18C) Current Tax Liabilities (Net)

	As at March 31, 2026	As at March 31, 2025
Provision for income tax (Net of advance income tax)	12.99	19.65
	12.99	19.65

19 Trade Payables

	As at March 31, 2026	As at March 31, 2025
Dues of micro and small enterprises (Refer (a) below)	24.66	30.91
Dues of creditors other than to micro enterprises and small enterprises		
- Due to related parties (Refer Note 39 (D))	118.57	170.34
- Due to others	963.70	856.61
	1,082.27	1,026.95
	1,106.93	1,057.86

Trade payables Ageing Schedule

As at March 31, 2026

Particulars	Unbilled	Not Due	Outstanding for following periods from due date of payment				Total
			Less than 1 Year	1-2 years	2-3 years	More than 3 years	
Total outstanding dues of micro enterprises and small enterprises	-	17.99	6.04	0.62	0.01	-	24.66
Total outstanding dues of creditors other than micro enterprises and small enterprises	83.35	973.61	24.83	0.40	0.02	0.06	1,082.27
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-	-
Total	83.35	991.60	30.87	1.02	0.03	0.06	1,106.93

As at March 31, 2025

Particulars	Unbilled	Not Due	Outstanding for following periods from due date of payment				Total
			Less than 1 Year	1-2 years	2-3 years	More than 3 years	
Total outstanding dues of micro enterprises and small enterprises	-	23.84	7.04	0.02	0.01	-	30.91
Total outstanding dues of creditors other than micro enterprises and small enterprises	80.31	886.31	60.28	-	0.02	0.03	1,026.95
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-	-
Total	80.31	910.15	67.32	0.02	0.03	0.03	1,057.86

For terms and conditions relating to related party payables, Refer Note 39.

For information on financial risk management objectives and policies, Refer Note 41.



(All amounts in ₹ Crores, unless otherwise stated)

(a) Details of dues to Micro and Small Enterprises under the Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act, 2006)*

	As at March 31, 2026	As at March 31, 2025
(i) Principal amount remaining unpaid to any supplier as at the end of the accounting year	21.84	30.65
(ii) Interest due thereon remaining unpaid to any supplier as at the end of the accounting year	2.82	0.26
(iii) The amount of interest paid along with the amounts of the payment made to the supplier beyond the appointed day (Represents interest amounts)	-	-
(iv) The amount of interest due and payable for the period of delay in making payment	-	-
(v) The amount of interest accrued and remaining unpaid at the end of the accounting year	-	-
(vi) The amount of further interest due and payable even in the succeeding year, until such date when the interest dues as above are actually paid	-	-

*The above information has been determined to the extent such parties have been identified on the basis of information available with the Company.

20 Current Financial Liabilities - Others

	As at March 31, 2026	As at March 31, 2025
Deposits from customer	0.64	0.64
Payables for capital expenditure	4.71	2.41
Unclaimed dividend [#]	21.28	17.92
Salaries, wages, incentives and bonus payable to employees	54.75	51.06
Deposit from a related party (Refer Note 39 (D))	0.48	0.45
Others	6.76	8.39
	88.62	80.87

[#]In respect of the amounts as mentioned under Section 125 of the Companies Act, 2013, no dues are required to be credited to the Investor Education and Protection Fund as on March 31, 2026 and March 31, 2025.

21 Other Current Liabilities

	As at March 31, 2026	As at March 31, 2025
Statutory dues including provident fund and tax deducted at source	19.93	16.70
GST payable	5.02	20.80
Contract liabilities (Refer Note 24 (b))	3.89	4.38
	28.84	41.88

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

22 Current Provisions

	As at March 31, 2026	As at March 31, 2025
Provision for employee benefits :		
Compensated Absences	31.24	28.54
Post Retirement Medical Benefits (Refer Note 35)	0.10	0.10
Long Service Benefits	0.51	0.34
Gratuity (Refer Note 35)	40.28	17.72
Superannuation	1.65	1.95
Provision for likely sales returns and date expiry (Refer Note 23)	66.19	60.57
Provision for likely sales returns - reimbursable (Refer Note 23)	27.26	30.30
Provision with respect to litigation (Refer Note 23)	7.59	8.02
Others	26.04	20.47
	200.86	168.01

23 Disclosure Pursuant to Ind AS 37 'Provisions, Contingent Liabilities and Contingent Asset' towards Provisions for Sales Return, Date Expiry and Damaged Products and Other Litigation Matters

	Likely sales returns & date expiry	Likely sales returns - reimbursable	Provision with respect to litigation	Total
Carrying Amount as at April 1, 2024	130.45	71.16	8.40	210.01
Provision during the year [®]	83.94	20.28	0.04	104.26
Less: Utilisation/settlement/reversal	(72.89)	(26.18)	(0.42)	(99.49)
Carrying Amount as at March 31, 2025*	141.50	65.26	8.02	214.78
Provision during the year [®]	62.06	25.60	0.04	87.70
Less: Utilisation/settlement/reversal	(59.64)	(27.25)	(0.47)	(87.36)
Carrying Amount as at March 31, 2026*	143.92	63.61	7.59	215.12

[®]Includes unwinding of discount and effect of changes in discount rate on provision for likely sales returns & date expiry of ₹ 4.30 Crores (March 31, 2025 : ₹ 4.33 Crores) (Refer Note 29).

*Carrying Amount comprises of :

	As at March 31, 2026	As at March 31, 2025
Non-current provision :		
For likely sales returns and date expiry (Refer Note 17)	77.73	80.93
For likely sales returns - reimbursable (Refer Note 17)	36.35	34.96
Current provision :		
For likely sales returns and date expiry (Refer Note 22)	66.19	60.57
For likely sales returns - reimbursable (Refer Note 22)	27.26	30.30
	207.53	206.76

Nature of provision :

The provision is for anticipated returns on expiry which is made on the basis of management expectation taking into account historical experience and market conditions.

The expected timing of any resulting outflows of economic benefits ranges from 1 month to 40 months.



(All amounts in ₹ Crores, unless otherwise stated)

24 Revenue From Operations

	For the year ended March 31, 2026	For the year ended March 31, 2025
Sale of products	6,846.10	6,345.40
Other operating revenue		
Rendering of services (Refer Note 39 (C))	80.80	61.57
Sale of scrap	1.81	1.58
Export Incentive	0.34	0.60
Total other operating revenue	82.95	63.75
	6,929.05	6,409.15

(a) Revenue from contracts with customers :

	For the year ended March 31, 2026	For the year ended March 31, 2025
India (Goods)	6,764.21	6,269.89
Outside India (Goods)	81.89	75.51
Total revenue from contracts with customers	6,846.10	6,345.40
Timing of revenue recognition		
Goods transferred at a point in time	6,846.10	6,345.40
Total revenue from contracts with customers	6,846.10	6,345.40

(b) Contract Balances :

	As at March 31, 2026	As at March 31, 2025	As at March 31, 2024
Trade receivables (Refer Note 9)	361.73	380.23	300.47
Contract assets	-	-	-
Contract liabilities (Refer Note 21)	3.89	4.38	7.41

Contract liabilities include short-term advances received from customers for sale of products/services.

(c) Reconciling the amount of revenue recognized in the Statement of Profit and Loss with the contracted price :

	As at March 31, 2026	As at March 31, 2025
Revenue as per contracted price	7,010.40	6,536.15
Add/(Less) : Adjustments		
- Sales Return	(132.86)	(154.11)
- Discounts	(31.44)	(36.64)
Net revenue from sale of products and rendering of services	6,846.10	6,345.40

During the year ended March 31, 2026 revenue includes contract liability balance at the beginning of the reporting period of ₹ **4.38 Crores** (March 31, 2025: ₹ 7.41 Crores).

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Information about the Company's performance obligations are summarized below :

Sale of products :

The performance obligation is satisfied upon delivery of the product and payment is generally due within six months from delivery and are non-interest bearing. There are no remaining performance obligation as at March 31, 2026 and March 31, 2025.

Rendering of services :

The performance obligation is satisfied when related services are performed.

25 Other Income

	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest income on:		
Interest income on fixed deposits at amortized cost	256.75	256.63
Interest income on security deposits at amortized cost	1.14	1.18
Interest income on Income Tax refund	10.60	0.62
Interest income on others (from employees and other receivables) at amortized cost	0.31	0.29
Other non-operating income:		
Rental income from a related party (Refer Note 39 (C))	1.16	1.15
Liabilities / provisions no longer required written back	3.33	14.09
Gain on early termination of leases (Refer Note 5)	-	0.59
Gain on sale/write off of Property, plant and equipment (net)	4.14	-
Insurance, customs and carriers claims	8.71	0.67
Exchange gain (net)	1.61	-
Others	0.39	0.36
	288.14	275.58

26 Cost of Materials Consumed

	For the year ended March 31, 2026	For the year ended March 31, 2025
Inventory at the beginning of the year	199.45	117.67
Add : Purchases during the year	593.81	702.90
Less : Inventory at the end of the year	(179.38)	(199.45)
	613.88	621.12



(All amounts in ₹ Crores, unless otherwise stated)

27 Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress

	For the year ended March 31, 2026	For the year ended March 31, 2025
Opening Stock		
Finished goods	119.16	108.21
Stock-in-trade	543.00	375.94
Work-in-progress	20.43	17.76
Less : Closing Stock		
Finished goods	(100.47)	(119.16)
Stock-in-trade	(637.77)	(543.00)
Work-in-progress	(29.64)	(20.43)
	(85.29)	(180.68)

28 Employee Benefits Expense

	For the year ended March 31, 2026	For the year ended March 31, 2025
Salaries, wages and bonus	589.68	527.45
Contribution to provident and other funds	27.97	26.86
Gratuity expense (Refer Note 35)	24.25	7.26
Share based compensation to employees (Refer Note 36)	12.65	12.31
Staff welfare expenses	14.27	13.66
	668.82	587.54

29 Finance Costs

	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest expense on lease liabilities (Refer Note 5)	18.01	7.04
Interest expense, other than on lease liabilities	2.68	0.06
Unwinding of discount and effect of changes in discount rate on provisions (Refer Note 23)	4.30	4.33
	24.99	11.43

30 Depreciation and Amortization Expense

	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation of Property, plant and equipment (Refer Note 3)	28.66	27.53
Amortization of intangible assets (Refer Note 4)	2.88	1.98
Depreciation of Right-of-use assets (Refer Note 5)	44.42	42.29
	75.96	71.80

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

31 Other Expenses

	For the year ended March 31, 2026	For the year ended March 31, 2025
Consumption of stores	12.83	14.26
Power and fuel	14.61	15.43
Rent (Refer Note 5)	0.46	0.27
Repairs to buildings	1.12	1.01
Repairs to plant and machinery	5.83	5.78
Repairs (others)	6.22	6.57
Insurance	5.20	5.16
Rates and taxes	21.77	18.74
Advertising, publicity and sales promotion	98.43	102.56
Processing Charges	83.86	72.96
Freight and forwarding charges	35.18	33.51
Travelling and business meetings	98.57	85.30
Commission to carrying and forwarding agents	61.49	56.86
Exchange loss (net)	-	2.66
Bad debts written off	2.09	2.47
Less : Adjusted against earlier year's provision	(2.09)	(2.47)
	-	-
Allowance for credit impaired debts	3.16	1.98
Professional fees and other services	161.81	142.13
Loss on sale/write off of Property, plant and equipment (net)	-	0.65
Payment to auditors (Refer (a) below)	1.31	1.18
CSR expenditure (Refer (b) below)	31.85	26.47
Loss on early termination of leases (Refer Note 5)	0.15	-
Miscellaneous expenses	31.48	36.75
	675.33	630.23

(a) Payment to auditors :

	For the year ended March 31, 2026	For the year ended March 31, 2025
As auditor :		
Audit fees	0.41	0.55
Tax audit fees	0.12	0.10
Limited review	0.73	0.50
In other capacity :		
Reimbursement of expenses	0.05	0.03
	1.31	1.18



(All amounts in ₹ Crores, unless otherwise stated)

(b) Details of Corporate Social Responsibility (CSR) expenditure :

The Company believes that innovative, responsible and sustainable business plays an important role in building a healthy, thriving society. The CSR policy of the Company is focused on fostering economic, environmental and social well-being. Through CSR initiatives, the Company strives to enhance people's health and well-being and provide lasting solutions to development challenges.

As a part of its CSR obligations, the Company undertook following initiatives during the year :

- i. Improving Access to Healthcare through Health Clinics
- ii. Quality and Affordable Healthcare Delivery Program with SEWA
- iii. Building Access to Quality & Affordable Healthcare Infrastructure and Services with Americares
- iv. Promoting STEM Education and Healthy Living Among Children – with Smile Foundation
- v. Building Access to Timely Diagnostic Services for Trauma Patients

	For the year ended March 31, 2026	For the year ended March 31, 2025
Gross amount required to be spent by the Company during the year as per Section 135 of the Companies Act, 2013	31.85	26.47
Amount approved by the Board to be spent during the year	31.89	27.44

Amount spent during the year ending on March 31, 2026:	In cash	Yet to be paid in cash	Total
i) Construction/ acquisition of any asset	-	-	-
ii) Others :			
On Building Healthcare Infrastructure, Building Access to Timely Diagnostic Services for Trauma Patients, STEM Education, Contributions to SEWA (Self Employed Women's Association) and various programmes to expand awareness and access to healthcare	28.20	1.57	29.77
iii) Amount unspent during the year	-	-	-
	28.20	1.57	29.77

Amount spent during the year ending on March 31, 2025:	In cash	Yet to be paid in cash	Total
i) Construction/ acquisition of any asset	-	-	-
ii) Others :			
On Building Healthcare Infrastructure, STEM Education, Contributions to SEWA (Self Employed Women's Association) and various programmes to expand awareness and access to healthcare	25.26	0.48	25.74
iii) Amount unspent during the year	-	-	-
	25.26	0.48	25.74

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	For the year ended March 31, 2026	For the year ended March 31, 2025
Details related to spent / unspent obligations:		
i) Contribution to Public Trust	-	-
ii) Contribution to Charitable Trust	29.77	25.74
iii) Unspent amount in relation to:		
- Ongoing project	-	-
- Other than Ongoing project	-	-
	29.77	25.74

	For the year ended March 31, 2026	For the year ended March 31, 2025
Details of ongoing project		
Opening Balance		
- With Company / In Separate CSR Unspent A/c	-	-
Amount required to be spent during the year	29.77	25.74
Amount spent during the year*		
- From Company's bank A/c	29.77	25.74
- From Separate CSR Unspent A/c	-	-
Closing Balance		
- With Company / In Separate CSR Unspent A/c	-	-

* As the Company carries an excess CSR spend as an asset in the books, the CSR expenditure recognized during the year is higher than the amount spent during the year.

	As at March 31, 2026	As at March 31, 2025
Details of Excess Amount Spent		
Opening Balance	2.13	2.86
Amount required to be spent during the year	31.85	26.47
Amount spent during the year	29.77	25.74
Closing Balance	0.05	2.13

The excess spent is carried forward and accordingly asset has been created in 'Other Current assets' (Refer Note 13) in accordance with Section 135 of the Companies Act, 2013 read with relevant rules thereunder.

32 Components of Other Comprehensive Income (OCI)

	For the year ended March 31, 2026	For the year ended March 31, 2025
Remeasurements of defined benefit plan : (Refer Note 35)		
Gratuity	(1.12)	(7.18)
Post retirement medical benefit scheme	(0.02)	(0.07)
	(1.14)	(7.25)

The above has been aggregated in other equity of respective periods.



(All amounts in ₹ Crores, unless otherwise stated)

33 Earnings Per Equity Share (EPS)

The following reflects the income and share data used in the Basic and Diluted EPS computations :

	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit attributable to equity holders for Basic/Diluted earnings	1,552.02	1,414.44
Weighted average number of equity shares for Basic/Diluted EPS*	2,12,49,302	2,12,49,302
Basic/Diluted EPS ₹ (Face value of ₹ 10 per share)	730.36	665.62

*There have been no transactions involving equity shares or potential equity shares between the reporting date and the date of authorisation of these Financial Statements.

34 Use of Judgements and Estimates

The preparation of the Company's financial statements in conformity with Ind AS requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances existing when the Financial Statements were prepared. The estimates and underlying assumptions are reviewed on an ongoing basis. Revision to accounting estimates is recognized in the year in which the estimates are revised and in any future year affected.

In the process of applying the Company's accounting policies, management has made the following judgements, estimates and assumptions, which have the most significant effect on the amounts recognized in the Financial Statements :

JUDGEMENTS:

Uncertainty over income tax treatment

The Company determines whether to consider each uncertain tax treatment separately or together with one or more other uncertain tax treatments and uses the approach that better predicts the resolution of the uncertainty.

The Company applies significant judgement in identifying uncertainties over income tax treatments (Refer Note 37).

Determining the lease term of contracts

The Company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

ESTIMATES:

Provision for sales return and date expiry

The Company as per trade practice accepts returns from market which are primarily in the nature of expired or near expiry products. Provisions for such returns are estimated on the basis of historical experience, shelf life of the product and market conditions and are provided for accordingly. Also Refer Note 23.

Leases - Estimating the incremental borrowing rate

The Company cannot readily determine the interest rate implicit in the lease, therefore, it uses its Incremental Borrowing Rate (IBR) to measure lease liabilities. IBR is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The Company estimates the IBR using observable inputs i.e. bank borrowing interest rates on secured assets.

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Useful lives of Property, plant and equipment

The Company reviews the useful life of Property, plant and equipment at the end of each reporting period. This reassessment may result in change in depreciation expense in future periods. Refer Note 2.3 (d) for management estimate of useful lives.

Defined benefit plans

The cost of the defined benefit gratuity plan and other post employment medical benefits are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

The parameter most subject to change is the discount rate. In determining the appropriate discount rate, the management considers the interest rates of government bonds in currencies consistent with the currencies of the post employment benefit obligation.

The mortality rate is based on publicly available mortality tables. Those mortality tables tend to change only at interval in response to demographic changes. Future salary increase and gratuity increase are based on expected future inflation rates in the country.

Further details about gratuity and other post employment medical benefits obligations are given in Note 35.

Share based compensation to employees

The fair value of restricted stock units plan is measured at the date of grant using the Black Scholes option pricing model. The estimate also requires determination of the most appropriate inputs to the valuation model, including the volatility, dividend yield, risk free interest rates, expected life of share option etc., which are disclosed in the Note 36.

Fair value measurement of financial instruments

When the fair values of financial assets and financial liabilities recorded in the Balance Sheet cannot be measured based on quoted prices in active markets, their fair value is measured using appropriate valuation techniques. The inputs for these valuations are taken from observable sources where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of various inputs including liquidity risk, credit risk, volatility etc. Changes in assumptions/judgements about these factors could affect the reported fair value of financial instruments. Also Refer Note 40.

Provision for inventories

Provision is made in the financial statements for slow and non-moving items based on estimates regarding their usability. Further for finished goods and stock-in-trade, all inventories expiring within six months and not expected to be sold, have been fully provided for. Also Refer Note 8.

Impairment of trade receivables

For the purpose of measuring lifetime expected credit loss allowance of trade receivables, the Company has used a practical expedient as permitted under Ind AS 109. This expected credit loss allowance is computed based on a provision matrix which takes into account historical credit loss experience and adjusted for forward-looking information. Refer Note 9.

Impairment of other financial assets

The loss allowance for other financial assets are based on assumptions about risk of default. The Company uses judgments in making these assumptions based on its past history, existing market conditions and certainty of realization. Also Refer Note 6 and 12.



(All amounts in ₹ Crores, unless otherwise stated)

35 Employee benefits

(a) Defined contribution plans

- i) Provident Fund/Employees' Pension Fund
- ii) Employees' State Insurance
- iii) Superannuation Fund
- iv) Employees' Deposit Linked Insurance Scheme
- v) Group Life Insurance Cover

The Company has recognized following amounts as expense in the Statement of Profit and Loss :

	For the year ended March 31, 2026	For the year ended March 31, 2025
Included in contribution to Provident and Other Funds (Refer Note 28)		
Employer's contribution to Provident Fund/Employees' Pension Fund	23.65	22.18
Employer's contribution to Superannuation Fund	2.68	3.23
Included in staff welfare expenses (Refer Note 28)		
Employer's contribution to Employees' Deposit Linked Insurance Scheme	0.28	0.21
Premium paid in respect of Group Life Insurance Cover	1.61	0.87

(b) Long-term employee benefit - Compensated absences

All eligible employees can carry forward and avail / encash leave as per Company's rules.

(c) Defined Benefit Plans

- i. **Gratuity :** (Included as part of contribution to provident and other funds in Note 28 - Employee benefits expense)

Gratuity is payable to all eligible employees of the Company on retirement, death, permanent disablement and resignation in terms of the provision of the Payment of Gratuity Act 1972, or Company's Scheme whichever is more beneficial. Benefits would be paid at the time of the separation based on employees' salary and tenure of employment with the Company.

- ii. **Post Retirement Medical Benefits (PRMB) :** (Included as part of staff welfare expenses in Note 28 - Employee benefits expense)

Under this scheme, select group of senior employees and their spouse are covered for hospitalisation benefits after the employee has retired from the Company. The cover is available to these beneficiaries until they are alive. The Company has procured a group hospitalisation cover from an insurance company for providing these benefits to these beneficiaries.

- iii. **Long Service Benefits (LSB) :** (Included as part of salaries and wages in Note 28 - Employee benefits expense)

Under this scheme, long service benefits accrues to the employee, while in service and is payable upon completion of stipulated service with the Company.

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	Gratuity (Funded)		Post Retirement Medical Benefits (Non-Funded)	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
I) Change in present value of defined benefit obligation during the year				
Present value of defined benefit obligation at the beginning of the year	95.36	86.18	0.91	0.87
Interest cost	6.48	5.94	0.05	0.07
Current service cost	7.46	6.65	-	-
Past service cost	13.78	0.080	-	-
Benefits paid	(9.23)	(10.45)	(0.10)	(0.10)
Liabilites assumed / (settled)	(3.45)	-	-	-
Actuarial changes arising from changes in financial assumptions	(4.42)	3.94	(0.02)	0.03
Actuarial changes arising from changes in experience adjustments	6.25	3.02	0.04	0.04
Present value of defined benefit obligation at the end of the year	112.23	95.36	0.88	0.91
II) Change in fair value of plan assets during the year				
Fair value of plan assets at the beginning of the year	77.64	81.71	-	-
Interest income	4.92	5.87	-	-
Contributions paid by the employer	1.81	0.73	0.10	0.10
Benefits paid from the fund	(9.23)	(10.45)	(0.10)	(0.10)
Assets acquired/(settled) - inter group transfer	(3.90)	-	-	-
Return on plan assets excluding interest income	0.71	(0.22)	-	-
Fair value of plan assets at the end of the year	71.95	77.64	-	-
	Gratuity (Funded)		Post Retirement Medical Benefits (Non-Funded)	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
III) Net (asset)/liability recognized in the Balance Sheet				
Present value of defined benefit obligation at the end of the year	112.23	95.36	0.88	0.91
Fair value of plan assets at the end of the year (unquoted insurer managed funds)	(71.95)	(77.64)	-	-
Amount recognized in the Balance Sheet/Net funded obligation	40.28	17.72	0.88	0.91
Net liability-current (Refer Note 22)	40.28	17.72	0.10	0.10
Net liability-non-current (Refer Note 17)	-	-	0.78	0.81



(All amounts in ₹ Crores, unless otherwise stated)

	Gratuity (Funded)		Post Retirement Medical Benefits (Non-Funded)	
	For the year ended March 31, 2026	For the year ended March 31, 2025	For the year ended March 31, 2026	For the year ended March 31, 2025
IV) Expenses recognized in the Statement of Profit and Loss for the year				
Current service cost	7.46	6.65	-	-
Past service cost	13.78	0.08	-	-
Interest cost on benefit obligation (net)	1.56	0.07	0.05	0.07
(Gain) / Loss on liability assumed or / (settled)	0.44	-	-	-
One Year Renewable Term Assurance (OYRTA) Premium	1.01	0.46	-	-
Total expenses included in Employee benefits expense	24.25	7.26	0.05	0.07
V) Recognized in other comprehensive income for the year				
Actuarial changes arising from changes in financial assumptions	(4.42)	3.94	(0.02)	0.03
Actuarial changes arising from changes in experience adjustments	6.25	3.02	0.04	0.04
Return on plan assets excluding interest income	(0.71)	0.22	0.00	-
Recognized in other comprehensive income for the year (Refer Note 32)	1.12	7.18	0.02	0.07
VI) Maturity profile of defined benefit obligation				
Within the next 12 months (next annual reporting period)	10.91	9.45	0.10	0.10
Between 2 and 5 years	40.56	33.80	0.38	0.37
Between 6 and 9 years	38.71	31.91	0.32	0.32
For 10 years and above	144.18	115.07	0.64	0.69

	Gratuity (Funded)		Post Retirement Medical Benefits (Non-Funded)	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
VII) Sensitivity analysis for significant assumption is as below :				
1. Increase/(decrease) on present value of defined benefits obligation at the end of the year				
Impact of 50 bps increase in discount rate	(4.10%)	(4.13%)	(2.76%)	(2.96%)
Impact of 50 bps decrease in discount rate	4.39%	4.43%	2.91%	3.13%
Impact of 100 bps increase in healthcare cost	-	-	6.00%	6.43%
Impact of 100 bps decrease in healthcare cost	-	-	(5.48%)	(5.84%)
Impact of increase by 1 year in life expectancy	-	-	5.17%	5.22%
Impact of decrease by 1 year in life expectancy	-	-	(5.06%)	(5.11%)
Impact of 50 bps increase in rate of salary increase	3.09%	3.23%	-	-
Impact of 50 bps decrease in rate of salary increase	(3.02%)	(3.17%)	-	-

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

2. Sensitivity analysis method

The Sensitivity analysis above have been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

	Gratuity (Funded)		Post Retirement Medical Benefits (Non-Funded)	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
VIII) The major categories of plan assets as a percentage of total				
Insurer managed funds	100.00%	100.00%	-	-

The Trustees have taken Policy from Life Insurance Corporation of India (LIC) and pays premium. LIC in turn manages the assets which is within the permissible limits prescribed in the insurance regulations. The Company does not foresee any material risk from these investments.

	Gratuity (Funded)		Post Retirement Medical Benefits (Non-Funded)	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
IX) Actuarial assumptions				
Discount rate	7.15%	7.20%	7.15%	7.20%
Salary escalation	7.00% p.a.	7.5% until year 2 inclusive, and 7% thereafter	-	-
Mortality rate during employment	Indian Assured Lives Mortality (2012-14) Ult table	Indian Assured Lives Mortality (2012-14) Ult table	-	-
Rate of leaving service	Age related	Age related	-	-
Mortality post retirement rate	-	-	S1PA (90) Mortality table	S1PA (90) Mortality table
Annual increase in healthcare costs	-	-	6.00%	6.00%
Expected retirement age of employees (years)	58 years / 60 years	58 years / 60 years	58 years	58 years

Expected contribution to the defined benefit plan (Gratuity) for the next annual reporting period is ₹ **7.00 Crores** (March 31, 2025 : ₹ 7.00 Crores)

The average duration of the defined benefit plan obligation at the end of the reporting period for Gratuity is **8.49 years** (March 31, 2025 : 8.55 years) and for PRMB is **5.67 years** (March 31, 2025 : 6.08 years).

Notes :

- The actuarial valuation of plan assets and the present value of the defined benefit obligation were carried out as at March 31, 2026. The present value of the defined benefit obligation and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.
- Discount rate is based on the prevailing market yields of Indian Government securities as at the Balance Sheet date for the estimated term of the obligations.
- The salary escalation rate is arrived after taking into consideration the seniority, the promotion and other relevant factors, such as, demand and supply in employment market.



(All amounts in ₹ Crores, unless otherwise stated)

- (iv) The Government of India, on November 21, 2025, notified implementation of four new labour codes — Code on Wages (2019), Industrial Relations Code (2020), Code on Social Security (2020), and Occupational Safety, Health and Working Conditions Code (2020) (hereinafter referred to as “the New Labour Codes”).

The New Labour Codes prescribed a uniform definition of the term ‘wages’, which is also relevant for determination of post-employment benefits including gratuity to all employees. In accordance with the definition, wages means all remuneration including basic pay, dearness allowance and retaining allowance but does not include certain specified items forming part of remuneration and in the event the quantum of those specified items exceed 50% of total remuneration, such excess is deemed to be considered as wages.

The Company has assessed the implications of the New Labour Codes and has recognized an incremental cost of ₹ **18.10 Crores** (Gratuity : ₹ **15.70 Crores** and Compensated Absences : ₹ **2.40 Crores**) as part of employee benefit expenses during the year ended March 31, 2026.

36 Share Based Compensation to Employees

a) International Stock Ownership Plan (Stocks of Abbott Laboratories, USA, being Ultimate Holding Company)

Abbott Laboratories, USA has an ‘Affiliate Employee Stock Purchase Plan’ (employee share purchase plan) whereby specified employees of its subsidiaries have been given a right to purchase shares of Abbott Laboratories, USA. Every employee who opts for the scheme contributes, by way of payroll deductions, up to 10% of his cash remuneration (i.e. basic salary for officers and basic salary and dearness allowance for staff category) towards purchase of shares on a monthly basis over the purchase cycle of six months.

The maximum that an employee can contribute to the plan is USD 12,500 per purchase cycle or USD 25,000 per calendar year. At the end of the cycle, accumulated payroll deductions are used to purchase shares at a discounted price. The purchase price of the share is 85% of the lesser of fair market value either on the first or last day of the purchase cycle. The shares of Abbott Laboratories, USA are listed with the New York Stock Exchange, USA and are purchased on behalf of the employees at market price less discount, allocated to participants as of last day of the purchase cycle. The concession in the price of the shares is entirely borne by Abbott Laboratories, USA.

During the year ended March 31, 2026, **17,189 shares** (March 31, 2025 : 18,617 shares) were purchased by employees at weighted average fair value of US \$ **99.70** (March 31, 2025 : US \$ 91.71) per share.

b) Employees Restricted Stock Options Plan (Stocks of Abbott Laboratories, USA, being Ultimate Holding Company)

Abbott Laboratories, USA as part of the ‘Long Term Incentive Program’ has offered Restricted Stock Units (RSUs) to specified employees of its subsidiaries, whereby the employees covered by the plan are granted units. The units when vested, become shares of Abbott Laboratories, USA at a NIL Cost. The shares of Abbott Laboratories, USA are listed with the New York Stock Exchange, USA. The grants issued are vested in one third instalments over a three year period. Pursuant to Ind AS 102 ‘Share-based Payment’, the fair value of the RSUs have been recorded by the Company. The fair value of the RSUs is estimated at the grant date using Black Scholes Option Pricing Model, taking into account the terms and conditions upon which such RSUs were granted.

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	As at March 31, 2026		As at March 31, 2025	
	Number of options	Weighted Average Exercise Price US \$	Number of options	Weighted Average Exercise Price US \$
Outstanding at the beginning of the year	22,467	NA	35,601	NA
Add : Granted during the year	18,559	NA	8,868	NA
Add : Transfers in during the year	4,537	NA	3,476	NA
Less : Exercised during the year	(11,943)	NA	(13,174)	NA
Less : Cancelled/Expired during the year	(3,323)	NA	(7,784)	NA
Less : Transfers out during the year	(948)	NA	(4,520)	NA
Outstanding at the end of the year	29,349	NA	22,467	NA

The weighted average share price at the date of exercise for stock options exercised during the year was **US \$ 112.88** (March 31, 2025 : US \$ 131.33).

The weighted average remaining contractual life for the share options outstanding as at March 31, 2026 was **2.48 years** (March 31, 2025: 2.19 years).

The following tables list the inputs to the models used for the Restricted Stock Option plan for the years ended March 31, 2026 and March 31, 2025, respectively :

	As at March 31, 2026	As at March 31, 2025
Dividend yield (%)	0.00%	0.00%
Expected volatility (%)	21.40%	20.10%
Risk-free interest rate (%)	3.65%	4.10%
Expected life of Restricted Stock Units (years)	3 years	3 years
Weighted average share price	₹ 10,374.74	₹ 11,773.86
Model used	Black Scholes	Black Scholes

The expected life of the RSUs is based on historical data and current expectations and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may not necessarily be the actual outcome.

During the year, ₹ **4.50 Crores** (March 31, 2025 : ₹ 5.38 Crores) withholding taxes has been deposited with tax authorities against exercised options.



(All amounts in ₹ Crores, unless otherwise stated)

37 Commitments and Contingencies

a. Commitments :

	As at March 31, 2026	As at March 31, 2025
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	0.53	8.28

b. Contingent liabilities :

Claims against Company not acknowledged as debts

- (i) In February 1996, the Government had made a tentative claim for a sum of ₹ 11.12 Crores to be paid into the Drugs Prices Equalisation Account (DPEA) on account of unintended benefit allegedly enjoyed by the Company during the period May 1, 1981 to August 25, 1987. This was contested by the Company and subsequently during the year ended November 30, 2005, a final demand was received for ₹ 3.47 Crores (including interest of ₹ 1.90 Crores upto March 31, 2004). The Company, being aggrieved of the said demand and based on legal advice obtained in this regard, contested the above final demand of ₹ 3.47 Crores and filed a writ petition before the Bombay High Court to restrain the government from recovering the said amount. The Bombay High Court has admitted the writ petition and granted stay of the recovery of the amount subject to the Company furnishing a bank guarantee in respect of the principal amount of ₹ 1.56 Crores. The said bank guarantee has been furnished. The Company however, out of abundant caution and based on its understanding of the facts and circumstances of the case provided for a sum of ₹ **1.43 Crores** (March 31, 2025 : ₹ 1.39 Crores) including interest liability till date.

	As at March 31, 2026	As at March 31, 2025
(ii) Income Tax	85.82	82.25
(iii) Sales Tax	17.12	12.76
(iv) Custom Duty	11.24	11.24

It is not practicable for the Company to estimate the timings of cash outflows, if any, in respect of the above and other pending litigations of the respective proceedings as it is determinable only on receipt of judgements/decisions pending with various forums/authorities.

38 Segment Reporting

The Managing Director of the Company takes decision in respect of allocation of resources and assesses the performance basis information provided by functional heads and are thus considered to be Chief Operating Decision Maker.

The Company operates under the principal business segment viz. "Pharmaceuticals". The Chief Operating Decision Maker (CODM) views and monitors the operating results of its single business segment for the purpose of making decisions about resource allocation and performance assessment. Also, sales of company is substantially in domestic market. Accordingly, there are no separate reportable segments in accordance with the requirements of Ind AS 108 'Operating segment' and hence, there are no additional disclosures to be provided other than those already provided in the financial statements. There are no individual customer contributing more than 10% of Company's total revenue.

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

39 Related Party Disclosure

A) Parties where control exists :

Ultimate Holding Company : Abbott Laboratories, USA

Holding Company : Abbott Capital India Ltd., UK

B) Other related parties with whom transactions have taken place during the year :

I) Fellow subsidiaries :

British Colloids Ltd., U.K.

Abbott Healthcare Products Ltd., U.K

Abbott Healthcare Private Ltd., India

Abbott Products Operations AG., Switzerland

Abbott Laboratories (Singapore) Pte Ltd., Singapore

Abbott GmbH, Germany

Abbott Diagnostics Medical Private Limited, India

Abbott Manufacturing Singapore Private Limited, Singapore

Abbott Laboratories GmbH, UAE (previously known as Abbott Laboratories S.A., Dubai)

Diversified Healthcare Solutions Operation Unlimited Company (Erstwhile Abbott Laboratories Vascular Enterprises Limited Partnership)

Abbott Operations Uruguay s.r.l.

St Jude Medical India Private Limited, India

Abbott Healthcare Products BV, Netherlands

Abbott Biologicals B.V, Netherlands

II) Key Management personnel and Independent directors:

Mr. Kartik Rajendran, Managing Director (appointment effective June 14, 2025)

Ms. Swati Dalal, Managing Director (ceased to be Managing Director effective June 13, 2025)

Ms. Maithilee Mistry, Chief Financial Officer (appointed effective May 6, 2025)

Mr. Sridhar Kadangode, Chief Financial Officer (ceased to be Chief Financial Officer effective February 26, 2025)

Ms. Sangeeta Shetty, Company Secretary

Mr. Munir Shaikh, Chairman

Ms. Anisha Motwani, Independent Director

Mr. Sudarshan Jain, Independent Director

Ms. Shalini Kamath, Independent Director

Mr. Kaiyomarz Marfatia, Non Executive Director

Mr. Darshan Gada, Non-Executive Director (appointed effective August 18, 2025)

Mr. Vivek Mohan, Non-Executive Director (appointed effective January 1, 2026)

Mr. James Wenner, Non-Executive Director (appointed effective April 23, 2026)

Mr. Neeraj Jain, Independent Director (appointed effective April 25, 2026)



(All amounts in ₹ Crores, unless otherwise stated)

C) Transactions during the year :

I) Transactions with the Ultimate Holding Company during the year

	For the year ended March 31, 2026	For the year ended March 31, 2025
Abbott Laboratories, USA		
Payment towards RSU (Refer Note 16)	13.44	15.85
Reimbursement (expense) towards issue of parent company shares to employees at discounted price under Employee Stock Purchase Plan (ESPP)	2.70	3.98
Reimbursement (income) towards RSU dividend on stock options and Taxes on RSU vesting offered to beneficiary employees	5.55	5.45

II) Transactions with the Holding Company during the year

	For the year ended March 31, 2026	For the year ended March 31, 2025
Abbott Capital India Ltd., UK		
Remittance of dividend	509.16	439.48

III) Transactions with fellow subsidiaries during the year

i) Remittance of dividend :

	For the year ended March 31, 2026	For the year ended March 31, 2025
British Colloids Ltd., U.K.		
Remittance of dividend	69.83	60.27
Abbott Healthcare Products Ltd., U.K.		
Remittance of dividend	177.89	153.54

ii) Sales to fellow subsidiaries :

	For the year ended March 31, 2026	For the year ended March 31, 2025
Abbott Healthcare Private Ltd., India		
Sale of stock-in-trade	83.65	74.12
Sale of raw materials	1.61	3.84
Abbott Products Operations AG., Switzerland		
Sale of stock-in-trade	0.49	0.86

iii) Purchases from fellow subsidiaries :

	For the year ended March 31, 2026	For the year ended March 31, 2025
Abbott Healthcare Private Ltd., India		
Purchase of raw materials	0.81	0.24
Purchase of stock-in-trade	56.99	54.52
Abbott Products Operations AG., Switzerland		
Purchase of raw materials	309.16	412.79
Purchase of stock-in-trade	100.11	120.52

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

iv) Other expenses to fellow subsidiaries :

	For the year ended March 31, 2026	For the year ended March 31, 2025
Abbott Healthcare Private Ltd., India		
Shared and support services	73.60	51.98
Promotional expenses	0.19	0.83
Conversion charges	68.50	63.12
Payment of lease liabilities	38.37	34.18
Finance costs	13.51	2.19
Electricity and communication expenses	0.96	0.96
Abbott Diagnostics Medical Private Limited, India		
Promotional expenses	-	0.07
Abbott Healthcare Products BV, Netherlands*		
Miscellaneous expenses	Nil	Nil
Abbott Biologicals B.V, Netherlands*		
Miscellaneous expenses	Nil	Nil

* The Company has access to marketing rights with the affiliates of the parent company for which no price is paid or payable

v) Reimbursements to and from fellow subsidiaries :

	Reimbursement to		Reimbursement from	
	For the year ended March 31, 2026	For the year ended March 31, 2025	For the year ended March 31, 2026	For the year ended March 31, 2025
Abbott Healthcare Private Ltd., India				
Market research and other expenses	0.20	0.02	2.39	0.39
Abbott Laboratories (Singapore) Pte Ltd., Singapore				
Employee benefits expense, travel and other expenses	0.11	0.63	-	-



(All amounts in ₹ Crores, unless otherwise stated)

vi) Income from fellow subsidiaries :

	For the year ended March 31, 2026	For the year ended March 31, 2025
Abbott Healthcare Private Ltd., India		
Shared and support services (Refer Note 24)	64.80	48.17
Rent income (Refer Note 25)	1.16	1.15
Abbott Products Operations AG., Switzerland		
Shared and support services (Refer Note 24)	4.09	4.03
Abbott Laboratories (Singapore) Pte Ltd., Singapore		
Shared and support services (Refer Note 24)	3.56	2.52
Abbott Laboratories GmbH, UAE		
Shared and support services (Refer Note 24)	3.56	2.52
St Jude Medical India Private Limited, India		
Shared and support services (Refer Note 24)	1.32	1.23
Abbott Diagnostics Medical Private Limited, India		
Shared and support services (Refer Note 24)	0.54	0.54
Abbott GmbH, Germany		
Shared and support services (Refer Note 24)	0.17	0.13
Abbott Manufacturing Singapore Private Limited, Singapore		
Shared and support services (Refer Note 24)	0.25	0.19
Abbott Operations Uruguay s.r.l.		
Shared and support services (Refer Note 24)	1.01	1.05
Diversified Healthcare Solutions Operation Unlimited Company		
Shared and support services (Refer Note 24)	1.50	1.19

vii) Key management personnel remuneration:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Remuneration to key management personnel		
Short-term employee benefits	8.70	7.27
Termination benefits	2.45	0.27
Share-based payments	3.88	2.99

Also, provision for post employment benefits as gratuity, leave encashment on retirement and other defined benefits which are made based on actuarial valuation on an overall Company basis are not included in remuneration to key management personnel.

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

viii) Non-Executive, Other Directors' sitting fees and Annual Commission :

	For the year ended March 31, 2026	For the year ended March 31, 2025
Mr. Munir Shaikh, Chairman	0.34	0.31
Ms. Anisha Motwani, Independent Director	0.34	0.30
Mr. Sudarshan Jain, Independent Director	0.32	0.28
Ms. Shalini Kamath, Independent Director	0.32	0.29
Mr. Kaiyomarz Marfatia, Non-Executive Director	0.24	0.22

D) Outstanding :

	As at March 31, 2026	As at March 31, 2025
Trade payable to fellow subsidiaries (Refer Note 19)		
Abbott Products Operations AG., Switzerland	102.86	154.58
Abbott Healthcare Private Ltd., India	15.71	15.52
Abbott Laboratories (Singapore) Pte Ltd., Singapore	-	0.24
	118.57	170.34
Lease Liabilities to fellow subsidiary (Refer Note 5)		
Abbott Healthcare Private Ltd., India	124.89	149.75
	124.89	149.75
Deposit from fellow subsidiary (Refer Note 20)		
Abbott Healthcare Private Ltd., India	0.48	0.45
	0.48	0.45
Trade receivables from fellow subsidiaries (Refer Note 9)		
Abbott Diagnostics Medical Private Limited	0.16	0.15
Abbott Healthcare Private Limited, India	16.52	15.67
Abbott Products Operations AG., Switzerland	1.61	0.71
Abbott Laboratories (Singapore) Pte Ltd., Singapore	0.50	0.49
Abbott Laboratories GmbH, UAE	-	0.49
St Jude Medical India Private Limited, India	0.12	0.11
Diversified Healthcare Solutions Operation Unlimited Company (Erstwhile Abbott Laboratories Vascular Enterprises Limited Partnership)	0.56	0.23
Abbott Manufacturing Singapore Private Limited, Singapore	0.10	0.04
Abbott Operations Uruguay s.r.l.	0.29	0.22
Abbott GmbH, Germany	0.11	0.02
	19.97	18.13
Other receivables from fellow subsidiaries (Refer Note 12)		
Abbott Laboratories, USA	4.76	5.35
	4.76	5.35
Deposit to fellow subsidiary		
Abbott Healthcare Private Ltd., India (Refer Note 5 and 6)	14.69	14.93

Terms and conditions of transactions with related parties :

All transactions with related parties are made in the ordinary course of business and the same is at arm's length. Outstanding balances at the year end are unsecured and interest free and settlement occurs in cash. The Company has not recorded any impairment for receivables. This assessment is undertaken each financial year through examining the financial position of the related parties and the market in which related parties operate.



(All amounts in ₹ Crores, unless otherwise stated)

40 Fair Value Disclosure

A. The carrying value and fair value of financial assets/liabilities by categories are as follows :

Particulars	Carrying value of the financial assets/ liabilities		Fair value of the financial assets/ liabilities	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Financial assets/liabilities at amortized cost				
Financial assets at amortized cost (non-current):				
Other financial assets (Refer Note 6)	2,347.60	756.38	2,347.60	756.38
Financial assets at amortized cost (current):				
Trade receivables (Refer Note 9)	361.73	380.23	361.73	380.23
Cash and cash equivalents (Refer Note 10)	442.33	560.59	442.33	560.59
Bank balances other than cash and cash equivalents (Refer Note 11)	1,812.62	1,065.61	1,812.62	1,065.61
Other financial assets (Refer Note 12)	128.96	1,781.83	128.96	1,781.83
Financial liabilities at amortized cost (non-current):				
Lease liabilities (Refer Note 5)	133.66	157.75	133.66	157.75
Financial liabilities at amortized cost (current):				
Lease liabilities (Refer Note 5)	38.33	38.92	38.33	38.92
Trade payables (Refer Note 19)	1,106.93	1,057.86	1,106.93	1,057.86
Other financial liabilities (Refer Note 20)	88.62	79.15	88.62	79.15
Financial assets/liabilities at fair value through Profit or Loss				
Financial assets at fair value through Profit or Loss (current):				
Forward contract receivable	2.19	-	2.19	-
Financial liabilities at fair value through Profit or Loss (current):				
Forward contract payable	-	1.72	-	1.72

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

- B. Set out below, is a comparison by class of the carrying amounts and fair value of the Company's financial assets/liabilities, other than those with the carrying amounts that are reasonable approximations of fair values :**

Particulars	Carrying amount	Fair value	Fair value hierarchy		
	As at March 31, 2026	As at March 31, 2026	Quoted prices in active markets Level 1	Significant observable inputs Level 2	Significant unobservable inputs Level 3
Financial assets at amortized cost					
Other financial assets (Refer Note 6) (non-current)					
Deposits given to fellow subsidiary	9.92	9.92	-	-	9.92
Deposits for premises	2.07	2.07	-	-	2.07
Against tenders	1.97	1.97	-	-	1.97
Term deposits with remaining maturity of more than twelve months	2,178.00	2,178.00	-	-	2,178.00
Others	155.64	155.64	-	-	155.64
Total	2,347.60	2,347.60	-	-	2,347.60
Financial liabilities at amortized cost					
Lease liabilities (Refer Note 5)	171.99	171.99	-	-	171.99
Total	171.99	171.99	-	-	171.99
Financial Liabilities at fair value through Profit or Loss					
Forward contract receivables	2.19	-	-	2.19	-
Total	2.19	-	-	2.19	-

Particulars	Carrying amount	Fair value	Fair value hierarchy		
	As at March 31, 2025	As at March 31, 2025	Quoted prices in active markets Level 1	Significant observable inputs Level 2	Significant unobservable inputs Level 3
Financial assets at amortized cost					
Other financial assets (Refer Note 6) (non-current)					
Deposits given to fellow subsidiary	8.93	8.93	-	-	8.93
Deposits for premises	1.78	1.78	-	-	1.78
Against tenders	0.71	0.71	-	-	0.71
Term deposits with original maturity of more than twelve months	672.00	672.00	-	-	672.00
Others	72.96	72.96	-	-	72.96
Total	756.38	756.38	-	-	756.38
Financial liabilities at amortized cost					
Lease liabilities (Refer Note 5)	196.67	196.67	-	-	196.67
Total	196.67	196.67	-	-	196.67
Financial assets at fair value through Profit or Loss					
Forward contract payable	1.72	-	-	1.72	-
Total	1.72	-	-	1.72	-



(All amounts in ₹ Crores, unless otherwise stated)

The following methods and assumptions were used to estimate the fair values :

Fair value of cash and bank balances, trade and other financial current assets, trade payables, other financial current liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments. Methods and assumptions used to estimate the fair values are consistent with those used for the year ended March 31, 2026.

During the reporting period ending March 31, 2026 and March 31, 2025, there were no transfers between Level 1 and Level 2 fair value measurements.

The Company uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique :

Level 1 : Quoted (unadjusted) prices in active markets for identical assets or liabilities

Level 2 : Other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly

Level 3 : Techniques which use inputs that have a significant effect on the recorded fair value that are based on unobservable market data

The fair values of the foreign exchange forward contract has been determined using valuation techniques with adequate observable inputs. This model incorporate various inputs including the credit quality of counter parties and foreign exchange forward rates.

Description of significant unobservable inputs to valuation (Level 3) :

The following table shows the valuation techniques and inputs used for financial instruments that are not carried at fair value :

	As at March 31, 2026	As at March 31, 2025
a) Deposits for premises	Discounted cashflow method using interest rate for similar financial instrument	Discounted cashflow method using interest rate for similar financial instrument
b) Lease liabilities	Discounted cashflow method using incremental borrowing rate	Discounted cashflow method using incremental borrowing rate
c) Financial assets/liabilities other than above	Expected cashflows for the financial instruments	Expected cashflows for the financial instruments

A one percentage point change in the unobservable inputs used in fair valuation of level 3 assets or liabilities does not have significant impact in its value.

41 Financial Risk Management Objectives and Policies

The Company's activities expose it to variety of financial risks namely market risk, credit risk and liquidity risk. The Company has various financial assets such as deposits, trade and other receivables and cash and bank balances directly related to their business operations. The Company's principal financial liabilities comprise of trade and other payables.

The Company's senior management's focus is to foresee the unpredictability and minimize potential adverse effects on the Company's financial performance. The Company's overall risk management procedures to minimise the potential adverse effects of financial market on the Company's performance are as follows :

a) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprizes three types of risks namely interest rate risk, currency risk and other price risk, such as commodity risk. The Company is not exposed to other price risk whereas the exposure to currency risk and interest risk is given below :

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's deposit accounts with banks.

Particulars	Carrying Amount	
	As at March 31, 2026	As at March 31, 2025
Fixed rate instruments		
Financial assets	4,337.00	3,704.99

Interest Rate sensitivity

The Company's investments are primarily in fixed rate interest bearing investments. Hence, the Company is not significantly exposed to interest rate risk.

(ii) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates and arises where transactions are done in foreign currency. It arises mainly where receivables and payables exist due to transactions entered in foreign currencies.

The Company evaluates exchange rate exposure arising from foreign currency transactions and follows established risk management policies including use of derivatives like foreign exchange forward contracts to hedge foreign currency risk. The Company does not enter into financial instrument transactions for trading or speculative purposes. Unhedged exposure at any point of time during the year is not material.

The Company's exposure to foreign currency risk is as follows :

Particulars	As at March 31, 2026			As at March 31, 2025		
	USD	EURO	SGD	USD	EURO	SGD
Trade receivables	8.11	0.49	-	5.75	0.22	0.00
Other financial assets	4.76	-	-	5.58	0.00	0.00
Trade payables	(13.27)	(0.11)	-	(20.47)	(0.41)	(0.02)
Net Exposure	(0.40)	0.38	-	(9.14)	(0.19)	(0.02)

Foreign currency sensitivity

The following table demonstrate the sensitivity to a reasonably possible change in foreign exchange rates, being the most transacted currencies with all other variables held constant. The exchange rate between Rupee and other foreign currencies have changed substantially in the recent years and may fluctuate substantially in the future. The below impact on the Company's profit before tax and equity is based on changes in the fair value of unhedged foreign currency monetary assets and liabilities as at Balance Sheet date.

Currency	As at March 31, 2026		As at March 31, 2025	
	1% Increase	1% Decrease	1% Increase	1% Decrease
USD	(1.61)	1.61	(1.49)	1.49
EURO	(0.04)	0.04	(0.03)	0.03
SGD	-	-	.*	.*
Increase/(Decrease) in Profit or Loss	(1.65)	1.65	(1.52)	1.52

* below ₹ 50,000



(All amounts in ₹ Crores, unless otherwise stated)

b) Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. Concentration of credit risk arises when counter parties are engaged in similar business activities or have similar economic features that would cause the ability to meet contractual obligations to be similarly affected by changes in economical, political or other conditions. Concentration of credit risk indicate the relative sensitivity of the Company's performance to developments affecting a particular industry.

Credit risk of company arises principally from the trade debts, loans and advances, trade deposits, other receivables and balance with banks. The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk was ₹ **5,095.42 Crores** as at March 31, 2026 (March 31, 2025: ₹ 4,544.62 Crores). Credit risk on cash and bank balances is limited as these are generally held or invested in deposits with banks with good credit ratings. Customer credit risk is managed for each business unit subject to the Company's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on an extensive credit rating scorecard and individual credit limits are defined in accordance with this assessment. Further, significant sales of the Company are against advance payment/collection on delivery terms. Outstanding customer receivables are regularly monitored and any shipments to new overseas customers are generally covered by letters of credit or other forms of credit insurance. The management continuously monitors the credit exposure towards the customers and makes provision against those balances considered doubtful of recovery.

Refer Note 9 for ageing of trade receivables.

Movement in allowance for credit loss :

Particulars	As at March 31, 2026	As at March 31, 2025
Balance at the beginning of the year	16.37	17.00
Allowance for credit impaired debts	3.16	1.98
Allowance for credit impaired deposits	0.13	(0.14)
Bad debts written off	(2.09)	(2.47)
Balance at the end of the year	17.57	16.37

The management believes that no further provision is necessary in respect of trade receivables based on historical trends of these customers. Further, the Company's exposure to customers is diversified and no single customer has significant contribution to trade receivables balances.

The credit risk on liquid funds such as balances with banks in current and deposit accounts is limited because the counter parties are banks with reasonably high credit ratings.

Financial assets other than trade receivables and bank balances are not exposed to any material credit risk.

c) Liquidity risk

Liquidity risk is the risk that company will not be able to meet its financial obligations as they fall due. Liquidity risk arises because of the possibility that the Company could be required to pay its liabilities earlier than expected or encounters difficulty in raising funds to meet commitments associated with financial liabilities as they fall due. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due. The Company manages liquidity risk by maintaining sufficient cash and bank balance and availability of funding through adequate amount of committed credit facilities.

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

The details of the contractual maturities of significant liabilities as at March 31, 2026 are as follows :

Particulars	Carrying Amount	Less than 1 year	1-3 years	3-5 years	More than 5 years	Total
Trade payables (Refer Note 19)	1,106.93	1,106.93	-	-	-	1,106.93
Other current financial liabilities (Refer Note 20)	88.62	88.62	-	-	-	88.62
Lease Liabilities (Refer Note 5)	171.99	53.49	51.68	98.12	14.72	218.01
	1,367.54	1,249.04	51.68	98.12	14.72	1,413.56

The details of the contractual maturities of significant liabilities as at March 31, 2025 are as follows :

Particulars	Carrying Amount	Less than 1 year	1-3 years	3-5 years	More than 5 years	Total
Trade payables (Refer Note 19)	1,057.86	1,057.86	-	-	-	1,057.86
Other current financial liabilities (Refer Note 20)	80.87	80.87	-	-	-	80.87
Lease Liabilities (Refer Note 5)	196.67	55.48	97.62	88.27	5.75	247.12
	1,335.40	1,194.21	97.62	88.27	5.75	1,385.85

42 Capital Management

For the purpose of the Company's capital management, capital includes issued equity capital and all other equity reserves attributable to the equity holders of the Company. The primary objective of the Company's capital management is to safeguard the Company's ability to remain as a going concern and maximize the shareholder value.

The Company manages its capital structure and makes adjustments in light of changes in economic conditions, annual operating plans and long-term and other strategic investment plans. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders or issue new shares. The current capital structure of the Company is equity based with no financing through borrowings except through leasing. The Company is not subject to any externally imposed capital requirements.

No changes were made in the objectives, policies or processes for managing capital during the year ended March 31, 2026 and March 31, 2025.



(All amounts in ₹ Crores, unless otherwise stated)

43 Additional Regulatory Information

i) Financial Ratios:

The following are analytical ratios for the year ended March 31, 2026 and March 31, 2025:

Ratio	Numerator	Denominator	As at March 31, 2026	As at March 31, 2025	% Change
Current ratio (in times)	Current Assets	Current Liabilities	2.55	3.37	(24.33)%
Debt- Equity Ratio (in times)	Total Debt ⁽¹⁾	Shareholder's Equity	0.04	0.05	(20.00)%
Debt Service Coverage ratio (in times)	Earnings available for debt service ⁽²⁾	Debt service ⁽³⁾	24.75	23.07	7.28%
Return on Equity ratio (in %)	Net Profit after taxes	Average Shareholder's Equity	34.46	35.66	(3.37)%
Inventory Turnover ratio (in times)	Cost of goods sold	Average Inventory	4.04	4.66	(13.30)%
Trade Receivable Turnover Ratio (in times)	Revenue from Operations	Average Trade Receivable	18.68	18.33	1.91%
Trade Payable Turnover Ratio (in times)	Total Purchases and Other Expenses	Average Trade Payables	4.10	4.26	(3.76)%
Net Capital Turnover Ratio (in times)	Revenue from Operations	Working Capital ⁽⁴⁾	3.02	1.92	57.29%*
Net Profit ratio (in %)	Net Profit	Revenue from Operations	22.40%	22.07%	1.50%
Return on Capital Employed (in %)	Earnings before interest and taxes	Capital Employed ⁽⁵⁾	42.54%	42.86%	(0.75)%
Return on Investment (in %)	Interest Income	Average Fixed Deposit Investment	6.39%	7.11%	(10.13)%

Reason for more than 25% variance

* Movement due to deposit maturing within 12 months and reinvested in non current deposits

(1) Debt represents only lease liabilities

(2) Net Profit after Taxes + Non-Cash Operating Expenses + Interest + Other Adjustment like gain & loss on sale/write off of Property, plant and equipment etc.

(3) Lease Payment for the current year

(4) Current Assets - Current Liabilities

(5) Tangible Networth + lease liabilities

ii) Relationship with Struck off Companies:

The Company does not have any transaction with companies struck off under Section 248 of the Companies Act, 2013 or Section 560 of Companies Act, 1956, during the current year and in the previous year.

- 44** The Company appears in the breach list displayed on the website of the Depositories and BSE limited as the total foreign investment in the Company exceeded the sectoral cap in the past. In this connection, the Company has received post-facto approval from the Department of Pharmaceuticals permitting foreign shareholding in excess of the sectoral cap, up to 80% of the paid-up share capital of the Company, subject to compounding with the Reserve Bank of India (RBI). The Company had filed a compounding application with the Reserve Bank of India in this regard.

Based on the hearing conducted on July 25, 2025, Company has received final compounding order from RBI dated July 31, 2025 levying a penalty of ₹ 0.02 Crore and the matter has been disposed of and hence Company has reversed the provision in books of account of ₹ 2.98 Crore out of ₹ 3.00 Crores provided earlier.

Notes to The Financial Statements

for the year ended March 31, 2026

(All amounts in ₹ Crores, unless otherwise stated)

- 45** i) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.
- ii) The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.
- iii) The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:
- (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or;
- (b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.
- iv) The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:
- (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or;
- (b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- v) The Company has not entered into any transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the current and previous year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).
- vi) The Company has not traded or invested in Crypto currency or Virtual Currency during the current and previous year.
- vii) The Company has not entered into any scheme of arrangement which has an accounting impact on current or previous year.
- viii) The Company has not revaluated its property, plant and equipment (including right-of-use assets) or intangible assets or both during the current or previous year.
- ix) The Company has not been declared wilful defaulter by any bank or financial institution or Government or Government authority.
- 46** (i) The Company has maintained proper books of account as prescribed under Section 128(1) of the Companies Act, 2013 (as amended). The books of accounts are maintained in electronic mode as required under Section 128 (1) of the Companies Act, 2013 read with the Companies (Accounts) Rules, 2014 (as amended). The back-up of books of account and other relevant books and papers maintained in electronic mode were taken on a server physically located in India on daily basis except for an application used for processing expenses of field employees where backups on a daily basis were taken on a server physically located outside India.
- (ii) The Ministry of Corporate Affairs (MCA) has prescribed a requirement for companies under the proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 inserted by the Companies (Accounts) Amendment Rules, 2021 requiring companies, which uses accounting software for maintaining its books of account, shall use only such accounting software which has a feature of recording audit trail of each and every transaction, creating an edit log of each change made in the books of account along with the date when such changes were made and ensuring that the audit trail cannot be disabled.
- The Company has used accounting software for maintaining its books of account which has a feature of audit trail (edit log) facility and the same was enabled and preserved at the application level as per statutory requirement of record retention. During the year ended March 31, 2026, the Company has not enabled the feature of recording audit trail (edit log) at the database level for the said accounting software to log any direct data changes.



(All amounts in ₹ Crores, unless otherwise stated)

47 Post Reporting date events:

Refer Note 15 for the final dividend recommended by the directors which is subject to the approval of shareholders in the ensuing general meeting.

No adjusting or significant non-adjusting events have occurred between the March 31 reporting date and the date of authorization.

48 Previous year's figures have been regrouped/reclassified to confirm to the current year's classification. The impact of such reclassification /regrouping is not material in the financial statement.

Material accounting policies (Refer Note 2)

The accompanying notes form an integral part of the financial statements.

As per our report of even date attached

For and on behalf of the Board of Directors

For **Walker Chandiok & Co LLP**

Chartered Accountants

Firm Registration No. 001076N/N500013

Kartik Rajendran

Managing Director

DIN : 09527717

Sudarshan Jain

Director

DIN : 00927487

Ashish Gupta

Partner

Membership No. 504662

Maithilee Mistry

Chief Financial Officer

Sangeeta Shetty

Company Secretary

Membership No.ACS 18865

Place : Hyderabad

Date : May 11, 2026

Place : Mumbai

Date : May 11, 2026

Notice

Notice is hereby given that the Eighty-second Annual General Meeting of Abbott India Limited will be held through Video-Conferencing ("VC")/ Other Audio-Visual Means ("OAVM") on Thursday, August 13, 2026 at 10.00 a.m. to transact the following business:

Ordinary Business:

1. Adoption of Audited Financial Statements of the Company for the financial year ended March 31, 2026 and the Reports of the Board of Directors and Auditors thereon

To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:

"RESOLVED THAT the Audited Financial Statements of the Company for the financial year ended March 31, 2026 and the Reports of the Board of Directors and Auditors thereon, as circulated to the Members, be and are hereby considered and adopted."

2. Declaration of Dividend

To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:

"RESOLVED THAT final dividend at the rate of ₹ 525/- (Rupees Five Hundred and Twenty-Five Only) and special dividend at the rate of ₹ 131/- (Rupees One Hundred and Thirty-One Only) per equity share of ₹ 10/- (Rupees Ten only) each fully paid-up of the Company, as recommended by the Board of Directors, be and is hereby declared for the financial year ended March 31, 2026 and the same be paid out of the profits of the Company."

3. Retirement by rotation of Mr. Munir Shaikh (DIN: 00096273)

To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:

"RESOLVED THAT in accordance with the provisions of Section 152 and other applicable provisions of the Companies Act, 2013 and Rules made thereunder, Mr. Munir Shaikh (DIN: 00096273), who retires by rotation at this Annual General Meeting and who has not offered himself for re-appointment, be and is hereby not re-appointed as a Director of the Company and the vacancy, so created, be not filled."

4. Retirement by rotation of Mr. Kaiyomarz Marfatia (DIN: 03449627)

To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:

"RESOLVED THAT in accordance with the provisions of Section 152 and other applicable provisions of the Companies Act, 2013 and Rules made thereunder, Mr. Kaiyomarz Marfatia (DIN: 03449627), who retires by rotation at this Annual General Meeting and, being eligible, has offered himself for re-appointment, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation."

Special Business:

5. Ratification of the remuneration payable to M/s. Kishore Bhatia & Associates, Cost Auditors, for the financial year 2026-27

To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:

"RESOLVED THAT pursuant to the provisions of Section 148 and other applicable provisions of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), and as approved by the Audit Committee and the Board of Directors of the Company, remuneration of ₹ 0.09 Crores plus taxes as applicable and reimbursement of out-of-pocket expenses, payable to M/s. Kishore Bhatia & Associates, Cost Accountants (Firm Registration No. 00294), for conducting the audit of the cost accounting records of the Company for the financial year 2026-27, be and is hereby ratified."

By Order of the Board

Sangeeta Shetty

Company Secretary

Membership No.: ACS 18865

Mumbai

May 11, 2026

Registered Office:

Abbott India Limited

CIN: L24239MH1944PLC007330

3, Corporate Park, Sion-Trombay Road, Mumbai - 400 071

Telephone No.: +91-22-5046 1000/ 2000

E-mail: investorrelations.india@abbott.com

Website: abbott.co.in



Notes:

- i. In accordance with the Ministry of Corporate Affairs, ("MCA") General Circular Nos. 14/2020 dated April 8, 2020, 17/2020 dated April 13, 2020 and 20/2020 dated May 5, 2020 read with other relevant circulars, including General Circular No. 03/2025 dated September 22, 2025, issued by the Ministry of Corporate Affairs ("MCA Circulars"), the Annual General Meeting ("AGM") will be held without the physical presence of the Members at a common venue and Members can attend and participate in the AGM through VC/ OAVM.
- ii. Pursuant to the provisions of the Companies Act, 2013 ("the Act"), a Member entitled to attend and vote at the Meeting is entitled to appoint a proxy to attend and vote on his/ her behalf and the proxy need not be a Member of the Company. Since this Meeting will be held through VC/ OAVM, in accordance with the MCA Circulars, physical attendance of Members has been dispensed with. Accordingly, the facility for appointment of proxies by the Members will not be available for the Meeting and hence the Proxy Form and Attendance Slip are not annexed to this Notice. The attendance of the Members attending the AGM through VC/ OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Act.
- iii. Members can join the AGM in the VC/ OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility for participation at the AGM through VC/ OAVM will be made available for 1,000 Members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit, Nomination and Remuneration and Stakeholders Relationship Committees, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis.
- iv. Corporate Members intending to have their representatives attend the Meeting through VC/ OAVM pursuant to Section 113 of the Act, are requested to send to the Company, a certified copy of the relevant Board Resolution together with the specimen signature of the representative(s) authorized to attend and vote on their behalf at the Meeting.

- v. A statement pursuant to Section 102(1) of the Act, relating to the Business to be transacted at Item No. 5 is annexed hereto.
- vi. The additional details of Director retiring by rotation/ seeking re-appointment, pursuant to Regulation 36(3) of the Securities and Exchange Board of India ("SEBI") (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time ("the SEBI Listing Regulations") and the Secretarial Standards issued by the Institute of Company Secretaries of India, is annexed as Annexure I and forms part of this Notice.

Dividend

- vii. Final dividend of ₹ 525/- and Special dividend of ₹ 131/- per Equity Share of ₹ 10/- each, as recommended by the Board of Directors, if approved by the Members at the AGM, will be paid on or after August 18, 2026 to the Members whose names appear on the Register of Members and to the Beneficial Owners of the Shares as on July 24, 2026 ("Record date"), as per the details furnished by the Depositories for this purpose.
- viii. In accordance with the provisions of the Income Tax Act, 2025, dividends paid or distributed by the Company is taxable in the hands of its Shareholders and the Company is required to deduct Tax at Source ("TDS") from dividend paid to the Shareholders at the applicable rates.

A separate communication has been sent to the Members describing the detailed provisions regarding this and process to submit the documents/ declarations along with the formats, in respect of deduction of TDS on the dividend payout. The intimation is also available on the website of the Company at abbott.co.in/investor-relations.html.

- ix. SEBI has mandated that dividend to security holders (holding securities in physical form), shall be paid only through electronic mode. Such payment shall be made only after furnishing the PAN, choice of nomination, contact details including postal address with pin and mobile number, bank account details and specimen signature. Further, relevant FAQs published by SEBI on its website can be viewed at the following link: sebi.gov.in/sebi_data/faqfiles/jan-2026/1767611333081.pdf

Notice (Contd.)

- x. The Dividend will be paid electronically in the bank accounts of the Members whose bank details are available with the Company/ Registrar and Transfer Agent ("RTA")/ Depositories. Members holding shares in electronic form are requested to intimate change, if any, in their bank details to their Depository Participants with whom they have Demat accounts. The Company or the RTA cannot act on any request received directly from such Members. Members holding shares in physical form are requested to intimate change, if any, in their bank details by sending duly signed Form ISR-1 alongwith required documents to the RTA/ Company.

Shareholders holding Shares in Physical Form

- xi. SEBI had made it mandatory for holders of physical securities to furnish PAN, KYC and Nomination/ Opt-out of Nomination details to avail any investor service. Members who are yet to update their KYC details are therefore urged to furnish PAN, KYC and Nomination/ Opt-out of Nomination by submitting the prescribed forms duly filled, by e-mail from their registered e-mail ID to einward.ris@kfintech.com or by sending a physical copy of the prescribed forms duly filled and signed by the registered holders to KFin Technologies Limited, Registrar and Transfer Agent of the Company ("KFin"), at Selenium Building, Tower B, Plot No. 31-32, Financial District, Nanakramguda, Serilingampally, Hyderabad - 500 032. Further effective April 1, 2024, all the holders of physical securities shall be eligible for any dividend payment in respect of their folios, only through electronic mode after updation of all the above required details.

The Company has sent out intimations to those Members, holding shares in physical form, whose folios are incomplete with PAN, KYC and/ or Nomination details, requesting them to update their details with the RTA/ Company.

- xii. Members may please note that SEBI has mandated the listed Companies to issue securities in dematerialized form only while processing service requests viz. issue of duplicate share certificate; claim from unclaimed suspense account; renewal/ exchange of share certificate; endorsement; sub-division/ splitting of share certificate; consolidation of share certificates/ folios; transmission and transposition. Accordingly,

Members are requested to make service requests by submitting a duly filled and signed Form ISR-4, the format of which is available on the Company's website at abbott.co.in/investor-relations.html and on the website of KFin at kfintech.com. It may be noted that any service request can be processed only after the Folio is KYC Compliant.

- xiii. To eliminate all risks associated with physical shares and avail various benefits of dematerialization, Members are advised to dematerialize the shares held by them in physical form. Members can contact the Company or KFin for assistance in this regard.
- xiv. Members holding shares in physical form, in identical order of names, in more than one folio are requested to send to KFin, the details of such folios together with the share certificates along with the requisite KYC documents for consolidating their holdings in one folio. Requests for consolidation of share certificates shall be processed in dematerialized form.

Unclaimed Dividend

- xv. In terms of requirements of Regulation 39(4) and Schedule VI of the SEBI Listing Regulations, shares which remained unclaimed in the custody of the Company are required to be transferred to the Unclaimed Suspense Account opened by the Company.

Accordingly, details of the unclaimed shares lying in the Company's Unclaimed Suspense Account are as follows:

Particular	No. of Shareholders	No. of Shares
No. of shares as on April 1, 2025	31	3,598
No. of shares claimed and transferred from the Unclaimed Suspense Account during the year	(3)	(471)
No. of shares transferred to Investor Education and Protection Fund (IEPF)	(27)	(3,085)
No. of shares as on March 31, 2026	1	42

All benefits accruing on such shares shall be credited to Unclaimed Suspense Account for a period of 7 (seven) years. Thereafter, the said shares including all benefits accrued thereon shall be transferred by the Company to IEPF Authority in accordance with the provisions of Section 124(5) and (6) of the Act.



- xvi. Members who have not encashed their dividend warrants from the financial year 2018-19 or thereafter, are requested to write to the RTA/ Company.

Members are requested to note that the unclaimed dividends will be transferred to the IEPF after the below mentioned due dates:

Dividend and Year	Dividend per Share	Due Date for Transfer to IEPF
61 st Dividend 2018-19	65	20/09/2026
62 nd Dividend 2019-20	250	05/10/2027
63 rd Dividend 2020-21	275	25/08/2028
64 th Dividend 2021-22	275	08/09/2029
65 th Dividend 2022-23	325	07/09/2030
66 th Dividend 2023-24	410	06/09/2031
67 th Dividend 2024-25	475	11/09/2032

In terms of the IEPF (Uploading of information regarding unpaid and unclaimed amounts lying with Companies) Rules, 2012, the Company has uploaded the required information in respect of unpaid/ unclaimed dividend (as on date of the last AGM held on August 13, 2025) on the Company's website under the Investor Section at abbott.co.in/investor-relations.html.

- xvii. In terms of requirements of Section 124 and 125 of the Act, read with the IEPF Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, all shares in respect of which dividend has not been paid or claimed for 7 (seven) consecutive years or more are required to be transferred to the IEPF Authority.

The details of shares so transferred are available on the Company's website under the Investor Section at abbott.co.in/investor-relations.html.

The Members whose shares and unclaimed dividend have been transferred to IEPF, may claim the shares and unclaimed dividends by making an application to IEPF Authority in Form IEPF-5 (available on iepf.gov.in) along with requisite fee as decided by the Authority from time to time. The process for claiming the shares and unclaimed dividend from IEPF is

available on the website of the Company at abbott.co.in/investor-relations.html.

The details of shares lying in the IEPF Account are given below:

Particular	No. of Shareholders	No. of Shares
No. of shares in IEPF Account as on April 1, 2025	765	1,12,245
No. of shares transferred to IEPF Account during the year 2025-26	48	16,131
No. of shares claimed and transferred to the Shareholders from IEPF Account during the year 2025-26	(56)	(8,811)
No. of shares in IEPF Account as on March 31, 2026	757	1,19,565

- xviii. Members seeking any information or clarifications on the Annual Report are requested to send their queries to the Company on investorrelations.india@abbott.com at least one week prior to the Meeting to enable the Company to compile the information and provide replies at the Meeting.
- xix. In line with the MCA Circulars and the SEBI Circulars, Annual Report for the financial year 2025-26 along with the Notice of Eighty-second AGM inter alia, indicating the process and manner of e-voting, is being sent through electronic mode to the Members whose e-mail addresses are available with the Company/ Depositories/ Depository Participants.
- The aforesaid documents are also available on the Company's website at abbott.co.in/investor-relations.html and on the websites of the BSE Limited at bseindia.com and NSDL at evoting.nsdl.com.
- The Members whose e-mail addresses are not registered with the Company are requested to register the same by following the instructions given under Part D of Annexure II to this Notice.
- xx. The relevant documents referred to in the accompanying Notice and Explanatory Statement will be provided upon request, in electronic mode upto the date of the Meeting. The Members are required to write to investorrelations.india@abbott.com with a subject "Inspection of Documents".

Notice (Contd.)

xxi. Speaker Registration/ Questions for the Meeting

Members, who would like to express their views/ have questions are requested to send registrations along with the questions in advance mentioning their name, demat account number/ folio number, e-mail id, mobile number at investorrelations.india@abbott.com from Thursday, July 30, 2026 to Thursday, August 6, 2026. Those Members who have registered themselves as a speaker will only be allowed to express their views/ ask questions during the Meeting. The Company reserves the right to restrict the number of questions/ speakers depending on the availability of time for the Meeting.

xxii. Voting through Electronic Means

Pursuant to the provisions of Section 108 and other applicable provisions, if any, of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2015, Regulation 44 of the SEBI Listing Regulations and in line with the MCA Circulars, the Company is pleased to provide to its Members the facility to exercise their vote through electronic means i.e., "remote e-voting" on resolutions proposed to be passed at the Meeting. The Company has engaged the services of National Securities Depository Limited ("NSDL") for providing e-voting facility to enable the Members to cast their votes electronically as well as for e-voting during the AGM.

In line with the MCA Circulars, Members are required to communicate their assent or dissent through the remote e-voting system only.

In terms of SEBI Circular dated December 9, 2020 on e-voting facility provided by listed Companies, individual Members holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Members are required to update their Mobile No. and E-mail ID correctly in their demat account in order to access e-voting facility.

- a) The facility for remote e-voting shall be provided at the Meeting. Members attending the Meeting who have not cast their vote earlier by remote e-voting shall be entitled to vote at the Meeting. A Member can participate in the Meeting even after exercising his right to vote through remote e-voting but shall not be allowed to vote again at the Meeting.

- b) The remote e-voting facility will be available during the following voting period:

Commencement of remote e-voting	From 9 a.m. (IST) on Monday, August 10, 2026
End of remote e-voting	Upto 5 p.m. (IST) on Wednesday, August 12, 2026

- c) Mr. Taizoon Khumri (CP No. 88 and Membership No. FCS 993) failing him, Mr. Husain Wagh (CP No. 12153 and Membership No. FCS 11268) failing him, Ms. Fatema Fatehi (CP No. 18684 and Membership No. ACS 51448) of M/s. Khumri Wagh Fatehi & Associates LLP, Practicing Company Secretaries (LLPIN No. ABA-6185) has been appointed as the Scrutinizer to scrutinize the voting process in a fair and transparent manner.
- d) A person, whose name is recorded in the Register of Members or in the Register of Beneficial Owners maintained by the Depositories as on the Cut-off date i.e., August 6, 2026 ("Cut-off date") only shall be entitled to avail the facility of remote e-voting or voting at the Meeting, as the case may be, in proportion to the shares held by them as on the Cut-off date.
- e) In case all the joint holders are attending the Meeting, the Member whose name appears as first holder in the order of names as per Register of Members of the Company will be entitled to vote at the Meeting.
- f) Any person holding shares in physical form and non-individual Shareholders, who acquires shares of the Company and becomes Member of the Company after the Notice is sent through e-mail and holding shares as of the Cut-off date i.e., August 6, 2026, may obtain the login ID and password by sending a request at evoting@nsdl.com or Issuer/ RTA. However, if you are already registered with NSDL for remote e-voting, then you can use your existing User ID and Password for casting your vote. If you forgot your password, you can reset your password by using "Forgot User Details/ Password" or "Physical User Reset Password" option available on evoting.nsdl.com or call on 022-4886 7000.

In case of Individual Shareholders holding securities in demat mode who acquire shares of the Company and becomes a Member of the Company after sending of the Notice and holding



shares as on the Cut-off date i.e., August 6, 2026, may follow steps mentioned in the Notice of the AGM under "Access to NSDL e-voting system".

- g) Once the Member has confirmed his voting on the resolution, he will not be allowed to modify his vote or cast the vote again.
 - h) The Scrutinizer shall, after the conclusion of voting at the Meeting, first count the votes cast at the Meeting and thereafter unblock the votes cast through remote e-voting and shall submit, not later than forty-eight hours of the conclusion of the AGM, a consolidated Scrutinizer's Report of the total votes cast in favor or against, if any, to the Chairman or any other person authorized by him, who shall countersign the same and declare the result of the voting forthwith.
 - i) The Results shall be declared by the Chairman or any other person authorized by him within forty-eight hours from the conclusion of the Meeting. The results declared shall alongwith the consolidated Report of the Scrutinizer be placed on the website of the Company i.e., abbott.co.in and on the website of NSDL at evoting.nsdl.com immediately after the declaration of results. The results shall simultaneously be forwarded to the BSE Limited, Mumbai and also be displayed on the Notice Board of the Registered Office of the Company.
- xxiii. Instructions for e-voting and attending the AGM is annexed as Annexure II and forms part of this Notice.
- xxiv. Considering the Meeting would be held through VC/OAVM, the route Map for the venue is not annexed to the Notice. The deemed venue for the AGM shall be the Corporate Office of the Company.

Statement pursuant to Section 102(1) of the Companies Act, 2013

Item No. 5

The Board, based on the recommendation of the Audit Committee at its Meeting held on May 11, 2026, approved the appointment of M/s. Kishore Bhatia & Associates, Cost Accountants (Firm Registration No. 00294), ("Kishore Bhatia"), as the Cost Auditors for conducting the Cost Audit of the Company for the financial year 2026-27 at a remuneration of ₹ 0.09 Crores plus taxes as applicable and reimbursement of reasonable out-of-pocket expenses.

The overall remuneration proposed to be paid to the Cost Auditors for the financial year 2026-27 is commensurate to the scope of the audit to be carried out by the Cost Auditors and is in line with the guidelines issued by the Institute of Cost Accountants of India. Kishore Bhatia have confirmed that they hold a valid certificate of practice under Section 6(1) of the Cost and Works Accountants Act, 1959.

Kishore Bhatia is a firm of Practising Cost Accountants based in Mumbai offering a wide spectrum of services to its esteemed clientele. They are present in the Costing field for more than three decades. The firm has handled various assignments in Costing such as Cost audit, Certifications, Setting up costing systems, Cost consultancy, Costing-based turnaround strategies, etc. across diverse industry and client base.

Kishore Bhatia has highly qualified Partners and an experienced team. They have conducted Cost Audits for clients in Pharmaceuticals, Engineering, Chemicals, Insecticides, Construction, Real Estate, Infrastructure, Steel, Telecommunications, Plastics & Polymers, Petroleum, FMCG, Medical Devices, Ports, Roads, Paints, Energy etc.

Pursuant to the provisions of Section 148 and all other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Cost Records and Audit) Rules, 2014, as amended from time to time, remuneration payable to Kishore Bhatia, Cost Auditors, as stated above, requires ratification by the Members.

None of the Directors and/ or Key Managerial Personnel of the Company and their relatives is concerned or interested, financially or otherwise, in the resolution set out at Item No. 5.

The Board recommends the resolution set forth in Item No. 5 for the approval of Members as an Ordinary Resolution.

By Order of the Board

Sangeeta Shetty

Company Secretary

Membership No.: ACS 18865

Mumbai

May 11, 2026

Registered Office:

Abbott India Limited

CIN: L24239MH1944PLC007330

3, Corporate Park, Sion-Trombay Road, Mumbai - 400 071

Telephone No.: +91-22-5046 1000/ 2000

E-mail: investorrelations.india@abbott.com

Website: abbott.co.in

Annexure I**Details of Directors retiring by rotation/ seeking appointment at the Eighty-second AGM pursuant to Regulation 36(3) of the SEBI Listing Regulations, 2015 and the Secretarial Standards issued by the Institute of Company Secretaries of India**

Name of the Director	Kaiyomarz Marfatia
Date of Birth	November 22, 1956
Age	69
Date of Appointment	March 1, 2011
Expertise in Specific Functional Area	Mr. Marfatia has over four decades of diverse experience in the Legal and Secretarial streams, of which over 25 years have been with Abbott.
Qualifications	B.Com. from Lala Lajpat Rai College and Law degree from Government Law College, Mumbai.
Terms and conditions of Appointment	Appointed as Non-executive Director, liable to retire by rotation
Remuneration last drawn (including sitting fees, if any)	₹ 0.24 Crores (Commission and sittings fees paid for the financial year 2025-26)
Remuneration proposed to be paid	Entitled for commission and sitting fees for attending Meetings of the Board and its Committees and reimbursement of expenses for participation in the Board/ Committees Meetings
Number of Meetings of the Board attended during the financial year 2025-26	7
No. of shares held in the Company	NIL
Directorships in other Indian Companies	SNL Bearings Limited
Membership/ Chairmanship of Committees in other Indian Companies*	Chairman of Stakeholders Relationship Committee and Member of Audit Committee of SNL Bearings Limited
Relationship between Directors inter-se	None

*Includes Memberships/ Chairmanship of Audit Committee and Stakeholders Relationship Committee in public (including listed and high value debt listed) companies.



ANNEXURE II

Part A: Access to NSDL e-voting system

A. Individual Shareholders holding securities in demat mode-Steps to Login for e-voting and for joining the Virtual Annual General Meeting (“the Meeting”)

Type of Shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL	- For OTP based login you can click on eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID, 8-digit Client ID, PAN No., Verification code and generate OTP. Enter the OTP received on registered email ID/ mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-voting page. Click on Company name or e-voting service provider i.e., NSDL and you will be redirected to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual Meeting & voting during the Meeting. - Existing IDeAS User can visit the e-services website of NSDL viz. eservices.nsdl.com either on a personal computer or on a mobile. On the e-services home page, click on the “Beneficial Owner” icon under “Login” which is available under “IDeAS” section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-voting services under value added services. Click on “Access to e-voting” under e-voting services and you will be able to see e-voting page. Click on Company name or e-voting service provider i.e., NSDL and you will be re-directed to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual Meeting & voting during the Meeting. - If you are not registered for IDeAS e-services, option to register is available at eservices.nsdl.com. Select “Register Online for IDeAS Portal” or click at eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp. - Visit the e-voting website of NSDL. Open web browser by typing the following URL: evoting.nsdl.com/ either on a personal computer or on a mobile. Once the home page of e-voting system is launched, click on the icon “Login” which is available under “Shareholder/ Member” section. A new screen will open. You will have to enter your User ID (i.e. your sixteen-digit demat account number hold with NSDL), Password/ OTP and a verification code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-voting page. Click on Company name or e-voting service provider i.e., NSDL and you will be redirected to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual Meeting & voting during the Meeting. - Shareholders/ Members can also download NSDL Mobile App “NSDL Speede” facility by scanning the QR code mentioned below for seamless voting experience.

NSDL Mobile App is available on



Notice (Contd.)

Type of Shareholders	Login Method
Individual Shareholders holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi/ Easiest facility, can login through their existing User ID and Password. Option will be made available to reach e-voting page without any further authentication. The Users to login Easi/ Easiest are requested to visit CDSL website cdslindia.com and click on login icon & New System Myeasi tab and then use your existing my easi Username and Password. 2. After successful login the Easi/ Easiest, User will be able to see the e-voting option for eligible companies where the e-voting is in progress as per the information provided by the Company. On clicking the e-voting option, the User will be able to see e-voting page of the e-voting service provider for casting your vote during the remote e-voting period or joining virtual Meeting and voting during the Meeting. Additionally, there are links provided to access the system of all e-voting service providers, so that the User can visit the e-voting service providers' website directly. 3. If the User is not registered for Easi/ Easiest, option to register is available at CDSL website cdslindia.com and click on login and New System Myeasi Tab and then click on registration option. 4. Alternatively, the User can directly access e-voting page by providing Demat Account Number and PAN No. from e-voting link available on cdslindia.com home page. The system will authenticate the User by sending OTP on registered mobile no. and email ID as recorded in the Demat Account. After successful authentication, User will be able to see the e-voting option where the e-voting is in progress and also be able to directly access the system of all e-voting service providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/ CDSL for e-voting facility. Upon logging in, you will be able to see e-voting option. Click on e-voting option, you will be redirected to NSDL/ CDSL Depository site after successful authentication, wherein you can see e-voting feature. Click on Company name or e-voting service provider i.e., NSDL and you will be redirected to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual Meeting and voting during the Meeting.

Important Note: Members who are unable to retrieve User ID/ Password are advised to use Forgot User ID and Forgot Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e., NSDL and CDSL

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022-4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800-21-09911

B. Shareholders other than Individual Shareholders holding securities in demat mode and Shareholders holding securities in physical mode

Steps to Login for e-voting and for joining the virtual Meeting

1. Visit the e-voting website of NSDL. Open web browser by typing the following URL: evoting.nsdl.com/ either on a personal computer or on a mobile.
2. Once the home page of e-voting system is launched, click on the icon "Login" which is available under "Shareholder/ Member" section.
3. A new screen will open. You will have to enter your User ID, your Password/ OTP and a Verification Code as shown on the screen.

Alternatively, if you are registered for NSDL e-services i.e., IDeAS, you can login at eservices.nsdl.com/ with your existing IDeAS login. Once you login to NSDL e-services after using your login credentials, click on e-voting and you can proceed to Step 2 i.e., Cast your vote electronically.



4. Your User ID details are given below:

Manner of holding shares i.e., Demat (NSDL or CDSL) or Physical	Your User ID is
For Members who hold shares in demat account with NSDL	8 Character DP ID followed by 8 Digit Client ID For example, if your DP ID is IN300*** and Client ID is 12***** then your User ID is IN300***12*****.
For Members who hold shares in demat account with CDSL	16 Digit Beneficiary ID For example, if your Beneficiary ID is 12***** then your User ID is 12*****.
For Members holding shares in Physical Form	EVEN Number followed by Folio Number registered with the Company. For example, if Folio Number is 001*** and EVEN is 101456 then User ID is 101456001***

5. Password details for Shareholders other than Individual Shareholders are given below:

- a) If you are already registered for e-voting, then you can use your existing password to login and cast your vote.
- b) If you are using NSDL e-voting system for the first time, you will need to retrieve the “initial password” which was communicated to you. Once you retrieve your “initial password”, you need to enter the “initial password” and the system will force you to change your password.
- c) How to retrieve your “initial password”?
 - (i) If your email ID is registered in your demat account or with the Company, your “initial password” is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e., a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8-digit Client ID for NSDL account, last 8 digits of Client ID for CDSL account or Folio Number for shares held in physical form. The .pdf file contains your “User ID” and your “initial password”.
 - (ii) If your email ID is not registered, please follow the steps mentioned in Part D.

6. If you are unable to retrieve or have not received the “initial password” or have forgotten your password:

- a) Click on “Forgot User Details/ Password?” (If you are holding shares in your demat account with NSDL or CDSL) option available on evoting.nsdl.com.
 - b) Click on “Physical User Reset Password?” (If you are holding shares in physical mode) option available on evoting.nsdl.com.
 - c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/ folio number, your PAN, your name and your registered address etc.
 - d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-voting system of NSDL.
7. After entering your password, tick on Agree to “Terms and Conditions” by selecting on the check box.
 8. Now, you will have to click on “Login” button.
 9. After you click on the “Login” button, home page of e-voting will open.

Part B: Cast your vote electronically and join the Meeting on NSDL e-voting system

1. After successful login at Step 1, you will be able to see all the companies “EVEN” in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select “EVEN” of the Company for which you wish to cast your vote during the remote e-voting period and casting your vote during the General Meeting. For joining virtual Meeting, you need to click on “VC/ OAVM” link placed under “Join Meeting”.
3. Now you are ready for e-voting as the voting page opens.
4. Cast your vote by selecting appropriate options i.e., assent or dissent, verify/ modify the number of shares for which you wish to cast your vote and click on “Submit” and also “Confirm” when prompted.
5. Upon confirmation, the message “Vote cast successfully” will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

Part C: Instructions for Members for e-voting on the day of the Meeting through VC/ OAVM

1. The procedure for e-voting on the day of the Meeting is same as the instructions mentioned above for remote e-voting.
2. Only those Members, who will be present in the Meeting through VC/ OAVM facility and have not casted their vote on the Resolutions through remote e-voting and are otherwise not barred from doing so, shall be eligible to vote through e-voting system in the Meeting.
3. Members who have voted through remote e-voting will be eligible to attend the Meeting. However, they will not be eligible to vote at the Meeting.
4. The details of the person who may be contacted for any grievances connected with the facility for e-voting on the day of the Meeting shall be the same person mentioned for remote e-voting.

Part D: Instructions for Shareholders whose email addresses are not registered with the Depositories/ Company for procuring User ID and Password and registration of email IDs for e-voting for the resolutions set out in this Notice

1. Members whose shares are held in physical mode, are requested to provide folio no., name, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card) and Aadhaar (self-attested scanned copy of Aadhaar Card) by email to evoting@nsdl.com.
2. Members whose shares are held in demat mode, are requested to provide DP ID Client ID (16-digit DP ID + Client ID for NSDL demat accounts or 16-digit Beneficiary ID for CDSL demat accounts), name, client master or copy of consolidated account statement, PAN (self-attested scanned copy of PAN card), and Aadhaar (self-attested scanned copy of Aadhaar Card) by email to evoting@nsdl.com. If you are an individual Shareholder holding securities in demat mode, you are requested to refer to the login method explained in Step 1 (A) i.e., Login method for e-voting for Individual Shareholders holding securities in demat mode.

Alternatively, Shareholders/ Members may send a request to evoting@nsdl.com for procuring User ID and Password for e-voting by providing above mentioned documents.



Part E: Instructions for Members for attending the Meeting through VC/ OAVM

1. Members will be provided with a facility to attend the Meeting through VC/ OAVM through the NSDL e-voting system. Members may access by following the steps mentioned above for “Access to NSDL e-voting system”. After successful login, you can see link of “VC/ OAVM” placed under “Join Meeting” menu against Company name. You are requested to click on VC/ OAVM link placed under Join Meeting menu. The link for VC/ OAVM will be available in Shareholder/ Member login where the EVEN of the Company will be displayed. Please note that the Members who do not have the User ID and Password for e-voting or have forgotten the User ID and Password, may retrieve the same by following the remote e-voting instructions mentioned in the Notice to avoid last minute rush.
2. Members are encouraged to join the Meeting through Laptops for better experience. Further, Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the Meeting.
3. Please note, that the Participants connecting from mobile devices or tablets or through laptop connecting via mobile hotspot may experience Audio/ Video loss due to fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN connection to mitigate any kind of aforesaid glitches.

Part F: General Instructions

1. Institutional Shareholders (i.e., other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/ JPG format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to cstaizoonkhumri@gmail.com with a copy marked to evoting@nsdl.com. Institutional Shareholders (i.e., other than individuals, HUF, NRI etc.) can also upload their Board Resolution/ Power of Attorney/ Authority Letter etc. by clicking on “Upload Board Resolution/ Authority Letter” displayed under “e-voting” tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the “Forgot User Details/ Password?” or “Physical User Reset Password?” option available on evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of evoting.nsdl.com or call on 022-4886 7000 or send a request to Ms. Veena Suvarna - Assistant Vice President at evoting@nsdl.com.

Corporate information

Board of Directors

Munir Shaikh
Chairman

Kartik Rajendran
Managing Director

Vivek Mohan
Non-Executive Director

Sudarshan Jain
Independent Director

Shalini Kamath
Independent Director

Neeraj Jain
Independent Director

Kaiyomarz Marfatia
Non-Executive Director

James Wenner
Non-Executive Director

Darshan Gada
Non-Executive Director

Statutory Auditors
Walker Chandiok & Co LLP
Chartered Accountants

Secretarial Auditors
BNP & Associates
Company Secretaries

Internal Auditors
Deloitte Touche Tohmatsu India LLP
Chartered Accountants

Cost Auditors
Joshi Apte & Associates
Cost Accountants

Chief Financial Officer

Maithilee Mistry

Company Secretary

Sangeeta Shetty

Senior Leadership Team

Prithwish Banerji
Commercial Director
Women's Health, Metabolics and
International Business

Harshraj Madan
Commercial Director
Gastrointestinal Businesses

Anuj Mehra
Commercial Director
Central Nervous System,
Multi-Specialty and Vaccines

Dr. Jejee Karankumar
Director
Medical Affairs

Devesh Choudhari
Director
Finance

Vinutha Mufti
Director
Business Human Resources

Richa Tripathi
Associate Director
Sales Force Effectiveness and
Project Management Office

Anushree Kunhambu
Associate Director
New Product Introduction and
Therapy Area Strategy

Registered Office

Abbott India Limited
CIN: L24239MH1944PLC007330
3, Corporate Park,
Sion-Trombay Road,
Mumbai – 400 071, India

Corporate Office

15-16th Floor, Godrej BKC,
Plot C-68, "G" Block,
Bandra-Kurla Complex,
Near MCA Club, Bandra (East),
Mumbai – 400 051, India

Factory

L-18/19, Verna Industrial Estate,
Verna Salcette,
Goa – 403 722, India

Contact Us

Tel No.: +91-22-50461000/ 2000
E-mail: investorrelations.india@abbott.com
abbott.com
Website: abbott.co.in

Registrar and Transfer Agent

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