

Project Pinnacle

Strategic Transformation Initiative

Pinnacle is our flagship transformation initiative, built on strategic pillars. It aims to build future-ready capabilities, enhance customer value, and drive sustainable, long-term growth across our businesses.

Pillars of Project Pinnacle



Leadership in ESG



Manufacturing Excellence



Research and Technology



Customer Centricity



Supply Chain Management

Pinnacle 1.0

Big Unlocks

Build Capabilities to Differentiate

Leadership in ESG

- Awarded EcoVadis Bronze Medal for CSR excellence
- Ranked among the top 5% globally with an EcoVadis Gold Medal for sustainability performance
- Published Sustainability Report
- Carried out BRSR Limited Assurance
- Submitted CDP report under the Climate Change category, assessed with a B rating
- Submitted UNGC Communication on Progress (CoP) report; Scope 3 emissions included
- Initiated product-level carbon footprint assessment
- GHG Scope 1, 2 and 3 emissions accounted for, supporting SBTi target submission in 2026-27

Technology Scale-up

- Completed and commissioned lab set up at R&T scale
- Established dedicated analytical method validation lab in Pune R&T Centre

Best-in-class Cost Position

- Integrated operational excellence through multiple HiBEX initiatives
- Implemented a programme for product-specific cost improvement

De-risking Supply Chain

- Expanded alternate supplier base across the product portfolio
- Sustained efforts to reduce dependence on China
- Established backward integration technology of critical KSM with in-house manufacturing capability or through network of local partners

Take a Few Big Bets

Advancing into New Frontiers

Animal Health

- Established dedicated animal health facility
- Completed validation of nine new products and several others in progress
- Several new RFPs under discussion among Global Innovators

Two complex chemistry molecules and one NCE developed successfully

Personal Care portfolio

- Six Personal care products under commercialisation
- Constructed a specialty chemical manufacturing block called MPP-6 at Panoli site, Bharuch

Expansion into new therapies

- Two new DMFs filed - Vonoprazan and Cariprazine aiding expansion into newer therapies

Pinnacle 2.0

During the year, the Company continued to advance its Pinnacle 2.0 transformation agenda, with a strong focus on execution and value realisation. The programme enabled deeper customer engagement, strengthened the product and technology pipeline, and improved operational efficiency across manufacturing and the supply chain.

We continued to invest in technology and capability building by strengthening our high-potency capabilities, expanding HPAPI infrastructure and increasing DMF filings, reinforcing our position in complex and regulated markets.

These initiatives enhanced cost discipline, improved customer responsiveness and strengthened supply chain resilience, while integrating sustainability and digital enablement into core operations to support long-term resilience.

Complementary initiatives such as HiBEX further improved operational efficiency across the business.

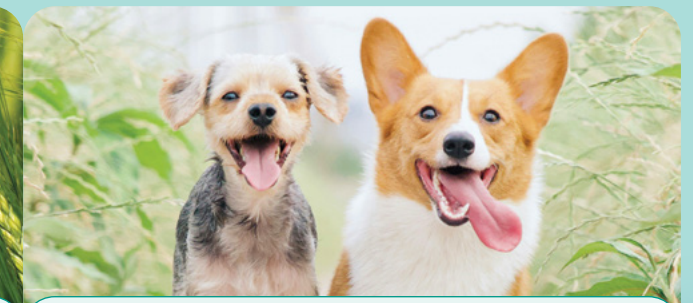
We remain committed to sustaining this momentum and delivering long-term value through our ongoing transformation journey, driven by the following levers of growth and excellence.

Growth Pillars



Crop Protection

- Grow CMO business
- Unlock relationship value with key strategic partners
- Lifecycle management with innovators
- New technology



Animal Health

- Unlock relationship value with key strategic partners
- Scale and launch product portfolio
- New technology platform
- Develop complex chemistry molecules



Pharmaceuticals

- Scale product portfolio
- Unlock relationship value with key strategic partners
- Lifecycle management with innovators
- Build new technology platform
- Food ingredients and additives

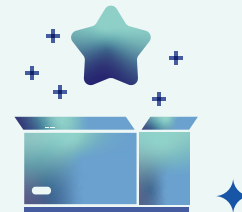


Specialty Chemicals

- Biocides
- Personal care
- UV filter and Haircare

Critical Unlocks in Pinnacle 2.0

- Enhanced customer integration (**bolster business development, smart pricing**)
- Building new business (**animal health, specialty chemicals**)
- Next-gen product portfolio (**new product development, DMFs, portfolio shift to next generation products**)
- Building tech toolbox (**path to scale new technologies**)
- Funding the growth (**best-in-class cost position**)
- Sustainability (**ESG**)
- Resilient back end (**operations, supply chain processes**)



Winning Approach

Leading with Innovation

Our commitment to pioneering solutions is evident in our ongoing investments in research and technology (R&T) for innovative product development and entry into new segments and therapies.

Maximising Stakeholder Value

Our focus is on long-term growth, transparency, responsibility, and delivering value to all stakeholders for sustained success.

Elevating Customer Satisfaction

We prioritise enhancing customer satisfaction across the life sciences value chain through innovative solutions, prompt resolutions, and continuous improvements, fostering strong relationships, loyalty, and a positive brand image.

Aligning with Global Frameworks and Standards

We strive to align our operations with internationally recognised standards and frameworks like the Global Reporting Initiative (GRI) Standards, the United Nations Global Compact (UNGC) Principles, and the United Nations Sustainable Development Goals (UNSDGs).

