

Dear Shareholders,

Good morning. It gives me immense pleasure to welcome you to the 51st Annual General Meeting on behalf of the Board of Directors, management team and all our employees. I deeply appreciate your continuing support, which has been instrumental in our ongoing journey.

This year holds particular significance as we celebrate the centenary of our founder chairman late Shri U N Mehta whose vision and leadership laid the cornerstone of our success. It is a moment to reflect on the remarkable journey and to honor the enduring values that have guided us through decades of growth. As we celebrate his legacy, we also recognize that our journey continues with renewed vigor and purpose to navigate the complexities of today's global landscape and prepare for opportunities and challenges of tomorrow.

In tribute to the lasting impact of Late Shri U.N. Mehta, the Mehta family has committed to contribute Rs. 5,000 Crores over the next 5 years to UNM Foundation. This philanthropic commitment is

supplementary to the Torrent group companies' CSR contributions. With this contribution, the UNM Foundation will expand its initiatives multifold aimed at supporting the disadvantaged communities.

Coming to the year gone by,

In 2023-24, we have achieved robust revenue growth of 12% and Operating profit growth of 19%. The strong performance underscores the effectiveness of our strategic focus and execution across all our focus geographies.

In our branded markets, we have maintained strong momentum through strategic initiatives and focused execution. Investments in field force expansion have helped in enhancing the market penetration and customer engagements, driving growth across all our focus therapies and complementing new launch success. The Company entered into a strategic alliance with Zydus Lifesciences Ltd to co-market product prescribed for critical treatment of chronic liver disease. The consumer health portfolio in India expanded to four products and various digital campaigns activations were undertaken including nationwide TV advertisement, social media launch on websites and social handles. The effort has not only fortified our

market position for these products but has also begun to diversify our revenue streams, contributing to the overall resilience of our business.

On the generic side, our efforts to enhance cost efficiency has yielded positive results. In Germany we have been able to win incremental tenders and achieve consistent quarter on quarter growth. In the US, we have taken decisive steps to improve cost efficiency and reduce the cash burn on our existing business due to lack of new product approvals. These measures focused on enhancing our financial performance in the generic segment have had a positive impact on the Company's overall performance.

The key performance highlights for 2023-24:

1. Revenues at Rs. 10728 crores were up by 12%.
2. EBITDA at Rs. 3414 crores were up by 19%.
3. EBITDA margin stood at 32% against 30% in the previous year
4. Leverage in terms of Net debt to EBITDA stands at 0.87x
5. R&D spend for the year was 5%.
6. ROCE improved to 28% against 22% in the previous year.

7. The Board has recommended a final dividend of Rs. 6 per share. Together with the interim dividend of Rs. 22 per share, the total dividend for the year amounts to Rs. 28 per share.
8. We continue to deliver consistent long term returns creating wealth for our shareholders. The 5 year and 10-year CAGR return on stock has been 22% & 26% respectively

Coming to performance in our focus geographies.

India, contributed to 53% of the overall revenues and revenues grew at 14% against market growth of 7%. We continue to outperform market across all our focus therapies. The acquired Curatio business is now fully integrated and continues to deliver superior growth and margin expansion.

Brazil, our second largest branded market registered a growth of 20% and we continue to be number 1 Indian company in Brazil. Our growth was supported by increasing market share in our target markets, momentum from new product launches across both branded and generics segments, and enhanced productivity resulting from our expanded field force.

On the Generic Side,

Germany, revenues grew at 16% on the back of new tender wins and better conversion rate in the tenders already won in the past. Incremental investments into OTC business, building new customer segment and our focus on achieving cost efficiency into the portfolio will help in sustaining growth in the coming year/s.

US, revenues de-grew by 7% due to lack of new product approvals. Our Oral Oncology facility and Dahej manufacturing facility are now approved by USFDA which paves way to new product approvals and consequent launches in the US. We believe, US should now contribute positively to the overall performance of the Company.

We are dedicated to upholding sustainability and responsible practices as our foremost priority. We acknowledge the significance of environmental stewardship and will persist in reducing our ecological impact, adopting renewable energy sources, and promoting sustainable practices throughout our operations. Our four core ESG pillars will guide our growth strategy to maximize stakeholder value sustainably.

We firmly believe that true success is measured not just by financial outcomes, but by our impact on society and the environment. Throughout the past year, we have continued to uphold this belief through our dedicated CSR initiatives. Under our flagship CSR program, REACH, we conducted baseline screening camps in more than 600 villages and more than 31,000 children were screened in the age group of 6 months to 6 years. Cumulatively we have conducted baseline screening camps in more than 1600 villages and more than 150000 children have been screened. Through UNM Children hospital, we have been enhancing the facilities and services to meet the growing healthcare demands of the community. During the year 2023-24, around 60000 OPD, 2700 IPD, 1709 surgeries were conducted. Additionally, our initiative aimed at empowering adolescent girls by addressing menstruation taboos and promoting hygiene has benefited approximately 27,000 individuals.

I want to recognize the dedication of our employees who have consistently shown their commitment, passion, and expertise. Their tireless efforts and dedication to excellence have played a crucial role in our successes. We remain committed to investing in their personal growth, training and welfare, fostering a culture of ongoing learning

and innovation that empowers them to achieve their utmost potential and take our company forward.

Looking ahead, we are optimistic about the opportunities that lie before us. With a strong foundation and a clear strategic direction, we are well-positioned to capitalize on market opportunities and deliver sustainable value to our stakeholders.

In conclusion, I would like to express my gratitude to our shareholders, employees and stakeholder for their unwavering support and dedication. I also express my gratitude to the Board for their continued guidance. Together, we have achieved yet another milestone year and are well positioned for future success.

Thank you once again for your trust and support