Familiarization Presentation – May, 2026

Why this presentation?

Regulation 25(7) of The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the **Listing Regulations**") mandates all listed entities to familiarize the Independent Directors ("**IDs**") through various programmes, about the listed entity which shall include the following:

(i) *nature of industry* in which the listed entity operates,
(ii) *business model* of the listed entity,
(iii) *roles, rights and responsibilities* of IDs and
(iv) any other relevant information.

Contents of the Presentation

Sr. No.	Contents
1	Short history of the Company
2	Key Milestones
3	Industry in which the Company operates
4	FMCG jargons
5	Corporate Information, Board of Directors, Committees of the Board, Shareholding Pattern, Senior Management Team
6	Organizational structure
7	Financial Performance
8	Fund raising and Corporate benefits
9	Brand Highlights

Contents of the Presentation

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10	Manufacturing facilities
11	ESG highlights
12	Compliances and disclosures
13	Internal Control Systems
14	Roles of Independent Director, Guidelines of professional conduct
15	Responsibilities and Duties of Independent Director

Short History

- The Company was incorporated in the name of Carnation Health Foods Limited on November 1, 1994.
- Later on, the name of the Company was changed to Carnation Nutra-Analouge Foods Limited with effect from December 6, 1995.
- Further, the name of the Company was changed to Zydus Wellness Limited with effect from January 5, 2009.

Authorised Share Capital	Issued, Subscribed and Paid-up Equity Share Capital
₹ 100,00,00,000/- divided into 50,00,00,000 equity shares of ₹ 2/- each	₹ 63,63,21,440/- divided into 31,81,60,720 equity shares of ₹ 2/- each

Key Milestones

1988

Launched Sugar Free[1]

1991

Launched Everyuth Skincare Range[1]

2005

Launched Sugar Free Natura with Sucralose[1]

2006

Acquisition of Carnation Nutra ("CNAFL")

2009

ZWL listed on NSE. Brands Sugar Free and Everyuth transited from Zydus Lifesciences to ZWL

2011

New production facility in Sikkim – Unit-I

2017

Launched Sugar Free Green with Stevia and set-up new production facility in Sikkim – Unit-II

2018

Launched Everyuth Tan Removal Range, Nutralite Mayonnaise

2019

Acquisition of Heinz India Private Limited ("Heinz")

2020

Capital restructure (QIP and Preferential issue of Rs. 10,000 million) and repurchased NCDs of Rs. 15,000 million

2021

Relaunched Complan with enhanced proposition and improved taste

Launched Nutralite DoodhShakti Professional range, Butter and Ghee and Everyuth Body Lotion

2022

Launched new variant 'Mango blast' in Glucon-D

2024

Launched ready-to-drink product, Glucon-D Activors, now Activon

2025

Acquisition of Naturell (India) Private Limited

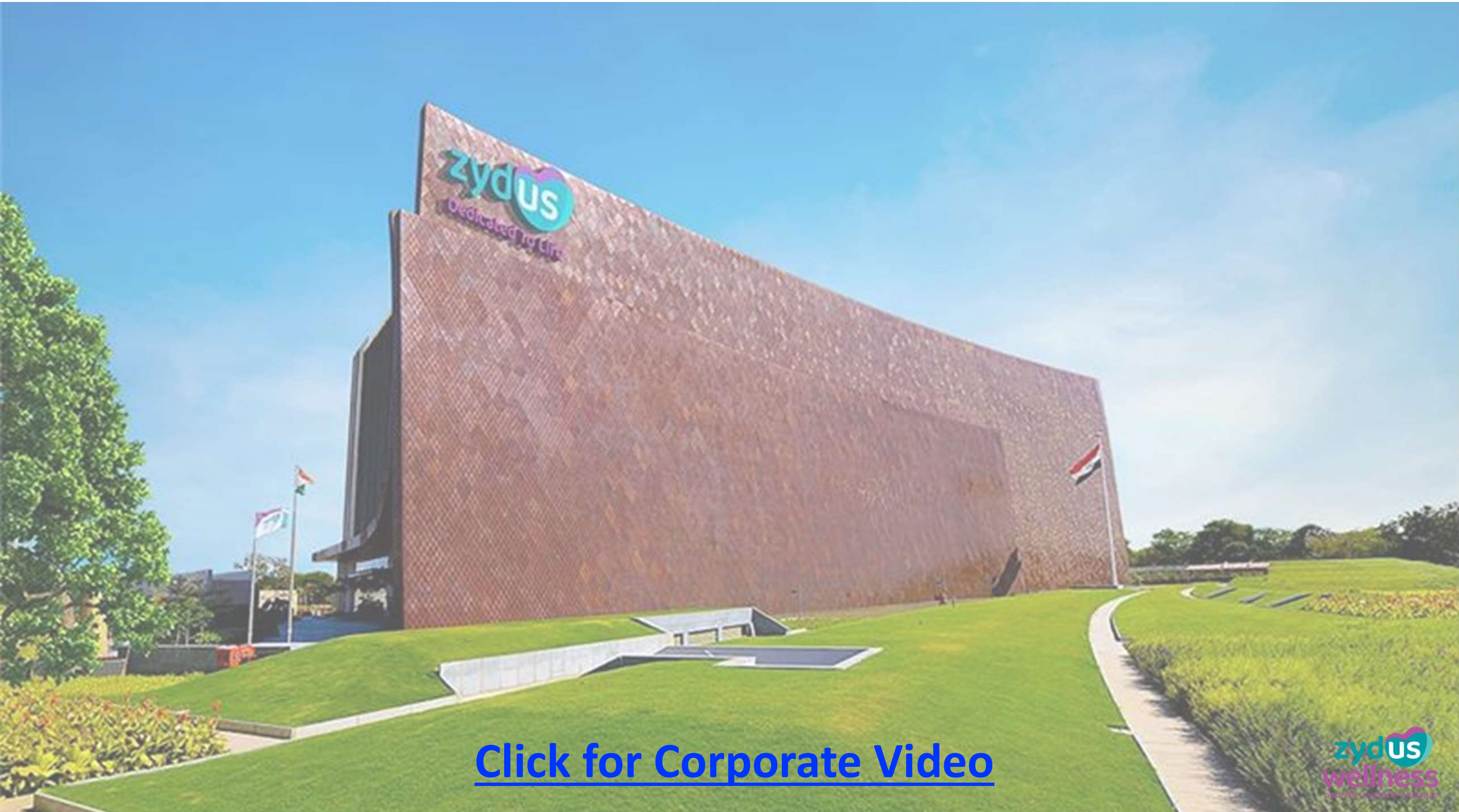
Reimagining Wellness: Our New Identity

2026

Acquisition of Comfort Click Limited, UK and its 3 subsidiaries

Note-1: Milestones that happened before Sugar Free and Everyuth hived off grom Zydus Lifesciences to Zydus Wellness
Above year represents Financial year : 1st April to 31st March

zydus wellness
nourish · nurture · energize


zydus
Dedicated to Life
Click for Corporate Video
zydus
wellness

Business Overview

Strong Infrastructure

1,500+ employees

Market Cap > ₹160 bn (as on April 30, 2026)

80,000 + shareholders

4 manufacturing facilities in India;

Global 3P * Manufacturers: 3 International & 20 Domestic

Dedicated R&D Centre

Source: Internal MIS

** Excluding Comfort Click business*

Business Overview

Nourishes, Nurtures & Energizes over 70Mn families

1,950+ Distributors

~ 0.7 Million Direct Reach

~2.8 million stores

2,700+ feet on street representatives

80,000+ farmers (Direct & Indirect)

Source: Nielsen Report/ Internal MIS
Excluding Comfort Click business

FMCG Jargons

Sr. No.	Particulars
1	**Primary Sales:** Sale from manufacturer to distributor/wholesaler. Indicates production output and initial demand.
2	**Secondary Sales**: Sale from distributor to retailer. Key for evaluating distributor performance.
3	**POS** (Point of Sale): Location or system where transactions occur.
4	**POSM** (Point of Sale Materials): In-store promotional materials like displays, wobblers, shelf talkers.
5	**ATL** (Above-the-Line): Mass media advertising (TV, radio, print).
6	**BTL** (Below-the-Line): Targeted promotions (events, in-store activations).
7	**GT:** General Trade and **MT:** Modern Trade, **E-com:** Ecommerce, **Q-Com:** Quick Commerce, **D2C:** Direct to Consumers, **Institutions: B2B:** Business to Business, **ISC:** Indian Sub continent, **CSD:** Central Stores Department, **CPD:** Consumer Product division

Corporate Information

Auditors	
Statutory Auditors	Mukesh M. Shah & Co. – 2nd term of five consecutive years till 36th AGM to be held in FY 2030- 2031
Internal Auditors	Ernst & Young, Mumbai (FY 2025-26), Protiviti India Member Private Limited (FY 2026-27)
Cost Auditors	Dalwadi & Associates, Ahmedabad
Secretarial Auditors	Hitesh Buch & Associates, Company Secretaries, Ahmedabad – Five consecutive years till FY March 31, 2030

Key Managerial Personnel
Mr. Tarun Arora, Chief Executive Officer and Whole Time Director
Mr. Umesh V. Parikh, Chief Financial Officer
Mr. Nandish P. Joshi, Company Secretary and Compliance Officer

Registrar and Share Transfer Agents
MUFG Intime India Private Limited (earlier known as Link Intime India Private Limited)

Corporate Identification Number (CIN):
L15201GJ1994PLC023490

Registered office address:
Zydus Corporate Park, Scheme No. 63, Survey No. 536 Khoraj (Gandhinagar), Nr. Vaishnodevi Circle, S. G. Highway, Ahmedabad – 382481, Gujarat

The equity shares are listed on BSE Limited (455th rank) and National Stock Exchange of India Limited (453rd rank)

Market capitalization: ₹ 13,557 crores as on March 30, 2026

Board of Directors (1/3)

Dr. Sharvil P. Patel
Non - Executive Chairman
Dr. Sharvil Patel, Chairman and Non-Executive Director of our Company since April 2009, holds a bachelor's and doctorate in pharmaceutical science from the University of Sunderland, UK. With over two decades of experience in the pharmaceuticals industry, he serves as Managing Director of Zydus Lifesciences Limited. He has been conferred with the Businessperson of Year 2025 by BioSpectrum Excellence Awards for standout contributions to the lifesciences sector and has been recognised as the Best CEO in the Lifesciences sector by Fortune India magazine

Tarun Arora
CEO & Whole Time Director
Mr. Tarun Arora, CEO and Whole Time Director since May 2015, is a Harvard (AMP) and IMT Ghaziabad (PGDBM) alumnus. With 30 years of experience in strategy, innovation, and brand building, he has led Danone Waters India and held key roles at Godrej, Sara Lee, Bharti Walmart, and Wipro.

Mr. Ganesh Nayak
Non – Executive Director
Mr. Ganesh Nayak, Non–Executive Director since July 2006, is a Harvard General Manager Program graduate with over four decades of experience in the pharmaceuticals industry. He is the Director of Zydus Lifesciences Limited and working with Zydus Group since 1977.

Mr. Apurva S. Diwanji
Independent Director
Mr. Apurva S. Diwanji, Independent Director since May, 2026, holds a Masters in Law from Cambridge University, UK and Bachelor of Arts. He has been with Desai & Diwanji for more than 32 years and currently Independent Director of Torrent Power Ltd., Bajaj Life Insurance Ltd., Bajaj General Insurance Ltd. and TUV India Pvt. Ltd.

Mr. Akhil Monappa
Independent Director
Mr. Akhil Monappa, Independent Director since May 2023, holds degrees from Harvard and Georgia Tech. Currently a Director at YAZZ Limited, Zydus Lifesciences Limited, Alidac UK Limited and Comfort Click Limited, he has a background in tech investments and governance, previously working with Generation Investment Management, Atlas Venture, and C-Bridge Internet Solutions.

Mr. Srivishnu Raju Nandyala
Independent Director
Mr. Srivishnu Raju, Independent Director since March 2019, holds degree in engineering and is a Harvard alumnus and a passionate cyclist. He is a Chairman and CEO of Exciga Group, which oversees investment companies investing in financial markets and real estate companies. He was also a promoter of Raasi Cements and Ceramics.

Ms. Dharmishtaben N. Raval
Independent Director
Ms. Dharmishtaben N. Raval, Independent Director since March 2019, is a distinguished lawyer with a master's in Commercial Laws. Practicing since 1980, she has served as SEBI's Executive Director - Legal and now practices at the Gujarat High Court and NCLT, Ahmedabad. She is empanelled as Panel Advocate with organizations like UTI, SBI, SEBI, GPCB, and IRDA.

Mr. Kulin S. Lalbhai
Independent Director
Mr. Kulin Lalbhai, Independent Director since November 2016, holds a bachelor's in Electrical Engineering from Stanford University and an MBA from Harvard Business School. He is the Executive Director of Arvind Limited, Chairman of Arvind SmartSpaces Limited, Non-Executive Director of The Anup Engineering Limited and has previously worked with McKinsey & Co. in Mumbai. He holds a leadership position in several industry bodies.

Board of Directors (2/3)

Category of Directors: (it is in compliance with the Listing Regulations)

Sr. No.	Category of Directors	No. of Directors	% to total strength
1.	Non-Executive Non-Independent Directors (SPP, GNN)	2	25.0
2.	Executive Director (TA)	1	12.5
3.	Independent Non-Executive Directors (DNR, SR, AM, KL, AD) • Including Woman Director (DNR)	5 1	62.5 12.5
	Total	**8**	**100.00**

- ✓ **Separate role of Chairman & WTD**
- ✓ **Independent Directors are Chairperson / Chairman of Audit Committee and Nomination and Remuneration Committee**
- ✓ **Average tenure of IDs: 6.6 years**

SPP-Dr. Sharvil Patel, **GNN**-Mr. Ganesh Nayak**, TA**-Mr. Tarun Arora, **DNR**-Ms. Dharmishtaben Raval, **SR**-Mr. Srivishnu Raju, **AM**-Mr. Akhil Monappa, **KL**-Mr. Kulin Lalbhai**, AD**-Mr. Apurva Diwanji

Board of Directors (3/3)

Age Diversity on Board :

Sr. No.	Age Diversity (in years)	No. of Directors	% to total strength
1.	31-40 (KL)	1	12.5
2.	41-50 (SPP and AM)	2	25.0
3.	51-60 (TA, SR and AD)	3	37.5
4.	61-70 (DNR)	1	12.5
5.	71-80 (GNN)	1	12.5
Total		**8**	**100.00**

- ✓ **Average age of Directors (May, 2026): 54.75 years**

- ✓ **The Board of Directors are paid sitting fees of ₹ 1 Lakhs per committee (excluding Finance and Administration and Share Transfer Committee) and Board meeting and Commission of ₹ 5.5 Lakhs annually.**

Committees of the Board (1/2)

Audit Committee

1. Ms. Dharmishtaben N. Raval, Chairperson
2. Mr. Srivishnu R. Nandyala
3. Mr. Akhil A. Monappa
4. Mr. Kulin S. Lalbhai
5. Mr. Ganesn N. Nayak

Nomination and Remuneration Committee

1. Mr. Kulin S. Lalbhai, Chairman
2. Ms. Dharmishtaben N. Raval
3. Mr. Srivishnu R. Nandyala

CSR and ESG Committee

1. Dr. Sharvil P. Patel, Chairman
2. Mr. Kulin S. Lalbhai
3. Mr. Ganesh N. Nayak

Risk Management Committee

1. Dr. Sharvil P. Patel, Chairman
2. Mr. Akhil A. Monappa
3. Mr. Kulin S. Lalbhai
4. Mr. Umesh V. Parikh, CFO

Committees of the Board (2/2)

Stakeholders' Relationship Committee

1. Mr. Ganesh N. Nayak, Chairman
2. Mr. Srivishnu R. Nandyala
3. Mr. Tarun Arora

Share Transfer Committee

1. Dr. Sharvil P. Patel, Chairman
2. Mr. Ganesh N. Nayak
3. Mr. Tarun Arora

Finance and Administration Committee

1. Dr. Sharvil P. Patel, Chairman
2. Mr. Ganesh N. Nayak
3. Mr. Tarun Arora

Shareholding Pattern as on March 31, 2026

Sr. No.	Category of shareholders	No. of shareholders	No, of shares held	% of paid-up share capital
1.	**Promoter and Promoter Group (A)**	**13**	**22,15,51,045**	**69.63**
a.	Zydus Lifesciences Ltd.	1	18,32,37,545	57.59
b.	Zydus Family Trust	1	3,82,25,795	12.01
c.	Other Bodies Corporate, Trust and Individuals	11	87,705	0.03
2.	**Public (B)**	**80,658**	**9,66,09,675**	**30.37**
a.	Mutual Funds*	22	5,86,37,683	18.43
b.	Individual shareholders	76,062	2,05,76,962	6.47
c.	Foreign Portfolio Investors	105	1,01,07,606	3.18
e.	Others	4,469	72,87,424	2.29
Total (A+B)		**80,671**	**31,81,60,720**	**100.00**

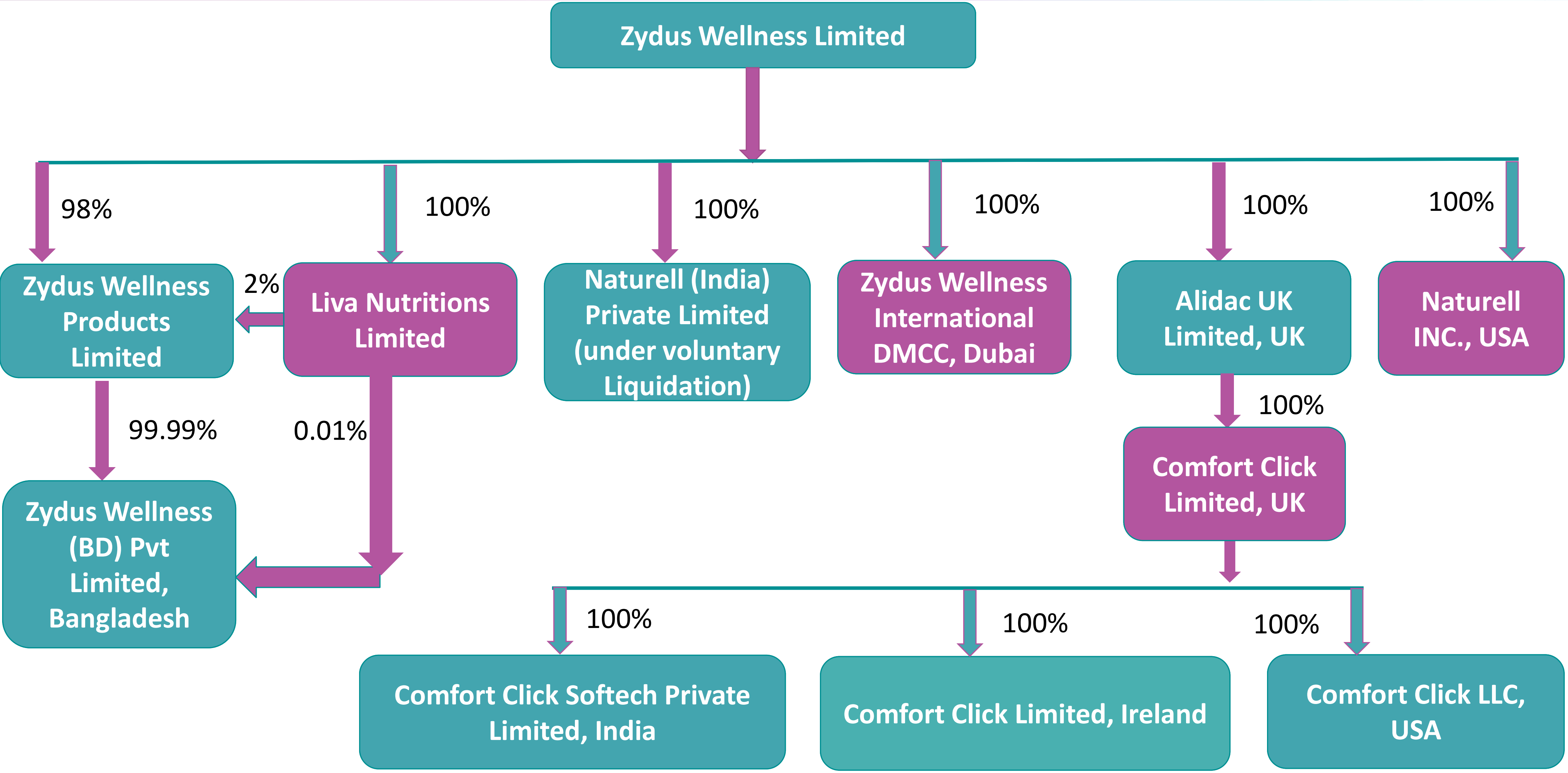
1. Parag Parikh Flexi Cap Fund – 2,33,20,774 (7.33%)
2. Nippon Life India Trustee Ltd-A/C Nippon India Small Cap Fund - 1,86,62,104 (5.87%)
3. Quant Mutual Fund - Quant Small Cap Fund – 1,37,88,427 (4.33%)

Senior Management Team

- ✓ Pursuant to the Listing Regulations, **'Senior Management'** shall mean core management team and shall include all members of management one level below CEO and shall specifically include the functional heads and persons identified and designated as KMP.

Sr. No.	Name	Function
1.	Mr. Umesh V. Parikh	Finance and Information Technology
2.	Mr. Lalit Ahuja	Sales (India & ISC)
3.	Mr. Shantanu Das	Human Resources
4.	Mr. Himanshu Pandey	Manufacturing
5.	Mr. Manish Lal	Global Demand & Supply Organization
6.	Mr. Arijit Sengupta	Marketing
7.	Mr. Manish Joshi	Business Development and Projects
8.	Mr. R. Phani Kumar	Quality and Regulatory
9.	Mr. Bhupesh Desale	Neo Foods Business Vertical
10.	Mr. Santosh Mane	Legal
11.	Mr. Nandish P. Joshi	Secretarial and Compliance

Organizational structure



Financial Performance (1/2)

1. Consolidated

₹ in million

Sr. No.	Particulars	31.3.26	31.3.25	31.3.24	31.3.23	31.3.22
1	Revenue from Operations	39,610	27,089	23,278	22,548	20,091
2	EBITDA - before exceptional item	5,097	3,797	3,082	3,372	3,447
3	PBT	2,305	3,588	2,601	2,909	3,060
4	PAT	1,972	3,469	2,669	3,104	3,089
5	EPS [Face Value ₹ 2/- each]	6.20	10.90	8.39	9.76	9.71

2. Standalone

₹ in million

Sr no	Particulars	31.3.26	31.3.25*	31.3.24	31.3.23	31.3.22
1	Revenue from Operations	5,821	3,543	2,448	2,515	2,163
2	EBITDA - before exceptional item	841	419	330	383	-53
3	PBT	488	398	448	472	52
4	PAT	376	297	337	664	127
5	EPS [Face Value ₹ 2/- each]	1.18	0.93	1.06	2.09	0.40

***In view of the requirements of Appendix C to Ind AS 103 "Business Combination" figures of FY25 have been restated to include Naturell (India) Private Limited figures in standalone financials from the date of acquisition.**

Financial Performance (2/2)

1. Consolidated

₹ in million

Sr no	Particulars	31.3.26	31.3.25	31.3.24	31.3.23	31.3.22
1	Net worth	58,260	56,716	53,575	51,226	48,440
2	Net Debt	30,711	754	76	1,844	1,847
3	Capital employed	90,124	58,566	56,815	54,151	52,255
4	Net Current Assets	6,382	3,587	4,449	2,154	469
5	Net Debt to Equity	0.53	0.01	0.00	0.04	0.04
6	Net Debt to EBITDA	6.03	0.20	0.02	0.55	0.54

2. Standalone

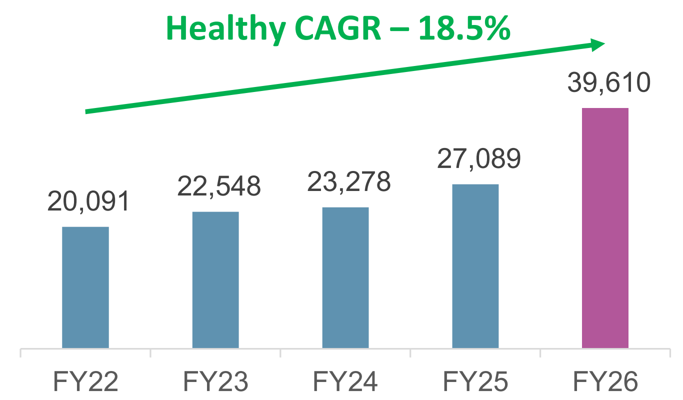
₹ in million

Sr no	Particulars	31.3.26	31.3.25*	31.3.24	31.3.23	31.3.22
1	Net worth	40,326	40,335	40,359	40,343	40,002
2	Net Debt	1,715	1,114	356	-423	-234
3	Capital employed	42,116	41,625	40,859	40,343	40,462
4	Net Current Assets	78	-564	568	1,415	344
5	Net Debt to Equity	0.04	0.03	0.01	-0.01	-0.01
6	Net Debt to EBITDA	2.04	2.66	1.08	-1.10	4.39

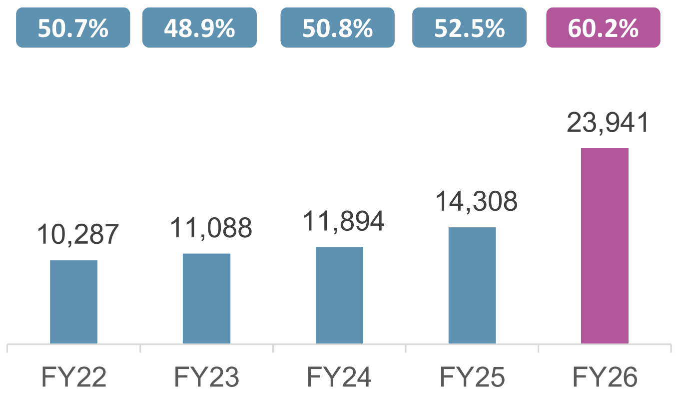
***In view of the requirements of Appendix C to Ind AS 103 "Business Combination" figures of FY25 have been restated to include Naturell (India) Private Limited figures in standalone financials from the date of acquisition.**

Key Financial Metrics

Revenue from Operations

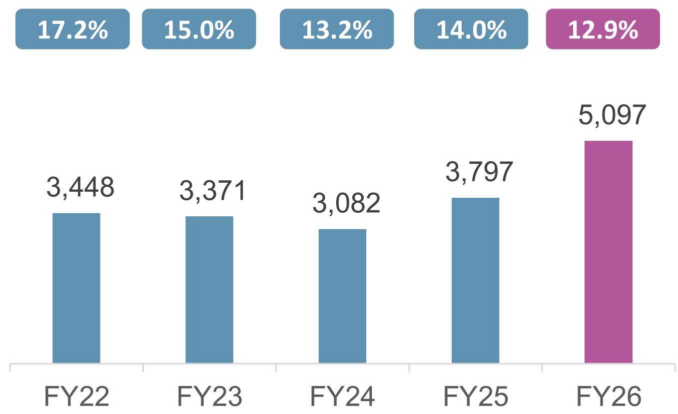


Gross Margin *



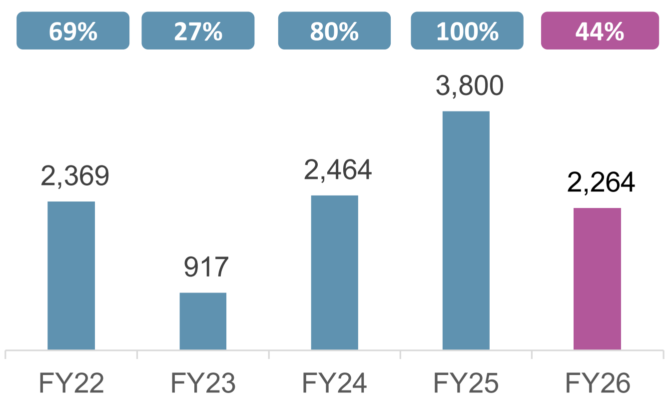
** Gross Margin% is calculated as % to Net Sales*

EBITDA **



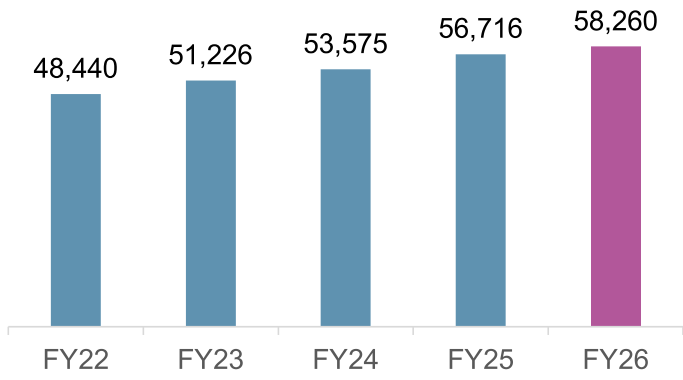
*** EBITDA Margin% is calculated as % to Revenue*

Cash flow from Operation

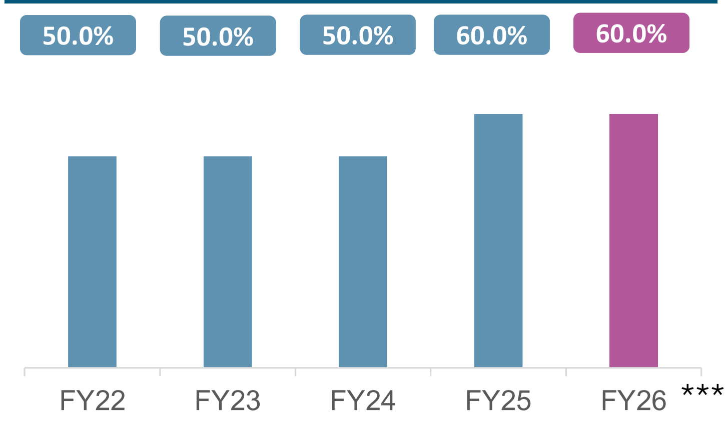


 # Company's cash conversion from operations to EBITDA

Net worth



Dividend Per Share (FV)



**** Proposed subject to shareholders approval*

Above amounts are presented in ₹-million (mn)

Fund raising activities

Sr. No.	Financial Year	Particulars	No. of shares / debentures	Issuer price per share (in ₹)	Total Amt. (₹ in million)
1.	2018-19	**Preferential allotment:** • Threpsi Care LLP (38.83%) • Pioneer Investments Fund (3.88%) • Zydus Lifesciences Ltd. (45.63%) • Zydus Family Trust (11.65%)	1,85,92,055	1,385/- (including a premium of 1,375/-)	25,750
2.		**Non-Convertible Debentures**	15,000	10,00,000	15,000
3.	2020-21	**Preferential allotment:** Zydus Family Trust	21,22,000	1,649/- (including a premium of 1,639/-)	3,500
4.		**Qualified Institutional Placement**	38,46,000	1,690/- (including a premium of 1,680/-)	6,500
5.		**Buy-back of Non-Convertible Debentures**	15,000	-	15,000
6.	2024-25	**Share split from face value of ₹ 10/- each to ₹ 2/- each**	-	-	-

Corporate benefits – Dividend in last 5 years

Sr. No.	Financial Year	Dividend per share (in ₹)	Amt. of Dividend (₹ in million) including TDS	Consolidated PAT (₹ in million)	Dividend payout ratio
1.	2021-22	5.00 (50%)	318.16	3,089	10.3%
2.	2022-23	5.00 (50%)	318.16	3,104	10.3%
3.	2023-24	5.00 (50%)	318.16	2,669	11.9%
4.	2024-25	6.00 (60%)	381.80	3,469	11.0%
5.	2025-26 (proposed)	1.20 (60%)	381.80	1,972	19.4%

A Future-Ready Company Aligned with Global Health & Wellness Trends

GLOBAL TRENDS	PROPOSITIONS
Low Sugar/No Sugar	Leader in sugar substitutes, expanding into healthier cookies and chocolates
High Protein	Full-spectrum protein portfolio covering bars, snacks & cookies for every occasion
On the go Hydration/Energy	Scaling RTD expansion across energy & hydration categories
Functional Skin and Hair Care	Natural ingredients led skin and hair care with functional benefits across multiple applications
Active Lifestyle	Portfolio designed for today's active lifestyle consumer
New Age Vitamins, Minerals and Supplements	Rising consumer demand for natural, plant-based, and specialty nutritional supplements across human and pet health segments

A. Domestic Business

Driving Brand Dominance and Market Relevance

zydus wellness

	Glucon-D	Complan	Sugar Free	Nycil	Everyuth naturals		
Category	Glucose Powder	Nutrition Drink	Sugar substitute #	Prickly heat powder	*Facial cleansing	Scrub	Peel-off
Category Size (in cr.)	~ 1,035	~ 6,575	~ 355	~ 840	~ 4,695	~ 405	~ 170
Category Size CAGR Mar-21 Base	7.1%	0.7%	2.1%	6.8%	13.4%	14.6%	17.6%
Mkt. Rank	1	4	1	1	5	1	1
Mkt. Share %	58.9	4.0	96.1	33.2	8.0	48.6	75.5

High saliency and exceptional growth of online platforms is not reflected in market share.

Category Size and Market share source: MAT Mar 2026 report as per Nielsen and IQVIA

Excludes D'lite range

* Everyuth market rank 5 is at Total Facial cleansing segment which includes Face wash, Scrub, Peel-off, face masks

	I'm lite	Nutralite		RiteBite / RiteBite MAX PROTEIN			Cuticolor
Category	Blended Sugar	Fat spread	Dairy	Nutrition & Protein Bar	Protein Cookies & Chips	Other Nutrition Products	Hair Care
Mkt. Rank as per Company Estimates	NA	1	NA	1	1	NA	NA

RiteBite NUTRITION BAR

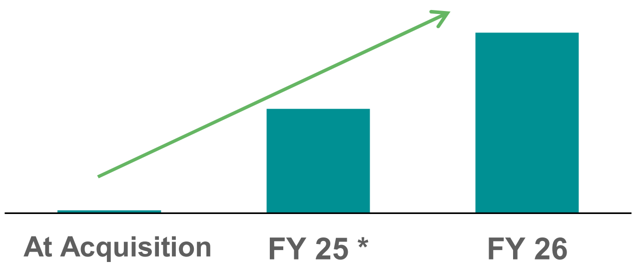
RiteBite MAX PROTEIN®

zydus wellness
nourish·nurture·energize

Paving the Way for Future Business with Rite Bite Max Protien

- Max Protein maintains high momentum and leadership in protein snacking.
- Entered into four new categories during the year—Millet Wafer Protein Bars, Max Protein Ultimate Protein Boost (RTD), Max Protein Roots, and Korean-flavoured Chips.
- Demonstrating the brand's ability to swiftly capitalise on emerging consumer trends and are contributing to category growth, market expansion, and long-term growth momentum.
- Robust growth on Quick commerce, underpinned by continued expansion in distribution footprint.

EBITDA Margin



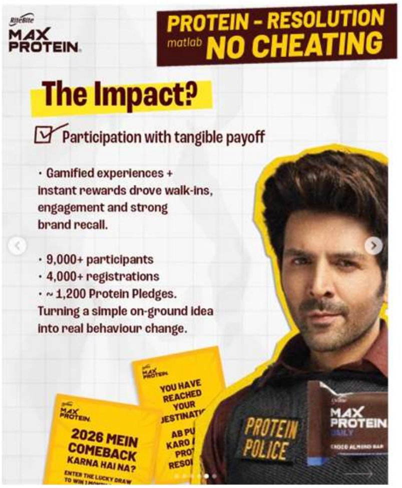
Break-even turning into nearly double-digit EBITDA %, due to high growth & operating leverage

** FY25 presented here is on like-to-like basis*

Digital Engagements

Future-proofing mainstream visibility and aligning with peak national sports moment

Exploring pop-culture relevance and entertainment integration to reach broader audience



Promotional video by Kartik Aaryan on National Protein Day

With more than two bars ordered every second,

India celebrates Protein Day, everyday.

Latest Additions to Our Portfolio

zydus wellness

Introduced an all-new category, Max Protein Roots - Ghee Jaggery Bar

10g Protein | 4g Fiber | No Palm Oil

Launched in 3 Flavours

Coffee Mocha | Cocoa Brownie | Orange Burst

26g Protein | NO Added Sugar | Source of Fiber | Milk Protein

Launched in 2 Flavours

Berry Blush | Choco Burst

Korean-inspired flavours made with **7 grains**

10g Protein | 4g Fiber | No Palm Oil | Low GI | Gluten-free

Launched in 3 Flavours

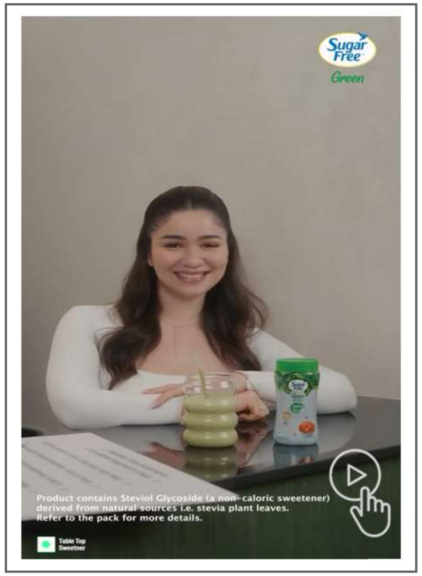
Gochujang | Hot Chilli | Barbeque

Sugar Free I'm lite

Shaping the Future of Everyday Wellness

Offtake continues to get stronger

- ❖ Sugar Free strengthened its category leadership, retaining the No. 1 position with a market share of 96.1%*, supported by a 24 bps year-on-year gain.
- ❖ Sugar Free Green continued its strong momentum, delivering double-digit growth for the 20th consecutive quarter.
- ❖ Brand salience remained robust in Q4 FY26 through sustained 360° media visibility and influencer-led advocacy across key consumer cohorts.
- ❖ Targeted campaigns enhanced regional reach, with Sugar Free Green's New Year campaign driving pan-India TV visibility and Sugar Free Gold+ launching the "Mishty made for Mishty life" film in the selected markets.



Use of credible, health forward voices to resonate with youth

* As per MAT Mar 2026 report as per Nielsen & IQVIA

Shaping the Future of Everyday Wellness

New Entrant – Choco Spread in Sugar Free D'lite Portfolio – Domestic market

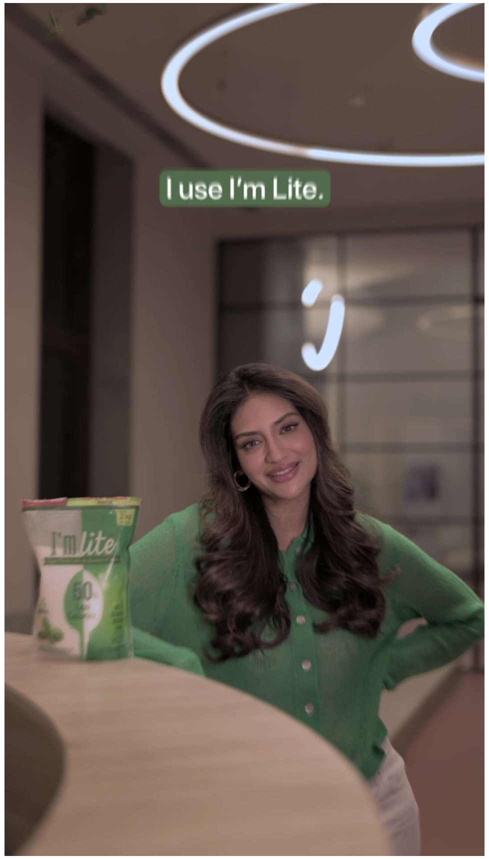
- ❖Sugar Free D'Lite range continued to deliver a strong quarter performance and recorded high double-digit growth compared to last year quarter.
- ❖Sugar Free Chocolates continue to witness robust growth, driven primarily by e-commerce, while Sugar Free Cookies are scaling through both offline and online channels.

Sensual story telling for brand's guilt-free indulgence promise during the T20 world cup final

'D'lite Chocolate Boy' campaign during Valentine'sWeek 2026.

Evolving into more evocative space of "Un-sinful Indulgence"

Shaping the Future of Everyday Wellness



- ❖ I'm Lite continues to strengthen its healthier living proposition as a smarter everyday sugar alternative through the "Sugar Badlo, Health Badlo" campaign.
- ❖ Sustained engagement and stronger visibility are helping the brand in registering higher single digit growth on a year-on-year basis.
- ❖ Digital and influencer-led campaigns have improved relevance by showcasing the product in daily routines and familiar recipes.

everyuth naturals

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Driving Category Growth by Adding New Consumers

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Strengthening Position in Targeted Categories

- ❖Delivered strong double-digit growth in FY26, driven by innovation, distribution, and superior consumer experience.
- ❖Tan Removal strengthened its saliency within the portfolio, supported by the Q4 FY26 launch of the Tan Removal Face Wash.
- ❖Expanded the user base through superior offerings and impactful digital, TVC, influencer-led, and Glance AI-powered marketing campaigns across party night, date night, and after-office occasions.
- ❖We continue to lead in niche sub-segments—achieving a 48.6%* market share in scrubs with an 8.7* bps YoY increase, and 75.5%* share in peel-off masks, with a decline of 221.8* bps.
- ❖Brand ranks 5th in the facial cleansing category with an 8.0%* market share, up 37.6 bps year-on-year, and considering L3M (JFM'26), registered 8.5% making it the 4th largest player in the category.

*As per MAT Mar 2026 Nielsen report

Glucon-D

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Strategic Levers Intact to Drive Category and Consumer Growth

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Glucon-D

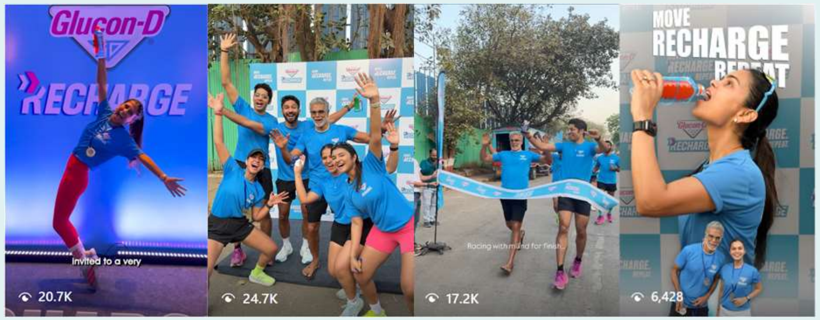
TV + Weather Triggered Digital Reach

- Despite softer category demand from adverse weather conditions in FY26, the brand remained focused on building long-term momentum.

- Successfully entered the performance hydration segment with the launch of Recharge across two formats, Liquid in Orange and Green Apple flavours, and Sachets in Orange and Lime flavours, supported by a focused rollout across Modern Trade and E-commerce channels.

- Strengthened brand visibility through the “Fuel Your Movement” digital campaign and sponsorship of marquee events such as marathons and cyclothons.

Recharge Launch | Milind + 18 Influencers + Nutritionists + High Voltage PR



Glucose + Electrolytes
Vitamins, Minerals
Endurance Performance
Supports Immunity
Energy Release

Electrolytes
Vitamins, Minerals
Energy Release
Supports Immunity,
NO ADDED SUGAR

Zero Caffeine Formulations

Energy + Hydration Formula

Hydration Formula

Strategic Levers Intact to Drive Category and Consumer Growth

- With over five decades of consumer trust, Nycil maintains its leadership in the prickly heat powder category, driven by 100% consumer awareness and an effective antibacterial formulation synonymous with healthy skin.
- Built on its proven germ-fighter proposition, the brand offers protection against sweat, body odour, rashes, itching, and heat-related discomfort.
- Performance during FY26 was impacted by seasonal headwinds affecting both the brand and the broader category.
- Nycil is gearing up to strengthen brand communication and scale mass-market activations in the coming period, with a focused objective of enhancing household penetration and expanding its retail reach.

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Building Lifelong Consumer Relationships

Growth via Portfolio & Partnerships

❖Brand delivered consistent double-digit growth, despite LPG supply headwinds, supported by a strong portfolio, innovation, and AI-led consumer engagement.

❖Expanded the portfolio through focused innovation and strong B2B/B2C execution.

❖Launched an AI-powered campaign "NutraliteSpotlight" celebrating women who create healthier family recipes by turning their signature dishes into share-worthy digital moments within minutes.

❖Strengthened consumer engagement through an AI-powered recipe platform enabling instant suggestions via food photo uploads or WhatsApp dish queries.

Influencer led Advocacy

Pre-Buzz & Sustenance

Influence Advocacy

#NutraliteSpotlight

Nutralite Activ Range- Peanut Butter

Complan®

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Reinforcing Brand Strength in a Tough Market

- Complan retained its fourth position, holding a 4.1%* market share during the quarter.
- Despite the category declining by 4.8%* vs last year, posing growth challenges, Complan demonstrated encouraging green shoots during the quarter, delivering near double-digit year-on-year growth.
- During the quarter, Zydus Wellness commenced direct supply of Complan NutriGro kids' segment, which had previously been distributed through the group company.
- Acquiring new users through targeted actions to scale our Toddler & Adult nutrition portfolios through digital funnels, clinical credibility and expert outreach.
- Channel-led initiatives focused on modern trade, general trade, and e-commerce to enhance distribution and visibility.

*As per MAT Mar 2026 Nielsen report

Reinforcing Brand Strength in a Tough Market

Supported by the “Thoda Plan, Thoda Complan” campaign and its partnership with young cricket talent **Vaibhav Suryavanshi**, Complan strengthened it connect with younger consumers and drove portfolio growth. Click for [Complan Ad Film]

Cuticolor

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Marketing and Distribution Initiated in Organised Channel

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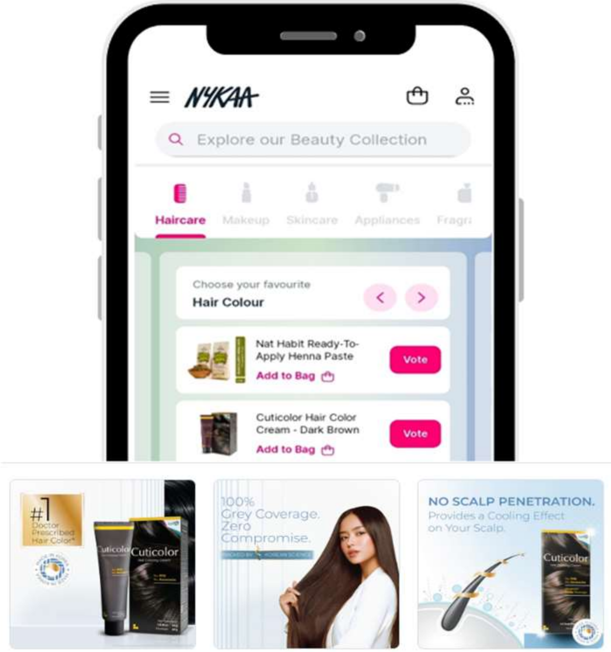
- "Dermatological Expertise" campaign targeted premium urban hair-color users across YouTube and Amazon, delivering a 67% uplift in brand awareness and 4x benchmark Click-through Rate.
- A dermatology-led influencer program further amplified the campaign, strengthening visibility and consumer engagement by reinforcing the brand's safety credentials.

Professional Trust

(Derma Influencers)

#2 Hair Colour
Brand on Amazon



Nominated for the **Nykaa 'Best in Beauty Awards 2026'**

No.1 Doctor prescribed hair color is free from ammonia, PPD, and harmful chemicals, providing a safe and gentle color experience for healthy hair

B. International Business

WeightWorld maxmedix Animigo

WeightWorld

maxmedix

Animigo

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Enhancing Global Market Access Through Acquired Brands

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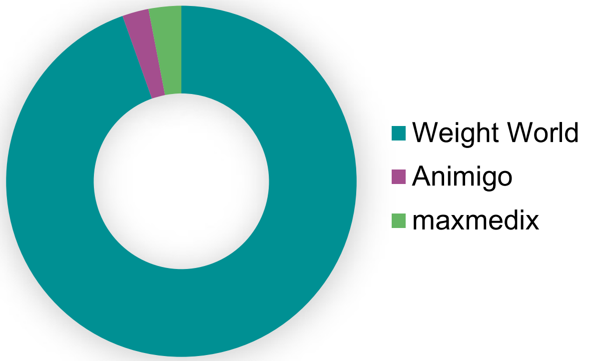
Revenue Overview



Amazon Ratings in Top Markets

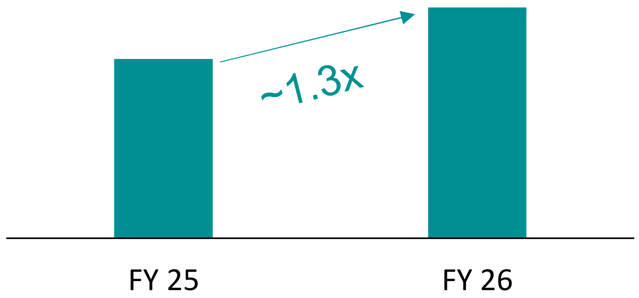
UK
Germany
France
Spain
Italy

WeightWorld

> 4.6 / 5.0

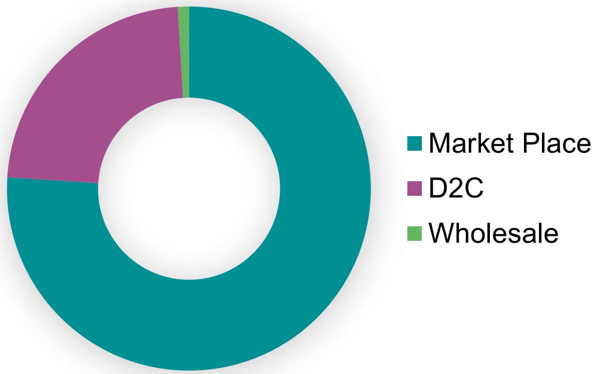
Financial Highlights *

Revenue

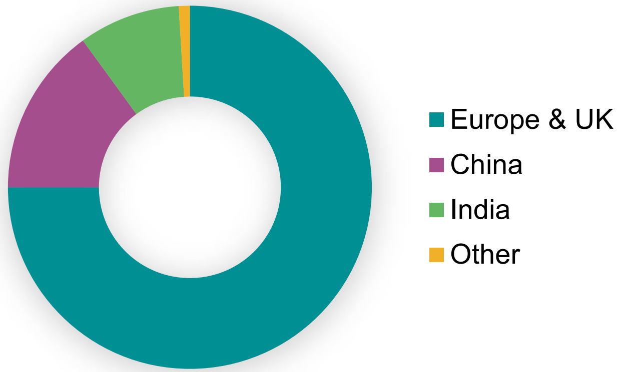


Like to like for comparative

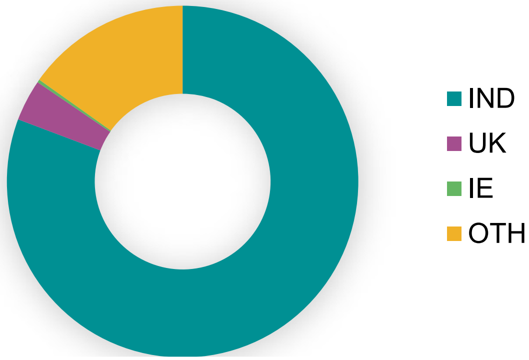
Channel wise Sales Overview



Supplier Overview



Employees



OTH includes Off-roll employees over the globe

Latest Additions to Our Portfolio

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Menophase complex capsules

Probiotic gummies for women

Turmeric with ginger and black pepper

Pure himalayan shilajit capsules

Probiotic gummies

Asthaxathin softgels

Hemp oil liquid for cats

Pet's paw and nose balm for cats

Multivitamins and minerals for cats

Flea and tick defence powder

Hemp oil liquid for dogs

Leveraging Global Wellness Opportunities

Channel expansion

✓ Launched the WeightWorld and maxmedix brands on Boots.com, a leading health and beauty business in the UK.

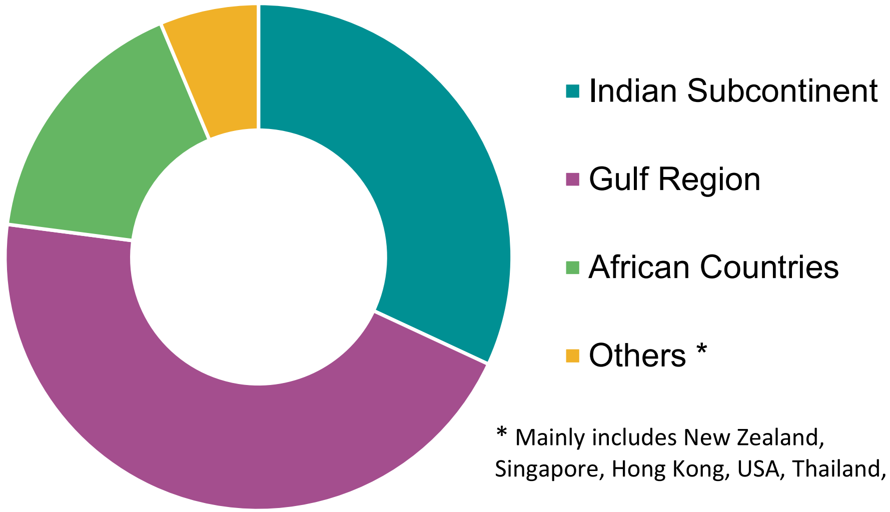
Geographical expansion

✓ Successfully launched on Amazon in the UAE with our WeightWorld and maxmedix brands.

Building a Stronger International Portfolio

- Despite ongoing geopolitical disruptions, international business excluding Comfort click delivered high double-digit topline growth.
- Sugar Free, Complan, RiteBite - Max Protein and Nycil contributes a significant portion of the overall business.

Market Geography for FY26



* Mainly includes New Zealand, Singapore, Hong Kong, USA, Thailand, etc.

(Excluding Comfort Click Business)

Global Footprint Established Across Key Markets

India Bahrain Bangladesh Bhutan Hong Kong Kuwait Lebanon Maldives Malaysia Thailand

United Arab Emirates Myanmar Nepal Oman Qatar Saudi Arabia Sri Lanka Taiwan Singapore

Nigeria Kenya Mauritius Ethiopia South Africa Tanzania Uganda Zimbabwe Morocco

New Zealand Australia

United Kingdom Germany Spain Italy France Netherlands Sweden Denmark Belgium Ireland Poland

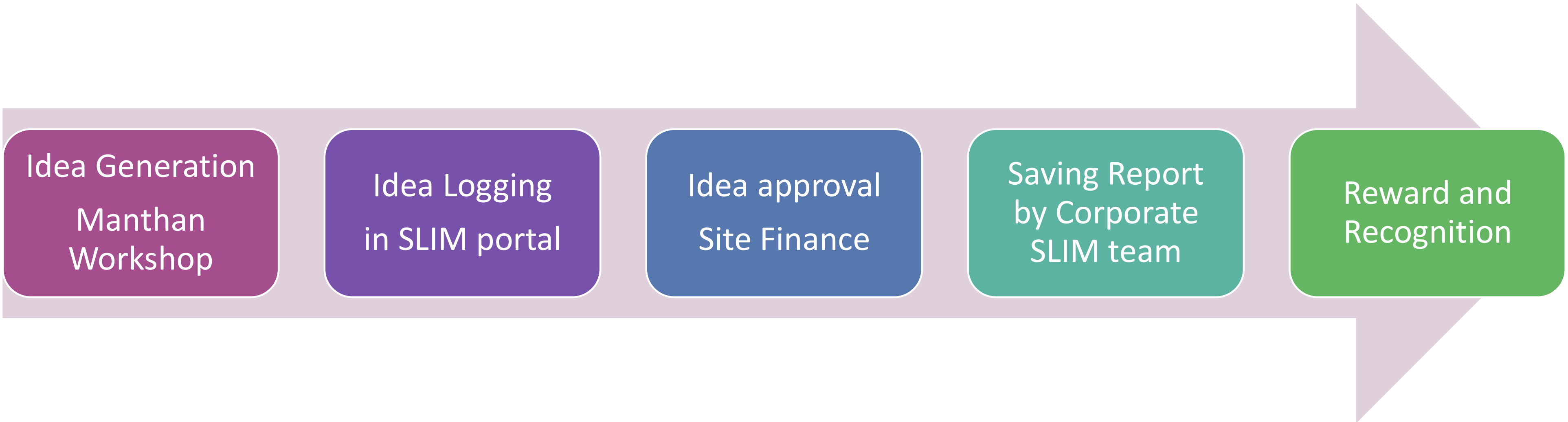
Finland Portugal United States of America

Manufacturing Foot print – India

SLIM (Strategic Lean Integrated Manufacturing)

SLIM (Strategic Lean Integrated Manufacturing) is a group level initiative to institutionalize the continuous improvement across Zydus sites utilizing the principles of Lean and Six Sigma. It is a top driven (Strategy Deployment) and bottom up (Kaizen Ideas) approach with focus on improving the operational efficiencies in the End to End manufacturing.

Zydus Wellness places a strong focus on empowering employees under the SLIM program by equipping them with Continuous Improvement tools through Manthan workshops. Their participation demonstrates the inclusive design of SLIM, where every employee plays a role in cost optimization and innovation.



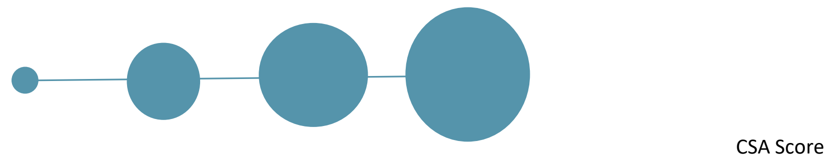
PRISM (Process Re-engineering in Systematic manner)

- Achieve cost excellence across various verticals and processes within:
  - look for opportunities of process improvements and risk mitigation;
  - objective of bringing in sustainable savings.

- The modus operandi involves:
  - spend base analysis and reasons of them and taking targets;
  - idea generation for savings opportunities;
  - drawing out exact action plans to achieve within a finite time:
    - involves owning a cause, extensive cross functional teamwork
    - thorough monitoring and rigorous reviews at the highest level

ESG Highlights and Score

Zydus Wellness has secured 99 percentile among 331 global companies in the same industry group of FOA food products



	2022	2023	2024	2025	YoY Improvement
Total ESG Score	38	58	79	84	+6.3%
Environmental	28	49	78	88	+12.8%
Social	42	63	85	83	-2.3%
Governance & Economic	43	63	73	79	+8.2%

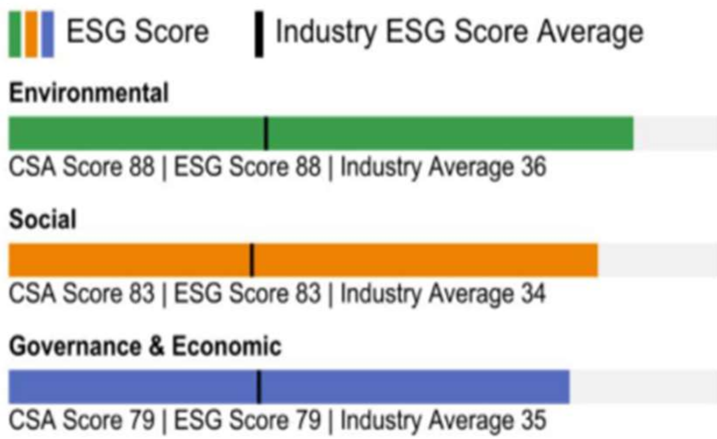
#3 highest globally as of 24/10/2025 – FOA food products

S&P Global CSA Score, without modeling

84/100

Industry CSA Score Average **30**/100

Score breakdown



Compliance and Disclosures (1/2)

- The Company intimates regularly to the Stock Exchanges about various events taking place, which are material in nature. The same are also informed to the Directors.
- The Company makes all statutory disclosures in the Annual Report and considers the views and observations of all Directors before it is finalized and circulated to the stakeholders.
- The Company has robust system of compliance and a compliance report is presented to the Directors on a quarterly basis.
- The Company provides sufficient information and material to the Directors as a part of board agenda to take an informed decision.
- The CEO and the CFO make presentations at every Board meeting.
- The Company also hosts an Analysts / Investors conference call after the quarterly results are submitted to the stock exchanges.

Compliance and Disclosures (2/2)

- The Audit Committee has appointed firm of independent internal auditors (EY) and their report on observations are presented and discussed at every Audit Committee meeting. The audit scope of internal auditors are finalized after taking into consideration the areas proposed by the members of the Audit Committee and Board.

- The Statutory Auditors provide their limited review reports at every quarterly meeting, which give satisfaction to the Directors about the compliance of accounting principles, standards and guidelines.

- The Cost Auditors provide their cost audit report on a yearly basis.

- The Secretarial Auditor provides secretarial audit report and secretarial compliance report on a yearly basis.

- The Company has robust governance systems and the management reviews the businesses and supportive functions at periodic review meetings.

Internal Control System

- Organization-wide SOPs and policies to govern and control various operations.
- Strong IT systems-SAP, in-house developed automated workflows.
- Rigorous cost controls-budgeting and concurrence systems.
- Risk management-regular review of critical risks, identification of mitigation plans andmonitoring of implementation thereof by Risk Management Committee.
- Operation of vigil mechanism and whistler blower policy.

Role of Independent Directors

<u>Roles of Independent Directors [Schedule IV of the Companies Act, 2013 ("the Act")]:</u>

An ID shall:

1. help in bringing an ***<u>independent judgment</u>*** to bear on the Board's deliberations especially on issues of strategy, performance, risk management, resources, key appointments and standards of conduct;
2. bring an ***<u>objective view in the evaluation of the performance</u>*** of board and management;
3. scrutinise the ***<u>performance of management</u>*** in meeting agreed goals and objectives and monitor the reporting of performance;
4. satisfy themselves on the ***<u>integrity of financial information</u>*** and that financial controls and the systems of ***<u>risk management</u>*** are robust and defensible;
5. to ***<u>safeguard the interests</u>*** of all stakeholders, particularly the minority shareholders;
6. to ***<u>balance the conflicting interest</u>*** of the stakeholders;
7. determine ***<u>appropriate levels of remuneration</u>*** of executive directors, key managerial personnel and senior management and have a prime role in appointing and where necessary recommend removal of executive directors, key managerial personnel and senior management;
8. to ***<u>moderate and arbitrate</u>*** in the interest of the company as a whole, in ***<u>situations of conflict</u>*** between management and shareholder's interest.

Guidelines of professional conduct:

Guidelines of professional conduct [Schedule IV of the Companies Act, 2013 ("the Act")]:

An ID shall:

1. uphold ***ethical standards*** of integrity and probity;
2. act ***objectively and constructively*** while exercising his duties;
3. exercise his ***responsibilities in a bona fide manner*** in the interest of the company;
4. devote ***sufficient time and attention to his professional obligations*** for informed and balanced decision making;
5. not allow any extraneous considerations that will ***vitiate his exercise of objective independent judgment*** in the paramount interest of the company as a whole, while concurring in or dissenting from the collective judgment of the Board in its decision making;
6. not ***abuse his position to the detriment of the company*** or its shareholders or for the purpose of gaining direct or indirect personal advantage or advantage for any associated person;
7. refrain from ***any action that would lead to loss of his independence***;
8. where ***circumstances arise*** which make an independent director ***lose his independence***, the independent director must ***immediately inform the Board*** accordingly;
9. assist the company in ***implementing the best corporate governance practices***.

Responsibilities and Duties (1/2):

Responsibilities and Duties [Schedule IV of the Companies Act, 2013 ("the Act")]:

An ID shall:

1. undertake appropriate induction and ***regularly update and refresh their skills, knowledge and familiarity*** with the company;
2. seek appropriate ***clarification or amplification of information*** and, where necessary, take and follow ***appropriate professional advice and opinion of outside experts*** at the expense of the company;
3. strive to ***attend all meetings of the Board of Directors and of the Board committees*** of which he is a member;
4. participate ***constructively and actively in the committees of the Board*** in which they are chairpersons or members;
5. strive to ***attend the general meetings*** of the company;
6. where they have ***concerns about the running of the company or a proposed action***, ensure that these are ***addressed by the Board*** and, to the extent that they are ***not resolved***, insist that their ***concerns are recorded in the minutes*** of the Board meeting;
7. keep themselves ***well informed about the company and the external environment*** in which it operates;

Responsibilities and Duties (2/2):

8. not to ***unfairly obstruct the functioning*** of an otherwise proper Board or committee of the Board;
9. pay ***sufficient attention*** and ensure that adequate deliberations are held ***before approving related party transactions*** and assure themselves that the same are in the interest of the company;
10. ascertain and ensure that the company has an adequate and functional ***vigil mechanism*** and to ensure that the interests of a person who uses such mechanism are not prejudicially affected on account of such use;
11. report concerns about ***unethical behaviour, actual or suspected fraud or violation*** of the company's code of conduct or ethics policy;
12. act within their ***authority, assist in protecting the legitimate interests*** of the company, shareholders and its employees;
13. not disclose ***confidential information, including commercial secrets, technologies, advertising and sales promotion plans, unpublished price sensitive information***, unless such disclosure is expressly approved by the Board or required by law.

THANK YOU

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