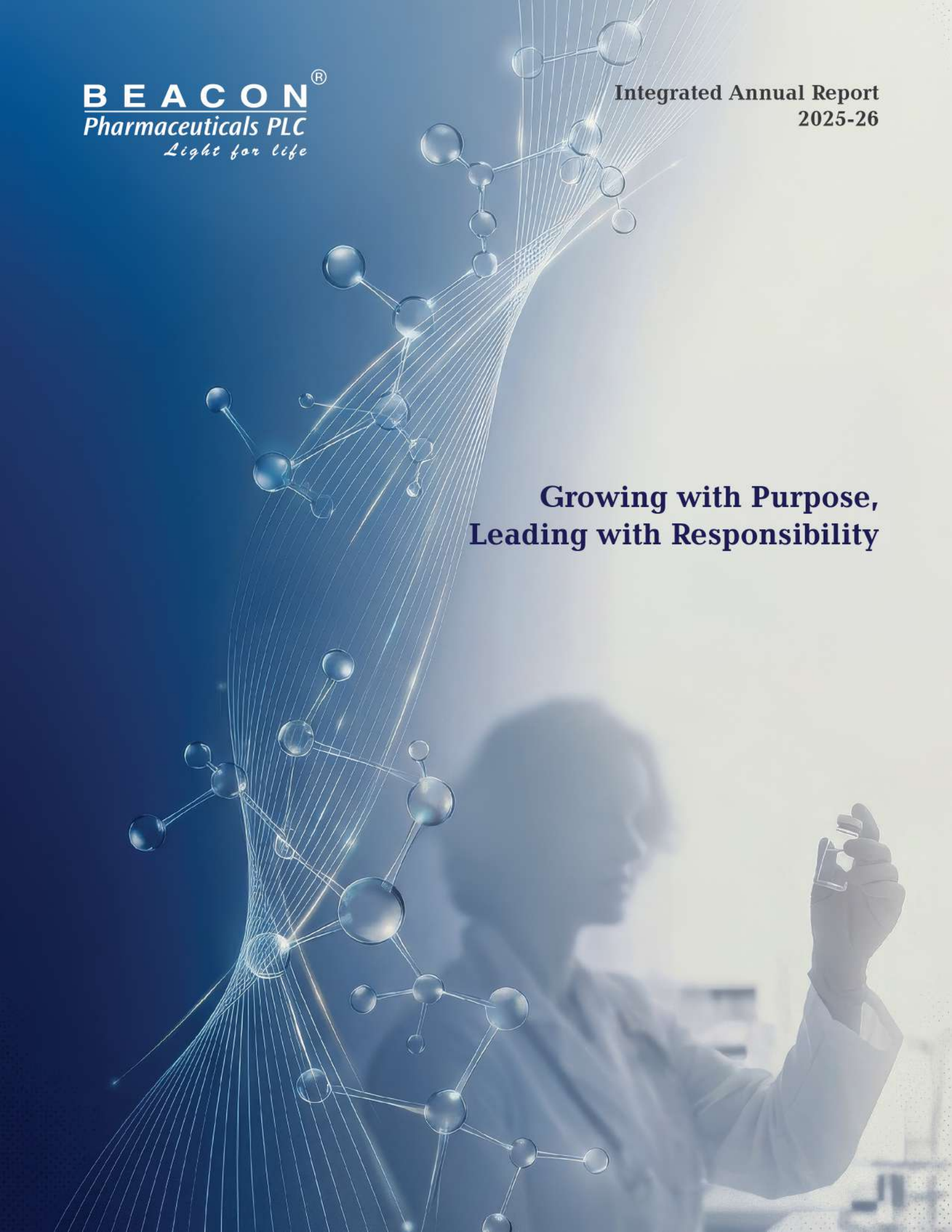
BEACON®
Pharmaceuticals PLC
Light for life

Integrated Annual Report
2025-26

Growing with Purpose, Leading with Responsibility



GROWING WITH PURPOSE, LEADING WITH RESPONSIBILITY

Beacon Pharmaceuticals PLC continues to grow with a clear sense of purpose - improving the quality of human life through quality pharmaceutical products and research. Our growth is supported by research, operational excellence, continuous improvement and strong organizational capabilities.

We continue to strengthen our capabilities while building a resilient foundation for sustainable business performance. Our purpose extends beyond financial results to creating value for patients, employees, shareholders, business partners and communities. We remain committed to the responsible use of financial, manufactured, intellectual, human, social and natural capital. Strong governance, ethical conduct and accountability guide the way we conduct our business.

Our investments in people, research, technology, quality and capacity strengthen our ability to serve evolving healthcare needs. As we expand in domestic and international markets, we remain mindful of our responsibilities to society and the environment. Through research, quality and continuous improvement, we seek to create lasting value and build stakeholder trust.

Growing with Purpose, Leading with Responsibility reflects our commitment to sustainable growth, responsible leadership and meaningful value creation.



BEACON®
Pharmaceuticals PLC
Light for life

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OUR INTEGRATED VALUE CREATION

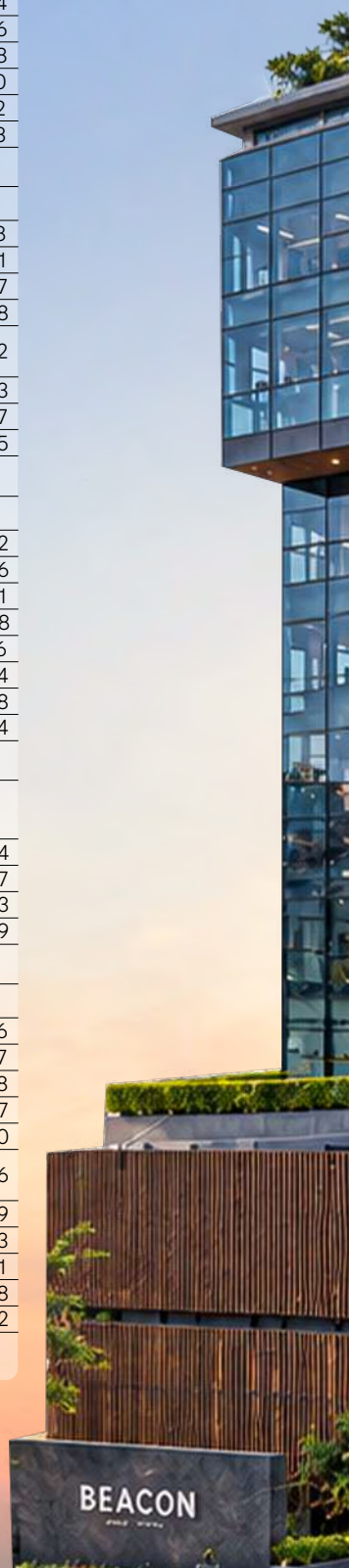
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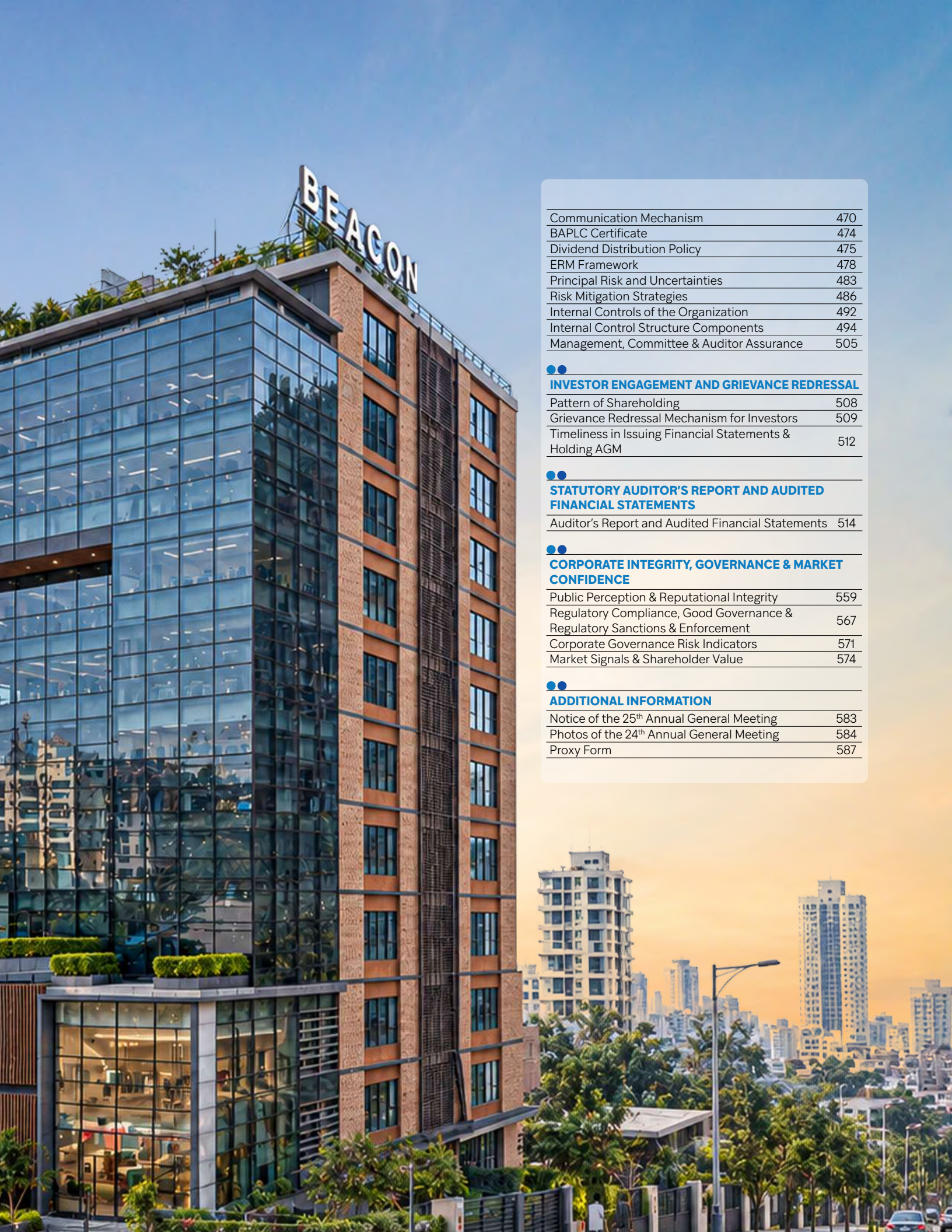
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BEACON





In Loving Memory of
Mohammad Ebadul Karim (1956–2025)

Founder & Former Managing Director, Beacon Pharmaceuticals PLC

Your vision brought hope to patients, and your legacy lives on in every life Beacon serves.

Every enduring institution begins with one person who sees what others have yet to imagine. For Beacon Pharmaceuticals PLC, that person was Mohammad Ebadul Karim. As Founder and Managing Director, he gave the Company its direction, its values and its purpose: to bring quality medicines, and with them hope, to the patients who depend on us.

The name Beacon was never only a name. Like a lighthouse, it is a promise - to stand steady, to guide, and to be there in the darkest hours when people need care the most. That promise was his, and it is the promise that every member of the Beacon family renews each day.

He believed that medicine is, at its heart, an act of care, and that a company earns its place in society by the lives it improves. That belief lives on in every medicine we make, in every colleague who serves, and in every patient who places their trust in us.

Gone from our sight, never from our hearts.

MAY HIS SOUL REST IN ETERNAL PEACE.



LETTER OF TRANSMITTAL

Date: 18 November 2026

The Shareholders
Bangladesh Securities and Exchange Commission
Registrar of Joint Stock Companies and Firms
Dhaka Stock Exchange PLC
Chittagong Stock Exchange PLC
Financial Reporting Council of Bangladesh
Professional Institutes (ICAB, ICSB, ICMAB, etc.)
Other Stakeholders

Subject: Annual Report of Beacon Pharmaceuticals PLC for the year ended 30 June 2026.

Dear Sir(s),

We are pleased to enclose a copy of the Annual Report 2025-26, containing the Directors' Report and Auditor's Report, together with the Audited Financial Statements for the year ended 30 June 2026, with notes thereon, of Beacon Pharmaceuticals PLC for your kind information and record.

The Annual Report 2025-26 is also available on the Company's website at:
www.beaconpharma.com.bd

Thanking you,

Sincerely yours,

Anindya Sarkar FCS
Company Secretary

ABOUT THIS REPORT

Beacon Pharmaceuticals PLC's Annual Report presents a comprehensive overview of the Company's financial and non-financial performance, strategic priorities, governance practices, and sustainability initiatives for the reporting period. The Report demonstrates how the Company creates, preserves, and enhances value for shareholders and other stakeholders through responsible business practices, R&D, operational excellence, and patient-centric healthcare solutions.

As one of Bangladesh's leading pharmaceutical manufacturers, Beacon Pharmaceuticals PLC remains committed to improving healthcare outcomes through the development, manufacturing, and distribution of high-quality, affordable, and innovative medicines. The Company continues to strengthen its capabilities in oncology, general medicine, chronic medicine and international markets while integrating sustainability into every aspect of its operations.

This Report reflects our commitment to transparency, accountability, and long-term value creation. It highlights our achievements in corporate governance, quality management, research and development, human capital development, digital transformation, environmental stewardship, occupational health and safety, ethical business conduct, and community engagement.

Through continuous investment in advanced manufacturing technologies, internationally accredited quality systems, regulatory compliance, and R&D, Beacon Pharmaceuticals PLC continues to strengthen its position as a trusted healthcare partner in Bangladesh and global markets.

Report Profile

The principal objective of this Annual Report is to provide shareholders, investors, regulators, employees, customers, healthcare professionals, business partners, lenders, and other stakeholders with a balanced, transparent, and reliable assessment of Beacon Pharmaceuticals PLC's performance and future outlook. The Report presents information relating to:



Integrated Thinking and Reporting

Beacon Pharmaceuticals PLC embraces integrated thinking by aligning financial performance with sustainability, R&D, governance, operational excellence, and stakeholder value creation. Our decision-making framework recognizes that long-term corporate success depends upon the effective management of multiple forms of capital, including financial, manufactured, intellectual, human, social and relationship, and natural capital.

Integrated thinking enables management to evaluate strategic opportunities and business risks in a holistic manner while ensuring efficient allocation of resources to maximize sustainable value creation.

Our integrated reporting approach demonstrates how our strategy, governance framework, business model, and risk management processes collectively contribute to sustainable growth over the short, medium, and long term.

The Board of Directors, supported by its committees and senior management, oversees the preparation of this Report to ensure that it provides relevant, balanced, and decision-useful information to stakeholders.

Reporting Framework

The Annual Report has been prepared considering applicable statutory and regulatory requirements together with internationally recognized reporting principles, including:

- Companies Act, 1994
- Bangladesh Securities and Exchange Commission (BSEC) requirements
- Corporate Governance Code 2018
- International Financial Reporting Standards (IFRS)
- International Accounting Standards (IAS)
- IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2), where applicable
- International Integrated Reporting (<IR>) Framework principles
- Sustainability practices
- FRC regulations

Integrated Assurance

Beacon Pharmaceuticals PLC applies a comprehensive assurance framework to enhance the reliability, credibility, and integrity of information presented in this Annual Report. Management is responsible for establishing and maintaining effective internal controls, financial reporting processes, compliance systems, enterprise risk management, and operational governance.

The Internal Audit Department performs independent risk-based reviews of internal controls, governance processes, regulatory compliance, and operational effectiveness throughout the organization.

The Audit Committee of the Board provides oversight of financial reporting, internal controls, enterprise risk management, internal audit activities, and the external audit process. The Independent External Auditor conducts an audit of the company's financial statements in accordance with applicable auditing standards and issue an independent audit opinion. Where appropriate, specialized external experts provide independent assurance regarding selected compliance, certification, environmental, quality management, and regulatory matters.

Materiality

The content of this Annual Report has been determined through a structured materiality assessment process designed to identify issues that have the greatest influence on the Company's ability to create long-term value.

Information Assurance Principles

Our reporting approach is guided by six fundamental principles:



Cautionary Statement

This Annual Report has been prepared primarily for the information of shareholders, investors, regulators, and other stakeholders of Beacon Pharmaceuticals PLC. The Report contains factual information regarding the Company's operations, financial performance, governance, sustainability initiatives, and strategic direction.

Certain statements contained in this Report may constitute forward-looking statements based on management's current expectations, assumptions, estimates, and projections regarding future events and business performance. Actual results may differ due to changes in economic conditions, regulatory developments, market dynamics, technological advancements, exchange rate movements, healthcare policies, competitive pressures, supply chain disruptions, and other factors beyond the Company's control.



Integrated Thinking for Sustainable Healthcare and Value Creation

- **Mission & Vision**
- **Our Purpose & Our Direction**
- **Core Values & Ethical Principal**

Value Creation through Our Business Model

Beacon Pharmaceuticals PLC's vision, mission and values guide our commitment to creating and preserving sustainable value for our stakeholders. Through integrated thinking, we connect our strategy, governance, resources, risks and performance to informed decision-making and responsible resource allocation. Our business model demonstrates how we deploy our six capitals-financial, manufactured, intellectual, human, social and relationship, and natural capital-to deliver quality healthcare solutions and sustainable outcomes. Our Integrated Report highlights material economic, environmental, social and governance matter and presents sustainability-related disclosures with reference to IFRS S1 and IFRS S2.



Governance, Strategy & Long-Term Value Creation

The Board of Directors provides oversight of Beacon's governance, strategic direction and long-term value creation, guided by our vision, mission and values. Our governance framework promotes transparency, accountability and responsible decision-making while protecting stakeholder interests. Clear short, medium and long-term priorities guide resource allocation and performance. We consider evolving healthcare needs, market dynamics, regulatory developments, R&D, and sustainability-related risks and opportunities to strengthen resilience and support sustainable growth.

Enterprise Risk Management

Beacon Pharmaceuticals PLC maintains a structured Enterprise Risk Management (ERM) framework to identify, assess, monitor and mitigate risks and opportunities that may affect business performance and long-term value creation. Under the oversight of the Board and management, the framework considers strategic, financial, operational, regulatory, quality, supply chain, environmental and sustainability-related risks. We continuously strengthen our risk governance and internal control processes to support informed decision-making, protect our capitals and enhance business resilience.

Our Capital

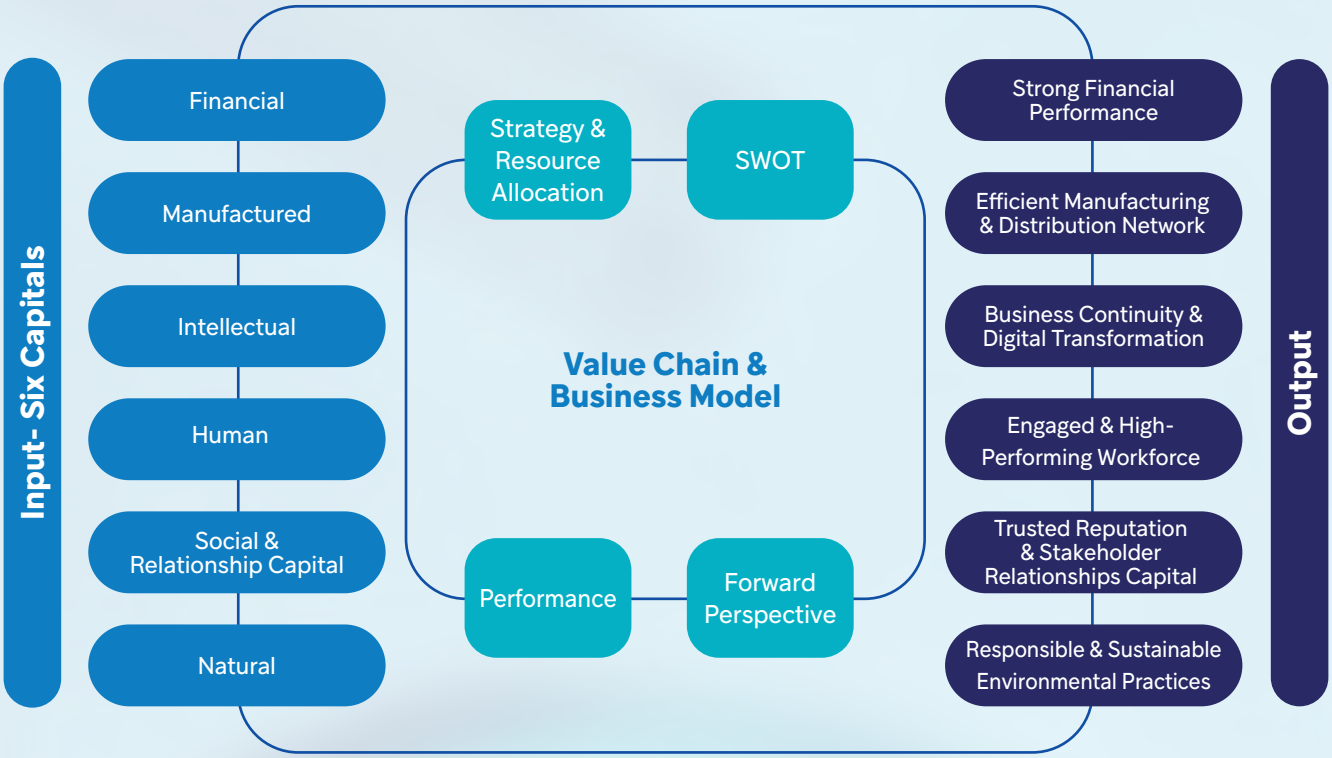
Driven by our commitment to sustainable value creation, Beacon Pharmaceuticals PLC strategically deploys its resources and six capitals to support responsible growth, operational excellence and long-term resilience. Through efficient and responsible business practices, we integrate economic, environmental, social and governance considerations into our decisions and activities. Our capitals-financial, manufactured, intellectual, human, social and relationship, and natural-are interconnected and collectively support our ability to create, preserve and sustain value. Further details are presented throughout the Directors' Report, Integrated Report and Sustainability disclosures.

Internal Control & Assurance

Beacon Pharmaceuticals PLC maintains a structured internal control framework designed to safeguard assets, ensure the reliability of financial and operational information, support regulatory compliance and promote efficient business operations. The framework is embedded across key processes through clearly defined responsibilities, policies, approval authorities, segregation of duties and monitoring mechanisms. Management regularly reviews the effectiveness of controls and addresses identified gaps through appropriate corrective actions. Together with internal audit, risk management and Board-level oversight, these controls strengthen accountability, support informed decision-making and contribute to sustainable value creation.

External Environment

Governance
Objectives, Mission, Vision



Reporting Boundary of Integrated Report

Stakeholders

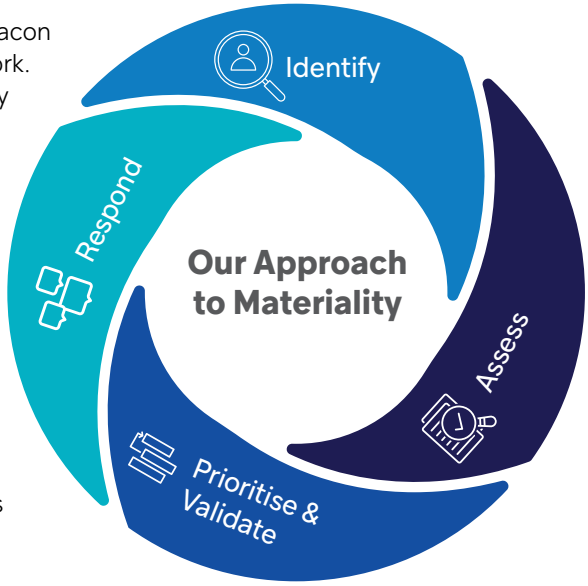
- Employees
- Bankers
- Suppliers
- Customers
- Communities
- Others Stakeholders

MATERIALITY AND MATERIAL MATTERS

Materiality Assessment

Materiality assessment is an integral component of Beacon Pharmaceuticals PLC's governance and value creation framework. We systematically identify and assess matters that may significantly influence our ability to create, preserve and sustain value over the short, medium and long term. The assessment considers both financial and non-financial factors, including key Environmental, Social and Governance (ESG) matters, emerging industry trends, business risks and opportunities, and issues of significance to our stakeholders.

We systematically evaluate and prioritise material matters by considering stakeholder expectations, their potential impact on our business model, strategic priorities, risk profile and long-term value creation. The identified matters are validated through management oversight to ensure that our materiality priorities remain relevant, balanced and aligned with Beacon Pharmaceuticals PLC's strategic direction and governance framework.



Materiality in Practice

Sustainability is an important part of our business model and strategy. It guides our efforts to create long-term value for patients, shareholders, employees, healthcare professionals, business partners, communities and society. Our strategic planning is supported by a materiality matrix aligned with the Sustainable Development Goals (SDGs), which helps us identify and priorities the issues that matter most across our value chain and to our stakeholders.

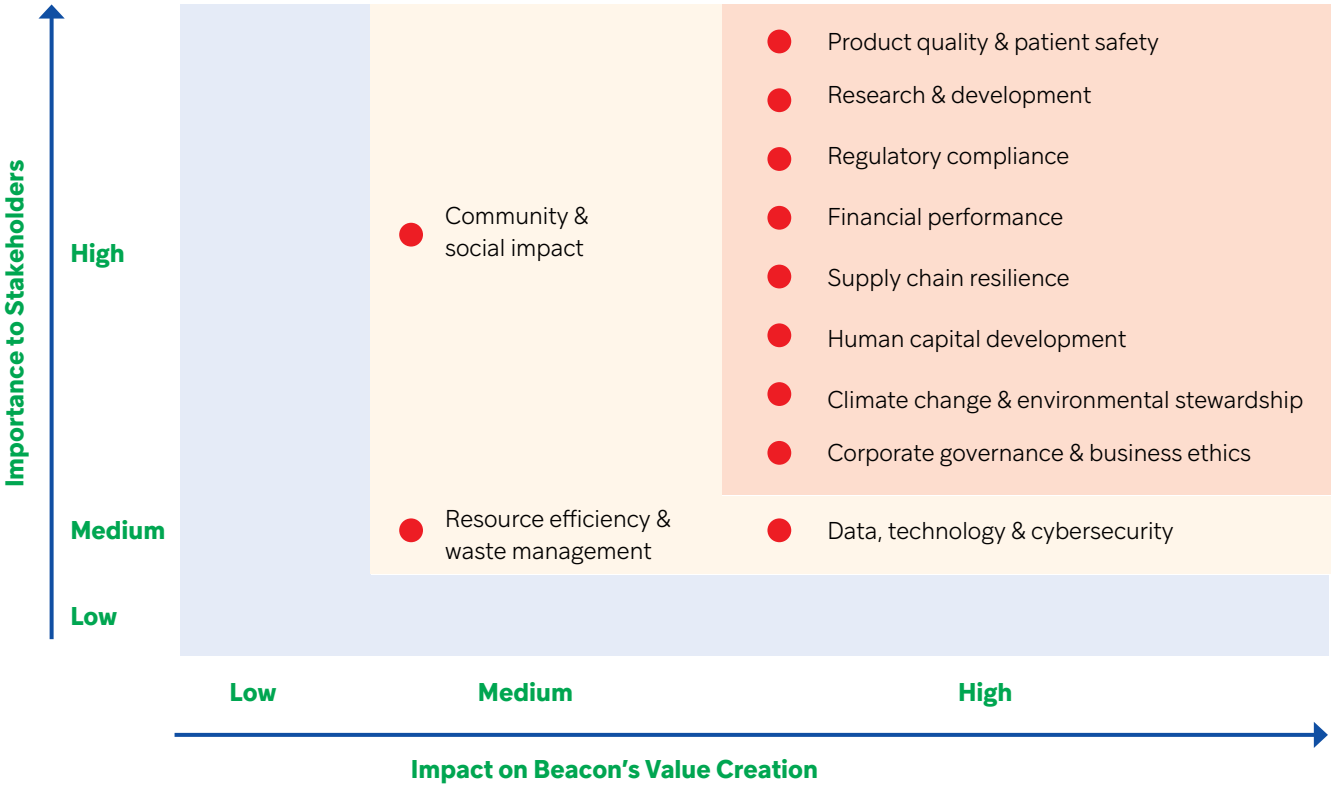
This approach is strengthened through regular and meaningful engagement with our stakeholders, supported by the oversight and guidance of the Board and executive management. Together with our risk management process, it helps us make informed decisions and respond effectively to changes in our business environment. Through this approach, Beacon Pharmaceuticals PLC remains committed to upholding its corporate values, protecting shareholder rights, and maintaining high standards of governance and operational excellence.

Our Governance Priorities

- Strengthen Governance and Ethical Practices
- Foster Continuous Skills Development
- Enhance Our Financial Performance
- Ensure Regulatory Compliance
- Promote Environmental Stewardship

Materiality Matrix

Prioritizing matters that influence our stakeholders and long-term value creation



HIGH PRIORITY

Matters with significant potential to influence our strategy, performance, resilience, reputation and long-term value creation, requiring active management oversight and performance monitoring.

MEDIUM PRIORITY

Matters that remain important to stakeholders and require ongoing management, monitoring and appropriate disclosure, with their significance subject to changes in the business and external environment.

EMERGING MATTERS

New or evolving issues are monitored continuously to determine whether their significance increases and whether they should be incorporated into future materiality assessments environment.

Our Material Matters

Key matters that drive our strategy and value creation

Product Quality & Patient Safety

Delivering safe, effective and high-quality medicines to protect patient well-being.

Research & Development

Investing in R&D to address unmet medical needs and deliver value through continuous efforts.

Regulatory Compliance

Complying with all applicable regulations and upholding the highest ethical standards.

Financial Performance

Generating sustainable returns and creating long-term value for shareholders.

Supply Chain Resilience

Strengthening our supply chain to ensure continuity, quality and reliable availability of medicines.

Human Capital Development

Developing our people, supporting their well-being and building a culture of excellence.

Climate Change & Environmental Stewardship

Managing environmental impacts and building resilience to climate-related risks.

Corporate Governance & Business Ethics

Operating with integrity, transparency and strong governance.

Community & Social Impact

Creating positive impact through community engagement and social development initiatives.

Data, Technology & Cybersecurity

Protecting data and systems and leveraging technology for operational excellence.

Resource Efficiency & Waste Management

Using resources efficiently and reducing waste to minimize our footprint.



ABOUT THE COMPANY

Beacon Pharmaceuticals PLC ("Beacon" or "the Company") was founded on a simple conviction: that world-class, life-saving medicine should not be a privilege of geography or income. Since 2006, that conviction has guided every decision the Company has made - from the molecules it chooses to develop to the markets and people it chooses to serve.



With a portfolio of 286 brands spanning medicines like anti-cancer, cardiovascular, gastrointestinal, antibiotics, anti-coagulants, protein supplements, muscle relaxants, antihistamines, analgesics, NSAIDS, and more. Beacon is now being considered as a premier specialty pharmaceutical company in Bangladesh. Over the years, we have built our business around a clear ambition: to develop and manufacture high-quality medicines in therapeutic areas where scientific complexity is high and patient need is significant.

Our 30-acre state-of-the-art manufacturing plant is located at Bhaluka, Mymensingh, Bangladesh. The European experts who designed this Beacon industrial facility made it one of the best in the nation. It is made to meet international standards set by organizations like the WHO-CGMP, US FDA, UK MHRA, TGA, and Australia.

Our reach today extends well beyond Bangladesh, with medicines exported to more than 135 countries across Asia, Africa, Europe, and Latin America. This growing global presence reflects our commitment to consistent quality and our ambition to position Bangladesh as a trusted source of specialty medicines for the world.



286
Brands

135+
Export Countries

30 acres
Factory Area

5,726
Employees

20 years
In Operation

Once Weekly

Tirza

2.5 mg | 10 mg | 5 mg | 12.5 mg | 7.5 mg | 15 mg

Tirzepatide INN

A Game Changer in Diabetes, Obesity and Cardiometabolic Health

- Chronic Weight Management
- Type 2 Diabetes Management
- Cardiovascular Risk Reduction
- Obstructive Sleep Apnea

Now available in

Next-Gen. Autoinjector with 29G -Ultra-Fine Needle

- Self-Administration
- Hidden Needle View
- Consistent & Accurate Dosing



29G



- Minimal Pain
- More Comfortable

BEACON
Chronic Care



ORGANIZATIONAL OVERVIEW

OUR JOURNEY

PIONEERING BREAKTHROUGHS IN HEALTHCARE

"Redefining Health, Innovating Care, Inspiring Lives"

2001
Incorporated as a Private Limited Company

2006
Launched Commercial Operations

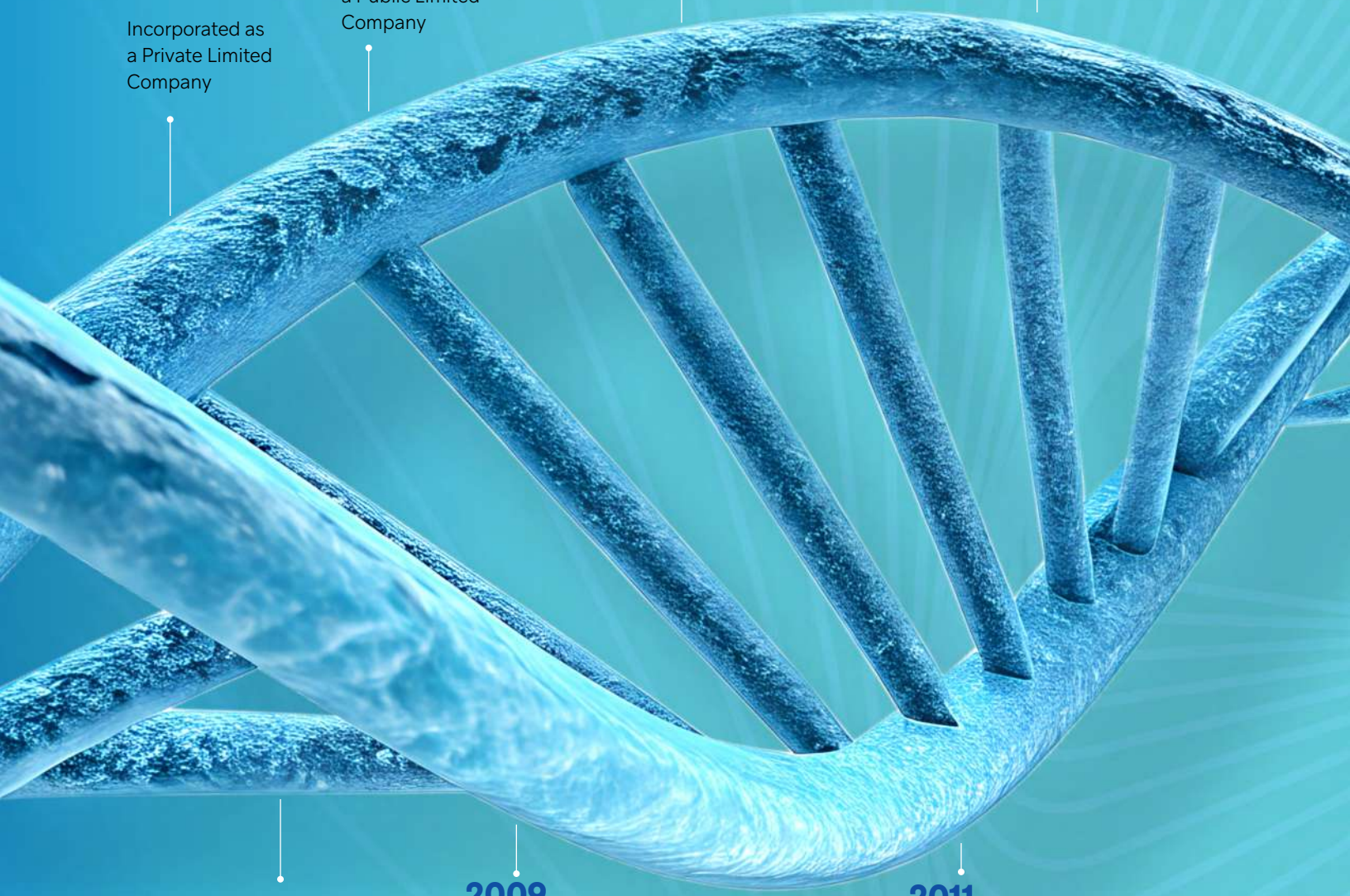
2008
Transitioned to a Public Limited Company

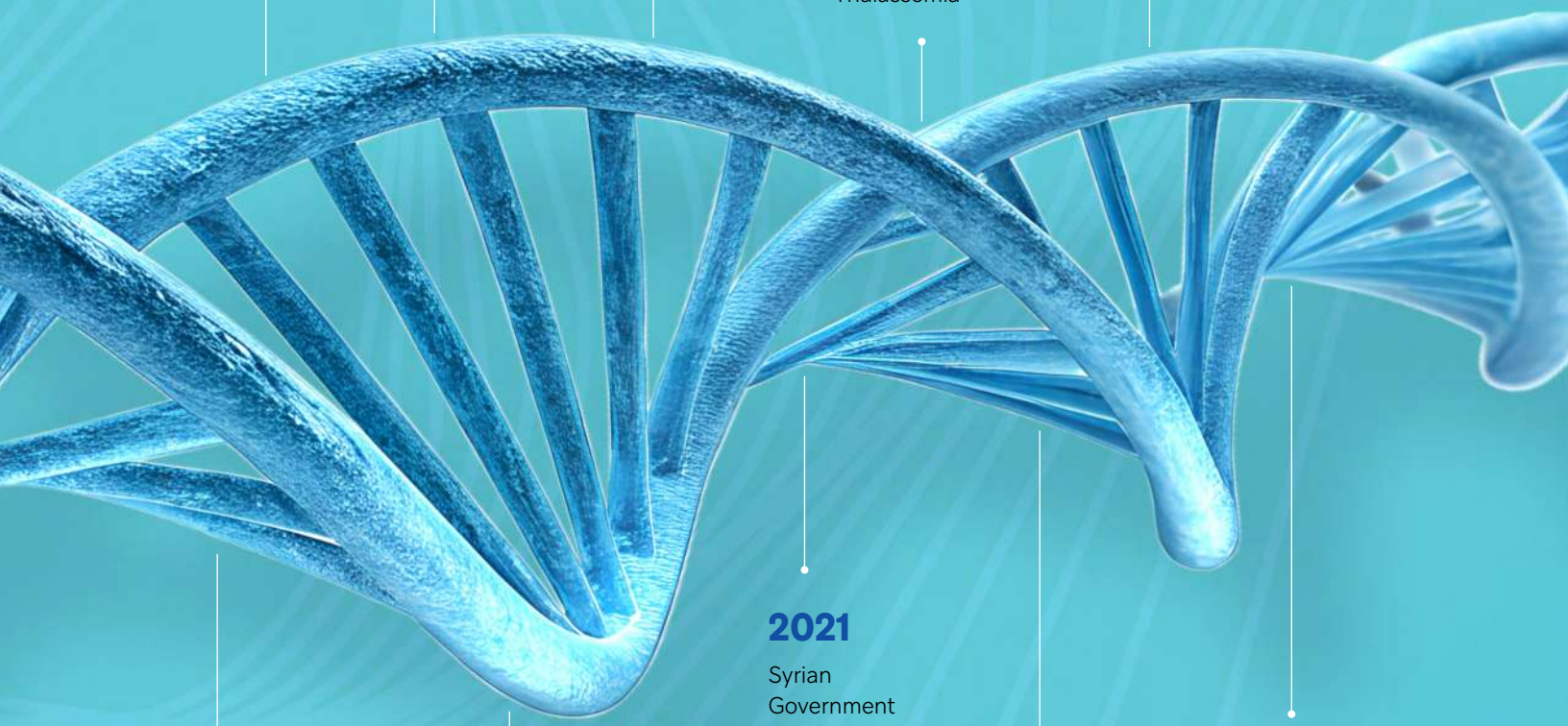
2009
Pioneered Anti-Cancer Drug Production in Bangladesh

2010
Initial Public Offering (IPO)

2011
Introduced Bio-Tech Products and Cardiovascular Solutions in Bangladesh

2012
Initiated Export of Life-Saving Anti-Cancer Medications





2015

Introduced Hepatitis-C Treatments for the First Time in Bangladesh

2016

Expanded Globally with B2B and B2C Services

2017

Formed Technology Transfer Partnership with Herber Biotech, Cuba

2018

Partnered with Daiwa Pharmaceuticals Co., Ltd., Japan

2020

Released Cephalosporin Products and COVID-19 Treatments (Favipira & Pandovir)

2021

Syrian Government Inspection of Beacon Plant, Expressing High Satisfaction

2022

Launched Empagliflozin-Linagliptin Combination for Diabetes and Raised Nationwide Awareness on Thalassemia

2023

Introduced Thalimide and Daprosis for Anemia Management in CKD and Thalassemia Care

2024

Topical Market Breakthrough & Rise with SAP S/4HANA Integration in Private Cloud

2026

Enhanced Sustainable Procurement & Supply Chain Governance with SAP ARIBA Integration

CORPORATE DIRECTORY

Board of Directors

Nurun Nahar Karim
Chairman

Mohammad Niazul Karim
Vice Chairman

Ulfat Karim
Managing Director

Mohammed Ariful Hoque FCA
Independent Director

Prof. Dr. Shamem Ara Mili
Independent Director

Prof. A B M Faroque
(Demise on 13 August 2026)
Independent Director

Rezanur Chowdhury FCA
(Tenure expired on 8 October 2026)
Independent Director

Audit Committee

Mohammed Ariful Hoque FCA
Chairman

Rezanur Chowdhury FCA
Member

Prof. Dr. Shamem Ara Mili
Member

Mohammad Niazul Karim
Member

Prof. A B M Faroque
(Demise on 13 August 2026)
Member

Nomination & Remuneration Committee

Prof. Dr. Shamem Ara Mili
Chairman

Rezanur Chowdhury FCA
Member

Mohammed Ariful Hoque FCA
Member

Mohammad Niazul Karim
Member

Prof. A B M Faroque
(Demise on 13 August 2026)
Member

CSR & Sustainability Committee

Prof. Dr. Shamem Ara Mili
Chairman

Md. Jalal Uddin FCA
Member

Md. Anisur Rahman Khan
Member

Md. Emroj Hossain
Member

Management Executive Committee

Ulfat Karim
Managing Director

Risana Karim
Executive Director

S. M. Mahmudul Haque
Director, Marketing & Sales

Md. Jalal Uddin FCA
Chief Financial Officer and Head of IT

Md. Anisur Rahman Khan
Executive Vice President, Estate and Public Relations

Shams Minhaz Monzur
Executive Vice President, Project Management

S M Foysal Habib
Senior Vice President, Marketing & Sales

Md. Rezaul Karim
Senior Vice President, Marketing & Sales

Bappa Sarker
Senior Vice President, Marketing & Sales

Md. Hafiz Imtiaj
Head of Human Resources

Syeda Shahanawas Shilpi
Vice President, Supply Chain Management

Anindya Sarkar FCS
Company Secretary

Hossain Al Enam
Senior Manager, International Marketing

Listing

Dhaka Stock Exchange PLC

Chittagong Stock Exchange PLC

Registered Office

Beacon Pharmaceuticals PLC
Kathali, Bhaluka, Mymensingh, Bangladesh.

Corporate Office

BEACON Business Centre,
9/B/2, Toyenbee Circular Road, Motijheel,
Dhaka-1223, Bangladesh
Tel: +88-02-41054005-10
E-mail: info@beaconpharma.com.bd
Website: www.beaconpharma.com.bd

Factory

Kathali, Bhaluka, Mymensingh, Bangladesh.

Statutory Auditors

M/s. Habib Sarwar Bhuiyan & Co.
Eastern Commercial Complex, 73 Kakrail,
7th Floor, Dhaka-1000

Corporate Governance Compliance Auditor

M/s. MNA Associates
Chartered Secretaries and Consultants
Tropical Molla Tower L-3, Sha-15/1-4,
Pragati Sarani, Middle Badda, Dhaka.

Bankers List

- Commercial Bank of Ceylon PLC
- Standard Chartered Bank
- The City Bank PLC
- Eastern Bank PLC
- Prime Bank PLC
- Shahjalal Islami Bank PLC
- Mutual Trust Bank PLC
- Dutch-Bangla Bank PLC
- Janata Bank PLC
- Rupali Bank PLC
- United Commercial Bank PLC
- Modhumoti Bank PLC
- Jamuna Bank PLC
- Bank Asia PLC
- ONE Bank PLC
- Shimanto Bank PLC

VISION, MISSION & CORE VALUES

VISION

To be regarded and recognized as one of the most value-driven pharmaceutical companies in the World.



MISSION

To improve the quality of human life by providing innovative pharmaceutical products developed through continuous research and development ensuring stakeholder's satisfaction.



CORE VALUES

- Committed to quality in all our activities
- Trustworthy relationship with customer
- Respect to other
- Believe in winning
- Encourage innovative ideas
- Corporate Social Responsibility
- Work as a team

ETHICAL PRINCIPLES

Acting with Integrity, Responsibility and Accountability

Beacon Pharmaceuticals PLC is committed to conducting its business with the highest standards of ethics, integrity and corporate responsibility. The Company's ethical principles form the foundation of its corporate culture and guide decision-making at every level of the organization. By embedding ethical values into governance, operations and stakeholder relationships, Beacon Pharmaceuticals PLC strengthens trust, safeguards its reputation and creates sustainable value for shareholders and society.

The Company expects all directors, employees, business partners, suppliers and contractors to uphold these principles in every aspect of their professional conduct. Compliance with applicable laws, regulations and internal policies is complemented by a strong commitment to transparency, fairness and responsible business practices.

- **Integrity**
- **Compliance with Laws and Regulations**
- **Patient Safety and Product Quality**
- **Corporate Governance and Accountability**
- **Transparency and Fair Disclosure**
- **Anti-Bribery and Anti-Corruption**
- **Conflict of Interest**
- **Respect for People**
- **Human Rights and Labour Practices**
- **Responsible Business Relationships**



Integrity

Beacon Pharmaceuticals PLC upholds the highest standards of integrity, ensuring honesty, ethical conduct, accountability, and responsible decision-making across all business activities.



Compliance with Laws and Regulations

The Company complies with applicable laws, regulations, listing requirements, and industry standards, fostering sustainable operations and maintaining stakeholder confidence and trust.



Patient Safety and Product Quality

Patient safety and product quality remain our highest priorities through robust quality systems, regulatory compliance, continuous monitoring, and manufacturing excellence.



Corporate Governance and Accountability

The Company promotes effective corporate governance through transparent oversight, ethical leadership, independent Board supervision, and clear accountability at every level.



Transparency and Fair Disclosure

Beacon ensures timely, accurate, balanced, and transparent disclosure of material information, enabling stakeholders to make informed and responsible decisions confidently.



Anti-Bribery and Anti-Corruption

The Company maintains zero tolerance for bribery and corruption through strong internal controls, ethical practices, employee awareness, and regulatory compliance.



Conflict of Interest

Employees, directors, and executives are expected to avoid conflicts of interest and disclose any actual or potential conflicts promptly and transparently.



Respect for People

Beacon fosters a respectful, inclusive, and collaborative workplace where diversity, equal opportunity, dignity, and mutual respect are valued and promoted.



Human Rights and Labour Practices

The Company respects human rights, promotes fair labour practices, safe working conditions, equal employment opportunities, and employee wellbeing.



Responsible Business Relationships

Beacon builds responsible relationships with suppliers, customers, healthcare professionals, and business partners based on fairness, integrity, transparency, sustainability, and mutual respect.

ORGANIZATIONAL STRUCTURE



AUDIT COMMITTEE

BOARD OF

MANAGING DIRECTOR

Chief Financial Officer & Head of IT	Head of Sales & Marketing	Head of Factory Operation	Head of SCM	Head of Internal Audit
Functional Managers & Teams	Functional Managers & Teams	Functional Managers & Teams	Functional Managers & Teams	Functional Managers & Teams

NRC COMMITTEE



CSR AND SUSTAINABILITY COMMITTEE

DIRECTORS

EXECUTIVE DIRECTOR

- Head of PR & Estate and Head of Legal
  - Functional Managers & Teams
- Head of HR
  - Functional Managers & Teams
- Head of Admin
  - Functional Managers & Teams
- Company Secretary
  - Functional Managers & Teams

COMPOSITION OF THE BOARD



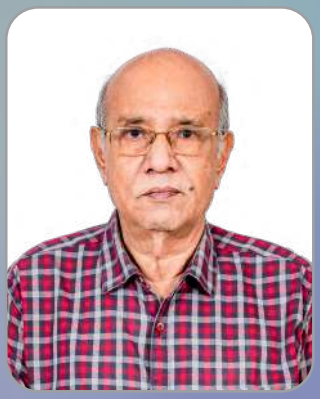
Nurun Nahar Karim
Chairman



Mohammad Niazul Karim
Vice Chairman



Ulfat Karim
Managing Director



Rezanur Chowdhury FCA
Independent Director



Prof. A B M Faroque
Independent Director



Mohammed Ariful Hoque FCA
Independent Director



Prof. Dr. Shamem Ara Mili
Independent Director

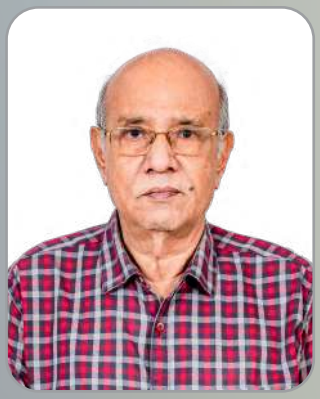
COMPOSITION OF AUDIT COMMITTEE



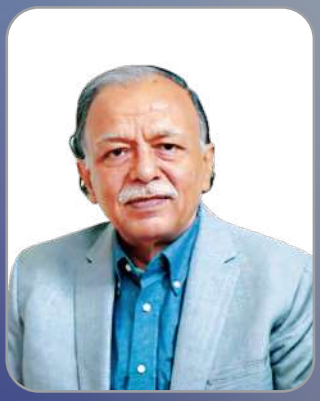
Mohammed Ariful Hoque FCA
Chairman



Mohammad Niazul Karim
Member



Rezanur Chowdhury FCA
Member



Prof. A B M Faroque
Member

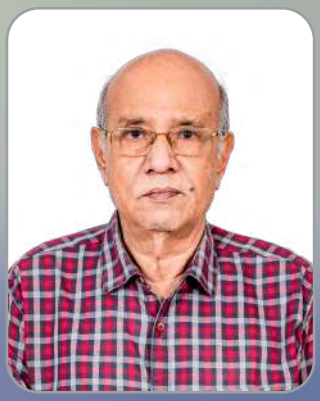


Prof. Dr. Shamem Ara Mili
Member

COMPOSITION OF NRC



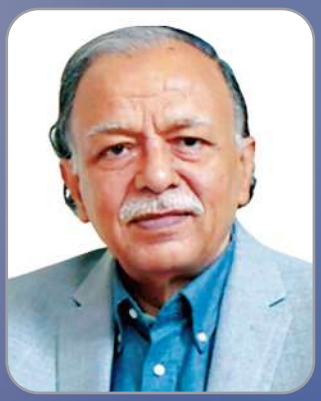
Prof. Dr. Shamem Ara Mili
Chairman



Rezanur Chowdhury FCA
Member



Mohammed Ariful Hoque FCA
Member



Prof. A B M Faroque
Member



Mohammad Niazul Karim
Member

COMPOSITION OF CSR & SUSTAINABILITY COMMITTEE



Prof. Dr. Shamem Ara Mili
Chairman



Md. Jalal Uddin FCA
Member



Md. Anisur Rahman Khan
Member



Md. Emroj Hossain
Member

GROUP STRUCTURE

Beacon Pharmaceuticals PLC is one of the leading companies within a diversified portfolio of businesses under common ownership. The Company operates independently and prepares its financial statements on a standalone basis, while benefiting from strategic collaboration with its sister concerns engaged in complementary business activities. This association facilitates the exchange of expertise, operational best practices, and business synergies, enhancing innovation, efficiency, and long-term value creation. Each sister concern is managed independently under its own governance framework, while collectively contributing to sustainable business growth, operational excellence, and responsible corporate practices across their respective industries. The following companies are the sister concerns of Beacon Pharmaceuticals PLC:

Sister Concerns of Beacon Pharmaceuticals PLC

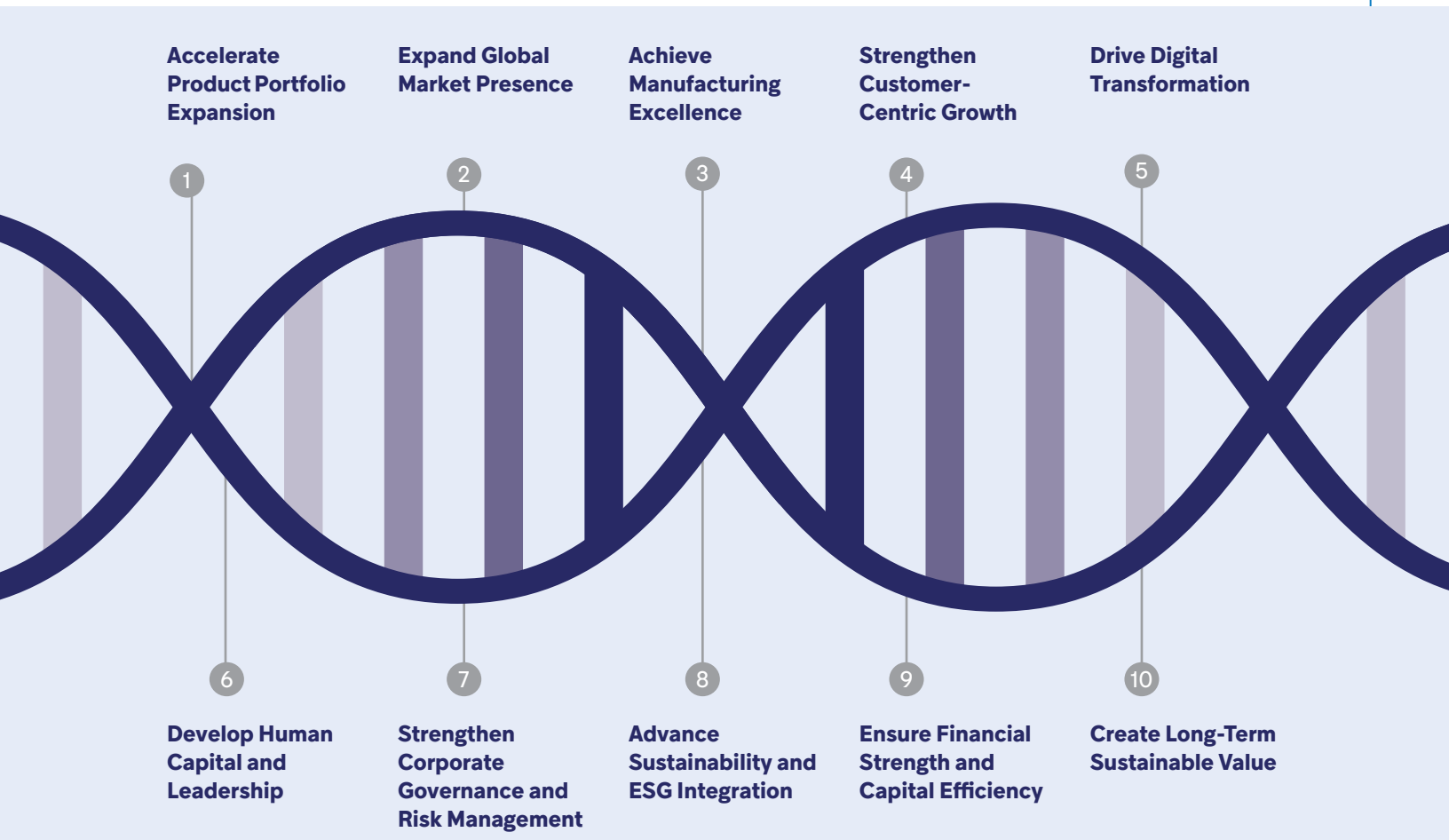


- Beacon Medicare Ltd.
- Ereba Capsules Ltd.
- Beacon Business Solutions Ltd.
- Beacon Nutraceuticals Ltd.
- MEK Pharmatech Ltd.
- MEK Auto Bricks Ltd.
- Beacon Cephalosporin Ltd.
- Beacon Oncology Ltd.
- Beacon Developments Ltd.
- Beacon Power Systems Ltd.
- UB Nutraceuticals Ltd.
- UB Imports Ltd.

OVERALL STRATEGIC OBJECTIVES

Driving Sustainable Growth through Operational Excellence and Responsible Healthcare

Beacon Pharmaceuticals PLC's strategic objectives are designed to strengthen its position as a leading pharmaceutical company while creating long-term value for shareholders and improving healthcare outcomes for patients. The Company's strategy is built upon innovation, operational excellence, market expansion, financial discipline, digital transformation and sustainability. These strategic priorities guide resource allocation and business decisions, ensuring resilience and sustainable growth in an increasingly dynamic healthcare environment.



Accelerate Product Portfolio Expansion

Beacon Pharmaceuticals PLC aims to strengthen its leadership through continued investment in Research & Development (R&D), enabling the introduction of affordable and high-quality pharmaceutical products. Particular emphasis is placed on expanding its oncology, biotechnology, palliative care, general and specialty medicine portfolios, while accelerating product registrations across domestic and international markets.

Strategic Focus

- Strengthen research and development capabilities.
- Expand specialty and high-value therapeutic portfolios.
- Accelerate new product development and commercialization.
- Enhance regulatory approvals across global markets.

Expand Global Market Presence

The Company seeks to increase its international footprint by expanding exports and strengthening its presence in emerging pharmaceutical markets. Strategic partnerships and compliance with international quality standards support sustainable global growth.

Strategic Focus

- Increase export revenue.
- Enter new international markets.
- Strengthen global regulatory compliance.
- Build sustainable international distribution networks.

Achieve Manufacturing Excellence

Beacon Pharmaceuticals PLC continuously enhances manufacturing capabilities through investment in advanced technologies, automation and operational excellence. The objective is to improve productivity, quality, flexibility and cost competitiveness while maintaining compliance with international Good Manufacturing Practice (GMP) standards.

Strategic Focus

- Improve manufacturing efficiency.
- Increase production capacity utilization.
- Strengthen quality assurance systems.
- Adopt advanced manufacturing technologies.

Strengthen Customer-Centric Growth

The Company aims to deliver greater value to patients, physicians, hospitals and healthcare institutions by ensuring consistent product availability, superior product quality and responsive customer engagement.

Strategic Focus

- Enhance customer satisfaction.
- Expand distribution coverage.
- Improve service quality.
- Strengthen healthcare professional engagement.

Drive Digital Transformation

Digital technologies play a critical role in improving operational efficiency, decision-making and organizational agility. Beacon Pharmaceuticals PLC continues to invest in integrated enterprise systems, automation, analytics and digital innovation to enhance business performance.

Strategic Focus

- Optimize ERP and digital platforms.
- Enhance data-driven decision-making.
- Improve supply chain visibility.
- Strengthen cybersecurity and information governance.

Develop Human Capital and Leadership

The Company recognizes that sustainable success depends on skilled, engaged and ethical employees. Continuous investment in talent development, leadership succession, technical capability and employee well-being supports long-term organizational performance.

Strategic Focus

- Build future leadership.
- Foster innovation and collaboration.
- Enhance employee competencies.
- Promote diversity, inclusion and workplace safety.

Strengthen Corporate Governance and Risk Management

Beacon Pharmaceuticals PLC is committed to maintaining the highest standards of corporate governance, ethical business conduct and enterprise risk management. Effective governance enhances transparency, accountability and stakeholder confidence while supporting sustainable decision-making.

Strategic Focus

- Strengthen Board oversight.
- Enhance internal controls.
- Improve enterprise risk management.
- Ensure regulatory compliance and ethical conduct.

Advance Sustainability and ESG Integration

Sustainability is embedded within the Company's long-term strategy. Beacon Pharmaceuticals PLC integrates Environmental, Social and Governance (ESG) considerations into business planning, investment decisions and operational activities to create resilient and responsible growth aligned with IFRS S1 and IFRS S2.

Strategic Focus

- Improve environmental performance.
- Promote responsible resource utilization.
- Strengthen climate resilience.
- Enhance stakeholder engagement and social impact.

Ensure Financial Strength and Capital Efficiency

Maintaining a strong financial position enables Beacon Pharmaceuticals PLC to invest in innovation, expansion and future growth opportunities while delivering sustainable returns to shareholders.

Strategic Focus

- Maintain profitable growth.
- Optimize capital allocation.
- Improve cash flow generation.
- Enhance shareholder value.

Create Long-Term Sustainable Value

The Company's overarching objective is to create enduring value for all stakeholders by integrating innovation, operational excellence, responsible governance and sustainability into every aspect of its business model.

Strategic Focus

- Deliver affordable, high-quality healthcare solutions.
- Strengthen stakeholder trust.
- Build long-term business resilience.
- Support sustainable economic and social development.



AWARD & RECOGNITION

SAP ACE Award 2024





Beacon Pharmaceuticals PLC has achieved a momentous milestone by winning the SAP ACE Award 2024 in the Game Changer Category, a highly esteemed recognition that highlights excellence in technology-driven transformation. The award ceremony, held on 14th November 2024 in Mumbai, celebrated organizations that have demonstrated innovative practices, leveraging SAP solutions to drive remarkable business results. This year, Beacon Pharmaceuticals stood out among 209 competing companies from the Asia-Pacific-Japan (APJ) region, emerging as the only company from Bangladesh to receive this prestigious accolade. This recognition underscores Beacon Pharmaceuticals' commitment to innovation, excellence, and leadership in the pharmaceutical sector. Beacon Pharmaceuticals' recognition on such a significant platform highlights the organization's role as a trailblazer in the industry, setting new benchmarks for innovation and excellence. This success not only brings honor to Beacon Pharmaceuticals but also places Bangladesh prominently on the global stage as a hub for technology-enabled business transformation. Beacon Pharmaceuticals PLC remains committed to driving further innovation and excellence, reaffirming its leadership in the pharmaceutical industry.

PRODUCT PORTFOLIO

286 brands across 45+ therapeutic classes, with oncology at its core.



A Broad Portfolio

For Every Setting of Care

Beacon's product portfolio comprises 286 brands. The product list analysed in this section covers 274 brands marketed as 541 product presentations – each a distinct combination of brand, dosage form and strength – across 45+ therapeutic classes and 15 dosage forms.†

Oncology at its Core

Hospital, Specialist and General Practice

Oncology is the largest therapeutic area, with more than a quarter of all presentations, complemented by broad ranges in cardiology and diabetes, gastroenterology and hepatology, anti-infectives, neuroscience and nephrology that serve hospital, specialist and general-practice settings.

Link to Stakeholders

Patients · Healthcare Professionals · Regulators

Link to Capitals

Manufactured · Intellectual · Social & Relationship



3 Good Health and Well-Being

286	541†	533†	45+	15
BRANDS IN THE PORTFOLIO	PRODUCT PRESENTATIONS	GENERIC–STRENGTH COMBINATIONS	THERAPEUTIC CLASSES	DOSAGE FORMS

† Presentation, combination, class and dosage-form analysis is based on the product list of 274 brands; the portfolio total of 286 brands includes 12 further brands not yet in that list. A product presentation is a unique combination of brand, dosage form and strength; eight generic–strength combinations are marketed in two dosage forms each, so 533 combinations translate into 541 presentations.

Portfolio by Therapeutic Area

Therapeutic Area	Product Presentations (Share of Portfolio)	
Oncology		145 · 26.8%
Cardiology, Diabetes & Chest		75 · 13.9%
Gastroenterology & Hepatology		71 · 13.1%
Anti-Infectives		55 · 10.2%
Neuroscience		38 · 7.0%
Musculoskeletal, Pain & Anaesthesia		36 · 6.7%
Hospital Care & Others		34 · 6.3%
Nephrology		28 · 5.2%
Vitamins & Nutrition		25 · 4.6%
Respiratory & Allergy		23 · 4.3%
Steroids & Dermatology		11 · 2.0%

Portfolio

Highlights

26.8%

Oncology Share of Presentations

145 presentations under 86 brands in 9 classes, from chemotherapy to targeted therapies, immunotherapy and supportive care.

63.4%

Oral Solids

Tablets, capsules and chewable tablets lead the mix; injections and infusions add 26.4%, half of them (73 of 143) in oncology.

13 Brands

With Five or More Presentations

Zerotil (cefuroxime) is the deepest family, with 8 presentations across 3 dosage forms; 123 brands are single-presentation products.

41 Brands

In Two or More Dosage Forms

Xovir (acyclovir) spans four – tablet, suspension, injection and cream – one brand across settings of care.

Dosage-Form

Mix

63.4%	26.8%	6.1%	2.7%	1.0%
Oral Solids	Parenterals	Oral liquids	Topicals	Others

Figures are numbers of product presentations. Powder for suspension is recorded as "PFS" in the product list.

Depth of

Brand Families

Brands with Five or More Presentations (Principal Molecule)	Product Presentations	Dosage Forms	
Zerotil · Cefuroxime		8	3
Annova · Naproxen		7	3
Belsar · Olmesartan		7	1
Sinjard · Empagliflozin		7	1
Xovir · Acyclovir		6	4
Xalcort · Deflazacort		6	2
Xerova · Atorvastatin		6	1
Esoprex · Esomeprazole		5	3
Eposis · Erythropoietin Alfa		5	1
Regab · Pregabalin		5	1
Renesis · Roxadustat		5	1
Semaslim · Semaglutide		5	1
Teslar · Telmisartan		5	1

Offered in More than one Dosage Form Single Dosage Form, Several Strengths or Combinations

Product Presentations by Dosage Form

Oral Solids 343

Tablet 279
Capsule 62
Chewable Tablet 2

Parenterals 143

Injection 134
Infusion 9

Oral Liquids 34

Syrup 16
Suspension 9
Powder For Suspension 8
Oral Solution 1

Topicals 15

Cream 9
Gel 4
Ointment 2

Others 6

Others 4
Sachet 1
Spray 1

Therapeutic

Class Map

Therapeutic Area	Classes in the Product List (Number of Presentations)	Presentations
Oncology	Injectable Chemotherapy 42 · Haemato-Oncology 36 · Targeted Therapy – Others 19 · Supportive Care 15 · Targeted Therapy – TKIs 13 · Monoclonal Antibodies 7 · Oral Chemotherapy 7 · Cytostatics & Aromatase Inhibitors 3 · Immunotherapy 3	145
Cardiology, Diabetes & Chest	Cardiac 34 · Diabetes 22 · Chest 14 · Anticoagulants 3 · Noradrenaline 2	75
Gastroenterology & Hepatology	Anti-Ulcerants 19 · Hepatology (Non-Viral) 19 · Gastrointestinal 16 · Hepatology (Viral Hepatitis) 8 · Antiemetics 4 · Hepatic 3 · Antiemetic 2	71
Anti-Infectives	Antibiotics 32 · Antifungals 15 · Antivirals 8	55
Neuroscience	Psychiatry 16 · Neurology 10 · Anticholinergics 5 · Anti-Migraine 3 · Sedatives 3 · SSRI 1	38
Musculoskeletal, Pain & Anaesthesia	Orthopaedics 15 · NSAIDs 13 · Antirheumatics 5 · Anaesthetics 3	36
Hospital Care & Others	Others 22 · IV Fluids (LVP) 9 · Hand Sanitisers 3	34
Nephrology	Nephrology 25 · Iron Supplements 3	28
Vitamins & Nutrition	Vitamins & Minerals 24 · Probiotics 1	25
Respiratory & Allergy	Antihistamines 12 · Anti-Cough 11	23
Steroids & Dermatology	Steroids 9 · Dermatology 2	11
Total	**45 classes in 11 therapeutic areas**	**541**

Complete

Portfolio List

The product list covers 541 product presentations, by therapeutic area and class. Strengths of the same brand, dosage form and molecule are shown on one line. The portfolio total of 286 brands includes 12 further brands not yet in this list.

Brand	Dosage Form	Generic Name	Strength(s)
Oncology			**145 Presentations · 86 Brands**
Injectable Chemotherapy			**42 Presentations · 18 Brands**
Carboplat	Injection	Carboplatin	150 mg, 450 mg/45 ml
Cyclotox	Injection	Cyclophosphamide	200 mg, 1 g
Docexan	Injection	Docetaxel	20 mg, 80 mg
Erubin	Injection	Epirubicin HCl	10 mg, 50 mg
Erubin	Injection	Epirubicin	10 mg, 50 mg
Fluroxan	Injection	Fluorouracil	250 mg, 500 mg
Folinex	Injection	Folinic Acid	50 mg
Gemoxen	Injection	Gemcitabine	200 mg, 1 g
Gemoxen	Injection	Gemcitabine Hydrochloride	200 mg, 1000 mg
Ifomes	Injection	Mesna	400 mg

Brand	Dosage Form	Generic Name	Strength(s)
Irinox	Injection	Irinotecan	40 mg, 100 mg, 300 mg
L-Dox	Injection	Doxorubicin Hydrochloride (Liposomal)	20 mg/10 ml, 50 mg/25 ml
Nab-Xelpac	Injection	Nab-Paclitaxel	100 mg
Pemetrex	Injection	Pemetrexed	100 mg, 500 mg
Platinex	Injection	Cisplatin	10 mg, 50 mg
Topoxin	Injection	Etoposide	100 mg
Xaloplat	Injection	Oxaliplatin	50 mg, 100 mg, 200 mg
Xelpac	Injection	Paclitaxel	30 mg, 100 mg, 260 mg, 300 mg
Xifos	Injection	Ifosfamide	1 g, 2 g
Xorubin	Injection	Doxorubicin HCl	10 mg, 50 mg
Xorubin	Injection	Doxorubicin Hydrochloride	10 mg, 50 mg
Haemato-Oncology			**36 Presentations · 23 Brands**
ATO	Injection	Arsenic Trioxide	10 mg
Axita	Tablet	Axitinib	5 mg
Azacitid	Injection	Azacitidine	100 mg
Azacitid	Tablet	Azacitidine	300 mg
Bendamax	Injection	Bendamustine	25 mg
Bleonix	Injection	Bleomycin	15 units/vial
Bortez	Injection	Bortezomib	1 mg, 2 mg
Carfilez	Injection	Carfilzomib	10 mg, 30 mg
Criston	Injection	Vincristine	2 mg
Cytabin	Injection	Cytarabine	100 mg, 1000 mg
Dacarzin	Injection	Dacarbazine	200 mg
Dasanix	Tablet	Dasatinib	100 mg
Dasanix	Tablet	Dasatinib Monohydrate	20 mg
Deferox	Tablet	Deferasirox	250 mg, 500 mg
Hydronix	Capsule	Hydroxyurea	500 mg
Ibrucon	Capsule	Ibrutinib	140 mg
L-spar	Injection	L-Asparaginase	5,000 IU, 10,000 IU
Leukin	Tablet	Mercaptopurine	50 mg
Linamide	Capsule	Lenalidomide	10 mg, 25 mg
Pomide	Capsule	Pomalidomide	2 mg, 4 mg
Rubicin	Injection	Daunorubicin Hydrochloride	20 mg
Thalimide	Capsule	Thalidomide	50 mg, 100 mg
Trexonate	Injection	Methotrexate	50 mg, 1 g
Velvin	Injection	Vinblastine Sulfate	10 mg
Venclax	Tablet	Venetoclax	10 mg, 100 mg
Targeted Therapy – Others			**19 Presentations · 12 Brands**
Abeza	Tablet	Abemaciclib	150 mg, 200 mg
Certus	Tablet	Lapatinib	250 mg
Darota	Tablet	Darolutamide	300 mg

Brand	Dosage Form	Generic Name	Strength(s)
Imanix	Tablet	Imatinib	100 mg
Imanix	Tablet	Imatinib Mesylate	400 mg
Nirova	Capsule	Niraparib	100 mg
Nirova	Capsule	Niraparib Tosylate	100 mg
Olapar	Tablet	Olaparib	100 mg, 150 mg
Palker	Capsule	Palbociclib	125 mg
Ribolib	Tablet	Ribociclib	200 mg
Sunitix	Capsule	Sunitinib	37.5 mg, 50 mg
Xevirol	Tablet	Everolimus	5 mg
Zopanib	Tablet	Pazopanib	400 mg
Zopanib	Tablet	Pazopanib Hydrochloride	200 mg
Zytix	Tablet	Abiraterone	250 mg
Supportive Care			**15 Presentations · 8 Brands**
Aproxi	Tablet	Aprepitant	40 mg, 80 mg, 125 mg
BioBran	Sachet	Arabinoxylan	100 mg
BioBran	Tablet	Arabinoxylan	250 mg
Fibroz	Capsule	Nintedanib	100 mg, 150 mg
Filgrast	Injection	Filgrastim	300 mcg/0.5 ml
Immufen	Cream	Urea, SyriCalm, Shea Butter, Oil Complex Omega Plus, Hydrolyzed Silk & Glycine Soja Oil	–
Immufen	Gel	Urea, SyriCalm, Shea Butter, Oil Complex Omega Plus, Hydrolyzed Silk & Glycine Soja Oil	–
Pulmofib	Tablet	Pirfenidone	267 mg, 534 mg, 801 mg
Trisela	Injection	Trilaciclib	300 mg
Xoleron	Injection	Zoledronic Acid	4 mg
Targeted Therapy – TKIs			**13 Presentations · 11 Brands**
Afatin	Tablet	Afatinib	40 mg
Alkriz	Capsule	Crizotinib	250 mg
Caboz	Tablet	Cabozantinib	20 mg
Elacentra	Tablet	Elacestrant Dihydrochloride	345 mg
Erlonix	Tablet	Erlotinib	100 mg, 150 mg
Gefinix	Tablet	Gefitinib	250 mg
Lenva	Capsule	Lenvatinib	4 mg
Lenva	Capsule	Lenvatinib Mesylate	10 mg
Ositag	Tablet	Osimertinib	80 mg
Soranix	Tablet	Sorafenib Tosylate	200 mg
Sotoras	Tablet	Sotorasib	120 mg
Tucatin	Tablet	Tucatinib	150 mg

Brand	Dosage Form	Generic Name	Strength(s)
Monoclonal Antibodies			**7 Presentations · 5 Brands**
Adali	Injection	Adalimumab	40 mg/0.8 ml
Bevastim	Injection	Bevacizumab	100 mg, 400 mg
Cetuxim	Injection	Cetuximab	100 mg
Rituxim	Injection	Rituximab	100 mg, 500 mg
Trastunix	Injection	Trastuzumab	440 mg
Oral Chemotherapy			**7 Presentations · 5 Brands**
Cyclotox ORO	Tablet	Cyclophosphamide	50 mg
Herlyn	Tablet	Neratinib Maleate	40 mg
Loncil	Tablet	Trifluridine + Tipiracil Hydrochloride	15 mg + 6.14 mg, 20 mg + 8.19 mg
Xitabin	Tablet	Capecitabine	500 mg
Zytix	Tablet	Abiraterone	250 mg, 500 mg
Cytostatics & Aromatase Inhibitors			**3 Presentations · 3 Brands**
Bepanthin	Cream	Permethrin	5%
Finataz	Capsule	Finasteride + Tadalafil	5 mg + 5 mg
Lexel	Tablet	Letrozole	2.5 mg
Immunotherapy			**3 Presentations · 2 Brands**
Nivomab	Injection	Nivolumab	40 mg, 100 mg
Pemro	Injection	Pembrolizumab	100 mg
Cardiology, Diabetes & Chest			**75 Presentations · 28 Brands**
Cardiac			**34 Presentations · 12 Brands**
Belsar	Tablet	Amlodipine + Olmesartan Medoxomil	5/20 mg, 5/40 mg
Belsar	Tablet	Olmesartan Medoxomil	10 mg, 20 mg, 40 mg
Cardisan	Tablet	Losartan Potassium	25 mg, 50 mg, 100 mg
Cardisan	Tablet	Losartan Potassium + Hydrochlorothiazide	50 mg + 12.5 mg
Eparin	Injection	Enoxaparin Sodium	40 mg, 60 mg
Eptase	Injection	Streptokinase	1,500,000 IU
Frilinta	Tablet	Ticagrelor	90 mg
Lovask	Tablet	Amlodipine Besilate + Atenolol	5 mg + 50 mg
Lovask	Tablet	Amlodipine Besilate	5 mg
Nebinex	Tablet	Nebivolol Hydrochloride	2.5 mg, 5 mg
Resva	Tablet	Rosuvastatin	5 mg, 10 mg, 20 mg
Savesto	Tablet	Sacubitril + Valsartan	50 mg, 100 mg
Selbis	Tablet	Bisoprolol	1.25 mg, 2.5 mg, 5 mg
Teslar	Tablet	Telmisartan	20 mg, 40 mg, 80 mg
Xerova	Tablet	Atorvastatin + Ezetimibe	10/10 mg, 20/10 mg
Xerova	Tablet	Atorvastatin	20 mg
Xerova	Tablet	Atorvastatin Calcium	10 mg, 40 mg

Brand	Dosage Form	Generic Name	Strength(s)
Xerova	Tablet	Atorvastatin Calcium Trihydrate	20 mg
Diabetes			**22 Presentations · 7 Brands**
Glipxen	Tablet	Linagliptin + Metformin Hydrochloride	2.5 mg + 500 mg, 2.5 mg + 850 mg
Glipxen	Tablet	Linagliptin	5 mg
Glymax	Tablet	Glimepiride	1 mg, 2 mg, 3 mg, 4 mg
Liqu-E	Capsule	Vitamin E (Alpha Tocopherol Acetate)	200 mg
Magnilife	Cream	Apis Mellifica + Gelsemium Sempervirens + Gnaphalium	–
Sinjard	Tablet	Empagliflozin + Metformin Hydrochloride	5 mg + 500 mg, 5 mg + 1000 mg, 12.5 mg + 500 mg
Sinjard	Tablet	Empagliflozin	10 mg, 25 mg
Sinjard	Tablet	Empagliflozin + Linagliptin	10 mg + 5 mg, 25 mg + 5 mg
Tirza	Injection	Tirzepatide	2.5 mg, 5 mg, 7.5 mg
Xelmet	Tablet	Metformin Hydrochloride	500 mg, 850 mg, 1 g
Chest			**14 Presentations · 7 Brands**
Belsar	Tablet	Olmesartan Medoxomil + Hydrochlorothiazide	20/12.5 mg, 40/12.5 mg
Camzoy	Capsule	Mavacamten	2.5 mg, 5 mg
Doxoven	Syrup	Doxophylline	100 mg/5 ml
Doxoven	Tablet	Doxophylline	200 mg, 400 mg
Montinex	Tablet	Montelukast Sodium	4 mg, 5 mg, 10 mg
Roflast	Tablet	Roflumilast	500 mcg
Simendan	Injection	Levosimendan	12.5 mg/5 ml
Teslar	Tablet	Amlodipine Besilate + Telmisartan	5/40 mg, 5/80 mg
Anticoagulants			**3 Presentations · 3 Brands**
Fibanix	Infusion	Tirofiban Hydrochloride	12.5 mg/250 ml
Heparon	Injection	Heparin Sodium	25,000 IU
Rivosis	Tablet	Rivaroxaban	10 mg
Noradrenaline			**2 Presentations · 1 Brand**
Levofed	Injection	Norepinephrine	2 mg + 2 ml, 4 mg/4 ml
Gastroenterology & Hepatology			**71 Presentations · 38 Brands**
Anti-Ulcerants			**19 Presentations · 7 Brands**
Dexoprex	Capsule	Dexlansoprazole	30 mg, 60 mg
Esoprex	Capsule	Esomeprazole Magnesium	20 mg, 40 mg
Esoprex	Injection	Esomeprazole	40 mg
Esoprex	Tablet	Esomeprazole Magnesium	20 mg, 40 mg
Gaviflux	Suspension	Sodium Alginate + Sodium Bicarbonate + Calcium Carbonate	200 mg, (500 mg + 213 mg + 325 mg)/10 ml

Brand	Dosage Form	Generic Name	Strength(s)
Gaviflux	Tablet	Sodium Alginate + Sodium Bicarbonate + Calcium Carbonate	–
Rabepes	Capsule	Rabeprazole	20 mg
Rabepes	Tablet	Rabeprazole	10 mg, 20 mg
Ulsil	Suspension	Sucralfate	1 mg/5 ml
Vonopa	Tablet	Vonoprazan	10 mg, 20 mg
Xelopes	Capsule	Omeprazole	20 mg, 40 mg
Xelopes	Injection	Omeprazole	40 mg
Hepatology (Non-Viral)			**19 Presentations · 9 Brands**
ETP	Tablet	Eltrombopag	50 mg
ETP	Tablet	Eltrombopag Olamine	12.5 mg, 25 mg
FXR	Tablet	Obeticholic Acid	5 mg, 10 mg
Imruza	Tablet	Azathioprine	25 mg, 50 mg
Oliver	Tablet	L-Ornithine L-Aspartate	150 mg
Pancreon	Capsule	Pancreatin EC Pellets	(70 % w/w) 10,000 + 8,000 + 600 IU, (70 % w/w) 25,000 + 18,000 + 1,000 IU
Rifax	Tablet	Rifaximin	200 mg, 550 mg
Sarozar	Tablet	Saroglitazar Magnesium	2 mg
Semaslim	Injection	Semaglutide	0.25 mg, 0.5 mg, 1 mg, 1.7 mg, 2.4 mg
Varipress	Injection	Terlipressin Acetate	1 mg/8.5 ml
Gastrointestinal			**16 Presentations · 11 Brands**
Alvenor	Tablet	Micronised Diosmin + Hesperidin	500 mg, 1000 mg
Clenpic	Oral Solution	Sodium Picosulfate	5 mg/5 ml
Clenpic	Tablet	Sodium Picosulfate	10 mg
Liqumint	Capsule	Peppermint Oil	0.2 ml
Lubilax	Capsule	Lubiprostone	8 mcg, 24 mcg
Noburn	Suspension	Domperidone Maleate	60 ml
Noburn	Tablet	Domperidone Maleate	10 mg
Peritop	Tablet	Itopride Hydrochloride	50 mg
Protoloc	Tablet	Pantoprazole Sodium	20 mg
Prupride	Tablet	Prucalopride Succinate	1 mg, 2 mg
Simegal	Powder for Suspension	Magaldrate + Simethicone	200 ml
Spasverin	Tablet	Alverine Citrate	60 mg
Tivis	Tablet	Tiemonium Methylsulphate	50 mg
Hepatology (Viral Hepatitis)			**8 Presentations · 6 Brands**
Becovir	Tablet	Tenofovir Disoproxil Fumarate	300 mg
Caviral	Tablet	Entecavir	0.5 mg
Copeg	Capsule	Ribavirin	200 mg
Fixvel	Tablet	Sofosbuvir & Velpatasvir	400 mg/100 mg
Pegin	Injection	Peginterferon Alfa-2a	135 mcg/0.4 ml, 180 mcg/0.5 ml

Brand	Dosage Form	Generic Name	Strength(s)
TAF	Tablet	Tenofovir Alafenamide	25 mg
Antiemetics			**4 Presentations · 2 Brands**
Aproxi	Capsule	Aprepitant	80 mg + 125 mg
Paloxi	Injection	Palonosetron	0.075 mg
Paloxi	Injection	Palonosetron Hydrochloride	0.25 mg
Paloxi	Tablet	Palonosetron	0.5 mg
Hepatic			**3 Presentations · 2 Brands**
Avanix	Tablet	Avatrombopag Maleate	20 mg
Ursotab	Tablet	Ursodeoxycholic Acid	150 mg, 300 mg
Antiemetic			**2 Presentations · 1 Brand**
Ramos	Tablet	Ramosetron Hydrochloride	2.5 mcg, 5 mcg
Anti-Infectives			**55 Presentations · 23 Brands**
Antibiotics			**32 Presentations · 11 Brands**
Bactover	Ointment	Bactover	2%
Cozid	Injection	Ceftazidime Pentahydrate	250 mg, 500 mg, 1 g
Eramox	Infusion	Moxifloxacin Hydrochloride	250 ml
Eramox	Tablet	Moxifloxacin Hydrochloride	400 mg
Kidcef	Powder For Suspension	Cefpodoxime Proxetil	40 mg/5 ml
Merocon	Injection	Meropenem	500 mg, 1 g
Quixin	Tablet	Levofloxacin	500 mg
Simpli-3	Injection	Azithromycin	500 mg
Simpli-3	Powder For Suspension	Azithromycin	200 mg/5 ml
Simpli-3	Tablet	Azithromycin	500 mg
Starcef	Capsule	Cefixime	200 mg, 400 mg
Starcef	Powder For Suspension	Cefixime	100 mg/5 ml, 200 mg/5 ml
Traxef	Injection	Ceftriaxone	250 mg, 500 mg, 1 g, 2 g
Xbac	Suspension	Ciprofloxacin	100 mg/5 ml
Xbac	Tablet	Ciprofloxacin	500 mg, 750 mg
Zerotil	Injection	Cefuroxime Axetil	750 mg, 1.5 g
Zerotil	Powder For Suspension	Cefuroxime Axetil + Clavulanic Acid	125 mg/5 ml, 125 mg + 31.25 mg
Zerotil	Tablet	Cefuroxime Axetil + Clavulanic Acid	250 mg + 62.5 mg, 500 mg + 125 mg
Zerotil	Tablet	Cefuroxime Axetil	250 mg, 500 mg
Antifungals			**15 Presentations · 9 Brands**
Aniducon	Injection	Anidulafungin	100 mg
Candisore	Gel	Miconazole Nitrate	2% w/w
Clotrizen	Cream	Clotrimazole	1%
Itrazen	Capsule	Itraconazole	65 mg, 200 mg

Brand	Dosage Form	Generic Name	Strength(s)
Itrazen	Tablet	Itraconazole	100 mg
Lucza	Capsule	Fluconazole	50 mg, 150 mg
Lulima	Cream	Luliconazole	1%
Terbicon	Cream	Terbinafine	1%
Terbicon	Tablet	Terbinafine Hydrochloride	250 mg
Tericin	Injection	Amphotericin B	50 mg
Viera	Powder for Suspension	Voriconazole	40 ml
Viera	Tablet	Voriconazole	50 mg, 200 mg
Antivirals			**8 Presentations · 3 Brands**
Favipira	Tablet	Favipiravir	200 mg
Pandovir	Injection	Remdesivir	100 mg
Xovir	Cream	Acyclovir	5%
Xovir	Injection	Acyclovir	250 mg, 500 mg
Xovir	Suspension	Acyclovir	200 mg/5 ml
Xovir	Tablet	Acyclovir	200 mg, 400 mg
Neuroscience			**38 Presentations · 19 Brands**
Psychiatry			**16 Presentations · 9 Brands**
Agotin	Tablet	Agomelatine	25 mg
Amipride	Tablet	Amisulpride	50 mg, 100 mg, 200 mg
Ciko	Tablet	Citicoline Sodium	500 mg
Ilodon	Tablet	Iloperidone	2 mg, 6 mg
Milran	Tablet	Milnacipran	12.5 mg, 50 mg
Miraclon	Tablet	Clonazepam	0.5 mg, 1 mg, 2 mg
Mirapin	Tablet	Mirtazapine	15 mg
Rimidon	Tablet	Primidone	50 mg, 250 mg
Xolitra	Tablet	Flupentixol + Melitracen	0.5 mg
Neurology			**10 Presentations · 3 Brands**
Mirogab	Tablet	Mirogabalin	2.5 mg, 5 mg, 10 mg, 15 mg
Prokind	Tablet	Propantheline Bromide	15 mg
Regab	Capsule	Pregabalin	25 mg, 50 mg, 75 mg, 100 mg, 150 mg
Anticholinergics			**5 Presentations · 2 Brands**
Hexinor	Syrup	Trihexyphenidyl Hydrochloride	2 mg/5 ml
Hexinor	Tablet	Trihexyphenidyl HCl	1 mg, 2 mg, 5 mg
Pradox	Injection	Pralidoxime Chloride	1000 mg
Anti-Migraine			**3 Presentations · 2 Brands**
Fizi	Tablet	Flunarizine	5 mg, 10 mg
Migratol	Tablet	Tolfenamic Acid	200 mg
Sedatives			**3 Presentations · 2 Brands**
Pediclor	Syrup	Chloral Hydrate	143.3 mg/5 ml
Slipaid	Tablet	Doxepin	3 mg, 6 mg

Brand	Dosage Form	Generic Name	Strength(s)
SSRI			**1 Presentation · 1 Brand**
Dapotin	Tablet	Dapoxetine HCl	30 mg
Musculoskeletal, Pain & Anaesthesia			**36 Presentations · 16 Brands**
Orthopaedics			**15 Presentations · 6 Brands**
Denbac	Capsule	Dantrolene Sodium	25 mg, 50 mg
Diacer	Tablet	Diacerein + Glucosamine HCl	50 mg + 750 mg
Flexibac	Syrup	Baclofen	0.1 g/100 ml
Flexibac	Tablet	Baclofen	5 mg, 10 mg, 25 mg
Lizorex	Tablet	Linezolid	2 mg/ml, 100 mg/5 ml, 400 mg, 600 mg
Mecab	Tablet	Methocarbamol	500 mg, 750 mg
Tetrazin	Tablet	Tetrabenazine	12.5 mg, 25 mg
NSAIDs			**13 Presentations · 4 Brands**
Acebid	Tablet	Aceclofenac	100 mg
Acupain	Injection	Ketorolac Tromethamine	30 mg
Acupain	Tablet	Ketorolac Tromethamine	10 mg
Annova	Gel	Naproxen	15 g, 30 g
Annova	Suspension	Naproxen	50 ml
Annova	Tablet	Naproxen	250 mg, 500 mg
Annova	Tablet	Naproxen + Esomeprazole	375 mg + 20 mg, 500 mg + 20 mg
Coxitor	Tablet	Etoricoxib	60 mg, 90 mg, 120 mg
Antirheumatics			**5 Presentations · 4 Brands**
Barinez	Tablet	Baricitinib	2 mg
Igura	Tablet	Iguratimod	25 mg
Jaktor	Tablet	Tofacitinib	5 mg, 11 mg
Tenoflex	Tablet	Tenoxicam	20 mg
Anaesthetics			**3 Presentations · 2 Brands**
Buva	Injection	Bupivacaine Hydrochloride In 8% Dextrose	0.5% + 8%
Lidocaine	Injection	Lidocaine	20 mg, 35 mg
Hospital Care & Others			**34 Presentations · 23 Brands**
Others			**22 Presentations · 17 Brands**
Anastrol	Tablet	Anastrozole	1 mg
Apaluda	Tablet	Apalutamide	60 mg
Bical	Tablet	Bicalutamide	50 mg
Duratocin	Injection	Carbetocin	100 mcg
Folinex	Tablet	Calcium Folinate	15 mg
Folinex	Tablet	Folinic Acid	5 mg
Lexel	Tablet	Letrozole	2.5 mg
Melafit	Tablet	Melatonin	3 mg
Montinex	Chewable Tablet	Montelukast Sodium	10 mg
Pidonex	Tablet	Pidotimod	400 mg, 800 mg
Regora	Tablet	Regorafenib	40 mg

Brand	Dosage Form	Generic Name	Strength(s)
Relugoli	Tablet	Relugolix	120 mg
TOCO	Injection	Atosiban Acetate	6.75 mg, 37.5 mg
Tamoxi	Tablet	Tamoxifen	20 mg
Temonix	Capsule	Temozolomide	100 mg, 250 mg
WFI	Injection	Water For Injection	5 ml, 10 ml
Xonimide	Tablet	Zonisamide	50 mg
Zaluta	Tablet	Enzalutamide	40 mg
IV Fluids (LVP)			**9 Presentations · 5 Brands**
Infusol	Infusion	Dextrose Anhydrous And Sodium Chloride	500 ml
Infusol	Others	5% Dextrose Anhydrous	500 ml
Lipofit	Infusion	Refined Soyabean Oil + Purified Egg Lecithin + Glycerol	250 ml, 500 ml
Plasmex	Infusion	Hydroxyethyl Starch	0.06
Xemocid	Infusion	Amino Acid, Electrolytes & Sorbitol	500 ml
Xenosol	Infusion	Sodium Chloride	0.9% 100 ml, 0.9% 250 ml
Xenosol	Others	0.9% Sodium Chloride	500 ml
Hand Sanitisers			**3 Presentations · 1 Brand**
Hyginex	Others	Ethanol	60 ml
Hyginex	Others	Ethanol Hand Sanitiser	50 ml
Hyginex	Spray	Isopropyl Alcohol	60 ml
Nephrology			**28 Presentations · 13 Brands**
Nephrology			**25 Presentations · 10 Brands**
Alfacon	Tablet	Alpha Ketoanalogue	600 mg
Daprosis	Tablet	Daprodustat	2 mg, 4 mg, 6 mg
Darbesis	Injection	Darbepoetin Alfa	25 mcg, 40 mcg, 60 mcg
Eposis	Injection	Erythropoietin Alfa	2,000 IU, 3,000 IU, 4,000 IU, 5,000 IU, 10,000 IU
Firendia	Tablet	Finerenone	10 mg, 20 mg
Lanfos	Chewable Tablet	Lanthanum Carbonate	250 mg
MMF	Tablet	Mycophenolate Mofetil	500 mg
Mezest	Tablet	Megestrol Acetate	40 mg, 160 mg
Renesis	Tablet	Roxadustat	20 mg, 50 mg, 70 mg, 100 mg, 150 mg
Tacrograf	Capsule	Tacrolimus Monohydrate	0.5 mg, 1 mg
Iron Supplements			**3 Presentations · 3 Brands**
Aurifer	Tablet	Ferric Citrate	210 mg
Enrifer	Injection	Ferric Carboxymaltose	500 mg
Xenofer	Injection	Iron Sucrose	100 mg

Brand	Dosage Form	Generic Name	Strength(s)
Vitamins & Nutrition			**25 Presentations · 14 Brands**
Vitamins & Minerals			**24 Presentations · 13 Brands**
Allion	Tablet	Multivitamin & Multimineral	–
Becobion	Injection	Thiamine Hydrochloride (B1) + Pyridoxine Hydrochloride (B6) + Cyanocobalamin (B12)	100 + 200 + 0.2 mg
Becobion	Injection	Vitamin B1, B6 & B12	100 + 100 + 1 mg
Biotin	Capsule	Biotin	2.5 mg, 5 mg
Biotin	Tablet	Biotin	1 mg
D-gain	Capsule	Cholecalciferol (Vitamin D)	20,000 IU, 40,000 IU
D-gain	Tablet	Cholecalciferol (Vitamin D)	2,000 IU
Eyepro	Capsule	Lutein, Vitamin C, Vitamin E, Copper & Zinc	–
Humphry	Tablet	Calcium Orotate	400 mg, 740 mg
Imuzin	Syrup	Vitamin B Complex + Zinc	100 ml
Imuzin	Tablet	Vitamin B Complex + Zinc	5 + 2 + 2 + 20 + 10 mg
Imuzin	Tablet	Zinc Sulfate Monohydrate	20 mg
Liquical	Capsule	Calcitriol	0.25 mcg
Mg	Tablet	Magnesium	365 mg
Ovocal	Tablet	Calcium (From Eggshell Source) & Vitamin D3	500 mg + 200 IU, 600 mg + 400 IU
Ovocal	Tablet	Calcium Carbonate + Vitamin D3 + Multimineral	–
Ovocal	Tablet	Eggshell Calcium + Vitamin D3 + 19 Vitamins & Minerals	–
Protebon-D	Tablet	Calcium + Vitamin D3	500 mg + 200 IU
Sixvit	Tablet	Pyridoxine Hydrochloride	20 mg
Xvit	Capsule	Zinc, Iron, Folic Acid, B-Vitamins & Vitamin C	–
Probiotics			**1 Presentation · 1 Brand**
Biorenal	Capsule	Pre & Probiotic With Vitamin K2-7	–
Respiratory & Allergy			**23 Presentations · 14 Brands**
Antihistamines			**12 Presentations · 6 Brands**
Alertadin	Tablet	Desloratadine	5 mg
Bilanex	Syrup	Bilastine	12.5 mg/5 ml
Bilanex	Tablet	Bilastine	20 mg
Kiti	Syrup	Ketotifen Fumarate	1 mg/5 ml
Kiti	Tablet	Ketotifen Fumarate	1 g
Olonex	Tablet	Olopatadine Hydrochloride	5 mg
Perfex	Suspension	Fexofenadine Hydrochloride	50 ml

Brand	Dosage Form	Generic Name	Strength(s)
Perfex	Tablet	Fexofenadine	60 mg, 120 mg, 180 mg
Rupadin	Syrup	Rupatadine Fumarate	5 mg/5 ml
Rupadin	Tablet	Rupatadine Fumarate	10 mg
Anti-Cough			**11 Presentations · 8 Brands**
Bukof	Syrup	Butamirate Citrate	7.5 mg/5 ml, 15 ml
Bukof	Tablet	Butamirate Citrate	50 mg
Caughex	Tablet	Gefapixant Citrate	45 mg
DGM	Syrup	Dextromethorphan + Guaifenesin + Menthol	100 ml
Daykof	Syrup	Guaifenesin + Levomenthol + Diphenhydramine	100 ml
Dorakid	Syrup	Multivitamin	100 ml
Mufree	Syrup	Guaifenesin	100 mg/5 ml
Nytkof	Syrup	Dextromethorphan + Pseudoephedrine + Triprolidine	100 ml
Safoxol	Capsule	Ambroxol Hydrochloride	75 mg
Safoxol	Syrup	Ambroxol Hydrochloride	15 mg/5 ml
Steroids & Dermatology			**11 Presentations · 4 Brands**
Steroids			**9 Presentations · 3 Brands**
Betamet	Cream	Permethrin	0.05%
Primovate	Cream	Clobetasol Propionate	0.05%
Primovate	Ointment	Clobetasol Propionate	0.05%
Xalcort	Suspension	Deflazacort	6 mg/5 ml
Xalcort	Tablet	Deflazacort	6 mg, 18 mg, 24 mg, 30 mg, 36 mg
Dermatology			**2 Presentations · 1 Brand**
Arsenor	Tablet	Apremilast	10 mg, 30 mg

1st time in Bangladesh, Beacon Pharma offers, an advanced formulation of Montelukast by conducting f_2 analysis

Montinex R

Montelukast Sodium BP 10 mg tablet

Interchangeable with the Innovator



- The first proven f_2 compliant Montelukast brand
- Similar therapeutic effects like innovator

℞

- Asthma
- Allergic Rhinitis
- Exercise-induced bronchoconstriction

BEACON®
Pharmaceuticals PLC

CHAIRMAN'S MESSAGE



NURUN NAHAR KARIM
Chairman

A year of record results, built on the vision of our Founder and the strength of our people, platforms and purpose. As Beacon's light grows brighter, we step into the future with confidence and gratitude.

Dear Shareholders,

Welcome to our 25th Annual General Meeting. This report for the year ended 30 June 2026 records the strongest performance in Beacon's history, achieved in a year that began with a profound loss. We mourn the passing of our Founder, the late Mohammad Ebadul Karim, whose vision and values continue to guide every decision we make.

Despite global economic pressures and a demanding local market, Beacon delivered. Revenue grew by 31.0% to BDT 16,426 million, and net profit after tax more than doubled to BDT 1,942 million, lifting earnings per share to BDT 8.41. A stronger balance sheet and better cash generation accompanied this growth. These results reflect our three core pillars:

Our People: Whose skill, dedication and discipline turn our strategy into results.

Our Platforms: Our modern facilities and digital systems, including SAP S/4HANA and SAP Ariba, which strengthen quality, efficiency, procurement control and transparency.

Our Purpose: Delivering quality medicines that earn the trust of patients at home and abroad, supported by 52 new product launches and growing exports.

Looking ahead, we will keep investing in innovation, specialized therapies and export markets, while managing costs and cash with discipline. Our aim is not only to keep pace with the future of healthcare but to help shape it, creating lasting value for you, our shareholders.

On behalf of the Board, I extend my sincere thanks to my fellow Directors, our management team and every Beacon colleague. I also thank our doctors and healthcare professionals, patients, distributors, suppliers, bankers and regulators for their continued trust and partnership. Above all, I thank you, our shareholders, for your steadfast confidence in Beacon.

I pray to the Almighty Allah for the continual success of Beacon in the future.



Nurun Nahar Karim
Chairman



Disciplined execution, a broader portfolio and stronger operations carried Beacon to new heights this year. Our focus now is to turn this momentum into healthier lives and sustainable growth.

MANAGING DIRECTOR'S MESSAGE

Dear Shareholders,

It is my privilege to present Beacon Pharmaceuticals PLC's Integrated Annual Report for the year ended 30 June 2026. This has been the strongest year in the Company's history, and it was achieved in the shadow of a profound loss. The passing of our Founder, the late Mohammad Ebadul Karim, has left a void that no words can fill. He built Beacon on a simple belief: that quality medicines are an act of care, and that a company earns its place in society by the lives it improves. Every result in this report is, in the end, a tribute to that belief, and we carry it forward with humility and resolve.

Our performance was strong on every measure that matters. Revenue grew by 31.0% to BDT 16,426 million, our gross margin improved to 53.8%, and net profit after tax more than doubled, rising 105.2% to BDT 1,942 million. Earnings per share increased to BDT 8.41 from BDT 4.10, and net asset value per share reached BDT 35.83. We also launched 52 new SKU of products, which broadened the choices we offer to patients and doctors. Just as importantly, this growth was supported by stronger cash generation and a healthier balance sheet.

A Year of Resilience and Purpose

The year tested every business in Bangladesh. Inflation averaged 8.7%, policy and lending rates stayed high, and global energy and supply-chain pressures kept the cost of imported raw and packing materials elevated. After adjusting for inflation, revenue growth was still about 20.5%, which shows that the growth we report is real and not merely a price effect. In this environment our strategy held. We kept investing in our portfolio, our capacity and our people, we widened our reach into export markets, and we ran the business with discipline.

Financial Performance

Revenue of BDT 16,426 million was BDT 3,883 million higher than last year. Local sales grew by 18.9%, and export revenue grew by BDT 1,551 million to BDT 1,747 million.

Gross profit rose to BDT 8,839 million, and gross margin improved by 1.8 % to 53.8%. Higher output spread our factory overheads, which fell from 12.6% to 10.5% of revenue. Operating profit increased by 49.2% to BDT 3,579 million, and an effective tax rate of 21.8% left net profit after tax at BDT 1,942 million.

For shareholders, net asset value per share increased by 24.1% to BDT 35.83 from BDT 28.86. We are building value from earnings and retaining the strength to keep investing.

Growth Drivers

Growth was broad-based across our portfolio. Chronic Care grew by 50.8%, General by 21.9% and Oncology by 19.0%, and each made a larger contribution to revenue than in the previous year. According to IQVIA, our market share rose to 1.4% from 1.3%, which places Beacon 15th in the pharmaceuticals industry in Bangladesh.

During the year we introduced 52 new products, each the result of months of formulation, registration, quality validation and field preparation by our teams. Every launch is a promise to patients that Beacon will be there when they need care.

We will continue to build a pipeline that is relevant to the burden of disease in Bangladesh and abroad, and that is manufactured to the highest standards of quality.

Exports have moved from promise to practice. We expanded the number of export registrations, extended our reach into new markets. Export receipts also provide a natural hedge against the foreign currency cost of our imported materials. We expect exports to be an increasingly important part of Beacon's growth.

Operational Excellence and Digital Transformation

Efficient production is at the heart of what we do. Our manufacturing teams worked to make production simpler, faster and more productive, while strictly maintaining cGMP standards at every stage, so that each batch

reaching a patient is safe, effective and of consistent quality. Producing efficiently without compromising on quality is how we keep supply dependable for the doctors and patients who rely on our medicines.

Technology is giving us better control and greater speed at every step. SAP S/4HANA gives our teams real-time data on production, inventory, sales and receivables, while SAP ARIBA brings transparency and discipline to procurement and supplier management. Together, they have helped us shorten inventory and receivable days, keep costs under tighter control and make better decisions across the business.

People, Quality and Governance

Beacon's people are the reason these results are possible. We grew our team to support new products, new markets and new systems, and we continue to invest in training, in leadership development and in a culture of ownership. I thank every colleague, in our factories, our field force, our offices and our laboratories, for their commitment.

Quality is not negotiable in our industry. Every batch we release carries the trust of a patient, and we keep strengthening our quality systems, our documentation and our compliance with national and international standards. Strong governance underpins this trust. Our Board and its Audit Committee oversee financial reporting, internal control and risk, and the integrated approach of this report reflects our commitment to transparency with all our stakeholders.

Sustainability and Responsibility

A pharmaceutical company has a responsibility that goes beyond its financial results. We are committed to manufacturing responsibly, to the safety and well-being of our people, to caring for the environment around our facilities and to supporting the communities in which we operate. We will continue to strengthen these practices and to report on them openly in the years ahead.

Serving Society and Supporting the Nation

A pharmaceutical company's responsibility goes beyond its medicines and its results. Beacon continued to support the communities around us through our corporate social responsibility initiatives, and we remain committed to caring for our people, our patients and the environment in which we operate. As a responsible corporate citizen, we also contribute to the national economy. Through income tax, VAT, duties and other levies, we added to the government exchequer every year, and through the jobs we create and the exports we earn, we help support livelihoods and bring foreign currency into the country.

Our Commitment

Our commitment is simple and unchanged. We will keep bringing quality medicines to the patients who depend on us, at home and abroad, and we will make every batch under strict cGMP standards so that each one is safe, effective and consistent. We will keep growing responsibly, building a pipeline relevant to the burden of disease and widening our reach in export markets, while producing efficiently and using technology to keep our operations transparent and well controlled.

We are equally committed to our people, to our shareholders and to the nation. We will invest in the skills and growth of our colleagues, uphold strong governance, create lasting value for you, our shareholders, and continue to support our communities and contribute to the national economy. This is the promise our founder left us, and we will honor it in everything we do: to be a light for life.



Ulfat Karim
Managing Director



BOARD OF DIRECTORS' PROFILE



Nurun Nahar Karim
Chairman



Mohammad Niazul Karim
Vice Chairman

Ms. Nurun Nahar Karim holds a Master of Social Sciences (MSS) in Political Science from the University of Dhaka. She is married to Mr. Mohammad Ebadul Karim, a prominent industrialist.

With her extensive experience in industry and strategic management, Ms. Karim has been instrumental in guiding the company's growth and sustainability. Her visionary leadership, coupled with her strong commitment to excellence and innovation, has significantly contributed to the expansion and success of the Beacon Group.

Ms. Karim serves as the Chairman of several leading organizations, including Beacon Pharmaceuticals PLC, Beacon Nutraceuticals Limited, MEK Auto Bricks Limited, MEK Industries Limited, MEK Pharmatech Limited, Beacon Oncology Limited, and Mujibunnessa Medical College & Hospital Limited.

In addition, she is a Director of Beacon Developments Limited, Beacon Point Limited, Beacon Economic Zone Limited, Beacon Medicare Limited, Beacon Cephalosporin Limited, Beacon Power Systems Limited, Beacon Business Solutions Limited, and Kohinoor Chemical Co. (BD) Limited.

Under her dynamic leadership, Ms. Karim continues to inspire growth, innovation, and ethical business practices, positioning Beacon Group as a leading contributor to Bangladesh's industrial and healthcare sectors.

Mr. Mohammad Niazul Karim, son of Mr. Mohammad Ebadul Karim, holds a Bachelor's degree in Business Administration from the Independent University, Bangladesh (IUB). Soon after completing his graduation, he actively joined the family business, applying his strong analytical skills and keen understanding of industrial operations to the company's continued success. He currently serves as Vice Chairman of Beacon Pharmaceuticals PLC.

He serves as a director of several companies within the Beacon Group, including, Beacon Developments Limited, Beacon Nutraceuticals Limited, and others. He is also the Managing Director of Beacon Point Limited, Beacon Cephalosporin Limited, Beacon Medicare Limited and Beacon Economic Zone Limited. Through his dynamic leadership and strategic vision, Mr. Karim continues to play a vital role in driving innovation and sustainable growth across the group's enterprises.



Ulfat Karim
Managing Director

Mr. Ulfat Karim is the Managing Director of Beacon Pharmaceuticals PLC, bringing dynamic leadership, strategic vision, and a strong commitment to operational excellence. A forward-thinking and results-driven entrepreneur, he represents a new generation of corporate leadership focused on innovation, efficiency, and sustainable growth.

Mr. Karim began his professional journey with Beacon Pharmaceuticals PLC, one of Bangladesh's leading pharmaceutical companies, where he served as Executive Director from 9 August 2021 to 9 August 2023. In recognition of his exceptional performance, strategic insight, and leadership capabilities, he was appointed Director and Chief Operating Officer (COO) effective 10 August 2023. His successful tenure as COO culminated in his appointment as Managing Director, reflecting the Board's confidence in his ability to steer the company toward long-term success.

As COO, Mr. Karim played a pivotal role in transforming Beacon's operational landscape. He spearheaded comprehensive cost-control initiatives across production, supply chain, and procurement functions, resulting in a significant reduction in operating costs while maintaining stringent quality standards and full compliance with international regulatory requirements. His focus on lean operations and data-driven decision-making strengthened financial discipline and substantially increased net profit after tax.

Along with the parallel support and guidance from his senior siblings Vice Chairman and Executive Director, Beacon Pharmaceuticals PLC achieved consistent double-digit year-on-year revenue growth through strategic product diversification, expansion into new export markets, and the modernization of marketing and commercial strategies. These initiatives significantly enhanced the company's competitive position in both domestic and international markets.

Mr. Karim is also widely recognized for fostering a culture of accountability, collaboration, and continuous learning across the organization. He has empowered young professionals to take ownership of their responsibilities, encouraging innovation and high performance at every level of the company.

As Managing Director, Mr. Ulfat Karim continues to exemplify a powerful blend of youthful energy, modern business acumen, and a deep commitment to operational excellence. His team works remain instrumental in driving Beacon Pharmaceuticals PLC and its affiliated ventures toward sustainable growth, global competitiveness, and long-term value creation.



Mohammed Ariful Hoque FCA
Independent Director

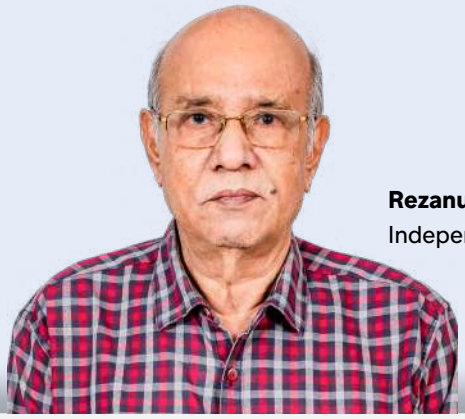
Mr. Mohammed Ariful Hoque FCA joined Beacon Pharmaceuticals PLC as an Independent Director in 2025. A Fellow Chartered Accountant (FCA) of the Institute of Chartered Accountants of Bangladesh (ICAB) and an Associate Chartered Accountant (ACA) of the Institute of Chartered Accountants in England and Wales (ICAEW), he brings a wealth of expertise in finance, audit, and corporate governance to the Board.

With over 18 years of professional experience, Mr. Hoque has developed extensive proficiency in statutory audit, bookkeeping, tax compliance, financial reporting, and payroll management. He is also a member of the Institute of Internal Auditors of Bangladesh. His leadership style emphasizes integrity, precision, and continuous professional development within his teams.

Mr. Hoque is currently a Partner at Hanif & Arif, Chartered Accountants, where he oversees client operations, ensuring timely statutory compliance, high-quality deliverables, and alignment with the latest regulatory changes. Before joining Hanif & Arif, Mr. Hoque led the Accounting and Business Consulting service line at EY Bangladesh from August 2021 to September 2023, focusing on financial statement preparation in accordance with IFRS and Bangladesh laws, as well as internal audit outsourcing and co-sourcing services. His contributions in designing and implementing Standard Operating Procedures (SOPs) have significantly enhanced clients' internal control environments and operational efficiency.

Earlier in his career, he was a Partner at A. Qasem & Co., Chartered Accountants, where he led statutory audit and consulting engagements for major multinational corporations and prominent local conglomerates. Mr. Hoque holds both BBA and MBA degrees in Finance from the University of Chittagong. Known for his strategic insight and dedication to professional excellence, he continues to contribute actively to the development of the accounting profession in Bangladesh.

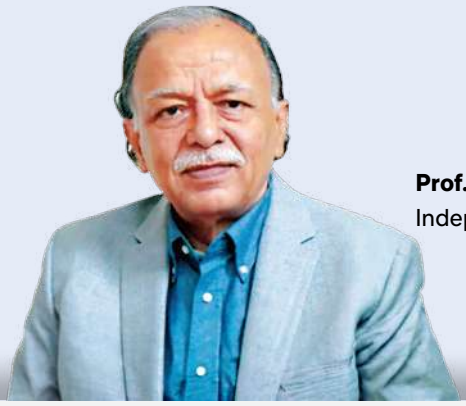
In his role as Independent Director at Beacon Pharmaceuticals PLC, Mr. Hoque is committed to upholding strong corporate governance practices, ensuring financial transparency, and supporting the company's vision of achieving sustainable growth and global leadership in the pharmaceutical industry.



Rezanur Chowdhury FCA
Independent Director

Mr. Rezanur Chowdhury is a Chartered Accountant, certified by the Institute of Chartered Accountants of Bangladesh (ICAB) in 1983. With over 43 years of extensive experience in accounting, finance, and taxation, he has served in key positions in both local and international organizations, including British American Tobacco Co. Ltd., Bangladesh, and Anchor Electronics Sdn. Bhd., Malaysia.

Throughout his distinguished career, Mr. Chowdhury has contributed significantly to the fields of financial management and tax consultancy. He has also participated in various international training programs and seminars, continuously enhancing his professional expertise. Before joining Beacon Pharmaceuticals PLC as an Independent Director, he was actively engaged in finance and tax advisory services, earning high regard for his professional integrity and insight.



Prof. A B M Faroque
Independent Director

Professor A B M Faroque joined Beacon Pharmaceuticals PLC as an Independent Director in 2024. A distinguished academic and researcher in pharmaceutical technology, he has over 46 years of experience in teaching, research, and industry development. He currently serves as the Dean of the School of Science and Engineering at Southeast University.

Professor A B M Faroque has held several prestigious positions at the University of Dhaka, including Dean and Chairman of the Department of Pharmaceutical Technology and the Department of Pharmacy, as well as Director of the Biomedical Research Centre. His scholarly work, comprising numerous national and international publications, has made significant contributions to the advancement of Bangladesh's pharmaceutical sector.

Beyond academia, Professor A B M Faroque has played vital roles in national and international policy formulation. He served as Convener of the National Drug Policy Formulation Sub-Committee under the Directorate General of Drug Administration (DGDA) and as Team Leader for the inspection of all pharmaceutical companies in Bangladesh.

He has also been an active contributor to WHO and UNICEF initiatives, including projects on iodine deficiency control, universal salt iodization, and nutrition programs. In his role at Beacon Pharmaceuticals PLC, Professor A B M Faroque continues to provide strategic guidance and expertise, supporting the company's mission to achieve global excellence in the pharmaceutical industry.



Professor Dr. Shamem Ara Mili
Independent Director

Professor Dr. Shamem Ara Mili joined Beacon Pharmaceuticals PLC as an Independent Director in 2025. She is working as a Professor in the Department of Accounting and Information Systems at Comilla University, Bangladesh as well. She has also served as the Director of MBA (Evening) Program in the same Department. Dr. Mili has achieved PhD Degree from Universiti Sains Malaysia, Malaysia, with a focus on corporate governance, human capital management disclosure, firm value, and financial reporting timeliness of the listed companies in Bangladesh. She has also achieved an MPhil Degree from Islamic University, Bangladesh, with a focus on corporate social performance of the listed pharmaceutical companies in Bangladesh.

Dr. Mili has completed MBA and BBA (Hon's) from the Department of Accounting and Information Systems of Rajshahi University, Bangladesh. She has achieved Taposhi Rabeya Hall Gold Medal for outstanding academic achievement in BBA (Hon's). Dr. Mili has participated in several international conferences, and published a number of papers in internationally reputed Journals. She has been committed to making a bridge between academic knowledge and corporate practices, as well as committed to contributing to corporate governance, ESG, human capital management and business innovation practices in the corporate sectors of Bangladesh.

Xelmet

Metformin Hydrochloride



- US DMF, EDMF Grade API
- 1st Declared **NDMA** Risk Free Safer Metformin in Bangladesh

Also available as Xelmet XR 500 gm & 1gm tablets



BEACON
Chronic Care

PROFILE OF EXECUTIVE DIRECTOR



Risana Karim
Executive Director

Ms. Risana Karim, daughter of Mr. Md. Ebadul Karim, leads Beacon Pharmaceuticals PLC with a dynamic vision, overseeing operations and driving the organization's mission in alignment with stakeholder strategies. She holds a Bachelor of Pharmacy from North South University and an MSc in Marketing from Brunel University London, combining academic excellence with over a decade of industry expertise to navigate the complexities of the pharmaceutical sector.

Ms. Karim's leadership is rooted in fostering innovation, creating new market opportunities, and enhancing productivity and competitiveness to generate a positive impact that extends beyond the organization.

As Executive Director, Ms. Karim plays a central role in translating the Board's strategic direction into operational priorities across manufacturing, marketing, and international business. Her pharmacy background gives her a practical appreciation of product quality, regulatory compliance, and patient safety, while her marketing expertise shapes the Company's disciplined, evidence-based approach to portfolio development and brand positioning. She has been closely associated with strengthening Beacon's presence in export markets and with the introduction of specialized therapies that address unmet medical needs in Bangladesh and beyond.

Ms. Karim places strong emphasis on people development, encouraging a culture of accountability, continuous learning, and cross-functional collaboration. She is a firm believer that sustainable growth must be built on ethical conduct, transparent governance, and responsible stewardship of the environment and society. Under her guidance, Beacon continues to align its business practices with recognized sustainability frameworks and international standards of quality.

Ms. Karim exemplifies inclusive leadership, inspiring transformative change across Beacon while championing a better quality of life for all stakeholders.

PROFILE OF CFO, CS & HIA



Md. Jalal Uddin FCA

Chief Financial Officer (CFO) & Head of IT

Mr. Md. Jalal Uddin FCA is a distinguished finance professional with over 16 years of progressive leadership experience in top-tier corporate and professional services environments. A Fellow Member of the Institute of Chartered Accountants of Bangladesh (ICAB), he joined Beacon Pharmaceuticals PLC in April 2022 as Head of Internal Audit. Demonstrating exceptional strategic and financial acumen, he was appointed Chief Financial Officer in May 2023 and subsequently assumed the additional responsibility of Head of IT in January 2024.

In his dual capacity, Mr. Uddin has been instrumental in strengthening Beacon's financial governance and driving its digital transformation agenda. A strong advocate for integrating finance with technology, Mr. Uddin spearheaded the Rise with SAP S/4HANA and ARIBA implementation across Beacon Pharmaceuticals PLC, Beacon Cephalosporin Ltd., and Ereba Capsules Ltd., modernizing financial management and reinforcing data-driven decision-making, an initiative that earned the Group the SAP ACE Award 2024 in the Game Changer category.

Prior to Beacon Group, he held progressively senior roles at Robi Axiata Limited over nearly 07 years, including General Manager - Financial Governance, Compliance, Ethics & Integrity and General Manager - Financial Process & Control, leading corporate policy development, financial governance, and process automation, and playing a key role in finance integration during the Robi-Airtel merger. He began his career at A. Qasem & Co., Chartered Accountants, in audit and assurance.

A firm believer in the integration of finance and technology, Mr. Uddin has a proven track record in developing robust policies, control frameworks, and authority matrices while driving process simplification, automation, and digitalization within complex business environments. His visionary leadership continues to position Beacon Pharmaceuticals PLC as a front-runner in financial excellence and technological advancement within the pharmaceutical industry.



Anindya Sarkar FCS

Company Secretary (CS)

Mr. Anindya Sarkar is a Fellow Member (FCS) of the Institute of Chartered Secretaries of Bangladesh (ICSB). He holds a Master of Business Administration (MBA) in Finance & Accounting and a Bachelor of Laws (LL.B.), a two-year professional law degree. He subsequently obtained the Chartered Secretary professional degree from the Institute of Chartered Secretaries of Bangladesh (ICSB).

With 18 years of professional experience, Mr. Sarkar has embraced diverse cross-functional assignments, enabling him to develop extensive expertise across a broad range of areas, including corporate affairs, finance, audit, human resources, banking, share management, and records management.

In addition to his responsibilities as Company Secretary, he serves as the Secretary to the Board Audit Committee, NRC Committee, and CSR and Sustainability Committee of the Company. His broad-based professional experience and multidisciplinary expertise contribute significantly to effective corporate governance, compliance, and organizational management.



Rahamat Ara Huda FCA, FCMA

Head of Internal Audit (HIA)

Ms. Rahamat Ara Huda FCA, FCMA is an accounting professional having more than 15 years' experience in the field of accounts & finance, strategic planning & budgeting, project & product feasibility analysis, cost management, budget and polices, cost-volume profit analysis, product pricing, financial accounting Plans, fund management, financial operation management, capital budgeting, Tax and VAT management, financial report preparation, financial & other regulatory reporting, internal audit and risk based auditing management. Ms. Rahamat Ara Huda FCA, FCMA is playing as Head of Internal Audit at Beacon Pharmaceuticals PLC. As a Chartered Accountant & Cost and Management Accountant she has diversified working experiences in senior leadership position of different organizations.

Ms. Rahamat Ara Huda FCA, FCMA has started her career at Anwar Group of Industries. Later she joined Maheen Dizayn Etiket (BD.) Limited and Maheen Label Tex Limited (sister concern of Impress group). Ms. Rahamat Ara Huda FCA, FCMA worked Maheen Dizayn Etiket (BD.) Limited and Maheen Label Tex Limited for more than seven years as Departmental Head of Internal Audit, Head of Accounts & Finance and General Manager (Accounts & Finance). Before joined Beacon Pharmaceuticals PLC she worked at Walton Hi-Tech Industries PLC as Deputy & Acting Head of Internal Audit & Compliance. She has completed CA articleship from UHY Syful Shamsul Alam & Co. one of leading Chartered accounting firms in Bangladesh. Ms. Rahamat Ara Huda FCA, FCMA is a member of Cost Audit Standard Committee of ICMAB for the year 2026. Ms. Rahamat Ara Huda FCA, FCMA is engaged with various professional and social groups and work for development of accounting profession and society.

LEADING FROM THE FRONT



STANDING FROM LEFT TO RIGHT

- **S.M. Mahmudul Haque**
  Director,
  Marketing & Sales
- **Md. Jalal Uddin FCA**
  CFO & Head of IT
- **Md. Anisur Rahman Khan**
  Executive Vice President, Estate and Public Relations
- **Shams Minhaz Monzur**
  Executive Vice President, Project Management

- **Md. Hafiz Imtiaj**
  Head of Human Resources
- **S M Foysal Habib**
  Senior Vice President, Marketing & Sales
- **Md. Rezaul Karim**
  Senior Vice President, Marketing & Sales



STANDING FROM LEFT TO RIGHT

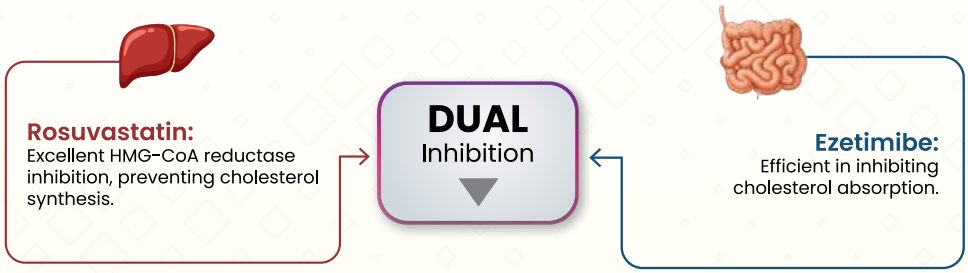
- **Bappa Sarker**
  Senior Vice President, Marketing & Sales
- **Syeda Shahnawas Shilpi**
  Vice President, Supply Chain Management
- **Rahamat Ara Huda FCA, FCMA**
  Head of Internal Audit
- **Anindya Sarkar FCS**
  Company Secretary
- **Muhammad Mizanur Rahman**
  Head of Administration
- **Hossain Al Enam**
  Senior Manager, International Marketing

Resva EZ

5/10 mg
10/10 mg Tablet
20/10 mg

Rosuvastatin & Ezetimibe

Smart Science, Stronger LDL-C Control



Dual inhibition of cholesterol ensures more rapid and effective LDL-C reduction to target level by Rosuvastatin & Ezetimibe combination compared with Statin monotherapy.

Also available as...

Resva

5 mg
10 mg Tablet
20 mg

Rosuvastatin

BEACON
Chronic Care



MANUFACTURING CAPABILITY & GLOBAL FOOTPRINT

MANUFACTURING OPERATION

International-Standard Pharmaceutical Manufacturing at Bhaluka: Five Specialized Facilities, One Integrated Quality System



Beacon Pharmaceuticals PLC is one of Bangladesh's leading pharmaceutical manufacturers, distinguished by its commitment to delivering high-quality, safe and effective medicines across diverse therapeutic areas. Since commencing operations in 2006, the Company has continually invested in state-of-the-art infrastructure, innovative manufacturing technologies and international best practice to strengthen its position in domestic and global markets.

Quality, safety and compliance form the foundation of every operation. Five specialized facilities - for oral solids and liquids, oncology, sterile injectables and topicals - operate within one integrated plant, supported by quality control laboratories, research and development, engineering utilities and GMP warehousing.

Link to Stakeholders

Patients · Healthcare professionals · Regulators · International partners

Link to Capitals

Manufactured · Intellectual · Human · Natural

Link to SDGs



2006
Operations since
Commercial manufacturing began

30 acres
Bhaluka, Mymensingh
Integrated manufacturing facility

5
Specialized facilities
GPF-1, GPF-2, OPF-1, PPF-1, TPF-1

4
Dosage-form platforms
Oral, oncology, sterile parenteral, topical

Where Manufacturing Performance is Reported

The performance of the manufacturing base – installed capacity, utilization, batch success, GMP compliance, capital expenditure, productivity ratios, risks and SDG outcomes – is reported in the Manufactured Capital section and is not repeated here.

Our Manufacturing Plant - Bhaluka, Mymensingh

The plant at Bhaluka, Mymensingh, is the Company's flagship site for pharmaceutical preparations. Located in a lightly populated woodland area, it spans approximately 30 acres, with several small-scale textile firms within a 2 km radius - a setting that offers both environmental tranquility and the operational efficiency needed for large-scale manufacturing.

The site was developed on a greenfield basis under the consultancy and supervision of Telstar S.A., Spain, a world-renowned pharmaceutical engineering firm. The collaboration gave the plant modern industrial architecture, optimized process flow and advanced containment systems that reflect international standards.



Top view of the plant showing the production facilities, Central R&D and Central Warehouse.

Site Infrastructure at a Glance

Production & Quality

Production buildings · Quality assurance · QC laboratories · R&D facility · Retention-sample store

Engineering & Environment

Engineering support · Diesel store for generators · Effluent treatment plant · Incinerator for designated wastes

Storage & Logistics

Central warehouse · Solvent store · Store for flammable substances · Scrap yard

People & Security

Office and canteen · Training room · Prayer room · Staff dormitories · Guard barrack



Buildings set within the tree-covered plant - part of the site's green environment.



Covered utility bridge and landscaped walk-ways linking the facilities.



Production block with a dedicated material entrance.



A production block within the plant.

Quality, Compliance and EHS Systems

At Beacon, quality, safety and compliance form the foundation of all operations. Seven interlocking systems govern how every facility is designed, run, tested and maintained.

Good Manufacturing Practice

GMP guidelines govern contamination prevention, efficient material and personnel flow and robust containment; production machinery is fitted with state-of-the-art containment systems.

Data Integrity

Electronic data management complies with 21 CFR Part 11, ensuring secure record-keeping, traceability and auditability of all critical manufacturing data.

Good Engineering Practice

GEP in utilities and facility management keeps critical systems - HVAC, water treatment and clean-steam generation - operating reliably.

Good Laboratory Practice

Laboratory operations run under GLP, with rigorous quality control and analytical testing to ensure product integrity, potency and stability.

Sterile Manufacturing

Sterile processes comply with EU-GMP, using advanced aseptic processing, isolator technology and sterilization protocols; structured gowning, hygiene protocols and regular training protect people and product.

Environment, Health & Safety

Operations align with ISO environmental and occupational safety standards, with waste management, energy conservation and water-saving initiatives across the facility.

GMP Warehousing

Warehouses meet international GMP standards; temperature, humidity and handling conditions are continuously monitored to preserve product quality throughout the supply chain.

Facility Capability Matrix

Capability	GPF-1	GPF-2	OPF-1	PPF-1	TPF-1
Tablets and capsules	●	●	●		
Syrups and suspensions	●	●			
High-potency / cytotoxic APIs			●		
Liquid injectables (vials, ampoules)			●	●	
Lyophilized injectables			●	●	
Large-volume injectables				●	
Prefilled syringes				●	
Creams, ointments, gels, lotions					●
Sterile topical products					●

GPF-1 and TPF-1 also run automated packaging lines with labelling and coding for integrity and traceability.



Gowned operator at an automated production line in a controlled cleanroom.

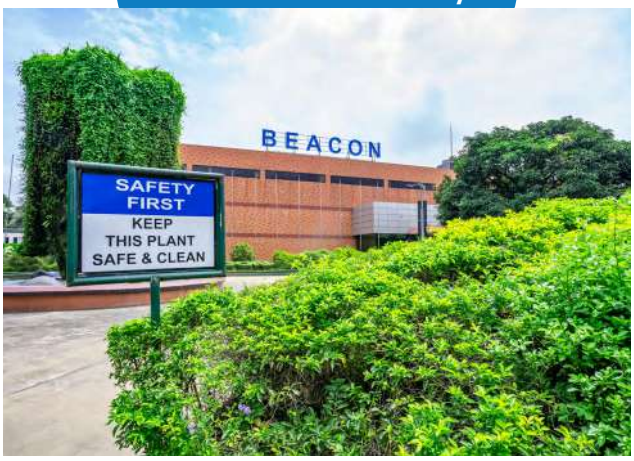


In-process check of finished doses under controlled conditions.

General Production Facilities - GPF-1 and GPF-2

General Production Facility-1 (GPF-1) is the cornerstone of Beacon's manufacturing operations and the foundation for oral solid and liquid dosage forms. Designed to meet and exceed international standards, it ensures that products consistently fulfil their intended therapeutic purpose.

General Production Facility-1



GPF-1 entrance: the "Safety First - keep this plant safe and clean" commitment greets every shift.

Facility Design and Infrastructure

- **Modular production lines** - efficient manufacture of tablets, capsules and oral suspensions.
- **Advanced HVAC systems** - stringent environmental control for optimal production conditions.
- **Automated material handling** - seamless movement of raw materials and finished products.
- **Dedicated QC laboratories** - in-process and final-product testing to pharmacopoeial standards.

General Production Facility-2



General Production Facility-2 (GPF-2) extends the Company's capacity for oral and liquid formulations, using the same design principles and quality systems as GPF-1.

Manufacturing Capabilities

- **Oral solid dosage forms** - tablets and capsules made with advanced compression and encapsulation technologies.
- **Oral liquids** - syrups and suspensions filled and sealed on precision equipment.
- **Packaging lines** - automated blister packing, bottle filling and labelling for product integrity and traceability.

Oncology Production Facility - OPF-1

The Oncology Production Facility (OPF-1) is a flagship unit, purpose-built to handle complex and High-Potency Active Pharmaceutical Ingredients (HPAPIs) for advanced, life-saving cancer therapies. Designed to EU-GMP and WHO-cGMP standards with leading European pharmaceutical engineering consultants, it combines advanced containment systems and isolator technology to protect both product sterility and operator safety.

Oncology Production Facility-1



Key Design Features

- **Dedicated isolated production zones** - prevent cross-contamination when handling potent cytotoxic and cytostatic compounds.
- **Controlled airflow and pressure gradients** - maintain cleanroom integrity across all production areas.
- **Fully automated material transfer** - reduces manual intervention for precision and product safety.
- **Ergonomic layout** - optimizes process flow, minimizes contamination risk and enhances efficiency.

Manufacturing Capabilities

Validated equipment and automated controls ensure consistency, precision and traceability from raw material to finished product.

- **Oral solid dosage forms** - tablets and capsules containing highly potent anticancer APIs.
- **Lyophilized and liquid injectables** - produced on advanced aseptic filling systems for sterility and stability.
- **Targeted therapy products** - specialized formulations designed to improve efficacy while minimizing systemic toxicity.

Parenteral Production Facility - PPF-1

PPF-1 is dedicated to high-quality injectable formulations. Designed and built to EU-GMP, WHO-cGMP and ISO cleanroom specifications, it produces small-volume injectables (SVIs), large-volume injectables (LVIs) and lyophilized products, with a unidirectional flow from material entry to finished-goods dispatch that maintains the highest standards of aseptic control.

Parenteral Production Facility-1



Key Infrastructure

- **Classified cleanrooms** - Grade A/B (ISO 5, formerly Class 100) aseptic areas supported by Grade C/D preparation areas.
- **Advanced HVAC** - HEPA filtration and pressure-cascade control for microbial- and particulate-free environments.
- **Automated airlocks** - material and personnel airlocks that maintain sterility and minimize intervention.
- **Validated water systems** - Water for Injection (WFI), purified water and clean-steam generation.
- **Separate entry and exit routes** - segregate clean and non-clean zones for materials and personnel.

Manufacturing Capabilities

- **Aseptic solution preparation** - closed systems and 0.22 µm sterile filtration under laminar airflow.
- **Vial and ampoule filling** - fully automated filling, stoppering and sealing under Grade A laminar flow.
- **Lyophilization** - freeze-drying of thermolabile products for enhanced stability and shelf life.
- **Prefilled syringe systems** - precise dosing and patient convenience.
- **Terminal sterilization** - autoclaves and dehydrogenation tunnels safeguard microbial integrity.

Topical Production Facility - TPF-1

TPF-1 is dedicated to high-quality dermatological and topical products. Built to WHO-cGMP and EU-GMP standards, it manufactures semi-solid formulations - creams, ointments, gels and lotions - under controlled, hygienic and contamination-free conditions, delivering effective, safe and patient-friendly therapies.

Topical Production Facility-1



Key Infrastructure

- **Cleanroom production areas** - Grade C and D cleanrooms for preparation, blending and filling.
- **HVAC and environmental control** - optimal temperature, humidity and particulate control.
- **Automated mixing and homogenization** - uniformity, consistency and stability of every batch.
- **Material handling systems** - safe transfer of materials and products, minimizing contamination risk.
- **Dedicated packaging lines** - tubes, jars and bottles with automated filling, labelling and sealing.

Manufacturing Capabilities

- **Creams and ointments** - precision mixing and homogenization for uniform distribution of the active ingredient.
- **Gels and lotions** - formulated for viscosity, stability and patient compliance.
- **Sterile topical products** - made under controlled aseptic conditions when required.
- **Packaging flexibility** - tubes, jars or bottles with automated labelling and coding for traceability.

Our Manufacturing Promise



Continuous investment in technology, compliance and people keeps Beacon's manufacturing a benchmark of quality, reliability and innovation.

Technical Excellence

Facilities covering oral solids, parenteral, topicals and oncology consistently produce safe, effective, high-quality medicines to international pharmacopoeial standards.

Science to Scale

Integration with research and development accelerates the commercialization of innovative therapies, particularly in complex therapeutic areas.

Responsible Operations

Environmental sustainability, operator safety and social responsibility are built into every operation on the plant.

Trusted Partner

Medicines that meet regulatory requirements and uphold the trust of patients, healthcare professionals and international partners.

NEW PRODUCTS LAUNCHED IN FY2025-26

During the FY2025-26, Beacon launched 52 new products under 29 brands across four marketing divisions. 14 brands are new to the portfolio; the other 15 are existing brands extended with new strengths or presentations. Oncology is the largest division with 10 brands and 18 products.



52	29	14	04
NEW PRODUCT LAUNCHED	BRANDS	NEW BRANDS LAUNCHED	MARKETING DIVISIONS

PROFILED LAUNCHES
AT A GLANCE

By Division (SKUS)

Oncology	18
Chronic Care	11
Biotech	8
General	15

By Dosage form (Products)

Tablet	34
Injection	12
ODT Tablet	2
Suspension	1
XR Tablet	1
Cream	1
Oral Solution	1

PRODUCT
HIGHLIGHTS



Elacentra
Elacestrant (as dihydrochloride)



Fulvexa
Fulvestrant



Tavafos
Fostamatinib Disodium Hexahydrate



Zytix Plus
Niraparib + abiraterone acetate



Folinex
Calcium folinate (folinic acid)



Ascinix
Asciminib



Trazzo
Trazodone hydrochloride



Morphix
Morphine Sulfate



Ofentavex
Fentanyl Citrate



Teslar Plus
Telmisartan + hydrochlorothiazide



Resva EZ
Niraparib + abiraterone acetate



Tirza
Tirzepatide



Nebinex
Nebivolol (as hydrochloride)



Selbis
Bisoprolol fumarate + amlodipine besilate



Bortez RFI
Bortezomib



Mezest
Megestrol acetate



Rezacon
Rezafungin (as acetate)



Rinva
Upadacitinib



Levzar
Levocetirizine dihydrochloride



Resmirom
Resmetirom



Beponil
Bepotastine besilate



Igura
Iguratimod



Coxitor
Etoricoxib



Acupain
Ketorolac tromethamine



Amipride
Amisulpride



Bilanex
Bilastine



Ecza
Econazole nitrate + triamcinolone acetonide

Valkyte
Valganciclovir (as hydrochloride)

Cilnex
Cilnidipine

Featured

Launches by division

Division	Brands	SKUs	Featured launches
Oncology	9	18	Ascinix, Cilnex, Elacentra, Folinex, Fulvexa, Morphix, Ofentavex, Tavafos, Zytix
Chronic Care	5	11	Nebinex, Resva, Selbis, Teslar, Tirza
Biotech	6	8	Bortez, Mezest, Resmirom, Rezacon, Rinva, Valkyte
General	9	15	Acupain, Amipride, Beponil, Bilanex, Coxitor, Ecza, Igura, Levzar, Trazzo

GLOBAL FOOTPRINT

Bridging Borders to Make Advanced, Affordable and Life-Saving Oncology and Biopharmaceutical Treatments Accessible to Patients Across the Globe

At Beacon Pharmaceuticals PLC, our vision has always been clear: to make advanced, affordable and life-saving oncology and biopharmaceutical treatments accessible to patients everywhere. The International Marketing Division plays a pivotal role in this mission, expanding Beacon's international presence and ensuring that our high-quality oncology portfolio reaches those who need it most, regardless of geography.

Today, Beacon's oncology products have reached more than 135 countries across Asia, Africa, the Middle East, Europe and Latin America. Each new collaboration reaffirms our commitment to innovation, quality and patient well-being.

We drive this expansion by identifying emerging opportunities, building sustainable partnerships and ensuring compliance with diverse regulatory frameworks across continents. These ventures are more than commercial milestones: they represent lives changed, hope delivered and progress realized.

Moving forward, we plan to strengthen Beacon's position as one of the most dynamic and globally oriented pharmaceutical companies in South Asia, reducing the global cancer-care gap through affordability and accessibility.

Footprint at a Glance – FY2025-26

135+ Countries
Reached by Beacon's products across five regions

65 Countries
Served by the International Marketing Division during the year
▲ +5 vs FY2024-25

68 Markets
Active international markets and customers
▲ +3 vs FY2024-25

5 New countries
Entered during the year
▲ +3 vs FY2024-25

141 Products
Products exported
▲ +3 vs FY2024-25

16 Registrations
Product registrations and renewals obtained internationally
▲ +3 vs FY2024-25

Five Regions

Asia | **Africa** | **Middle East** | **Europe** | **Latin America**

Products reach more than 135 countries across these regions; 65 countries were served during FY2025-26.

Global Customer Portfolio

Major customer countries of the International Marketing Division

Where We Serve



Illustrative map: Highlighted areas indicate the approximate location of each country, not its borders. Lines show reach from Bangladesh to selected markets.

Expanding Our Reach

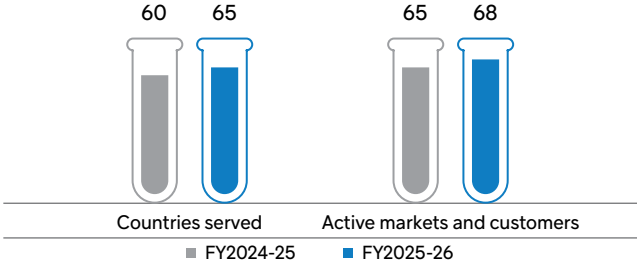
Entering new markets and strengthening the partnerships that sustain them

Entering New Markets

Strategic progress in FY2025-26

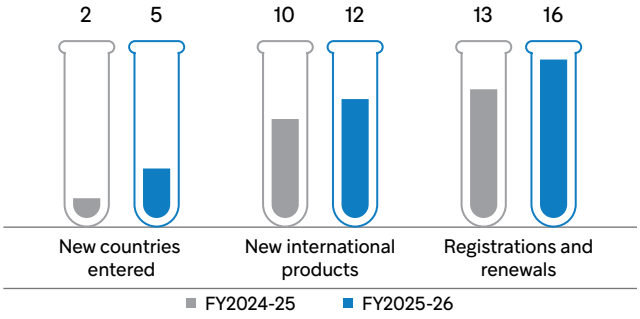
- Entered five new countries in FY2025-26, against two in FY2024-25.
- Initiated registration processes for a diverse range of oncology products in the new markets.
- Served 65 countries through 68 active international markets and customers.

Market reach (number)



- Introduced 12 new products internationally (FY2024-25: 10), taking the exported portfolio to 141 products.
- Each new territory deepens our engagement with healthcare systems and patient communities and moves us closer to closing the global cancer-care gap.
- Product registrations and renewals obtained internationally from 13 to 16.

Growth drivers (number)



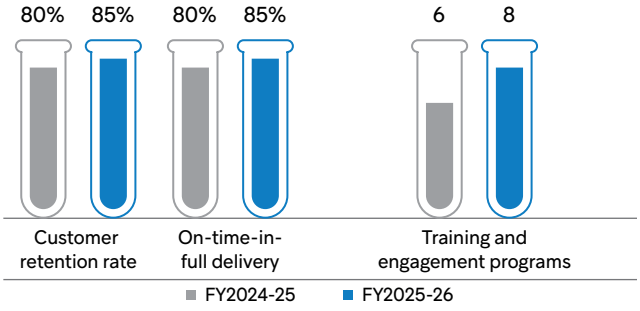
Strengthening Existing Relationships

Beacon's business model thrives on collaboration with distributors, healthcare providers, regulators and governments. The International Marketing Division has been instrumental in keeping these partnerships robust, transparent and mutually beneficial.

Partnerships were built through clear targets, joint business plans and regular performance reviews. Efforts to optimize operational efficiency and strengthen supply-chain resilience gave partners uninterrupted access to Beacon's products even in challenging global economic conditions, sustaining growth in export revenues and Beacon's reputation as a trusted oncology brand worldwide.

Partner performance (%)

Engagement programs (number)





The Beacon stand presents the oncology and multi-therapeutic portfolio to visitors from around the world.



Business discussions with international partners at a global exhibition.

Regulatory Excellence and Reliability

A footprint of approvals, backed by consistent quality.

A Footprint of Approvals

One of the proudest achievements of the division has been the successful registration of a growing number of oncology and specialty products across multiple regulatory jurisdictions.

Each registration is the result of meticulous documentation, stringent quality assurance and collaboration between our technical, regulatory and marketing teams. These approvals not only enable market access; they also demonstrate global recognition of Beacon's manufacturing excellence and adherence to international GMP and WHO guidelines.

16
Product registrations and renewals obtained
▲ +3 vs FY2024-25

17
Target markets with active regulatory approvals

Quality and Supply Reliability

Beacon strengthened GMP compliance, quality controls, batch testing, regulatory oversight and supply-chain monitoring to ensure the consistent quality, safety and reliability of exported medicines.

1.0%
Export product returns and rejection rate
▼ -3% vs FY2024-25

85.0%
On-time-in-full export delivery rate
▲ +5 % vs FY2024-25

88 Days
Average export order fulfilment lead time
▼ -2 days vs FY2024-25

0.005
Quality complaints per million units exported
unchanged vs FY2024-25

Economic Value from International Markets

Export growth increased foreign-exchange earnings, improved capacity utilisation and profitability, and diversified revenue streams, strengthening resilience by reducing reliance on the domestic market.

Through our export initiatives we are not merely selling medicines. We are reshaping how cancer care is delivered and democratising access to advanced treatments that were once beyond the reach of patients in many parts of the world.

1,747 Mn
International sales revenue, FY2025-26 (BDT)

940 Mn
Gross contribution from international business (BDT), a 53.8% gross profit margin

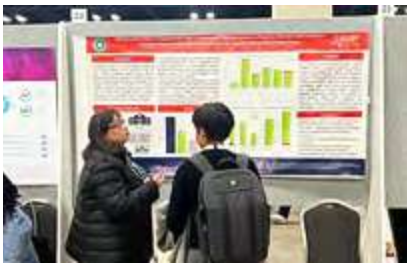
Beacon on the Global Stage



The Beacon team at the Beacon stand, ASCO.



Meeting partners at an international exhibition.



San Antonio Breast Cancer Symposium.

People, Insight and the Road Ahead

The capability and intelligence behind Beacon's international growth, and where we go next.

The Team Behind the Footprint

International business strengthened skills and capabilities through global market exposure, regulatory knowledge, cross-cultural collaboration, technical training and expanded career opportunities across export, marketing, regulatory and supply-chain functions.

34 Employees
Directly engaged in international marketing and export activities

▲ +2 vs FY2024-25

24 Hours
Training per international marketing employee

▲ +4 hrs vs FY2024-25

90.0%
Employee engagement score, international marketing

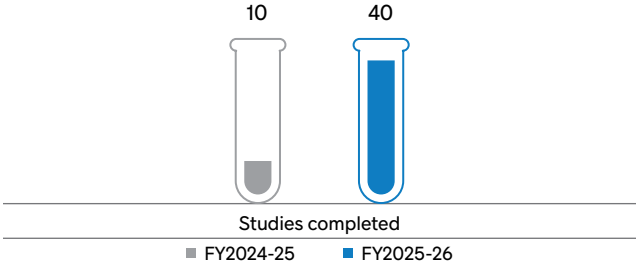
▲ +10% vs FY2024-25

Market Intelligence and Innovation

Market intelligence, customer insights, product pipeline expansion, digital analytics and technology-enabled processes strengthened our market responsiveness, innovation and operational competitiveness.

The division completed 40 market intelligence studies in FY2025-26, four times the number completed in FY2024-25.

Market intelligence studies completed (number)



Risks and the Road Ahead

The major risks of operating in international markets, and how we manage them:

Regulatory changes

Currency volatility

Geopolitical disruption

Distributor dependency

Supply-chain constraints



These risks are mitigated through regulatory compliance, market diversification, stronger distributor oversight, demand planning and supply-chain resilience measures.

Our Short-Term Priorities

- Focus on high-potential markets.
- Strengthen distributor partnerships through clear targets, joint business plans and regular reviews.
- Expand the export portfolio.
- Use data-driven market intelligence and increase localized digital marketing.

Our Medium to Long-Term Ambitions

- Strengthen Beacon's position as one of the most dynamic and globally oriented pharmaceutical companies in South Asia.
- Keep registering oncology and specialty products across regulatory jurisdictions.
- Sustain broader access to quality medicines and drive sustainable export growth.



MANAGEMENT DISCUSSION & ANALYSIS

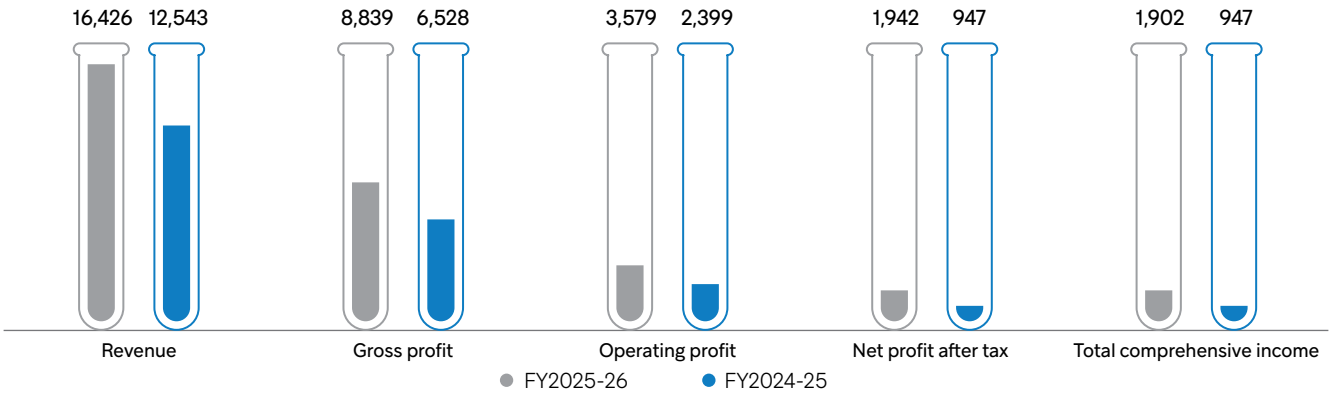
GENERAL REVIEW OF THE PERFORMANCE

Performance Across Business Activities

The Company's performance was supported by continued growth across its core pharmaceutical activities, including general medicines, chronic-care therapies and oncology, bio-tech and palliative care medicines. During the year, Beacon continued to strengthen its product portfolio, manufacturing capabilities, distribution reach and market presence while developing its export business. Improvements in supply-chain management, procurement, digitalization and financial discipline further supported business performance.

BDT in Million

Particulars	FY2025-26	FY2024-25	Growth %
Revenue	16,426	12,543	31.0%
Gross profit	8,839	6,528	35.4%
Operating profit	3,579	2,399	49.2%
Net profit after tax	1,942	947	105.2%
Total comprehensive income	1,902	947	101.9%



Beacon Pharmaceuticals PLC delivered strong financial growth in FY2025-26, reflecting higher revenue generation and improved operating performance. Revenue increased by 31.0% to BDT 16,426 million, compared with BDT 12,543 million in FY2024-25. Gross profit grew by 35.4% to BDT 8,839 million, supported by the growth in revenue and improved gross margin. Operating profit increased by 49.2% to BDT 3,579 million, demonstrating stronger operating leverage and improved profitability. The Company's net profit after tax more than doubled, rising by 105.2% to BDT 1,942 million from BDT 947 million in the previous year. Consequently, total comprehensive income increased by 101.9% to BDT 1,902 million. Overall, the year reflects sustained revenue growth, stronger operating efficiency and significant improvement in profitability, reinforcing the Company's focus on disciplined execution and value creation.

Major Improvements from the Previous Year

Compared with FY2024-25, the Company delivered significant improvements across revenue, gross profit, operating profit and net profit, supported by stronger operating efficiency, improved resource utilization and disciplined execution of its business strategy.

52

New product SKUs

introduced during the year, broadening the portfolio and supporting wider market penetration.

Automation in procurement

SAP ARIBA

implemented, strengthening procurement automation, transparency, supplier engagement and efficiency.

Global

International markets

presence expanded, creating additional opportunities for future revenue growth.

Further progress was also made in supply-chain visibility, manufacturing capabilities and internal operational controls, providing a more agile, integrated and scalable platform for sustainable growth.

Bangladesh Economic Environment

The Company operated in an economy affected by inflationary pressure, foreign exchange volatility, higher interest rates, increased energy and operating costs and constrained access to foreign currency. These factors increased the cost of imported APIs, raw materials, packaging materials and financing. Beacon responded through disciplined procurement, diversified sourcing, working-capital management, cost control and prudent financial planning.

Geopolitical and International Environment

Global geopolitical tensions, international trade disruptions, currency movements and supply-chain uncertainties continued to create risks for businesses dependent on imported materials and international markets. For the pharmaceutical industry, these developments can affect API availability, freight costs, product costs and export opportunities. Beacon continued to monitor international developments, strengthen sourcing resilience and maintain business continuity.

Pharmaceutical Industry Environment

Bangladesh's pharmaceutical industry remains a major manufacturing sector, meeting approximately 98.0% of domestic medicine demand and exporting to 135+ countries. The domestic market is estimated at around USD 6 billion, while annual API imports are approximately USD1.3 billion. These indicators demonstrate the industry's scale and growth potential, while its dependence on imported APIs highlights continuing exposure to global supply-chain and foreign exchange risks.

98.0%

of domestic medicine demand met locally

135+

export destination countries

USD 6 Bn

estimated domestic market size

USD 1.3 Bn

annual API imports

Industry-Specific Challenges

The pharmaceutical industry continues to face intense competition, price sensitivity, imported raw-material dependence, increasing quality and regulatory requirements, higher manufacturing costs and the need for continuous product development. Access to international markets also requires compliance with stringent GMP, registration, pharmacovigilance, labelling and quality requirements. Beacon continues to address these challenges through quality assurance, regulatory capability, product development, operational efficiency and supply-chain management.

External Environment

Beacon operates in a dynamic environment where regulatory developments, macroeconomic conditions, changing healthcare needs, technological advancement and climate-related risks continue to influence the pharmaceutical industry. Changes in medicine pricing, import and trade policies, taxation and DGDA requirements, together with inflation, foreign exchange volatility and higher input costs, require disciplined cost, procurement and financial management.

At the same time, population growth, rising health awareness and the increasing prevalence of chronic and specialized diseases are creating sustained demand for quality medicines, particularly in chronic care, oncology and other segments. Beacon continues to strengthen its portfolio and market reach to capture these opportunities.

Technology remains a key enabler of operational excellence. Beacon's investments in SAP S/4HANA, SAP ARIBA, automation, modern manufacturing technologies and digital processes are enhancing procurement efficiency, financial reporting, supply-chain visibility and data-driven decision-making.

Climate-related risks, including extreme rainfall, flooding and heat, may affect operations and supply continuity. Beacon therefore continues to strengthen resource efficiency, environmental management and business resilience, supported by robust governance, internal controls, regulatory compliance and risk management.

Key Risks and Uncertainties

The principal external risks include foreign exchange volatility, inflation, raw-material and API price increases, interest rates, medicine pricing policies, regulatory changes, geopolitical developments, international trade conditions, supply-chain disruptions and climate-related events. The Company manages these risks through continuous monitoring, diversified sourcing, financial discipline, operational controls, business continuity planning and strengthened governance.

Key Opportunities

The Company sees opportunities from growing healthcare expenditure, increasing chronic and oncology demand, product portfolio expansion, specialized medicines, export-market development, technological advancement, digitalization and potential localization of API production. Bangladesh's expanding pharmaceutical capabilities and international market access provide further opportunities for Beacon to strengthen its competitive position.

Short-Term Outlook

Over the next 1-2 years, Beacon will focus on revenue growth, margin protection, product availability and operational efficiency. Priorities include expanding domestic market coverage, increasing product availability, strengthening export, optimizing production planning and improving inventory forecasting. The Company will also continue investing in product quality, regulatory compliance, pharmacovigilance, cybersecurity and employee capability, while maintaining strong liquidity and financial discipline.

Medium-Term Outlook

Over the medium term, growth is expected to be supported by new product development, specialized therapeutic areas, export-market expansion and enhanced manufacturing capabilities. Greater use of digital supply-chain monitoring and process automation is expected to improve productivity, cost efficiency and management decision-making. The Company will continue allocating resources towards technology, quality, regulatory capabilities, market development and human capital to support scalable growth.

Long-Term Outlook

In the long term, Beacon aims to strengthen its position as a diversified, locally rooted and internationally competitive pharmaceutical company, with a strong focus on specialized medicines, R&D, advanced manufacturing and expansion into international markets. The Company will continue to enhance its regulatory, manufacturing and organizational capabilities to support sustainable growth and long-term competitiveness.

Overall, Beacon remains cautiously optimistic about its long-term prospects, while recognizing uncertainties related to inflation, foreign exchange, raw-material costs, regulatory developments, supply-chain disruption and geopolitical conditions. The Company's strategic focus remains on profitable growth, operational resilience and sustainable value creation.

Creating Sustainable Value

Beacon's response to the changing operating environment is centered on quality, innovation, efficiency, resilience and responsible growth. By balancing financial performance with investment in people, technology, environmental management, regulatory compliance and stakeholder relationships, the Company aims to sustain business growth and create long-term value for shareholders and other stakeholders.



SEGMENT-WISE PERFORMANCE

The Company presents segment information on two bases by: business division and geographical area. Segment reporting under IFRS 8 Operating Segments applies to the geographical segments (local and export), as these are the basis on which the Chief Operating Decision Maker reviews performance and allocates resources. The divisional information is provided voluntarily and does not form part of the IFRS 8 segment disclosure.

2
MARKETS

Geographical Segment

IFRS 8 Reportable Segments

- Local
- Export

7
DIVISIONS

Divisional Segment

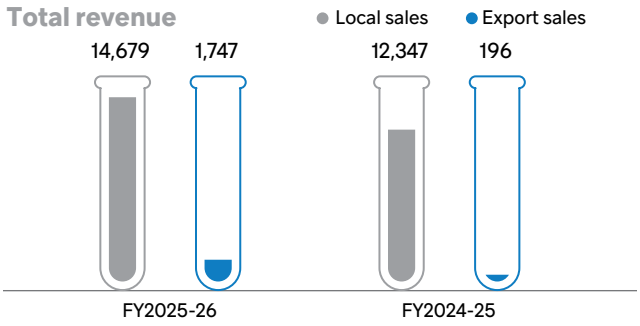
Voluntary Disclosure

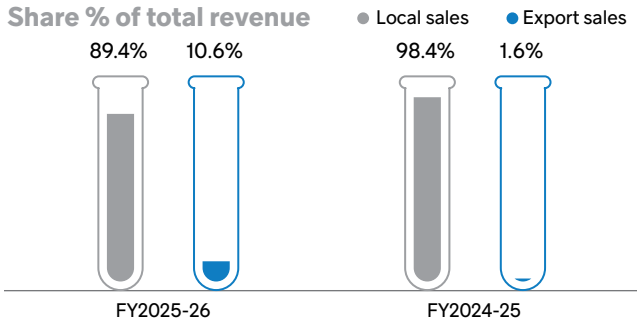
- General
- Oncology
- Biotech
- Palliative
- Chronic Care
- Institution
- IMD (Export)

Geographical Segment

BDT in Million

Particulars	FY2025-26	FY2024-25	Change	Growth	Share % of total revenue FY2025-26	Share % of total revenue FY2024-25
Local sales	14,679	12,347	2,332	18.9%	89.4%	98.4%
Export sales	1,747	196	1,551	793.4%	10.6%	1.6%
Total revenue	**16,426**	**12,543**	**3,884**	**31.0%**	**100%**	**100%**





Local sales rose 18.9% to BDT 14,679 million, driven by successful new product launches and an effective marketing strategy. The local market remains the Company's core strength, contributing 89.4% of total revenue.

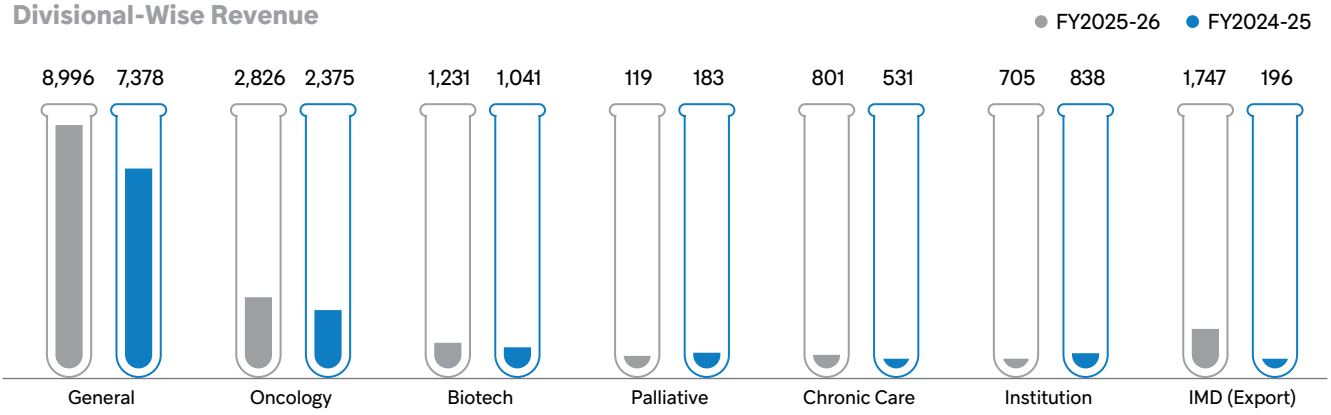
Export sales reached BDT 1,747 million in the first full year of export operations. FY2024-25 covered only the last two months, so the 793.4% growth is not like-for-like. New products and targeted export marketing drove the increase, lifting exports to 10.6% of revenue.

Divisional-Wise Segment

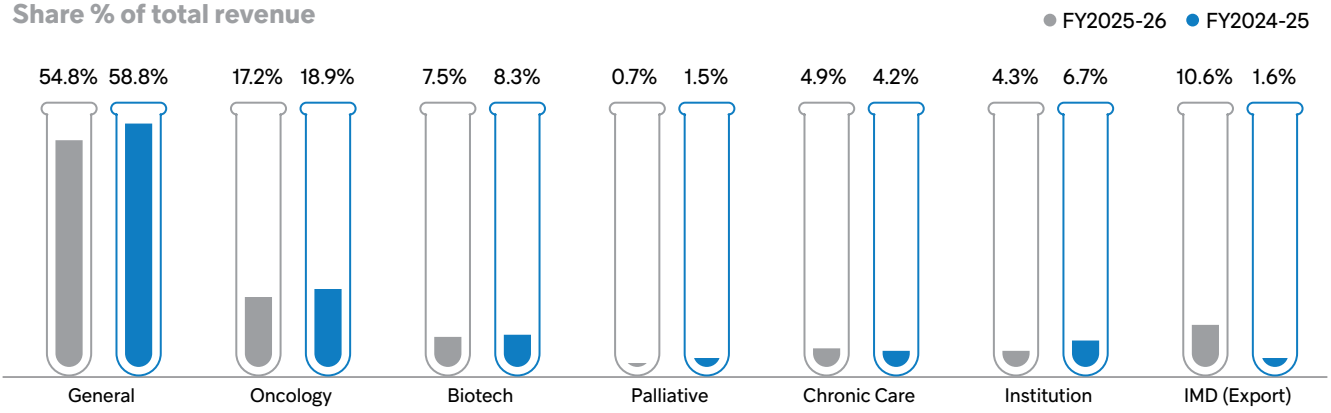
BDT in Million

Division name	FY2025-26	FY2024-25	Change	Growth	Share % of total revenue FY2025-26	Share % of total revenue FY2024-25
General	8,996	7,378	1,618	21.9%	54.8%	58.8%
Oncology	2,826	2,375	451	19.0%	17.2%	18.9%
Biotech	1,231	1,041	190	18.3%	7.5%	8.3%
Palliative	119	183	(64)	-34.7%	0.7%	1.5%
Chronic Care	801	531	270	50.8%	4.9%	4.2%
Institution	705	838	(133)	-15.8%	4.3%	6.7%
IMD (Export)	1,747	196	1,551	793.4%	10.6%	1.6%
Total revenue	**16,426**	**12,543**	**3,884**	**31.0%**	**100%**	**100%**

Divisional-Wise Revenue



Share % of total revenue



Total Revenue
16,426
BDT Mn | +31.0%

Divisions Growing
5 of 7
Divisions increased sales

Fastest Local Growth
+50.8%
Chronic Care

General
BDT 8,996 Mn
▲ +21.9% | 54.8% share

General is the Company's largest division. Sales grew by BDT 1,618 million, supported by new product launches, wider market coverage and an effective marketing strategy. The division remains the foundation of the Company's revenue.

Oncology
BDT 2,826 Mn
▲ +19.0% | 17.2% share

The second-largest division grew by BDT 451 million. New product introductions and focused engagement with oncologists and hospitals drove growth, strengthening the Company's position in specialized cancer care.

Biotech
BDT 1,231 Mn
▲ +18.3% | 7.5% share

Sales rose by BDT 190 million, reflecting rising demand for the Company's biotech products. The division is an important part of the Company's move into high-value therapies.

Chronic Care
BDT 801 Mn
▲ +50.8% | 4.9% share

Sales increased by BDT 270 million, driven by growing demand for the Company's chronic care products. The division plays a key role in the Company's strategy of building a strong presence in long-term therapies.

IMD (Export)
BDT 1,747 Mn
▲ +793.4% | 10.6% share

Export sales rose by BDT 1,551 million, lifting exports to 10.6% of revenue from 1.6%. FY2025-26 was the first full year of exports; FY2024-25 covered only the last two months, so growth is not like-for-like. New registrations, new markets and efficient export marketing drove the result.

Institution
BDT 705 Mn
▼ -15.8% | 4.3% share

Institution sales depend on institutional and tender demand, which varies from year to year. The Company will continue to strengthen relationships with institutional buyers and pursue new tender opportunities.

Palliative
BDT 119 Mn
▼ -34.7% | 0.7% share

Palliative sales decreased by BDT 64 million to BDT 119 million, and the division's share of total revenue was 0.7% (FY2024-25: 1.5%).

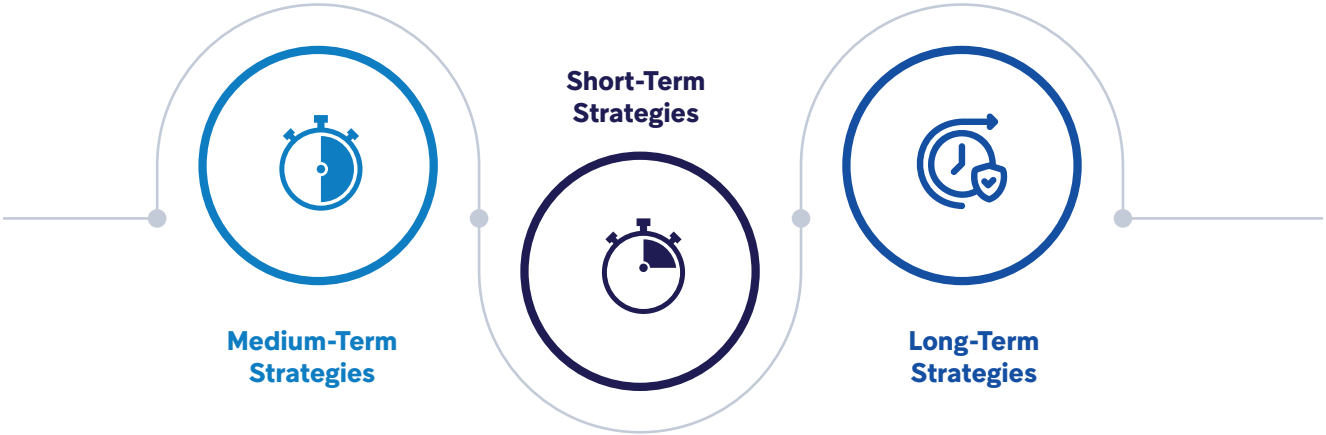


SHORT, MEDIUM AND LONG-TERM KEY STRATEGIES AND BASIS/PROCESS OF RESOURCE ALLOCATION

Driving Sustainable Growth through Strategic Resource Allocation

Beacon Pharmaceuticals PLC adopts a structured and disciplined strategic planning framework to ensure that resources are allocated efficiently in support of sustainable value creation. The Company's strategic priorities are aligned with its vision of becoming a leading pharmaceutical manufacturer delivering affordable and high-quality healthcare solutions. Strategic planning considers market dynamics, regulatory developments, technological advancements, stakeholder expectations, financial capacity, and sustainability commitments. The Board of Directors provides strategic oversight, while Executive Management translates long-term objectives into annual operational plans supported by comprehensive budgeting and performance monitoring mechanisms.

Resource allocation decisions are based on rigorous financial analysis, expected returns on investment, risk assessment, operational priorities, regulatory requirements, environmental and social considerations, and long-term strategic objectives. Capital is allocated to projects that enhance manufacturing capability, strengthen product innovation, expand market presence, improve operational excellence, and create sustainable value for shareholders and society.



Short-Term Strategies (1-2 Years)

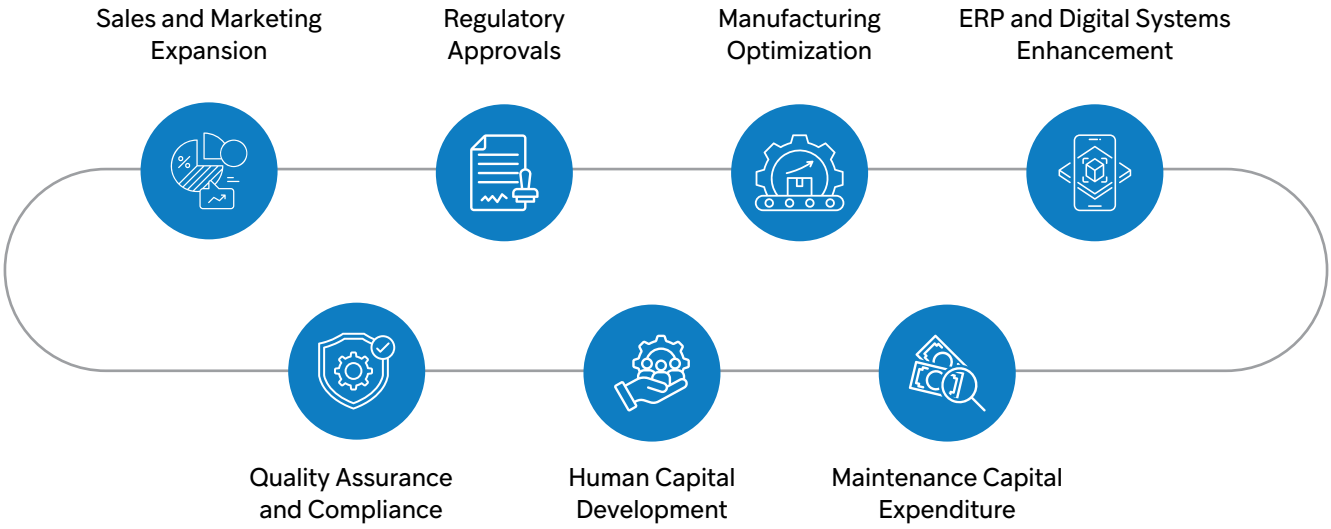
During the short-term planning horizon, the Company focuses on strengthening operational efficiency, maximizing existing manufacturing capacity, improving profitability, and enhancing market competitiveness.

Key Strategic Priorities

- Accelerate domestic market growth through wider physician engagement and expanded product availability.
- Increase export revenues.
- Optimize production planning to improve manufacturing efficiency and reduce production costs.
- Enhance inventory management through advanced forecasting and digital supply chain monitoring.
- Continue investment in product quality, regulatory compliance, and pharmacovigilance.
- Strengthen cybersecurity and digital transformation initiatives across business functions.
- Increase employee capability through technical and leadership development programs.
- Maintain strong liquidity and financial discipline while ensuring sustainable dividend capacity.

Resource Allocation Focus

Resources during this period are primarily directed toward:



Medium-Term Strategies (3-5 Years)

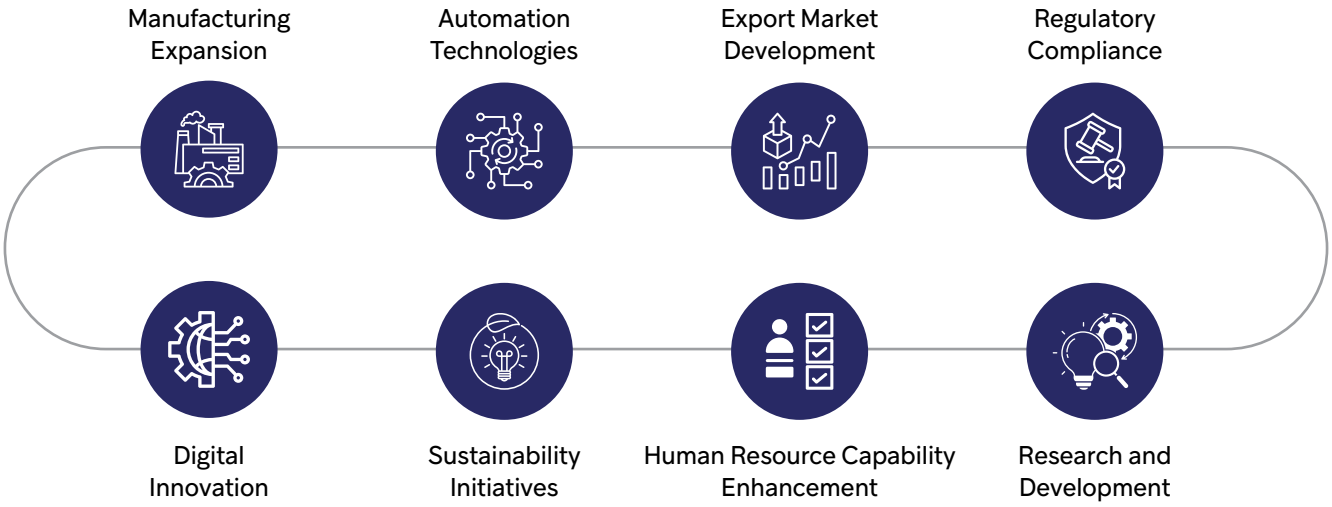
The medium-term strategy is designed to strengthen Beacon's competitive positioning by expanding product portfolios, increasing international presence, and investing in R&D and manufacturing excellence.

Key Strategic Priorities

- Expand the oncology, specialty, chronic, biotech, palliative and other general pharmaceutical portfolio.
- Increase exports to more markets through compliance with international regulatory standards.
- Develop additional high-value generic medicines and complex formulations.
- Invest in advanced manufacturing technologies, and automation.
- Strengthening research and development capabilities to accelerate product launches.
- Enhance supply chain resilience through supplier diversification and strategic sourcing.
- Increase operational resilience through enterprise risk management integration.
- Strengthen corporate governance and sustainability reporting in line with international best practices.

Resource Allocation Focus

Medium-term strategies are directed toward:



Long-Term Strategies (Beyond 5 Years)

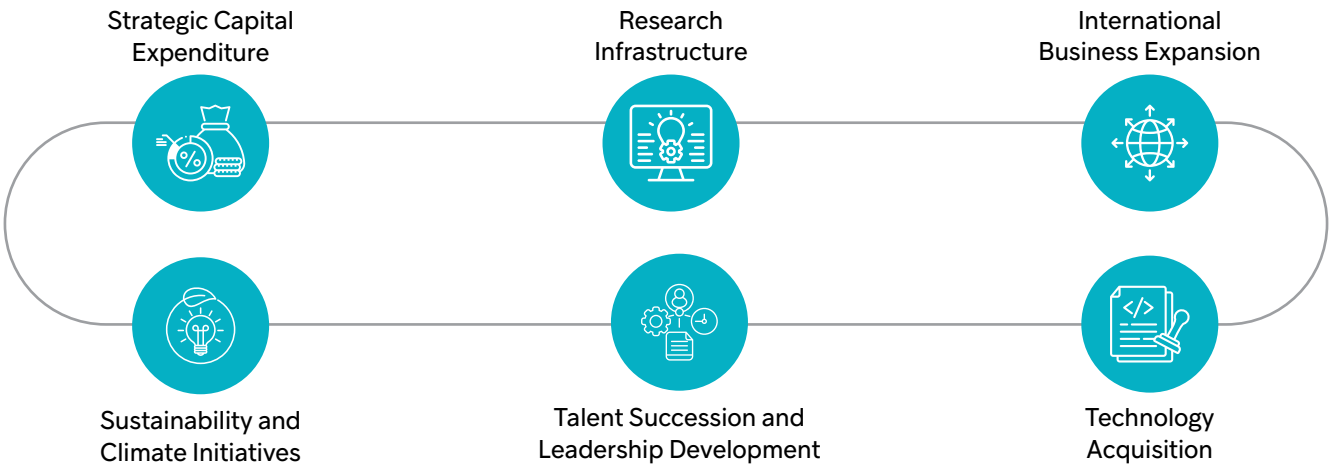
The Company's long-term strategy is focused on building a strong and competitive pharmaceutical business with sustainable growth, operational excellence and responsible business practices. Through disciplined execution, continuous improvement, efficient resource utilization and a commitment to quality, the Company aims to strengthen its market position, expand its product portfolio and create enduring value for patients, customers, shareholders and other stakeholders.

Key Strategic Priorities

- Establish Beacon as a leading supplier of oncology and specialty medicines.
- Achieve higher levels of manufacturing automation and digital integration.
- Create long-term shareholder value through sustainable earnings growth and prudent capital management.
- Maintain leadership in ethical business practices, corporate governance, and stakeholder trust.

Resource Allocation Focus

Long-term investments are directed toward:



Basis and Process of Resource Allocation

Beacon Pharmaceuticals PLC follows a structured capital allocation framework designed to maximize long-term shareholder value while maintaining financial resilience and operational flexibility.

Strategic Planning

Business units prepare annual strategic and operational plans aligned with the Company's long-term corporate strategy. Growth opportunities, market trends, competitive positioning, regulatory developments, and stakeholder expectations are evaluated during the planning process.

Capital Budgeting

Proposed investments are assessed using financial and strategic evaluation criteria, including expected return on investment, payback period, cash flow projections, risk analysis, strategic alignment, and sustainability impact. Significant capital expenditure proposals require review by Executive Management and approval by the Board of Directors.

Annual Budget Process

An integrated budgeting process allocates financial resources across business functions based on strategic priorities, operational requirements, anticipated market demand, and expected financial performance. Budgets are reviewed periodically to ensure responsiveness to changing business conditions.

Risk-Based Decision Making

Resource allocation incorporates enterprise risk management principles. Strategic investments are evaluated considering financial, operational, regulatory, environmental, technological, geopolitical, and market risks to ensure balanced decision-making.

Sustainability Integration

Environmental, Social, and Governance (ESG) considerations are incorporated into investment decisions. Projects that improve energy efficiency, environmental performance, employee wellbeing, product quality, and responsible business practices receive strategic priority where they support long-term value creation.

Performance Monitoring

Management regularly monitors the utilization of financial and operational resources through Key Performance Indicators (KPIs), balanced scorecards, budget variance analyses, and periodic management reviews. Corrective actions are implemented where necessary to enhance resource productivity and operational effectiveness.

Governance and Oversight

The Board of Directors provides overall oversight of strategic resource allocation. The Audit Committee, Executive Management, and relevant functional committees monitor financial discipline, investment performance, internal controls, and compliance with approved policies to ensure resources are utilized responsibly and efficiently.

ORGANIZATION STRATEGY ON MARKET & PRODUCT DEVELOPMENT

Building Sustainable Growth through Market Expansion and Operational Excellence

Beacon Pharmaceuticals PLC is committed to delivering sustainable growth by strengthening its market presence, expanding its product portfolio, enhancing customer value, and investing in R&D. The Company's strategic direction is built upon a clear understanding of changing healthcare needs, evolving disease patterns, technological advancement, regulatory developments, and increasing demand for affordable, high-quality medicines. Through a balanced approach to market and products development, Beacon seeks to reinforce its leadership in Bangladesh while accelerating its transformation into a leading recognized pharmaceutical company.

The Company's strategy is guided by a long-term vision of improving healthcare outcomes through scientific excellence, operational efficiency, responsible business practices, and continuous R&D. Rather than focusing solely on short-term financial performance, Beacon emphasizes sustainable value creation by investing in research and development, advanced manufacturing technologies, digital transformation, quality systems, human capital, and strategic partnerships. This integrated approach enables the Company to respond effectively to changing market dynamics while creating long-term value for patients, healthcare professionals, shareholders, employees, regulators, business partners, and society.

Market Development Strategy



Strengthening Leadership in the Domestic Market

Bangladesh's pharmaceutical sector continues to experience steady growth, driven by increasing healthcare awareness, rising income levels, expanding healthcare infrastructure, demographic changes, and greater access to medical services. Beacon Pharmaceuticals PLC seeks to capitalize on these opportunities by strengthening its position across key therapeutic segments while ensuring wider access to quality medicines throughout the country.

The Company continues to expand its nationwide distribution network to ensure the timely availability of products across hospitals, pharmacies, clinics, diagnostic centers, and healthcare institutions. By maintaining strong relationships with distributors, healthcare professionals, retailers, and institutional customers, Beacon enhances product availability and improves service quality across both urban and rural markets.

Customer-centricity remains a key element of the Company's market strategy. Beacon continuously evaluates prescribing trends, disease prevalence, physician preferences, patient expectations, and healthcare delivery patterns to develop targeted commercial initiatives. These market insights enable the Company to optimize product positioning, improve customer engagement, and identify emerging therapeutic opportunities.

Sales force effectiveness is continuously enhanced through structured training programs, digital sales tools, scientific communication, and performance management systems. These initiatives enable the Company's marketing and sales teams to provide accurate product information, strengthen relationships with healthcare professionals, and support responsible pharmaceutical promotion.

Expanding International Markets

International business remains a strategic growth pillar for Beacon Pharmaceuticals PLC. The Company has established a strong reputation as one of Bangladesh's leading pharmaceutical exporters and continues to expand its presence across Asia, Africa, Latin America, the Middle East, and other international markets.

Beacon's export strategy focuses on market diversification to reduce dependence on individual markets while creating sustainable long-term revenue streams. The Company actively evaluates new market opportunities based on regulatory attractiveness, healthcare demand, competitive landscape, reimbursement environments, and commercial feasibility.

Obtaining product registrations from international regulatory authorities remains a strategic priority. The Company continues to strengthen its regulatory affairs capabilities to ensure timely submissions, regulatory compliance, and successful market entry. Compliance with internationally recognized manufacturing standards further enhances Beacon's competitiveness in regulated and semi-regulated markets.

Strategic alliances with overseas distributors, local partners, healthcare institutions, and government procurement agencies enable Beacon to expand its global footprint while ensuring efficient market access and customer support.

Customer Relationship Development

Long-term business success depends on building trusted relationships with healthcare professionals, distributors, hospitals, pharmacists, patients, and regulatory authorities.

Beacon continuously strengthens stakeholder engagement through scientific education programs, product awareness initiatives, medical information services, technical support, customer feedback mechanisms, and digital communication platforms. These activities enhance customer satisfaction while reinforcing the Company's reputation for quality, reliability, and ethical business conduct.

The Company also emphasizes responsive customer service, timely order fulfilment, efficient logistics, and proactive issue resolution. Continuous monitoring of customer satisfaction enables management to identify improvement opportunities and enhance service delivery across the value chain.

Digital Transformation for Market Growth

Digital transformation has become an important enabler of commercial excellence. Beacon continues to invest in enterprise-wide digital technologies that improve decision-making, customer engagement, operational efficiency, and business intelligence.

Advanced Enterprise Resource Planning (ERP) systems, customer relationship management platforms, business analytics, sales automation tools, and digital reporting solutions enable management to monitor market performance, optimize inventory, improve forecasting accuracy, and enhance resource allocation.

Data-driven decision-making supports more effective market segmentation, product positioning, promotional planning, and sales execution. Digital capabilities also improve communication across business functions and strengthen collaboration with customers and business partners.

Product Development Strategy



Strategic Focus on Sustainable Growth and Product Development

Product development is a key element of Beacon Pharmaceuticals PLC's long-term growth strategy. The Company continues to invest in R&D to expand its portfolio of affordable, safe and effective medicines that address evolving healthcare needs in Bangladesh and international markets.

Particular focus is placed on complex formulations, specialty medicines, oncology products and other high-value therapeutic segments with general medicine, supporting portfolio expansion, stronger market positioning and sustainable growth.

Diversified Product Portfolio

Beacon maintains a diversified portfolio covering a broad range of therapeutic categories, reducing dependence on any single product segment while improving business resilience.

The Company continuously evaluates opportunities to introduce new generic medicines, specialty pharmaceuticals, oncology therapies and value-added formulations based on clinical needs, market demand, regulatory developments, and commercial viability.

Product lifecycle management plays an important role in maintaining portfolio competitiveness through formulation improvements, packaging innovations, line extensions, and product differentiation.

Research and Development Excellence

The Company's investment in research and development supports sustainable innovation and long-term competitiveness.

Research activities include formulation development, analytical method development, process optimization, technology transfer, stability studies, bioequivalence support, regulatory documentation, and product registration.

Modern laboratory infrastructure, advanced analytical equipment, experienced scientists, and robust quality systems enable Beacon to accelerate product development while ensuring compliance with national and international regulatory requirements.

Collaboration between research, manufacturing, quality assurance, regulatory affairs, procurement, and marketing functions enhances the efficiency of the product development process and reduces time-to-market for new products.

Manufacturing Excellence

World-class manufacturing capabilities remain a cornerstone of Beacon's product strategy.

The Company continuously invests in advanced manufacturing technologies, automation, process validation, digital monitoring systems, and modern production facilities to improve productivity, quality, operational efficiency, and regulatory compliance.

Manufacturing processes are designed to ensure product consistency, patient safety, and efficient resource utilization. Continuous improvement initiatives support higher productivity while reducing waste, energy consumption, and production costs.

Robust quality assurance and quality control systems ensure that every product meets stringent specifications before release to the market.

Quality and Regulatory Excellence

Maintaining the highest standards of quality is fundamental to Beacon's business strategy.

Quality is embedded throughout the product lifecycle-from research and development to procurement, manufacturing, packaging, distribution, and post-marketing surveillance.

The Company operates comprehensive quality management systems designed to comply with national regulatory requirements and internationally recognized Good Manufacturing Practices (GMP). Continuous monitoring, internal audits, supplier qualification, process validation, and risk-based quality management support product reliability and regulatory compliance.

Strong regulatory affairs capabilities enable timely product registrations, efficient management of regulatory submissions, and ongoing compliance with evolving pharmaceutical regulations across multiple jurisdictions.

Service Development Strategy

Beacon recognizes that sustainable competitive advantage extends beyond product quality. The Company continuously enhances its service capabilities to improve stakeholder experience and strengthen long-term relationships.

Customer support services include timely product availability, efficient distribution, scientific information, pharmacovigilance, technical assistance, complaint management, and responsive communication with healthcare professionals and business partners.

Continuous investment in supply chain optimization, warehouse management, inventory planning, and logistics infrastructure enables the Company to improve service reliability while maintaining product integrity throughout the distribution network.

Digital platforms further enhance customer engagement through improved communication, faster order processing, performance monitoring, and better information sharing.

Sustainability and Responsible Growth

Sustainability is integrated into Beacon's market and product development strategies. Environmental stewardship, responsible sourcing, ethical marketing, employee development, and community engagement are considered throughout business planning and operational decision-making.

The Company continues to invest in environmentally responsible technologies, resource efficiency, waste reduction, and climate resilience while maintaining high standards of corporate governance and regulatory compliance. Sustainable innovation enables Beacon to meet stakeholder expectations while supporting long-term business resilience.

Future Strategic Priorities

Looking ahead, Beacon Pharmaceuticals PLC will continue to strengthen its competitive position by expanding its presence in domestic and international markets, accelerating innovation, enhancing manufacturing capabilities, embracing digital technologies, and investing in scientific research. Strategic priorities include broadening the product portfolio, increasing exports, strengthening specialty and oncology and general products leadership, improving customer experience, and enhancing operational excellence.

The Company will also continue to build organizational capabilities through talent development, technology adoption, strategic partnerships, and continuous improvement initiatives. By aligning commercial growth with sustainability principles, robust governance, and patient-centric innovation, Beacon aims to deliver long-term value for shareholders while contributing to improved healthcare outcomes in Bangladesh and across global markets.

Through disciplined execution of these strategies, Beacon Pharmaceuticals PLC is well positioned to sustain profitable growth, reinforce its reputation as a trusted pharmaceutical manufacturer, and fulfil its mission of improving lives through high-quality, innovative, and affordable healthcare solutions.

FUTURE PROSPECTS AND OUTLOOK

Beacon Pharmaceuticals PLC enters the coming years with a clear focus on sustainable growth, operational excellence, market expansion and long-term value creation. The Company expects the pharmaceutical sector to continue benefiting from population growth, increasing healthcare awareness, rising demand for quality medicines, expansion of specialized therapies and gradual growth of the OTC market. At the same time, the business environment is expected to remain challenging due to inflation, foreign exchange volatility, higher input and financing costs, regulatory developments and global supply-chain uncertainties.

Based on its current strategic priorities, the Company is targeting revenue growth of approximately 10.0%-20.0% in the short to medium term, while seeking to maintain a sustainable gross margin of around 52.0%-55.0%. These figures are indicative management targets and will be reviewed in light of market conditions, input costs and business performance.



Short-Term Outlook

Over the next 12-24 months, the Company will prioritize strengthening its core domestic business, improving product availability, optimizing working capital and increasing manufacturing and distribution efficiency. The Company expects to increase revenue from approximately BDT 16,426 million to around BDT 20,000 million and more in the near term, subject to prevailing market conditions.

The Company also expects to improve capacity utilization through better production planning, product-mix optimization and improved utilization of existing manufacturing facilities. Continued focus on procurement efficiency and inventory management is expected to support margin protection and cash generation.

Digital transformation will remain an important enabler. The Company's investment in SAP S/4HANA and SAP ARIBA is expected to further strengthen procurement control, supplier management, transaction visibility and process automation.

Medium-Term Outlook

During mid-term, Beacon intends to strengthen its position in the domestic pharmaceutical market while accelerating export development. The Company aims to increase local and export sales over the medium term by 10.0% and more, supported by product registrations, regulatory approvals and market development in selected international markets.

The Company also expects to broaden its product portfolio, particularly in oncology, specialized therapeutic and different segments and OTC products. As an indicative target, the Company will introduce new products every year, subject to regulatory approval, commercial feasibility and market demand.

Investment in manufacturing, product development, technology and quality infrastructure will remain a strategic priority.

Long-Term Outlook

Over the longer term, Beacon aims to strengthen its position as a competitive pharmaceutical manufacturer with a broader international footprint. The Company's long-term ambition is to achieve annual revenue growth of approximately 10.0%-12.0%, increase export markets to more countries, and progressively increase the contribution of specialized and higher-value products to the overall portfolio. The Company also intends to strengthen its investment in research, product development, technology and human capital.

Key Opportunities and Uncertainties

Several factors may influence the Company's ability to achieve these objectives.

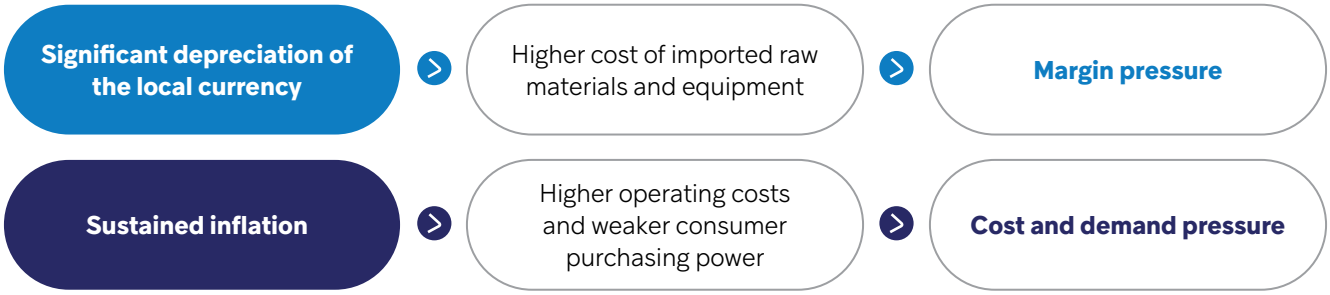
Opportunities

- Healthcare expenditure
- Demand for quality medicines
- OTC market expansion
- Export-market opportunities

Uncertainties

- Foreign exchange movements
- Imported raw-material prices
- Energy costs
- Inflation
- Interest rates
- Government policy changes
- Regulatory requirements
- Geopolitical developments
- Supply-chain disruptions

How Risks Could Affect the Business



Forward-Looking Perspective

Management remains cautiously optimistic about the Company's future prospects. The combination of a growing pharmaceutical market, an established domestic platform, expanding manufacturing capabilities, digital transformation, product development and international market opportunities provides a solid foundation for continued growth.

Immediate Priority

- Profitable revenue growth
- Stronger cash generation
- Improved operational efficiency

Medium & Long-Term Ambition

- Greater export exposure
- Stronger specialized-product capabilities
- Enhanced manufacturing competitiveness

RESPONSIBILITIES TOWARDS STAFF

Our People, Our Strength: A Workforce that Grew by 15.9% While Investment in Capability, Wellbeing and Leadership Continuity Rose Faster

At Beacon Pharmaceuticals PLC, people are central to the Company's ability to sustain operations, build capability and create long-term value. FY2025-26 marked a significant phase of organizational scaling: headcount reached 5,726 up 15.9%, while training hours rose faster at 26.8%, engagement increased by 8.0%, benefits expenditure grew 13.4% and succession coverage moved from 70.4% to 77.4%.

The combined picture is one of growth supported by continued investment in the systems that enable people to perform effectively and responsibly – capability, employee experience, workplace safeguards and leadership continuity.

Reporting basis: FY2025-26 covers 1 July 2025 to 30 June 2026; point-in-time workforce metrics are stated as at 30 June 2026. Data are drawn from HRIS, Talent Acquisition, EHS, Learning & Development, engagement and welfare, Payroll/Finance, Compliance and Succession Planning records.

Link to Stakeholders
Employees • Prospective employees • Trade bodies and regulators

Link to Capitals
Human • Social & Relationship

Link to SDGs



5,726	4.5 yrs	220,332	72.0%	99.9%	77.4%
(+15.9% YoY) Total employees	**(+0.5 yrs)** Average tenure	**(+26.8% YoY)** Training hours	**(+8% YoY)** Engagement score	**(Maintained)** Salary-band coverage	**(+7.0%)** Successor coverage

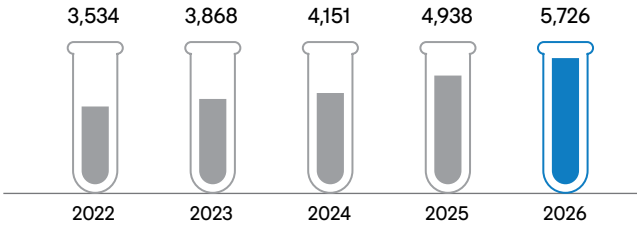
ATTRACT Talent & diversity | **DEVELOP** Capability & succession | **ENGAGE** Engagement & welfare | **REWARD** Compensation & benefits | **SUSTAIN** Safety, ethics & rights

Workforce Profile – Our People at a Glance

The workforce expanded by 788 employees to 5,726 as at 30 June 2026, supported by an exceptionally high permanent base of 5,720 employees (99.9%). Average tenure increased from 4.0 to 4.5 years, so organizational growth was accompanied by a stronger base of accumulated experience.

Total employees, FY2022–FY2026

+62.0% since FY2022



5,720
(99.9% of workforce)
Permanent employees

329
(+11.1% YoY)
Female employees

2,535
(44.3% of workforce)
Employees under 30

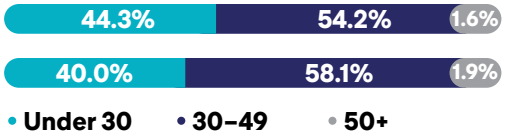
4,273
(+16.5% YoY)
Sales & Marketing employees

What the workforce mix indicates

A large, predominantly permanent base is combined with a young talent pool: 44.3% of employees are under 30, a sizeable future pipeline, while 54.2% aged 30–49 form a substantial core of experience. Growth in both manufacturing and sales & marketing shows that scaling followed the Company's principal operating and commercial needs.

Age profile

share of employees



Workforce indicator	FY2025-26	FY2024-25	Movement
Total employees	5,726	4,938	+15.9%
Permanent employees	5,720 (99.9%)	4,931 (99.9%)	+16.0%
Female employees	329 (5.7%)	296 (6.0%)	+11.1%
Employees under 30	2,535 (44.3%)	1,975 (40.0%)	+4.3%
Employees aged 30–49	3,102 (54.2%)	2,867 (58.1%)	-3.9%
Employees aged 50+	89 (1.6%)	96 (1.9%)	-0.4%
Average tenure	4.5 years	4.0 years	+0.5 years

Talent Pipeline – Acquisition and Diversity

Beacon recruited 1,331 employees (+3.9%). A 99.1% offer acceptance rate and 1,213 new hires remaining after 90 days (91.1% early retention) give a solid platform for converting hiring into workforce capacity. Recruitment is anchored in qualification, competence, experience, potential and organisational requirements; internal/referral hires rose 14.7% to 858, or 64.5% of new hires, showing that employees and their networks contribute increasingly to the talent pipeline.

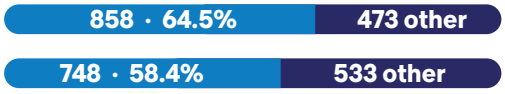
1,331
(+3.9% YoY)
New hires

99.1%
(+0.5%)
Offer acceptance

91.1%
(>9 in 10 retained)
90-day retention

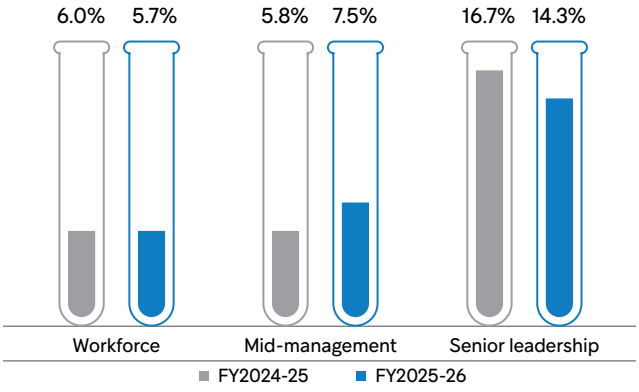
858
(+14.7% YoY)
Internal/referral hires

Internal/referral share of new hires



Female representation

FY2024-25 vs FY2025-26



Strengthening the leadership pipeline

Female headcount rose 11.1% to 329 and women in mid-management increased from 6 to 8, strengthening representation at that level, while the three women in senior leadership remain part of a growing leadership population – a constructive base for developing female talent as the workforce and leadership architecture expand.

Recruitment & diversity	FY2025-26	FY2024-25	Movement
New hires	1,331	1,281	+3.9%
Female hires	79 (5.9%)	73 (5.7%)	+8.2%
Internal/referral hires	858 (64.5%)	748 (58.4%)	+14.7%
Offer acceptance rate	99.1%	98.6%	+0.5%
90-day retention	91.1%	93.5%	>90% retained
Female workforce representation	5.7%	6.0%	-0.3%
Female mid-management	7.5%	5.8%	+1.7%
Female senior leadership	14.3%	16.7%	-2.4%

Capability Development – Learning and Skills

Training hours rose 26.8% to 220,332 – faster than the 15.9% growth in headcount – lifting average training per employee from 35.2 to 38.5 hours. Technical/cGMP learning and Quality & Regulatory Affairs together accounted for 65.5% of hours, reflecting the Company's operating priorities. Mandatory compliance completion reached 89.7% and L&D spend rose 7.0% to BDT 46 million.

38.5 hrs
(+9.4% YoY)
Training per employee

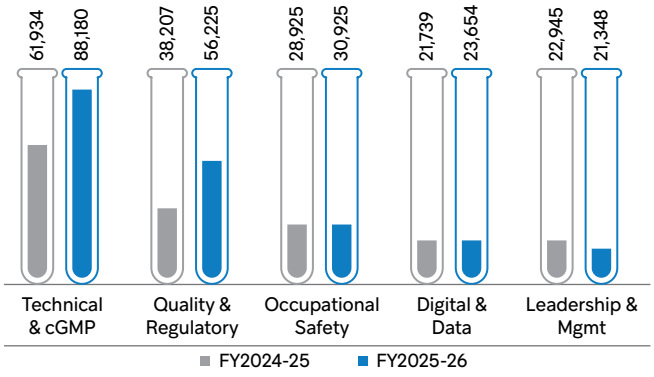
88,180 hrs
(40.0% of total)
Technical & cGMP

56,225 hrs
(25.5% of total)
Quality & Regulatory

858
(+14.7% YoY)
Internal promotions

Training hours by programme area

FY2024-25 vs FY2025-26



Capability indicator	FY2025-26	FY2024-25	Movement
Total training hours	220,332	173,750	+26.8%
Average hours / employee	38.5	35.2	+9.4%
Technical & cGMP hours	88,180	61,934	+42.4%
Quality & Regulatory hours	56,225	38,207	+47.2%
Leadership & Management hours	21,348	22,945	-7.0%
Digital & Data hours	23,654	21,739	+8.8%
Occupational Safety hours	30,925	28,925	+6.9%
Mandatory compliance completion	89.7%	87.2%	+2.5%
Internal promotions	858	748	+14.7%
L&D spend	BDT 46 Mn	BDT 43 Mn	+7.0%

Capability moving with business needs

The strongest growth came in Quality & Regulatory Affairs (+47.2%) and technical & cGMP learning (+42.4%), precisely where pharmaceutical operations depend on disciplined execution and technical knowledge. The increase to 858 internal promotions further links capability development with internal workforce mobility.

Safety and Wellbeing – Health and Safety

The Company recorded zero fatalities, and both exposure-adjusted frequency rates improved while total hours worked rose 15.9%: LTIFR fell from 1.00 to 0.78 per million hours and TRIR from 0.054 to 0.031 per 200,000 hours. Employee support included an on-site daycare facility; of 10 employees due to return from maternity leave during FY2025-26, 4 returned to work.

0
(Maintained)
Fatalities

0.78
(Down from 1.00)
LTIFR per million hours

0.031
(Down from 0.054)
TRIR per 200,000 hours

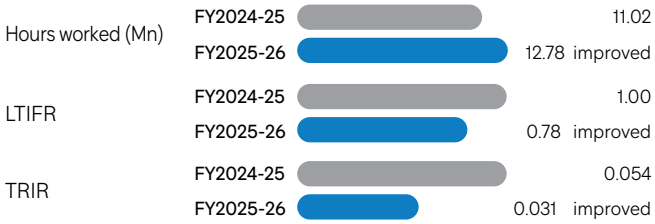
858 person
(+6.9% YoY)
Safety training

Safety performance in context

Safety strengthened on both principal frequency measures over a materially larger work-hour base; safety learning increased and all manufacturing sites maintained functioning OHS committees. The 66.7% within-target closure of corrective actions gives management a clear focus for strengthening close-out discipline.

Frequency rates on a larger work-hour base

each measure on its own scale



Health & safety indicator	FY2025-26	FY2024-25	Movement
Total hours worked	12,780,432	11,021,616	+15.9%
Fatalities	0	0	Maintained
Lost-time injuries	10	11	-9.1%
Recordable injuries	2	3	-33.3%
LTIFR	0.78	1.00	Improved
TRIR	0.031	0.054	Improved
Safety training hours	30,925	28,925	+6.9%
Corrective actions raised	15	17	-11.8%
Corrective actions closed in target	66.7%	100%	10 of 15
Sites with functioning OHS committee	1 of 1	1 of 1	100%



Day Care Facility

Employee Experience – Engagement and Welfare

Engagement rose from 64.0% to 72.0% (+8.0%), continuing an upward trend from 61.0% in FY2024-25. Welfare participation grew 26.7%, annual-leave utilisation rose 7.7% and flexible-work users increased 20.0%.

4,065

(+26.7% YoY)
Welfare participants

From employee voice to experience

Higher engagement came with more suggestions, greater welfare participation and higher leave utilisation.

Engagement & welfare	FY2025-26	FY2024-25	Movement
Medical/health support participants	110	100	+10.0%
Welfare programme participants	4,065	3,208	+26.7%
Annual leave utilisation	62.3%	54.6%	+7.7%
Parental leave return rate	100%	100%	5 of 5
Flexible-work users	300	250	+20.0%



Reward and Benefits – Fair Compensation

Formal salary bands covered 99.9% of employees; annual compensation review coverage rose to 86.1% and performance-linked reward to 27.6%. Revenue grew 31.0% against payroll growth of 23.8%, reducing payroll cost to 16.3% of revenue (FY2024-25: 17.2%), while employee benefits expenditure rose 13.4% to BDT 542 million.

99.9%
(Maintained)
Salary-band coverage

86.1%
(+2.1%)
Annual compensation review

27.6%
(+2.3%)
Performance-linked reward

16.3%
(Down from 17.2%)
Payroll cost/revenue

Reward discipline, rising investment

The formal pay architecture remained highly covered while benefits expenditure increased. Because revenue outpaced payroll, payroll cost intensity improved by 0.9 percentage points – stronger employee investment achieved alongside a more efficient payroll-to-revenue relationship.

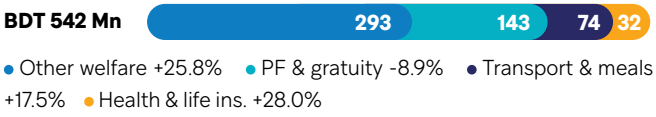
Revenue grew faster than payroll

FY2025-26 growth



Benefits expenditure by category

FY2025-26, BDT Mn



Compensation indicator	FY2025-26	FY2024-25	Movement
Salary-band coverage	99.9%	99.9%	Maintained
Annual compensation review	86.1%	84.1%	+2.1%
Performance-linked reward	27.6%	25.2%	+2.3%
Total payroll cost	BDT 2,673 Mn	BDT 2,159 Mn	+23.8%
Total company revenue	BDT 16,426 Mn	BDT 12,543 Mn	+31.0%
Payroll cost as % of revenue	16.3%	17.2%	-0.9%
Employee benefits expenditure	BDT 542 Mn	BDT 478 Mn	+13.4%

Ethics and Human Rights

The framework rests on clear behavioural expectations, awareness, dignity at work and accessible channels for raising concerns. All 5,726 employees were covered by the Code of Conduct, ethics and compliance training, the anti-harassment policy and a formal grievance mechanism. No ethics or conduct concerns were reported, and there were no confirmed cases of discrimination, harassment, or child or forced labour

100%

(All employees)
Code, training, anti-harassment and grievance coverage

5,726

(5,726 / 5,726)
Employees covered by every safeguard

0

(FY2025-26)
Ethics/conduct concerns reported

0

(FY2025-26)
Confirmed discrimination, harassment, child or forced labour cases

A broad preventive framework

Universal policy and training coverage, full access to grievance mechanisms and zero reported or confirmed cases provide a clear foundation for maintaining a respectful and accountable workplace.

Responsible workplace framework



Responsible workplace	FY2025-26 count	Coverage	Context
Code of Conduct acknowledgement	5,726 / 5,726	100%	Full coverage
Ethics & compliance training	5,726 / 5,726	100%	Full completion
Anti-harassment policy coverage	5,726 / 5,726	100%	Full coverage
Formal grievance mechanism access	5,726 / 5,726	100%	Full access
Ethics/conduct concerns reported	0	0	None reported
Confirmed discrimination/ harassment	0	0	None confirmed
Confirmed child/ forced labour	0	0	None confirmed

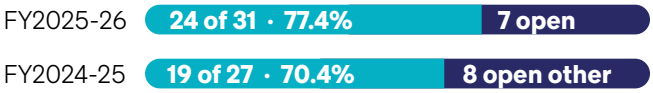
Leadership Continuity – Succession Planning

Beacon expanded the population of roles classified as critical and deepened its successor pool. Critical roles increased from 27 to 31 and roles with an identified successor from 19 to 24, lifting succession coverage from 70.4% to 77.4%. Successors assessed as ready now rose from 10 to 13, and those ready in one to three years from 9 to 11.

31
(+14.8% YoY)
Critical roles identified

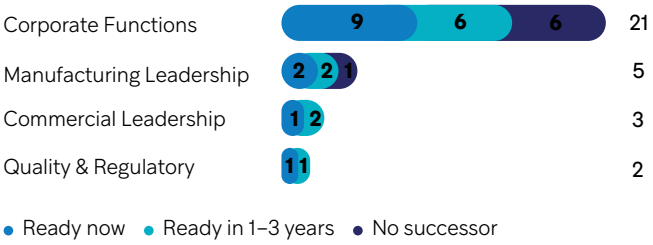
24
(+26.3% YoY)
Roles with an identified successor

Succession coverage of critical roles



Readiness by function

FY2025-26, number of critical roles



13
(+30.0% YoY)
Ready-now successors

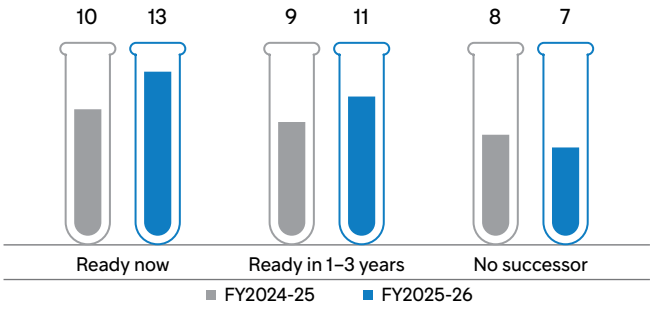
7
(Down from 8)
Roles with no successor

Building depth, not only replacement

13 successors are ready now and 11 within one to three years, together covering 24 of the 31 critical roles. The seven roles without an identified successor define a focused talent-development agenda, with Corporate Functions carrying six of them.

Succession readiness

FY2024-25 vs FY2025-26, number of critical roles



Succession indicator	FY2025-26	FY2024-25	Movement
Critical roles identified	31	27	+14.8%
Roles with an identified successor	24	19	+26.3%
Succession coverage	77.4%	70.4%	+7.0%
Successors rated 'ready now'	13	10	+30.0%
Successors rated 'ready in 1–3 years'	11	9	+22.2%
Roles with no identified successor	7	8	-12.5%

Management Perspective

From Workforce Growth to Organizational Strength

The most important message is not any single metric, but the way the measures move together: a workforce that expanded rapidly while the systems supporting capability, employee experience, responsible employment and leadership continuity grew stronger.

Scale with Structure	Invest Ahead of Growth	Strengthen the Experience	Balance Investment and Efficiency	Build Future Leadership
Headcount +15.9% to 5,726 with 99.9% permanent employment; average tenure +0.5 years supports continuity during expansion.	Training hours +26.8%, faster than headcount; technical/cGMP and quality & regulatory learning made up 65.5% of hours.	Engagement +8.0% to 72.0%; welfare participation +26.7%; leave utilisation +7.7%; flexible work +20.0%.	Benefits +13.4% to BDT 542 Mn, while payroll cost fell from 17.2% to 16.3% of revenue.	Succession coverage 70.4% to 77.4%; ready-now successors 10 to 13; roles without a successor 8 to 7.





CONTRIBUTION TO THE NATIONAL ECONOMY

Contribution to the National Economy **FY2025-26**

Beacon Pharmaceuticals PLC contributes to the economy of Bangladesh through the taxes, duties and levies it pays and collects on behalf of the government, and through the value it creates for employees, suppliers, patients, shareholders and communities. This section presents that contribution for the year ended 30 June 2026, with comparatives for FY2024-25.

Snapshot of 2025-26

Net sales revenue
BDT **16,426** Mn
▲ 31.0% vs FY2024-25

Profit after tax
BDT **1,942** Mn
▲ 105.2% vs FY2024-25

Gross value added
BDT **8,894** Mn
▲ 32.7% vs FY2024-25

Paid to National Exchequer
BDT **3,011** Mn
▲ 34.5% vs FY2024-25

Export revenue
BDT **1,747** Mn
▲ 793.4% vs FY2024-25

Contribution to the National Exchequer

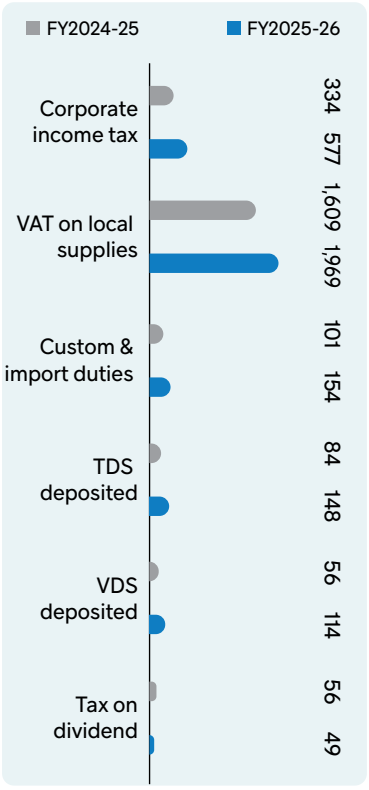
Taxes, duties and levies paid and deposited during the year rose by BDT 772 million to BDT 3,011 million -18.3% of net sales revenue - driven by higher corporate tax on a 105.2% rise in profit after tax and VAT on a 31.0% larger sales base.

Direct Tax
577 BDT Mn
Corporate income tax on the year's profits, up 72.6% on FY2024-25.

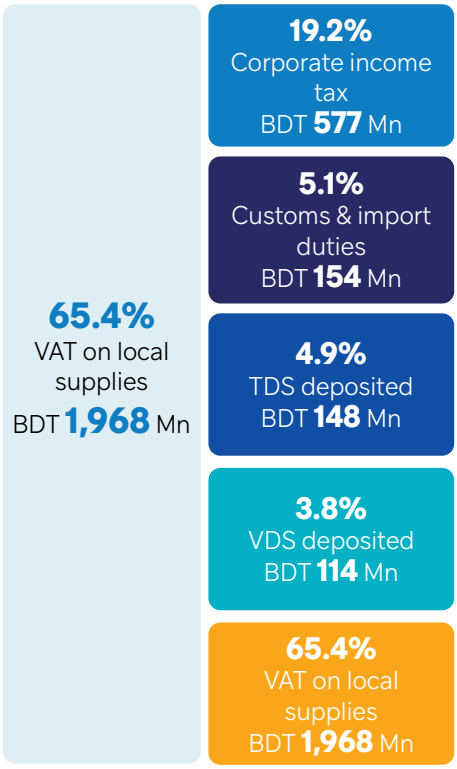
Indirect Taxes
2,123 BDT Mn
VAT on local supplies and customs & import-stage duties collected and deposited.

Withheld & Deposited
311 BDT Mn
TDS and VDS deducted at source and tax on dividends deposited with the Government.

Exchequer contribution by component (BDT Mn)



Composition of FY2025-26 contribution



Tile size proportional to share of BDT **3,011** Mn.

Snapshot of FY2025-26

Employees at year-end
5,726
▲ 788 net new jobs

CSR spending
BDT **29** Mn
▲ 38.1% vs FY2024-25

0.014%
Share of national GDP
(0.012% in FY2024-25)

Particulars (BDT million)	FY2025-26	FY2024-25	Change
Corporate income tax	577	334	243
VAT on local supplies	1,969	1,609	360
Customs & import-stage duties	154	101	53
TDS deducted & deposited	148	84	64
VDS deducted & deposited	114	56	58
Tax on dividend	49	56	(7)
Total contribution	**3,011**	**2,239**	**771**
As % of net sales revenue	**18.3%**	**17.8%**	**+0.48%**

Amounts include taxes borne by the Company and taxes collected and deposited on behalf of the Government. Percentages are computed on net sales revenue of BDT 16,426 million (FY2024-25: BDT 12,543 million). All figures are taken from the audited financial statements for the year ended 30 June 2026 and are consistent with the Statement of Value Added.

Contribution to the Economy

Beyond taxes, Beacon adds value to the economy through the wages it pays, the suppliers it sustains, the export earnings it brings to Bangladesh and the community programs it funds. Gross value added is consistent with the Statement of Value Added.

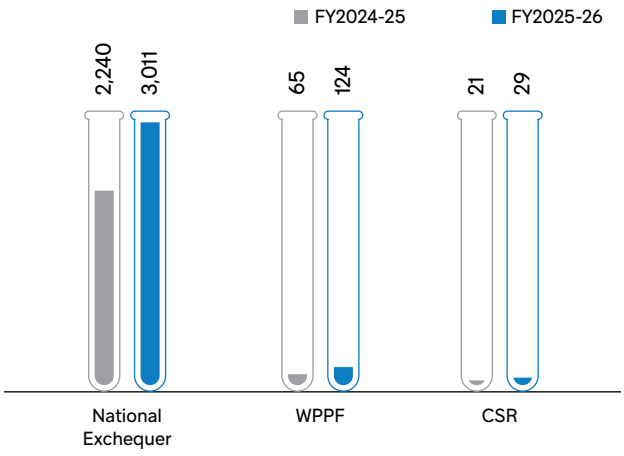
Gross value added
8,894 BDT Mn
▲ 32.7% vs FY2024-25

Total employees at year-end
5,726
▲ 788 net new jobs

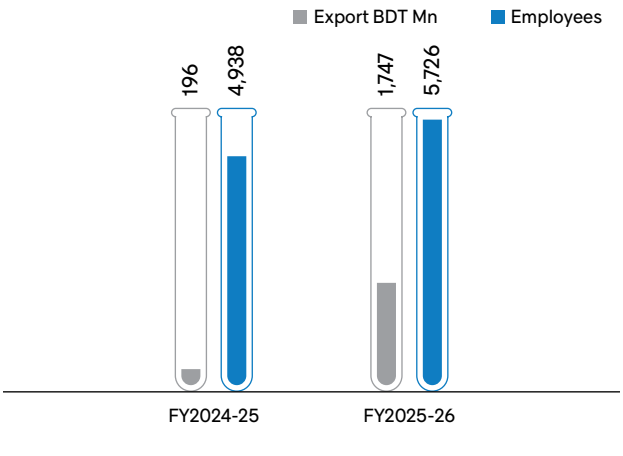
Export revenue
1,747 BDT Mn
▲ 10.6% of net sales (1.6%)

Export markets
135+ countries
▲ 130+ in FY2024-25

Value distributed to stakeholders (BDT Mn)



Exports and employment



Key Economic Indicators	FY2025-26	FY2024-25	Change
Gross value added (BDT Mn)	8,894	6,703	2,191
Contribution to national GDP	0.014%	0.012%	+0.002%
Export revenue (BDT Mn)	1,747	196	1,551
Exports as % of net sales	10.6%	1.6%	+9.0%
Total employees at year-end	**5,726**	**4,938**	**788**
WPPF allocation (BDT Mn)	124	65	59
Payments to suppliers and others (BDT Mn)	11,974	9,658	2,316
CSR (BDT Mn)	29	21	8

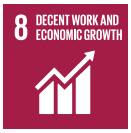
Contribution to GDP

Beacon's GDP contribution is measured as its gross value added as a share of Bangladesh's GDP at current market prices.

GDP contribution (%) = Gross value added by Beacon ÷ National GDP at current prices × 100

Gross value added of BDT 8,894 million against national GDP of BDT 61,202,094 million (provisional) represents 0.014% of GDP in FY2025-26, compared with BDT 6,703 million against national GDP of BDT 55,150,262 million, or 0.012%, in FY2024-25.

Alignment with the Sustainable Development Goals

SDG	How Beacon contributes
 Good health and well-being	Affordable, locally produced oncology, cardiovascular and essential medicines
 Decent work and economic growth	788 net new jobs, fair wages, WPPF of BDT 124 million and export earnings of BDT 1,747 million
 Industry, innovation and infrastructure	High-tech manufacturing and R&D at Bhaluka
 Partnerships for the goals	BDT 3,011 million paid to the National Exchequer to fund public services

IT SYSTEMS AND CONTROLS STRATEGY

Cybersecurity and Information Security Oversight

Cybersecurity and information security form an integral part of Beacon Pharmaceuticals PLC's overall risk management and internal control framework. The Company recognizes that the increasing use of digital technologies, enterprise systems, electronic data and interconnected business processes exposes the organization to cybersecurity risks, including unauthorized access, data loss, system disruption, malware, phishing, cyber fraud and other information security threats.

The Board of Directors provides overall oversight of significant enterprise risks, including risks arising from information technology and cybersecurity. Cybersecurity risks are considered within the Company's broader risk management and internal control framework, with appropriate matters escalated to the Board and relevant Board-level committees based on their significance and potential impact on business operations, financial reporting, regulatory compliance and stakeholder information.

Board and Management Engagement

Management is responsible for implementing appropriate cybersecurity and information security controls and for ensuring that identified technology-related risks are appropriately assessed, mitigated and monitored. Management periodically reviews significant information security risks, control effectiveness, system vulnerabilities and emerging cyber threats and communicates material matters to the appropriate level of governance.

The Board engages with management on cybersecurity matters through the Company's established governance and risk oversight mechanisms. Significant cybersecurity incidents, material control weaknesses, major system-related risks and matters requiring strategic intervention are subject to appropriate escalation and oversight.

Cybersecurity within the Internal Control Framework

Cybersecurity controls are integrated with the Company's broader internal control environment and support the reliability, integrity and availability of information and business systems. Key control areas include:

- Access controls and user authentication to restrict unauthorized access to systems and information;
- Segregation of duties to reduce the risk of unauthorized transactions;
- Periodic review of user access rights and system privileges;
- Data backup and recovery mechanisms to support business continuity;
- System monitoring and logging to identify unusual or unauthorized activities;
- Controls over system changes, updates and implementation of information technology solutions;
- Protection of confidential and commercially sensitive information;
- Employee awareness regarding information security, phishing, password management and responsible use of information systems; and
- Incident identification, escalation, response and recovery procedures.

Cyber Risk Assessment and Monitoring

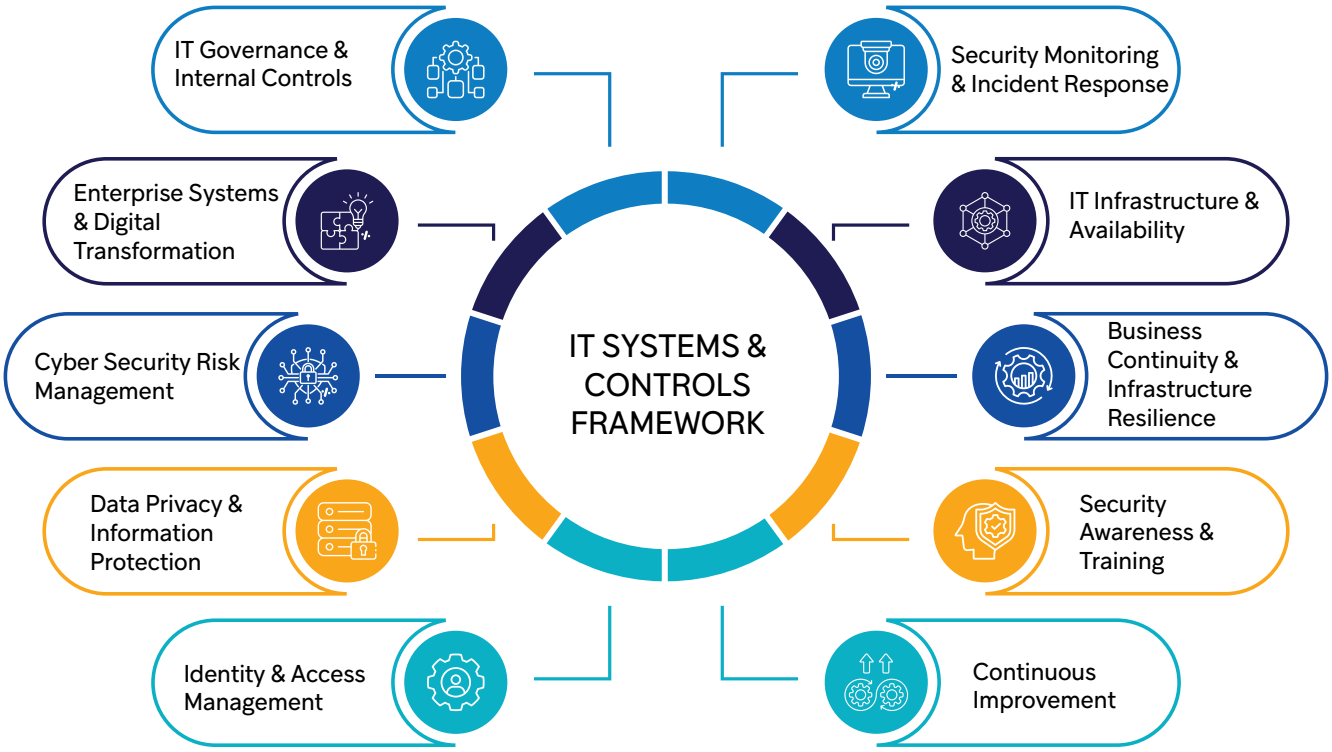
Cybersecurity risks are assessed as part of the Company's risk identification and assessment processes. Management considers the potential impact of cyber threats on operational continuity, financial information, confidential data, regulatory compliance and the Company's reputation.

The effectiveness of relevant information security controls is monitored through management review, system controls, internal control activities and, where appropriate, internal audit or other assurance processes. Identified weaknesses or incidents are evaluated and appropriate corrective actions are undertaken.

IT Systems and Controls Including Data Privacy and Cyber Security

Beacon Pharmaceuticals PLC continues to enhance its Information Technology (IT) systems and internal control framework to support secure, resilient, and efficient business operations. As the company advances its digital transformation initiatives, it increasingly leverages integrated enterprise systems, automation, and modern technology infrastructure to improve operational

efficiency, data integrity, and decision-making. Recognizing the growing cyber threat landscape, Beacon remains committed to strengthening its cyber security, data privacy, and information governance practices through robust controls that protect critical information assets, support business continuity, ensure regulatory compliance, and reinforce the confidence of customers, business partners, employees, and shareholders.



IT Governance & Internal Controls

Beacon Pharmaceuticals PLC maintains a comprehensive IT governance framework to ensure that technology investments align with business objectives while effectively managing operational and cyber risks. The framework is supported by well-defined IT policies, standard operating procedures, internal controls, risk assessments, and periodic management reviews. Governance mechanisms promote accountability, regulatory compliance, segregation of duties, and continuous improvement, enabling the Company to maintain a secure, reliable, and resilient technology environment.

Enterprise Systems & Digital Transformation

The Company continues to strengthen its digital transformation journey by leveraging integrated enterprise applications, including SAP, to support Financial Accounting and Controlling (FICO) and Supply Chain Management (SCM), Procurement, Production Planning (PP) and Quality Management (QM) and Sales and Distribution (SD) .These integrated platforms provide centralized data management, automate business processes, improve operational efficiency, enhance decision-making through real-time information, reporting and support sustainable business growth while maintaining data accuracy and operational transparency.

Cyber Security Risk Management

Cyber security remains a strategic priority as the global threat landscape continues to evolve. Beacon adopts a defense-in-depth approach by implementing multiple layers of security controls, including network security, endpoint protection, firewalls, vulnerability management, secure system configuration, centralized identity and authentication services, continuous security monitoring, and timely security patching. The Company also performs periodic security assessments and continuously reviews its security controls to address emerging cyber threats and evolving business requirements. These measures help strengthen cyber resilience, protect critical information assets, support business continuity, ensure regulatory compliance, and minimize the likelihood and impact of cyber security incidents.

Data Privacy & Information Protection

Protecting personal, confidential, and business-critical information is fundamental to the Company's operations. Beacon implements appropriate technical and administrative controls to safeguard the confidentiality, integrity, and availability of information assets throughout their lifecycle. Access to information is granted based on business requirements and the principle of least privilege, while multi-factor authentication, secure authentication, device encryption, periodic access reviews, controlled information handling, backup procedures, and data protection measures help safeguard sensitive corporate and stakeholder information against unauthorized access, loss, alteration, or disclosure.

Identity & Access Management

Beacon maintains robust Identity and Access Management (IAM) practices to ensure that only authorized personnel can access business-critical systems and information. User access rights are assigned according to job responsibilities and are subject to periodic review and approval. Privileged accounts are managed under enhanced security controls, while authentication mechanisms and access monitoring reduce the risk of unauthorized access and strengthen overall information security.

Security Monitoring & Incident Response

The Company continuously monitors its technology environment to identify potential security threats and operational anomalies. Security events are analyzed through centralized logging and monitoring processes, enabling timely detection, investigation, and response to potential cyber incidents. Established incident response procedures support effective containment, recovery, and post-incident analysis, contributing to continuous improvement of the Company's cyber security posture.

IT Infrastructure & Availability

Beacon maintains a robust and resilient IT infrastructure to support business-critical operations across corporate Head Office, Factory sites, and Depot locations. The Company continuously monitors the performance, capacity, and availability of its servers, networks, storage, and communication systems to ensure reliable and uninterrupted IT services. Infrastructure redundancy, preventive maintenance, timely technology upgrades, and capacity planning help enhance operational efficiency, improve system reliability, and minimize the risk of service disruptions.

Business Continuity & Infrastructure Resilience

Beacon recognizes the importance of maintaining uninterrupted business operations and has implemented Business Continuity measures to support the availability and resilience of critical IT services. Regular data backups, infrastructure redundancy, preventive maintenance, and documented business continuity procedures help minimize operational disruption and enable the timely restoration of essential systems following hardware failures, cyber incidents, power outages, or other unforeseen events.

Security Awareness & Employee Responsibility

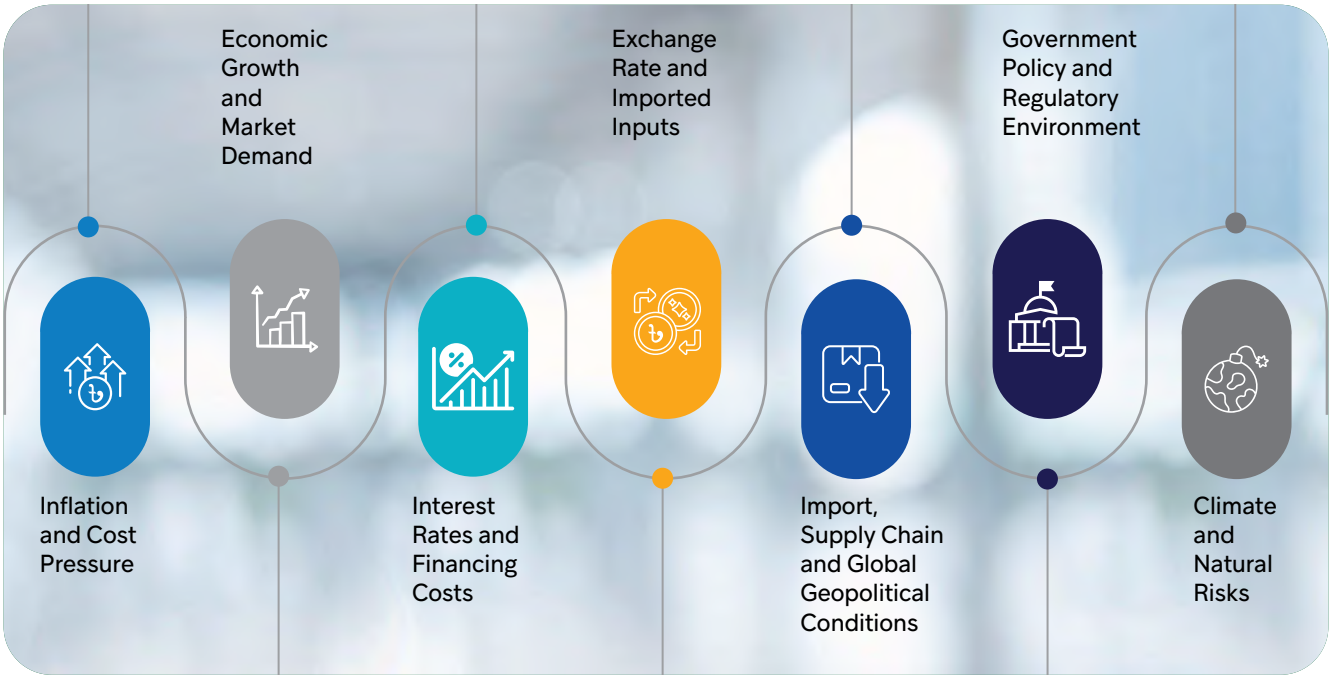
Employees play a critical role in protecting the Company's information assets. Beacon promotes a culture of cyber security awareness through regular training programs, phishing awareness campaigns, policy communication, and user guidance. These initiatives improve employees' understanding of cyber threats, encourage responsible use of technology resources, and strengthen the Company's overall cyber resilience by enabling early identification and reporting of potential security incidents.

Continuous Improvement

Recognizing the rapidly evolving technology and cyber threat landscape, Beacon remains committed to continuously enhancing its IT infrastructure, cyber security capabilities, governance practices, and data protection framework. The Company regularly reviews emerging technologies, industry best practices, and evolving regulatory requirements to strengthen its security posture, improve operational resilience, and support sustainable business growth while maintaining stakeholder confidence.

EXTERNAL FACTORS AFFECTING PERFORMANCE

During the FY2025–26, Beacon Pharmaceuticals PLC operated in a challenging and evolving economic environment. Persistent inflation, elevated interest rates, exchange-rate movements, changes in import conditions, geopolitical uncertainties and climate-related disruptions influenced the Company's cost structure, working-capital requirements, supply-chain continuity and market environment. Despite these challenges, the Company remained focused on operational efficiency, prudent resource utilization, product availability and sustainable business growth.



Inflation and Cost Pressure

Inflation remained one of the most significant external factors affecting the Company's operations. According to the Bangladesh Bureau of Statistics (BBS), inflation remained elevated during the year, following average inflation of approximately 10.0% in FY2024-25. The IMF estimated average inflation at around 8.9%for FY2025-26, while the World Bank estimated it at approximately 8.5%.

For Beacon, elevated inflationary pressure affected the cost of APIs, pharmaceutical raw materials, packaging materials, utilities, transportation, employee-related expenses and other operating inputs. As the pharmaceutical industry requires a consistent supply of quality-assured materials, the Company could not compromise product quality or regulatory compliance in response to cost pressures.

The Company therefore continued to emphasize procurement efficiency, supplier management, inventory optimization, production efficiency and cost discipline.

Economic Growth and Market Demand

The IMF reported that Bangladesh's real GDP growth slowed to approximately 3.7% in FY2024-25, while the World Bank estimated FY2025-26 growth at around 3.9%. The relatively slower economic growth affected consumer purchasing power, private investment and overall business confidence.

For Beacon, changes in household purchasing power and healthcare spending can influence demand across therapeutic categories and sales channels. At the same time, healthcare remains an essential sector, and the

underlying need for quality and affordable medicines provides resilience to the pharmaceutical market.

The Company continued to strengthen its product portfolio, distribution network and market reach to respond to changing demand. Its focus on manufacturing capabilities, product availability and market development enabled Beacon to remain responsive to evolving healthcare needs.

Interest Rates and Financing Costs

The Bangladesh Bank maintained a relatively tight monetary policy stance during the year, with the policy repo rate at 10.0% during the first half of FY2025–26. In this environment, lending rates charged by commercial and state-owned banks generally remained higher, ranging approximately between 12.5% and 13.5%. The elevated cost of borrowing increased financing and working-capital costs across the economy, making efficient cash-flow management and prudent utilization of financial resources increasingly important for businesses.

For Beacon, higher financing costs increased the importance of efficient working-capital management and disciplined cash-flow planning. The Company continued to focus on optimizing inventory levels, improving receivables management, strengthening cash-flow discipline and ensuring efficient utilization of financial resources.

Exchange Rate and Imported Inputs

Exchange-rate movements remained particularly relevant to Beacon because the pharmaceutical manufacturing process depends on imported APIs, specialized raw materials, packaging materials, laboratory inputs, machinery and technical equipment.

According to Bangladesh Bank, Bangladesh's gross foreign-exchange reserves increased from approximately USD 31.77 billion at June 2025 to USD 37.58 billion at June 2026. The improvement in reserves provided greater stability to the external sector; however, exchange-rate movements continued to influence the local-currency cost of imported materials.

Import, Supply Chain and Global Geopolitical Conditions

Global geopolitical tensions, disruptions in shipping routes, commodity-price volatility and changes in international trade conditions continued to create uncertainty in global supply chains. The IMF and World Bank identified geopolitical developments, commodity prices and external-sector conditions as important risks to Bangladesh's economic outlook.

For Beacon, these risks are particularly important because uninterrupted access to APIs and other specialized pharmaceutical inputs is essential for maintaining production and product availability. Delays in international shipment or increases in freight and procurement costs can affect production lead times and cost structures.

The Company continued to strengthen supply-chain resilience through supplier diversification, procurement planning, inventory management and enhanced procurement visibility. The implementation of SAP ARIBA also supported greater transparency and efficiency across procurement activities.

Government Policy and Regulatory Environment

Changes in government policies relating to taxation, customs duties, import procedures, pharmaceutical regulation, energy pricing and foreign-exchange management continued to influence the operating environment.

As a highly regulated pharmaceutical manufacturer, Beacon closely monitors changes in Bangladesh's pharmaceutical, tax, VAT, customs and corporate regulatory frameworks. The Company continued to strengthen regulatory compliance, internal controls and governance processes to ensure that changes in the external environment were appropriately addressed without compromising product quality or regulatory standards.

Climate and Natural Risks

Bangladesh's exposure to flooding, waterlogging, extreme rainfall and heatwaves represents an additional external risk to business continuity. Such events can disrupt transportation, logistics, utilities and the movement of raw materials and finished products.

For Beacon, maintaining uninterrupted production and distribution is particularly important because medicines are essential products. The Company therefore continues to consider physical climate risks and supply-chain resilience within its broader risk-management and sustainability framework, with emphasis on business continuity and operational preparedness.

Key External Indicators and Their Impact on Beacon

External Factor	Bangladesh Context	Impact on Beacon
Inflation	8.5%–8.9% estimated FY2025–26	Higher input, utility and logistics costs FY2025–26
GDP Growth	3.9% World Bank estimate	Slower economic activity and pressure on purchasing power FY2025–26
Interest Rate	Repo rate 10.0% and bank rate from 12.5 to 13.5 %	Higher financing and working-capital costs
Exchange Rate	Continued FX movement	Higher BDT cost of imported APIs and materials
FX Reserves	USD 37.58 Bn at June 2026	Improved external liquidity but continued FX sensitivity
Global Supply Chain	Geopolitical and shipping uncertainties	Potential delays and higher freight/procurement costs
Government Policy	Ongoing tax, customs and regulatory changes	Compliance and cost implications
Climate Risks	Flooding, waterlogging, heat and extreme rainfall	Potential disruption to logistics and operations

Overall, Beacon's performance during the FY2025-26 should therefore be viewed in the context of a challenging external environment. The Company's continued emphasis on operational efficiency, disciplined financial management, procurement transformation, supply-chain resilience and manufacturing capability enabled it to respond to these external pressures while pursuing its long-term strategic objectives.

1st Time in Bangladesh

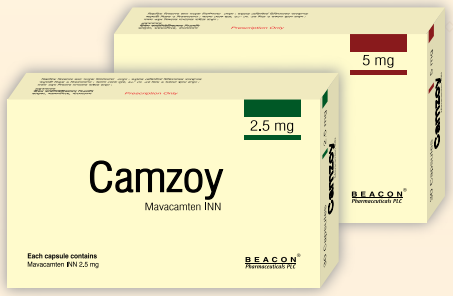
First-in-class cardiac myosin inhibitor

First & Only FDA Approved Treatment of oHCM

Camzoy

(Mavacamten) 2.5 & 5 mg Capsules

Supports oHCM patient everyday every step of the way



- **First and only FDA** approved **Disease specific** medication for **Obstructive HCM**
- First-in-class cardiac myosin inhibitor

BEACON
Chronic Care

CHAIRMAN'S REVIEW OF BOARD PERFORMANCE AND EFFECTIVENESS



The Board provided effective leadership, strategic oversight and sound governance, supporting Beacon's sustainable growth, resilience and long-term value creation.

The Board of Directors of Beacon Pharmaceuticals PLC remained firmly committed to providing effective leadership, strategic direction and sound governance throughout the year. The Board continued to focus on sustainable business growth, operational excellence, financial resilience, regulatory compliance and long-term value creation for shareholders and other stakeholders.

During the year, the Board regularly reviewed the Company's business performance, financial position, operational progress, risk profile and strategic priorities. Through constructive deliberations and timely decision-making, the Board provided guidance to management on key business matters, including business expansion, production and supply chain efficiency, market development, investment decisions, financial management, regulatory compliance and risk mitigation. The Board also closely monitored the Company's performance against approved business plans and strategic objectives.

The effectiveness of the Board was further supported by the active participation of the Independent Directors and the effective functioning of the Board Committees. The Audit Committee, Nomination and Remuneration Committee, CSR and Sustainability Committee and other relevant governance mechanisms assisted the Board in exercising appropriate oversight over financial reporting, internal control, risk management, compliance, remuneration and other matters within their respective mandates. The Board maintained regular engagement with senior management to ensure that strategic decisions were appropriately implemented and monitored.

The Board also remained focused on maintaining high standards of corporate governance, ethical conduct, transparency and accountability. It continued to oversee the effectiveness of the Company's internal control and risk management framework and ensured that material matters were appropriately identified, evaluated and addressed. The Board considered the interests of shareholders, employees, customers, healthcare professionals, suppliers, regulators, communities and other stakeholders while making strategic and operational decisions.

The Board believes that its collective experience, professional expertise, diversity of perspectives and active engagement have contributed significantly to the Company's progress during the year. The Board members discharged their fiduciary responsibilities with due care, diligence and integrity and maintained a clear focus on the Company's long-term objectives.

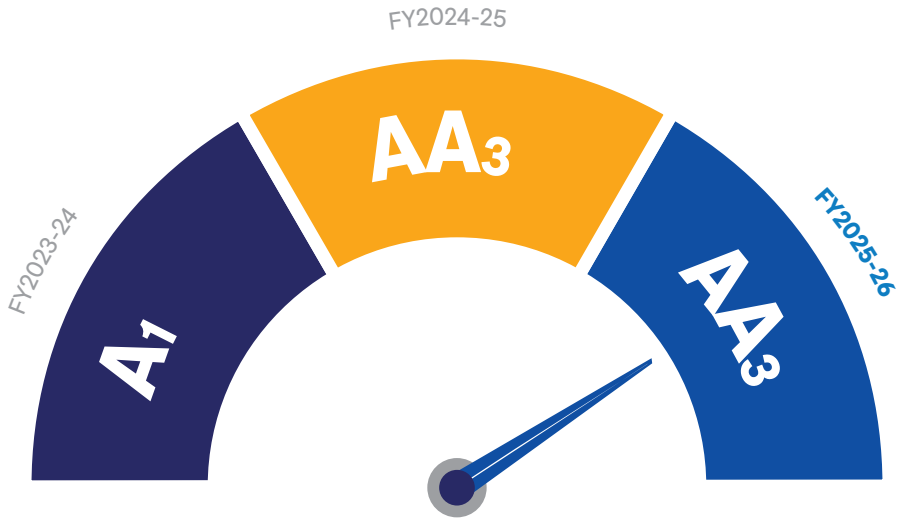
Overall, the Board is satisfied that it effectively fulfilled its responsibilities during the year and provided appropriate oversight and strategic guidance to management. The Board will continue to strengthen its effectiveness, governance practices, risk oversight and strategic capabilities to support Beacon Pharmaceuticals PLC in achieving sustainable growth, enhancing stakeholder confidence and creating long-term value for shareholders.

Nurun Nahar Karim

Nurun Nahar Karim
Chairman

CREDIT RATING REPORT ANALYSIS

Based on the Credit Rating Report of Beacon Pharmaceuticals PLC (Rating Date: 19 November 2025, Validity: 30 November 2026), the following summary addresses the requested areas:



Particulars	FY25-26	FY24-25	FY23-24	FY22-23
Entity Rating	AA_3	AA_3	A_1	A_1
Long Term Rating	AA_3	AA_3	A_1	A_1
Short Term Rating	ST-2	ST-2	ST-3	ST-3
Rating Outlook Disclosure	Stable	Stable	Stable	Stable

External Credit Rating Status & Trend

Beacon Pharmaceuticals PLC maintained its strong credit profile during the year through the reaffirmation of its credit ratings by the Credit Rating Agency of Bangladesh Limited (CRAB). The Company retained its AA3 long-term corporate credit rating, while its BDT 3,504 million long-term loan facilities were reaffirmed at AA3 (Long-term Rating). The ST-2 rating for short-term funded and non-funded banking facilities was also reaffirmed. The rating reflects Beacon's solid financial performance, sound liquidity position, prudent capital management, resilient business model, and strong debt-servicing capacity despite a challenging macroeconomic environment. It also recognizes the Company's diversified product portfolio, expanding export presence, robust governance framework, and continued investment in manufacturing excellence and quality standards.

The Company's credit rating has progressively improved from A2 to A1 and subsequently to AA3, demonstrating sustained enhancement in financial strength, operational resilience, and corporate governance. This positive trajectory reinforces stakeholder confidence and supports Beacon's long-term growth strategy and access to competitive financing.

Rating Outlook Disclosure

The external credit rating assigned to the Company carries a Stable outlook, reflecting the rating agency's expectation that the Company's financial strength, operating performance, liquidity position, and overall credit quality will remain resilient over the medium term. A Stable outlook indicates that no material changes are anticipated in the Company's business fundamentals or financial risk profile that would warrant an upgrade or downgrade of the current credit rating within the foreseeable future.

The assessment considers the Company's consistent revenue growth, prudent financial management, sound capital structure, healthy cash flow generation, and strong market position within the pharmaceutical industry. It also reflects management's commitment to maintaining disciplined working capital management, adequate liquidity, and a balanced financing strategy while continuing to invest in capacity expansion, product innovation, and export market development.

The Company remains focused on preserving its credit quality through effective risk management, robust corporate governance practices, and strict compliance with applicable regulatory requirements. Management continuously monitors macroeconomic developments, interest rate movements, foreign exchange volatility, and industry-specific risks to ensure that appropriate mitigation measures are implemented in a timely manner.

The Board of Directors believes that maintaining a stable credit profile enhances stakeholders' confidence, improves access to financing on competitive terms, and supports the Company's long-term strategic objectives. The Stable rating outlook therefore reinforces the Company's financial resilience and its ability to sustain business growth while meeting its financial obligations in a prudent and timely manner.

Analyst Recommendations & Market Assessment

The external credit rating agency has expressed a positive view of the Company's overall business profile, recognizing its strong competitive position and long-term growth prospects within the pharmaceutical sector. This assessment is underpinned by the Company's diversified product portfolio, advanced manufacturing capabilities, expanding export footprint, and sustained demand across the domestic market. The Company's experienced management team, continued investment in research and development, and strategic focus on capacity enhancement further strengthen its ability to deliver sustainable growth and create long-term stakeholder value.

The rating agency also acknowledges the Company's strategic investments in high-value therapeutic segments, including oncology, biotechnology, and hormone products, which are expected to support revenue diversification and enhance future earnings potential. In addition, the Company's ongoing efforts to expand into international markets are viewed as a significant opportunity to strengthen its global presence and reduce reliance on a single market.

At the same time, the assessment identifies several areas requiring continued management attention. These include optimizing inventory management to reduce holding periods, improving receivable collection efficiency to strengthen operating cash flows, mitigating supply chain risks associated with imported raw materials, and maintaining competitiveness in an increasingly dynamic pharmaceutical market. Management remains committed to addressing these challenges through prudent financial management, operational excellence, strategic sourcing initiatives, and continuous process improvements, thereby reinforcing the Company's resilience and supporting sustainable long-term growth.

Consistency Between Reported Performance & Analyst Expectations

The Company's financial and operational performance for FY2024-25 remained broadly consistent with the expectations reflected in the latest credit assessment by CRAB. During the FY2024-25, Beacon Pharmaceuticals PLC achieved revenue growth of 17.2% and in current financial year sales growth was 31.0%, supported by sustained demand across key therapeutic segments, continued expansion of its manufacturing capabilities, and increasing contributions from export markets. Profitability improved through higher operating efficiency, a favourable product mix, and prudent cost management, while the capital structure remained sound with adequate financial flexibility. The Company also continued to strengthen its production infrastructure through strategic capacity expansion and maintained stable relationships with its banking partners, reinforcing confidence in its long-term financial resilience.

These positive developments are consistent with the factors underpinning CRAB's reaffirmation of the Company's AA3/Stable credit rating. The rating reflects Beacon's established market position, diversified product portfolio, strong manufacturing base, experienced management team, and continued investment in future growth areas, including oncology, biotechnology, and export-oriented operations.

At the same time, management acknowledges the key challenges identified by the rating agency. Working capital management remains an important area of focus, particularly in relation to inventory optimization and the timely collection of trade receivables. The pharmaceutical industry requires maintaining strategic inventory levels to ensure uninterrupted production and product availability, while extended credit periods in selected market segments may influence the cash conversion cycle. In addition, the Company's continued reliance on imported active pharmaceutical ingredients (APIs), excipients, and packaging materials exposes it to foreign exchange fluctuations and global supply chain disruptions.

To address these challenges, the Company continues to implement initiatives aimed at improving inventory planning through advanced forecasting, enhancing receivable monitoring and collection processes, strengthening supply chain resilience, and diversifying procurement sources where commercially feasible. Investments in digital systems, integrated planning processes, and operational efficiency initiatives are expected to further improve working capital performance over the medium term.

Overall, the Company's results demonstrate that the strengths and challenges highlighted by CRAB are appropriately reflected in its current financial profile. Management believes that the reaffirmed AA3/Stable rating accurately represents the Company's strong credit fundamentals while recognizing the ongoing efforts required to further enhance operational efficiency, liquidity management, and sustainable long-term value creation.

Financial Risk Evaluation by Rating Agencies

The Company's financial risk profile was independently assessed by CRAB, which reaffirmed Beacon Pharmaceuticals PLC's AA3 (Stable) credit rating, reflecting its strong capacity to meet financial obligations. The assessment recognizes the Company's revenue growth, improved profitability, stronger capital structure, diversified manufacturing capabilities, expanding export operations, and stable banking relationships as key credit strengths. CRAB also identified working capital management, extended inventory holding, slower receivable collection, dependence on imported raw materials, and industry competition as the principal financial risks. Management continues to address these areas through enhanced operational efficiency, prudent financial management, and disciplined working capital optimization.

Rating Definitions and Scales

Corporate Rating Scales and Definitions (Long-Term)

Rating	Definition
AAA Triple A	Companies rated in this category have extremely strong capacity to meet financial commitments. These companies are judged to be of the highest quality, with minimal credit risk.
AA1, AA2, AA3 Double A	Companies rated in this category have very strong capacity to meet financial commitments. These companies are judged to be of very high quality, subject to very low credit risk.
A1, A2, A3 Single A	Companies rated in this category have strong capacity to meet financial commitments, but are susceptible to the adverse effects of changes in circumstances and economic conditions. These companies are judged to be of high quality, subject to low credit risk.
BBB1, BBB2, BBB3 Triple B	Companies rated in this category have adequate capacity to meet financial commitments but more susceptible to adverse economic conditions or changing circumstances. These companies are subject to moderate credit risk. Such companies possess certain speculative characteristics.
BB1, BB2, BB3 Double B	Companies rated in this category have inadequate capacity to meet financial commitments. Have major ongoing uncertainties and exposure to adverse business, financial, or economic conditions. These companies have speculative elements, subject to substantial credit risk.
B1, B2, B3 Single B	Companies rated in this category have weak capacity to meet financial commitments. These companies have speculative elements, subject to high credit risk.
CCC1, CCC2, CCC3 Triple C	Companies rated in this category have very weak capacity to meet financial obligations. These companies have very weak standing and are subject to very high credit risk.
CC Double C	Companies rated in this category have extremely weak capacity to meet financial obligations. These companies are highly speculative and are likely in, or very near, default, with some prospect of recovery of principal and interest.
C Single C	Companies rated in this category are highly vulnerable to non-payment, have payment arrearages allowed by the terms of the documents, or subject of bankruptcy petition, but have not experienced a payment default. Payments may have been suspended in accordance with the instrument's terms. These companies are typically in default, with little prospect for recovery of principal or interest.
D (Default)	D rating will also be used upon the filing of a bankruptcy petition or similar action if payments on an obligation are jeopardized.

*Note: CRAB appends numerical modifiers 1, 2, and 3 to each generic rating classification from AA through CCC. The modifier 1 indicates that the obligation ranks in the higher end of its generic rating category; the modifier 2 indicates a mid-range ranking; and the modifier 3 indicates a ranking in the lower end of that generic rating category.

Loan/Facilities Rating Scales and Definitions (Long-Term)

Rating	Definition
AAA (Lr) (Triple A) Highest Safety	Loans/facilities rated AAA (Lr) are judged to offer the highest degree of safety, with regard to timely payment of financial obligations. Any adverse changes in circumstances are unlikely to affect the payments on the loan facility.
AA_1 (Lr), AA_2 (Lr), AA_3 (Lr) (Double A) High Safety	Loans/facilities rated AA (Lr) are judged to offer a high degree of safety, with regard to timely payment of financial obligations. They differ only marginally in safety from AAA (Lr) rated facilities.
A_1 (Lr), A_2 (Lr), A_3 (Lr) Adequate Safety	Loan/facilities rated A (Lr) are judged to offer an adequate degree of safety, with regard to timely payment of financial obligations. However, changes in circumstances can adversely affect such issues more than those in the higher rating categories.
BBB_1 (Lr), BBB_2 (Lr), BBB_3 (Lr) (Triple B) Moderate Safety	Loans/facilities rated BBB (Lr) are judged to offer moderate safety, with regard to timely payment of financial obligations for the present; however, changing circumstances are more likely to lead to a weakened capacity to pay interest and repay principal than for issues in higher rating categories.
BB_1 (Lr), BB_2 (Lr), BB_3 (Lr) (Double B) Inadequate Safety	Loans/facilities rated BB (Lr) are judged to carry inadequate safety, with regard to timely payment of financial obligations; they are less likely to default in the immediate future than instruments in lower rating categories, but an adverse change in circumstances could lead to inadequate capacity to make payment on financial obligations.
B_1 (Lr), B_2 (Lr), B_3 (Lr) High Risk	Loans/facilities rated B (Lr) are judged to have high risk of default; while currently financial obligations are met, adverse business or economic conditions would lead to lack of ability or willingness to pay interest or principal.
CCC_1 (Lr), CCC_2 (Lr), CCC_3 (Lr) Very High Risk	Loans/facilities rated CCC (Lr) are judged to have factors present that make them very highly vulnerable to default; timely payment of financial obligations is possible only if favourable circumstances continue.
CC (Lr) Extremely High Risk	Loans/facilities rated CC (Lr) are judged to be extremely vulnerable to default; timely payment of financial obligations is possible only through external support.
C (Lr) Near to Default	Loans/facilities rated C (Lr) are currently highly vulnerable to non-payment, having obligations with payment arrearages allowed by the terms of the documents, or obligations that are subject of a bankruptcy petition or similar action but have not experienced a payment default. C is typically in default, with little prospect for recovery of principal or interest. C (Lr) are typically in default, with little prospect for recovery of principal or interest.
D (Lr) Default	Loans/facilities rated D (Lr) are in default or are expected to default on scheduled payment dates.

(All loans/facilities with original maturity exceeding one year)

*Note: CRAB appends numerical modifiers 1, 2, and 3 to each generic rating classification from AA through CCC. The modifier 1 indicates that the obligation ranks in the higher end of its generic rating category; the modifier 2 indicates a mid-range ranking; and the modifier 3 indicates a ranking in the lower end of that generic rating category.

Loan/Facilities Rating Scales and Definitions (Short-Term)

Rating	Definition
ST-1 Highest Grade	This rating indicates that the degree of safety regarding timely payment on the loans/facilities is very strong.
ST-2 High Grade	This rating indicates that the degree of safety regarding timely payment on the loans/facilities is strong; however, the relative degree of safety is lower than that for issues rated higher.
ST-3 Adequate Grade	This rating indicates that the degree of safety regarding timely payment on the loans/facilities is adequate; however, the issues are more vulnerable to the adverse effects of changing circumstances than issues rated in the two higher categories.
ST-4 Marginal	This rating indicates that the degree of safety regarding timely payment on the loans/facilities is marginal; and the issues are quite vulnerable to the adverse effects of changing circumstances.
ST-5 Inadequate Grade	This rating indicates that the degree of safety regarding timely payment on the loans/facilities is minimal, and it is likely to be adversely affected by short-term adversity or less favourable conditions.
ST-6 Lowest Grade	This rating indicates that the loans/facilities are expected to be in default on maturity or is in



Becobion

1st Time in Bangladesh

Vitamin B_1 + B_6 + B_{12}

The first & only Liposomal Vitamin B_1+B_6+B_{12} in Bangladesh

Liposome
BREAKS
the absorption barrier



Ensures 95% absorption

Ensures 8 times more bioavailability

Raw material from Zbart, Poland

Does not decrease vitamin B_{12} level in patient using Metformin

BEACON®
Pharmaceuticals PLC



PERFORMANCE REVIEW

FINANCIAL PERFORMANCE HIGHLIGHTS

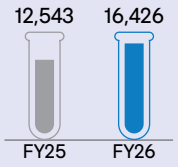
Financial Year 2024-25 (FY25) and Financial Year 2025-26 (FY26)

BDT in Million

Revenue

16,426

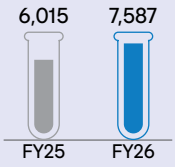
+31.0%



Cost of goods sold (COGS)

7,587

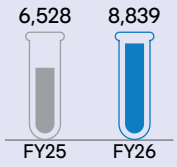
+26.1%



Gross profit

8,839

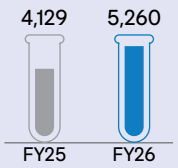
+35.4%



Operating expenses

5,260

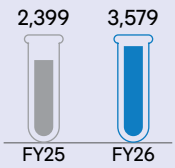
+27.4%



Operating profit

3,579

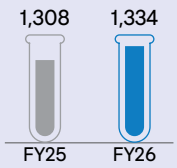
+49.2%



Finance expenses

1,334

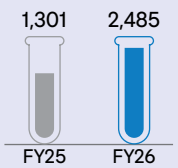
+2.0%



Net profit before tax

2,485

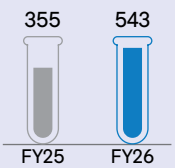
+91.0%



Tax expenses

543

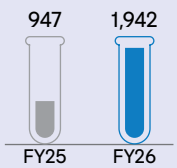
+53.1%



Net profit after tax

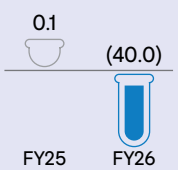
1,942

+105.2%



Other comprehensive income

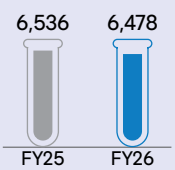
(40.0)



Non-current assets

6,478

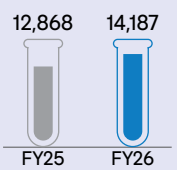
-0.9%



Current assets

14,187

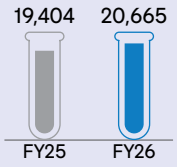
+10.3%



Total assets

20,665

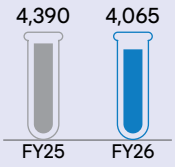
+6.5%



Non-current liabilities

4,065

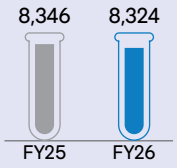
−7.4%



Current liabilities

8,324

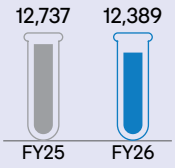
−0.3%



Total liabilities

12,389

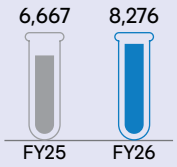
−2.7%



Total equity

8,276

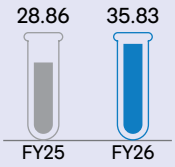
+24.1%



NAV per share

35.83

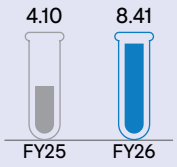
+24.1%



Earnings per share (EPS)

8.41

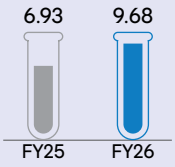
+105.2%



NOCF per share

9.68

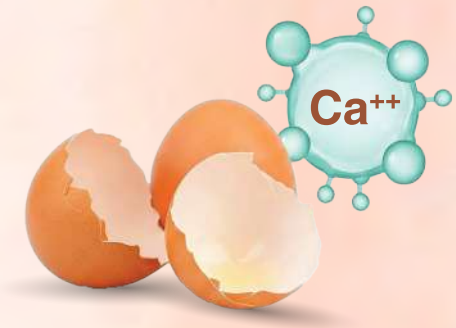
+39.8%



Ovocal-D

Calcium 500 mg (eggshell source) & Vitamin D_3 200 IU Tablet

The Most Premium Calcium of Bangladesh



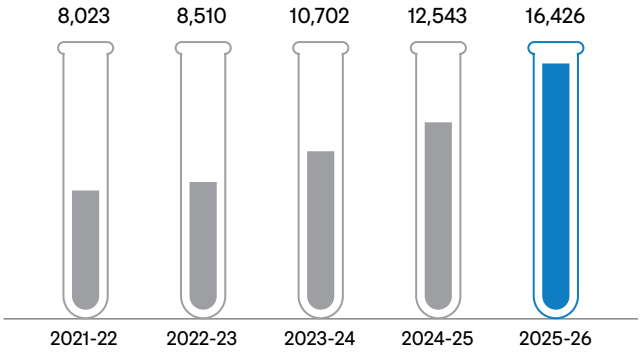
NO CONSTIPATION

BEACON®
Pharmaceuticals PLC

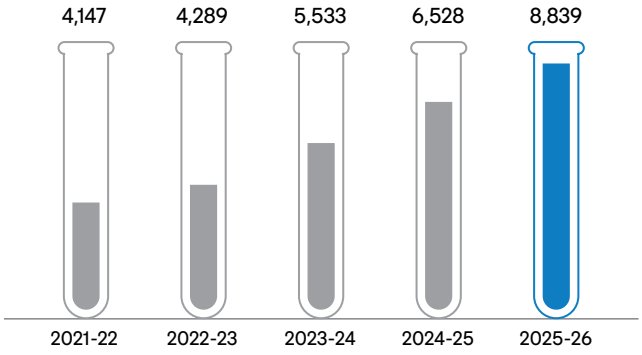
FIVE YEARS' FINANCIAL HIGHLIGHTS

Graphical Presentation

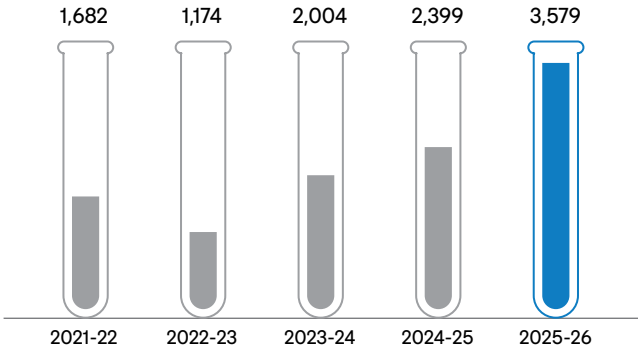
Revenue FY2025-26
16,426 BDT Mn
▲31.0% YoY



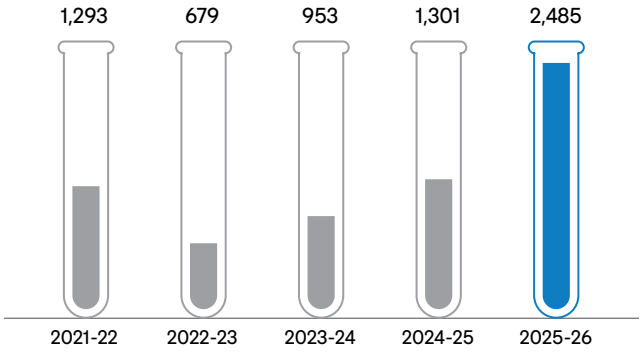
Gross profit FY2025-26
8,839 BDT Mn
▲35.4% YoY



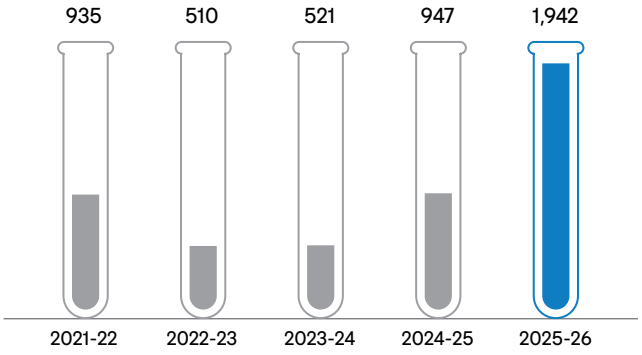
Operating profit FY2025-26
3,579 BDT Mn
▲49.2% YoY



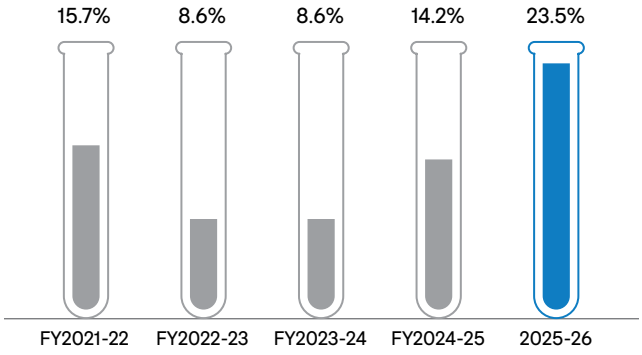
Profit before tax FY2025-26
2,485 BDT Mn
▲91.0% YoY



Profit after tax FY2025-26
1,942 BDT Mn
▲105.2% YoY



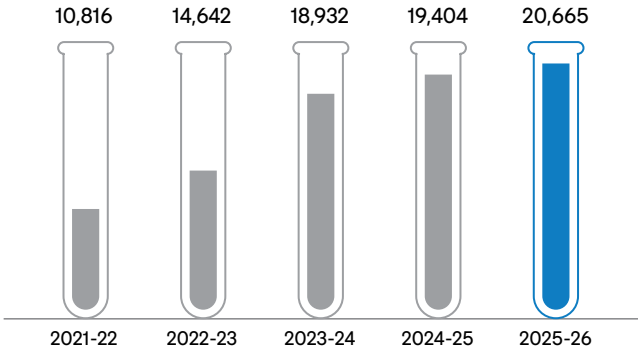
Return on equity (%) FY2025-26
23.5%
▲9.3% YoY



Graphical Presentation

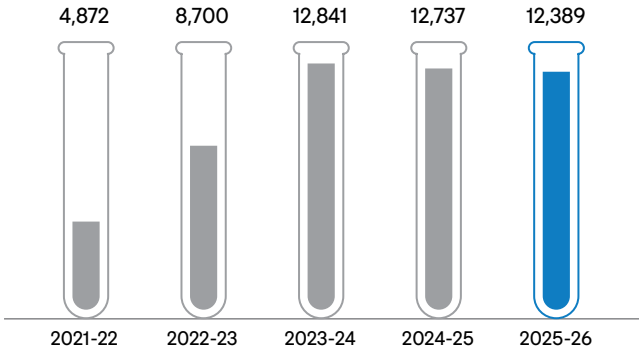
Total assets FY2025-26
20,665 BDT Mn

▲6.5% YoY



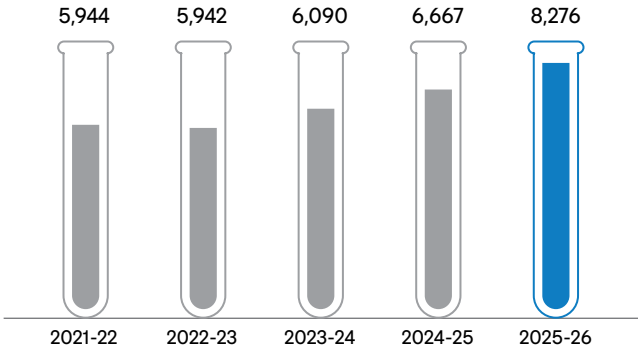
Total liabilities FY2025-26
12,389 BDT Mn

▼2.7% YoY



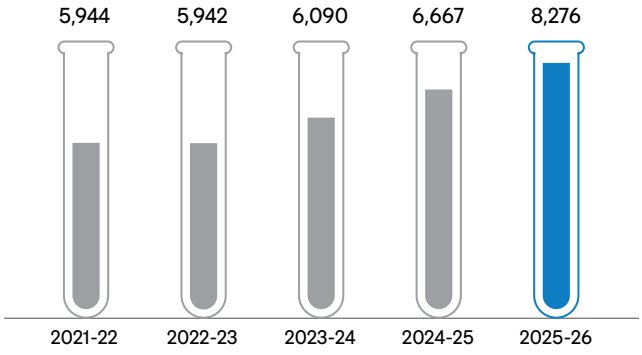
Shareholders' equity FY2025-26
8,276 BDT Mn

▲24.1% YoY



Net assets FY2025-26
8,276 BDT Mn

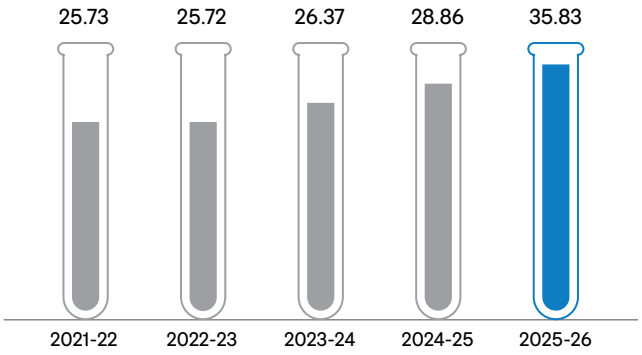
▲24.1% YoY



Graphical Presentation

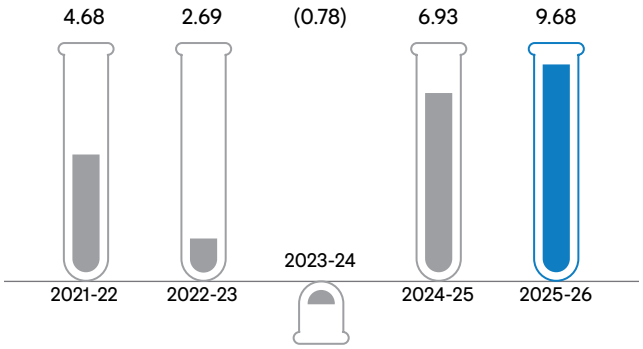
NAV per share FY2025-26
35.83 BDT per share

▲24.1% YoY



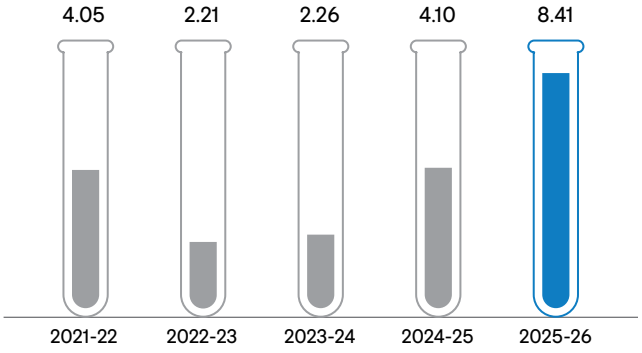
NOCF per share FY2025-26
9.68 BDT per share

▲39.8% YoY



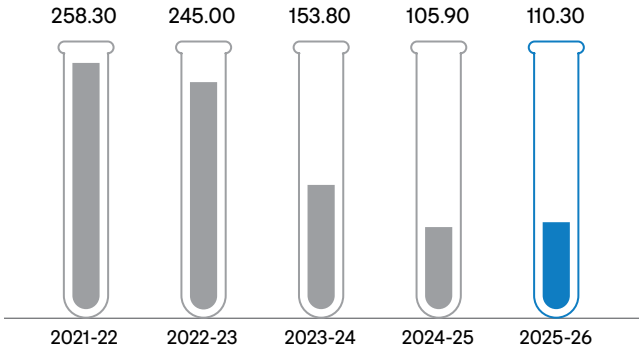
EPS FY2025-26
8.41 BDT per share

▲105.2% YoY



Market price per share FY2025-26
110.30 BDT per share

▲4.2% YoY



HORIZONTAL AND VERTICAL ANALYSIS

Financial Performance Highlights of FY2025-26

Statement of profit or loss and other comprehensive income

BDT in Million

Particulars	Financial year					
	2025-26	2024-25	2023-24	2022-23	2021-22	2020-21
Net revenue	16,426	12,543	10,702	8,510	8,023	7,121
Gross profit	8,839	6,528	5,533	4,289	4,147	3,687
Operating profit	3,579	2,399	2,004	1,174	1,682	1,422
Profit before financing and income tax (EBIT)	3,944	2,675	2,004	1,174	1,682	1,422
Profit before WPPF	2,609	1,366	1,001	713	1,358	1,258
Profit before tax	2,485	1,301	953	679	1,293	1,198
Net profit for the year	1,942	947	521	510	935	863
Earnings per share	8.41	4.10	2.26	2.21	4.05	3.74
Horizontal analysis (%)						
Net revenue	31.0%	17.2%	25.8%	6.1%	12.7%	
Gross profit	35.4%	18.0%	29.0%	3.4%	12.5%	
Operating profit	49.2%	19.7%	70.7%	-30.2%	18.3%	
Profit before financing and income tax (EBIT)	47.5%	33.5%	70.7%	-30.2%	18.3%	
Profit before WPPF	91.0%	36.5%	40.4%	-47.5%	7.9%	
Profit before tax	91.0%	36.5%	40.4%	-47.5%	7.9%	
Net profit for the year	105.2%	81.7%	2.2%	-45.5%	8.3%	
Earnings per share	105.2%	81.3%	2.3%	-45.4%	8.3%	
Vertical analysis (%)						
Net revenue	100%	100%	100%	100%	100%	
Gross profit	53.8%	52.0%	51.7%	50.4%	51.7%	
Operating profit	21.8%	19.1%	18.7%	13.8%	21.0%	
Profit before financing and income tax (EBIT)	24.0%	21.3%	18.7%	13.8%	21.0%	
Profit before WPPF	15.9%	10.9%	9.4%	8.4%	16.9%	
Profit before tax	15.1%	10.4%	8.9%	8.0%	16.1%	
Net profit for the year	11.8%	7.5%	4.9%	6.0%	11.7%	

What the Numbers Say — Profit or Loss		
Top-Line Momentum	**Margin Expansion**	**Bottom-Line Delivery**
» Net revenue up 31.0% to BDT 16,426 Mn in FY2025-26 » Revenue has grown every year since FY2020-21, more than doubling over the period	» Gross margin widened to 53.8% (52.0% in FY2024-25) » Operating margin rose to 21.8%, the highest in six years	» Net profit more than doubled (105.2%) to BDT 1,942 Mn » EPS of BDT 8.41 against BDT 4.10; net margin of 11.8% of revenue

Statement of financial position

BDT in Million

Particulars	Financial year					
	2025-26	2024-25	2023-24	2022-23	2021-22	2020-21
Non-current assets	6,478	6,536	6,215	5,659	4,372	3,320
Current assets	14,187	12,868	12,717	8,983	6,444	5,216
Total assets	**20,665**	**19,404**	**18,932**	**14,642**	**10,816**	**8,536**
Share capital	2,310	2,310	2,310	2,310	2,310	2,310
Retained earnings	5,462	3,640	2,892	2,565	2,404	1,633
Shareholders' equity	**8,276**	**6,667**	**6,090**	**5,942**	**5,944**	**5,355**
Non-current liabilities	4,065	4,390	3,579	1,210	198	388
Current liabilities	8,324	8,346	9,262	7,490	4,674	2,793
Total liabilities	**12,389**	**12,737**	**12,841**	**8,700**	**4,872**	**3,180**
Total equity & liabilities	**20,665**	**19,404**	**18,932**	**14,642**	**10,816**	**8,536**
Net asset value per share	35.83	28.86	26.37	25.72	25.73	23.18
Horizontal analysis (%)						
Non-current assets	-0.9%	5.2%	9.8%	29.4%	31.7%	
Current assets	10.3%	1.2%	41.6%	39.4%	23.6%	
Total assets	**6.5%**	**2.5%**	**29.3%**	**35.4%**	**26.7%**	
Share capital	0.0%	0.0%	0.0%	0.0%	0.0%	
Retained earnings	50.1%	25.9%	12.7%	6.7%	47.2%	
Shareholders' equity	**24.1%**	**9.5%**	**2.5%**	**0.0%**	**11.0%**	
Non-current liabilities	-7.4%	22.7%	195.8%	511.3%	-49.0%	
Current liabilities	-0.3%	-9.9%	23.7%	60.2%	67.4%	
Total liabilities	**-2.7%**	**-0.8%**	**47.6%**	**78.6%**	**53.2%**	
Total equity & liabilities	**6.5%**	**2.5%**	**29.3%**	**35.4%**	**26.7%**	
Net asset value per share	24.1%	9.4%	2.5%	0.0%	11.0%	
Vertical analysis (%)						
Non-current assets	31.3%	33.7%	32.8%	38.6%	40.4%	
Current assets	68.7%	66.3%	67.2%	61.4%	59.6%	
Total assets	**100%**	**100%**	**100%**	**100%**	**100%**	
Share capital	11.2%	11.9%	12.2%	15.8%	21.4%	
Retained earnings	26.4%	18.8%	15.3%	17.5%	22.2%	
Shareholders' equity	**40.0%**	**34.4%**	**32.2%**	**40.6%**	**55.0%**	
Non-current liabilities	19.7%	22.6%	18.9%	8.3%	1.8%	
Current liabilities	40.3%	43.0%	48.9%	51.2%	43.2%	
Total liabilities	**60.0%**	**65.6%**	**67.8%**	**59.4%**	**45.0%**	
Total equity & liabilities	**100%**	**100%**	**100%**	**100%**	**100%**	

What the Numbers Say — Financial Position

Asset Base

» Total assets up 6.5% to BDT 20,665 Mn

» Current assets now 68.7% of total assets, reflecting working-capital build-up

Equity Strength

» Shareholders' equity up 24.1% to BDT 8,276 Mn, driven by retained earnings (50.1%)

» Equity share of the balance sheet rose to 40.0% (34.4% in FY2024-25)

Leverage Trend

» Total liabilities declined for a second year -2.7% to 60.0% of total assets

» Net asset value per share up 24.1% to BDT 35.83

KEY PERFORMANCE INDICATORS

Beacon Pharmaceuticals PLC tracks 17 financial ratios across five lenses - profitability (7), liquidity (2), leverage and solvency (3), efficiency (2) and market (3) -alongside 7 non-financial ratios, giving 24 key performance indicators in all. Each ratio is compared with the previous year, with the driver of the movement explained.

Profitability

- Net profit margin widened to 11.8% (7.5%) as net profit after tax rose 105.2% to BDT 1,942 Mn.
- Gross profit margin improved to 53.8% and EBITDA margin to 27.6%.
- ROCE 22.7%, ROE 23.5%, ROA 9.4% and ROI 16.6% — all up on last year.

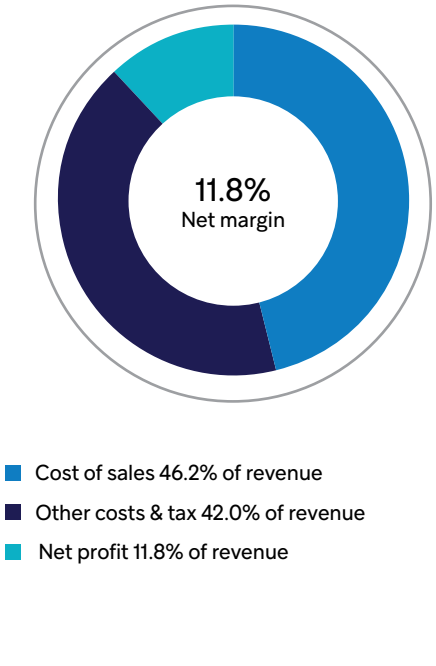
Liquidity & Efficiency

- Current ratio 1.7× and quick ratio 1.2×, both stronger than FY 2024-25.
- Receivables turned 5.5× (5.0×) as collections tightened.
- Payables turned 10.4× (9.8×) with supplier obligations settled promptly.

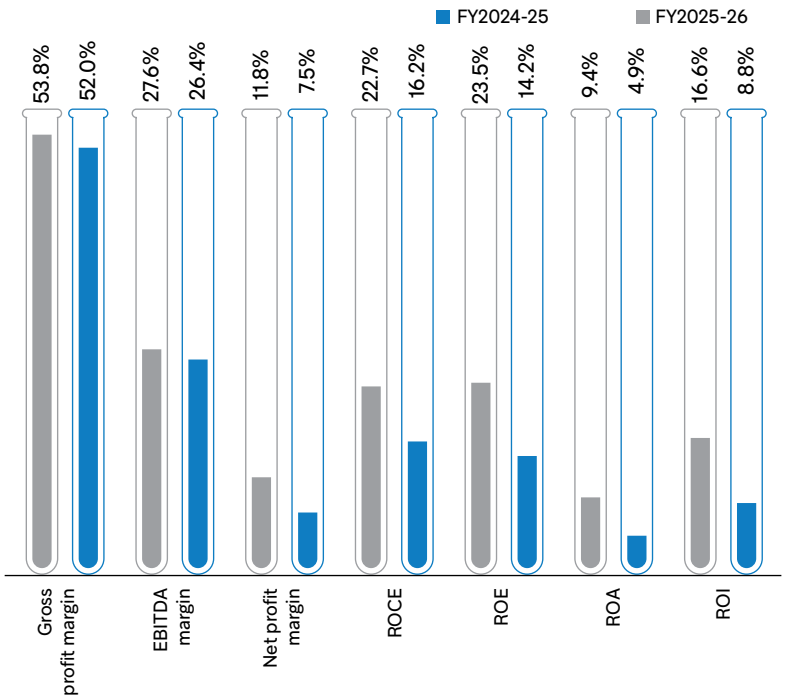
Leverage & Market

- Gearing reduced to 1.1× (1.5×) and debt ratio to 45.2% (51.9%) through debt repayment.
- Interest cover rose to 3.0× (2.0×).
- P/E ratio 13.1× (25.9×) as EPS more than doubled; dividend yield 1.0% (2.0%) and payout 13.1% (51.3%) as retained earnings fund Oncology Production Facility 2.

Where each BDT of revenue went, FY2025-26



Profitability ratios, %



Financial Ratio Movements and Drivers — **17 ratios**

Profitability	FY2025-26	FY2024-25	Change	Explanation
Gross profit margin	53.8%	52.0%	▲ +1.8 %	Revenue grew 31.0% against a 26.2% rise in cost of goods sold, helped by a better product mix, the first full year of exports and production efficiency.
Net profit margin	11.8%	7.5%	▲ +4.3 %	Net profit after tax rose 105.2% to BDT 1,942 Mn on 31.0% revenue growth, as a wider gross margin and operating leverage flowed through.
EBITDA margin	27.6%	26.4%	▲ +1.3 %	EBITDA grew faster than revenue, as the improved gross margin and tighter control of factory, administrative and marketing costs outweighed inflationary pressure on inputs.
Return on Capital Employed (ROCE)	22.7%	16.2%	▲ +6.5 %	Operating profit rose 49.2% to BDT 3,579 Mn while capital employed grew more slowly, as borrowings were repaid and profits retained.
Return on Equity (ROE)	23.5%	14.2%	▲ +9.3 %	Net profit after tax rose 105.2% while shareholders' funds grew only through retained earnings, lifting the return earned for the owners of the Company.
Return on Assets (ROA)	9.4%	4.9%	▲ +4.5 %	Profit after tax doubled while total assets grew moderately, so each Taka of assets earned almost twice as much as in the previous year.
Return on Investment (ROI)	16.6%	8.8%	▲ +7.8 %	Net profit after tax more than doubled while capital invested through shareholders' equity and long-term loans grew by only about 8.7%.

Liquidity	FY2025-26	FY2024-25	Change	Explanation
Current ratio	1.7×	1.5×	▲ +0.2×	Current assets increased with higher inventory and receivables from a larger sales base, while current liabilities fell on lower short-term borrowings and payables.
Quick ratio	1.2×	1.1×	▲ +0.1×	Excluding inventory, liquid assets still grew faster than current liabilities, reflecting stronger collections and reduced short-term debt.

Leverage & Solvency	FY2025-26	FY2024-25	Change	Explanation
Gearing (debt to equity)	1.1×	1.5×	▼-0.4×	Total debt was reduced during the year while shareholders' funds grew through retained profit of BDT 1,942 Mn.
Debt ratio (total debt/ total assets)	45.2%	51.9%	▼-6.7 %	Debt repayment reduced total borrowings while total assets increased, so debt now funds a smaller share of the balance sheet.
Interest cover (EBIT/ interest)	3.0×	2.0×	▲ +1.0×	EBIT grew strongly on higher revenue and better margins while interest costs stayed broadly flat. The Company now earns almost three times its interest obligations.

Activity/Efficiency	FY2025-26	FY2024-25	Change	Explanation
Trade receivables turnover	5.5×	5.0×	▲ +0.5×	Revenue grew faster than receivables, supported by credit scoring, weekly ageing analysis, collections escalation and credit stop on overdue accounts.
Trade payables turnover	10.4×	9.8×	▲ +0.6×	Cost of goods sold rose with higher production volumes and input prices, while trade payables grew more slowly as supplier obligations were settled promptly.

Market	FY2025-26	FY2024-25	Change	Explanation
Price–Earnings (P/E) ratio	13.1×	25.9×	▼ -12.7×	Earnings per share more than doubled with the 105.2% rise in net profit after tax, while the market price did not rise proportionately.
Dividend yield	1.0%	2.0%	▼ -49.6 %	The Company plans to invest BDT 2,500 Mn in Oncology Production Facility 2, which will be financed through the utilization of retained earnings.
Dividend payout ratio	13.1%	51.3%	▼ -74.5 %	The Company plans to invest BDT 2,500 Mn in Oncology Production Facility 2, which will be financed through the utilizations of retained earnings.

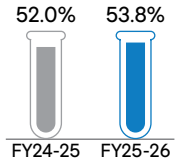
Financial KPIS - Indicator by Indicator — 17 ratios

All 17 financial ratios, each with the FY2025-26 value, the movement against FY2024-25 and a two-year comparison.

Gross Profit Margin
% of Revenue

53.8%
FY2025-26

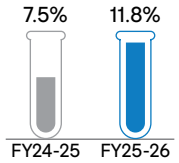
▲ **1.8%**
vs FY2024-25



Net Profit Margin
% of Revenue

11.8%
FY2025-26

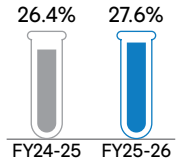
▲ **4.3%**
vs FY2024-25



EBITDA Margin
% of Revenue

27.6%
FY2025-26

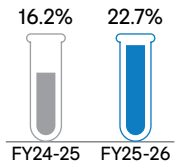
▲ **1.3%**
vs FY2024-25



ROCE
Return on Capital Employed, %

22.7%
FY2025-26

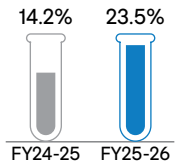
▲ **6.5%**
vs FY2024-25



ROE
Return on Equity, %

23.5%
FY2025-26

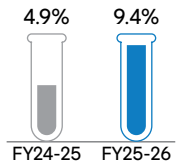
▲ **9.3%**
vs FY2024-25



ROA
Return on Assets, %

9.4%
FY2025-26

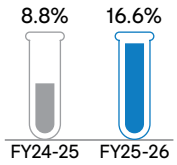
▲ **4.5%**
vs FY2024-25



ROI
Return on Investment,%

16.6%
FY2025-26

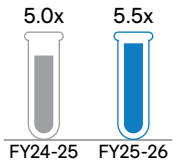
▲ **7.8%**
vs FY2024-25



Receivables Turnover
Times

5.5x
FY2025-26

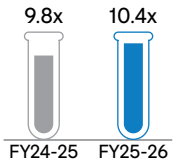
▲ **0.5x**
vs FY2024-25



Payables Turnover
Times

10.4x
FY2025-26

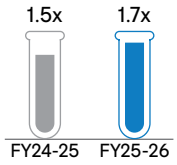
▲ **0.6x**
vs FY2024-25



Current Ratio
Times

1.7x
FY2025-26

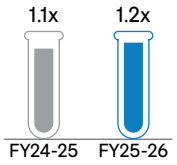
▲ **0.2x**
vs FY2024-25



Quick Ratio
Times

1.2x
FY2025-26

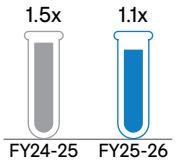
▲ **0.1x**
vs FY2024-25



Gearing
Debt to Equity, Times

1.1x
FY2025-26

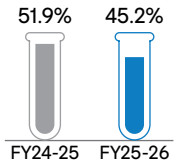
▼ **0.4x**
vs FY2024-25



Debt Ratio
Total Debt / Total Assets, %

45.2%
FY2025-26

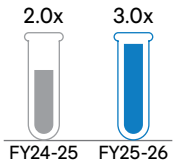
▼ **6.7%**
vs FY2024-25



Interest Cover
Ebit / Interest, Times

3.0x
FY2025-26

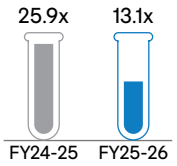
▲ **1.0x**
vs FY2024-25



P/E Ratio
Price Earnings, Times

13.1x
FY2025-26

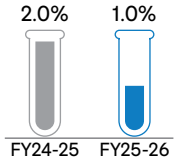
▼ **12.7x**
vs FY2024-25



Dividend Yield
%

1.0%
FY2025-26

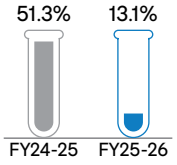
▼ **49.6 %**
vs FY2024-25



Dividend Payout Ratio
%

13.1%
FY2025-26

▼ **74.5%**
vs FY2024-25

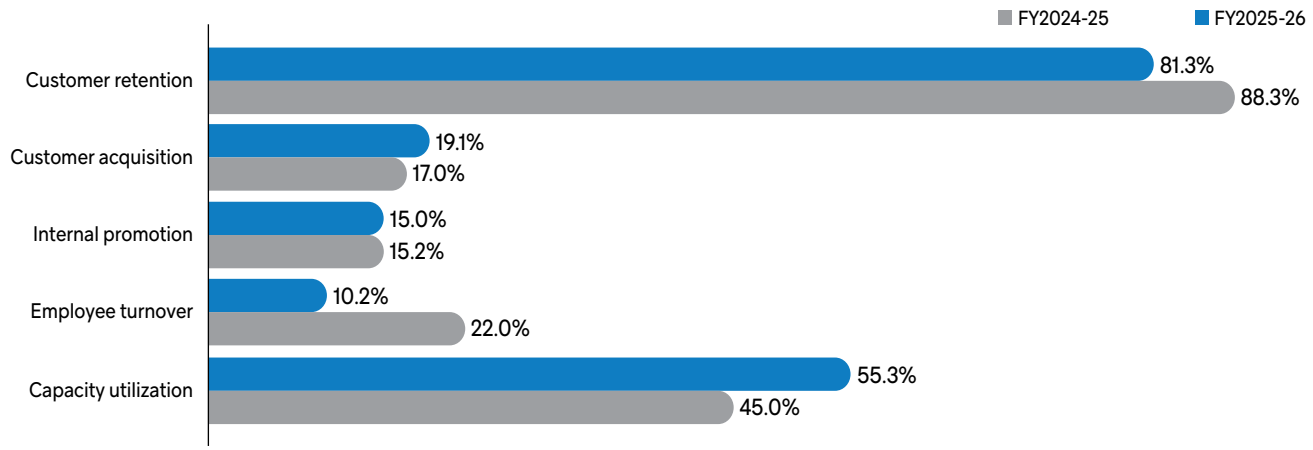


Non-Financial Ratios FY2025-26 — 7 ratios

Non-financial indicators track how well the Company serves customers, develops its people and uses installed capacity — the operational drivers behind the financial results.

Non-financial ratio	FY2025-26	FY2024-25	YoY movement	What it measures
Customer retention ratio	81.3%	88.3%	▼ -7.0 %	An 81.3% customer retention rate reflects the Company's strong ability to maintain existing customer relationships, while the addition of new customers demonstrates continued business growth and market expansion.
Customer acquisition rate	19.1%	17.0%	▲ 2.1 %	Beacon Pharmaceuticals PLC's customer acquisition rate increased to 19.1% from 17.0%, reflecting improved customer base expansion and stronger market reach in FY2025-26.
Training expenses per employee	BDT 0.0081 Mn	BDT 0.0089 Mn	▼ -BDT 0.0008 Mn	Training expenditure decreased slightly to BDT 0.0081 Mn per employee, reflecting a modest reduction in training investment.
Internal promotion rate	15.0%	15.2%	▼-0.2 %	The internal promotion rate remained relatively stable at 15.0%, indicating continued opportunities for employee career advancement.
Employee productivity ratio	BDT 2.9 Mn	BDT 2.5 Mn	▲ BDT 0.4 Mn	Employee productivity increased to BDT 2.9 Mn, reflecting improved revenue generation per employee, supported by operational efficiency, workforce development, and effective resource utilization initiatives.
Employee turnover rate	10.2%	22.0%	▼ -11.8 %	Employee turnover declined to 10.2% from 22.0%, reflecting improved workforce stability through employee engagement, career development opportunities, and initiatives to foster a supportive workplace.
Capacity utilization rate	55.3%	45.0%	▲ 10.3 %	Capacity utilization increased to 55.3% from 45.0%, reflecting more effective utilization of production capacity through improved production planning, optimized resource allocation, and enhanced operational efficiency.

Non-financial ratios expressed in %

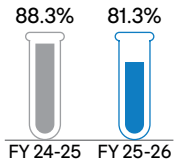


Non-Financial KPIS – Indicator by Indicator

Customer retention
% of Customers Retained

81.3%
FY2025-26

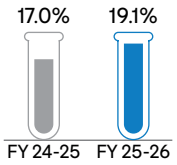
▼7.0 %
vs FY2024-25



Customer acquisition
% of Customer Base

19.1%
FY2025-26

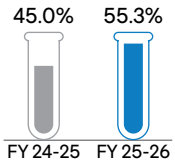
▲2.1 %
vs FY2024-25



Capacity utilization
% of Installed Capacity

55.3%
FY2025-26

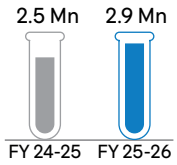
▲10.4 %
vs FY2024-25



Employee productivity
BDT Mn Per Employee

2.9
FY2025-26

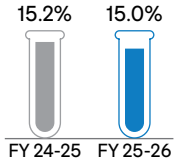
▲0.4
vs FY2024-25



Internal promotion
% of Positions Filled Internally

15.0%
FY2025-26

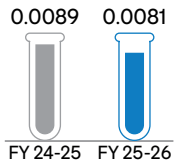
▼0.2%
vs FY2024-25



Training per employee
BDT Mn Per Employee

0.0081
FY2025-26

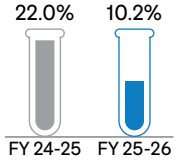
▼0.0008
vs FY2024-25



Employee turnover
% of Workforce

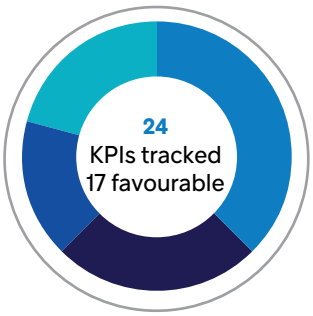
10.2%
FY2025-26

▼11.8%
vs FY2024-25



SCORECARD IMPACT AND LINK TO CAPITALS

Scorecard at a glance



- **Financial . 9 KPIs**
  9 Favourable
- **Customer & Market . 6 KPIs**
  2 Fav 3 Neutral 1 Watch
- **Internal Process . 4 KPIs**
  3 Fav 1 Neutral
- **Learning & Growth . 5 KPIs**
  3 Fav 2 Neutral

24 KPIs = 17 financial ratios + 7 non-financial ratios. Segments are sized by the number of KPIs in each perspective; white ticks mark individual indicators.

	Financial	Customer & Market	Internal Process	Learning & Growth
FY 2025-26 status	9 Favourable	2 Favourable · 3 Neutral · 1 Watch	3 Favourable · 1 Neutral	3 Favourable · 2 Neutral
Impact	Every profitability measure improved: net margin 7.5% to 11.8%, ROE 14.2% to 23.5%; gearing fell to 1.1× and interest cover rose to 3.0×.	Customers paid faster (receivables 5.5×) and acquisition rose to 19.1%. Retention slipped to 81.3% — the point to address. P/E fell as EPS rose.	Capacity utilization rose from 45.0% to 55.3% and the current and quick ratios strengthened, so working capital supports more sales.	Productivity rose to BDT 2.9 Mn per employee and the debt ratio fell to 45.2%; turnover fell to 10.2% while promotions and training spend eased.
Link to capitals	**Financial Capital**	**Social & Relationship Capital**	**Manufactured Capital**	**Human Capital/ Intellectual Capital**

Balanced Scorecard Impact **17 + 7 = 24 KPIs**

Perspective	KPI	Unit	FY2025-26	FY2024-25	Change	Status
Financial Grow profitable returns on a stronger balance sheet	Gross profit margin	%	53.8%	52.0%	+1.8%	Favourable
	Net profit margin	%	11.8%	7.5%	+4.3%	Favourable
	EBITDA margin	%	27.6%	26.4%	+1.3%	Favourable
	Return on capital employed	%	22.7%	16.2%	+6.5%	Favourable
	Return on equity	%	23.5%	14.2%	+9.3%	Favourable
	Return on assets	%	9.4%	4.9%	+4.5%	Favourable
	Return on investment	%	16.6%	8.8%	+7.8%	Favourable
	Gearing (debt to equity)	×	1.1×	1.5×	-0.4×	Favourable
	Interest cover	×	3.0×	2.0×	+1.0×	Favourable
Customer & Market Win and keep customers, and collect revenue faster	Customer retention ratio	%	81.3%	88.3%	-7.0%	Watch
	Customer acquisition rate	%	19.1%	17.0%	+2.1%	Favourable
	Trade receivables turnover	×	5.5×	5.0×	+0.5×	Favourable
	Price earnings ratio	×	13.1×	25.9×	-12.7×	Neutral
	Dividend yield	%	1.0%	2.0%	-49.6%	Neutral
	Dividend payout ratio	%	13.1%	51.3%	-74.5%	Neutral
Internal Process Use capacity, assets and working capital productively	Capacity utilization rate	%	55.3%	45.0%	+10.3%	Favourable
	Trade payables turnover	×	10.4×	9.8×	+0.6×	Neutral
	Current ratio	×	1.7×	1.5×	+0.2×	Favourable
	Quick ratio	×	1.2×	1.1×	+0.1×	Favourable
Learning & Growth Build the people, capability and financial headroom to invest	Employee productivity ratio	BDT Mn	2.9	2.5	+0.4	Favourable
	Internal promotion rate	%	15.0%	15.2%	-0.2%	Neutral
	Training expenses per employee	BDT Mn	0.0081	0.0089	-0.0008	Neutral
	Employee turnover rate	%	10.2%	22.0%	-11.8%	Favourable
	Debt ratio (total debt/ total assets)	%	45.2%	51.9%	-6.7%	Favourable

Key Performance Indicators (KPIs) to Measure the Achievement Against Strategic Objectives

Strategy and Resource Allocation

Each strategic objective is shown with the resources allocated, the KPIs monitored and the status of FY2025-26.

Strategic Objective: Accelerate Product Portfolio Expansion		
Resources Allocated	Intellectual capital and manufactured capital	**Strategy:** Strengthen research and development capabilities; expand specialty and high-value therapeutic portfolios; accelerate new product development and commercialization; enhance regulatory approvals across global markets.
KPI Monitored	Gross profit margin	
Status	Gross margin rose on a better product mix.	

Strategic Objective: Expand Global Market Presence		
Resources Allocated	Social and relationship capital and financial capital	**Strategy:** Increase export revenue; enter new international markets; strengthen global regulatory compliance; build sustainable international distribution networks.
KPI Monitored	Gross profit margin and capacity utilization rate	
Status	Gross margin and capacity utilization both improved with the first full year of exports.	

Strategic Objective: Achieve Manufacturing Excellence		
Resources Allocated	Manufactured capital and intellectual capital	**Strategy:** Improve manufacturing efficiency; increase production capacity utilization; strengthen quality assurance systems; adopt advanced manufacturing technologies.
KPI Monitored	Gross profit margin, capacity utilization rate and EBITDA margin	
Status	Gross margin, capacity utilization and EBITDA margin all improved.	

Strategic Objective: Strengthen Customer-Centric Growth		
Resources Allocated	Social and relationship capital	**Strategy:** Enhance customer satisfaction; expand distribution coverage; improve service quality; strengthen healthcare professional engagement.
KPI Monitored	Customer retention ratio, customer acquisition rate and trade receivables turnover	
Status	New customers and collections improved, customer retention is 81.3%.	

Strategic Objective: Drive Digital Transformation		
Resources Allocated	Intellectual capital and manufactured capital	**Strategy:** Optimize ERP and digital platforms; enhance data-driven decision-making; improve supply chain visibility; strengthen cybersecurity and information governance.
KPI Monitored	Trade receivables turnover	
Status	Credit scoring and ageing analysis supported faster collections: receivables turnover rose to 5.5×.	

Strategic Objective: Develop Human Capital and Leadership		
Resources Allocated	Human capital and intellectual capital	**Strategy:** Build future leadership; foster innovation and collaboration; promote diversity, inclusion and workplace safety; enhance employee competencies.
KPI Monitored	Employee productivity ratio, internal promotion rate, training per employee and employee turnover rate	
Status	Productivity rose, turnover is 10.2% and training spend per employee is standard amount.	

Strategic Objective: Strengthen Corporate Governance and Risk Management		
Resources Allocated	Financial capital and social and relationship capital	**Strategy:** Strengthen Board oversight; enhance internal controls; improve enterprise risk management; ensure regulatory compliance and ethical conduct.
KPI Monitored	Gearing, debt ratio, interest cover, current ratio and quick ratio	
Status	All five financial-risk indicators improved: gearing fell to 1.1× and interest cover rose to 3.0×.	

Strategic Objective: Ensure Financial Strength and Capital Efficiency		
Resources Allocated	Financial capital	**Strategy:** Maintain profitable growth; optimize capital allocation; improve cash flow generation; enhance shareholder value.
KPI Monitored	Net profit margin, EBITDA margin, return on capital employed, return on equity, return on assets, return on investment, current ratio, quick ratio, gearing, debt ratio, interest cover, P/E ratio, dividend yield, dividend payout ratio, trade receivables turnover and trade payables turnover.	
Status	Every profitability, return and leverage measure improved.	

Strategic Objective: Create Long-Term Sustainable Value		
Resources Allocated	Financial capital and social and relationship capital	**Strategy:** Deliver affordable, high-quality healthcare solutions; strengthen stakeholder trust; build long-term business resilience; support sustainable economic and social development.
KPI Monitored	Return on equity and customer retention ratio	
Status	Return on equity rose to 23.5%, but customer retention is 81.3%.	

SHARE PRICE SENSITIVITY ANALYSIS

The company's earnings, and consequently shareholder value, are influenced by a range of operating and financial factors. To give stakeholders greater insight into these sensitivities, we assess the potential impact of four key variables - selling prices, raw material costs, interest rates and foreign currency movements - on earnings and earnings per share. The analysis shows the effect of both favourable and adverse movements, and the likely direction of their influence on the share price.

SNAPSHOT OF FY2025-26

Current EPS
8.41 BDT
FY2025-26 reported

EPS Range Tested
4.85 - 11.96
BDT, across all four variables

Widest Driver
±3.56 BDT
a 5% move in selling price

Narrowest Driver
±0.01 BDT
a 5% move in exchange rates

69.0%
of the total risk tested sits with selling price

The Four Variables Ranked

longest bar, greatest exposure

Selling Price
± 5% movement
±3.56 BDT
Directly influences revenue, profitability and EPS

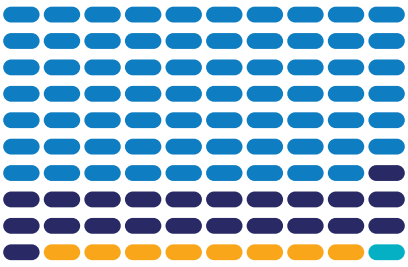
Raw Material
± 5% movement
±1.15 BDT
A significant component of manufacturing cost

Interest Rate
± 1% movement
±0.43 BDT
Directly affects finance costs and net profit

Exchange Rate
± 5% movement
±0.01 BDT
Affects the BDT value of foreign-currency items

If a Hundred Squares Were Our Total Risk

how the four variables divide it



Selling price
69 squares · a 5% move shifts EPS by 3.56 BDT

Raw material cost
22 squares · a 5% move shifts EPS by 1.15 BDT

Interest rate
8 squares · a 1% move shifts EPS by 0.43 BDT

Exchange rate
1 square · a 5% move shifts EPS by 0.01 BDT

What the Analysis Shows

Selling price is by far the dominant variable.

A 5.0% movement swings earnings per share by roughly 3.56 BDT - more than 3x the effect of raw material costs, more than 8x the effect of interest rates, and several hundred times the effect of exchange rates. Pricing discipline and product mix therefore matter more to shareholder value than any of the financial variables tested.

More than **3X** the effect of raw material costs

More than **8X** the effect of interest rates

Earnings Per Share Under Every Scenario

BDT per share ▼ downside ▲ upside

Selling Price
▼4.85 ▲ 11.96
± 5% selling price

Raw Material Cost
▼7.26 ▲ 9.56
± 5% raw material cost

Reported EPS **8.41** BDT per share

Interest Rate
▼7.98 ▲ 8.84
± 1% interest rate

Exchange Rate
▼8.40 ▲ 8.41
± 5% exchange rate

Selling Price Sensitivity

Earnings are sensitive to changes in selling prices, which directly influence revenue, profitability and earnings per share. The analysis illustrates the effect of a 5.0% increase and decrease, assuming all other relevant factors remain unchanged.

Price Down 5.0%	Reported Position	Price Up 5.0%
4.85 BDT per share	**8.41 BDT** per share	**11.96 BDT** per share
Lower revenue, net profit and EPS	FY2025-26 reported	Higher revenue, net profit and EPS

Particulars	Revenue (BDT)	Net Profit (BDT)	EPS	Effect
Selling price increased by 5.0%	17,248	2,763	11.96	Higher revenue, net profit and EPS
Current position	16,426	1,942	8.41	Reported position
Selling price decreased by 5.0%	15,605	1,121	4.85	Lower revenue, net profit and EPS

Based on an assumed 5.0% movement in selling prices, with other relevant factors held constant.

Raw Material Cost Sensitivity

Profitability is also sensitive to changes in the cost of raw materials, which represent a significant component of manufacturing cost.

Cost Up 5.0%	Reported Position	Cost Down 5.0%
7.26 BDT per share	**8.41 BDT** per share	**9.56 BDT** per share
Higher cost, lower net profit and EPS	FY2025-26 reported	Lower cost, higher net profit and EPS

Particulars	Raw Material (BDT)	Net Profit (BDT)	EPS	Effect
Raw material cost increased by 5.0%	5,584	1,676	7.26	Higher cost, lower net profit and EPS
Current position	5,318	1,942	8.41	Reported position
Raw material cost decreased by 5.0%	5,052	2,208	9.56	Lower cost, higher net profit and EPS

Based on an assumed 5.0% movement in raw material consumption cost, with other relevant factors held constant.

Interest Rate Sensitivity

Movements in borrowing costs directly affect finance costs and, consequently, net profit and earnings per share.

Rate Up 1.0 %	Reported Position	Rate Down 1.0%
7.98 BDT per share	**8.41 BDT** per share	**8.84 BDT** per share
Higher finance cost, lower EPS	FY2025-26 reported	Lower finance cost, higher EPS

Particulars	Interest Cost (BDT)	Net Profit (BDT)	EPS	Effect
Interest rate increased by 1.0%	1,434	1,842	7.98	Higher finance cost, lower EPS
Current position	1,334	1,942,	8.41	Reported position
Interest rate decreased by 1.0%	1,235	2,042	8.84	Lower finance cost, higher EPS

Based on an assumed 1.0% movement in the interest rate, with other relevant factors held constant.

Foreign Exchange Sensitivity

Earnings may be affected by movements in exchange rates, particularly through the BDT equivalent of foreign currency-denominated transactions and balances.

Rate Up 5.0%	Reported Position	Rate Down 5.0%
8.40 BDT per share	**8.41 BDT** per share	**8.41 BDT** per share
Higher exchange loss, marginally lower EPS	FY2025-26 reported	Lower exchange loss, marginally higher EPS

Particulars	FX Gain/(Loss) (BDT)	Net Profit (BDT)	EPS	Effect
FX rate increased by 5.0%	(26)	1,941	8.40	Higher exchange loss, marginally lower EPS
Current position	(25)	1,942	8.41	Reported position
FX rate decreased by 5.0%	(23)	1,943	8.41	Lower exchange loss, marginally higher EPS

Based on an assumed 5.0% movement in foreign exchange rates, with other relevant factors held constant.

Gaviflux

Sodium Alginate USP, Sodium Bicarbonate USP & Calcium Carbonate BP

Faster Action, Faster Relief
from Heartburn & Acid Reflux

New Packaging



Advantages:







BEACON®
Pharmaceuticals PLC

VALUE CHAIN & BUSINESS MODEL ANALYSIS



BUSINESS MODEL

Beacon Pharmaceuticals PLC operates with a business model centered around the development, manufacturing, and marketing of a wide range of pharmaceutical products, particularly focusing on generic and specialty medicine of oncology and also Biotech, Palliative care, general and chronic care medicine. Here are the key components of their business model. The company's approach is driven by continuous innovation, investing significantly in research and development to pioneer advanced treatments that meet international quality benchmarks. Beacon Pharmaceuticals PLC robust manufacturing capabilities, along with its strong distribution networks and strategic partnerships, ensure that it can deliver on its commitment to health impact at scale. Through this multifaceted approach, Beacon Pharmaceuticals PLC not only strengthens its market position but also solidifies its role in driving sustainable, long-term growth while contributing to improved health outcomes worldwide.

Product Portfolio

Beacon Pharmaceuticals PLC product portfolio is strategically focused on therapeutic areas like oncology, biotech, palliative care, general and chronic care. The portfolio features a range of advanced, affordable medications tailored to treat chronic and life-threatening diseases.

Customer Relationship

Customer relationship strategy is built on fostering trust, engagement, and long-term partnerships with healthcare providers, patients, and stakeholders. The company is dedicated to addressing the specific needs of its customers by offering high-quality, affordable medicines and actively gathering feedback to refine its offerings.

Sales and Distribution

Beacon Pharmaceuticals PLC sales and distribution model is designed to maximize reach and accessibility, especially in emerging markets and underserved regions. The company employs a robust distribution network that leverages partnerships with local distributors, healthcare providers, and government agencies to ensure their medicines reach patients effectively and affordably.

Sustainability and CSR

Beacon Pharmaceuticals PLC business model embeds sustainability and corporate social responsibility (CSR) at its core, striving to make a positive impact on society while minimizing its environmental footprint. The company's CSR initiatives focus on providing affordable medicines to underserved communities, supporting healthcare infrastructure, and raising awareness on critical health issues.



Beacon Pharmaceuticals PLC business model is built on a commitment to affordable, high-quality pharmaceuticals, primarily in high-need therapeutic areas like oncology, biotech, palliative care, general and chronic care. Focused on serving emerging markets, particularly in Bangladesh and expanding across Asia, the Middle East, and Africa, Beacon Pharmaceuticals PLC aims to enhance healthcare accessibility. Sustainability is a cornerstone of its model, integrated across ethical sourcing, efficient manufacturing, and eco-friendly packaging, in alignment with IFRS S1 and S2 standards. With robust R&D investments and cutting-edge manufacturing capabilities, Beacon Pharmaceuticals PLC leverages innovation and strategic partnerships to deliver impactful treatments and support resilient healthcare systems in its target regions.



Research and Development

Research and Development (R&D) is a fundamental pillar of Beacon Pharmaceuticals PLC business model, driving its mission to deliver advanced, accessible healthcare solutions. The company invests significantly in R&D to develop cutting-edge treatments, particularly in high-need areas like oncology, hepatitis, and cardiology. Beacon Pharmaceuticals PLC state-of-the-art research facilities, staffed by skilled scientists and researchers.

Manufacturing

Beacon Pharmaceuticals PLC business model is built around the principles of Good Manufacturing Practice (GMP), ensuring that all pharmaceutical products are produced to the highest quality standards. The company invests in state-of-the-art manufacturing facilities and technologies to comply with stringent regulatory requirements, fostering a culture of quality assurance and continuous improvement.

Market Focus

Beacon Pharmaceuticals PLC market focus centers on providing accessible, affordable, and high-quality medicine to underserved populations, primarily in emerging markets. They emphasize offering essential medicines and specialized pharmaceuticals that address critical healthcare needs, such as treatments for cancer, cardiovascular diseases, and infections.

Regulatory Compliance

Beacon Pharmaceuticals PLC business model prioritizes strict regulatory compliance to meet both national and international standards, ensuring product safety, efficacy, and ethical business practices. The company adheres to the guidelines set by regulatory authorities such as the FDA, WHO, and various national drug regulatory agencies, allowing them to maintain quality control across all production and distribution processes.

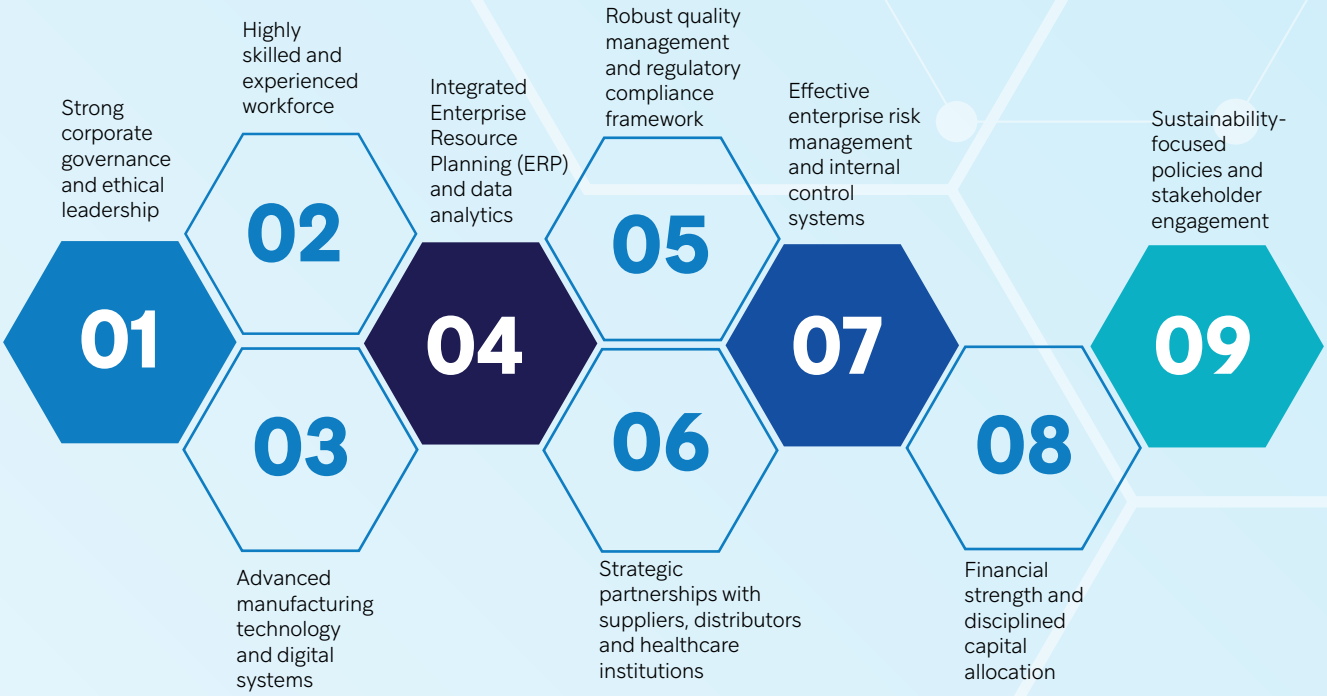
STAKEHOLDER OF BUSINESS MODEL

In the business model of Beacon Pharmaceuticals PLC, stakeholder relationships are fundamental to driving value and achieving sustainable growth. These relationships encompass a diverse array of parties, including patients, healthcare professionals, regulatory authorities, and investors, each contributing unique perspectives and needs. Effective engagement with these stakeholders is crucial for understanding market demands, ensuring compliance with regulations, and fostering innovation. By prioritizing transparent communication and collaboration, Beacon Pharmaceuticals PLC not only enhances its reputation and trust within the healthcare ecosystem but also aligns its strategic objectives with stakeholder expectations, ultimately promoting better health outcomes and reinforcing its commitment to sustainability in the pharmaceutical industry.



Supporting Elements Enabling Business Model Activities

The successful execution of these activities is supported by:



Capturing a Thorough and Detailed Assessment

Beacon Pharmaceuticals PLC recognizes that the strength of its business model is reflected not only in the resources it owns, but also in how effectively those resources and capabilities are deployed across its operations. The Company therefore evaluates its performance through a balanced combination of financial, operational and non-financial indicators, enabling management and stakeholders to understand how business activities contribute to sustainable value creation.

The assessment covers key areas across the value chain, including R&D and innovation, manufacturing, quality and regulatory compliance, supply chain, market development, sales and distribution, human capital, governance, risk management and sustainability. Performance is reviewed through relevant indicators and, where appropriate, compared with previous-year performance, business plans and strategic priorities.

Key Areas of Assessment Include

- **Financial Performance**
- **Operational Excellence**
- **Innovation**
- **Market Development**
- **Human Capital**
- **Quality & Compliance**
- **Governance & Risk**
- **Sustainability**

- **Financial Performance:** Revenue growth, profitability, EPS, cash-flow generation, return on capital employed and capital allocation.
- **Operational Excellence:** Production volume, capacity utilization, manufacturing efficiency, inventory turnover, product availability and delivery performance.
- **Innovation:** R&D investment, new products developed and launched, product pipeline and regulatory approvals.
- **Market Development:** Domestic market performance, export growth, number of markets served, distribution reach and customer engagement.
- **Human Capital:** Workforce strength, training hours, employee retention, leadership development and occupational health and safety.
- **Quality & Compliance:** GMP performance, product quality, regulatory inspections, audit observations, product complaints and corrective actions.
- **Governance & Risk:** Internal control effectiveness, risk management, compliance, cybersecurity readiness and governance performance.
- **Sustainability:** Energy consumption, GHG emissions, water management, waste management, resource efficiency and social initiatives.

The Company seeks to progressively strengthen the use of quantitative data, performance trends and outcome-based indicators so that stakeholders can clearly see the connection between resources invested, activities undertaken and the resulting outcomes. This approach supports informed decision-making and provides a more transparent assessment of Beacon's performance and resilience.

Ultimately, the assessment demonstrates how Beacon's scientific expertise, manufacturing capabilities, human capital, technology, financial resources and stakeholder relationships are converted through its business activities into high-quality healthcare solutions, operational performance, sustainable financial returns and broader social and environmental value.

All relevant details are comprehensively disclosed in the Integrated Report section under the Six Capitals framework, where the Company explains how its resources and capabilities are utilized, how performance is measured, and how value is created for stakeholders.

Why Our Resources and Capabilities Create Sustainable Competitive Advantage

Beacon Pharmaceuticals PLC's competitive strength is derived not from any single resource, but from the combination of its physical infrastructure, scientific expertise, technological capabilities, regulatory knowledge, human capital, market relationships and organizational experience. These resources and capabilities reinforce one another and enable the Company to develop, manufacture and deliver high-quality pharmaceutical products across domestic and international markets.

The Company's resources and capabilities create sustainable competitive advantage when they are valuable to customers and the business, supported by specialized knowledge and experience, difficult and costly for competitors to replicate, and not readily replaceable by alternative capabilities. Beacon's long-term investment in pharmaceutical manufacturing, research and development, quality systems, regulatory capabilities and human capital has created an integrated platform that supports innovation, operational resilience and market expansion.

Tangible Resources

Beacon's tangible resource base includes its manufacturing infrastructure, specialized production facilities, research and development laboratories, quality-control facilities, warehouses, distribution infrastructure, information technology systems and other operational assets. The Company's manufacturing plant at Bhaluka, Mymensingh, is established over approximately 30 acres and was designed to meet international standards including WHO-GMP, US FDA, UK MHRA and TGA requirements. The Company has also achieved EU GMP certification for its dedicated cephalosporin facility.

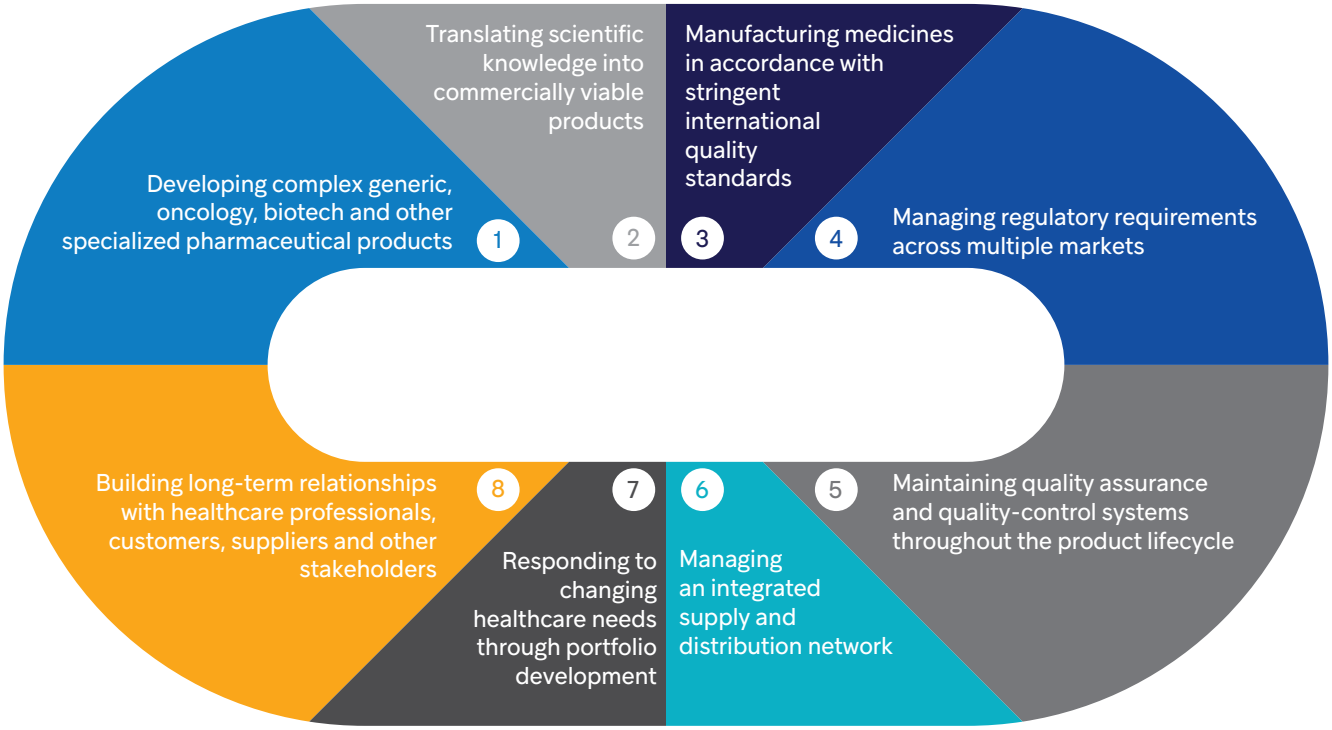
These physical resources provide the foundation for producing complex and specialized pharmaceutical products while maintaining stringent quality and regulatory requirements. Significant capital investment, technical expertise, validation requirements and regulatory approvals make comparable infrastructure relatively costly and time-consuming to replicate.

Intangible Resources

Beacon's intangible resources include scientific and technical knowledge, R&D expertise, regulatory knowledge,

product development experience, brand reputation, customer and stakeholder relationships, organizational culture and accumulated industry experience. The Company's R&D capabilities are particularly important, with its specialized team developing complex generic products and advanced formulations.

These intangible resources have been developed over many years through continuous investment, organizational learning and practical experience. Their value therefore extends beyond the underlying physical assets and supports the Company's ability to innovate, respond to healthcare needs and access new markets.



Resource-Based Competitive Advantage

Key Resource/Capability	Nature	Value to Beacon	Why It Is Difficult to Replicate
Advanced manufacturing infrastructure	Tangible	Enables quality, scale and specialized production	Requires significant capital, technology, validation and regulatory investment
R&D and scientific expertise	Intangible	Supports product innovation and portfolio expansion	Requires specialized knowledge, experience and continuous investment
Regulatory and quality expertise	Intangible capability	Supports product quality and market access	Built through accumulated regulatory knowledge and experience
Specialized product portfolio	Intangible	Diversifies revenue and addresses high-need therapeutic areas	Product development, technical work and regulatory approvals require time and investment
Skilled human capital	Intangible	Supports innovation, quality and operational excellence	Knowledge and organizational experience develop over time
Brand and reputation	Intangible	Builds trust among customers and stakeholders	Reputation is accumulated over years and cannot be quickly reproduced

Key Resource/Capability	Nature	Value to Beacon	Why It Is Difficult to Replicate
Market and stakeholder relationships	Intangible	Supports market access and commercial growth	Relationships, trust and market knowledge require sustained engagement
Integrated operational capabilities	Capability	Connects R&D, manufacturing, quality, supply chain and commercial activities	Competitive advantage arises from the combination of multiple interdependent

Sustaining the Advantage

Beacon's competitive advantage is therefore based on the combination and integration of resources rather than any individual asset. The interaction between R&D expertise, specialized manufacturing, quality and regulatory capabilities, human capital, market knowledge and stakeholder relationships create organizational capabilities that are more difficult to replicate than individual physical assets.

The Company's continued investment in innovation, technology, people, manufacturing capacity, quality systems, digitalization and sustainability is essential to maintaining these advantages as the pharmaceutical industry evolves. This integrated resource and capability base positions Beacon to strengthen resilience, respond to emerging healthcare needs, expand its market presence and create sustainable value over the short, medium and long term.

Value is Created by the Business, and for Whom, Using These Resources and Capabilities



Creating Better Healthcare Outcomes for Patients

Beacon Pharmaceuticals PLC creates value by transforming its strategic resources, technological capabilities and scientific expertise into high-quality pharmaceutical products that improve patients' quality of life. Through continuous investment in research and development, internationally compliant manufacturing facilities and robust quality management systems, the Company develops safe, effective and affordable medicines across oncology, biotechnology, palliative care, chronic diseases and general pharmaceuticals. Its extensive distribution network ensures timely access to medicines across Bangladesh and international markets, supporting healthcare professionals in delivering better clinical outcomes and enhancing public health.

Delivering Sustainable Financial Returns for Shareholders

The Company creates long-term value for shareholders through sustainable growth, operational excellence and disciplined capital allocation. Investments in advanced

manufacturing technologies, product innovation, capacity expansion and export market development strengthen revenue growth and profitability while enhancing business resilience. Strong corporate governance, transparent financial reporting, effective enterprise risk management and robust internal controls protect shareholder interests and reinforce investor confidence. These capabilities enable Beacon Pharmaceuticals PLC to generate sustainable financial performance while creating long-term enterprise value.

Empowering Employees through Human Capital Development

People are one of Beacon Pharmaceuticals PLC's most valuable strategic assets. The Company creates value by providing a safe, inclusive and performance-oriented workplace that encourages continuous learning, innovation and professional development. Regular technical training, leadership development programs and employee engagement initiatives strengthen workforce capabilities and improve organizational performance. By investing in skilled human capital, the Company enhances productivity, innovation and operational excellence while preparing its workforce to meet future business and industry challenges.

Strengthening Partnerships across the Value Chain

Beacon Pharmaceuticals PLC creates shared value for customers, suppliers, distributors, healthcare institutions and other business partners through long-term collaborative relationships built on trust, quality and operational reliability. Integrated Enterprise Resource Planning (ERP) systems, digital technologies and efficient supply chain management ensure consistent product quality, optimized inventory management and timely product delivery. Strategic partnerships with suppliers and healthcare institutions support innovation, improve supply chain resilience and contribute to sustainable commercial growth across domestic and international markets.

Supporting National Healthcare and Economic Development

Beyond commercial success, Beacon Pharmaceuticals PLC contributes to national development by supporting Bangladesh's healthcare infrastructure and pharmaceutical industry. Continuous investment in local manufacturing, innovation and export capabilities creates employment opportunities, contributes tax revenues and generates valuable foreign exchange earnings. The Company's commitment to regulatory compliance, ethical business practices and international quality standards strengthens Bangladesh's reputation as a reliable pharmaceutical manufacturing hub while supporting the country's healthcare priorities and economic growth.

Creating Environmental and Social Value

Sustainability is embedded throughout the Company's business model and value creation process. Beacon Pharmaceuticals PLC promotes responsible resource utilization, environmentally responsible manufacturing practices, efficient energy consumption, waste management and sustainable procurement across its operations. At the same time, the Company actively engages with stakeholders, supports community health initiatives and maintains high standards of corporate governance and ethical conduct. By integrating Environmental, Social and Governance (ESG) considerations into strategic decision-making in line with IFRS S1 and IFRS S2, the Company enhances long-term resilience while creating lasting value for society and future generations.

Creating Sustainable Value for all Stakeholders

The true strength of Beacon Pharmaceuticals PLC lies in its ability to integrate innovation, manufacturing excellence, digital transformation, financial discipline, skilled human capital and responsible governance into a resilient business model. These interconnected resources and capabilities enable the Company to consistently deliver affordable, high-quality healthcare solutions while generating sustainable financial returns, strengthening stakeholder relationships and supporting environmental stewardship. By balancing the interests of patients, employees, shareholders, business partners, regulators, communities and the environment, Beacon Pharmaceuticals PLC creates enduring value over the short, medium and long term, reinforcing its position as a trusted and sustainable pharmaceutical company.

VALUE CHAIN MODEL

Beacon Pharmaceuticals PLC value chain encompasses all the essential activities involved in the research, development, production, and distribution of pharmaceutical products, each stage meticulously designed to deliver high-quality, accessible healthcare solutions. From inbound logistics, R&D and regulatory compliance to manufacturing, logistics, and post-market support, Beacon Pharmaceuticals PLC processes emphasize not only product safety and efficacy but also sustainability and ethical sourcing. The company integrates IFRS S1 and S2 sustainability standards throughout its operations, managing environmental and social impacts across the value chain. This structured approach enables Beacon Pharmaceuticals PLC to optimize resource use, maintain regulatory alignment, and uphold its commitment to improving healthcare outcomes while prioritizing sustainable and responsible business practices.

The value chain of Beacon Pharmaceuticals PLC is crucial as it underpins the company's ability to develop, produce, and deliver safe, effective, and accessible pharmaceutical products. By streamlining each stage—from research and development to manufacturing, distribution, and customer support—Beacon Pharmaceuticals PLC can enhance efficiency, reduce costs, and ensure consistent product quality, all while maintaining regulatory compliance. Additionally, embedding sustainability within the value chain aligns with IFRS S1 and S2 standards, allowing Beacon Pharmaceuticals PLC to address environmental and social impacts proactively. This comprehensive approach not only strengthens Beacon Pharmaceuticals PLC competitive advantage but also reinforces its commitment to ethical and sustainable healthcare, benefiting both the business and the broader community.

PRIMARY ACTIVITIES

- Inbound Logistics
- Operations
- Outbound Logistics
- Marketing and Sales
- Service

SUPPORT ACTIVITIES

- Infrastructure
- Human Resources (HR) Management
- Technological Development
- Procurement



PRIMARY ACTIVITIES

INBOUND LOGISTICS

1. Raw Material Sourcing
2. Quality Control of Raw Materials
3. Inventory Management
4. Storage and Warehousing
5. Temperature-Controlled Storage
6. Material Handling Systems
7. Supplier Audits
8. Transportation Logistics
9. Customs and Import Compliance
10. Document Management

OPERATIONS

1. API Processing
2. Formulation Development
3. Manufacturing Process Design
4. Batch Production
5. Production Scheduling
6. Quality Control (QC)
7. GMP Compliance
8. Automation in Production
9. Sterilization Procedures
10. Waste Management

OUTBOUND LOGISTICS

1. Inventory Management
2. Warehouse Operations
3. Order Processing
4. Distribution Planning
5. Transportation Management
6. Temperature-Controlled Shipping
7. Real-Time Tracking of Shipments
8. Order Fulfillment Accuracy
9. Distribution Network Management
10. Documentation and Record-Keeping

MARKETING AND SALES

1. Market Research and Analysis
2. Target Market Identification
3. Brand Positioning
4. Product Portfolio Strategy
5. Pricing Strategy
6. Sales Force Development
7. Physician Outreach Programs
8. Product Launch Planning

SERVICE

1. Customer Support
2. Technical Support for Healthcare Provider
3. Medication Adherence
4. Feedback Collection from Patients and Providers
5. Educational Webinars and Workshops
6. Service Quality Audits

SUPPORT ACTIVITIES

INFRASTRUCTURE

1. Corporate Governance
2. Regulatory Compliance Management
3. Risk Management Framework
4. IT Infrastructure and Support
5. Facility Management
6. Product Lifecycle Management
7. Inventory Control Systems
8. Business Intelligence and Analytics
9. Knowledge Management
10. Project Management

HUMAN RESOURCES (HR) MANAGEMENT

1. Recruitment and Talent Acquisition
2. Onboarding Programs
3. Job Role Alignment
4. Employee Training Programs
5. Leadership Development Programs
6. Performance Appraisal Systems
7. Mentorship Programs
8. Employee Engagement Activities
9. Succession Planning
10. Employee Feedback Mechanisms

TECHNOLOGICAL DEVELOPMENT

1. Smart Manufacturing Systems
2. Advanced Quality Control Equipment
3. Digitalized R&D Processes
4. Big Data Analytics
5. Automated Packaging Solutions
6. Cloud Computing for Data Storage
7. ERP System (SAP) for Process Integration
8. Supply Chain Management Software
9. Energy-Efficient Manufacturing Technologies

PROCUREMENT

1. Raw Material Sourcing
2. Supplier Selection Process
3. Supplier Relationship Management
4. Vendor Risk Assessment
5. Quality Assurance of Incoming Materials
6. Sustainable Procurement Practices
7. Supply Chain Transparency
8. Inventory Management
9. Procurement Planning
10. Bulk Purchasing and Economies of Scale

STATEMENT OF VALUE ADDED

Wealth Delivered

8,894

BDT Million

Employees as Remuneration
2,920
32.8%

Providers of Finance as Interest
1,334
15.0%

Shareholders as Dividend
254
2.9%

Amount in BDT

Gross revenue and other income
18,759 (Mn)

Purchases (bought-in materials)
9,865 (Mn)

Wealth generated
8,894 (Mn)

How value was shared, FY2025-26



Employees **32.8%**
Providers of Finance **15.0%**
Shareholders **2.9%**
Retained within Business **19.0%**
Government **30.3%**

Statement of Value Added

For the financial year ended 30 June 2026

BDT in Million

Particulars	FY2025-26	%	FY2024-25	%	YoY
Gross revenue & other income	18,759		14,427		▲ +30.0%
Bought-in materials & services	(9,865)		(7,724)		▲ +27.7%
Total value added	**8,894**	**100**	**6,703**	**100**	▲ **+32.7%**
Applications					
Salaries & benefits to employees	2,920	32.8	2,376	35.5	▲ +22.9%
Duties & taxes to Govt. exchequer	2,698	30.3	2,071	30.9	▲ +30.2%
Interest to lenders	1,334	15.0	1,308	19.5	▲ +2.0%
Dividend to shareholders	254	2.9	290	4.3	▼ -12.3%
Retained by the company	1,688	19.0	657	9.8	▲ +157.0%
Total applications	**8,894**	**100**	**6,703**	**100**	▲ **+32.7%**

Retained within Business
1,688
19.0%

Government as Duties & Taxes
2,698
30.3%

Contribution to Government Exchequer

Particulars	FY2025-26	Mix %	FY2024-25	YoY
Duties	154	6.0%	101	▲ +53.0%
Income tax	575	21.0%	362	▲ +58.9%
VAT	1,969	73.0%	1,609	▲ +22.4%
Total	**2,698**	**100.0%**	**2,071**	▲ **+30.2%**

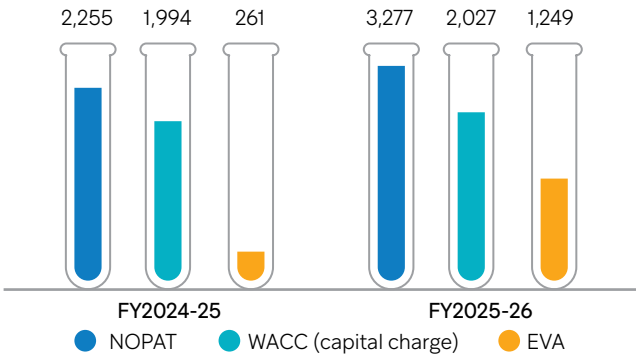
STATEMENT OF ECONOMIC VALUE ADDED (EVA)

Economic Value Added (EVA) measures the value the company created during the financial year. It judges performance on economic principles rather than traditional accounting conventions, so a company creates value only when its profit exceeds the cost of the capital it uses.

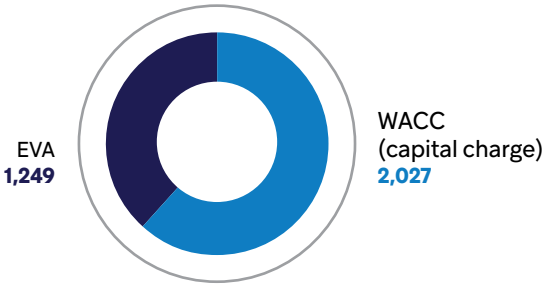
Particulars	BDT in Million	
	FY2025-26	FY2024-25
Net Operating Profit After Tax (NOPAT)	3,277	2,255
Capital Employed	17,364	16,517
WACC %	11.7%	12.1%
Weighted Average Cost of Capital (WACC)	2,027	1,994
Economic Value Added (EVA)	1,249	261

Value Creation at a Glance (BDT in million)

NOPAT, Capital Charge and EVA



FY2025-26: how NOPAT of 3,277 is used



Notes

Capital Employed

Capital employed = Shareholders' equity + interest-bearing long-term and short-term loans – cash and cash equivalents.

NOPAT

NOPAT is stated after deducting the WPPF contribution and add other income.

WACC

WACC is calculated using CAPM to determine the cost of equity.

DISTRIBUTION CHANNEL

One plant, one central hub, twenty-nine depots — medicine moved to every district of Bangladesh

Beacon Pharmaceuticals PLC pairs a robust nationwide supply chain with an expansive international footprint, delivering high-quality healthcare products across Bangladesh and exporting to over 135 countries worldwide. This dual-market distribution model ensures seamless logistics, efficient delivery, and dependable accessibility for patients and healthcare providers globally.

Business to Customers

Chemist shops & retail pharmacies

Business to Business

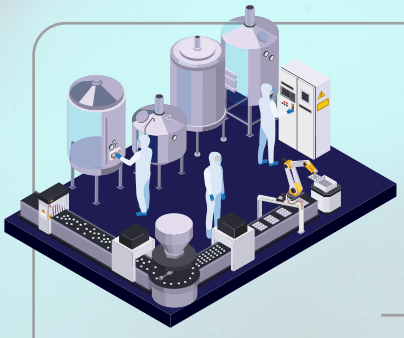
Hospitals & institutions (private & government)

Export

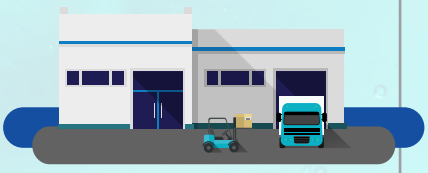
International markets (Asia, Africa, Europe, Middle East, Latin America)

Beacon Pharmaceuticals PLC maintains an integrated and structured distribution network to ensure the efficient, timely, and reliable movement of finished pharmaceutical products throughout Bangladesh. The distribution channel operates through a hub-and-spoke model, connecting the Company's manufacturing facility at Bhaluka, Mymensingh with its Central Distribution Center (CDC) at Gazipur and subsequently with 29 regional distribution depots across the country.

Distribution Flow







Finished Products → Distribution to Depots

Manufacturing Plant

Bhaluka, Mymensingh

Central Distribution Center (CDC)

Gazipur

Regional Distribution Depots

29 Depots across Bangladesh

Distribution Hub	Location	Primary Function
Manufacturing Plant	Bhaluka, Mymensingh	Manufacture, QA release and dispatch of finished goods
Central Distribution Center	Joydebpur, Gazipur	Receipt, verification, storage, allocation and dispatch to depots
Regional & City Depots	29 locations	Stockholding, sales support, order fulfilment and local distribution

Central Distribution Center

Operational Pillars and Core Capabilities

Strategically located within Gazipur's major industrial and transportation corridor, Beacon's Central Distribution Center (CDC) serves as the central hub of the Company's nationwide distribution network.

The facility is designed to support high-volume pharmaceutical storage and distribution through efficient warehousing, inventory management, order consolidation, and transportation coordination. With controlled storage environments and systematic logistics processes, the CDC ensures the timely and secure movement of finished pharmaceutical products from the Bhaluka manufacturing facility to the Company's depot network across Bangladesh.



15°C – 25°C
Controlled Ambient Storage



2°C – 8°C
Cold-Chain Storage

Operational Pillars and Core Capabilities

Central Receiving & Quality Release

Receives finished products from the Bhaluka manufacturing facility and manages quarantine, verification and release before products move to available inventory for distribution.

High-Density & Controlled Storage

Structured pallet racking and optimised warehouse space accommodate high-volume inventory, held under controlled ambient conditions of 15°C–25°C and cold-chain conditions of 2°C–8°C, as applicable.

Inventory Consolidation & Replenishment

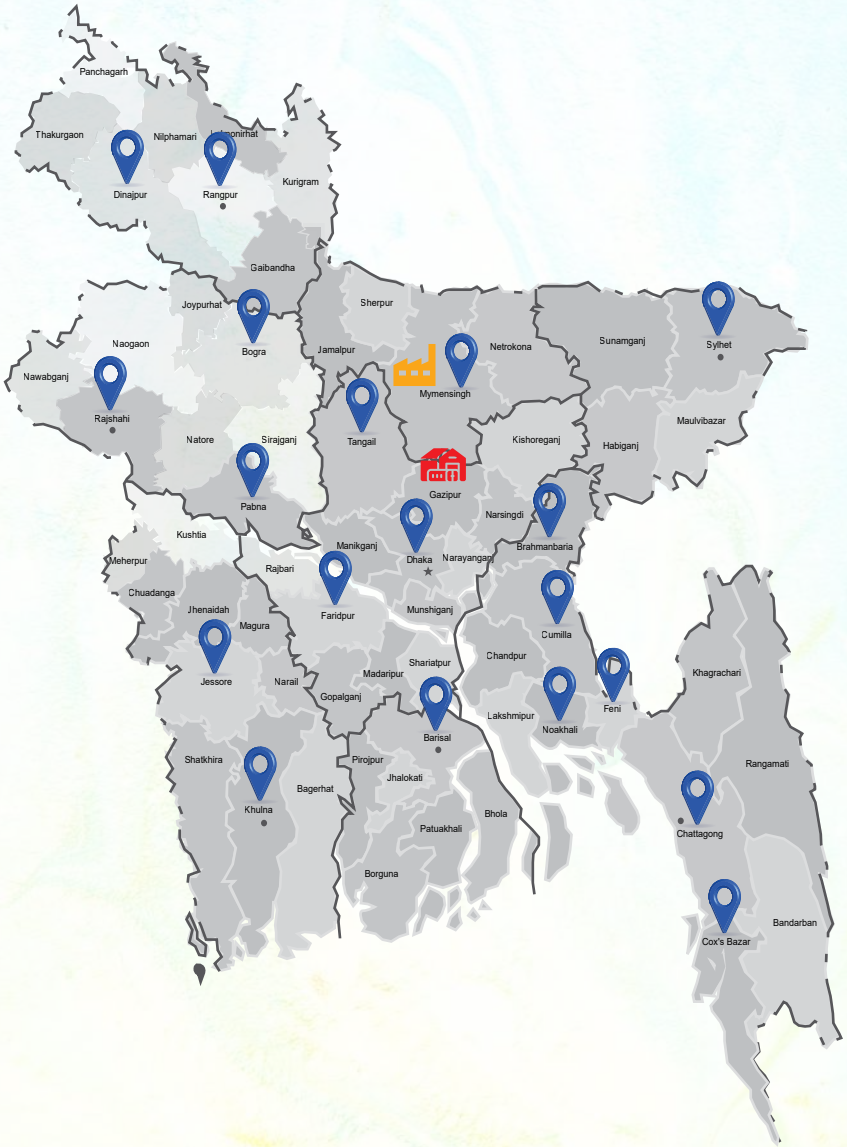
Consolidates inventory requirements from the depot network and supports timely replenishment based on demand, stock levels and ERP-driven inventory planning.

Fleet Dispatch & Logistics Management

Coordinates primary transportation and long-distance delivery, including dispatches to regional depots, for efficient and timely movement of products across the country.

Distribution Network

The 29 Regional Depots: Nationwide Footprint



Sl.	Depot Name	Address
1	Beacon Privilege Point	Mohammadpur, Dhaka
2	B.Baria	B.Baria Sadar
3	Barisal	Barisal
4	Bogra	Bogra
5	Chandpur	Chandpur Sadar, Chandpur
6	Chattogram	Chattogram
7	Cox-Bazar	Cox's Bazar
8	Cumilla	Cumilla
9	Dinajpur	Dinajpur sadar
10	Faridpur	Faridpur
11	Feni	Feni
12	Jashore	Jashore
13	Kamalapur	Motijheel, Dhaka
14	Khulna	Khulna
15	Maizdee	Noakhali
16	Mohammadpur	Shymoli, Mohammadpur
17	Mymensingh	Mymensingh
18	Narayanganj	Narayanganj
19	Niketon	Gulshan-1, Dhaka
20	Pabna	Pabna Sadar
21	Rajshahi	Rajshahi
22	Rangpur	Rangpur
23	Sylhet	Sylhet
24	Tangail	Tangail
25	Uttara	Uttara Model Town, Dhaka
26	Savar	Savar
27	Dhanmondi	Dhanmondi, Dhaka
28	Sirajganj	Sirajganj
29	Patuakhali	Patuakhali

Factory
Bhaluka (Mymensingh District)

Central Distribution Center (CDC)
Joydebpur (Gazipur)

Depot Location | Division Boundary | River | Sea

29 Distribution Depots across Bangladesh

Reliable Delivery to Every District



Beacon's 29 strategically located depots ensure that medicines, oncology products and other healthcare products reach chemist shops, hospitals and institutions on time. Depending on location and urgency, products are generally delivered within 0 to 12 hours of order generation.

Finished products are supplied from the CDC and stored under the required temperature and storage conditions. Each depot has dedicated personnel responsible for storage, stock handling, security and timely delivery.

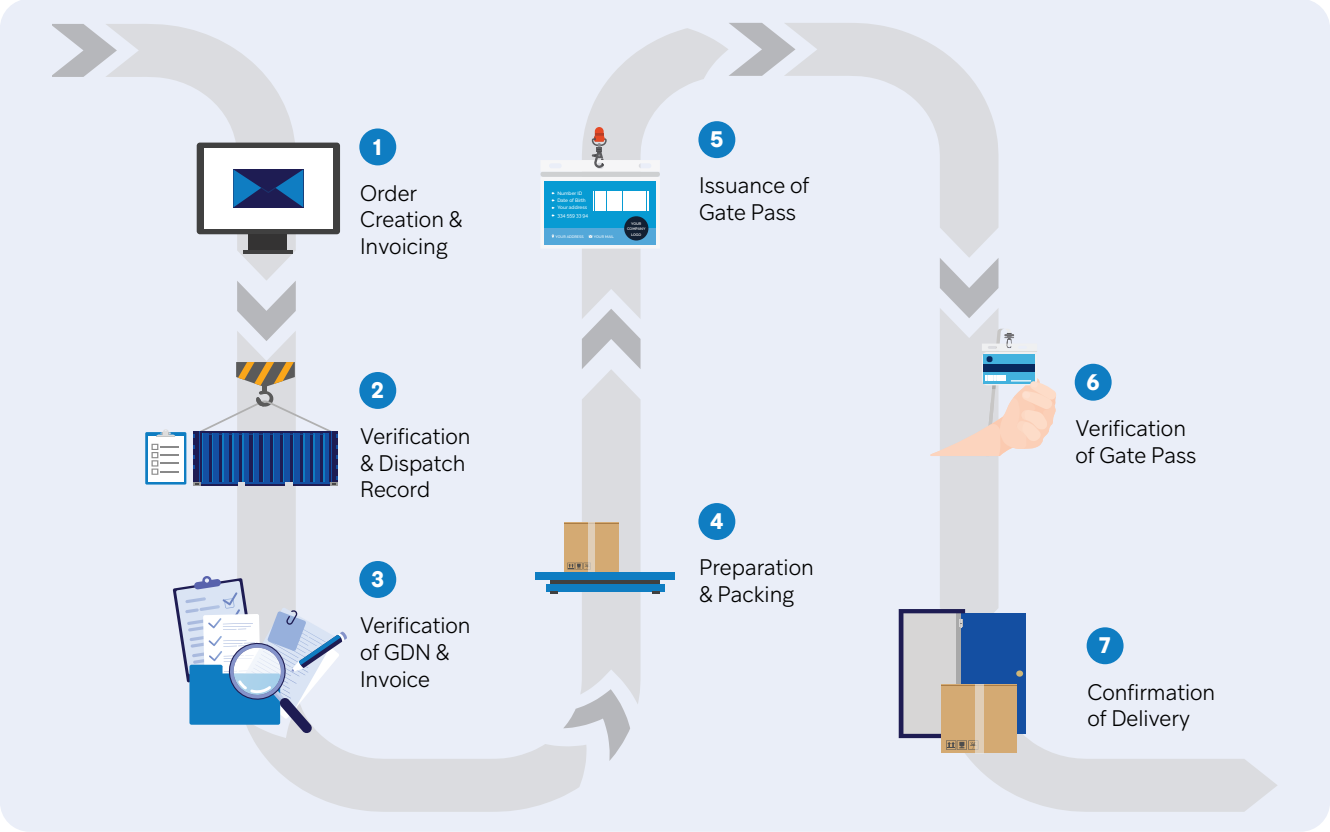
29
Nationwide Depots

100%
Cold Chain Integrity

7-Step
Standard Dispatch

Standard 7-Step Dispatch and Delivery

To ensure zero-error inventory handling and strict compliance, all 29 Beacon depots follow a standardised seven-step dispatch process supported by mobile, IT and gate-control checkpoints at each stage.



SUSTAINABILITY, ESG & SOCIAL IMPACT

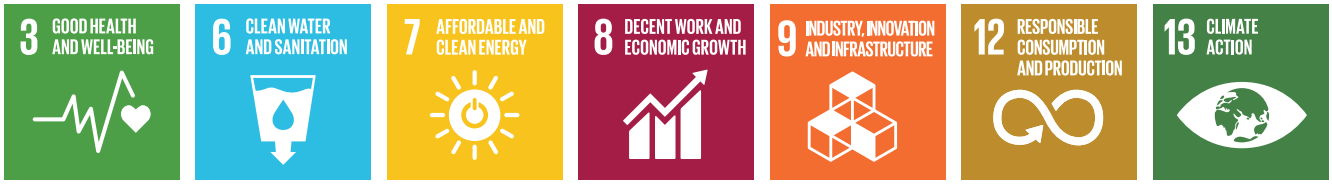


SUSTAINABILITY AT A GLANCE
CONNECTING ACTIONS TO SDG IMPACT

Financial Year 2025-26 - Aligned with IFRS S1 & IFRS S2

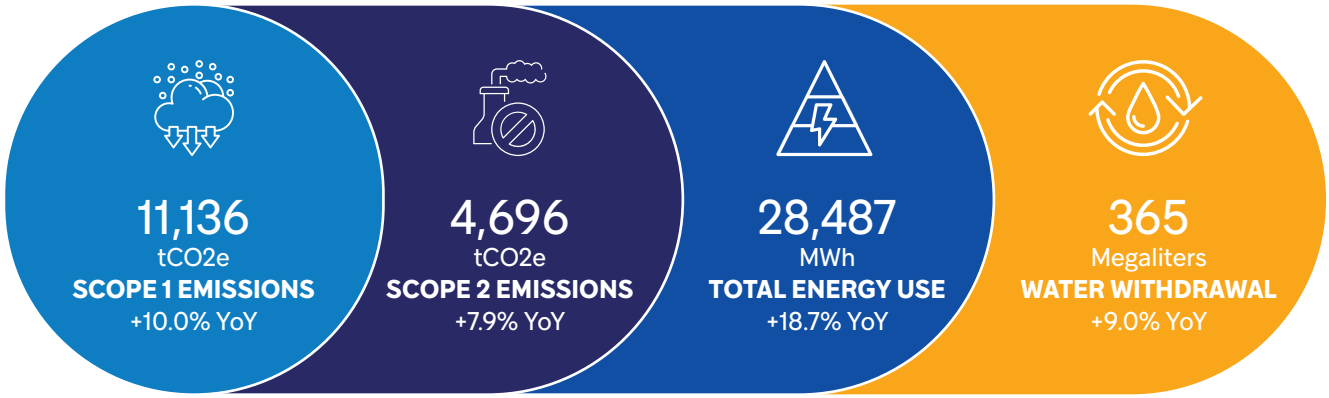
Our Contribution to the SDG Goals

Beacon's business model and FY2025-26 sustainability performance align most directly with seven UN Sustainable Development Goals, summarized below.



Sustainability at Beacon

Sustainability is integral to Beacon Pharmaceuticals PLC's corporate strategy and long-term value creation. During FY2025-26, the Company continued embedding ESG considerations into governance, strategy, investment and daily operations - advancing energy efficiency, responsible resource use, and occupational health and safety across its manufacturing base. Beacon adopted IFRS S1 and IFRS S2, aligning its sustainability and climate-related financial disclosures with global standards and the TCFD framework. The Board's CSR & Sustainability Committee oversees implementation, with Executive Management embedding sustainability across manufacturing, supply chain, HR, quality and regulatory functions.



Despite approximately 31.0% revenue growth and increased production, Beacon's Scope 1 and Scope 2 emissions were well managed, reflecting improved energy efficiency and operational processes.

Risks as per IFRS S1

- Fluctuating foreign exchange rates
- High interest rate
- Strong competition
- Shortage of skilled workers
- High energy and utility costs
- Dependence on imported raw materials
- Price volatility of raw materials

Opportunities as per IFRS S1

- Increase export demand
- Low labor cost
- Increase demand of OTC Market medicine
- Opportunities of toll manufacturing
- Increase Chronic disease
- Use of renewable energy
- Launch awareness campaigns

Risks as per IFRS S2

- Floods
- Heat
- Extreme rainfall
- Temperature increases
- Water Scarcity and Resource Depletion
- Sea level rise
- Regulatory Risks
- Technology Risks
- Reputation Risks
- Market and Consumer Preferences

Opportunities as per IFRS S2

- Increase climate related diseases
- Attracting Sustainable Investment

ICON	SDG	Beacon's Contribution
	SDG 3 - Good Health & Well-being	Core business impact: around 286 brands of medicine including cancer, general, biotech and chronic care medicine expanding access to life-saving healthcare across 135+ countries.
	SDG 6 — Clean Water & Sanitation	Water withdrawal tracked at 365 ML (FY2025-26); responsible water stewardship, recycling and conservation initiatives across manufacturing sites.
	SDG 7 — Affordable & Clean Energy	Focus on energy-efficiency initiatives and stated intent to adopt renewable energy sources to decouple energy use from production growth.
	SDG 8 — Decent Work & Economic Growth	5,726 employees; investment in workplace safety, training, and inclusive, supportive working conditions.

ICON	SDG	Beacon's Contribution
	SDG 9 — Industry, Innovation & Infrastructure	Continued R&D investment, advanced manufacturing technologies, and climate-resilient infrastructure planning.
	SDG 12 — Responsible Consumption & Production	Programs to reduce operational waste, improve resource utilization, and manage Scope 3 waste-disposal emissions.
	SDG 13 — Climate Action	Adoption of IFRS S1/S2 climate disclosure standards

Sustainability Performance Metrics

Metric	FY2025-26	FY2024-25	Unit
Scope 1 GHG Emissions	11,136	10,123	tCO_2e
Scope 2 GHG Emissions	4,696	4,352	tCO_2e
Scope 3 GHG Emissions (Waste, Material)	0.7691	0.3269	tCO_2e
Total Energy Consumption	28,487	24,000	MWh
Water Withdrawal	365	335	Megalitres

BASIS OF PREPARATION & REPORTING BOUNDARY

Building a reliable foundation for decision-useful sustainability information

Beacon Pharmaceuticals PLC's sustainability-related disclosures are prepared to provide transparent, consistent and decision-useful information on sustainability-related risks and opportunities that could reasonably be expected to affect the Company's prospects. The disclosures are intended to be read together with Beacon's financial statements and other corporate reporting, providing a connected view of how sustainability considerations influence the Company's business model, strategy, governance, risk management and performance.

What is Covered?

- Manufacturing & Operations
- Supply Chain
- Resources & Environment
- People & Workforce
- Product Responsibility
- Regulatory & Climate

Our Reporting Boundary

Rather than limiting sustainability reporting to Beacon's own facilities, the Company considers the broader value chain where sustainability-related matters may reasonably affect its prospects.

IFRS S1/S2 Alignment

Material information

Focus on sustainability-related risks and opportunities that could reasonably be expected to affect prospects.

Connected reporting

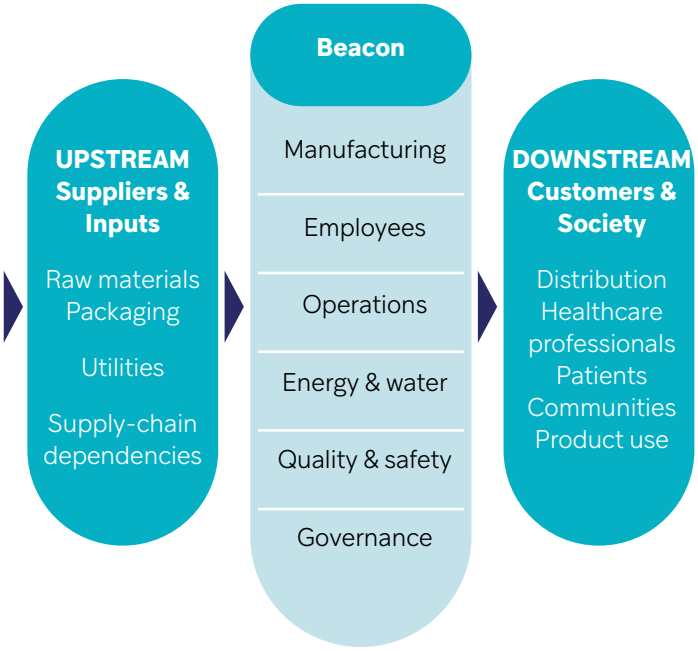
Sustainability information is considered alongside financial reporting, reasonably be expected to affect prospects.

Value-chain perspective

Relevant upstream and downstream matters are considered where significant.

Decision-useful information

Disclosures are designed to support users in assessing Beacon's prospects.



The reporting boundary is considered in conjunction with the Company's organizational structure, operational activities and value-chain relationships. Where sustainability-related matters extend beyond the Company's direct operations, relevant upstream and downstream considerations are incorporated based on their potential significance to the Company's prospects. Beacon continues to strengthen the systems, processes and controls used to collect, validate and consolidate sustainability-related information. As sustainability reporting practices mature, the Company intends to enhance the completeness, consistency, comparability and reliability of sustainability-related data and disclosures. This approach is consistent with the Company's stated commitment to progressively improve the quality and reliability of sustainability-related information.

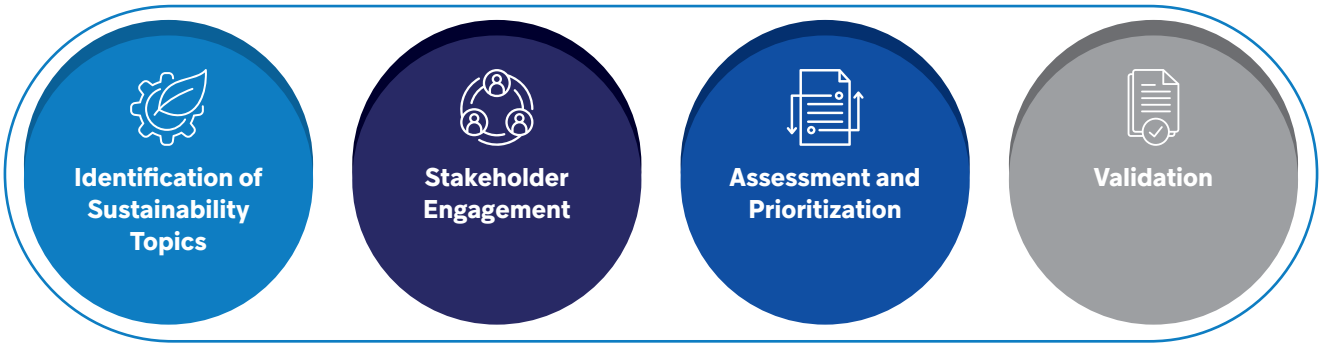
Materiality Assessment

Beacon Pharmaceuticals PLC recognizes that understanding and prioritizing material sustainability matters is fundamental to effective decision-making, long-term value creation, and transparent sustainability reporting. The Company conducts a materiality assessment to identify Environmental, Social, Governance (ESG), and climate-related matters that have the greatest potential to influence its strategy, operations, financial performance, enterprise value, and stakeholder decisions. The assessment supports the Company's sustainability strategy and aligns with the disclosure principles of IFRS S1 - General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 - Climate-related Disclosures.

The materiality assessment is performed periodically and is reviewed whenever there are significant changes in the Company's business model, operating environment, regulatory requirements, stakeholder expectations, or emerging sustainability risks. The outcome of the assessment provides the foundation for sustainability reporting, strategic planning, risk management, target setting, and resource allocation.

Materiality Assessment Methodology

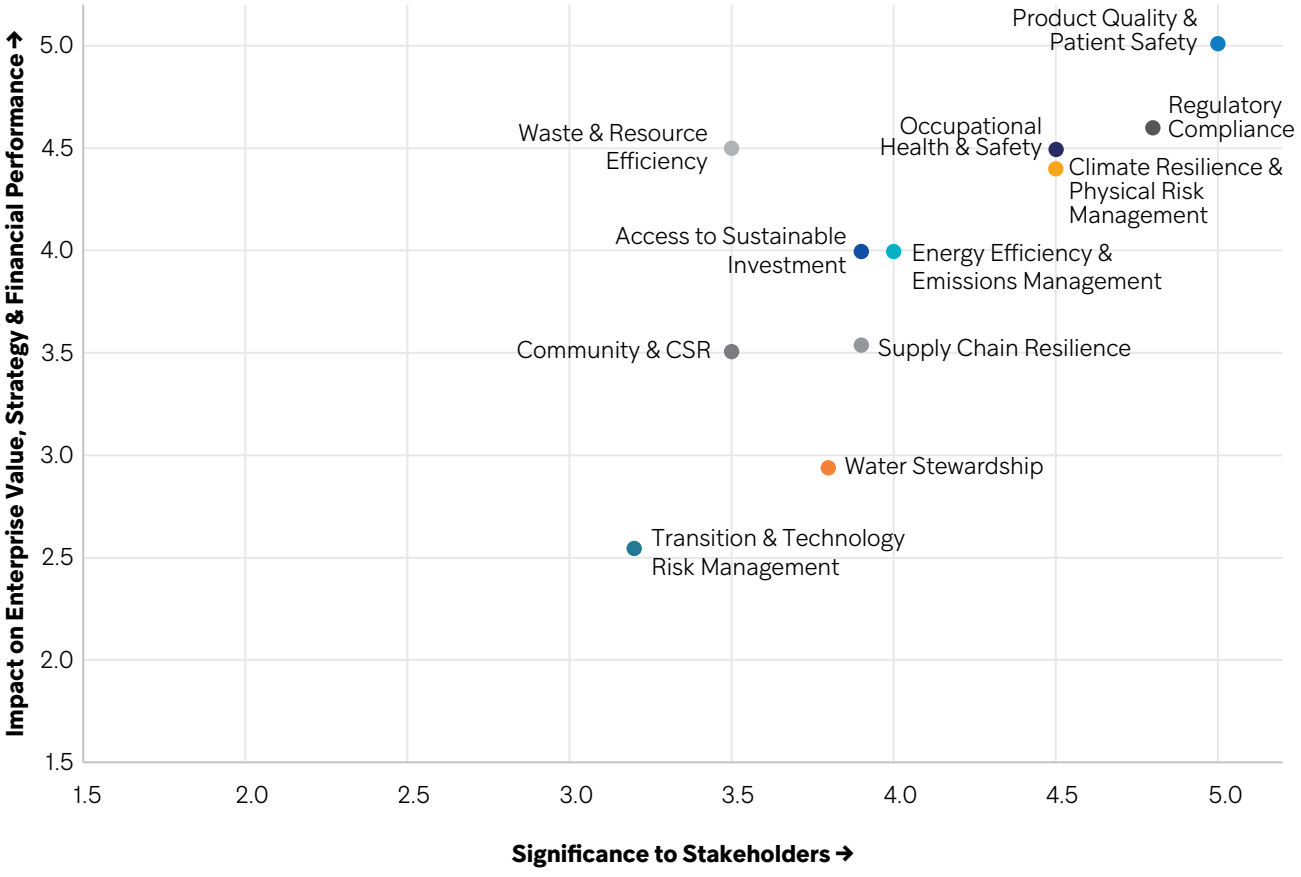
The Company applies a systematic four-stage assessment process:



Material Area		Key Information to Disclose
	Environment	Scope 1, 2 & relevant Scope 3 emissions, energy consumption, renewable energy, water withdrawal, wastewater and waste.
	Climate	Physical & transition risks, climate resilience, mitigation measures, investment and targets.

Material Area	Key Information to Disclose
People	Occupational health & safety, training, employee development, wellbeing and equal opportunity.
Product Responsibility	Product quality, GMP, patient safety, pharmacovigilance and responsible access to healthcare.
Value Chain	Supplier standards, responsible sourcing, raw-material availability and supply-chain resilience.
Governance	Board oversight, business ethics, anti-bribery, regulatory compliance, risk management and internal controls.

Materiality Matrix



CHAIRMAN'S MESSAGE



"At Beacon Pharmaceuticals PLC, sustainability is embedded in our strategy, governance, and commitment to creating long-term value for our stakeholders.

We remain dedicated to strengthening climate resilience, responsible resource management, innovation, and sustainable healthcare for a healthier and more resilient future."

At Beacon Pharmaceuticals PLC, sustainability is an integral part of our strategy and our commitment to creating long-term value for all stakeholders. As a leading pharmaceutical manufacturer in Bangladesh, we recognize that responsible business practices are essential to strengthening resilience, operational excellence, R&D, and healthcare outcomes.

The global business environment is evolving rapidly, with increasing climate-related risks, changing stakeholder expectations, and emerging regulatory requirements. In this context, the Board remains committed to integrating sustainability considerations into corporate governance, strategic planning, enterprise risk management, investment decisions, and operational performance.

During the year, we continued to strengthen our initiatives in energy efficiency, responsible resource utilization, environmental compliance, occupational health and safety, product quality, and ethical business conduct. We remain focused on improving manufacturing efficiency, reducing waste, managing water and other natural resources responsibly, and minimizing our environmental footprint. These efforts also contribute to operational efficiency and sustainable financial performance.

Through continued investment in research and development, advanced manufacturing capabilities, and high-quality pharmaceutical products, we seek to improve access to affordable healthcare, support national healthcare priorities, and expand our international presence. We believe innovation and sustainability are mutually reinforcing drivers of sustainable growth.

During the reporting period, we further strengthened our sustainability reporting framework by aligning our disclosures with the IFRS Sustainability Disclosure Standards, including IFRS S1 and IFRS S2. This framework enhances the transparency, consistency, and decision-usefulness of information relating to sustainability-related risks and opportunities, governance, strategy, risk management, and performance. We will continue to improve the quality and reliability of our sustainability-related data and disclosures.

Our people remain at the heart of our success. We are committed to maintaining a safe, inclusive, and supportive workplace while promoting learning, professional development, diversity, and innovation. We also remain firmly committed to product quality, patient safety, regulatory compliance, and ethical conduct across our value chain.

Looking ahead, Beacon Pharmaceuticals PLC will continue to strengthen climate resilience, improve environmental performance, enhance resource efficiency, and embed sustainability into strategic decision-making. Our objective is to create enduring value for stakeholders while progressing towards our vision of becoming a globally respected pharmaceutical organization.

I sincerely thank our shareholders, employees, customers, healthcare professionals, suppliers, regulators, and other stakeholders for their continued trust and support. Together, we will continue building a healthier, more sustainable, and resilient future.

Prof. Dr. Shamem Ara Mili
Chairman
CSR & Sustainability Committee

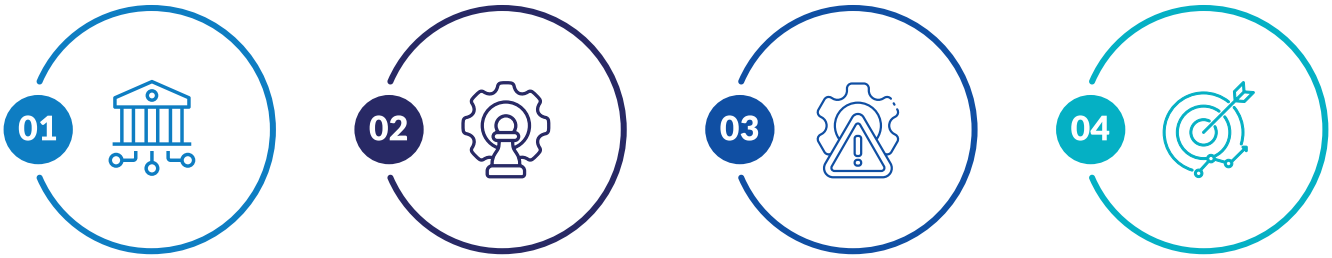
SUSTAINABILITY REPORTING IN ACCORDANCE WITH IFRS S1 AND IFRS S2

Beacon Pharmaceuticals PLC has adopted both IFRS S1 and IFRS S2, marking a significant shift in how the company reports on sustainability and climate-related risks. IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) sets guidelines for companies to provide comprehensive, transparent, and comparable sustainability disclosures, focusing on governance, strategy, risk management, and metrics. This standard ensures that Beacon pharmaceuticals PLC aligns its sustainability reporting with global financial reporting standards.

IFRS S2 (Climate-related Disclosures) specifically addresses climate-related risks and opportunities, requiring companies like Beacon Pharmaceuticals PLC to disclose information on their climate impact, including risk management strategies, and targets for addressing climate change. The standard is closely aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and emphasizes transparency in how companies manage and mitigate climate risks.

Beacon Pharmaceuticals PLC adherence to the core content of IFRS S1 & IFRS S2 demonstrates its commitment to transparent and comprehensive sustainability reporting. IFRS S1 outlines key areas for sustainability-related disclosures, including:

Core Content as per IFRS S1 & S2



Governance

Beacon Pharmaceuticals PLC recognizes that strong governance is essential for creating long-term value and managing sustainability-related risks and opportunities. In line with IFRS S1 and IFRS S2, the Company integrates sustainability and climate-related considerations into its governance framework, strategic planning, risk management, and business operations.

CSR and Sustainability Committee

Chairman
Prof. Dr. Shamem Ara Mili
Independent Director



Member
Md. Jalal Uddin FCA
Chief Financial Officer



Member
Md Anisur Rahman Khan
Head of PR & Estate



Member
Md. Emroj Hossain
Company Secretary



CSR and Sustainability Committee

The CSR & Sustainability Committee assists the Board in overseeing the Company's sustainability-related matters and provides a structured mechanism for reviewing sustainability priorities, risks, opportunities, targets, performance and related disclosures.

The Committee reviews the integration of sustainability considerations into the Company's strategy and business activities and monitors progress against relevant sustainability objectives and commitments. It also considers significant environmental and social matters that may affect the Company's operations, value chain, resilience and long-term value creation.

The Committee's responsibilities include reviewing sustainability-related strategies and policies; monitoring sustainability risks and opportunities; reviewing environmental performance and resource efficiency initiatives; overseeing initiatives relating to climate resilience, energy, water, waste and emissions; considering employee and community-related matters; reviewing sustainability targets and performance indicators; and overseeing relevant sustainability disclosures.

The Committee also reviews the Company's approach to Corporate Social Responsibility, including major community, healthcare, education and social welfare initiatives, recognizing CSR as an important component of the Company's broader sustainability agenda.

Management Responsibilities

Executive Management is responsible for implementing the sustainability strategy approved by the Board and integrating sustainability objectives into day-to-day business operations. Senior management provides leadership in identifying, evaluating, and managing sustainability-related risks and opportunities while ensuring compliance with applicable legal, regulatory, and corporate requirements.

Management oversees the implementation of sustainability initiatives across manufacturing operations, engineering, supply chain management, finance, human resources, quality assurance, regulatory affairs, and corporate affairs. Cross-functional collaboration enables sustainability considerations to be embedded throughout the value chain and supports consistent implementation of environmental and social objectives across the organization.

Management periodically reports to the Board on sustainability performance, significant climate-related developments, progress against approved targets, and emerging risks that may require strategic attention.

Accountability and Performance Monitoring

Clear roles and responsibilities have been established across the organization to support effective implementation of sustainability initiatives. Departmental performance is monitored through defined operational indicators, with periodic reporting to Executive Management and the Board.

Key performance indicators include energy efficiency, environmental compliance, occupational health and safety, waste management, resource utilization, product quality, regulatory compliance, employee development, and implementation of strategic sustainability initiatives. Management continuously reviews these indicators to evaluate performance, identify improvement opportunities, and strengthen organizational resilience.

Continuous Improvement

Beacon Pharmaceuticals PLC is committed to continuously enhancing its governance practices in line with IFRS Sustainability Disclosure Standards and international best practices. By strengthening Board oversight, management accountability, climate governance, and enterprise risk management, the Company aims to improve business resilience, support sustainable growth, and create long-term value for all stakeholders.



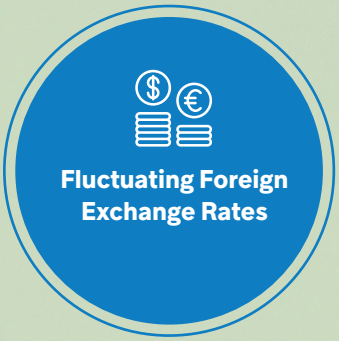
STRATEGY FOR SUSTAINABILITY (IFRS S1 & S2)

Beacon's strategy in line with IFRS S1 and S2 revolves around integrating sustainability into their core business model, focusing on both sustainability-related financial risks and climate-related impacts. It has identified risks and opportunities which are linked with sustainability based on company internal assessment, industry analysis and external forces analysis.

RISKS (IFRS S1)	OPPORTUNITIES (IFRS S1)
Fluctuating foreign exchange rates	Increase export demand
High interest rate	Low labor cost
Strong competition	Increase demand of OTC Market medicine
Shortage of skilled workers	Opportunities of toll manufacturing
High energy and utility costs	Increase Chronic disease
Dependence on imported raw materials	Use of renewable energy
Price volatility of raw materials	Launch awareness campaigns

Risks

Beacon Pharmaceuticals PLC operates in an evolving business environment influenced by macroeconomic conditions, competitive dynamics, resource availability, supply-chain dependencies and changing stakeholder expectations. In accordance with the principles of IFRS S1, the Company identifies and assesses sustainability-related risks and opportunities that could reasonably be expected to affect its cash flows, access to finance or cost of capital over the short, medium or long term.



Beacon's dependence on imported Active Pharmaceutical Ingredients (APIs), raw materials, packaging materials, machinery and other inputs exposes the Company to foreign exchange fluctuations. Changes in exchange rates may increase the local-currency cost of imports and create pressure on production costs and margins. Foreign exchange volatility may also affect capital expenditure, supplier payments and other foreign-currency-denominated obligations. Beacon manages this exposure through appropriate financial planning, monitoring of exchange-rate movements, procurement management and other measures available within its financial risk-management framework.



Elevated interest rates may increase the Company's cost of borrowing and financing, particularly where working capital, capital expenditure or other funding requirements are supported through interest-bearing facilities. Higher financing costs affect profitability, cash flows and investment decisions and increase the cost of funding future strategic initiatives. Beacon monitors interest-rate developments and considers financing costs and liquidity requirements as part of its treasury and financial planning processes.



The pharmaceutical industry is characterized by intense competition across product portfolios, pricing, quality, innovation, distribution reach and customer engagement. Increasing competition may place pressure on selling prices, market share, margins and the Company's ability to sustain growth. Beacon continues to focus on product quality, portfolio development, operational efficiency, market responsiveness and strengthening its competitive capabilities to maintain sustainable market positioning.



The availability and retention of appropriately skilled professionals are important to maintaining Beacon's manufacturing, quality, research, regulatory, commercial and support functions. Shortages of specialized talent may increase recruitment and training costs and could affect operational efficiency and organizational capability. Beacon seeks to address this risk through talent development, training, employee engagement, succession planning and initiatives designed to attract and retain competent professionals.



Manufacturing pharmaceutical products requires reliable supplies of electricity, gas, water and other utilities. Increases in energy and utility prices may raise manufacturing and operating costs and place pressure on margins. Beacon continues to focus on operational efficiency, resource optimization and responsible consumption to manage exposure to rising utility costs while maintaining required production, quality and environmental standards.

Dependence on Imported Raw Materials

Beacon's manufacturing operations depend on the timely availability of certain imported raw materials and pharmaceutical inputs. Disruptions arising from international logistics, geopolitical developments, trade restrictions, shipping constraints, foreign exchange movements or supplier related issues may affect procurement lead times and production continuity. The Company seeks to manage this exposure through procurement planning, supplier management, inventory planning and continuous monitoring of supply chain conditions.

Price Volatility of Raw Materials

Fluctuations in the prices of APIs, excipients, packaging materials, chemicals and other production inputs may increase the Company's cost of production. Significant or prolonged increases may create pressure on margins, working capital requirements and pricing decisions. Beacon monitors commodity and supplier-price movements and seeks to manage cost exposure through procurement planning, supplier engagement, inventory management and operational efficiency initiatives.

Opportunities

Increase Export Demand

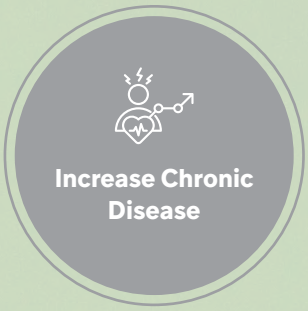
Growing international demand for quality and competitively priced pharmaceutical products may create opportunities for Beacon to expand its export footprint and diversify its revenue base. Expansion into additional international markets may support increased production utilization, broader market access and long-term revenue growth. Beacon can leverage its manufacturing capabilities, product portfolio and quality standards to pursue opportunities in selected international markets while maintaining compliance with applicable regulatory requirements.

Low Labor Cost

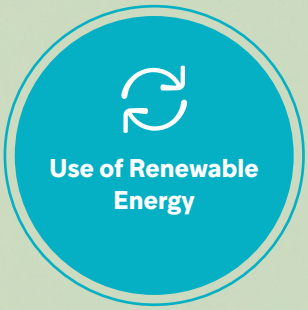
Bangladesh's comparatively competitive labor-cost environment may provide an opportunity for Beacon to maintain cost competitiveness while developing its manufacturing and operational capabilities. The availability of a growing workforce, combined with investment in skills development, technology and productivity, may support efficient production and strengthen the Company's competitiveness in domestic and international markets.

Opportunities of Toll Manufacturing

The availability of Beacon's manufacturing capabilities may create opportunities to undertake toll manufacturing arrangements for suitable pharmaceutical products and business partners. Toll manufacturing can support better utilization of production capacity, diversify revenue streams, strengthen manufacturing capabilities and create opportunities for strategic partnerships, subject to appropriate commercial, quality, regulatory and capacity considerations.



The increasing prevalence of chronic diseases may create long-term opportunities for the pharmaceutical industry through sustained demand for medicines used in the management of chronic health conditions. Beacon may leverage its pharmaceutical expertise, manufacturing capabilities and product portfolio to respond to evolving healthcare requirements and support access to medicines for patients living with chronic conditions. The Company continues to monitor healthcare trends and opportunities for portfolio development in accordance with its strategic priorities and regulatory requirements.



The transition towards renewable and lower-carbon energy sources may create opportunities for Beacon to improve energy efficiency, reduce its environmental footprint and strengthen long-term operational resilience. Where commercially and operationally viable, increased use of renewable energy may help reduce exposure to conventional energy price volatility while supporting the Company's sustainability objectives and climate related commitments.



Increasing public awareness of healthcare, disease prevention, responsible medicine use and healthy lifestyles creates opportunities for Beacon to strengthen engagement with patients, healthcare professionals and communities. Through appropriately designed awareness initiatives, the Company can contribute to health education and stakeholder engagement while strengthening its corporate reputation and supporting its broader purpose of contributing to better healthcare outcomes. Such initiatives will be undertaken in accordance with applicable regulatory and ethical requirements.



Increasing consumer awareness, changing healthcare behavior and growing preference for accessible self-care solutions may create opportunities for increased demand for Over-The-Counter (OTC) medicines. The OTC market may provide Beacon with opportunities to expand its product portfolio and respond to evolving consumer healthcare needs. Beacon can leverage its manufacturing capabilities, established distribution network, product quality standards and market presence to participate in the growth of the OTC market. Expansion in this segment may contribute to revenue diversification and strengthen the Company's ability to provide accessible healthcare solutions, while ensuring that all products and communications remain compliant with applicable regulatory and quality.

Integration into Strategy and Decision Making

Beacon considers these sustainability-related risks and opportunities alongside its broader enterprise risk management, strategic planning and operational decision-making processes. The Company continues to monitor changes in economic conditions, market dynamics, resource availability, stakeholder expectations and the wider operating environment to identify emerging risks and opportunities.

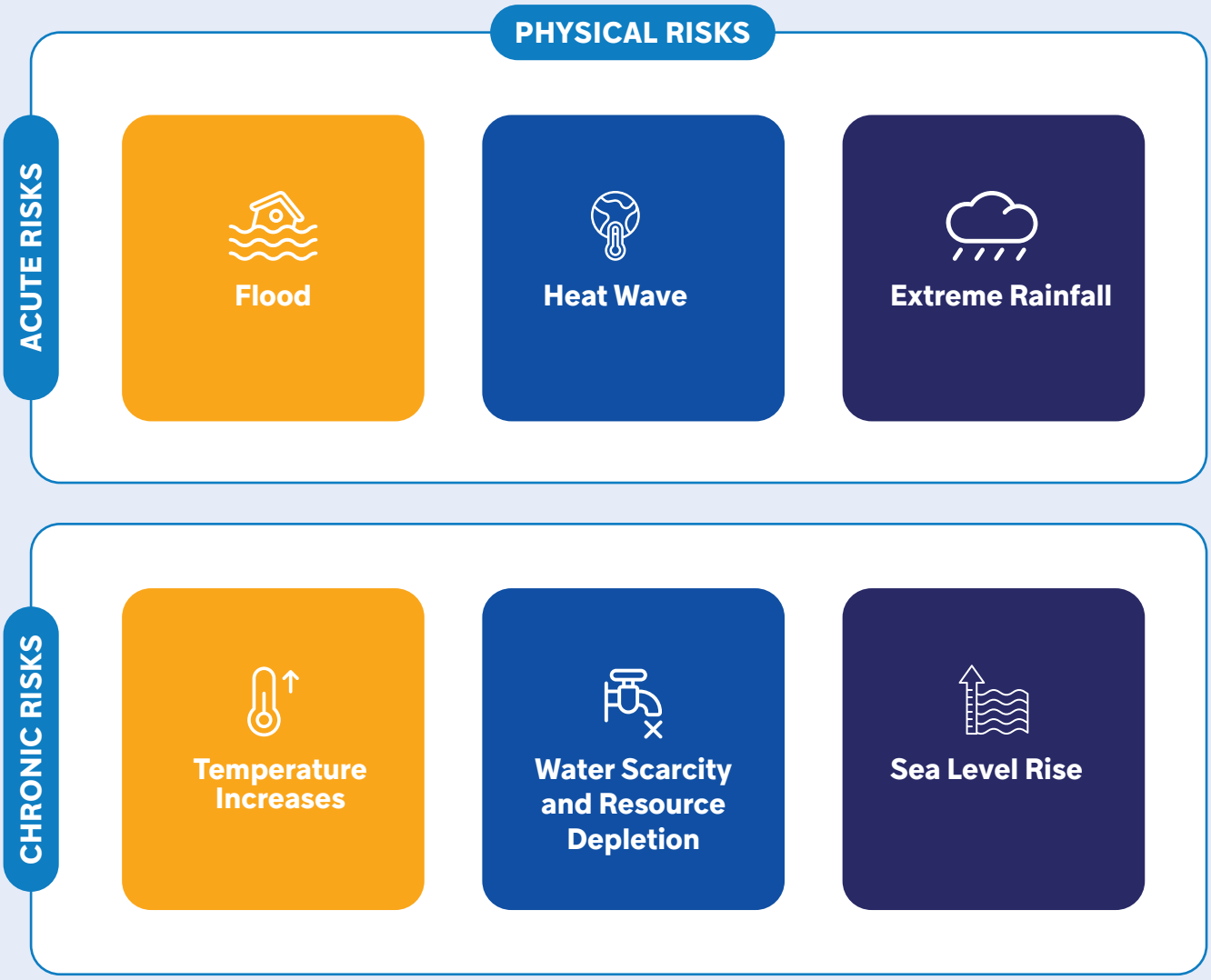
By strengthening resilience, managing key exposures and pursuing opportunities aligned with its capabilities and long-term strategy, Beacon seeks to support sustainable growth, responsible value creation and long-term stakeholder confidence.

Strategy for Sustainability (IFRS S1 & S2)

Beacon Pharmaceuticals PLC commitment to sustainability is reflected in its comprehensive approach to identifying and addressing climate related risks and opportunities in alignment with IFRS S2. As climate change increasingly impacts business operations, Beacon recognizes the necessity of integrating climate considerations into its strategic framework. The company has undertaken a rigorous process of assessing both physical risks such as the effects of extreme weather events on its supply chain and infrastructure and transition risks, which arise from evolving regulations, market dynamics. Through detailed internal evaluations, industry benchmarking, and analyses of external trends, Beacon has identified a range of sustainability related opportunities and risks.

The following is a comprehensive list of opportunities and risks that Beacon may identify in accordance with IFRS S2, with a focus on climate related factors and sustainability considerations.

Climate-Related Risks & Opportunities (IFRS S2)



Acute Physical Climate Risks

Beacon Pharmaceuticals PLC recognizes that acute physical climate risks arising from extreme weather conditions may affect the resilience and continuity of its operations, infrastructure, supply chain and distribution activities. In line with the principles of IFRS S2, the Company assesses relevant physical climate risks based on their potential implications for operational continuity, resource availability, asset resilience and financial performance.

Flood

Extreme flooding and prolonged waterlogging may present risks to Beacon's manufacturing facilities, warehouses, supporting infrastructure and distribution network. Intense rainfall can restrict access to operational locations, disrupt transportation routes and affect the movement of raw materials, packaging materials and finished pharmaceutical products.

Such events may result in temporary operational disruption, delays in procurement and distribution, increased logistics and recovery costs, and potential damage to property and other operational assets. Disruption to transportation infrastructure may also affect the timely delivery of medicines to customers and healthcare stakeholders.

Beacon recognizes the importance of maintaining business continuity during extreme weather events and incorporates relevant physical-risk considerations into its operational resilience and contingency planning. The Company continues to focus on preparedness, infrastructure resilience, emergency response and continuity measures to minimize potential disruption to critical activities.

Heat Wave

Extreme temperatures and prolonged heatwaves may increase operational and resource requirements across Beacon's manufacturing and distribution activities. Higher temperatures can increase cooling and energy requirements and may place additional stress on production facilities, equipment, utilities and temperature-controlled storage environments.

Extreme heat may also affect employee health, safety and productivity, particularly for personnel working in operational and outdoor environments. In addition, prolonged periods of elevated temperature may increase the operational challenges associated with maintaining appropriate environmental and storage conditions for pharmaceutical products.

Beacon considers extreme heat within its broader climate resilience and operational risk-management framework. The Company seeks to maintain appropriate environmental controls, facility management practices and operational preparedness to support the continuity, safety and quality of its activities during periods of extreme temperature.

Extreme Rainfall

Extreme and concentrated rainfall may create acute physical risks through flash flooding, localized water accumulation and disruption to transportation and supporting infrastructure. Such events may affect access to manufacturing facilities, warehouses, distribution locations and other critical operational sites.

Heavy rainfall may also disrupt inbound and outbound logistics, potentially delaying the receipt of critical raw materials and packaging materials and the distribution of finished pharmaceutical products. Where key transportation routes or infrastructure are temporarily affected, disruption may extend across multiple stages of Beacon's value chain.

The Company therefore considers extreme rainfall and flash-flood exposure as part of its business continuity and operational resilience considerations. Beacon continues to strengthen preparedness through appropriate contingency planning, monitoring, infrastructure protection and emergency response measures designed to reduce the potential operational and financial effects of weather-related disruptions.

Chronic Physical Climate Risks

Beacon Pharmaceuticals PLC recognizes that long-term shifts in climatic conditions may create chronic physical climate risks that could progressively influence its operations, resource availability, infrastructure and value chain. In line with the principles of IFRS S2, the Company considers the potential implications of persistent changes in temperature, water availability and sea levels, including their possible effects on manufacturing continuity, energy and resource requirements, supply-chain resilience, distribution networks and operating costs. Beacon continues to monitor these evolving risks and considers relevant climate-related factors within its enterprise risk management, operational resilience and long-term strategic planning to strengthen the Company's ability to adapt to changing climatic conditions.

Temperature Increases

Rising average temperatures and prolonged periods of elevated temperature may create increasing operational

challenges for Beacon's manufacturing, warehousing and distribution activities. Higher ambient temperatures can increase cooling and energy requirements and place additional pressure on production facilities, equipment and temperature-controlled environments.

For a pharmaceutical manufacturer, maintaining appropriate environmental and storage conditions is particularly important for preserving product quality and integrity. Sustained temperature increases may therefore increase operating costs, maintenance requirements and the need for enhanced temperature-management measures.

Higher temperatures may also affect employee health, safety and productivity, particularly for personnel working in operational and non-air-conditioned environments. Beacon continues to consider temperature-related impacts within its operational resilience, facility management and business continuity considerations.

Water Scarcity and Resource Depletion

Increasing water scarcity and long-term pressure on water resources may affect the availability and cost of water required for manufacturing, cleaning, sanitation, utilities and other operational activities. As water is an important resource across pharmaceutical manufacturing processes, prolonged constraints on availability could increase operational and resource management challenges.

Water scarcity may also contribute to higher resource costs and require increased investment in water-efficiency, conservation, monitoring and recycling initiatives. Potential changes in water availability across the wider value chain may further affect suppliers and other business partners.

Beacon recognizes the importance of responsible water stewardship and continues to consider water availability and resource efficiency as part of its environmental management and long-term operational resilience.

Sea Level Rise

Long-term sea level rise may create physical climate exposure across coastal areas and associated infrastructure, potentially affecting transportation networks, logistics routes, utilities and elements of the broader supply chain. For Beacon, such changes may indirectly influence the reliability and cost of sourcing, transportation and distribution activities, particularly where critical suppliers, ports or logistics infrastructure are exposed to coastal climate impacts.

Sea level rise may also increase the frequency or severity of coastal flooding and related disruptions over the longer term. These effects could contribute to increased logistics costs, longer lead times, infrastructure disruption and supply chain uncertainty.

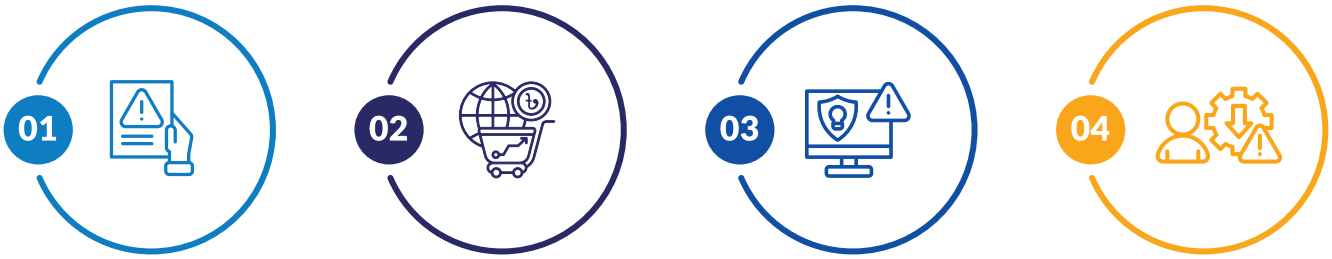
Beacon recognizes that certain climate-related impacts may materialize over longer time horizons and therefore considers the potential implications of sea level rise within its broader climate risk assessment and resilience planning. The Company will continue to monitor relevant developments and incorporate material findings into its long-term risk management and strategic planning processes.

Strategy for Sustainability (IFRS S1 & S2)

Transition Risks

Transition risks related to climate change are associated with the shift towards a low-carbon economy. These risks arise from changes in regulations, market dynamics, technological advancements, and societal expectations. For Beacon, adapting to these transition risks is crucial to maintaining compliance, competitiveness, and resilience in a more climate-conscious landscape. Here's a breakdown of the key climate-related transition risks for Beacon:

Transition Risks



Regulatory Risks

The evolving regulatory and policy landscape relating to climate change, environmental protection, emissions, energy efficiency, waste management and resource utilization may introduce additional compliance requirements for Beacon. Changes in applicable laws, standards, reporting requirements and environmental regulations may require the Company to enhance its systems, controls, disclosures, monitoring mechanisms and operational practices.

As climate related regulations and sustainability reporting expectations continue to develop globally and locally, Beacon may also need to allocate additional resources towards compliance, data collection, monitoring and reporting. Failure to anticipate or respond appropriately to regulatory developments could result in increased compliance costs, operational constraints or reputational consequences.

Beacon monitors relevant regulatory developments and continues to strengthen its governance, environmental management and reporting practices to support timely adaptation to evolving climate-related requirements.

Market and Consumer Preferences

Changing market dynamics and increasing stakeholder awareness of environmental sustainability may influence customer, investor, healthcare professional and other stakeholder expectations regarding the environmental performance of pharmaceutical companies.

Growing preference for environmentally responsible products, sustainable packaging, resource efficient operations and transparent climate related disclosures may affect competitive positioning and market expectations. Changes in customer and stakeholder preferences could require Beacon to enhance product stewardship, packaging practices, environmental performance and sustainability communication across its value chain.

Beacon recognizes that maintaining stakeholder confidence requires continued responsiveness to evolving expectations and therefore considers sustainability-related market developments within its strategic and risk-management processes.

Technology Risks

The transition to a lower carbon economy may require the adoption of new technologies, equipment, processes and systems that improve energy efficiency, reduce emissions and enhance resource utilization. Failure to adopt relevant technologies in a timely manner may result in higher operating costs, reduced efficiency or competitive disadvantages.

Conversely, the transition may require significant capital investment in energy-efficient equipment, renewable energy solutions, process optimization, digital monitoring systems and other climate-related technologies. Rapid technological development may also create risks of existing assets or technologies becoming less efficient or commercially competitive.

Beacon continues to assess opportunities to improve operational efficiency and resource utilization and will consider appropriate technological developments as part of its long-term investment, operational and sustainability planning.

Reputation Risks

Increasing expectations for corporate climate action, transparency and responsible environmental management may expose companies to reputational risks if their climate-related commitments, disclosures or performance are perceived as insufficient or inconsistent with stakeholder expectations.

For Beacon, reputation is particularly important given the Company's role in providing pharmaceutical products and its relationships with patients, healthcare professionals, regulators, investors, employees, suppliers and communities. Perceived weaknesses in environmental management, climate-related disclosures or sustainability practices could adversely affect stakeholder trust and corporate reputation.

Beacon seeks to manage this risk through transparent sustainability reporting, responsible environmental practices, appropriate governance and continued engagement with stakeholders. The Company remains committed to providing credible and balanced information regarding its climate-related risks, actions and performance.

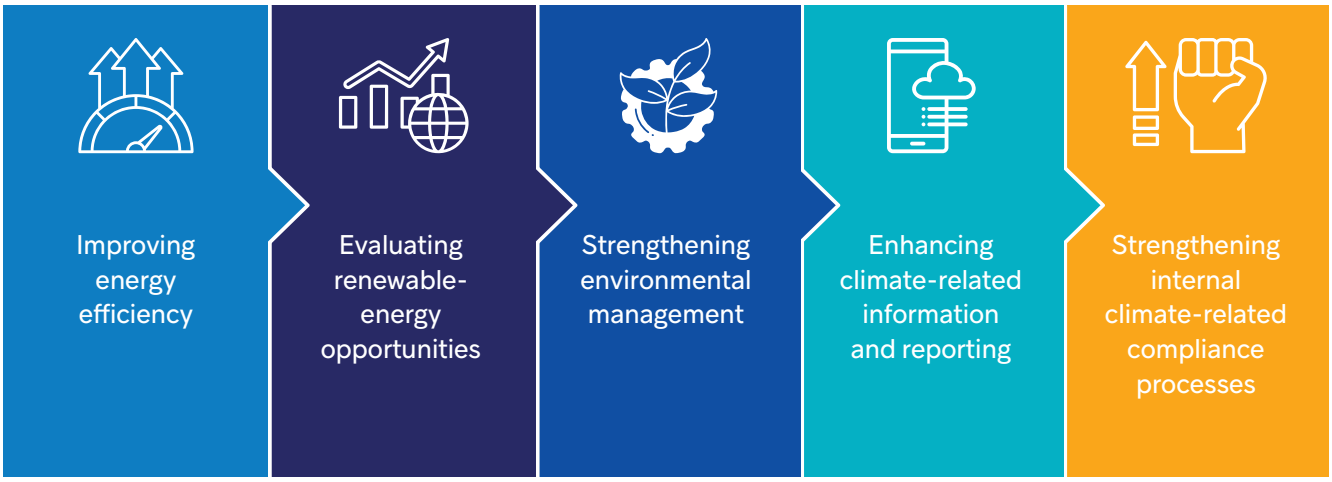
Climate Transition Plan

Beacon Pharmaceuticals PLC recognizes that the transition towards a more sustainable and lower-carbon economy affects energy use, technology, resource efficiency, regulatory compliance, market expectations and operational resilience.

The Company's transition approach focuses on strengthening operational efficiency, improving resource utilization, enhancing environmental performance and maintaining resilience against evolving climate-related requirements.

Beacon's transition risk management incorporates regulatory developments, changing market and consumer expectations, technological developments and reputation considerations.

The Company's transition approach includes:



Climate Related Opportunities (IFRS S2)

Opportunities

Beacon Pharmaceuticals PLC has significant opportunities to leverage climate action as a driver for growth and innovation. As climate change reshapes the healthcare landscape, pharmaceutical companies like Beacon can play a crucial role in promoting environmental sustainability while strengthening their operations. By adopting energy-efficient practices, investing in renewable energy, and innovating with eco-friendly product solutions, Beacon can enhance its resilience, reduce operational costs, and meet the growing demand for sustainable healthcare.

Increase Climate Related Diseases

Attracting Sustainable Investment

Increase Climate Related Diseases

Changes in temperature, rainfall patterns, environmental conditions and the increasing frequency of certain climate-sensitive health conditions may contribute to evolving healthcare needs. This may create opportunities for Beacon to leverage its pharmaceutical capabilities, research and development expertise and broad product portfolio to support changing patient and healthcare requirements.

As a pharmaceutical manufacturer, Beacon is positioned to contribute to healthcare resilience by maintaining the availability of essential medicines and responding to emerging therapeutic requirements. Changes in disease patterns may also create opportunities to strengthen product development, expand relevant therapeutic offerings and deepen engagement with healthcare professionals and other stakeholders.

Beacon will continue to monitor evolving healthcare trends and disease patterns and assess opportunities to align its capabilities and product portfolio with emerging healthcare needs, while maintaining its commitment to product quality, patient safety and responsible healthcare delivery.

Attracting Sustainable Investment

The increasing focus of investors and financial institutions on environmental, social and governance factors may create opportunities for Beacon to strengthen its access to sustainability-oriented capital and enhance investor confidence.

Demonstrating effective climate-risk management, transparent sustainability disclosures, responsible resource utilization, emissions management and resilient business practices may strengthen the Company's attractiveness to investors seeking companies with credible long-term sustainability strategies.

Beacon recognizes that transparent and decision-useful climate-related information can support stronger engagement with shareholders, investors, lenders and other capital providers. The Company therefore continues to enhance its sustainability practices, climate-related disclosures and governance framework, supporting the integration of sustainability considerations into long-term value creation.

Beacon embarks on its journey toward enhanced sustainability; it is essential to assess the landscape of potential risks and opportunities that may arise. By categorizing these elements based on their occurrence timeframes, Beacon can strategically navigate challenges and leverage advantages associated with sustainability initiatives. The following table summarizes the identified sustainability risks and opportunities along with their expected timeframes for occurrence.

Risks (IFRS S1)	Short-Term (1-2 years)	Medium-Term (3-5 years)	Long-Term (>5 years)
Fluctuating foreign exchange rates	√	√	We expect that it will ease for this timeframe
High interest rate	√	Beacon plan to reduce term & short loan	This risk will be very little in this timeframe
Strong competition	√	√	√
Shortage of skilled workers	√	√	This risk will be reduced in this timeframe
High energy and utility costs	√	√	May be reduced
Dependence on imported raw materials	√	√	May be reduced
Price volatility of raw materials	√	√	√

Opportunities - IFRS S1	Short-Term 1-2 years	Medium-Term 3-5 years	Long-Term > 5 years
Increase export demand	√	√	√
Low labor cost	√	√	√
Opportunities of toll manufacturing	√	√	√
Increase chronic disease	√	√	√
Use of renewable energy	√	√	√
Launch awareness campaigns	√	√	√
Increase demand of OTC market medicine	√	√	√

Climate-Related Risks - IFRS S2	Short-Term 1-2 years	Medium-Term 3-5 years	Long-Term > 5 years
Floods	√	√	√
Extreme rainfall	√	√	√
Heat wave	√	√	√
Temperature increases	√	√	√
Water scarcity and resource depletion	√	√	√
Sea level rise	√	√	√
Regulatory risks	√	√	√
Market and consumer preferences	√	√	√
Technology risks	√	√	√
Reputation risks	√	√	√

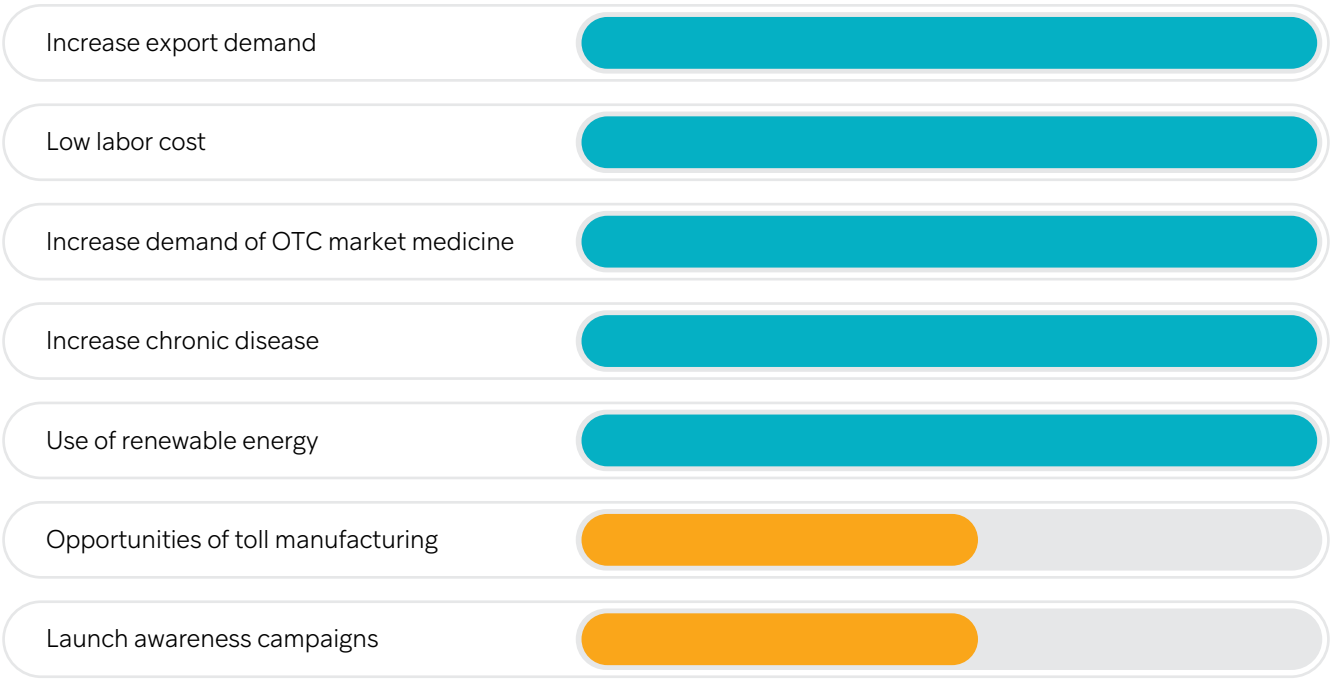
Climate-Related Opportunities - IFRS S2	Short-Term 1-2 years	Medium-Term 3-5 years	Long-Term > 5 years
Increase climate related diseases	√	√	√
Attracting sustainable investment	√	√	√

Priority and Financial Effect

Risk Priority



Opportunity Priority



Impact of Risks and Opportunities on Financial Position, Profit or Loss, and Cash Flows

For Beacon, aligning with IFRS S1 (general sustainability-related disclosures) and IFRS S2 (climate-related disclosures) requires analyzing risks and opportunities that impact its financial position, profit or loss statement, and cash flow. This involves identifying how sustainability and climate-related risks affect the company's revenue, operating costs, asset valuation, and financial resilience. Below is a summary of the key impacts Beacon might encounter on each of these financial statements:

Risks (IFRS S1)	Financial Position	Profit or Loss Statement	Cash Flow
Fluctuating foreign exchange rates	Impacts valuation of raw material import liabilities and overall balance sheet stability across short, medium, and long term.	Increases Cost of Goods Sold (COGS) due to raw material import dependencies, directly eroding profit margins across all time horizons.	Triggers increased and volatile cash outflows for raw material procurement, tightening operating liquidity.
High interest rate	Increases debt obligations and cost of capital, impacting financial position in the short-to-medium term before easing in the long term.	Elevates finance costs on the P&L statement in the short-to-medium term, with relief anticipated long-term.	Higher debt servicing outflows strain operating and financing cash flows during short-to-medium term periods.
Strong competition	Requires ongoing capital deployment in branding and R&D to maintain market share and asset valuations.	Puts downward pressure on pricing and sales volume, suppressing operating profit margins across all time horizons.	Reduces operating cash inflows, requiring disciplined cost management across short, medium, and long-term operations.
Shortage of skilled workers	Potential operational delays and project bottlenecks increase liabilities and require long-term human capital investments.	Drives up operational costs via higher recruitment, training, and competitive compensation expenses, lowering net income.	Increases cash outflows for wage inflation and talent retention across short, medium, and long-term horizons.
High energy and utility costs	Erodes cash reserves and may necessitate capital expenditures on energy-efficient technology and green infrastructure.	Directly raises manufacturing operating expenses and COGS; reduces net profit margins if costs cannot be passed to consumers.	Creates persistent, higher utility cash outflows, restricting funds available for strategic growth or debt reduction.
Dependence on imported raw materials	Increases balance sheet vulnerability to FX shifts, supply chain delays, and inventory holding adjustments.	Elevates COGS through higher transportation, tariff, and procurement expenses; supply disruptions threaten revenue generation.	Requires higher working capital reserves to manage lead-time volatility and fluctuating import payment obligations.
Price volatility of raw materials	Introduces uncertainty in inventory valuation and short-to-long term balance sheet forecasting.	Causes fluctuations in COGS, making profit margins unpredictable across short, medium, and long-term periods.	Generates unpredictable procurement cash outflows, creating working capital management challenges.

Opportunities (IFRS S1)	Financial Position	Profit or Loss Statement	Cash Flow
Increase export demand	Strengthens current assets (cash, accounts receivable) and inventory capacity to support international expansion strategies.	Drives significant top-line revenue growth and gross profit expansion across short, medium, and long-term horizons.	Enhances operating cash inflows; requires targeted capital expenditure outflows for facility expansions.
Low labor cost	Lowers cost structures, boosting retained earnings and strengthening overall equity over an extended period.	Reduces COGS and operating expenses, directly expanding gross margin and operating profitability.	Increases net cash retention from operating activities due to controlled labor expense outflows.
Increase demand of OTC Market medicine	Boosts liquidity and cash reserves through expanded market presence and faster inventory turnover.	Drives higher sales volume and captures economies of scale, elevating gross margins across all time horizons.	Significantly enhances operating cash inflows via rapid customer collections and higher turnover.
Opportunities of toll manufacturing	Diversifies asset utilization and income streams without requiring heavy capital expenditures in new plant infrastructure.	Generates high-margin service fee revenue without proportional increases in overhead or product development costs.	Delivers immediate, recurring cash inflows with minimal upfront capital deployment or operational risk.
Increase chronic disease	Enhances current assets through growing market demand for long-term therapeutic pharmaceutical lines.	Secures steady, recurring revenue streams and stable long-term profit margins from maintenance treatment medications.	Generates predictable and resilient operating cash inflows due to continuous patient prescription demand.
Use of renewable energy	Enhances long-term physical asset values and lowers property operating overhead.	Decreases long-term utility expenses, resulting in reduced COGS and improved net profit margins.	Lowers recurring operating cash outflows and provides greater predictability in facility energy costs.
Launch awareness campaigns	Builds brand equity and commercial goodwill while driving long-term customer engagement.	Expands product market share and sales volume, lifting overall top-line revenue.	Accelerates revenue generation and operating cash collections through increased consumer demand.

Risks (IFRS S2)	Financial Position	Profit or Loss Statement	Cash Flow
Floods	Threatens physical facilities, inventory, and supply infrastructure; risks asset impairments and increased liabilities.	Triggers facility repair costs, inventory write-offs, and production halt losses, elevating COGS and reducing net income.	Creates sudden, unexpected capital outflows for emergency repairs and asset recovery while delaying revenue collections.

Risks (IFRS S2)	Financial Position	Profit or Loss Statement	Cash Flow
Extreme rainfall	Extreme rainfall significantly impacts a company's balance sheet by disrupting operations and affecting asset values. Additionally, operational disruptions can affect cash flow and revenue generation, leading to a decline in current assets, such as accounts receivable, if sales are lost during the interruption.	Extreme rainfall can adversely impact a pharmaceutical company's profit or loss statement by disrupting production and increasing operational costs. When heavy rainfall causes facility damage or leads to production delays, the company may experience significant losses in revenue due to an inability to meet customer demand or fulfill orders.	Extreme rainfall can significantly impact a pharmaceutical company's cash flow by disrupting operations and incurring unexpected expenses. When heavy rainfall damages facilities or equipment, the company may face immediate cash outflows for repairs and replacements, straining available cash reserves.
Heat wave	Increases risk of cold-chain breakdown and pharmaceutical product degradation, leading to inventory write-offs.	Elevates utility expenses for specialized cooling and storage; increases COGS via spoiled inventory write-downs.	Increases operational cash outflows for refrigeration energy and reduces cash inflows from destroyed product batches.
Temperature increases	Temperature increases can significantly impact the balance sheet of Beacon Pharmaceuticals PLC by heightening the risk of spoilage and degradation of temperature-sensitive pharmaceutical products, which could lead to substantial write-offs and decreased inventory values. The combination of increased costs, decreased asset values, and potential impacts on liquidity could weaken Beacon Pharmaceuticals PLC financial position, reflecting negatively on its balance sheet.	Temperature increases can adversely affect the profit or loss statement of Beacon Pharmaceuticals PLC by increasing the risk of product spoilage and operational disruptions. When temperatures rise, there is a higher likelihood that temperature-sensitive medications may degrade, leading to inventory write-offs that directly increase the cost of goods sold and reduce gross profit margins.	Temperature increases can negatively impact the cash flow of Beacon Pharmaceuticals PLC by leading to increased operational costs and potential revenue losses. As temperatures rise, the risk of spoilage for temperature-sensitive pharmaceutical products increases, resulting in unexpected write-offs and reduced cash inflows from inventory.
Water scarcity and resource depletion	Increases costs for water sourcing/purification infrastructure, expanding capital expenditure commitments.	Constrains production throughput and increases raw material processing costs, reducing total operating margins.	Strains operational cash flows through increased resource procurement costs and potential production delays.

Risks (IFRS S2)	Financial Position	Profit or Loss Statement	Cash Flow
Sea level rise	Poses long-term structural risks to coastal assets and logistics hubs, requiring climate adaptation investments.	Increases facility protection, insurance, and logistics rerouting expenses, depressing net profitability.	Requires capital deployment toward climate-resilient infrastructure, creating long-term investing cash outflows.
Regulatory risks	Regulatory risks can significantly impact the balance sheet of Beacon Pharmaceuticals PLC by introducing uncertainties that may affect asset valuations and increase liabilities. Overall, the uncertainties and potential financial burdens associated with regulatory risks can lead to diminished asset values and increased liabilities, reflecting negatively on Beacon Pharma's balance sheet.	Climate-related regulatory risks can significantly impact the profit or loss statement of Beacon Pharmaceuticals PLC by introducing additional compliance costs and potential operational disruptions. As governments and regulatory bodies increasingly implement stricter environmental regulations to address climate change. Overall, the financial implications of climate-related regulatory risks can create significant challenges for Beacon Pharma, resulting in increased costs and potential revenue losses, thereby adversely affecting its profitability.	If Beacon Pharmaceuticals PLC fails to comply with these regulations, it may face fines, legal liabilities, and potential disruptions in production, all of which can result in unexpected cash outflows. Furthermore, adapting to climate-related regulations might require changes in supply chain management, potentially increasing costs for raw materials and logistics.
Market and consumer preferences	Requires capital investment in green manufacturing, eco-packaging, and sustainable sourcing to preserve brand value.	Risks market share loss and revenue decline if eco-friendly preferences are unmet; raises sustainable packaging COGS.	Demands upfront capital expenditures for sustainable operational upgrades, placing short-term pressure on cash flows.
Technology risks	Climate-related technology risks can have a substantial impact on the balance sheet of Beacon Pharmaceuticals PLC by affecting asset values and capital structure. As the company faces pressure to adopt sustainable technologies and practices, significant investments in new equipment, renewable energy sources, and environmentally friendly production processes may increase fixed assets on the balance sheet.	Climate-related technology risks can significantly impact the profit or loss statement of Beacon Pharmaceuticals PLC by influencing operational costs and revenue generation. As the pharmaceutical industry moves toward more sustainable practices, Beacon Pharmaceuticals PLC may face substantial expenses related to the development and implementation of new technologies aimed at reducing carbon emissions and increasing energy efficiency.	it may experience substantial cash outflows for equipment upgrades, energy-efficient systems, and waste management solutions. These investments can strain short-term cash flow, especially if the expected financial returns take time to materialize. Ultimately, how effectively Beacon Pharmaceuticals PLC manages these climate-related technology risks will be crucial for maintaining healthy cash flow.

Risks (IFRS S2)	Financial Position	Profit or Loss Statement	Cash Flow
Reputation risks	Climate-related reputation risks can have a significant impact on the balance sheet of Beacon Pharmaceuticals PLC by affecting asset values and stakeholder perceptions. If the company is perceived as environmentally irresponsible or failing to take adequate measures to address climate change, it may face a decline in consumer trust and brand equity. Overall, the financial repercussions of reputation risks related to climate issues can result in diminished asset values and increased liabilities, thereby adversely affecting Beacon Pharma's balance sheet.	Reputation risks related to climate change can significantly impact the profit or loss statement of Beacon Pharmaceuticals PLC by affecting consumer behavior and sales. If the company is perceived as not adequately addressing environmental concerns, it may face backlash from consumers and stakeholders, leading to decreased brand loyalty and reduced market demand for its products. This decline in sales can negatively impact revenue, thereby affecting overall profitability.	Reputation risks related to climate change can significantly affect the cash flow of Beacon Pharmaceuticals PLC by influencing consumer purchasing decisions and increasing operational costs. If the company is perceived as failing to address environmental concerns, it may experience a decline in sales and revenue, leading to reduced cash inflows from operations. Overall, the financial impact of reputation risks associated with climate change can create significant cash flow challenges for Beacon Pharma, affecting its ability to fund operations and invest in growth opportunities.

Opportunities (IFRS S2)	Financial Position	Profit or Loss Statement	Cash Flow
Increase climate related diseases	Expands addressable pharmaceutical markets (respiratory, vector-borne, heat illness), boosting asset growth.	Drives surging demand for specialized therapeutic portfolios, accelerating revenue and expanding profit margins.	Generates robust, recurring operating cash inflows from long-term demand for climate-sensitive treatments.
Attracting sustainable investment	Attracting sustainable investment in response to opportunities related to climate-sensitive diseases can positively impact Beacon Pharmaceuticals PLC balance sheet. Beacon Pharmaceuticals PLC not only diversifies its capital sources but also positions itself as a robust, socially responsible investment, enhancing its balance sheet and financial resilience.	Attracting sustainable investment for addressing climate-related diseases can positively influence Beacon Pharmaceuticals PLC profit or loss statement. Overall, sustainable investment allows Beacon to expand its offerings while reducing costs, contributing to increased profitability and improved financial performance.	Attracting sustainable investment to develop treatments for climate-related diseases can significantly enhance Beacon Pharmaceuticals PLC cash flow. This strengthened cash flow provides a solid foundation for reinvestment in further innovation and strategic growth, fostering long-term financial health and flexibility.

Risks and Opportunities' Effect on Business and Value Chain Model

Under IFRS S1 and S2, Beacon Pharmaceuticals PLC business and value chain are both challenged and enriched by climate-related risks and opportunities. Physical risks, like disruptions from extreme weather, threaten supply chains and production continuity, while regulatory changes increase compliance costs as markets and consumers shift toward sustainable practices.

RISKS - IFRS S1

- Fluctuating foreign exchange rates
- High interest rate
- Strong competition
- Shortage of skilled workers
- Dependence on imported raw materials
- Price volatility of raw materials
- High energy and utility costs

OPPORTUNITIES - IFRS S1

- Increase export demand
- Low labor cost
- Increase demand of OTC Market medicine
- Opportunities of toll manufacturing
- Increase Chronic disease
- Use of renewable energy
- Launch awareness campaigns

CLIMATE - IFRS S2

Risks

- Floods
- Extreme rainfall
- Heat wave
- Temperature increases
- Water scarcity and resource depletion
- Sea level rise
- Regulatory Risks
- Market and Consumer Preferences
- Technology Risks
- Reputation Risks

Opportunities

- Increase climate related diseases
- Attracting Sustainable Investment

Effect on Single Partial or Whole

BUSINESS MODEL

- Product Portfolio
- Research and Development
- Manufacturing
- Market Focus
- Regulatory Compliance
- Sustainability and CSR
- Sales and Distribution
- Customer Relationship

VALUE CHAIN MODEL

- Inbound Logistics
- Operations
- Outbound Logistics
- Marketing and Sales
- Service
- Infrastructure
- Human Resources (HR) Management
- Technological Development
- Procurement

Risks and Opportunities Have Effect on Single, Partial or Whole Business and Value Chain Model.

Strategy to Address Risks and Opportunities

Beacon strategy to address climate-related risks and opportunities, in alignment with IFRS S1 and S2, emphasizes resilience, growth, and sustainability across its operations. To mitigate risks, Beacon is enhancing supply chain adaptability, strengthening compliance with evolving environmental regulations, and investing in energy-efficient technologies to reduce operational vulnerabilities. Recognizing the opportunities presented by climate-sensitive health needs, Beacon is expanding its product range which are impacted by climate change, and adopting sustainable sourcing and packaging practices to appeal to eco conscious markets.

Risks as per IFRS S1	Strategy to address risks		
	Short-term (1-2 years)	**Medium-term (3-5 years)**	**Long-term (> 5 years)**
Fluctuating foreign exchange rates	◗ Scenario planning ◗ Improving cash flow management	◗ Diversifying Currency Exposure ◗ Dynamic Financial Planning	◗ Long-term hedging programs ◗ Pricing power development
High interest rate	◗ Scenario planning ◗ Improving cash flow management	◗ Diversifying Currency Exposure ◗ Dynamic Financial Planning	◗ Long-term hedging programs ◗ Pricing power development
Strong competition	◗ Aggressive Marketing Campaigns ◗ Competitive Pricing	◗ Product line expansion ◗ Enhance brand loyalty programs	◗ Brand positioning strategy ◗ Sustainable practices integration
Shortage of skilled workers	◗ Competitive compensation packages ◗ Upskilling programs for current staff	◗ Employer branding initiatives ◗ Customized training and development	◗ Invest in technology and automation ◗ Develop a culture of continuous learning

Opportunities as per IFRS S1

Strategy to address opportunities

	Short-term (1-2 years)	Medium-term (3-5 years)	Long-term (> 5 years)
Increase export demand	◗ Identify high-demand markets ◗ Secure export licenses and certifications	◗ Expand product range for export ◗ Enhance brand image and reputation	◗ Develop a sustainable export model ◗ Continuously innovate and expand portfolio
Low labor cost	◗ Identify low-cost labor ◗ Provide training to enhance productivity	◗ Build strong relationships with local workers ◗ Implement employee incentive programs	◗ Develop sustainable practices in production
Increase demand of OTC Market medicine	◗ Launch targeted marketing campaigns ◗ Optimize product placement in retail	◗ Expand product line ◗ Monitor and adapt to consumer trends	◗ Explore customization of OTC products ◗ Build a strong brand identity
Opportunities of toll manufacturing	◗ Identify potential toll Manufacturers ◗ Establish clear partnership agreements	◗ Build long-term relationships with partners ◗ Implement cost-effective production strategies	◗ Evaluate and optimize toll manufacturing partners ◗ Engage in strategic alliances
Increase chronic disease	◗ Market research on chronic disease trends ◗ Product line expansion	◗ Develop specialized chronic disease medications ◗ Launch a chronic disease product	◗ Expand to emerging markets ◗ Chronic disease awareness campaign
Launch awareness campaigns	◗ Employee awareness program ◗ Customer awareness	◗ Sustainable packaging awareness ◗ Community health & environment campaigns	◗ Behavioral change campaigns ◗ Advocacy & policy campaigns

Climate-Related Risks as per IFRS S2

Strategy to address climate related risks

	Short-term (1-2 years)	Medium-term (3-5 years)	Long-term (> 5 years)
Floods	Conduct flood risk assessments	Invest in flood-resilient infrastructures	Invest in climate-resilient facilities
Extreme rainfall	Develop an extreme weather emergency plan	Invest in resilient infrastructure	Incorporate climate resilience into corporate strategy
Heat wave	Conduct heat risk assessments	Increase green spaces around facilities	Invest in renewable energy solutions
Temperature increases	Conduct temperature risk assessments	Invest in energy-efficient equipment	Invest in advanced Cooling technologies
Water scarcity and resource depletion	Provide training on water-saving techniques	Optimize manufacturing processes	promote water-efficient R&D
Sea level rise	Identify high-risk locations	Participate in community sea level rise adaptation plans	Promote coastal resilience research

Climate-Related Risks as per IFRS S2

Strategy to address climate related risks

	Short term (1-2 years)	Medium-term (3-5 years)	Long-term (> 5 years)
Regulatory risks	Enhance reporting practices	Develop an Internal climate compliance audit program	Prepare frameworks for potential climate liability risks
Market and consumer preferences	Conduct market research on consumer preferences	Expand eco-friendly product options	Redesign product life cycles for sustainability
Technology risks	Develop a technology resilience plan	Optimize network resilience	Engage in climate-related technology advocacy
Reputation risks	Increase transparency with regular updates	Develop a Corporate Social Responsibility (CSR) program	Work toward zero waste operations

Climate-Related Opportunities as per IFRS S2

Strategy to address climate related opportunities

	Short-term (1-2 years)	Medium-term (3-5 years)	Long-term (> 5 years)
Increase climate related diseases	Research on key climate-related diseases	Invest in R&D for climate-resilient medicines	Engage in climate-health policy advocacy
Attracting sustainable investment	Develop a comprehensive sustainability report	Work on annual climate impact report	Introduce sustainable health products for climate-related diseases

Resilience Strategy for Sustainability Related Risks

Beacon Pharmaceuticals PLC resilience strategy, in line with IFRS S1 and S2, focuses on identifying, assessing, and mitigating sustainability and climate-related risks to safeguard long-term value creation. The strategy integrates climate risks—both physical and transitional—into the company's risk management framework, ensuring the resilience of operations, supply chains, and financial performance. By implementing robust risk assessment processes, Beacon aims to enhance its ability to adapt to the impacts of climate change, including regulatory changes, market shifts, and environmental events. The company's strategy also includes clear action plans to manage and disclose climate-related risks, with a focus on reducing emissions, ensuring resource efficiency, and aligning its business model with sustainable practices that contribute to long-term environmental and financial stability.

Here is a list of resilience strategies for managing sustainability & climate-related risks at Beacon Pharmaceuticals PLC, structured in accordance with IFRS S1 and S2, categorized for practical application. This includes various measures that Beacon can implement to address both physical and transitional climate risks, as well as their governance and disclosure requirements.

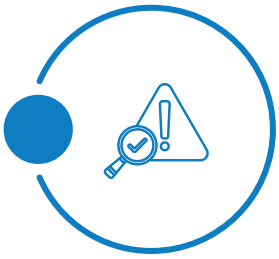
Resilience Strategy	Category	Short-term 1-2 Years	Medium-term 3-5 Years	Long-term >5 Years
Conduct climate risk scenario analysis	Risk management	Conduct initial risk assessments	Analyze long-term climate scenarios	Regularly update scenario analysis based on new data
Set short- and long-term climate-related goals	Strategy	Establish immediate sustainability targets	Review and adjust targets based on progress	Integrate into long-term strategic planning
Disclose climate-related risks and opportunities in annual reports	Reporting	Publish initial climate risk disclosures	Regularly update and refine disclosures	Align disclosures with global frameworks
Identify and assess physical climate risks (flooding, temperature rise)	Risk management	Begin assessing immediate physical risks	Expand risk assessments to include diverse regions	Conduct regular re-assessments of physical risks
Map supply chain vulnerabilities to climate impacts	Risk management	Identify vulnerable supply chain points	Develop strategies for supply chain resilience	Long-term supply chain redesign for resilience
Develop climate-resilient infrastructure	Operations	Begin evaluating infrastructure vulnerabilities	Implement adaptive infrastructure solutions	Fully integrate resilient infrastructure into facilities
Enhance employee training on climate change impacts	Human resources	Conduct awareness training sessions	Provide ongoing training opportunities	Integrate climate change in leadership development
Identify and address regulatory risks related to climate change	Risk management	Monitor climate-related regulations	Develop policies to adapt to regulatory changes	Advocate for favourable climate regulations

Resilience Strategy	Category	Short-term 1-2 Years	Medium-term 3-5 Years	Long-term >5 Years
Strengthen disaster recovery and business continuity plans	Operations	Review current plans for climate-related scenarios	Update and test plans for resilience	Ensure plans are continuously refined and practiced
Promote internal resource efficiency (energy, waste, materials)	Operations	Introduce quick resource efficiency measures	Implement company-wide efficiency programs	Achieve industry-leading resource efficiency
Monitor climate change trends and their business impacts	Risk management	Set up an early warning system for climate events	Integrate trend monitoring into operational planning	Establish long-term climate forecasting systems
Develop a climate-aligned financial risk management strategy	Financial management	Identify key financial risks related to climate	Design strategies to mitigate climate financial risks	Long-term climate risk-aligned capital allocation
Invest in adaptive technologies for operations and manufacturing	Innovation	Pilot adaptive technologies for climate resilience	Scale up investment in climate-resilient technologies	Lead in technological innovation for climate resilience
Design a climate risk disclosure framework for investors	Reporting	Publish first climate risk disclosure for investors	Align disclosures with emerging global standards	Continuously update to comply with evolving standards
Build climate risk considerations into the corporate culture	Corporate culture	Initiate climate awareness across teams	Cultivate a culture of sustainability within the company	Deeply embed sustainability into company values
Set targets for reducing climate-related supply chain disruptions	Risk management	Identify areas with potential climate disruptions	Create contingency plans for supply chain risks	Achieve robust, climate-resilient supply chain management
Develop a detailed climate adaptation strategy for operations	Strategy	Create initial adaptation plans for key operations	Implement key adaptation strategies	Continuously update adaptation plans as climate impacts evolve

Risk Management of Sustainability Risks and Opportunities

Beacon Pharmaceuticals PLC risk assessment in alignment with IFRS S1 and S2 involves a comprehensive approach to evaluating climate-related risks that could impact its financial position, operations, and long-term growth. Under IFRS standards, risks are categorized as physical, transition, and financial, each with its unique implications for Beacon's business and value chain. Physical risks encompass both acute and chronic climate-related disruptions. Acute risks, such as extreme weather events, pose immediate threats to Beacon's facilities and logistics, potentially causing delays in production and distribution, which could lead to revenue losses and increased operational costs. Chronic risks, like prolonged temperature changes, affect the availability of essential resources such as water, which is critical for pharmaceutical manufacturing. These shifts may also increase the demand for treatments related to climate-sensitive diseases, influencing Beacon's product strategy and operational adjustments. In response, Beacon is investing in resilient infrastructure, including flood-resistant manufacturing sites and climate-controlled storage facilities, while also diversifying its supplier base to ensure continued operations even during climate events.

Finally, financial risks associated with climate-related events include potential increases in capital costs, insurance premiums, and operating expenses, all of which could affect Beacon's financial resilience. With investors increasingly prioritizing companies with strong ESG practices, Beacon's commitment to IFRS S1 and S2 is essential to maintain access to sustainable investment.



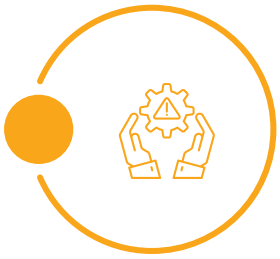
Identify Risks and Opportunities



Access Risks and Opportunities



Priorities Risks and Opportunities



Monitor Risks and Opportunities

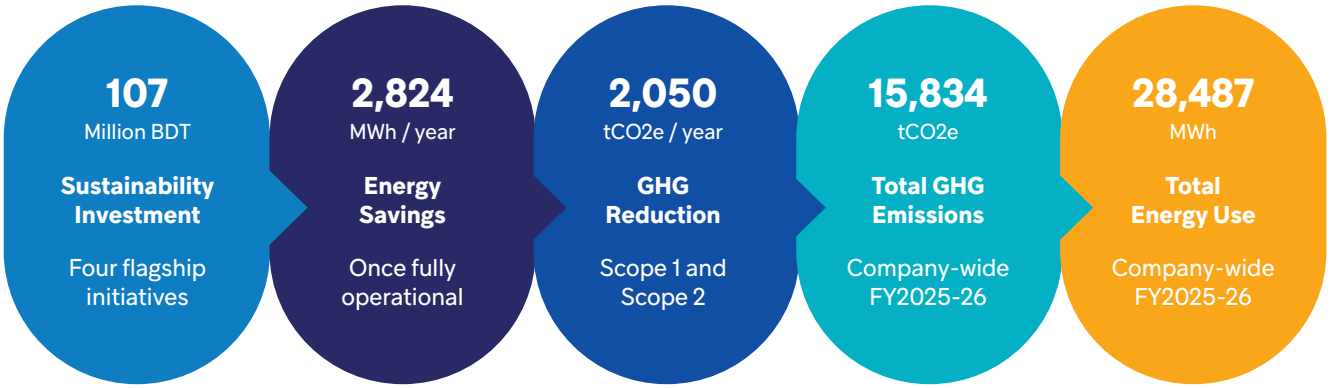
We follow below risk management process to address sustainability risks and opportunities:

Risks	Risks Assessment Process	Priority
Fluctuating foreign exchange rates	Continuous monitoring of currency trends, with financial modeling to predict potential impacts on costs and revenues.	Medium
High interest rate	Regular analysis of economic trends, monitoring interest rate changes, and modeling potential impacts on financial metrics.	High
Strong competition	Ongoing market analysis to monitor competitor activities, product pricing, and new market entrants; evaluation of market trends.	High
Shortage of skilled workers	Workforce analysis through regular skill gap assessments, industry benchmarking, and feedback from HR on recruitment trends.	Medium
High energy and utility costs	Regular monitoring of energy cost trends, utility rate forecasts, and analysis of energy consumption patterns across facilities.	High
Heavy dependence on imported raw materials	Regular analysis of supply chain reliability, supplier risk assessments, and monitoring of geopolitical developments in key sourcing regions.	High
Price volatility of raw materials	Regular monitoring of raw material price trends, market analysis of commodity markets, and review of supplier pricing changes.	High

Opportunities	Risks Assessment Process	Priority
Increase export demand	Monitor and assess potential risks related to foreign regulations, trade barriers, and market volatility.	High
Low labor cost	Assess risks related to labor strikes, quality issues, or wage inflation.	High
Increase demand of OTC Market medicine	Assess potential risks related to regulatory changes, market saturation, or increased competition.	High
Opportunities of toll manufacturing	Identify risks related to quality control, reliance on external partners, regulatory compliance, and potential supply chain disruptions.	Medium
Increase chronic disease	Identify risks such as market competition, regulatory hurdles, pricing pressures, or changes in patient access to healthcare.	High
Use of renewable energy	Identify risks related to initial capital investment, fluctuating renewable energy prices, potential supply interruptions, and regulatory challenges.	High
Launch awareness campaigns	Identify risks related to message misinterpretation, ineffective targeting, potential regulatory non-compliance, and competition.	Medium

Metrics and Targets

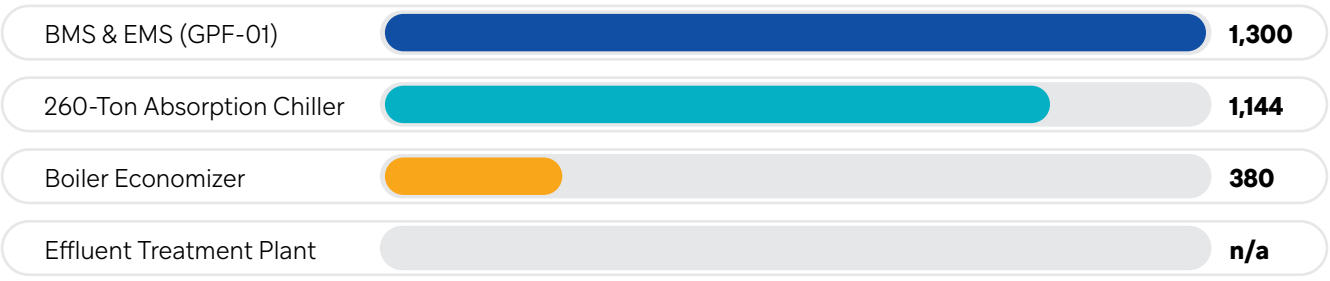
FY2025-26 Snapshot



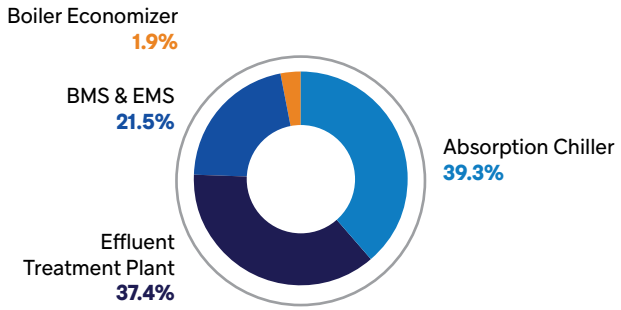
Sustainability investment figures reflect committed efficiency projects. GHG, energy and water figures reflect Company-wide FY2025-26 disclosure and are not yet net of the initiatives above.

Sustainability & Energy Efficiency Initiatives

Annual energy savings by initiative



Investment Split — BDT 107 Million



GHG Reduction by Scope



Energy efficiency gains are led by the BMS & EMS Implementation and the 260-Ton Absorption Chiller, which together account for over 86% of annual energy savings across the portfolio. On the emissions side, Scope 1 reductions dominate, reflecting continued focus on reducing grid and generator-based electrical load through waste-heat recovery and automation. From an investment standpoint, the Absorption Chiller and the Effluent Treatment Plant together account for approximately 77% of total sustainability spend.

Investment in Sustainable Project

Effluent Treatment Plant — Ongoing

30 m³/hr

Investment	Energy Saved	GHG Cut
BDT 40 Mn	Project	—

Designed to treat 219,000 m³ of wastewater a year with a 50% reuse target, cutting freshwater withdrawal by 110 million litres annually and marking the first phase toward Zero Liquid Discharge. In FY2025-26 the plant treated 58,400 m³, of which around 5% was reused for gardening.

260-Ton Absorption Chiller — Ongoing

Waste-heat driven

Investment	Energy Saved	GHG Cut
BDT 42 Mn	1,144 MWh/yr	500 tCO2e

Replaces conventional electric chilling load by using waste heat recovered from onsite generators, reducing dependence on grid and generator electricity for process cooling.

BMS & EMS Implementation — Ongoing

GPF-01 facility

Investment	Energy Saved	GHG Cut
BDT 23 Mn	1,300 MWh/yr	850 tCO2e

Automates cleanroom and HVAC operations, dynamically optimizing temperature, humidity and airflow. Estimated to cut HVAC-related operating costs by 15% and the largest single energy-saving initiative in the portfolio.

Boiler Economizer — Operational

6 tonne/hr boiler

Investment	Energy Saved	GHG Cut
BDT 2 Mn	380 MWh/yr	700 tCO2e

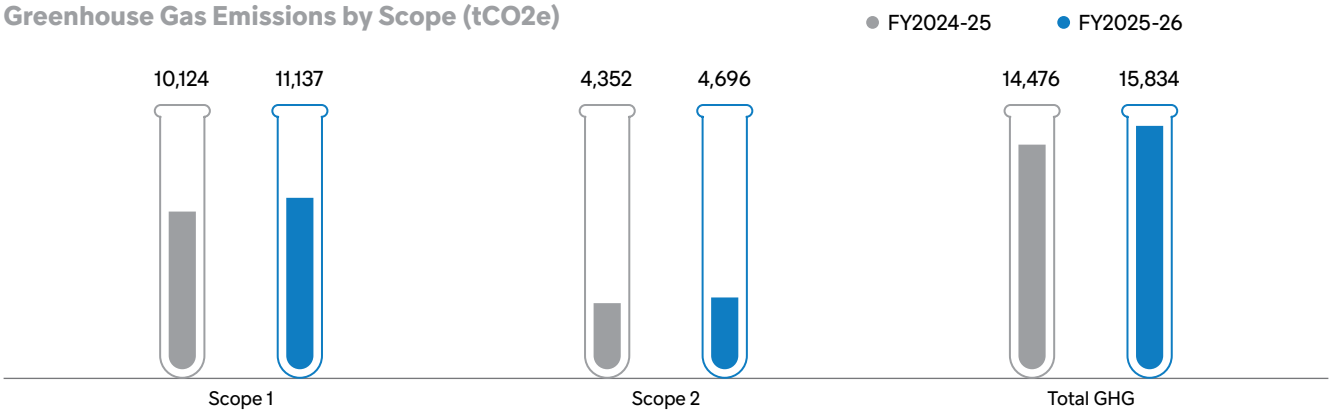
Recovers waste heat from boiler flue gas to preheat feedwater. The integrated economizer lifted thermal efficiency by 8% and cut the unit's carbon footprint by 4.5% against a conventional boiler — the strongest return per taka in the portfolio.

Total Sustainability Portfolio	2,824 MWh/yr Energy Saved	2,050 tCO2e/yr GHG Reduced	107 Million Invested

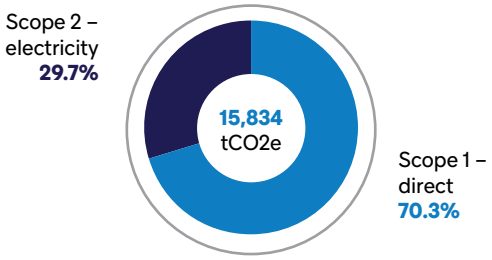
Energy and GHG figures for the Effluent Treatment Plant are not applicable, as its primary benefit is water withdrawal reduction. Design figures represent full commissioned capacity; FY2025-26 actuals reflect an initial phase of operation.

GHG, Energy & Water Performance

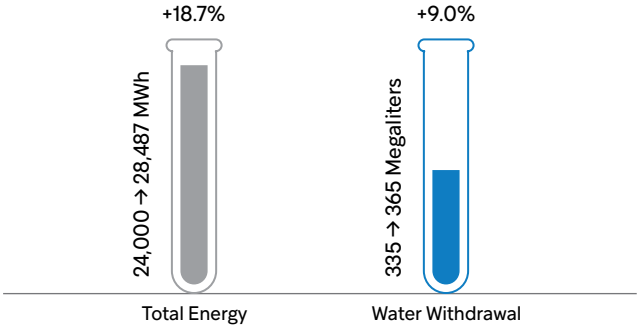
Greenhouse Gas Emissions by Scope (tCO2e)



FY2025-26 Emissions Mix



Energy and Water — Year on Year



Scope 1, 2 and 3 emissions, total energy consumption and water withdrawal all increased, reflecting higher production volumes across our manufacturing operations. Set against revenue growth of approximately 31.0%, however, emissions rose 9.4%, energy 18.7% and water 9.0% - each well below the rate at which the business expanded. Emissions per megawatt-hour of energy consumed improved from 0.603 to 0.556 tCO2e, a 7.9% gain in efficiency.

This reflects sustained attention to resource management, reinforced by an investment of BDT 107 Million in four efficiency initiatives during the year: an effluent treatment plant, a 260-ton absorption chiller, building and energy management systems, and an economizer-equipped boiler. Once fully operational these will deliver annual savings of 2,824 MWh of energy and 2,050 tCO2e of emissions. Growth and footprint are beginning to move apart, and we intend to widen that gap.

Indicator-by-Indicator Review

	FY2024-25	FY2025-26	
Scope 1 GHG Emissions Company vehicles not included	10,124	**11,137** tCO2e	**+10.0%**
Scope 2 GHG (location-based) Purchased electricity	4,352	4,696 tCO2e	**+7.9%**
Scope 3 GHG (material categories) Waste disposal only	0.3	0.7 tCO2e	**+135.3%**
Total Energy Consumption Largest relative increase	24,000	28,487 MWh	**+18.7%**
Water Withdrawal Monitored alongside ZLD	335	365 Megaliters	**+9.0%**

Metrics and Targets

Metric	Unit of Measure	FY2024-25	FY2025-26 (Base Year)	Target by FY2030-31	Remarks
Scope 1 GHG Emissions	tCO2e	10,124	11,136	Reduce by 1,645 tCO2e/per year cumulatively 8,225 tCO2e by 2030-31 once the Boiler Economizer is fully operational Absorption Chiller and BMS & EMS.	Company vehicles not included. Scope 1 boundary to be extended to vehicle emissions.
Scope 2 GHG Emissions (location-based)	tCO2e	4,352	4,696	Reduce by 405 tCO2e/ per year cumulatively 2025 tCO2e by 2030-31 from the Absorption Chiller and BMS & EMS	Purchased electricity, location-based methodology.
Scope 3 GHG Emissions (material categories)	tCO2e	0.3	0.7	Broaden the Scope 3 boundary beyond waste disposal	Waste disposal only. Absolute values negligible against Scope 1 and 2.
Total GHG Emissions	tCO2e	14,476	15,833	Reduce by 2,050 tCO2e/ per year cumulatively 10,250 by 2030-31 across the efficiency portfolio	Sum of Scope 1, 2 and 3. Year-on-year movement +9.4%.
Total Energy Consumption	MWh	24,000	28,487	Save 2,824 MWh/ per year cumulatively 14,120 MWh by 2030-31 once all four initiatives are operational	Largest relative increase among core metrics, at +18.7%.
Water Withdrawal	Megaliters	335	365	Cut withdrawal by 110 ML/ per year; reuse 50% of treated effluent	Monitored alongside the ETP and the Zero Liquid Discharge roadmap.

Targets shown are the committed annualized impacts of the four efficiency initiatives. Scope 1 figures exclude company vehicle emissions; Scope 2 uses a location-based methodology; Scope 3 covers waste-disposal categories only.

Total GHG Emissions · Sum of Scope 1, 2 and 3	14,476 FY2024-25 tCO2e	15,833 FY2025-26 tCO2e	+9.4% Year on Year

Looking Ahead: Combined outlook and forward commitments

Beacon Pharmaceuticals PLC remains committed to expanding its sustainability portfolio while refining its environmental disclosure methodology. With three of the four current efficiency initiatives still ongoing, their full annualized benefit will be realized progressively - providing a structural counterweight to the operational growth reflected in the Company's rising GHG, energy and water figures.

Priorities for the Year Ahead

01 Complete commissioning of the Effluent Treatment Plant and advance the roadmap toward Zero Liquid Discharge.

02 Finalize rollout of the BMS & EMS platform across additional manufacturing units beyond GPF-01.

03 Evaluate further waste-heat recovery opportunities across the boiler and chiller fleet.

04 Extend Scope 1 reporting to include company vehicle emissions and broaden Scope 3 beyond waste disposal.

05 Track energy and water intensity per unit of production alongside absolute consumption.

06 Align future-year efficiency targets with the outcomes of the initiatives in Part A.

Once fully operational, the portfolio will offset 2,050 tCO2e a year -around 13% of the Company's current total emissions.

Towards a Greener and More Sustainable Factory

Beacon Pharmaceuticals PLC's manufacturing facility reflects its commitment to a greener and more sustainable working environment. The factory premises are surrounded by extensive greenery and trees, creating a healthier and more pleasant environment for employees and visitors. The presence of a pond within the facility further contributes to the natural landscape and supports the Company's efforts to preserve biodiversity and maintain ecological balance. These green spaces complement Beacon's broader commitment to responsible environmental stewardship and sustainable operations.



Resource Stewardship

Pharmaceutical manufacturing draws set of resources - the materials that become the medicine, the energy that transforms them, the water that supports the process, and the emissions and waste that result. How well a company manages those five streams determines both its environmental footprint and much of its cost base. This section describes how Beacon Pharmaceuticals PLC manages them. The consumption figures themselves are presented in metrics and targets, and the efficiency investments behind them in the 3R initiatives section.

Materials

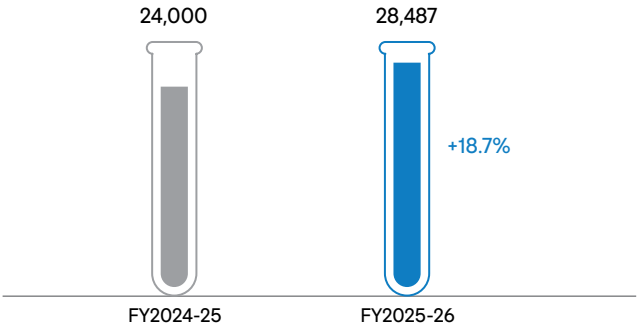
Active pharmaceutical ingredients, excipients and packaging materials are the largest material inputs to our operations, and a substantial proportion is imported. Management begins at procurement: suppliers are qualified against defined standards, materials are purchased to written specifications, and incoming consignments are inspected and released by Quality Control before use. Digital procurement through SAP ARIBA has improved visibility over sourcing, supplier performance and order management.

Within manufacturing, material efficiency is pursued through batch yield monitoring, control of process losses, and attention to rejection and rework rates. Packaging is reviewed for both protective performance and material use. Because the industry cannot compromise on product quality to save material, our focus is on eliminating avoidable loss rather than reducing input specification - a discipline that serves cost and environmental performance equally.

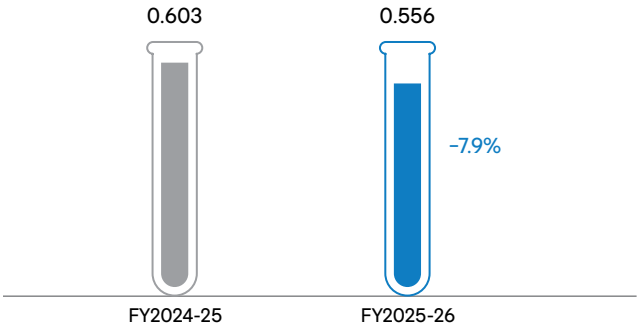
Energy

Energy is consumed principally as electricity for manufacturing and utilities, and as fuel for steam generation. Consumption is metered at source and reconciled against utility invoices each month. Building and energy management systems automate cleanroom and HVAC operation, adjusting temperature, humidity and airflow to demand rather than running at fixed settings. Waste-heat recovery, boiler economization and preventive maintenance of major plant form the remainder of the control framework, supported by load scheduling that avoids unnecessary peak demand.

Total Energy Consumed (MWh)



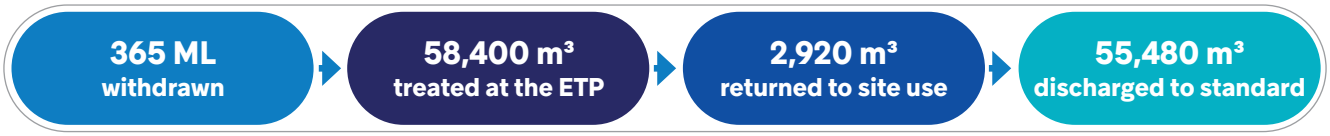
Carbon Intensity of Energy (tCO2e/MWh)



Water

Water supports manufacturing, cleaning, cooling and general site use. Abstraction is controlled and recorded, and all process wastewater passes through the Company's Effluent Treatment Plant before discharge, meeting the standards set by the regulators. A portion of treated output is returned to site use for gardening, reducing the volume of fresh water drawn.

Three further commitments govern our water management. Under the conditions attached to our Environmental Clearance, the Company is implementing a transition from groundwater to surface water, installing rainwater harvesting, and developing a zero liquid discharge plan. Progress against these conditions is reported to the Department of Environment before each renewal, and the Department retains the right of inspection at any time.

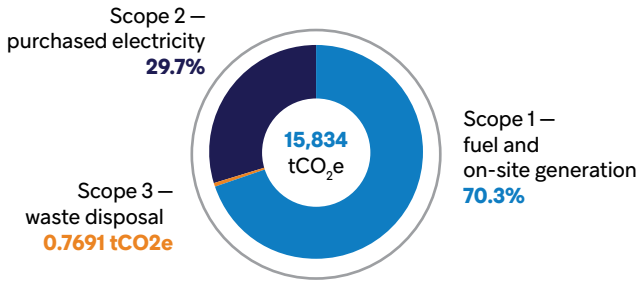


Emissions

Our greenhouse gas inventory covers direct emissions from fuel combustion and on-site generation (Scope 1), indirect emissions from purchased electricity (Scope 2), and waste-disposal emissions within Scope 3. The inventory is compiled from activity data - fuel purchase records, utility invoices and production system output - rather than estimated at a corporate level, so that it can be traced back to source.

Emissions are managed by managing their causes. Scope 1 is controlled through combustion efficiency, boiler heat recovery and maintenance of fuel-burning plant. Scope 2 is controlled by reducing electrical load through automation, efficient cooling and equipment upgrades. Beyond greenhouse gases, stack emissions and ambient air quality at the manufacturing site are monitored in line with regulatory requirements.

Where our Emissions Come from



+9.4%

year on year, against 31.0% revenue growth

Waste

Waste is segregated at source into recyclable, non-hazardous and hazardous streams, each with a defined handling and disposal route. Eligible recyclable materials – Water, paper, cartons etc. - are transferred to authorized recyclers. Employee awareness is central to this. Segregation only works if it happens correctly at the point of generation, and we continue to invest in training and communication so that waste handling is understood as part of everyday operating practice rather than a separate compliance task.

Taken together, these arrangements give the Company a consistent basis on which to measure consumption, identify where resources are being lost, and direct investment to where it will have most effect. Quantified consumption data for each stream, prior-year comparatives and forward targets are presented in the Metrics and Targets section of this report.

Our Continuing Commitment

Sustainability, for Beacon Pharmaceuticals PLC, is not a chapter we write at the end of the year. It is the way we have chosen to build our Company - carefully, responsibly, and with a clear sense of the trust placed in us by the patients who depend on our medicines, the people who make them, and the communities in which we work.

We know, too, that there is further to travel. Our measurement capability is still maturing, and we would rather say so plainly than imply a completeness we have not yet reached. We will broaden the boundary of what we measure. We will deepen our climate analysis. We will strengthen the systems and controls behind our data.

We are committed to this work. We are committed to the health and safety of every colleague who comes to work with us. We are committed to reducing the environmental impact of everything we manufacture. We are committed to the communities around our facilities, and to the patients across Bangladesh and in more than a hundred and fifty countries who rely on the quality of what we produce. And we are committed to reporting on all of it openly, year after year, whether the news is comfortable or not.

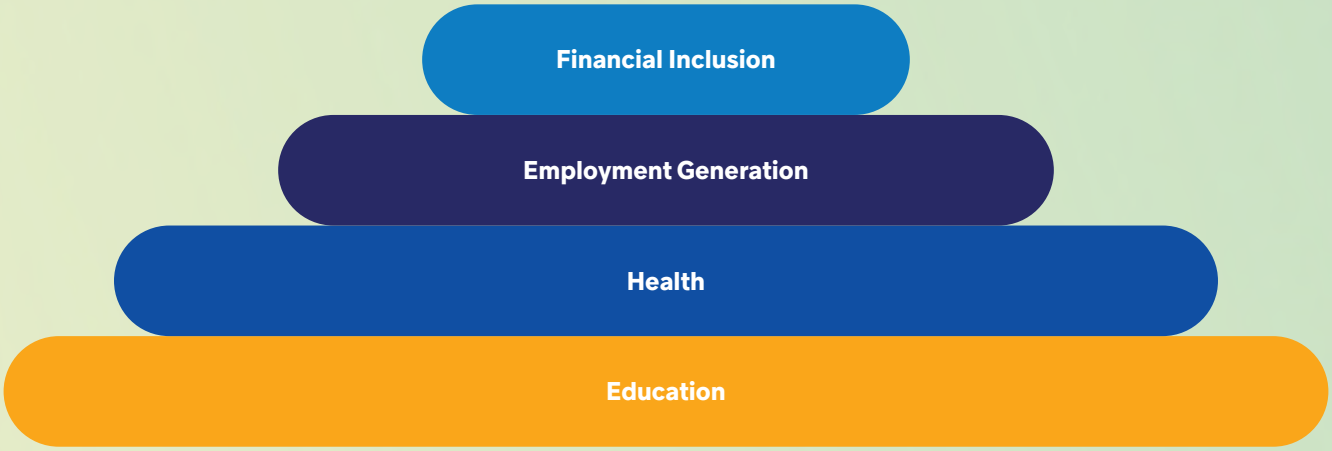
SOCIAL INITIATIVES: CREATING SHARED VALUE FOR SOCIETY

Beacon Pharmaceuticals PLC recognizes that its long-term success is closely connected with the well-being and development of the communities and stakeholders within which it operates. As a pharmaceutical company committed to improving lives, Beacon seeks to create shared value by integrating social responsibility into its business activities and value chain. The Company's social initiatives focus on improving access to quality healthcare, creating employment and economic opportunities, developing human capital, supporting education and skills development, and contributing to inclusive socio-economic progress in Bangladesh.

Through its manufacturing operations, distribution network, research and development activities, healthcare engagement and stakeholder relationships, Beacon contributes to economic activity across a broad ecosystem. The Company's approach is centered on creating sustainable impact through its core business rather than treating social contribution as a standalone activity. By investing in people, capabilities, technology, healthcare innovation and responsible business practices, Beacon aims to generate value for patients, employees, business partners, healthcare professionals, communities and the wider economy.

These initiatives support the Company's purpose of improving lives and contribute to relevant Sustainable Development Goals (SDGs), particularly SDG 3: Good Health and Well-being, SDG 4: Quality Education, SDG 5: Gender Equality, SDG 8: Decent Work and Economic Growth, and SDG 10:



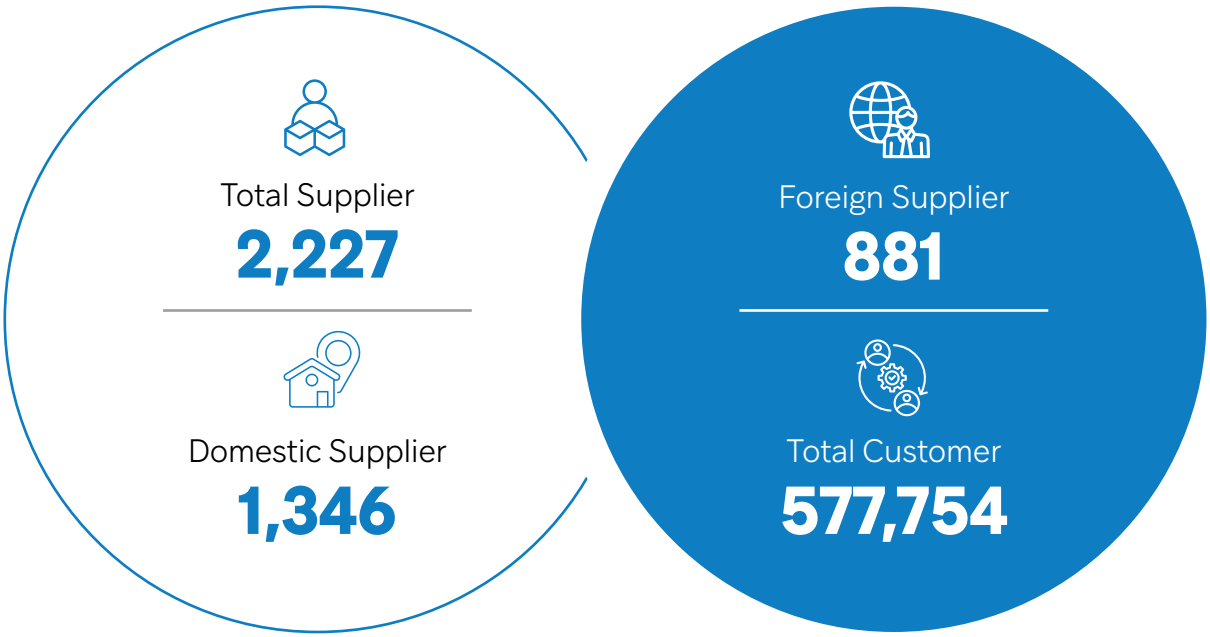


Financial Inclusion

Beacon Pharmaceuticals PLC contributes to financial inclusion by creating sustainable economic opportunities throughout its value chain. The Company's activities support a broad ecosystem comprising employees, distributors, suppliers, transport partners, retailers, service providers and other business stakeholders who participate directly or indirectly in the pharmaceutical value chain.

Through regular business activities, timely settlement of legitimate obligations, transparent procurement practices and structured commercial relationships, Beacon supports income generation and business continuity across its stakeholder ecosystem. Its extensive distribution and commercial network also create opportunities for small and medium-sized businesses and individual participants to engage in the formal economy.

The Company recognizes that responsible financial practices can contribute to stronger and more resilient business relationships. Accordingly, Beacon continues to strengthen transparent transaction processes, digitalization and systematic financial controls, supporting greater efficiency, accountability and participation across its value chain.



More detailed information on these matters is presented in the Financial Capital section of this Annual Report.

Value created: Economic participation | Income generation | Business opportunities | Responsible procurement | Stronger value-chain resilience

Employment Generation

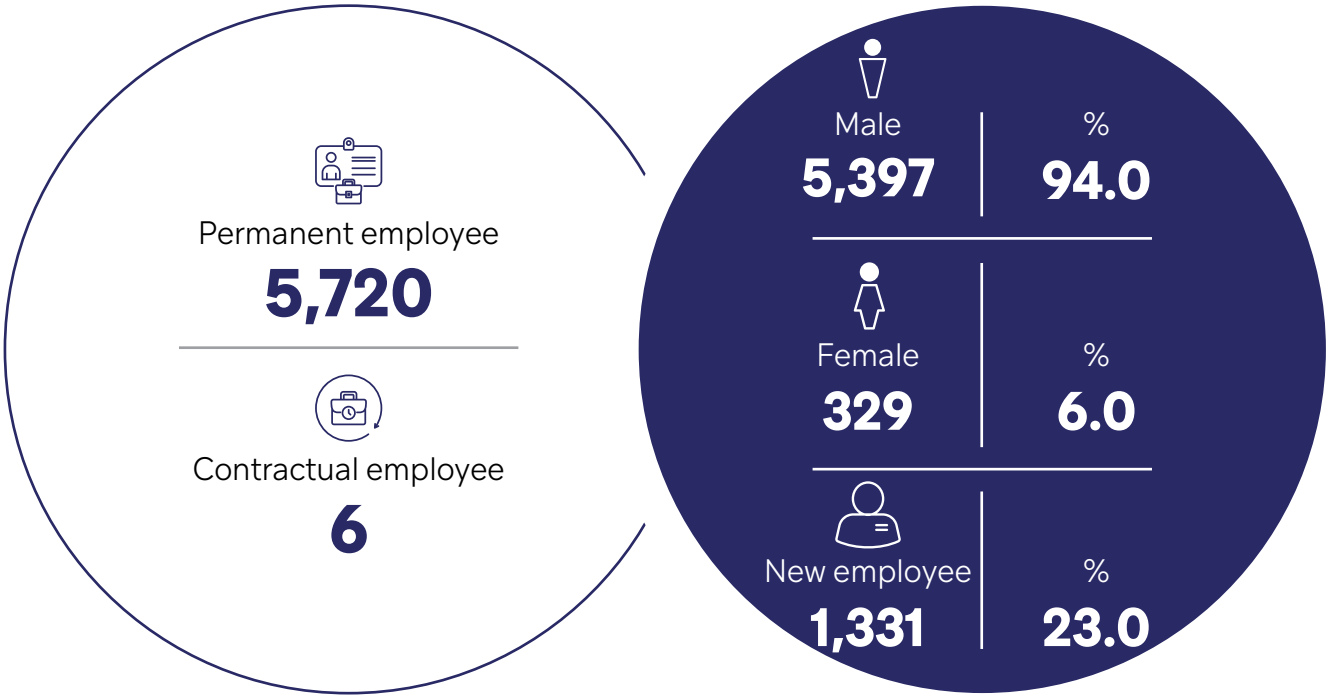
With 5,726 employees, Beacon Pharmaceuticals PLC is a significant contributor to employment generation in Bangladesh's pharmaceutical sector. The Company provides employment opportunities across a diverse

range of functions, including manufacturing, research and development, quality assurance, engineering, supply chain and logistics, sales and marketing, regulatory affairs, information technology, finance and corporate functions.

Employment at Beacon extends beyond the creation of jobs. The Company seeks to build a capable, productive and future-ready workforce through structured training, technical development, professional learning and career progression opportunities. As the pharmaceutical industry continues to evolve through technological advancement, regulatory development and increasing demand for specialized medicines, continuous investment in employee capabilities remains an important component of the Company's long-term growth strategy.

The Company's expansion of manufacturing capabilities, product portfolio, research activities, technology infrastructure and export operations also contributes to indirect employment and income generation across supporting industries and service providers.

Beacon remains committed to maintaining a professional, inclusive and respectful workplace where employees can develop their skills, contribute their expertise and build sustainable careers.



Value created: 5,726 employees | Direct employment | Indirect employment | Skills development | Career opportunities | Economic contribution

Employee Benefits

Beacon Pharmaceuticals PLC is committed to the well-being and professional growth of its employees, offering a comprehensive benefits package designed to support their personal and financial security. Key benefits include:

- **Provident Fund** – long-term financial security for employees
- **Gratuity** – recognition of employees' service and loyalty
- **Incentives and Bonuses** – performance-based rewards that motivate excellence
- **Subsidized Breakfast and Lunch** – nutritious meals provided at subsidized rates
- **Pick-and-Drop Facility** – safe and convenient transportation to and from the workplace
- **Subsidized Medicine** – affordable access to essential medication
- **Day Care Facility** – support for employees with young children
- **Medical Support and Bill Reimbursement** – comprehensive healthcare coverage and reimbursement of medical expenses

More detailed information on these matters is presented in the Human Capital section of this Annual Report.

Health

Improving health outcomes and expanding access to quality medicines remain central to Beacon Pharmaceuticals PLC' purpose. As a pharmaceutical manufacturer, the Company contributes to public health by developing and manufacturing medicines designed to meet the healthcare needs of patients in Bangladesh and international markets.

Beacon's portfolio includes general pharmaceutical products as well as specialized medicines, including oncology products, supporting access to treatments for a wide range of therapeutic requirements. The Company places strong emphasis on product quality, patient safety, manufacturing standards and regulatory compliance throughout the product lifecycle.

Beyond the manufacture of medicines, Beacon contributes to healthcare advancement through engagement with healthcare professionals, scientific seminars, professional education, medical awareness activities and knowledge-sharing initiatives. These activities support greater awareness of evolving treatment practices and encourage continuous professional development within the healthcare ecosystem.

The Company's commitment to healthcare is also reflected in its investment in manufacturing capabilities, quality systems, research and development and technology. By strengthening these capabilities, Beacon seeks to improve the availability, quality and reliability of pharmaceutical products while supporting innovation within the healthcare sector.

New medicine in FY2025-26

52 SKU

Total medicine produced in FY2025-26

932 million pcs

No. of patients served in FY2025-26

approx more than **10** million

Value created: Access to medicines | Patient well-being | Healthcare professional engagement | Scientific knowledge | Product quality | Patient safety

Education

Beacon Pharmaceuticals PLC recognizes that education and skills development are essential to building a competitive and sustainable pharmaceutical industry. The Company supports the development of future talent through internships, industrial training, graduate recruitment and professional learning opportunities.

Beacon engages with institutions and other relevant stakeholders to provide students and young professionals with opportunities to understand the practical application of pharmaceutical science, manufacturing, quality management, regulatory requirements and other industry disciplines. These initiatives help bridge the gap between academic learning and workplace requirements while providing participants with exposure to professional environments.

Within the organization, continuous learning and technical development form an important part of employee capability building. Training programs are designed to strengthen technical knowledge, functional expertise, leadership capabilities, compliance awareness and operational competencies.

By investing in human capital, Beacon contributes not only to employee development but also to the long-term availability of skilled professionals for Bangladesh's pharmaceutical and healthcare sectors.

Beacon launched a new scholarship initiative this year in honor of its late Managing Director, Mr. Mohammad Ebadul Karim, whose legacy of care for employees and their families continues to shape company culture. The program recognizes the academic achievements of employees' children at the SSC and HSC levels. To qualify, children must belong to employees in permanent or contractual roles and must have secured a GPA of 5.0 in their very first attempt, ensuring the award truly celebrates genuine merit. Winners receive a one-time scholarship along with a certificate and crest as a token of appreciation. Overall, the initiative reflects Beacon Group's continued commitment to standing by its employees' families and investing in the next generation's education. It's a fitting tribute that turns personal loss into a lasting, positive impact across the organization.

More detailed information on these matters is presented in the Human Capital section of this Annual Report.

FY2025-26
220,332 hours

FY2024-25
173,750 hours

FY2025-26
Training expenses
BDT **46** million

FY2024-25
Training expenses
BDT **44** million

Value created: Industry-ready talent | Professional development | Technical skills | Knowledge transfer | Graduate opportunities | Human capital development

Community and Stakeholder Development

Beacon's social contribution extends across the communities and stakeholder groups connected to its operations. The Company seeks to maintain responsible relationships with employees, healthcare professionals, suppliers, distributors, customers, communities and regulatory stakeholders.

Through its business activities and stakeholder engagement, Beacon contributes to local economic activity and supports the development of an ecosystem surrounding pharmaceutical manufacturing and healthcare delivery. The Company also seeks to identify opportunities where its resources, expertise and capabilities can contribute to broader community well-being.

As the Company grows, Beacon intends to further strengthen its community engagement approach by focusing on initiatives that are aligned with its core capabilities and generate measurable and sustainable social outcomes.

Responsible Business and Social Value Creation

Beacon considers responsible business conduct an integral part of sustainable value creation. The Company's social initiatives are supported by responsible employment practices, regulatory compliance, product quality, ethical conduct, stakeholder engagement and sound governance.

The Company believes that sustainable social value is created when business growth and societal progress reinforce one another. Accordingly, Beacon will continue to explore opportunities to expand access to quality healthcare, strengthen human capital, create economic opportunities and contribute to inclusive development.

Going forward, the Company aims to enhance the measurement and disclosure of its social impact through relevant indicators and outcome-based metrics. This will enable Beacon and its stakeholders to better understand the scale, reach and effectiveness of its social initiatives and their contribution to the Company's broader sustainability objectives.

3R (REDUCE, REUSE & RECYCLE)

Resource efficiency remains a core pillar of the Company's environmental strategy. During FY2025-26, the Company continued to embed the principles of Reduce, Reuse and Recycle across its manufacturing and administrative operations, complementing its ongoing investments in water treatment and energy efficiency.

1R

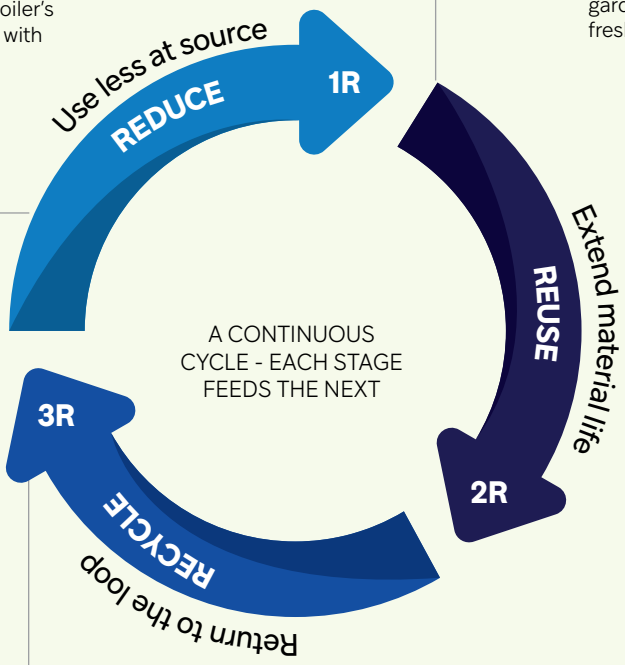
- Optimizing manufacturing processes to minimize material losses
- Reducing paper consumption through digital documentation and electronic workflows
- Improving energy efficiency through preventive maintenance and efficient utility management
- Promoting responsible use of water and other natural resources

Commissioned a new energy-efficient boiler of 6 tonnes per hour capacity fitted with an economizer, increasing thermal efficiency by 8% and reducing the boiler's carbon footprint by 4.5% compared with a conventional unit without an economizer.

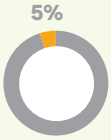
2R

- Encouraging the reuse of paper, cartons and other materials where operationally appropriate
- Maximizing the utilization of reusable office and operational materials to reduce resource consumption

Of approximately 58,400 m³ of water treated at the Effluent Treatment Plant during the year, around 5% - roughly 2,920 m³ - was reused for on-site gardening, reducing reliance on freshwater sources.



ETP WATER TREATED AND REUSED



- 2,920 m³ reused on site
- 55,480 m³ treated and discharged

NEW BOILER - GAINS VS A CONVENTIONAL UNIT



Thermal efficiency | Lower carbon footprint

6 tonnes/hour capacity, fitted with an economizer

3R

- Engaging authorized recyclers for environmentally responsible disposal and recycling of eligible waste
- Promoting employee awareness regarding waste segregation and recycling practices ongoing projects toward progressively minimizing discharge and improving overall waste management remain in the project phase, and will be reported as they are commissioned.

The Company's 3R initiatives support resource conservation, waste reduction and improved operational efficiency.

ADVANCED TECHNOLOGY AND INNOVATIVE IDEAS

Innovation is a key driver of Beacon Pharmaceuticals PLC's sustainable growth strategy. The Company continuously adopts advanced technologies and modern manufacturing practices to improve operational efficiency, product quality and environmental performance.

Technology Investments at a Glance



6 t/hr.
New Boiler Capacity

+8.0%
Thermal Efficiency

4.5% lower
Boiler Carbon Footprint

58,400 m³
Water Treated at ETP

2,920 m³
Water Recycled on Site

Through targeted investment in efficient, cleaner technology and advanced manufacturing infrastructure, Beacon continues to strengthen operational efficiency while reducing its environmental footprint.

Innovation Across the Business: Five initiatives driving efficiency and resilience

Product Innovation

Continuous development of new products (52 SKU) and dosage forms strengthens Beacon's portfolio and enables the Company to respond to evolving healthcare needs.

Research and Development

R&D initiatives focus on developing differentiated pharmaceutical solutions while improving existing formulations and manufacturing processes.

Process Improvement

Cross-functional teams identify opportunities to simplify processes, reduce waste, improve productivity, and strengthen operational effectiveness.

Business Innovation

Innovative approaches to market development, export expansion, supply chain management, and customer engagement support the Company's growth strategy.

Employee-Driven Innovation

Employees are encouraged to contribute ideas and practical solutions that improve efficiency, strengthen collaboration, and create measurable value.



The Company believes that technological advancement enhances competitiveness while supporting responsible and sustainable business operations.

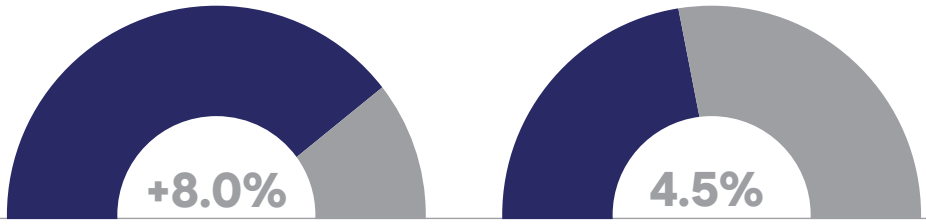
Economizer-Based Waste Heat Recovery: Recovering energy that would otherwise be lost

During FY2025-26 the Company procured a new energy-efficient boiler with a capacity of 6 tonnes per hour, fitted with an economizer - a heat-exchange technology that captures waste heat from flue gases and uses it to pre-heat feedwater before it enters the boiler. By recovering energy that would otherwise be lost, the technology reduces the fuel input required to generate the same amount of steam.

How the Economizer Works

Flue gases leave the boiler → **Economizer captures waste heat** → **Feedwater is pre-heated** → **Less fuel for the same steam output**

Impact versus a Conventional Boiler without an Economizer



Thermal efficiency gained

Carbon footprint reduced

Effluent Treatment & Water Recycling: Treating wastewater and returning part of it to operations

The Company's Effluent Treatment Plant treats process wastewater to environmentally compliant standards before discharge, and channels a portion of the treated output back into operations - reducing the Company's dependence on freshwater withdrawal.

Process wastewater → **Treatment to compliant standards** → **Compliant discharge** → **Portion recycled to operations**

Digital procurement - SAP ARIBA

The Company has begun using SAP ARIBA alongside its existing SAP S/4HANA platform, introducing a digital, cloud-based procurement workflow for sourcing, supplier management and purchasing. This extends the Company's broader digitalization efforts - supporting more efficient, transparent procurement and reducing dependence on paper-based documentation.

Investment in Pipeline: Technology-led projects in the development phase

Beyond completed investments, the Company has initiated further technology-led projects aimed at raising its overall energy utilization factor, moving progressively towards zero discharge, and driving continued gains in energy efficiency and carbon reduction. These are currently in the project development phase.

Energy Utilization Factor

Raising the overall energy utilization factor across operations

In development

Zero Liquid Discharge

Moving progressively towards zero liquid discharge

In development

Energy Efficiency

Further enhancing energy efficiency across operations

In development

Carbon Reduction

Continuing to reduce the Company's carbon footprint

In development

Where the Two Operational Technologies Deliver

ENERGY

Less fuel burned for the same steam output

EMISSIONS

A lower carbon footprint from the boiler

WATER

Freshwater withdrawal

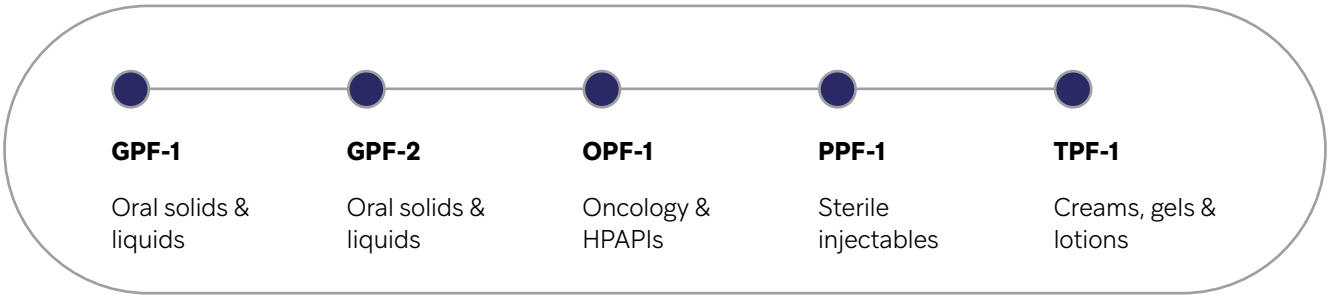
reduced by on-site recycling

COMPLIANCE

Wastewater treated to environmental standards before discharge

Advanced Manufacturing Infrastructure: Five facilities built to international standards

Beacon Pharmaceuticals PLC has strategically expanded its manufacturing capabilities over the years to meet growing domestic and international demand. The Company's facilities embed advanced automation, containment and quality-control technology across every stage of production.



Facility	What it Produces	Core Technology
General Production Facilities (GPF-1 & GPF-2)	Tablets, capsules and oral suspensions	Modular lines, advanced HVAC, dedicated QC laboratories, automated material handling and packaging
Oncology Production Facility (OPF-1)	Cytotoxic tablets, capsules, liquid injectables and lyophilized targeted therapies	Isolated production zones, controlled airflow and pressure gradients, automated aseptic filling, validated control systems
Parenteral Production Facility (PPF-1)	Small- and large-volume injectables and lyophilized products	ISO Class 100 / Grade A–D cleanrooms, HEPA filtration and pressure cascade, WFI and clean steam, terminal sterilization
Topical Production Facility (TPF-1)	Creams, ointments, gels and lotions	ISO Class C and D cleanrooms, automated mixing and homogenization, automated tube, jar and bottle lines

Technology Portfolio - Summary

Technology	What it Does	FY2025-26 Impact	Status
Economizer-equipped boiler (6 t/hr)	Captures waste heat from flue gases to pre-heat feedwater, cutting the fuel needed for the same steam output	Thermal efficiency +8.0%; carbon footprint 4.5% lower	Operational
Effluent Treatment Plant	Treats process wastewater to compliant standards and channels part of the output back into operations	58,400 m³ treated; 2,920 m³ (5.0%) recycled	Operational
SAP ARIBA digital procurement	Cloud-based sourcing, supplier management and purchasing alongside the existing SAP platform	Paper-based procurement documentation reduced	Operational
Innovation pipeline - four projects	Energy utilization factor, zero liquid discharge, energy efficiency and carbon reduction	Impact to be reported on commissioning	In development

Boiler efficiency and carbon-footprint gains are stated relative to a conventional boiler without an economizer. Pipeline rojects are in the development phase and their impact will be reported as each is commissioned.

INDEPENDENT THIRD-PARTY ASSURANCE OF OUR ESG PERFORMANCE

Beacon Pharmaceuticals PLC welcomes independent scrutiny of its environmental, social and governance performance. The management systems and control frameworks that generate much of the underlying ESG performance are examined regularly by accredited independent bodies. The table below sets out, for each ESG pillar, what is independently assured, by whom, and against which standard.

ESG Element Independently Assured	Assurance Provider	Standard / Accreditation Applied	Status
ENVIRONMENTAL			
Environmental management system	Bureau Veritas Certification Holding SAS — UK Branch	ISO 14001:2015, under UKAS Management Systems accreditation 0008	Certified to 13 January 2027
Environmental impact, effluent management and site compliance	Department of Environment, Mymensingh District Office	Environmental Conservation Rules; Orange category project classification	Clearance valid to 21 November 2026
SOCIAL			
Occupational health and safety management system	Bureau Veritas Certification Holding SAS — UK Branch	ISO 45001:2018, under UKAS accreditation 0008	Certified to 13 January 2027
Product quality and patient safety across all certified dosage forms	Directorate General of Drug Administration, Bangladesh	WHO-recommended GMP certificate form; Drug & Cosmetics Act 2023	Certified 11 January 2026, valid two years
Quality management system	Bureau Veritas Certification Holding SAS — UK Branch	ISO 9001:2015, under UKAS accreditation 0008	Certified to 13 January 2027

Statement of Independence

Each body named above is independent of Beacon Pharmaceuticals PLC. None holds any shareholding, directorship or financial interest in the Company, and none has any relationship that could reasonably be considered to impair its objectivity. Bureau Veritas Certification Holding SAS operates under UKAS accreditation, which requires demonstrated impartiality in certification decisions. The Directorate General of Drug Administration and the Department of Environment act in a statutory regulatory capacity.

Environmental and Social Impact Assessment

Environmental impact is assessed independently through two complementary routes. The Department of Environment classifies our Bhaluka facility as an orange category project; the clearance requires us to submit a compliance report against the attached conditions, together with information on expansion of the effluent treatment plant, before each renewal, and the Department retains the right of inspection at any time. Separately, our ISO 14001:2015 environmental management system is subject to periodic surveillance audit, which examines how environmental aspects and impacts are identified, controlled and improved across the site. On the social side, ISO 45001:2018 surveillance audits assess hazard identification, risk control and worker participation, while GMP inspections - most recently on 25 May 2024 and 17 December 2024 - assess the systems protecting patient safety and product quality.

Assurance Over the Sustainability Report Itself

We are continuously strengthening the quality, transparency and reliability of our sustainability disclosures through robust data management, effective governance and disciplined reporting processes. The CSR & Sustainability Committee oversees the quality of sustainability information, including the systems, processes and controls supporting our reported data. As our measurement and reporting capabilities continue to evolve, we are enhancing the depth, consistency and reliability of our sustainability metrics, with particular focus on greenhouse gas emissions, energy consumption and other material indicators. These ongoing improvements are designed to enhance the comparability, credibility and usefulness of our sustainability disclosures and provide stakeholders with greater confidence in the information we communicate. Our ambition is to ensure that every material sustainability metric we publish is supported by robust processes, clear accountability and reliable underlying data.

CERTIFICATIONS & LICENSES

GMP

GMP

Directorate General of Drug Administration

Valid to 10 Jan 2028

ISO

Management Systems

Bureau Veritas UKAS Accredited

Valid to 13 Jan 2027

DoE

Environmental Clearance

Department of Environment, Mymensingh

Valid to 21 Nov 2026

GMP Certification

Directorate General of Drug Administration

Certificate	Good Manufacturing Practice (GMP) for Pharmaceutical Product(s)
Conforms to	The form recommended by the World Health Organization
Certificate Number	DA/6-110/06/525
Date of Issue	11 January 2026
Validity	Two years from the date of issue
Inspections	25 May 2024 and 17 December 2024
Legal Basis	Chapter VII, Drug & Cosmetics Act, 2023
Manufacturing Licenses	Biological 258 and non-biological 477, both 06 July 2006
Authorized by	Major General Md. Shameem Haidar, Director General

Certificate as issued


GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

CERTIFICATE OF GOOD MANUFACTURING PRACTICES (GMP) FOR PHARMACEUTICAL (PRODUCTS)

- **Tablet**
  10 tablet types
- **Lyophilized Injection**
  aseptic, lyophilized
- **Pre-Filled Syringe**
  aseptic filling
- **Dry Powder Suspension**
  and pediatric drops
- **LHGC**
  liquid-filled hard gelatin
- **Capsule**
  hard gelatin, CR/SR
- **Liquid Injection**
  ampoules and vials
- **Intravenous Infusion**
  large volume parenteral
- **Syrup & Oral Suspension**
  oral liquids
- **Topical Forms**
  cream, ointment, gel, patch

Certified Activities Across Every Dosage Form

- Sourcing & Procurement
- Formulation & Development
- Dispensing of RM/PM
- Production
- Packaging
- Quality Assurance

Certified Management Systems

Bureau Veritas Certification Holding SAS — UK Branch

ISO 9001: 2015
Quality Management

ISO 14001: 2015
Environmental Management

ISO 45001: 2018
Occupational Health & Safety

Certificate as issued



Accreditation	UKAS Management Systems, 0008
Scope	Manufacturing of pharmaceutical products
Certificate Number	IND.24.1004/IM/U (Version 1)
Date of Issue	14 January 2024
Valid Until	13 January 2027

Environmental Clearance

Department of Environment, Mymensingh District Office

Certificate as issued



Certificate Type	Environmental Clearance Certificate (Renewal)
Clearance Number	22.02.6100.142.071.206.25.508
Project Activity	Pharmaceutical — all drug formulations
Project Category	Orange
Date of Issue	23 November 2025
Date of Expiry	21 November 2026

18 months

GMP
to 10 Jan 2028

7 months

ISO Systems
to 13 Jan 2027

5 months

Env. Clearance
to 21 Nov 2026

CSR POLICY & IMPLEMENTATION

Medicines that reach the people who need them, in a world we protect for the generations to come.

At Beacon Pharmaceuticals PLC, our mission extends beyond developing and delivering life-changing medicines. We believe that our responsibility is to all our stakeholders: patients, healthcare professionals, employees, shareholders, communities and the planet.

Our CSR strategy is integrated into our core business operations rather than added on to them. It is built on three foundational pillars – Patient Access & Health Equity, Environmental Stewardship, and Our People & Communities. For a pharmaceutical company, social responsibility starts where the product ends. A medicine creates value only when it reaches the right patient at the right time, at a price the patient can afford, with the knowledge to use it well. Our CSR work therefore spans awareness, early detection, scientific exchange and access, as well as the environment in which we operate and the people who make our work possible.

The strategy is guided by internationally recognized frameworks – Carroll's CSR pyramid, stakeholder theory, the triple bottom line, creating shared value, ISO 26000 and the UN Sustainable Development Goals – described in Part A. Part B then shows how the policy was put into practice, and what it cost.

PART A · CSR Policy

Policy statement and philosophy · Framework · Three pillars and commitments · Governance

PART B · Implementation

From policy to practice · CSR expenditure by function · Programs by pillar · Oversight in the year

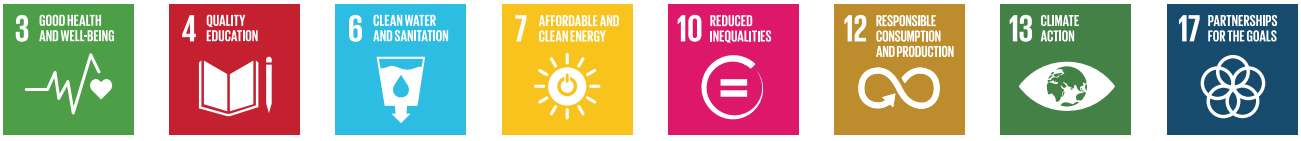
Link to Stakeholders

Patients · Healthcare professionals · Employees · Shareholders · Communities · Environment

Link to Capitals

Social & Relationship · Human · Natural · Intellectual · Financial

Link to SDGS



6 Stakeholder groups we are responsible to	**3** Foundational CSR pillars	**8** UN Sustainable Development Goals supported	**7** Awareness, scientific and community programs shown in this report

CSR policy

What we commit to and how we govern it

Our CSR Policy Statement

Beacon Pharmaceuticals PLC recognizes that sustainable business growth must be accompanied by an equally strong commitment to social responsibility, environmental stewardship, ethical business practices and the well-being of its stakeholders. As a pharmaceutical company, Beacon treats access to healthcare, quality medicines, community health, employee welfare and responsible environmental management as integral to its long-term business philosophy. The Company seeks to create sustainable value not only for its shareholders, but also for patients, healthcare professionals, employees, communities, business partners and wider society. During the reporting year the Company continued to focus on responsible business practices and on initiatives relating to healthcare, social welfare, community development, employee well-being and environmental responsibility, aligned with applicable laws, regulatory requirements and internationally recognized principles of responsible business.

Policy Philosophy: Six Focus Areas

Beacon's philosophy rests on the principle that responsible corporate citizenship is an integral part of sustainable business development. Its framework has six focus areas – three that direct the Company's contribution to society through its CSR programs, and three that govern how the Company operates sustainably.

Corporate Social Responsibility



Three Pillars, One Purpose



Patient Access & Health Equity

Innovations that reach those who need them, regardless of geography or economic circumstance, backed by ethical research, stronger health systems and transparent practice.



Environmental Stewardship

Protecting planetary health, which is intrinsically linked to human health, through climate action, water stewardship and responsible sourcing.



Our People & Communities

A workplace of inclusion and respect, and a lasting partnership with the communities around us through the Beacon of Hope Foundation.

Our CSR Framework

Theories that shape our approach

Beacon's CSR approach draws on established academic and international frameworks. They help us decide where to act, whom we answer to, and how to judge whether our contribution is real.

The Four Layers of Responsibility – Carroll's Pyramid



Layer	How Beacon applies it
Economic	Sustainable growth, reliable supply and fair returns fund continuing investment in medicines, people and communities.
Legal	Compliance with pharmaceutical, environmental, labor and corporate law, and with GMP and regulatory requirements in every market we serve.
Ethical	Ethical R&D, transparent interactions with healthcare professionals, responsible marketing and responsible sourcing – beyond what the law requires.
Philanthropic	Voluntary contributions to community health, education and development, including through the Beacon of Hope Foundation.

Whom we answer to – stakeholder theory

Stakeholder theory (Freeman, 1984) holds that a company is accountable not only to its shareholders but to everyone who affects, or is affected by, its decisions. Beacon's CSR strategy is organized around six stakeholder groups.

Stakeholder	What they expect from us	How our CSR responds
Patients	Access to safe, effective and affordable medicines, and to trusted information	Pillar 1 – access, awareness, screening and ethical research
Healthcare professionals	Current scientific evidence and honest, transparent interaction	Symposia, seminars and training; strict ethical marketing
Employees	Respect, inclusion, safe work and room to grow	Pillar 3 – culture of inclusion and diversity
Shareholders	Sustainable returns and well-managed risk	Integrated CSR lowers regulatory, reputational and supply risk
Communities	Local health, education and development	Beacon of Hope Foundation and community awareness work
Environment	A smaller footprint from the facilities we run	Pillar 2 – climate, water and responsible sourcing

Three More Ideas that Guide Us

Triple bottom line
Elkington, 1997

Success is measured across people, planet and prosperity. Our three pillars report social, environmental and economic value together rather than in isolation.

Creating shared value
Porter & Kramer, 2011

Business and society prosper together when companies reconceive products and markets, raise productivity along the value chain and strengthen local capability.

Planetary health and One Health
Human health depends on healthy ecosystems

Protecting the environment is therefore part of protecting patients, not separate from it.

Also informing our approach: ISO 26000:2010, the WHO health-systems building blocks (2007) and the UN Sustainable Development Goals (2015).

Patient Access & Health Equity

Reaching every patient who needs us

Our primary social responsibility is to the patients we serve. We are committed to ensuring that our innovations reach those who need them, regardless of geography or economic circumstance.

Health equity means that a person's chance of receiving good care does not depend on where they live or what they earn. Delivering it takes action along the whole care pathway – awareness, screening and diagnosis, treatment and follow-up – and across the whole health system. This pillar is where our core business and our social purpose meet most closely. Every program under it has the same test: does it help a patient understand a condition sooner, reach a diagnosis earlier, or receive and stay on the right treatment?

Three commitments give the pillar its shape: innovative and ethical R&D, health-system strengthening, and transparency and compliance.

Innovative & Ethical R&D

Our clinical trials are conducted with the highest ethical standards, ensuring patient safety, informed consent and data integrity.

Every participant joins freely and with a clear understanding of the risks and benefits. Data are recorded, protected and reported accurately, so that clinicians, regulators and patients can trust the evidence we generate.

We follow internationally accepted good clinical practice principles, and treat ethical review as a condition of research, not an obstacle to it.

Health System Strengthening

We invest in programs that train healthcare workers, improve diagnostic capabilities and support public health infrastructure in underserved regions, helping to build resilient health systems for the future.

Programs under this commitment include community health camps that take consultation and screening to villages, and scientific symposia and seminars that share current evidence with physicians, oncologists, academics and students. They are described in Part B.

Transparency & Compliance

We adhere to strict ethical marketing practices and ensure transparent interactions with healthcare professionals.

Our engagement with the medical community is built on scientific and educational value, is documented, and follows the law and our own codes of conduct in every market. Promotional material is subject to regulatory and ethical review.

Strengthening the System, not just Supplying it

The WHO describes a health system through six building blocks. A pharmaceutical company contributes most directly to four of them; the others are led by governments and partners, and we support them through collaboration.

1 **Medical Products**
Quality medicines that are available and affordable

2 **Health Workforce**
Training and scientific education for doctors and students

3 **Service Delivery**
Camps that bring consultation and screening closer to home

4 **Health Information**
Awareness campaigns and patient education

5 **Financing**
Led by government and funders

6 **Leadership & Governance**
Supported through partnership with professional bodies

Environmental Stewardship

Protecting planetary health

We recognize the impact of our operations on the environment and are committed to protecting planetary health, which is intrinsically linked to human health.

Pharmaceutical manufacturing depends on high-purity water, reliable energy and carefully managed materials and waste. We treat each of these as a responsibility, not only as an operating cost, and we aim to reduce our footprint across our own sites and across our supply chain.
Our approach follows the logic of planetary health: healthy ecosystems underpin healthy people. A patient who is treated with our medicines should not pay for that treatment, indirectly, through polluted water or a warming climate.

Three commitments give this pillar its shape: ambitious climate goals, sustainable operations and responsible sourcing. Performance data are reported in the Natural Capital section.

Ambitious Climate Goals

We have committed to achieving net-zero carbon emissions across our operations by increasing our use of renewable energy sources at our manufacturing and R&D sites.

Our pathway follows the mitigation hierarchy: use energy efficiently, switch to renewable electricity, and address only what remains.

Sustainable Operations

Our water stewardship program focuses on reducing consumption and ensuring wastewater is treated to the highest standards before release.

We aim to run every site in line with ISO environmental and occupational safety standards, supported by waste-management, energy-conservation and water-saving initiatives. How the Bhaluka factory applies this is described in Part B.

Responsible Sourcing

We work closely with our suppliers to ensure they meet our stringent environmental and social standards, promoting sustainability throughout our entire value chain.

Our expectations of suppliers cover environmental management, safe and fair working conditions and ethical conduct.



Our People & Communities

A workplace and a neighborhood that thrive together

Our people make every other commitment possible, and the communities around us give our work its meaning. This pillar covers both: how we treat the colleagues who work with us, and how we show up for the neighborhoods and patient communities we serve.

Two commitments give it shape: a culture of inclusion and diversity, and active community engagement through the Beacon of Hope Foundation.

Culture of Inclusion & Diversity

We are committed to creating a workplace where every employee feels valued, respected and empowered to contribute their best.

In practice we aim for equal opportunity in hiring, development and promotion; a respectful workplace free of discrimination and harassment; a safe working environment; and open channels through which colleagues can raise ideas and concerns. Diverse teams bring different experience to complex problems, which helps us serve a diverse patient population better.

Community Engagement

Through the Beacon of Hope Foundation, our corporate philanthropic arm, we support local health initiatives, education programs and community development projects.

We work with hospitals, medical colleges, professional societies and civil-society organizations, so that support goes where local knowledge says it is needed most, and so that programs can continue after any single event has ended.

Implementation

How the policy was put into practice

From policy to practice

Part A set out what Beacon has committed to do. This part shows what was done. It begins with the resources committed to CSR in FY2025-26 and FY2024-25, then follows each of the three pillars from commitment to delivery, and closes with the oversight exercised by the Board's CSR and Sustainability Committee.

Under Pillar 1 the focus is on community health camps, awareness campaigns and scientific exchange. Under Pillar 2 it is the Bhaluka factory, and under Pillar 3 the community work of the Beacon of Hope Foundation.

Implementation follows the chain of responsibility set out in Part A. The Board approves policy; the Committee reviews plans, budgets and proposed expenditure; management and the operating teams deliver the programs; and the cost is recorded in the function that incurs it.

A summary table at the end of this part links each policy commitment to the action taken.

CSR expenditure by function

Beacon records its CSR expenditure in the function that incurs it. In FY2025-26 total CSR expenditure was BDT 29 million compared with BDT 21 million in FY2024-25 – an increase of BDT 7.6 million or 36.0%.

The table below shows where that expenditure was recorded, and the chart that follows compares the two years head by head. All amounts are in BDT.
Reviewing proposed CSR expenditure and budgets is one of the responsibilities of the CSR and Sustainability Committee described in Part A. The figures here show the outcome of that review in the two most recent financial years.

Administration is the largest head in both years, and the shares carried by the three heads shifted towards Sales, Marketing & Distribution.

29 Mn BDT	**+36.0%**	**99.5%**	**7**
Total CSR expenditure in FY2025-26	Growth over FY2024-25 expenditure of BDT 21 Mn	Carried in administration and in sales, marketing & distribution	Awareness, scientific and community programs shown in this report

Patient Access & Health Equity

In practice: camps, awareness and scientific exchange

Bringing Care Closer: Community Health Camps

Many patients in rural areas first meet the health system far too late, because the nearest specialist is a long and costly journey away. Community health camps reverse that journey: the doctors, the screening and the advice come to the village.

At a camp, patients register, are examined by physicians – including eye examinations – and are counselled on their condition and on the printed health information provided. The queues in these photographs show how great the unmet need is, and how readily people respond when care is brought to them.

Camps also give our colleagues a direct view of the conditions in which patients live and seek care. What they hear at the registration desk shapes how we think about affordability, awareness and follow-up, and feeds back into our work on access.

At every camp, patient dignity and privacy come first.



Villagers wait in the shade for registration and consultation.



Men and women of all ages attend, many holding their consultation slips.



Community members consult the camp team at a registration table.

REGISTRATION

Each patient is registered and given a consultation slip

CONSULTATION

Physicians examine patients and advise on care

EYE EXAMINATION

Basic eye checks bring problems to light early

HEALTH INFORMATION

Printed material helps patients understand next steps



Patients register and receive consultation slips at a community health camp.



A physician examines a patient's eyes during the camp.



Counselling at a consultation desk, with printed health information.

Awareness that Protects the Next Generation

Prevention is the most equitable form of healthcare. Public awareness campaigns – on cancer, on inherited blood disorders such as thalassemia, and on women's health – help families recognize risk early and seek care before disease advances.

On World Thalassemia Day, awareness activities were held with CTG Blood Bank, and a seminar accompanied the inauguration of a thalassemia clinic. Families learn how the condition is inherited and why early prevention matters.



World Thalassemia Day – awareness program with CTG Blood Bank.



Seminar and thalassemia clinic inauguration.



The mode of inheritance is explained to an attentive audience.

Sharing Knowledge: Scientific Symposium and Seminars

Better outcomes begin with better-informed clinicians. We bring national and international experts together with oncologists, physicians, researchers and students to discuss current evidence and practice – from radiotherapy and chemoradiation to lung cancer prevention and early detection.



International Scientific Symposium on the Role of Chemoradiation in Head and Neck Squamous Cell Carcinoma, Dhaka, with international and national speakers.



A speaker addresses the lung cancer awareness seminar, held on World Lung Cancer Day.



Students, clinicians and faculty take part in the "Protect Your Lungs" seminar.



Speakers, guests and Beacon colleagues at "Protect Your Lungs: A Seminar on Lung Cancer Awareness", World Lung Cancer Day.



Inaugural session of the Scientific Seminar & Reunion of the Alumni Oncologists of Rangpur Medical College.

Programs at a Glance

Beyond the camps, we support awareness campaigns and scientific meetings that carry knowledge to patients, students and clinicians. The programs below are listed with their focus.

Program	Focus
Community health camp	Registration, consultation and eye examination for villagers
Cancer awareness rally	Sylhet M A G Osmani Medical College & Hospital – Department of Clinical Oncology
International Scientific Symposium	Role of Chemoradiation in Head and Neck Squamous Cell Carcinoma (HNSCC), Dhaka
World Thalassemia Day	Awareness seminar and thalassemia clinic inauguration, with CTG Blood Bank
"Protect Your Lungs" seminar	Lung cancer awareness, World Lung Cancer Day, with leaders of the Bangladesh Cancer Society
Scientific Seminar & Reunion	Alumni Oncologists of Rangpur Medical College – inaugural session
Ovarian cancer awareness month	School awareness event at Holy Cross Girls High School

Environmental Stewardship

In practice: the Bhaluka Factory

The Factory as a Green Environment



Buildings set within the tree-covered plant – part of the site's green environment.

FROM COMMITMENT TO PRACTICE

Net zero is reached by reducing first, then replacing, and only then offsetting. Each step is measured, reported and reviewed.

MEASURE › REDUCE › RENEW › REPORT

The wooded Bhaluka factory is itself part of our environmental commitment: facilities are set within landscaped grounds, and material and personnel flows, utilities and waste routes are planned together. How the site is built and run is described in the Manufacturing Operation section.

EFFLUENT TREATMENT

An effluent treatment plant treats wastewater before it leaves the site

DESIGNATED WASTES

An incinerator handles designated wastes safely

ENERGY CONSERVATION

Energy-saving and renewable-energy initiatives lower emissions

WATER SAVING

Water-saving initiatives reduce consumption across the facility

Our People & Communities

In practice: the Beacon of hope foundation at work

A Workplace of Inclusion and Respect

Equal Opportunity

Fair hiring, development and promotion

Safe Workplace

Operator safety and wellbeing come first

Respect and Dignity

A workplace free of discrimination and harassment

Learning and Voice

Training, growth and channels to speak up

Community Engagement in Action



Students and educators at Holy Cross Girls High School mark Ovarian Cancer Awareness Month



Cancer awareness rally at Sylhet M A G Osmani Medical College & Hospital: "united in a common goal".



Studio recording on the Beacon-branded "সব সম্ভব" set, taking health conversations to a wider audience.

WHAT HOPE LOOKS LIKE

Hope, in practice, is a school that learns to recognize the signs of a disease, a family that understands an inherited condition, and a village that finally meets a doctor.

Policy to Practice at a Glance

Pillar and commitment	What the policy says	How it was put into practice
Health system strengthening	Train healthcare workers, improve diagnostic capability and support public health infrastructure in underserved regions.	Community health camps offering registration, physician consultation, eye examination and printed health information; scientific symposia and seminars for oncologists, physicians, academics and students.
Awareness and prevention	Help families recognize risk early and seek care before disease advances.	Awareness programs on thalassemia, lung cancer, cancer and ovarian cancer, held with blood-bank, professional-society, hospital and school partners (see Programs at a glance).
Transparency and compliance	Strict ethical marketing and transparent interaction with healthcare professionals.	Engagement with the medical community built on scientific and educational value and documented; promotional material subject to regulatory and ethical review.
Sustainable operations	Reduce water consumption and treat wastewater to the highest standards; manage waste and energy responsibly.	At the Bhaluka factory: an effluent treatment plant, an incinerator for designated wastes, and energy-conservation and water-saving initiatives, aligned with ISO environmental and occupational safety standards.
Climate goals and responsible sourcing	Net-zero ambition through efficiency first, then renewable electricity; suppliers who meet environmental and social standards.	A measure, reduce, renew and report pathway, with each step measured, reported and reviewed; supplier expectations covering environmental management, safe and fair working conditions and ethical conduct.
Community engagement	Support local health, education and community development with partners so that programs continue beyond a single event.	Beacon of Hope Foundation programs with hospitals, medical colleges, professional societies and schools; a studio recording on the Beacon-branded "*সব সম্ভব*" set takes health conversations to a wider audience.
Inclusion and workplace	Equal opportunity, respect and dignity, a safe workplace, and open channels for ideas and concerns.	Applied through workplace practice on fair hiring, development and promotion, freedom from discrimination and harassment, operator safety and wellbeing, training and channels to speak up.

OUR INTEGRATED VALUE CREATION



LIGHT FOR LIFE

CREATING VALUE THROUGH SIX CAPITALS

Our integrated reporting approach, strategy, business model and performance across financial, manufactured, intellectual, human, social & relationship and natural capital for the year ended 30 June 2026.

Financial Capital

Performance, ratio analysis, risks and SDG impact

Manufactured Capital

Five plants, capacity, quality and productivity

Intellectual Capital

R&D, pipeline, registrations and portfolio breadth

Human Capital

Workforce, training, safety and reward

Social & Relationship Capital

Customers, suppliers, communities and partners

Natural Capital

Energy, water, waste and climate resilience

BDT 16,426 Mn
Revenue
31.0% YoY

BDT 1,942 Mn
Net profit after tax
105.2% YoY

23.5%
Return on equity
9.3%

286 · 550
Brands · generics
47 Therapeutic classes



Integrated reporting

OUR INTEGRATED REPORTING APPROACH

How the International <IR> Framework shapes this report

This section sets out how Beacon Pharmaceuticals PLC has applied the International Integrated Reporting Council's (IIRC) Framework in preparing this Integrated Report: the definition it adopts, the objective and purpose the Framework serves, the principles-based approach applied, the report's form and its relationship to other Company publications, how the Framework has been applied in practice, and where responsibility for the report rests.

Integrated Report Defined

An integrated report is a concise communication about how an organization's strategy, governance, performance and prospects, in the context of its external environment, lead to the creation, preservation or erosion of value over the short, medium and long term. For Beacon Pharmaceuticals PLC, this Integrated Report goes beyond a conventional annual account: it provides an in-depth view of the Company's governance framework its structure, policies and oversight mechanisms and links the key strategic decisions taken during the reporting period to measurable progress against Beacon's long-term strategic objectives.

Rather than presenting financial, social and environmental performance as separate narratives, the report is built around the interconnected nature of the factors that shape Beacon's ability to create value: governance practices, resource allocation, regulatory developments, technological advancement and global health dynamics. Read together, these strands tell one integrated story of how Beacon balances near-term performance against durable, long-term value for its stakeholders.

Objective of the IIRC Framework

The IIRC Framework exists to improve the quality of information available to providers of financial capital, enabling a more efficient and productive allocation of capital. It does this by:

- **Promoting integrated thinking** — supporting integrated thinking, decision-making and actions that focus on the creation of value over the short, medium and long term;
- **Improving cohesion in reporting** — providing a more cohesive and efficient approach to corporate reporting that draws on different reporting strands and communicates the full range of factors that materially affect an organization's ability to create value; and
- **Strengthening accountability** — enhancing accountability and stewardship for the broad base of capitals financial, manufactured, intellectual, human, social and relationship, and natural and building understanding of their interdependencies.

Applied to Beacon, this objective is realized through a single report that assesses the risks, opportunities and trade-offs associated with each of the Company's strategic pillars innovation, operational excellence, market expansion, sustainability and stakeholder engagement so that capital providers can judge how effectively the Board is converting governance and resources into sustainable, shared value.

Purpose and Users of an Integrated Report

The primary purpose of an integrated report is to explain to providers of financial capital how an organization

creates value over time. This Integrated Report presents a comprehensive assessment of Beacon's value-creation capabilities, encompassing its audited financial statements, progress against the Sustainable Development Goals (SDGs) and its ESG Report, which highlights environmental, social and governance factors capable of affecting performance if not effectively managed.

While prepared primarily for capital providers and shareholders, the report also serves a wider community of users whose decisions and relationships intersect with Beacon's ability to create value employees, customers, suppliers, partners, communities and regulatory bodies. The diagram below illustrates the reporting boundary the Company applies when identifying whose interests are reflected in the report.

Reporting Boundary

Beacon at the centre of its primary stakeholder relationships

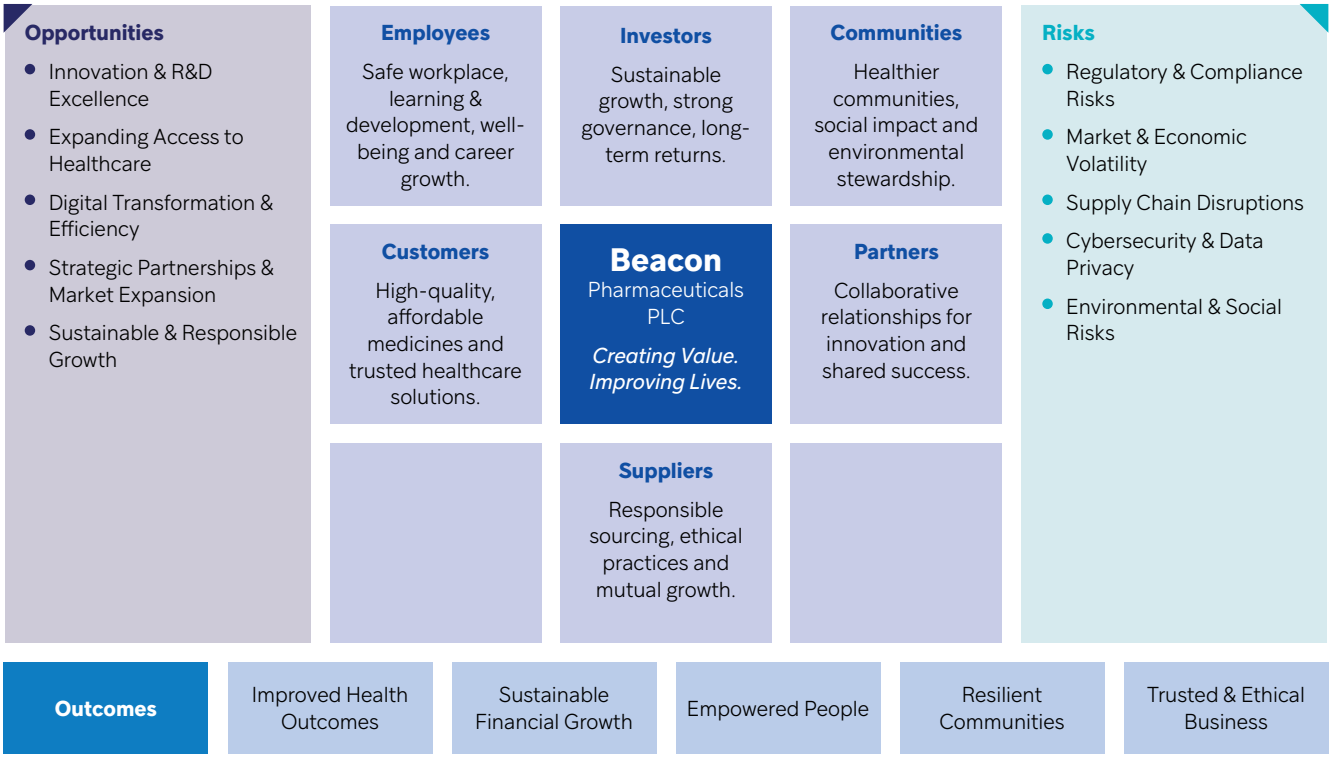


Figure 1 — Beacon's integrated reporting boundary and primary stakeholder groups

Consistent with the IIRC Framework's principle of connectivity and material influence, Beacon's financial statements remain anchored to the legal entity of Beacon Pharmaceuticals PLC, while the wider Integrated Report extends outward to the network of external relationships and dependencies on which the Company's long-term value creation depends.

A Principles-Based Approach

The IIRC Framework is principles-based rather than prescriptive, allowing organizations the judgement to apply its requirements in a manner appropriate to their own circumstances while preserving comparability across reports. Beacon Pharmaceuticals PLC has applied the seven Guiding Principles that underpin the content of this report:

Our 7 Key Principles

Guiding how we create sustainable value

Strategic Focus & Future Orientation
Insight into strategy and how it relates to value creation over time

Connectivity of Information
A holistic view of the combination and interrelation of factors affecting value

Stakeholder Relationships
The nature and quality of relationships with key stakeholder groups

Materiality
Disclosure of matters that substantively affect the ability to create value

Conciseness
Sufficient context without being burdened by less relevant information

Reliability & Completeness
Balanced reporting, free from material error, with robust processes

Consistency & Comparability
Information presented on a basis consistent over time and comparable to others

These principles ensure transparent, meaningful and decision-useful reporting that drives trust and long-term value for all our stakeholders.

Figure 2 — The seven IIRC Guiding Principles applied throughout this report

> **A principles-based approach is intended to strike an appropriate balance between flexibility and comparability, recognizing the wide variation in individual circumstances between organizations while enabling a sufficient degree of comparability to meet relevant information needs." applied by Beacon Pharmaceuticals PLC in the preparation of this Report.**

Guiding Principle	What it means for Beacon Pharmaceuticals PLC
Strategic focus & future orientation	Insight into Beacon's strategy innovation, operational excellence, market expansion, sustainability and stakeholder engagement and how it drives value creation over the short, medium and long term.
Connectivity of information	A holistic picture of how governance, resource allocation, regulatory developments, technology and global health dynamics interact to shape performance.
Stakeholder relationships	The nature and quality of Beacon's relationships with investors, employees, customers, suppliers, partners and communities.
Materiality	Disclosure of matters that substantively affect Beacon's ability to create value risks, opportunities and outcomes across the value chain.
Conciseness	Sufficient context on strategy, governance and performance without unnecessary detail.
Reliability & completeness	Balanced reporting founded on the Company's audited financial statements, prepared under IFRS and reviewed governance processes.
Consistency & comparability	Information presented on a basis consistent with prior periods and comparable across the pharmaceutical sector.

Form of Report and Relationship with Other Information

An integrated report may be prepared as a standalone document or as a distinguishable, clearly identifiable part of another report or communication. Beacon Pharmaceuticals PLC has chosen to present its Integrated Report as the Company's primary vehicle of stakeholder communication, within which the audited annual financial statements, ESG Report and SDG disclosures are consolidated and cross-referenced rather than issued as disconnected documents.

The financial statements retain their own statutory and regulatory character, prepared and presented in compliance with the frameworks summarized below, while the Integrated Report provides the connective narrative that links governance, strategy, risk and performance across them.

Framework/Standard	Role in this Report
The Companies Act, 1994	Statutory basis for incorporation, governance and financial disclosure
International Financial Reporting Standards (IFRS)	Basis of preparation for the audited financial statements
BSEC, DSE & CSE Regulatory Requirements	Capital-market disclosure and continuing obligations
BSEC Corporate Governance Code, 2018	Board structure, oversight and governance disclosures
Listing Requirements Dhaka & Chittagong Stock Exchange	Continuing listing and shareholder-communication obligations

Application of the IIRC Framework

The IIRC Framework is designed for application by organizations of any size, sector or reporting experience across the private, public and not-for-profit sectors. Beacon Pharmaceuticals PLC has applied it through a methodical, strategic process that moves outward from the core reporting entity to encompass the Company's entire value-creation ecosystem, classifying stakeholders and factors according to the risk, opportunity or outcome they represent.

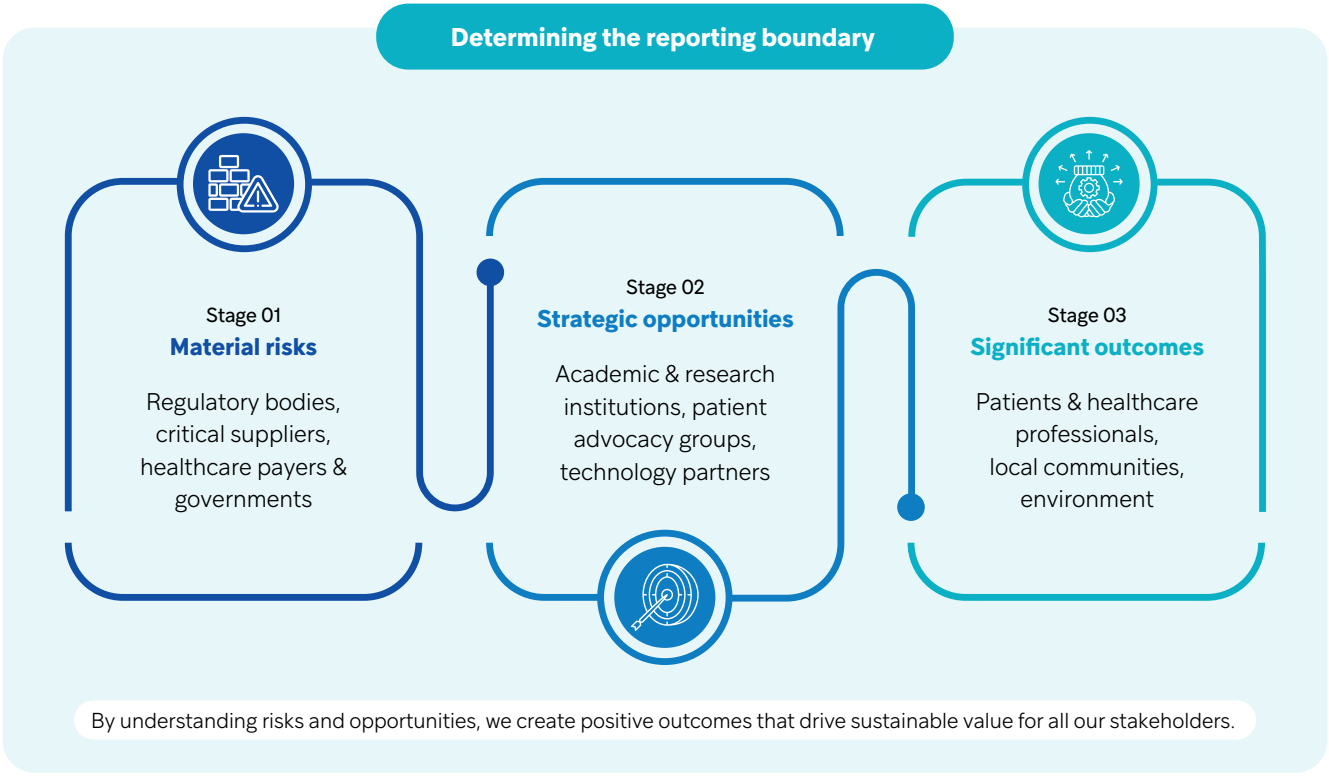


Figure 3 — Beacon's three-stage process for determining the reporting boundary

Under Material Risks, the Company includes stakeholders capable of posing a substantive risk to its business model, notably regulatory bodies whose decisions on drug approvals, labelling and safety warnings determine market access; critical suppliers of active pharmaceutical ingredients and single-source components; and healthcare payers and governments whose reimbursement and pricing decisions affect commercial viability.

Under Strategic Opportunities, the boundary extends to partners essential to innovation and growth academic and research institutions, patient advocacy groups, and technology partners developing digital health platforms, AI-driven diagnostics and advanced drug-delivery systems.

Under Significant Outcomes, Beacon accounts for those meaningfully affected by its operations: patients and healthcare professionals as the ultimate beneficiaries of its products; local communities surrounding its manufacturing and R&D facilities; and the natural environment, recognized as a critical resource on which the Company depends and impacts through water usage, emissions and biodiversity.

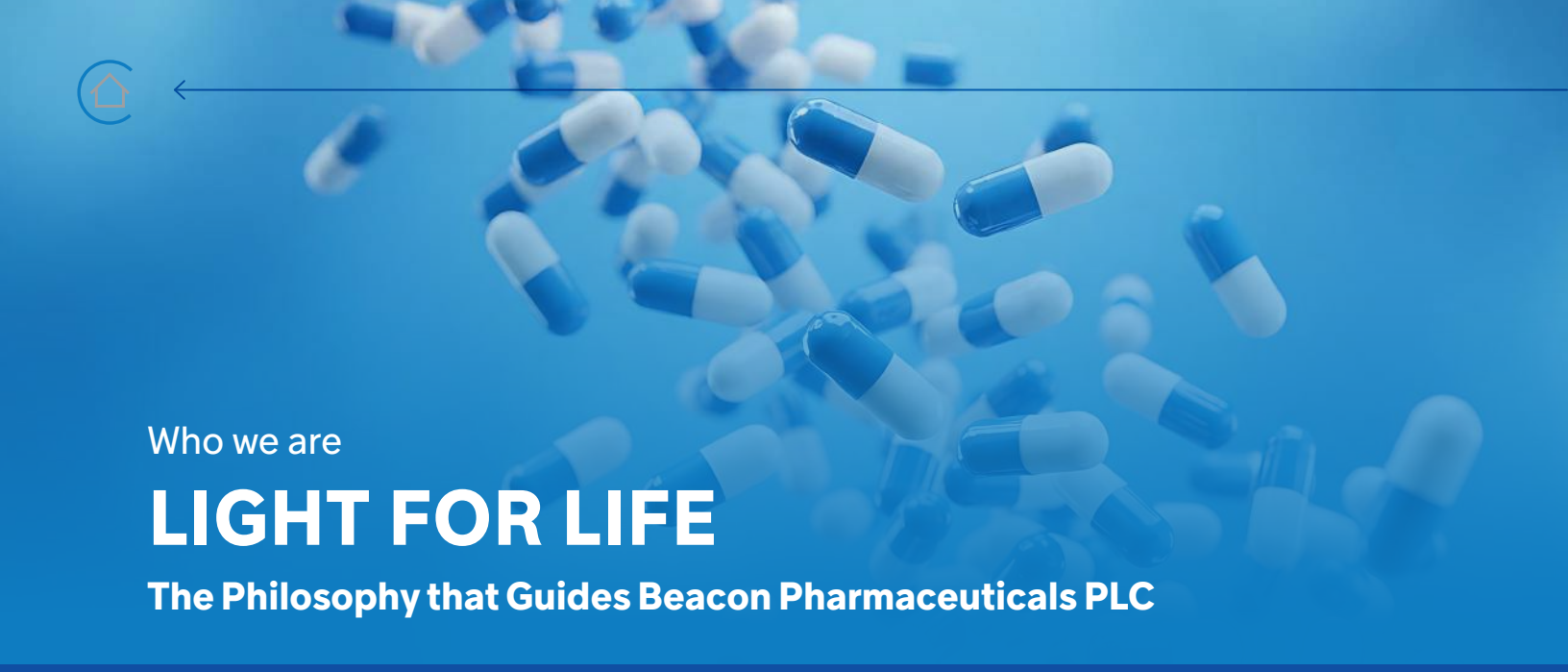
Responsibility for an Integrated Report

The IIRC Framework holds those charged with governance responsible for an integrated report they must apply their collective judgement to determine that a report achieves its purpose, is presented fairly and in accordance with the Framework, and appropriately discloses material matters affecting the organization's ability to create value.

For Beacon Pharmaceuticals PLC, this responsibility is discharged by the Board, supported by the governance structures, policies and oversight mechanisms described elsewhere in this report. The Board acknowledges its responsibility for the integrity of this Integrated Report, confirms that it has applied its collective judgement in determining that the report addresses all material matters and presents fairly the Company's integrated performance, and endorses the report's alignment with the Companies Act 1994, IFRS, BSEC regulatory requirements, the BSEC Corporate Governance Code 2018 and the Listing Requirements of the Dhaka and Chittagong Stock Exchanges.

Through this integrated perspective, Beacon Pharmaceuticals PLC underscores its commitment to transparent governance, responsible decision-making and sustainable growth reinforcing its role as a forward-looking organization dedicated to improving health outcomes while generating enduring value for all stakeholders.





Who we are

LIGHT FOR LIFE

The Philosophy that Guides Beacon Pharmaceuticals PLC

Guided by its enduring purpose, "Light for Life," Beacon Pharmaceuticals PLC is driven by a philosophy founded on growth, compassion, innovation, and equitable access to healthcare. This purpose is embedded across the organization, influencing its strategic priorities, operational decisions, corporate culture, and engagement with stakeholders.

At the heart of Beacon's mission is a commitment to creating meaningful and sustainable value for its entire stakeholder ecosystem. The Company seeks to enhance the well-being and development of its employees and their families, provide accessible and affordable healthcare solutions to patients and customers, and deliver sustainable returns and long-term value to shareholders, investors, and business partners.

Beacon's responsibility extends beyond financial and operational performance. Through continuous innovation, responsible business practices, strong governance, and community-focused initiatives, the Company contributes to the socioeconomic development of Bangladesh while strengthening its presence in the global healthcare market. By integrating business growth with social and environmental responsibility, Beacon strives to improve lives, safeguard the environment, and create lasting positive impact reinforcing its role as a catalyst for sustainable progress and meaningful change.

16,426
Revenue FY2025–26 (BDT Mn)
▲ 31.0% YoY
FY2024–25: 12,542

53.8%
Gross profit margin
FY2024–25: 52.0%

21.7%
Operating profit margin
FY2024–25: 19.1%

22.7%
ROCE
▲ 6.52%
FY2024–25: 16.2%

9.4%
ROA
▲ 4.52%
FY2024–25: 4.8%

Strong revenue growth, expanding margins and improved returns reinforce sustainable value creation.

Beacon at a Glance

Beacon commenced operations in 2006, initially developing a strong position in oncology and high-value medicines. By 2014, a market study estimated Beacon's share of the oncology drug market at approximately 75%, making it the largest local manufacturer in that particular segment at the time. By 2022, an IQVIA-based industry analysis reported Beacon with approximately 1.3% of Bangladesh's total pharmaceutical market, ranking 17th among the top 20 manufacturers. In a separate peer comparison based on 2022 annual-report information, Beacon was reported at 1.6% market share.

By FY2024–25, Beacon had achieved revenue of approximately BDT 12.54 million, representing 17.0% year-on-year growth. The Financial Express reported that an official claimed Beacon held approximately 75.0% of the domestic oncology market, highlighting the Company's continued leadership in its core therapeutic segment.

Our mission

Improve quality of human life

through innovative pharmaceutical products via continuous R&D, ensuring stakeholder satisfaction.

Light for Life

Growth · Care · Access

Mission dimension	FY2024–25	FY2025–26	What it means
Therapeutic areas covered	45	47	We continuously strive to improve the quality of human life by expanding our presence across the globe.
Innovative products	55	52	We launched 52 new products in FY2025–26, against 55 in FY2024–25, including around 15–20 new generic formulations, strengthening our portfolio and expanding access to quality healthcare solutions.
Continuous R&D (BDT Mn)	37	59	R&D expense rose 61.9% to BDT 59 Mn in FY2025–26 from BDT 37 Mn in FY2024–25, reflecting our continued commitment to innovation and portfolio expansion.

Better Healthcare Access | **Sustainable Growth** | **Innovation Driven** | **Creating Value for All**

Since commencing operations in 2006, Beacon Pharmaceuticals PLC has progressively strengthened its position within Bangladesh's pharmaceutical industry, initially establishing a distinctive leadership position in oncology and subsequently expanding its portfolio across high-value, specialized, and conventional therapeutic segments. The Company's growth has been supported by continued investment in manufacturing capabilities, product development, regulatory expertise, and market expansion. Beacon's market position has evolved alongside the expansion of its product portfolio and distribution network. While overall pharmaceutical-market share has varied across reporting periods and market-measurement methodologies, the Company has maintained a particularly strong position in oncology, where it has developed significant market leadership. By FY2024–25, Beacon recorded its highest-ever revenue since listing, supported by strong growth in oncology and antibiotics.

This progression reflects Beacon's broader strategic evolution from a specialized oncology-focused manufacturer to an increasingly diversified pharmaceutical company with growing domestic and international ambitions.

Our vision

Industry ranking and global market presence

Industry ranking · 2022–2025

17TH → 15TH

↑ **Up two places**

Our market position strengthened steadily, improving from 17th in 2022 to 15th in 2025, reflecting sustained growth and enhanced competitiveness in the pharmaceutical market.

Global market presence · Countries

135+

Our global footprint expanded to 135+ countries 2026, reflecting the continued growth of our international business and strengthening of our presence in global healthcare markets.

Beacon Pharmaceuticals PLC operates five specialized manufacturing facilities GPF-1, GPF-2, OPF-1, PPF-1 and TPF-1 covering oral solid and liquid formulations, advanced oncology therapies, sterile injectables and topical/semi-solid products. This diversified manufacturing footprint, supported by modern technologies and specialized production capabilities, strengthens the Company's capacity to meet growing domestic and international demand across multiple therapeutic areas and dosage forms.



Beacon's manufacturing plant — five specialized facilities





GPF-1 is a versatile, technology-enabled manufacturing facility featuring modular production lines for tablets, capsules and oral suspensions, advanced HVAC systems for stringent environmental control, automated material handling for operational efficiency, and dedicated quality control laboratories equipped for in-process and finished-product testing in line with pharmacopeial standards.

Oncology Production Facility (OPF-1) is designed in compliance with EU-GMP and WHO-cGMP standards, incorporating advanced containment and isolator technologies to ensure product sterility and operator safety. Its key features include isolated production zones, controlled airflow and pressure gradients, automated material transfer systems, and an ergonomic layout, collectively minimizing cross-contamination risks while enhancing production efficiency, precision and safety.

PPF-1 is a state-of-the-art sterile manufacturing complex for small-volume injectables, large-volume injectables and lyophilized products, designed with a unidirectional process flow to ensure stringent aseptic control and prevent cross-contamination. The facility features Grade A/B classified cleanrooms, advanced HEPA-filtered HVAC systems, automated material and personnel airlocks, validated WFI/Purified Water and Clean Steam systems, and segregated entry and exit routes, ensuring high standards of sterility, safety and operational efficiency.

TPF-1 is designed in compliance with WHO-cGMP and EU-GMP standards for the manufacture of semi-solid formulations, including creams, ointments, gels and lotions. The facility features ISO Class C/D cleanrooms, advanced HVAC and environmental controls, automated mixing and homogenization systems, safe material handling, and dedicated packaging lines, ensuring consistent product quality, hygienic manufacturing, contamination control and efficient packaging operations.

Capacity Utilisation at a Glance

Year-on-year utilisation by facility (FY2024–25 → FY2025–26) and by product category (YTD June)

73.0%	8.0%	20.0%	22.0%	9.0%
GPF-1	GPF-2	OPF-1	PPF-1	TPF-1
71% → 73% · +2.0%	7% → 8% · +1.0%	18% → 20% · +2.0%	20% → 22% · +2.0%	7% → 9% · +2.0%

Overall Growth

Consistent improvement across all categories

Top Performers

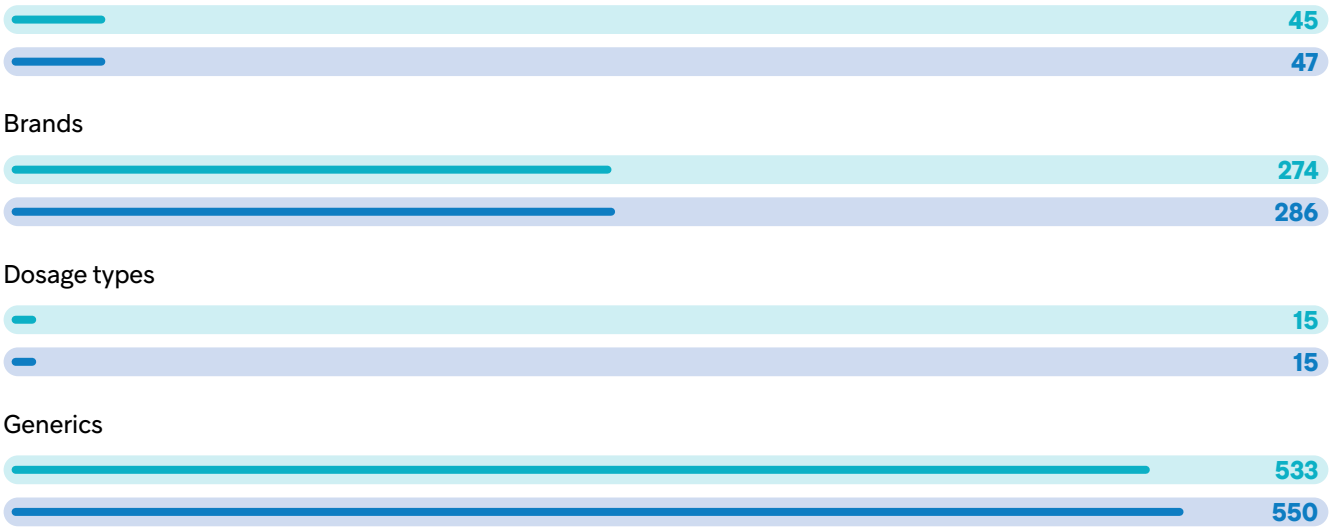
TPF-1 (+2.0%) and OPF-1 (+2.0%)

Strategic Focus

Driving efficiency, optimizing capacity, delivering value

Our Portfolio. Stronger Tomorrow.

Consistent growth across key dimensions driving better access to healthcare



Non-financial ratios — manufactured capital

Category	FY2024–25 count	FY2025–26 count	Change (count)	Change (%)
Therapeutic class	45	47	▲2	+4.4%
Brands	274	286	▲12	+4.4%
Dosage type	15	15	= 0	0.0%
Generic	533	550	▲17	+3.2%
Total	**867**	**898**	**▲31**	**+3.6%**

Strong Growth

Robust increase in brands and generic portfolio.

Stable Dosage Foundation

Maintained dosage strength to ensure consistent patient care.

Wider Choice, Greater Impact

More therapeutic solutions for a healthier tomorrow.

Expanding our portfolio. Enhancing lives. **Innovation today. Impact for generations.**

Esoprex

Esomeprazole USP

Capsule	20 mg
	40 mg
Tablet (MUPS)	20 mg
	40 mg
Injection	40 mg Per Vial

Quality from the start

COS

grade Esomeprazole







- Higher Efficacy
- Maximum Safety

BEACON®
Pharmaceuticals PLC

CHAIRMAN'S STATEMENT



The Board's central priority was to ensure Beacon's growth remained disciplined.

It is my privilege to present Beacon Pharmaceuticals PLC's Integrated Annual Report for FY2025–26 a year in which we consolidated our position as Bangladesh's leading oncology-focused pharmaceutical company while taking deliberate steps to strengthen governance and long-term resilience.

The year was shaped by continued tightening of drug pricing negotiations across our export markets, rising API costs linked to regional supply constraints, and an encouraging domestic policy environment supportive of local manufacturing capability. Against this backdrop, the Board's central priority was to ensure Beacon's growth remained disciplined balancing capital deployed toward the oncology and biosimilar pipeline against the resilience of our balance sheet.

Board priorities and governance

- Strengthened the independence of the Board with the 4 independent directors, bringing capital markets and international regulatory affairs expertise.
- Formalized the CSR & Sustainability Committee as a standing Board committee, chaired by an independent director.

+31.0%
Revenue growth YoY

+49.2%
Operating profit growth

+91.0%
Net profit before tax growth

+24.1%
Shareholders' equity growth

Performance headlines

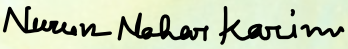
Beacon delivered a strong year, with revenue rising to approximately BDT 16,246 million, up from BDT 12,543 million growth of roughly 31.0%, driven by continued strength in oncology and antibiotics. Operating profit advanced by around 49.0% and net profit before tax nearly doubled year-on-year, while shareholders' equity grew by approximately 24.0% as retained earnings were reinvested to strengthen the balance sheet.

Operationally, the Company's five manufacturing facilities delivered a combined output against an installed capacity of 1,683 million pieces, with our flagship GPF-1 facility operating at a robust utilization rate and remaining the backbone of current production, while GPF-2, OPF-1, PPF-1 and TPF-1 collectively retain significant unused capacity. This combination of healthy financial performance and substantial untapped manufacturing capacity positions Beacon well for continued growth.

Challenges and opportunities ahead

Beacon faces tangible climate-related risks, including monsoon flooding, waterlogging and extreme rainfall that can disrupt logistics and production, alongside continued margin pressure from energy costs and import-dependent raw materials. At the same time, rising chronic and climate-sensitive disease burden, growing export and toll-manufacturing demand, and the transition to renewable energy present clear avenues for sustainable, profitable growth each of which is addressed in the strategy, risk and sustainability sections of this Report.

In the coming year, the Board will maintain its focus on ensuring capital allocation continues to balance near-term shareholder returns with the multi-year investment horizon our oncology and biosimilar pipeline require. On behalf of the Board, I thank our employees, healthcare partners, regulators and shareholders for their continued trust in Beacon.



Nurun Nahar Karim
Chairman, Board of Directors
Beacon Pharmaceuticals PLC



Strategy

OUR STRATEGIC FRAMEWORK

Translating purpose into ten strategic objectives, delivered through the six capitals.

Beacon's strategy house translates its purpose into six strategic pillars, a clear strategic ambition, strategic priorities under each pillar, and six enablers that make delivery possible creating a direct line of sight from daily operations to sustainable, long-term value for every stakeholder group. The Company's strategy is built upon innovation, operational excellence, market expansion, financial discipline, digital transformation and sustainability, expressed as ten objectives that guide resource allocation and business decisions.

Our Strategic Objectives and FY2025–26 Execution

Driving sustainable value through focused execution and optimal deployment of our six capitals

Sl.	Strategic objective	FY2025–26 execution	Capitals deployed
01	Accelerate Product Portfolio Expansion	R&D expense reached BDT 59 Mn, up from BDT 36 Mn (42% oncology); 52 new products (SKUs) launched, against 55 in FY2024–25.	• Intellectual • Financial • Human
02	Expand Global Market Presence	Registration secured for 5 products in 2 new East African markets; 52 new product registrations in the domestic market and 16 in export markets.	• Social & Relationship • Intellectual • Manufactured
03	Achieve Manufacturing Excellence	Completed GPF-1 HVAC/utilities modernization; sustained 55.3% capacity utilization and 99.6% batch success against 100% GMP compliance.	• Manufactured • Natural • Human
04	Strengthen Customer-Centric Growth	Sustained 98.5% supply continuity across 2227+ suppliers and 155,000+ distribution points, supporting 286 brands and 550 generics.	• Social & Relationship • Manufactured
05	Drive Digital Transformation	Completed roll-out of AI-assisted formulation-screening platform across R&D, building on SAP S/4HANA and ARIBA.	• Intellectual • Financial



Sl.	Strategic objective	FY2025–26 execution	Capitals deployed
06	Develop Human Capital and Leadership	Employee cost BDT 2,919 Mn (32.8% of value distributed) invested in salaries, benefits and development.	• Human • Financial
07	Strengthen Corporate Governance and Risk Management	Two additional independent directors appointed; CSR & Sustainability Committee formalized as a standing Board committee.	• Social & Relationship • Financial
08	Advance Sustainability and CSR Integration	First-time adoption of IFRS S1/S2; energy intensity −7.5%, water intensity −6.2% YoY; 76.0% waste recycled; renewables at 12% of energy mix.	• Natural • Social & Relationship
09	Ensure Financial Strength and Capital Efficiency	Revenue +31.0%, operating profit +49.2%, NPBT +91.0%, operating cash flow +39.8% to BDT 2,236 Mn, shareholders' equity +24.1%.	• Financial
10	Create Long-Term Sustainable Value	BDT 8,894 Mn of total value distributed to stakeholders (32.8% employees, 30.3% government, 15.0% providers of finance, 1.6% shareholders, 20.2% reinvested).	• Financial • Manufactured • Intellectual • Human • Social & Relationship • Natural

Strategic Priorities in Detail

Why each of the ten strategic objectives matters to Beacon, how it was executed, and what the Company seeks.

For each of the ten strategic objectives introduced in previous section, this section explains why the priority matters to Beacon, the strategies executed against it in the previous and current reporting year, the key outcomes the Company seeks, the relevant risks and opportunities, and the capitals principally deployed in pursuit of it.

Ten Strategic Priorities in Detail

Strategic priority

01

Accelerate Product Portfolio Expansion

"Innovation today, therapeutic leadership tomorrow."

Capitals deployed

- Intellectual Capital (primary)
- Financial Capital
- Human Capital

SDG impact



This priority underpins our commitment to innovation-led growth, patient impact and long-term value creation.

Why this priority matters to Beacon

A broader, innovation-led portfolio — anchored in oncology — is what sustains Beacon's premium positioning, protects it from commoditized-generic price pressure, and secures the ~75% domestic oncology market share on which a large share of Group profitability depends.

Strategies executed

Previous year · FY2024–25

Beacon expanded therapeutic coverage from 45 to 47 classes, grew the brand portfolio toward 286 products and increased generics from 533 toward 550, while building the R&D pipeline base ahead of a step-up in oncology investment.

Current year · FY2025–26

R&D expense reached BDT 59 Mn (FY2024–25: BDT 37 Mn) with 42.0% directed to oncology; three new oncology formulations advanced to Phase III trials, and 52 new products (SKUs) were launched, against 55 in FY2024–25.

Key outcomes Beacon seeks

- Sustain and defend the 75.0% domestic oncology market share.
- Grow the share of revenue from higher-margin specialty and biosimilar products.
- Maintain a pipeline depth sufficient for multi-year, above-market growth.

Relevant risks and opportunities

Risk

R&D and clinical-trial uncertainty; regulatory approval delays (Moderate risk appetite for R&D).

Opportunity

Rising chronic and climate-sensitive disease burden expands addressable demand for oncology and chronic-care therapies.

Strategic Priority

02

Expand Global Market Presence

"Expanding borders. Enriching lives."

Capitals deployed

- Social & Relationship Capital (primary)
- Intellectual Capital
- Manufactured Capital

SDG impact



Expanding our global presence enables sustainable growth, resilient earnings and broader access to quality medicines worldwide.

Why this priority matters to Beacon

Export and toll-manufacturing growth diversifies Beacon's revenue base away from domestic price regulation, captures foreign-currency earnings that partly offset FX exposure on imported APIs, and extends the reach of "Light for Life" to underserved international markets.

Strategies executed

Previous year · FY2024–25

Beacon consolidated its base of 135 country registrations, laying the regulatory groundwork — including EU-GMP/WHO-cGMP compliance at OPF-1, PPF-1 and TPF-1 — required for entry into new regulated markets.

Current year · FY2025–26

Beacon secured regulatory registration for five products in two new East African export markets and added 16 new export product registrations across existing and new territories, alongside 52 domestic registrations.

Key outcomes Beacon seeks

- Grow export revenue as a share of total turnover.
- Increase the number of regulated markets in which Beacon holds active registrations.
- Build capital-light revenue through toll-manufacturing partnerships.

Relevant risks and opportunities

Risk

Tightening drug-pricing negotiations in export markets and evolving international quality/ESG expectations.

Opportunity

Increase in export demand and toll-manufacturing opportunities.

Strategic Priority

03

Achieve Manufacturing Excellence

"Excellence in every batch. Quality in every step. Trust in every medicine."

1,683 Mn pieces
Installed capacity across 5 facilities

73.0%
Capacity utilization (GPF-1)

99.6%
Batch success rate

100%
GMP compliance

Capitals deployed

- Manufactured Capital (primary)
- Natural Capital
- Human Capital

SDG impact



Manufacturing excellence enables Beacon to scale with discipline, ensure quality and safety, protect margins and unlock the full potential of our capacity for sustainable growth.

Why this priority matters to Beacon

With 1,683 million pieces of installed capacity across five facilities but significant unused capacity outside GPF-1, manufacturing excellence determines how much of Beacon's future growth can be captured without proportionate new capital expenditure, while GMP discipline protects patient safety and export eligibility.

Strategies executed

Previous year · FY2024–25

Beacon progressed EU-GMP/ WHO-cGMP compliance programmes across OPF-1, PPF-1 and TPF-1 and continued phased automation of material handling to prepare unused capacity for future volume growth.

Current year · FY2025–26

Beacon completed modernization of GPF-1's HVAC and utilities systems, sustaining a 55.3% capacity-utilization rate and a 99.6% batch success rate against 100% GMP compliance.

Key outcomes Beacon seeks

- Lift utilization at GPF-2, OPF-1, PPF-1 and TPF-1 toward GPF-1 levels.
- Maintain 100% GMP compliance and batch-success rates at or above 99.5%.
- Improve manufacturing cost efficiency to protect gross margin.

Relevant risks and opportunities

Risk

High energy & utility costs and dependence on imported raw materials pressure manufacturing margins.

Opportunity

Automation, precision equipment and AI-assisted formulation screening support consistent quality and efficiency.

Strategic priority

04

Strengthen Customer-Centric Growth

"At the heart of our purpose is ensuring that quality medicines reach every patient, every time."

155,000+
Distribution points

2,227+
Suppliers

286
Brands

550
Generics

Capitals deployed

- Social & Relationship Capital (primary)
- Manufactured Capital

SDG impact



Why this priority matters to Beacon

Consistent product availability and responsive engagement across 155,000+ distribution points directly determine patient access and are foundational to Beacon's purpose of improving the quality of human life through accessible, affordable medicines.

Strategies executed

Previous year · FY2024–25

Beacon maintained supply continuity at 98.5%, while expanding its distribution footprint and strengthening engagement with physicians, hospitals and institutions.

Current year · FY2025–26

Beacon sustained 98.5% supply continuity across 2,227+ suppliers and 155,000+ distribution points, supporting consistent availability of 286 brands and 550 generics.

Key outcomes Beacon seeks

- Maintain supply continuity above 98.0%.
- Deepen engagement with healthcare professionals, hospitals and institutions.
- Improve responsiveness through pharmacovigilance and customer-service channels.

Relevant risks and opportunities

Risk

Strong local and multinational generic competition pressures customer retention.

Opportunity

Rising OTC-market demand and brand/awareness initiatives deepen customer engagement.

Customer trust and partnership drive sustainable growth and ensure every Beacon medicine reaches the patients who need it most.

Reliable Supply · Stronger Relationships · Better Lives

Strategic Priority

05

Drive Digital Transformation

"Digital innovation turns better data into better decisions — for healthier tomorrows."

Capitals deployed

- Intellectual Capital (primary)
- Financial Capital

SDG impact



Why this priority matters to Beacon

Enterprise-wide digitization underpins the accuracy of financial and supply-chain governance the Board relies on, and accelerates R&D productivity — both material to sustaining Beacon's growth rate as scale increases.

Strategies executed

Previous year · FY2024–25

Beacon began roll-out of SAP S/4HANA and ARIBA integration to strengthen ERP-enabled financial, procurement and supply-chain visibility.

Current year · FY2025–26

Beacon completed roll-out of its AI-assisted formulation-screening platform across the R&D division, building on the SAP S/4HANA and ARIBA foundation.

Key outcomes Beacon seeks

- Reduce formulation-screening cycle time through AI-assisted R&D tools.
- Improve procurement and supply-chain visibility and governance.
- Strengthen data-driven decision-making across functions.

Relevant risks and opportunities

Risk

Cybersecurity exposure from expanded digital infrastructure (Low tolerance for data breaches).

Opportunity

Data analytics and digital innovation accelerate R&D and operational efficiency.

Digital systems. Smarter processes. Greater impact.

Innovative R&D · Efficient Operations · Stronger Governance · Sustainable Growth

Strategic Priority

06

Develop Human Capital and Leadership

"Our people are our greatest strength — empowered today, leading tomorrow."

5,726
Total employees

BDT 2,919 Mn
Investment in salaries, benefits & development (32.83% of value distributed)

Capitals deployed

- Human Capital (primary)
- Financial Capital

SDG impact



Why this priority matters to Beacon

A 5,726-strong, engaged and skilled workforce is the capital that converts R&D investment, manufacturing capacity and export registrations into delivered value; in a market with growing competition for specialized QA/QC and regulatory-affairs talent, retention and leadership depth are direct constraints on execution.

Strategies executed

Previous year · FY2024–25

Beacon continued workplace-safety and skills-development programmes, building leadership bench strength ahead of continued portfolio and geographic expansion.

Current year · FY2025–26

Employee cost across 5,726 employees, with BDT 2,919 Mn (32.8% of total value distributed) invested in salaries, benefits and development.

Key outcomes Beacon seeks

- Build leadership and technical bench strength for R&D, QA/QC and regulatory affairs.
- Promote diversity, inclusion and workplace safety.

Relevant risks and opportunities

Risk

Shortage of skilled workers and wage pressure from competition for specialized talent.

Opportunity

Structured leadership and skills programmes improve retention and productivity.

Empowered People. Stronger Tomorrow.

Talent Attraction & Retention · Leadership Development · Skills & Competency Building · Diversity & Inclusion · Workplace Safety & Wellbeing

Strategic Priority

07

Strengthen Corporate Governance and Risk Management

"Strong governance builds trust, reduces risk and unlocks sustainable growth."

Capitals deployed

- Social & Relationship Capital (primary — investor trust)
- Financial Capital

SDG impact



Responsible Governance for a Brighter Future.

Ethics & Compliance · Risk Management · Board Independence · Transparency & Accountability · Regulatory Compliance

Why this priority matters to Beacon

Governance quality directly underpins stakeholder trust, cost of capital and Beacon's ability to attract sustainability-linked investment; it is also the mechanism through which the Board manages the Company's very-low-tolerance risks in product quality and regulatory compliance.

Strategies executed

Previous year · FY2024–25

- Beacon commissioned an external review of its whistleblowing and ethics-escalation channels.
- Continued to operate its Three Lines Model of performance, control oversight and independent assurance.

Current year · FY2025–26

The Board strengthened its independence with two additional independent directors bringing capital-markets and international regulatory-affairs expertise, and formalized the CSR & Sustainability Committee as a standing Board committee.

Key outcomes Beacon seeks

- Maintain full BSEC Corporate Governance Code 2018 compliance.
- Strengthen Board independence and committee oversight.
- Keep zero-tolerance risk categories (product quality, regulatory compliance) within very-low risk appetite.

Relevant risks and opportunities

Risk

Reporting and compliance-cost pressure as governance and ESG expectations tighten.

Opportunity

Strong governance credentials support access to sustainability-linked capital.

Strategic Priority

08

Advance Sustainability and ESG Integration

"A healthier planet today builds a stronger, more resilient tomorrow."

Capitals deployed

- Natural Capital (primary)
- Social & Relationship Capital

SDG impact



Why this priority matters to Beacon

Embedding IFRS S1/S2-aligned ESG management protects Beacon against tightening carbon and environmental regulation, positions it to capture climate-related opportunities in its therapeutic portfolio, and is increasingly a condition of access to export markets and sustainability-linked capital.

Strategies executed

Previous year · FY2024–25

Beacon progressed its effluent-treatment, water-recycling and waste-management systems, building the operational base for its first-time adoption of IFRS S1 and IFRS S2 disclosure.

Current year · FY2025–26

Beacon adopted IFRS S1 and IFRS S2 for the first time, reduced energy-consumption intensity by 7.5% and water-consumption intensity by 6.2% year-on-year, recycled 76.0% of waste, and raised renewable energy to 12.0% of its energy mix.

Key outcomes Beacon seeks

- Continue year-on-year reduction in energy and water intensity.
- Progress renewable-energy share toward the Company's phased efficiency roadmap.
- Deepen climate-risk scenario analysis across short-, medium- and long-term horizons.

Relevant risks and opportunities

Risk

Acute and chronic physical climate risks — floods, extreme rainfall, water scarcity.

Opportunity

Transition to renewable energy and sustainability-linked investment access.

Greener Today, Stronger Tomorrow.

Environmental Stewardship · Stakeholder Trust · Regulatory Compliance · Operational Resilience · Long-Term Value Creation

Strategic Priority

09

Ensure Financial Strength and Capital Efficiency

"Stronger Finances Today, Greater Impact Tomorrow."

Capitals deployed

- Financial Capital (primary)

SDG impact



Financial stewardship · Shareholder value · Regulatory compliance · Operational excellence · Long-term value creation

Why this priority matters to Beacon

Disciplined capital allocation is what lets Beacon fund a multi-year oncology and biosimilar pipeline while strengthening the balance sheet — the Chairman's Statement identifies this balance as the Board's central priority for the year.

Strategies executed

Previous year · FY2024–25

Beacon generated BDT 1,600 Mn of operating cash flow and maintained scheduled term-loan repayments, holding shareholders' equity at BDT 6,667 Mn.

Current year · FY2025–26

Revenue grew 31.0% to BDT 16,426 Mn, operating profit rose 49.2%, net profit before tax nearly doubled (+91.0%), operating cash flow strengthened 39.8% to BDT 2,236 Mn, and shareholders' equity grew 24.1% to BDT 8,276 Mn.

Key outcomes Beacon seeks

- Sustain profitable, above-market revenue growth.
- Continue reducing non-current liabilities while funding pipeline investment.
- Improve return on equity and cash-conversion efficiency.

Relevant risks and opportunities

Risk

Fluctuating FX rates and high interest rates affect financial position, P&L and cash flow.

Opportunity

Strengthened balance sheet supports continued reinvestment (20.2% of value distributed reinvested in FY2025–26, up from 9.8% in FY2024–25).

Strategic Priority

10

Create Long-Term Sustainable Value

"One Strategy. Six Capitals. Lasting Impact."

Capitals deployed

- Financial Capital
- Manufactured Capital
- Intellectual Capital
- Social & Relationship Capital
- Natural Capital
- Human Capital

All six capitals

SDG impact



Integrated Today, Creating Tomorrow's Value.

Financial Stewardship · Stakeholder Value · Regulatory Compliance · Operational Excellence · Long-Term Value Creation

Why this priority matters to Beacon

This objective is the integrating thread across the other nine — it is what converts individual pillar-level strategies into the six-capital value-creation model the Board is accountable for, ensuring innovation, operational excellence, governance and sustainability reinforce rather than compete with one another.

Strategies executed

Previous year · FY2024–25

Beacon aligned its materiality assessment, risk-appetite framework and six-capital business model to create a single, consistent basis for tracking value creation across financial and non-financial dimensions.

Current year · FY2025–26

Beacon distributed BDT 8,894 Mn of total value to stakeholders — 32.8% to employees, 30.3% to government, 15.0% to providers of finance, 1.5% to shareholders, and 20.2% reinvested in the business.

Key outcomes Beacon seeks

- Maintain a balanced distribution of value across all stakeholder groups.
- Grow total value created year-on-year ahead of revenue growth.
- Strengthen the direct line of sight between strategic pillars and measurable stakeholder outcomes.

Relevant risks and opportunities

Risk

Any single-pillar underperformance can weaken the integrated value-creation model.

Opportunity

An integrated strategy amplifies the combined return from oncology leadership, digital capability, operational excellence and global expansion.

STRATEGIC PRIORITIES IN ACTION

Six Strategic Pillars — why each Matters, what was Executed and what Beacon Seeks

Each of Beacon's six strategic pillars translates the Company's purpose into deliberate, resourced action. This section sets out why each pillar matters to Beacon's long-term resilience, what was executed in the previous and current financial years, the outcomes management is seeking, the risks and opportunities the Board actively monitors, and the capitals principally deployed to deliver it.

1 Pillar

INNOVATION LEADERSHIP

Drive innovation to develop high-quality, affordable and differentiated pharmaceutical products.

Why this matters to Beacon

R&D-led innovation is the foundation of Beacon's competitive advantage and its ability to deliver on its purpose, "Light for Life." Beacon's leadership in oncology approximately 75.0% of the domestic oncology market must be continuously renewed as products face generic competition, evolving treatment protocols and a patent-waiver landscape that will eventually require full TRIPS compliance. Without sustained innovation, both growth and patient access to advanced therapies would stall.

Capitals Deployed



Intellectual Capital



Financial Capital



Human Capital



Manufactured Capital

Strategies Executed

Previous year (FY2024–25)	Current year (FY2025–26)
• Scoped and resourced the oncology and biosimilar development pipeline, with early-phase development of new oncology formulations. • Continued formulation and process innovation across the general and chronic-disease portfolio. • Invested in R&D laboratory capability to lay the groundwork for expanding therapeutic coverage.	• Raised R&D investment in oncology to 42.0% of the total R&D budget (of BDT 59 Mn total R&D expenditure). • Advanced three new oncology formulations into Phase III clinical trials. • Launched 52 new products (SKUs), against 55 in FY2024–25; expanded therapeutic classes from 45 to 47, brands from 274 to 286, and generics from 533 to 550. • Deployed an AI-assisted formulation-screening platform across the R&D division to accelerate development cycles.

Key outcomes Beacon seeks

- Sustained oncology market leadership and defended premium therapeutic positioning.
- Faster, more efficient time-to-market for new formulations through digital R&D tools.
- Broader, more resilient therapeutic coverage that reduces reliance on any single disease category.
- Stronger regulatory dossiers supporting both domestic approval and international export registration.

Relevant risks & opportunities

Risks	Opportunities
• Clinical/pipeline failure risk accepted at a Moderate risk appetite as a condition of innovation. • Future erosion of the TRIPS patent-waiver advantage as Bangladesh's LDC status transitions, raising IP compliance costs. • Intensifying local and multinational generic competition compressing differentiation and pricing.	• Rising chronic and oncology disease burden increasing demand for Beacon's core therapeutic strengths. • Toll-manufacturing partnerships leveraging R&D and formulation expertise. • Export markets placing rising value on a differentiated, innovation-led oncology portfolio.

2 Pillar QUALITY EXCELLENCE

Uphold the highest quality standards across products and processes.

Why this Matters to Beacon

Patient safety and product quality sit in Beacon's "very low" risk-appetite category zero tolerance for deviations. GMP compliance protects patients, sustains DGDA, WHO-cGMP and EU-GMP licenses, and underpins access to regulated export markets; a single serious quality failure could trigger catastrophic financial, regulatory and reputational consequences under the Company's own risk heat map.

Capitals Deployed



Manufactured Capital



Human Capital



Natural Capital



Financial Capital

Strategies Executed

Previous year (FY2024–25)	Current year (FY2025–26)
• Delivered a combined output of 757 million pieces against an installed capacity of 1,683 million pieces an overall utilization of 45.0% with GPF-1 operating at a robust 70.7% utilization as the production backbone. • Continued investment in multi-stage QA/QC testing protocols across all five manufacturing facilities.	• Completed modernization of GPF-1's HVAC and utilities systems, strengthening environmental control. • Sustained 100% GMP quality compliance and a 99.6% batch success rate, with capacity utilization of 55.3%. • Continued to prioritize reinvestment over near-term capital expenditure, positioning the Company to scale production and improve operating leverage as utilization rises across underused facilities.

Key outcomes Beacon Seeks

- Zero tolerance maintained for patient-safety and product-quality incidents.
- Rising utilization of currently underused capacity (GPF-2, OPF-1, PPF-1, TPF-1, each historically below 25%), improving cost efficiency without material new capital outlay.

Relevant Risks & Opportunities

Risks	Opportunities
• Product-quality deviations the Company's lowest-tolerance risk category, enforced through multi-stage QA/QC. • High energy and utility costs pressuring manufacturing margins. • Shortage of skilled QA/QC and technical workers.	• Substantial untapped manufacturing capacity supports margin expansion as utilization rises. • Advanced automation and technology adoption reduce cost per unit produced. • Toll-manufacturing arrangements can monetize spare capacity with limited incremental investment.

3 Pillar MARKET EXPANSION

Expand our presence globally and strengthen our leadership in core and emerging markets.

Why this Matters to Beacon

Sustainable growth requires diversification beyond the domestic market. Exports reduce revenue concentration, unlock higher-value regulated markets, and align with Bangladesh's national pharmaceutical export-promotion policy but require sustained investment in international regulatory compliance, registration and pharmacovigilance infrastructure.

Capitals Deployed



Strategies Executed

Previous year (FY2024–25)	Current year (FY2025–26)
• Prepared regulatory dossiers and pursued product registrations in target export geographies. • Strengthened the domestic distribution network, sustaining more than 155,000 distribution points.	• Secured regulatory registration for five products in two new export markets in East Africa. • Achieved 52 new product registrations in the domestic market and 16 in export markets, serving customers across 135+ countries. • Expanded the brand portfolio from 274 to 286, broadening the international commercial offering.

Key outcomes Beacon seeks

- A growing, more diversified share of revenue from export markets.
- An expanding footprint of regulated-market registrations supporting long-term resilience.
- A stronger, more internationally recognized brand portfolio.

Relevant Risks & Opportunities

Risks	Opportunities
• Foreign-exchange volatility affecting both import-dependent input costs and export price competitiveness. • Political relations and trade agreements that can affect access to specific export markets. • Intensifying competition from local and multinational generics in both domestic and export markets.	• Active government policy support for pharmaceutical exports across 135+ countries. • Growing global demand for affordable, high-quality oncology and generic medicines. • Strategic partnerships and toll-manufacturing arrangements opening capital-light growth channels.

4 Pillar

CUSTOMER CENTRICITY

Deliver superior value to customers and healthcare professionals through trusted partnerships.

Why this Matters to Beacon

Trust with patients, physicians, hospitals and healthcare institutions underpins Beacon's brand equity and repeat demand. Consistent product availability, product quality and responsive engagement directly influence both patient outcomes and commercial performance making customer centricity inseparable from Beacon's purpose of improving quality of life.

Capitals deployed



Social & Relationship Capital



Human Capital



Intellectual Capital

Strategies Executed

Previous year (FY2024–25)	Current year (FY2025–26)
• Strengthened field-force engagement with the healthcare-professional community. • Continued investment in distribution-network reliability and reach.	• Sustained a 92.0% customer-satisfaction score. • Maintained and expanded distribution to 155,000+ points nationwide. • Held product complaints to 0.28 per million units produced, reflecting strong quality feedback loops. • Deepened engagement with 220,000+ doctors through scientific and patient-awareness initiatives.

Key outcomes Beacon Seeks

- High and improving customer-satisfaction scores sustained over time.
- Low and stable product-complaint rates.
- Broader, more resilient distribution reach across urban and rural markets.

Relevant Risks & Opportunities

Risks	Opportunities
• Reputational risk arising from any quality or service failure. • Competitive pricing pressure from local and multinational generics.	• Growing OTC market demand. • Brand and eco-conscious packaging initiatives that deepen customer engagement. • Digital channels for patient awareness and education.

5 Pillar PEOPLE & CULTURE

Build a skilled, engaged and empowered workforce and a high-performance culture.

Why this matters to Beacon

A skilled, engaged and safe workforce is essential to sustaining quality, innovation and growth. Competition for specialized QA/QC, biotech and regulatory-affairs talent makes retention and development a strategic priority rather than a purely operational one the People & Culture pillar is what makes every other pillar deliverable.

Capitals deployed

Human Capital

Financial Capital

Social & Relationship Capital

Strategies executed

Previous year (FY2024–25)	Current year (FY2025–26)
• Continued structured training programs and leadership-development initiatives. • Progressed Board- and management-level diversity and inclusion policy development.	• Delivered 220,332 employee training hours across 5,726 employees. • Strengthened Board independence with two additional independent directors bringing capital-markets and international regulatory-affairs expertise.

Key outcomes Beacon seeks

- High and improving employee engagement and retention.
- A visible pipeline of future leaders and specialized technical talent.
- A safe, inclusive workplace that reflects Beacon's core values.

Relevant Risks & Opportunities

Risks	Opportunities
• Shortage of skilled workers in the short and medium term. • Wage pressure from competition for specialized biotech, oncology-manufacturing and regulatory talent.	• Sustained investment in training builds a durable capability advantage over competitors. • Stronger diversity and inclusion practice improves governance and decision-making quality.

6 Pillar

SUSTAINABLE GROWTH

Create long-term value through responsible business practices, financial discipline and environmental stewardship.

Why this Matters to Beacon

Long-term value creation depends on financial discipline, responsible governance and proactive management of climate and ESG risk. This pillar supported by the Digital Transformation enabler ensures that progress in the other five pillars is durable and resilient to shocks such as climate events, FX volatility and regulatory change, and that the value created is trusted by capital providers, regulators and communities alike.

Capitals Deployed



Financial Capital



Natural Capital



Social & Relationship Capital



Intellectual Capital

Strategies executed

Previous year (FY2024–25)	Current year (FY2025–26)
• Continued building out the Enterprise Risk Management framework and Three Lines Model. • This is the second year adoption of IFRS S1 & S2. • Managed the capital structure to reduce reliance on short-term borrowing.	• Formalized the CSR & Sustainability Committee as a standing Board committee chaired by an independent director. • Adopted IFRS S1 and IFRS S2 for the first time, embedding climate governance into strategy and capital planning. • Grew shareholders' equity by approximately 24.0% and reduced non-current liabilities; reinvested 20.27% of value distributed back into the business. • Advanced digital transformation through SAP S/4HANA, ARIBA and AI-assisted R&D tools, strengthening data-driven decision-making.

Key outcomes Beacon Seeks

- Strengthened governance independence, transparency and ethical culture.
- A more resilient balance sheet and improving return on equity.
- Measurable, IFRS S1/S2-aligned management of climate and ESG risk.
- A digitally enabled enterprise capable of faster, better-informed decisions.

Relevant Risks & Opportunities

Risks	Opportunities
• Climate-related physical risks (monsoon flooding, extreme rainfall, cyclones) and transition risks (regulatory, market, reputational). • High interest rates and foreign-exchange volatility affecting financing costs and capital efficiency. • Cybersecurity exposure arising from accelerating digital transformation.	• Strengthened ESG credentials improving access to sustainability-linked capital and investment. • Transition to renewable energy lowering and stabilizing utility costs over time. • Digital transformation improving supply-chain visibility, governance and operational efficiency.



Business model

OUR BUSINESS MODEL & VALUE CREATION

How Beacon Converts Six Capitals into Products, Outcomes and Shared Value

Beacon converts six capitals financial, manufactured, intellectual, human, social & relationship, and natural into products and outcomes through a business model built on six strategic pillars and a continuous value-creation cycle of Innovate, Develop, Produce, Deliver, Improve and Engage.

Material issues are embedded throughout, ensuring that what the Company delivers translates into measurable value for stakeholders and the wider world, underpinned by continuous stakeholder engagement, enterprise risk management and strong governance.

Value Chain & Value Creation Model

Creating sustainable value by transforming innovation into quality medicines that improve lives

Our Vision

To be regarded and recognized as one of the most value-driven pharmaceutical companies in the World.



Our Mission

To improve the quality of human life by providing innovative pharmaceutical products developed through continuous research and development ensuring stakeholder's satisfaction.

Our Core Values

- Committed to quality in all our activities
- Trustworthy relationship with customer
- Respect to other
- Believe in winning
- Encourage innovative ideas
- Corporate Social Responsibility
- Work as a team

Our Value Chain

01 Research & Development

- Identify unmet medical needs
- Innovative product development
- Formulation process innovation
- Clinical & regulatory development

Key outputs 2025-26

New products launched
52
Launched in FY2024–25
55
R&D expenditure
BDT 59 Mn

02 Procurement & Supply Chain

- Global sourcing of quality raw materials
- Supplier quality management
- Ethical & responsible procurement
- Supply continuity & efficiency

Key outputs 2025-26

Suppliers
2,227+
Supply continuity
98.5%

03 Manufacturing & Quality Excellence

- WHO-cGMP & EU-GMP compliant manufacturing
- Advanced technology & automation
- Rigorous quality control
- Continuous improvement

Key outputs 2025-26

Production volume
932 Mn units
Capacity utilization
55.3%
Batch success rate
99.6%

04 Marketing & Distribution

- Strong brand portfolio
- Efficient distribution network
- Healthcare professional engagement
- Patient awareness & education

Key outputs 2025-26

Brands in market
286
Distribution points
155,000+
Doctors engaged
220,000+

05 Sales & Market Development

- Domestic market expansion
- International market penetration
- New market entry & registration
- Strategic partnerships

Key outputs 2025-26

Countries served
135+
Export markets
135+
New registrations (domestic / export)
52 / 16

06 Customer Service & Pharmacovigilance

- Customer support & feedback
- Product quality monitoring
- Pharmacovigilance & safety
- Patient centric approach

Key outputs 2025-26

Customer satisfaction
92.0%
Product complaints / Mn units
0.28
Safety reports reviewed
100%

07 Sustainability & Social Responsibility

- Environmental stewardship
- Community health initiatives
- Employee well-being
- Ethical & responsible business

Key outputs 2025-26

CSR investment
BDT 29 Mn
Renewable energy share
12.0%
Waste recycled
76.0%



Inputs (capitals)

Financial capital
Strong financial position, reinvestment capacity and access to finance

Manufactured capital
State-of-the-art manufacturing facilities and infrastructure

Intellectual capital
R&D expertise, IP, brands, processes and technological know-how

Human capital
Skilled and engaged workforce, leadership and culture

Social & relationship capital
Strong relationships with stakeholders, customers, partners and communities

Natural capital
Energy, water, raw materials and environmental resources

Financial & non-financial outcomes (FY2025–26)

Financial		Non-financial	
Revenue	BDT 16,426 Mn	New products launched	52
Gross profit	BDT 8,839 Mn	New products launched FY2024–25	55
Operating profit	BDT 3,579 Mn	Production volume	932 Mn units
NPAT	BDT 1,942 Mn	Quality compliance (GMP)	100%
OCF	BDT 2,236 Mn	Countries served	135
ROE	23.5%	Employees	5,726
Equity ratio	40.0%	Training hours	220,332
Interest cover	3.0x	Energy consumption intensity	-7.5%
Operating margin	21.8%	Water consumption intensity	-6.2%
NPAT margin	11.8%	Waste recycled	76%
OCF margin	13.6%		

Value distributed to stakeholders in FY2025–26

Employees
32.8%
salaries, benefits & development
BDT 2,920 Mn

Government
30.3%
taxes & duties
BDT 2,698 Mn

Providers of finance
15.0%
interest
BDT 1,334 Mn

Reinvested in business
20.3%
CAPEX, R&D, reserves
BDT 1,803 Mn

Value impact	For patients	For customers	For employees	For shareholders	For communities	For planet
Improving the quality of human life through accessible, affordable and quality medicines.	Better health outcomes and quality of life	Trusted medicines and reliable partnerships	Growth, well-being and meaningful work	Sustainable returns and long-term value	Healthier communities and social development	Responsible use of resources and environmental protection

Through our value chain, we create shared value that drives sustainable growth for the Company and lasting impact for society.
Beacon Pharmaceuticals PLC Value Creation Model (Input → Business Model → Material Issues → Output → Outcome)

OUR SIX CAPITALS

Deployment, Performance, Risk and Impact —how Beacon Turns Six Forms of Capital into "Light for Life"



Beacon converts six capitals into value in direct service of its Vision, Mission and Core Values. Financial, Manufactured and Intellectual Capital give the Company the means and the know-how to innovate; Human and Social & Relationship Capital give it the people and the trusted partnerships to deliver; and Natural Capital keeps that delivery within planetary limits. No capital works alone: the value Beacon creates depends on how well each is deployed, how the trade-offs between them are managed, and how the risks to each are governed.

This section follows the International <IR> Framework. For each capital it answers the same seven questions, so that readers can compare capitals and trace the connections between them.

Financial Capital

+31.0% Revenue growth
+105.2% Net profit after tax
23.5% Return on equity
1.5x Liabilities / equity

Strengthened

Manufactured Capital

1,683 Mn Installed capacity (pieces)
55.3% Capacity utilisation
99.6% Batch success
100% GMP compliance

Strengthened

Intellectual Capital

BDT 59 Mn R&D investment
52 / 55 Launched FY2025–26 / FY2024–25
52 / 16 New registrations (domestic / export)

Strengthened

Human Capital

5,726 Employees
220,332 Training hours
BDT 2,919 Mn Payroll cost

Strengthened

Social & Relationship Capital

155,000+ Distribution points
135 Export countries
98.5% Supply continuity
BDT 29 Mn CSR investment

Strengthened

Natural Capital

-7.5% Energy intensity
-6.2% Water intensity
76.0% Waste recycled
12.0% Renewable share

Strengthened

THE VALUE-CREATION FLOW — FROM INPUTS TO OUTCOMES

Creating Value for a Healthier Tomorrow

Capital	Key inputs FY2025–26	Outputs	Outcomes
Financial	Equity BDT 8,276 Mn; OCF BDT 2,236 Mn; debt BDT 9,474 Mn	▸ Revenue BDT 16,426 Mn; NPAT BDT 1,942 Mn	▸ ROE 23.5%; equity ratio 40.0%; interest cover 3.0x
Manufactured	Five plants; PPE BDT 5,656 Mn; capex BDT 510 Mn	▸ 932 Mn units; 99.6% batch success	▸ Asset turnover 0.8x (FY2024–25: 0.7x); export eligibility protected
Intellectual	R&D BDT 59 Mn	▸ 52 launches (FY2024–25: 55); 52 domestic and 16 export registrations	▸ 75% oncology share; gross margin 53.8%
Human	5,726 people; 220,332 training hours	▸ Skilled, engaged workforce	▸ 92% customer satisfaction
Social & Relationship	2227+ suppliers; 220,000+ doctors; BDT 29 Mn CSR	▸ 155,000+ outlets; 135+ countries	▸ 98.5% supply continuity; licenses to operate
Natural	Energy, water, materials; ETPs; renewables	▸ 76% waste recycled; 12% renewables	▸ Energy −7.5% and water −6.2% intensity

Financial figures are taken from Beacon Pharmaceuticals PLC's standalone financial statements for the year ended 30 June 2026 (comparatives: 30 June 2025). Figures marked "value-chain basis" and "2025 Value Creation Model" are drawn from those Company disclosures and labelled wherever used.

HOW WE ASSESS CAPITAL RISKS

Each risk is scored on a 5 × 5 matrix of likelihood and impact after existing controls (residual risk). The score is compared with the Board's risk appetite for that category; where residual risk sits above appetite, additional treatment is required and tracked to closure. The framework follows COSO ERM principles and the "three lines" model, with quality risk managed under ICH Q9 quality risk-management principles

Scoring Scales

Score	Likelihood	Impact — financial	Impact — non-financial
5	Almost certain (>80%)	Profit impact > 10% of PBT	License, patient safety or life at risk
4	Likely (50–80%)	5–10% of PBT	Regulatory sanction; national media
3	Possible (20–50%)	2–5% of PBT	Stakeholder concern; local media
2	Unlikely (5–20%)	0.5–2% of PBT	Contained operational disruption
1	Rare (<5%)	< 0.5% of PBT	Negligible

Risk-Appetite Scale

Appetite	Meaning
Zero tolerance	Avoid entirely; any occurrence triggers immediate escalation (e.g. GMP breaches, safety, environmental permits).
Minimal	Accept only where unavoidable, with strong controls (e.g. compliance, credit, business continuity).
Cautious	Accept limited exposure where required by the business model, within set limits (e.g. FX, funding, talent).
Moderate	Accept measured exposure in pursuit of strategic reward (e.g. R&D pipeline, competition, market entry).
Open	Actively seek exposure for high reward — not currently applied to any capital risk.

Residual Rating Bands

Low 1–4
Monitor

Moderate 5–9
Manage within appetite

High 10–16
Active treatment; Board visibility

Critical 20–25
Immediate Board action

Governance — Three Lines of Defence

Line	Who	Role in capital risk management
1st line — own & manage	Plant, R&D, commercial, supply-chain, HR and finance management	Identify risks, operate preventive and detective controls, report KRIs
2nd line — oversee	QA, regulatory affairs, EHS, compliance, treasury	Set policies and standards, challenge risk ratings, monitor appetite
3rd line — assure	Internal audit; external auditors	Independent assurance over control design and effectiveness
Oversight	Board of Directors, Audit Committee, NRC	Approve appetite, review top risks quarterly, oversee remediation

Our Risk Management Cycle

1 Identify ▶
Risks are captured from strategy, budgets, operations, audits, stakeholders and horizon scanning.

2 Assess ▶
Likelihood and impact are scored on the 5 × 5 matrix after existing controls.

3 Evaluate Vs Appetite ▼
Residual score is compared with the Board-approved appetite for the category.

8 Review & Learn ▲
Incidents, audits and year-end review feed back into the register.

Enterprise Risk Management
Board-approved appetite • Audit Committee oversight

4 Respond ▼
Treat, tolerate, transfer or terminate; owners and deadlines assigned.

7 Report ▲
Risk reports flow to management, the Audit Committee and the Board.

6 Monitor ◀
Key risk indicators are tracked against thresholds; breaches escalate.

5 Control ◀
Preventive, detective and corrective controls operate within daily processes.

Internal controls are classified by purpose: **preventive** controls stop a risk event occurring; **detective** controls identify it early; **corrective** controls limit damage and restore normal operations. Each capital section maps its principal risks to all three.

The Six Capitals

FINANCIAL CAPITAL

Strong Financial Position, Reinvestment Capacity and Access to Finance

BDT 16,426 Mn
Revenue
↑ 31.0% YoY

BDT 1,942 Mn
Net profit after tax
↑ 105.2% YoY

23.5%
Return on equity
↑ 9.3%

1.5x
Total liabilities / equity
↑ from 1.9x

Financial capital is the pool of funds that Beacon owns, borrows and generates — BDT 8,276 Mn of shareholders' equity, BDT 9,474 Mn of interest-bearing borrowings and BDT 2,236 Mn of cash generated from operations in FY2025–26. It is the one capital that can be converted into all the others: it buys the plants that make medicine, funds the laboratories that invent it, pays the people who make and sell it, and settles the suppliers, lenders, government and shareholders who make the enterprise possible.

For Beacon, financial capital is therefore less an end in itself than the pace-setter of the value-creation model. It directly enables the Mission to "improve the quality of human life" at scale and underpins two strategic pillars — Financial Strength and Sustainable Growth. It also carries a stewardship duty: every Taka reinvested in oncology, biosimilars or capacity is a Taka not returned to shareholders or used to retire debt, so allocation discipline is how the Board keeps growth, resilience and reward in balance.

The Stock of Financial Capital — how it Moved in FY2025–26

Stock of capital	30 Jun 2025	30 Jun 2026	Change	What it tells us
Shareholders' equity	6,667	8,276	+24.1%	Growth funded wholly by retained profit; no new shares issued.
Retained earnings	3,640	5,462	+50.1%	Profit retained to fund pipeline and capacity.
Interest-bearing debt	10,207	9,474	–7.2%	Deleveraging from BDT 737 Mn net loan repayment.
Working capital	4,522	5,863	+29.7%	Keeps pace with 31.0% revenue growth.
Short-term investments & loans	2,119	2,645	+24.8%	Liquidity reserve beyond cash.
Cash and cash equivalents	228	252	+10.8%	Positive net cash flow after FX effect.

All figures in BDT million from the standalone statement of financial position. Verdict: financial capital Strengthened.

Strategy and Inputs Deployed

Financial capital is deployed through disciplined capital allocation between the oncology/biosimilar pipeline and balance-sheet resilience the Board's stated FY2025–26 priority alongside working-capital management, scheduled term-loan repayment, dividend distribution and reinvestment of retained earnings to strengthen shareholders' equity.

Strategic priority	Inputs deployed in FY2025–26	Evidence of execution
Fund growth internally	Operating cash flow of BDT 2,236 Mn; retained earnings increased by 1,822 Mn.	Share capital unchanged at BDT 2,310 Mn; equity +24.1%.
Deleverage the balance sheet	Net loan repayments of BDT 737 Mn; lease payments BDT 44 Mn.	Long-term loans (incl. current portion) down 16.4% to BDT 3,430 Mn; total liabilities/equity 1.9x → 1.5x.
Invest in capacity & innovation	Capex of BDT 510 Mn (PPE 286, CWIP 221, intangibles 2); R&D of BDT 59.11 Mn.	GPF-1 HVAC/utilities modernised; AI-assisted formulation screening rolled out.
Reward shareholders	Dividends paid BDT 292 Mn.	Paid alongside a 50.1% rise in retained earnings.
Protect liquidity	Short-term investments & loans BDT 2,645 Mn; cash BDT 252 Mn.	Current ratio 1.5x → 1.7x; quick ratio 1.1x → 1.2x.

FY2025–26 financial flows: sources & uses of cash (BDT Mn)

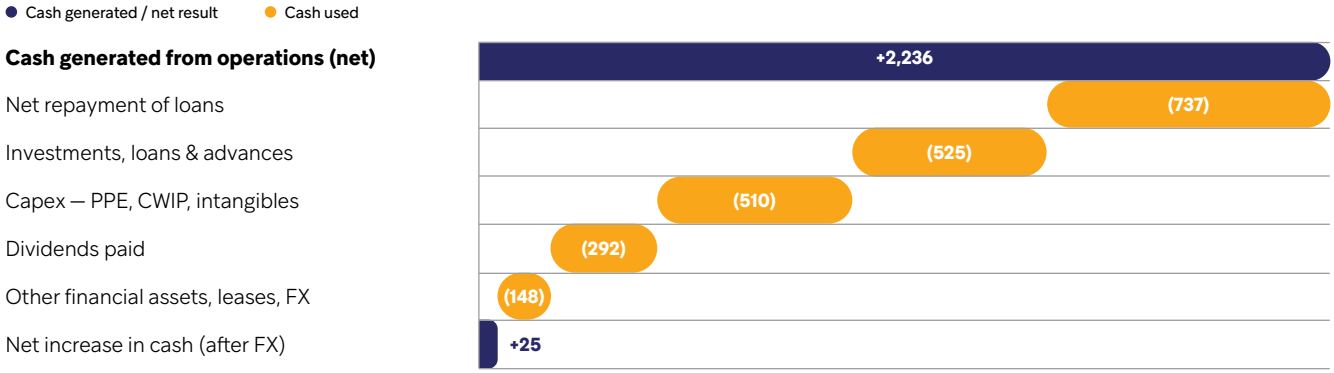


Figure FC-1. Analysis of sources and uses of cash from the statement of cash flows. Operating cash covered capex 4.4 times and funded debt reduction and dividends without new equity. All values in BDT Mn.

Output, Outcome and Value Created

Activities — what we do

- Capital allocation across R&D, manufacturing and working capital
- Disciplined borrowing and scheduled deleveraging
- Dividend and reinvestment decisions
- Treasury management of FX, rates and liquidity

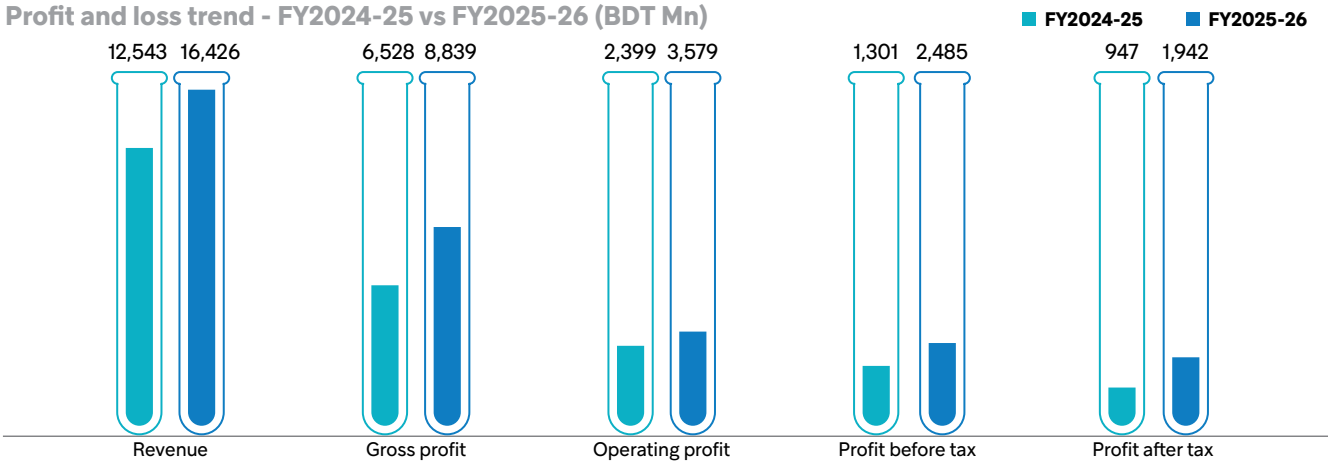
Outputs — what we deliver

- Revenue BDT 16,426 Mn (+31.0%)
- Operating profit BDT 3,579 Mn (+49.2%)
- Net profit after tax BDT 1,942 Mn (+105.2%)
- Operating cash flow BDT 2,236 Mn (+39.8%)

Outcomes — value created

- ROE 14.2% → 23.5%; ROCE 16.2% → 22.7%
- Equity ratio 34.4% → 40.0%
- Interest cover 2x → 3x
- Capacity to fund the pipeline without proportionate new borrowing

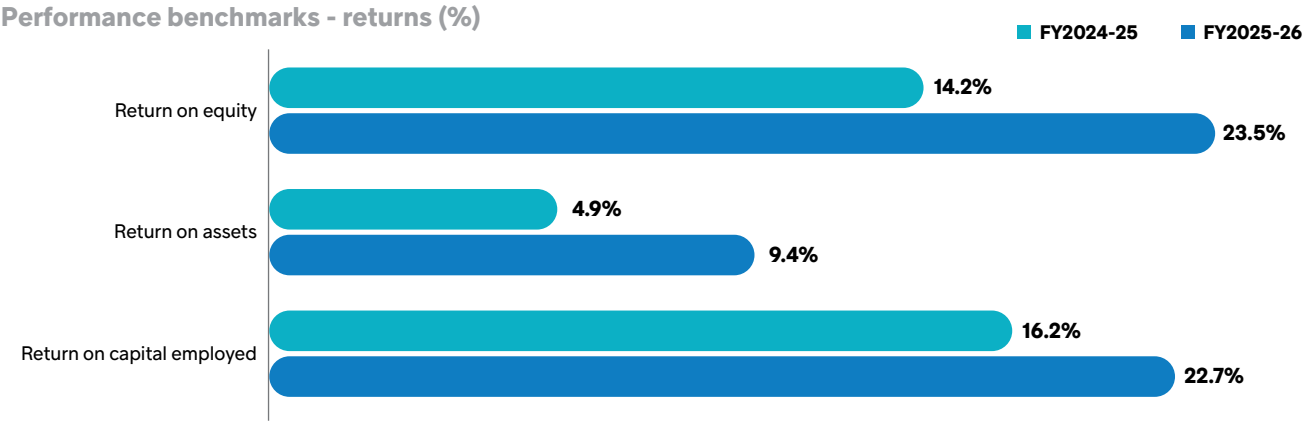
Profit grew far faster than revenue because of three reinforcing levers: a 1.8% gross-margin gain from mix and scale; operating leverage, with operating expenses rising 27.4% against revenue growth of 31.0%; and a finance cost that rose only 2.0% as debt was repaid. The result was a doubling of net profit on a revenue base that grew by less than a third.



Ratio Analysis — what Matters to Stakeholders

Profitability and Returns

Ratio	FY2024–25	FY2025–26	Movement	Why it matters
Gross profit margin	52.0%	53.8%	+1.8%	Pricing power and product mix
Operating profit margin	19.1%	21.8%	+2.7%	Cost discipline and operating leverage
Net profit before tax margin	10.4%	15.1%	+4.7%	Earnings after financing cost
Net profit margin (NPAT / revenue)	7.5%	11.8%	+4.3%	Overall earnings quality
Return on equity (NPAT / closing equity)	14.2%	23.5%	+9.3%	Return generated for shareholders
Return on assets (NPAT / total assets)	4.9%	9.4%	+4.5%	Productivity of the asset base
ROCE (operating profit / capital employed)	16.2%	22.7%	+6.5%	Return on long-term funding



Liquidity, leverage and solvency

Ratio	FY2024–25	FY2025–26	Movement	Why it matters
Current ratio	1.5x	1.7x	Improved	Ability to meet short-term obligations
Quick ratio	1.1x	1.2x	Improved	Liquidity excluding inventory
Cash ratio (cash / current liabilities)	2.7%	3.0%	+0.3%	Immediate liquidity — still thin
Working capital (BDT Mn)	4,522	5,863	+29.7%	Funding headroom for growth
Equity ratio (equity / total assets)	34.4%	40.0%	+5.6%	Capital-structure strength
Total liabilities / equity	1.9x	1.5x	Deleveraged	Overall balance-sheet leverage
Interest-bearing debt / equity	1.5x	1.1x	Deleveraged	Financial leverage
Non-current liabilities / equity	0.7x	0.4x	Deleveraged	Long-term solvency
Interest coverage (PBIT / finance expense)	2.0x	3.0x	Improved	Ability to service debt
Short-term loans / interest-bearing debt	58.5%	62.4%	+3.9%	Refinancing concentration

Efficiency and cash flow

Ratio	FY2024–25	FY2025–26	Movement	Why it matters
Asset turnover (revenue / total assets)	0.7x	0.8x	Improved	Revenue earned per Taka of assets
Operating cash flow margin	12.8%	13.6%	+0.8%	Cash earned per Taka of sales
Cash conversion (OCF / operating profit)	66.7%	62.5%	-4.2%	Profit turning into cash
Free cash flow (OCF - capex, BDT Mn)	777	1,727	+122.1%	Cash available for debt and dividends
Inventory days (on COGS)	202	188	-14 days	Stock efficiency
Cash conversion cycle (days)	229	218	-11 days	Cash tied up in the operating cycle

Capital structure — how the balance sheet is funded

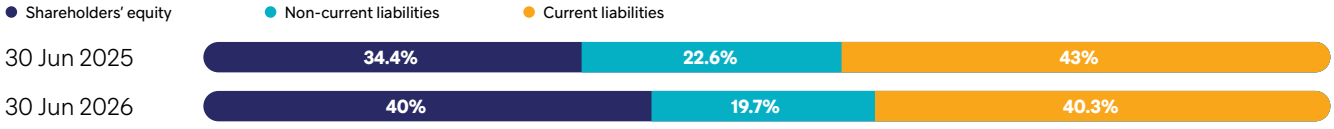


Figure FC-2. Total assets BDT 19,404 Mn (2025) and BDT 20,665 Mn (2026). Current assets make up 68.7% of total assets (2025: 66.3%).

Extended ratio analysis — the financial statements in depth

The ratios above are the headline measures. This extension adds the full analytical toolkit used by credit analysts horizontal and vertical analysis, a five-step DuPont decomposition of return on equity, solvency and distress testing with the Altman Z″-score, the working-capital cycle, cash-flow quality, per-share measures, ratio stability measured by standard deviation, and peer benchmarking against three listed Bangladeshi pharmaceutical companies.

Income statement — horizontal and vertical (common-size) analysis, BDT Mn

Line item	FY2024–25	FY2025–26	Change	% of revenue FY2024–25	% of revenue FY2025–26
Revenue	**12,543**	**16,426**	**+31.0%**	**100.0%**	**100.0%**
Cost of goods sold	6,015	7,587	+26.1%	48.0%	46.2%
Gross profit	**6,528**	**8,839**	**+35.4%**	**52.0%**	**53.8%**
Administrative expenses	758	928	+22.4%	6.0%	5.6%
Marketing, selling & distribution	3,371	4,332	+28.5%	26.9%	26.4%
Operating profit	**2,399**	**3,579**	**+49.2%**	**19.1%**	**21.8%**
Other income	275	364	+32.4%	2.2%	2.2%
Profit before financing and tax (EBIT)	**2,675**	**3,944**	**+47.5%**	**21.3%**	**24.0%**
Finance expenses	1,308	1,334	+2.0%	10.4%	8.1%
Workers' Profit Participation Fund	65	124	+90.8%	0.5%	0.8%
Net profit before tax	**1,301**	**2,485**	**+91.0%**	**10.4%**	**15.1%**
Income tax expense	355	543	+53.0%	2.8%	3.3%
Net profit after tax	**947**	**1,942**	**+105.2%**	**7.5%**	**11.8%**

Income tax expense is derived as net profit before tax less net profit after tax (AFS_D1). EBIT = operating profit + other income.

Financial Performance FY2024–25 to FY2025–26

Strong growth across all key financial metrics (BDT Mn)

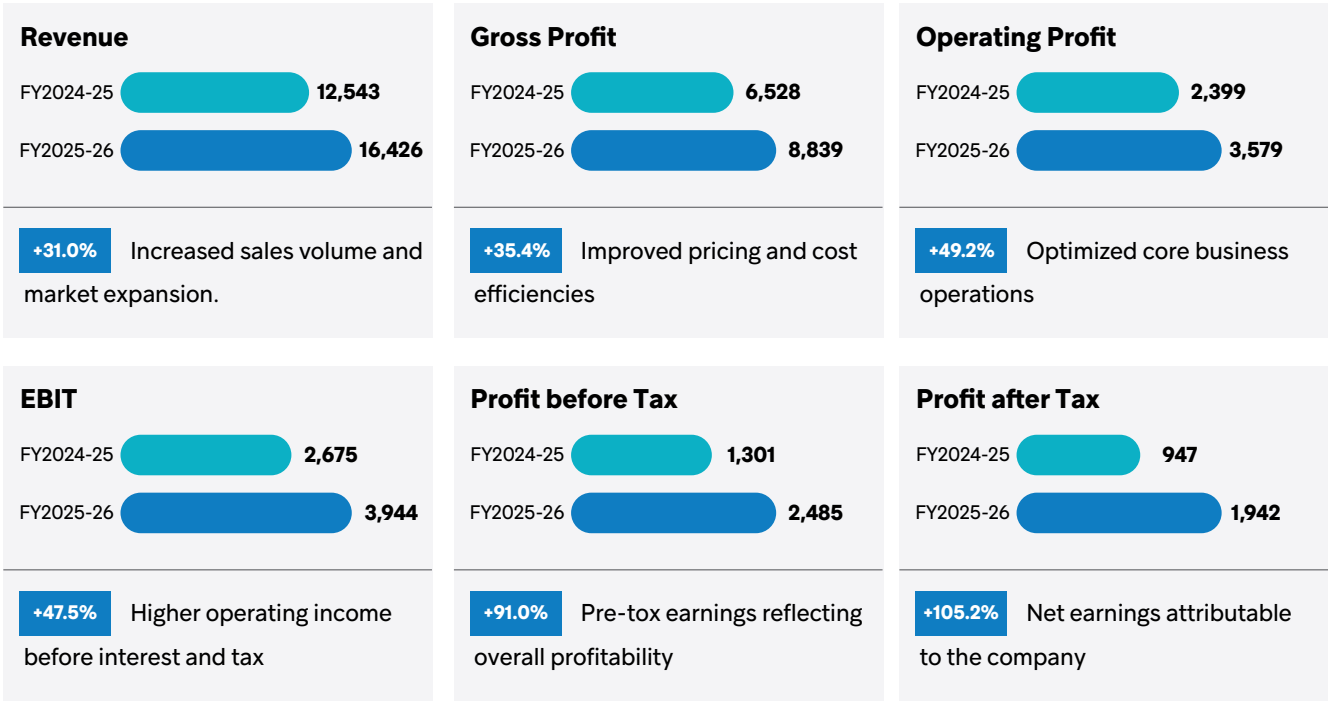


Figure FC-4. Revenue and profit at each level of the income statement, BDT Mn. Profit growth accelerates down the statement: +31.0% revenue, +35.4% gross profit, +49.2% operating profit, +91.0% pre-tax profit and +105.2% after-tax profit.

Margins and cost ratios — % of revenue

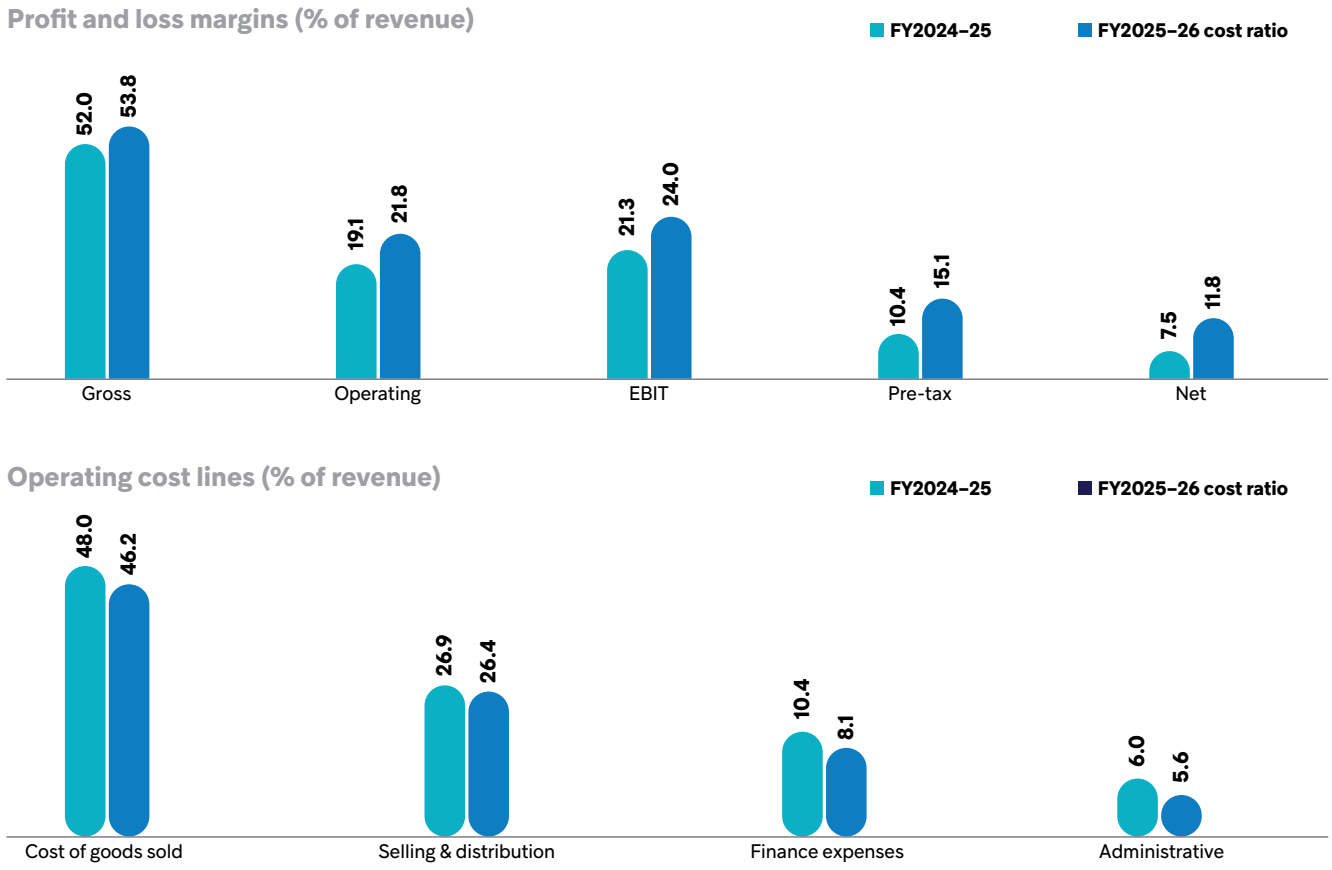


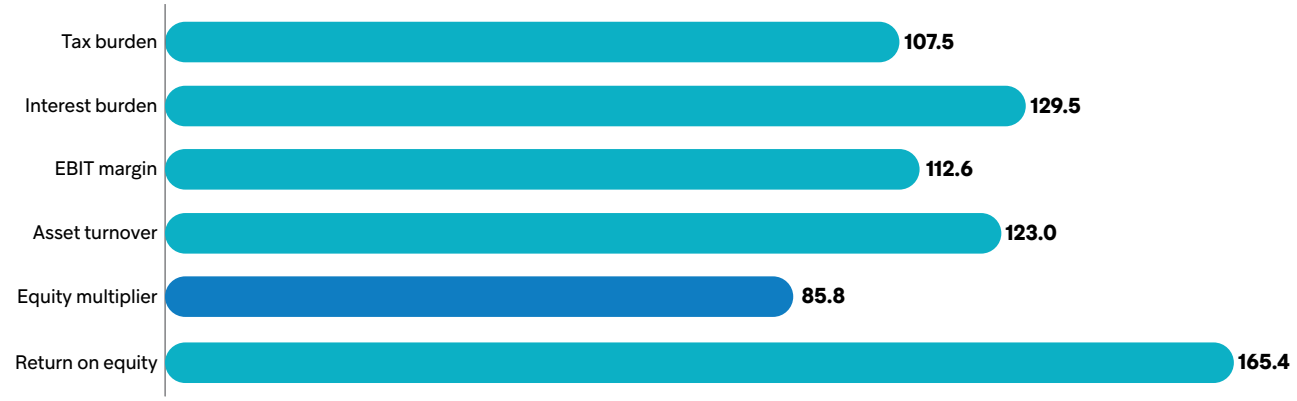
Figure FC-5. Left: every margin widened. Right: every major cost line fell as a share of revenue; the largest release was finance expenses (10.4% → 8.1%).

Two-thirds of the 4.8% gain in pre-tax margin came from below the operating line. Cost of goods sold fell by 1.8% of revenue (mix, pricing and procurement), selling and administrative costs by 0.9% together (operating leverage), and finance expenses by 2.3%, because they were almost flat in Taka terms (+2.0%) while revenue grew by 31.0%.

Five-step DuPont analysis — what drove the rise in return on equity

Factor	Formula	FY2024–25	FY2025–26	Change	Direction	Driver
Tax burden	Net profit after tax ÷ profit before tax	0.7	0.8	+0.1	▲ Higher	Lower effective tax rate (21.9% vs 27.3%)
Interest burden	Profit before tax ÷ EBIT	0.5	0.6	+0.1	▲ Higher	Finance cost absorbs less of operating profit
EBIT margin	EBIT ÷ revenue	21.3%	24.0%	+2.7%	▲ Higher	Gross-margin gain and operating leverage
Asset turnover	Revenue ÷ total assets	0.7x	0.8x	+0.1x	▲ Higher	Revenue +31.0% on assets +6.5%
Equity multiplier	Total assets ÷ shareholders' equity	2.9x	2.5x	−0.41x	▼ Lower	Less leverage — lowers ROE but also risk
Return on equity (after tax)	Product of the five factors	14.2%	23.5%	+9.3%	▲ Higher	Driven by operations, not gearing

Five-Step DuPont Factors — FY2025–26 Indexed to FY2024–25 = 100



Index above 100 = factor increased year-on-year. The lower equity multiplier reflects reduced leverage.

Quality of the ROE Improvement

Operational, not financial. ROE rose by 9.3% to 23.5% while the equity multiplier fell from 2.9x to 2.5x. The whole gain came from a higher EBIT margin, faster asset turnover and a lighter interest burden — the kind of ROE improvement that is repeatable.

Interest burden is the biggest single lever. Pre-tax profit now keeps 63 paisa of every Taka of EBIT (FY2024–25: 49 paisa). Refinancing short-term loans at lower cost would lift this further without any change in operations.

Solvency, gearing and distress risk

Ratio	FY2024–25	FY2025–26	Change	Signal
Total liabilities ÷ equity	1.91x	1.5x	−0.41x	▲ Favourable
Equity ratio (equity ÷ total assets)	34.4%	40.0%	+5.7%	▲ Favourable
Equity multiplier (total assets ÷ equity)	2.91x	2.5x	−0.41x	▲ Favourable
Non-current loans ÷ (non-current loans + equity)	32.4%	25.5%	−6.9%	▲ Favourable
Current borrowings ÷ total borrowings (incl. current portion)	67.6%	69.2%	+1.5%	▼ Adverse
Interest coverage (EBIT ÷ finance expenses)	2.0x	3.0x	+1.0x	▲ Favourable
Net debt ÷ EBIT	2.9x	1.6x	−1.2x	▲ Favourable
Altman Z″-score (book value)	3.62	4.7	+1.0	▲ Favourable

Altman Z″-Score — how far Beacon Sits from Financial Distress

Distress zone
Z″ below 1.10
High risk of financial distress

Grey zone
Z″ 1.10 – 2.60
Caution — monitor closely

Safe zone
Z″ above 2.60
Beacon: 3.62 → 4.71

Component	Weight	Ratio FY2024–25	Ratio FY2025–26	Score FY2024–25	Score FY2025–26
X1 Working capital ÷ total assets	6.5	0.2	0.2	1.5	1.8
X2 Retained earnings ÷ total assets	3.2	0.1	0.2	0.6	0.8
X3 EBIT ÷ total assets	6.7	0.1	0.1	0.9	1.2
X4 Equity ÷ total liabilities	1.0	0.5	0.6	0.5	0.7
Altman Z″-score				3.6	4.7

Figure FC-7. Altman Z″-score (emerging-markets book-value model): Z″ = 6.5X1 + 3.2X2 + 6.7X3 + 1.0X4. All four components strengthened; the largest contribution came from working capital (X1) and operating returns (X3).

Gearing fell materially on every measure: interest-bearing debt to equity dropped from 1.5x to 1.1x and net debt to EBIT almost halved to 1.6x. The one adverse movement is maturity mix — current borrowings rose to 69.2% of total borrowings because the repayments were made on long-term loans, while short-term loans (BDT 5,911 Mn) were broadly unchanged. This is the refinancing priority flagged under risk FC-R2.

Liquidity and the working-capital cycle

Ratio	FY2024–25	FY2025–26	Change	Signal
Current ratio	1.5x	1.7x	+0.16x	▲ Favourable
Quick ratio (acid test)	1.1x	1.2x	+0.09x	▲ Favourable
Strict quick ratio (cash + ST investments + receivables) ÷ CL	0.64x	0.81x	+0.16x	▲ Favourable
Cash and short-term investments ÷ current liabilities	0.28x	0.35x	+0.07x	▲ Favourable
Working capital ÷ total assets	23.3%	28.4%	+5.1%	▲ Favourable
Operating cash flow ÷ current liabilities	0.19x	0.27x	+0.08x	▲ Favourable
Inventory turnover (COGS ÷ inventory)	1.81x	1.95x	+0.14x	▲ Favourable
Working-capital turnover (revenue ÷ working capital)	2.77x	2.80x	+0.03x	▲ Favourable

Liquidity improved on every measure, but the headline current ratio flatters the position: advances, deposits and prepayments of about BDT 3,187 Mn count as current assets but cannot readily be turned into cash. On the strict quick ratio — cash, short-term investments and receivables only — cover is 0.81x, still below 1.0x. Beacon therefore relies on trading cash flow and on rolling over bank lines, which is why working-capital release (each 10 days of inventory ≈ BDT 208 Mn) is a priority opportunity.

Cash-flow quality

Ratio	FY2024–25	FY2025–26	Change	Signal
Operating cash flow margin (OCF ÷ revenue)	12.8%	13.6%	+0.9%	▲ Favourable
Cash quality of earnings (OCF ÷ net profit after tax)	1.69x	1.15x	−0.54x	▼ Adverse
Cash collection ratio (receipts from customers ÷ revenue)	102.4%	97.3%	−5.0%	▼ Adverse
Operating cash flow ÷ interest-bearing debt	15.7%	23.6%	+7.9%	▲ Favourable
Capex coverage (OCF ÷ capital expenditure)	1.94x	4.38x	+2.44x	▲ Favourable
Free cash flow (OCF − capex), BDT Mn	777	1,727	+122.3%	▲ Favourable
Dividend cover by operating cash (OCF ÷ dividends paid)	4.61x	7.66x	+3.05x	▲ Favourable
Capital expenditure ÷ revenue	6.6%	3.1%	−3.5%	▶ Neutral

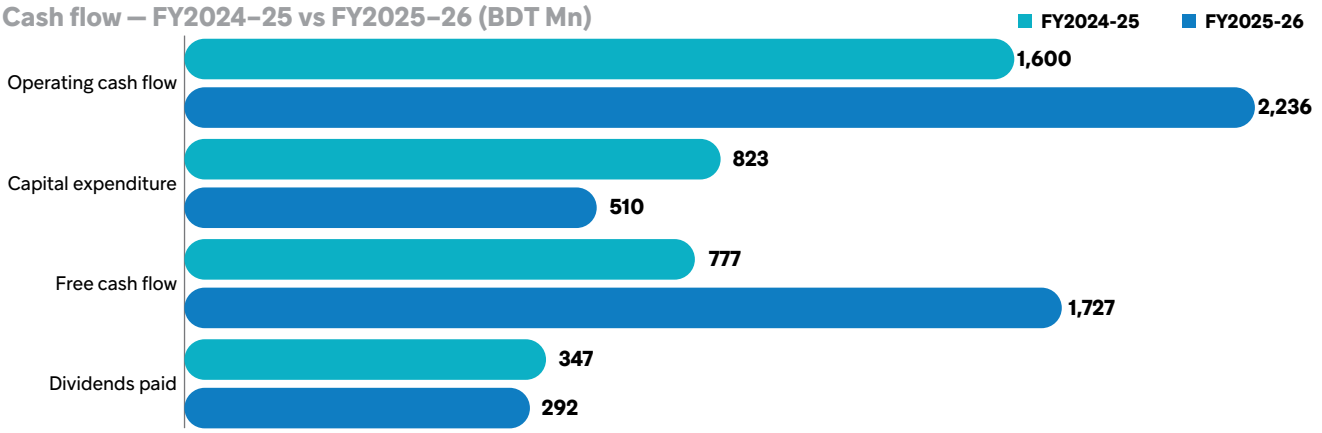
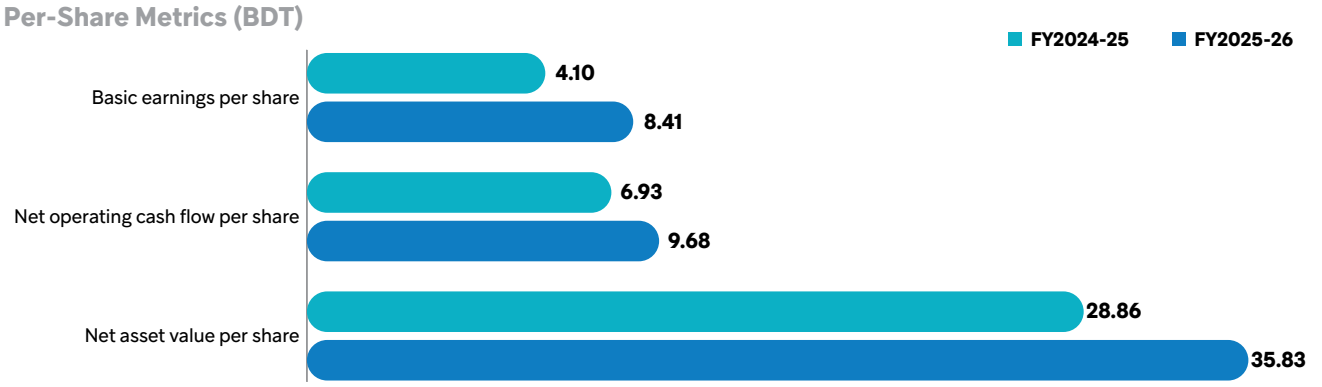


Figure FC-8. Cash generation and its uses, BDT Mn. Free cash flow more than doubled as operating cash rose and capex normalised after the FY2024–25 projects.

Cash quality of earnings eased from 1.69x to 1.15x and the collection ratio slipped below 100% because receivables grew 27.3% with sales, and BDT 525 Mn moved into investments, loans and advances. Both remain on the Board's watch list under risks FC-R3 and FC-R4.

Per-share and investor ratios

Ratio	FY2024–25	FY2025–26	Change	Signal
Basic earnings per share (NPAT ÷ 231 Mn shares), BDT	4.10	8.41	+105.2%	▲ Favourable
Pre-tax earnings per share, BDT	5.63	10.76	+91.0%	▲ Favourable
Net asset value per share, BDT	28.86	35.83	+24.1%	▲ Favourable
Net operating cash flow per share, BDT	6.93	9.68	+39.8%	▲ Favourable
Revenue per share, BDT	54.30	71.11	+31.0%	▲ Favourable
Cash dividend paid per share, BDT	1.50	1.26	-15.9%	▶ Neutral
Dividend cover (NPAT ÷ dividends paid)	2.73x	6.65x	+3.92x	▲ Favourable



Ratio Stability — Standard Deviation and Coefficient of Variation

For every ratio the two-year sample standard deviation and coefficient of variation (CV = standard deviation ÷ mean) show how much it moved. A CV below 10% is classed as stable, 10–25% as moderate and above 25% as volatile. With two observations the standard deviation equals the change ÷ √2, so it measures the size of the movement rather than long-run volatility; a five-year series will replace it once restated comparatives are available.

Ratio	FY2024–25	FY2025–26	Mean	Std. dev.	CV %	Stability
Gross profit margin	52.0%	53.8%	52.9%	1.2	2.4	Stable
Operating profit margin	19.1%	21.8%	20.5%	1.8	9.2	Stable
Net profit margin	7.5%	11.8%	9.7%	3.0	31.3	Volatile
Return on equity	14.2%	23.5%	18.8%	6.5	34.8	Volatile
Return on assets	4.9%	9.4%	7.1%	3.2	44.8	Volatile
Return on capital employed	16.2%	22.7%	19.5%	4.6	23.7	Moderate
Current ratio	1.5x	1.7x	1.6x	0.1	7.1	Stable
Interest coverage	2.0x	3.0x	2.5x	0.64	25.8	Volatile
Asset turnover	0.7x	0.8x	0.7x	0.10	14.6	Moderate
Inventory days	202	188	195	9.9	5.1	Stable
Cash conversion cycle	229	218	223	7.81	3.5	Stable
Operating cash flow margin	12.8%	13.6%	13.2%	0.61	4.6	Stable
Cash quality of earnings	1.6x	1.1x	1.4x	0.3	26.9	Volatile
Capex coverage	1.9x	4.3x	3.2x	1.73	54.5	Volatile
Basic EPS (BDT)	4.10	8.41	6.25	3.05	48.8	Volatile
Net asset value per share (BDT)	28.86	35.83	32.34	4.93	15.2	Moderate
Altman Z″-score	3.6	4.7	4.16	0.7	18.5	Moderate

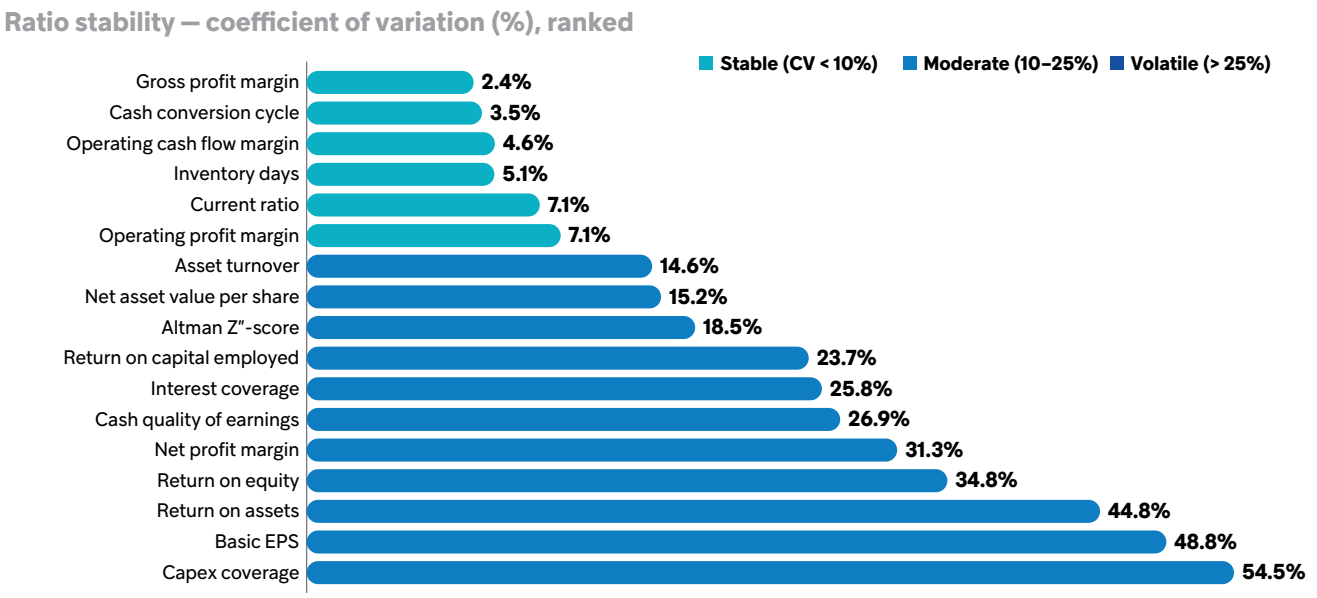


Figure FC-11. Ratios ranked from most stable to most volatile. Green: stable (CV < 10%); gold: moderate (10–25%); orange: volatile (> 25%).

The commercial core is highly stable: gross margin, the cost ratios behind it, receivable days and the cash conversion cycle all have a CV below 5%, pointing to a predictable pricing model and cost structure. Volatility sits in the bottom-line, leverage and investment ratios — EPS, ROA, ROE and capex coverage — because a moderate operating improvement, combined with almost flat finance costs and a lower capex year, has a magnified effect further down the statements.

What the extended ratios tell us

Strengths. Gross margin of 53.8% is 3.1 standard deviations above the listed-peer mean — Beacon's clearest competitive advantage and its most stable ratio. Pre-tax ROE (+2.0 SD) and asset turnover (+1.3 SD) are also above peers, and the Altman Z″-score of 4.71 sits well inside the safe zone.

Watch points. Finance costs absorb 8.1% of revenue, which is why the pre-tax margin trails debt-free peers despite a superior gross margin.

Value Created and Distributed to Stakeholders

Stakeholder	Value Received in FY2025–26	Basis
Lenders	Interest to lenders BDT 1,334 Mn (15.0% of value added)	Statement of value added
Government	Duties & taxes to Govt. exchequer BDT 2,697 Mn (30.3% of value added)	Statement of value added
Employees	Salaries & benefits to employees 2,919 Mn (32.8% of value added)	Statement of value added
Communities	CSR & community investment BDT 29 Mn	Company CSR disclosure

Risks — Category, Appetite, Assessment and Control

Financial-capital risks are owned by the Chief Financial Officer, reviewed quarterly by the Audit Committee and set against the Board's risk-appetite statement. The scoring scales, appetite levels and three-lines-of-defence model are explained on the Risk Methodology page.

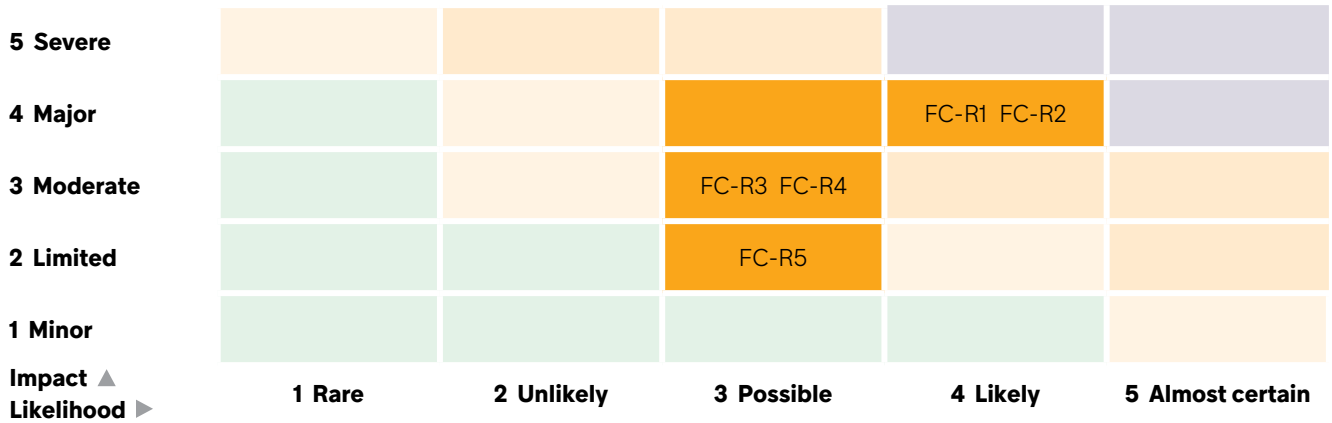
Risk Register — Category, Appetite and Rationale

ID	Risk and its drivers	Risk category	Risk appetite	Appetite rationale
FC-R1	Foreign-exchange volatility — Taka depreciation raises the landed cost of imported APIs and raw materials and creates losses on foreign-currency balances.	Market / Financial	**Cautious**	Import exposure is inherent in the business model; Beacon accepts trade-related FX risk but takes no speculative currency positions.
FC-R2	Interest-rate and refinancing risk on a borrowing book weighted to short-term loans (BDT 5,911 Mn; 62% of interest-bearing debt).	Financial – funding	**Cautious**	Debt is a legitimate funding tool for working capital, accepted only while interest cover improves and deleveraging stays on track.
FC-R3	Working-capital strain — rapid growth ties cash up in inventory (BDT 3,898 Mn) and receivables (BDT 3,860 Mn).	Liquidity	**Cautious**	Growth needs working capital, but internally generated cash must still fund capex, debt service and dividends.
FC-R4	Customer and counterparty default on trade receivables and short-term investments & loans (BDT 2,645 Mn).	Credit / Counterparty	**Minimal**	Receivables and treasury placements support sales and liquidity; they are not a source of return-seeking risk.
FC-R5	Reporting and compliance cost pressure as IFRS S1/S2, BSEC governance and ESG disclosure expectations tighten.	Compliance / Reporting	**Minimal**	As a listed company, accurate and timely reporting is non-negotiable; higher cost is accepted, non-compliance is not.

Residual Risk Assessment

ID	Likelihood	Impact	Score	Residual rating	Trend vs FY2024–25	Key risk indicator (KRI) — FY2025–26 reading
FC-R1	4	4	16	High	▼ Easing	Exchange-rate effect on cash: −BDT 24 Mn (FY2024–25: −BDT 73 Mn).
FC-R2	4	4	16	High	▼ Easing	Interest cover 3.0x (FY2024–25: 2.0x); finance cost 8.1% of revenue (FY2024–25: 10.4%).
FC-R3	3	3	9	Moderate	▶ Stable	Cash conversion (OCF/operating profit) 62.5% (FY2024–25: 66.7%).
FC-R4	3	3	9	Moderate	▶ Stable	Receivables +27.3% vs revenue +31.0%; receivable days 86 (FY2024–25: 88).
FC-R5	3	2	6	Moderate	▲ Rising	First-time IFRS S1/S2 adoption in FY2024–25.

Financial Capital Risk Heat Map (Residual)



The Risk Management Cycle in Action

1 Identify ▶
Treasury, Finance and business heads identify exposures from the budget, the import pipeline and the borrowing schedule.

2 Assess ▶
FX, interest-rate and liquidity sensitivities are modelled against the annual budget and cash-flow forecast.

3 Evaluate Vs Appetite ▼
Results are compared with the Board's Cautious appetite for FX, rate and liquidity risk and Minimal appetite for credit risk.

8 Review & learn ▲
Year-end review feeds the next budget, the treasury policy and the risk register.

Financial Capital
Owner: CFO • Oversight: Audit Committee & Board

4 Respond ▼
Deleverage (net repayment BDT 737 Mn), stagger LC maturities and prioritise internal funding of capex.

7 Report ▲
Quarterly reporting to the Audit Committee and Board; risk disclosures in the financial statements.

6 Monitor ◀
Monthly KRI dashboard: interest cover, cash conversion, working-capital days and debt-maturity profile.

5 Control ◀
Delegated borrowing and payment authorities, dual sign-off, bank-limit and counterparty-limit controls.

Internal Controls to Prevent, Detect and Correct

ID	Preventive — Stop it Happening	Detective — Spot it Early	Corrective — Fix and Recover
FC-R1	Natural hedge from export receipts; LC timing and forward cover for large API imports; approved supplier currency mix.	Daily FX and open-LC position report; monthly landed-cost variance review by Finance.	Price-revision proposals, alternative sourcing, re-phasing of non-critical imports.
FC-R2	Board-approved borrowing limits; lender diversification; planned shift from short- to long-tenor funding.	Monthly interest-cover and debt-maturity profile monitoring; bank rate-change alerts.	Refinance or renegotiate facilities; accelerate repayment from surplus cash; defer discretionary capex.
FC-R3	Credit-terms policy; SKU-level inventory norms; sales & operations planning.	Weekly aged-receivables and slow-moving-stock reports; forecast-vs-actual cash review.	Collection escalation; stock redeployment; revised production and purchase plans.
FC-R4	Customer credit limits; counterparty limits on treasury placements.	Overdue and ageing review; counterparty credit-rating watch.	Credit hold and recovery action; expected-credit-loss provisioning under IFRS 9.
FC-R5	Reporting calendar; IFRS/BSEC compliance checklists; finance-team capability building.	Internal-audit review; external audit and assurance.	Remediation plans tracked by the Audit Committee; restatement protocol if required.

Opportunities and Forward Strategy

A stronger balance sheet converts directly into strategic options. The table rates how well today's financial capital positions Beacon to capture each opportunity (●●●●● = fully positioned) and sets out the forward actions.

Opportunity	Capital strength that positions Beacon (evidence)	Strength	Forward strategy to capture it	Horizon
Operating leverage	OPEX +27.4% vs revenue +31.0%; operating margin +2.7%; spare capacity in four of five plants.	●●●●●	Direct incremental volume to under-used plants; hold fixed-cost growth below revenue growth.	M
Lower cost of funds and term-out	Equity ratio 40.0%, interest cover 3.0x and net repayment of BDT 737 Mn strengthen the credit profile.	●●●●●	Refinance part of short-term loans into longer tenors; renegotiate spreads on improved ratios.	S–M
Sustainability-linked capital	Energy intensity −7.5%, water intensity −6.2%, 12% renewables.	●●●●●	Explore sustainability-linked or green facilities with KPIs tied to renewable share and energy intensity.	M–L
Export earnings as a natural hedge	135+ countries served; 16 new export registrations in the year.	●●●●●	Grow foreign-currency export revenue to offset import payables and reduce FX risk (FC-R1).	M–L

SDG Impact Statement and FY2024-25 vs FY2025-26 Comparison

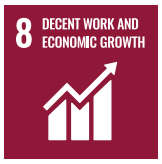
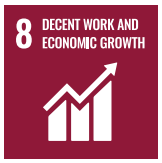
Our Contribution

Disciplined financial management converts directly into development outcomes: productive growth and jobs (SDG 8), self-funded investment in research and industrial capability (SDG 9), transparent and accountable stewardship of capital (SDG 16), and a material contribution to the national exchequer (SDG 17).

SDG	Target contributed to	Beacon's FY2025–26 contribution and evidence
	8.2 — Higher productivity through technological upgrading and innovation	Revenue +31.0% and operating profit +49.2%; revenue per employee BDT 2.87 Mn.
	9.5 — Enhance research and upgrade industrial capabilities	BDT 59 Mn R&D and BDT 510 Mn capex funded mainly from internally generated cash.
	16.6 — Effective, accountable and transparent institutions	Audited statements, Audit Committee oversight and IFRS S1/S2 disclosure.
	17.1 — Strengthen domestic resource mobilisation	BDT 2,697 Mn in taxes and duties (Statement of Value Added); current income tax BDT 575 Mn.

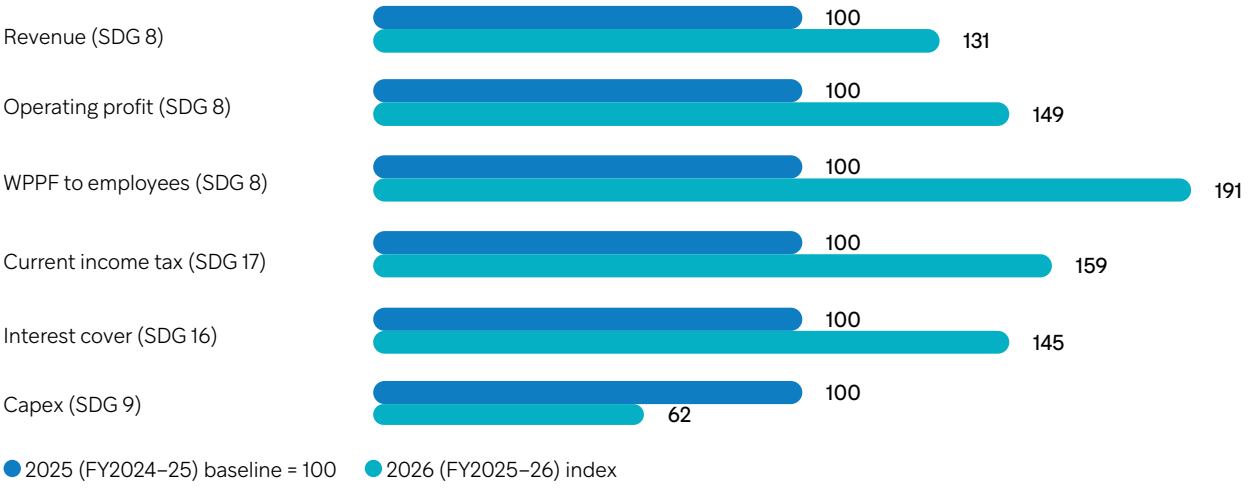
Comparative SDG outcome analysis — FY2024-25 vs FY2025-26

How the outcomes of financial capital changed between FY2024–25 and FY2025–26, and what that change means for each goal. Indicators without a reported FY2024–25 figure are shown as FY2025–26 baselines.

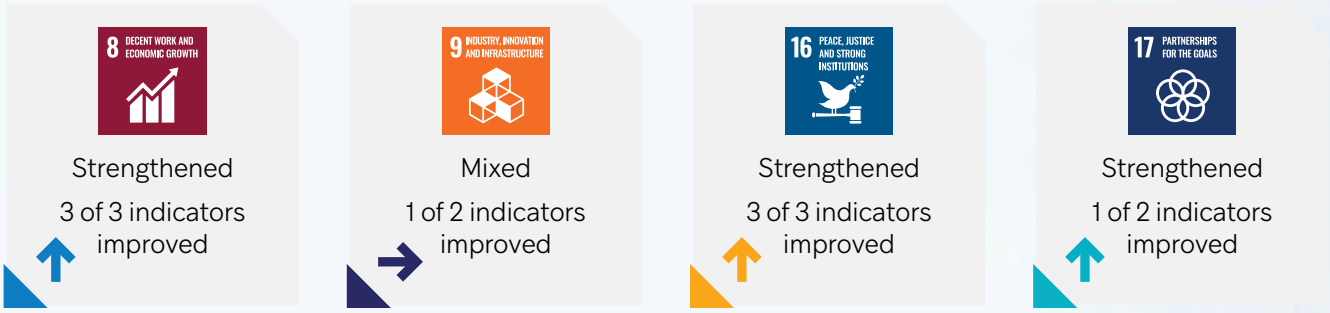
SDG	Target	Outcome indicator	FY2024–25	FY2025–26	Change	Impact
	8.2 Productivity & growth	Revenue (BDT Mn)	12,543	16,426	+31.0%	▲ Strengthened
	8.2 Productivity & growth	Operating profit (BDT Mn)	2,399	3,579	+49.2%	▲ Strengthened
	8.2 Productivity & growth	Asset turnover	0.7x	0.8x	+0.1x	▲ Strengthened

SDG	Target	Outcome indicator	FY2024–25	FY2025–26	Change	Impact
8 DECENT WORK AND ECONOMIC GROWTH	8.5 Decent work — profit sharing	WPPF contribution (BDT Mn)	65	124	+91.0%	▲ Strengthened
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9.5 Research & capability	Capex — PPE, CWIP, intangibles (BDT Mn)	823	510	-38.1%	▼ Moderated
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9.5 Research & capability	R&D investment (BDT Mn)	36	59	+61.9%	▲ Strengthened
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	16.6 Accountable institutions	Interest cover	2.0x	3.0x	+1.0x	▲ Strengthened
17 PARTNERSHIPS FOR THE GOALS	17.1 Domestic resources	Current income tax (BDT Mn)	362	575	+58.9%	▲ Strengthened
17 PARTNERSHIPS FOR THE GOALS	17.1 Domestic resources	Taxes & duties, value added basis (BDT Mn)	2,071	2,697	+30.2%	▲ Strengthened

SDG outcome drivers — FY2025–26 vs FY2024–25 (baseline = 100)



SDG Impact Momentum, FY2024-25 vs FY2025-26

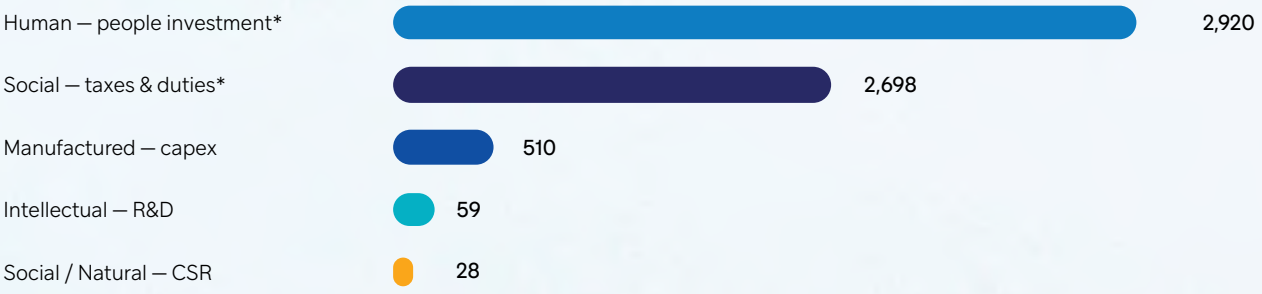


How Financial Capital Shapes the Other Five Capitals

In Beacon's value-creation model financial capital is the transmission mechanism: it is converted into plant, knowledge, skills, relationships and environmental stewardship — and, when those capitals perform, they convert back into cash. The matrix below traces each channel for FY2025–26, the evidence of return, and the trade-off the Board manages.

Capital	Financial channel	FY2025–26 deployment	Effect on that capital	Return to financial capital
Manufactured	Capex and maintenance	Capex BDT 510 Mn; PPE +6.8% to BDT 5,656 Mn; CWIP capitalised	GPF-1 utilities modernised; automated handling at OPF-1, PPF-1, TPF-1	Asset turnover 0.7x → 0.8x
Intellectual	R&D and regulatory-dossier budget	BDT 59 Mn (0.3% of revenue); 42% oncology	AI screening platform; 3 Phase III; 52 launches	Gross margin 53.8%; 75% oncology share
Human	Pay, benefits, training, WPPF, retirement benefits	Payroll BDT 2,920 Mn; benefits BDT 542 Mn; WPPF BDT 124 Mn; benefit obligation BDT 1,019 Mn	220,332 training hours; scholarship scheme	BDT 2.87 Mn revenue per employee
Social & Relationship	Supplier payments, taxes, CSR, dividends	Suppliers BDT 4,961 Mn; taxes BDT 2,698 Mn; CSR BDT 29 Mn; dividends BDT 292 Mn	2227+ suppliers; 155,000+ outlets; licence to operate	98.5% supply continuity; 97.3% of revenue collected in cash
Natural	Efficiency capex, ETP operation, renewable roadmap	Within capex and CSR	Energy -7.5%, water -6.2% intensity; 12% renewables	Lower utility cost; climate resilience

Financial capital channelled into the other capitals — FY2025–26 (BDT Mn)



* Specific definitions and reporting standards are available in the full annual report.

Trade-Offs the Board Balanced

Trade-off	Capitals	How it was balanced in FY2025–26
Deleveraging vs investment	Financial ↔ Manufactured, Intellectual	BDT 737 Mn of loans repaid while BDT 510 Mn capex and BDT 59 Mn R&D were still funded from BDT 2,236 Mn of operating cash.
R&D today vs profit today	Financial → Intellectual	R&D equal to 0.36% of revenue builds intellectual capital that is largely off-balance-sheet (intangible assets only BDT 8 Mn).
Reward for people vs margin	Financial → Human	WPPF rose 91% to share success with employees while opex growth was held below revenue growth.
Dividends vs retention	Financial ↔ Social & relationship	Dividends of BDT 292 Mn paid while retained earnings rose BDT 1,822 Mn to fund the pipeline.
Local sourcing vs cost	Social & relationship ↔ Financial	89% local purchase reduces FX exposure (FC-R1), accepting a possible price premium on some inputs.

The feedback loop

Financial capital invested in the other five capitals returned to it during the year: higher plant utilisation lifted asset turnover, oncology-led innovation protected a 53.8% gross margin, trained people delivered a 99.6% batch success rate, trusted customers paid 97.3% of revenue in cash, and resource efficiency eased utility-cost pressure. That loop — invest, perform, replenish — is how Beacon grows equity without issuing shares.



The Six Capitals

MANUFACTURED CAPITAL

State-of-the-art manufacturing facilities and infrastructure across five specialized plants

1,683 Mn
Installed capacity (pieces)
5 plants

55.0%
Capacity utilisation
FY2025–26

99.6%
Batch success rate
Right-first-time

100%
GMP compliance
Zero tolerance met

Manufactured capital is the physical means by which Beacon turns science into medicine: five specialised, internationally certified plants — GPF-1, GPF-2, OPF-1, PPF-1 and TPF-1 — together with their cleanrooms, utilities, laboratories and warehouses. On the balance sheet it is represented by BDT 5,656 Mn of property, plant and equipment, BDT 686 Mn of capital work in progress and BDT 128 Mn of right-of-use assets — together 31% of total assets.

This capital is where the Core Value "committed to quality in all our activities" is tested every day, and it anchors the Quality Excellence pillar. Just as important, its substantial untapped capacity is Beacon's principal source of future operating leverage: the next phase of growth can be served largely from assets already built.

Our manufacturing footprint

Plant	Specialism	Accreditation / standard	Utilisation profile	Strategic role
GPF-1	Oral solid & liquid (flagship)	cGMP	70.7% (FY2024–25)	Production backbone
OPF-1	Oncology	cGMP	Below 25% — headroom	Oncology leadership and exports
PPF-1	Sterile injectables (Grade A/B cleanrooms)	cGMP	Below 25% — headroom	High-value sterile portfolio
TPF-1	Semi-solid formulations	cGMP	Below 25% — headroom	Topicals and export
GPF-2	Oral expansion capacity	cGMP	Below 25% — significant headroom	Growth runway

Stock of capital	30 Jun 2025	30 Jun 2026	Change	What it tells us
Property, plant & equipment	5,296	5,656	+6.8%	Completed projects capitalised from CWIP.
Capital work in progress	1,094	686	–37.3%	Modernisation projects brought into use.
Right-of-use assets	130	128	–1.2%	Leased facilities broadly stable.
Asset turnover (revenue / total assets)	0.7x	0.8x	+0.1x	More revenue from each Taka of assets.

BDT million unless stated. Verdict: manufactured capital strengthened — more productive and better maintained.

Strategy and inputs deployed

Beacon's manufacturing strategy has two aims: sustain 100% GMP compliance as a non-negotiable, and raise utilisation at GPF-2, OPF-1, PPF-1 and TPF-1 towards GPF-1's benchmark. In FY2025–26 the Company modernised GPF-1's HVAC and utilities, continued EU-GMP/WHO-cGMP compliance programmes, extended automated material handling across OPF-1, PPF-1 and TPF-1, and advanced capacity planning to bring GPF-2 into productive use.

Strategic priority	Inputs deployed in FY2025–26	Evidence of execution
Modernise infrastructure	Capex BDT 510 Mn; HVAC and utilities upgrade at GPF-1 completed.	CWIP reduced 37.3% as projects were commissioned.
Assure quality and compliance	Multi-stage QA/QC testing; EU-GMP/WHO-cGMP programmes; trained QA/QC staff.	100% GMP compliance; 99.6% batch success.
Automate	Automated material handling at OPF-1, PPF-1 and TPF-1.	Consistent quality at higher volumes.
Unlock capacity	Capacity planning for GPF-2; product transfers across plants.	Utilisation 44.95% (FY2024–25) → 55.34% (FY2025–26).

Output, outcome and value created

ACTIVITIES — what we do

- Operation of five WHO-cGMP/ EU-GMP compliant facilities
- HVAC and utilities modernisation at GPF-1
- Multi-stage QA/QC testing and continuous improvement
- Automated material handling

OUTPUTS — what we deliver

- Effective output ~932 Mn pieces at 55.3% utilisation
- 99.6% batch success; 100% GMP compliance
- Reliable supply to 135+ countries

OUTCOMES — value created

- 31% revenue growth absorbed with capex 38% lower than FY2024–25
- Asset turnover 0.7x → 0.8x
- Gross margin +1.8%
- Export eligibility and licence to operate protected

Installed capacity versus output (Mn pieces)



Figure MC-1. Volumes come from two Company disclosures on different bases (FY2024–25 operational review and FY2025-26 Value Creation Model) and are labelled accordingly.

Manufacturing Performance Dashboard (%)



Manufacturing KPI	FY2025–26	Financial significance
Installed capacity	1,683 Mn pieces	Sets how much growth can be captured without proportionate new capex.
Capacity utilisation	55.3%	Unused capacity at four plants is a capital-light runway for exports and toll manufacturing.
Batch success rate	99.6%	Protects gross margin by minimising scrap, rework and lost production time.
GMP compliance	100%	Preserves export eligibility (EU-GMP/WHO-cGMP) and the licence to operate.
Capex	BDT 510 Mn (FY2024–25: 823)	Growth delivered without a step-change in capital spending.

Operating leverage in numbers

Revenue grew 31.0% while capital expenditure fell 38.1% to BDT 510 Mn, and every Taka of assets generated BDT 0.79 of revenue against BDT 0.65 a year earlier. Because GPF-1 alone runs at robust utilisation while the four other plants retain significant headroom, the marginal capital cost of Beacon's next phase of growth is materially lower than for a fully utilised manufacturing base.

Non-financial ratios — manufactured capital

Ratio	FY2024–25	FY2025–26	Change	Signal
Capacity utilisation (effective output ÷ installed capacity)*	44.9%	55.3%	+10.39%	▲ Favourable
Effective output per manufacturing employee (Mn pieces)*	0.93	1.15	+24.4%	▲ Favourable
Asset turnover (revenue ÷ total assets)	0.7x	0.8x	+0.1x	▲ Favourable
Capital work in progress ÷ PPE	20.7%	12.1%	-8.5%	► Neutral
Capital expenditure ÷ revenue	6.6%	3.1%	-3.5%	► Neutral
Capex coverage by operating cash flow	1.94x	4.38x	+2.44x	▲ Favourable
Technical & cGMP training hours per manufacturing employee	64.2	77.3	+20.3%	▲ Favourable
Batch success rate / GMP compliance	n/a	99.6% / 100%	—	◆ Baseline
Product complaints per million units	n/a	0.2	—	◆ Baseline

Operational Performance & Efficiency Metrics

Asset turnover (x)

FY2024–25 **0.7**

FY2025–26 **0.8**

+23.0% YoY

Higher revenue generated per unit of total assets.

Capex coverage (x)

FY2024–25 **1.9**

FY2025–26 **4.3**

+125.8% YoY

Significant expansion in cash flow coverage for capital investments.

Output per mfg employee (Mn pcs)*

FY2024–25 **0.9**

FY2025–26 **1.1**

+24.4% YoY

Strong gain in workforce manufacturing productivity.

Figure MC-1. Asset and labour productivity of manufactured capital. * Output volumes are indicative (FY2024–25 operational review vs FY2025-26 Value Creation Model basis); manufacturing headcount from the HR data.

Risks — category, appetite, assessment and control

Risk register — category, appetite and rationale

ID	Risk and its drivers	Risk category	Risk appetite	Appetite rationale
MC-R1	Product-quality or GMP deviation — a failed batch, adverse inspection finding or recall that compromises patient safety or export accreditation.	Operational – Quality & GMP	**Zero tolerance**	Patient safety and EU-GMP/WHO-cGMP status are Beacon's licence to operate; the Board designates quality its lowest risk-tolerance category.
MC-R2	Energy and utility cost escalation or supply interruption (power, gas) raising unit cost and stopping lines.	Operational – Utilities	**Cautious**	Energy is essential and partly outside Beacon's control; exposure is accepted only with back-up generation and efficiency programmes.
MC-R3	Dependence on imported APIs and packaging — lead-time and price shocks that interrupt production.	Operational – Supply	**Cautious**	Some APIs have no local source; risk is accepted but buffered through stock cover and dual sourcing.
MC-R4	Under-utilisation of GPF-2, OPF-1, PPF-1 and TPF-1 leaving fixed cost unabsorbed and diluting returns.	Strategic – Capacity	**Moderate**	Headroom is held deliberately for growth, but must be converted into volume within the planning horizon.
MC-R5	Plant breakdown or business interruption (critical equipment failure, fire, flood).	Operational – Continuity	**Minimal**	Each plant specialises in a dosage form, so a single-point failure can halt a product family.

Risk register — category, appetite and rationale

ID	Likelihood	Impact	Score	Residual rating	Trend vs FY2024–25	Key risk indicator (KRI) — FY2025–26 reading
MC-R1	2	5	10	High	► Stable	Batch success 99.6%; GMP compliance 100%; 0.28 complaints per million units.
MC-R2	4	3	12	High	▲ Rising	Energy-consumption intensity -7.5% YoY.
MC-R3	3	4	12	High	► Stable	Supply continuity 98.5%.
MC-R4	3	3	9	Moderate	▼ Easing	Utilisation 55.3% (FY2025–26) vs 44.9% (FY2024–25).
MC-R5	2	4	8	Moderate	► Stable	Breakdown vs planned maintenance ratio (to be reported from FY2026–27).

Risk Register — Category, Appetite and Rationale

5 Severe		MC-R1			
4 Major		MC-R5	MC-R3		
3 Moderate			MC-R4	MC-R2	
2 Limited					
1 Minor					
▲ Impact Likelihood ▶	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost certain

● Low (1–4) ● Moderate (5–9) ● High (10–16) ● Critical (20–25)

The Risk Management Cycle in Action

1. Identify ▶
Plant heads, QA and engineering log deviations, audit observations and equipment-risk items.

2. Assess ▶
Quality risk-management tools rate severity, occurrence and detectability of each hazard.

3. Evaluate vs Appetite ▼
Quality risks are tested against zero tolerance; utility and supply risks against the Cautious appetite.

8. Review & learn ▲
Regulatory inspections, self-inspections and annual product quality reviews refresh the register.

Manufactured Capital
Owner: Director, Operations & Head of QA • Oversight: Board

4. Respond ▼
CAPA, line qualification, GPF-1 utility modernisation and automated material handling.

7. Report ▲
Monthly quality and operations review; quarterly summary to the Audit Committee and Board.

6. Monitor ◀
Batch success, deviation trends, utilisation and energy use per unit tracked monthly.

5. Control ◀
SOPs, batch-record review, QA release and preventive-maintenance schedules.

Internal controls to prevent, detect and correct

ID	Preventive — stop it happening	Detective — spot it early	Corrective — fix and recover
MC-R1	Validated processes and SOPs; GMP training; suppliers; Grade A/B cleanroom classification.	In-process and release testing; environmental monitoring; self-inspections; complaint trending.	CAPA and root-cause investigation; batch rejection; recall procedure.
MC-R2	Energy-efficient HVAC and utilities (GPF-1 completed); standby generation; tariff planning.	Plant-level utility metering; energy-per-unit dashboard.	Load-management plan; shift rescheduling; alternative supply arrangements.
MC-R3	Dual sourcing; safety-stock norms; approved-vendor list; long-term supply agreements.	Lead-time and stock-cover alerts; supplier performance scorecards.	Emergency procurement; approved alternative materials under change control.

ID	Preventive — stop it happening	Detective — spot it early	Corrective — fix and recover
MC-R4	Capacity plan linked to portfolio and export pipeline; toll-manufacturing business development.	Monthly utilisation by plant and line.	Reallocate products across plants; contract-manufacturing offers.
MC-R5	Preventive maintenance; critical spares; fire-safety systems; flood defences.	Condition monitoring; safety audits.	Business-continuity plan; inter-plant transfer; insurance recovery.

Opportunities and Forward Strategy

Opportunity	Capital strength that positions Beacon (evidence)	Strength	Forward strategy to capture it	Horizon
Toll & contract manufacturing	Four of five plants have spare capacity; EU-GMP/WHO-cGMP accreditation already in place.	●●●●●	Target multinational and regional partners for oncology, sterile and semi-solid products.	S–M
Export volume growth	135+ countries served; 16 new export registrations; 100% GMP compliance.	●●●●●	Load GPF-2 and TPF-1 with registered export SKUs.	M
Specialty oncology & sterile scale-up	OPF-1 (oncology) and PPF-1 (Grade A/B) with headroom; 3 oncology formulations in Phase III.	●●●●●	Transfer pipeline products to commercial scale in existing plants.	M–L
Automation & digital manufacturing	Automated material handling rolled out; AI already used in R&D.	●●●●●	Extend automation and electronic batch records to cut cost per unit and deviations.	M
Energy-efficient operations	GPF-1 utility modernisation; energy intensity −7.5%.	●●●●●	Replicate utility upgrades across plants; add on-site renewables.	M

SDG Impact Statement and FY2024-25 Vs FY2025-26 Comparison

Our Contribution

Five specialised, internationally certified plants represent direct investment in resilient industrial infrastructure (SDG 9). A 99.6% batch-success rate and 100% GMP compliance across 932 million units safeguard quality and patient safety at scale (SDG 3), while modernised utilities underpin the resource-efficiency gains reported under Natural Capital (SDG 12).

Opportunity	Target contributed to	Beacon's FY2025–26 contribution and evidence
	3.8 — Access to safe, effective, quality and affordable essential medicines	932 Mn units produced at 99.6% batch success and 100% GMP compliance; 0.28 complaints per million units.
	9.2 / 9.4 — Sustainable industrialisation; upgrade infrastructure with clean technologies	Five certified plants; GPF-1 HVAC/utilities modernised; BDT 510 Mn capex.
	12.2 — Sustainable management and efficient use of natural resources	Modernisation supports energy intensity −7.5% and water intensity −6.2%.

Comparative SDG Outcome Analysis — FY2024-25 Vs FY2025-26

How the outcomes of manufactured capital changed between FY2024–25 and FY2025–26, and what that change means for each Goal. Indicators without a reported FY2024–25 figure are shown as FY2025–26 baselines.

SDG	Target	Outcome indicator	FY2024–25	FY2025–26	Change	Impact
3 GOOD HEALTH AND WELL-BEING	3.8 Access to quality medicines	Capacity utilisation*	45.0%	55.3%	+10.3%	▲ Strengthened
3 GOOD HEALTH AND WELL-BEING	3.8 Access to quality medicines	Output (Mn pieces)*	757	932	+23.5%	▲ Strengthened
3 GOOD HEALTH AND WELL-BEING	3.8 Access to quality medicines	Batch success / GMP compliance	n/a	99.6% / 100%	—	► Baseline
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9.4 Upgrade infrastructure	Property, plant & equipment (BDT Mn)	5,296	5,656	+6.8%	▲ Strengthened
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9.4 Upgrade infrastructure	Asset turnover (revenue / total assets)	0.65x	0.79x	+0.15x	▲ Strengthened
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.2 Efficient resource use	Energy-consumption intensity (index)	100	92.5	-7.5%	▲ Strengthened
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.2 Efficient resource use	Water-consumption intensity (index)	100	93.8	-6.2%	▲ Strengthened

Manufacturing Outcomes — FY2024–25 = 100



For energy and water intensity, lower values indicate greater efficiency.

What changed — and why it matters for the Goals

Between FY2024-25 and FY2025-26 Beacon's plants delivered more medicine from the same asset base. Utilisation rose from 45.0% to 55.3% and output from about 757 Mn to about 932 Mn pieces (indicative, as the two figures come from different disclosures), widening the supply of quality-assured medicine that underpins SDG 3.8.

For SDG 9.4 the story is productive upgrading: PPE grew 6.8% as modernisation projects were commissioned, and each Taka of assets generated BDT 0.79 of revenue against BDT 0.65 in FY2024-25. For SDG 12.2, the modernised utilities helped cut energy intensity by 7.5% and water intensity by 6.2% — so higher output came with a lower resource footprint per unit.

SDG Impact Momentum, FY2024-25 vs FY2025-26

3 GOOD HEALTH AND WELL-BEING	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
▲ Strengthened	▲ Strengthened	▲ Strengthened
2 of 3 indicators improved	2 of 3 indicators improved	2 of 3 indicators improved



The Six Capitals

INTELLECTUAL CAPITAL

R&D Expertise, IP, Brands, Processes and Technological know-how

BDT 59 Mn
R&D investment
0.4% of revenue

52 / 55
Launched FY2025–26 / FY2024–25
3 oncology in Phase III

52 / 16
New product registrations
domestic / export

75.0%
Domestic oncology share
market leadership

Intellectual capital is the direct expression of Beacon's Mission — "improve the quality of human life by providing innovative pharmaceutical products developed through continuous research and development". It comprises the Company's formulation science, oncology and biosimilar expertise, regulatory dossiers, brands, manufacturing process know-how and, since this year.

It is also the capital least visible in the financial statements. Intangible assets carried on the balance sheet total just BDT 8 Mn, against BDT 59 Mn invested in R&D in a single year. The real stock of intellectual capital shows up instead in a portfolio of 47 therapeutic classes, 286 brands and 550 generics, in 75% of the domestic oncology market, and in the premium that customers pay for a differentiated, trusted portfolio. It is the primary driver of the Innovation Leadership pillar.

Scoring scales

Stock of capital	30 June 2025	30 June 2026	Change	What it tells us
Therapeutic classes	45	47	+4.4%	Broader disease coverage.
Brands in market	274	286	+4.4%	Brand equity and doctor recognition.
Generics	533	550	+3.2%	Affordable access across categories.
Intangible assets (BDT Mn)	16.5	8.3	-49.5%	Amortisation — true intellectual capital is off-balance-sheet.

Verdict: intellectual capital strengthened — deeper portfolio, stronger pipeline and a new digital R&D capability.

Strategy and Inputs Deployed

Beacon invested **BDT 59 Mn** in R&D, with **42% directed to oncology**, and completed roll-out across the R&D division — accelerating the progression of new formulations through development towards Phase III trials. The strategy is to keep prioritising oncology and biosimilars while broadening therapeutic depth, and to use digital tools to shorten development cycles and strengthen dossiers for export markets.

R&D budget allocation — BDT 59 Mn

R&D budget | **Oncology 42% — BDT 24 Mn** | **Other therapeutic areas 58% — BDT 34 Mn**

Scoring scales

Strategic priority	Inputs deployed in FY2025–26	Evidence of execution
Lead in oncology & biosimilars	BDT 24 Mn oncology R&D; dedicated OPF-1 capacity.	3 oncology formulations advanced to Phase III; 75.0% domestic oncology share.
Broaden therapeutic depth	BDT 34 Mn across chronic-disease and general therapies.	Therapeutic classes 45 → 47; generics 533 → 550.
Build regulatory dossiers	Regulatory-affairs team; export dossier development.	52 domestic and 16 export new product registrations in the year.
Protect know-how	Data-integrity and access controls; IP reviews.	Preparation for post-LDC patent regime.

Output, Outcome and Value Created

Activities — what we do

- R&D across oncology, biotech, general and chronic-disease therapies
- Formulation and process innovation
- Regulatory dossier development
- Deployment of AI-assisted screening

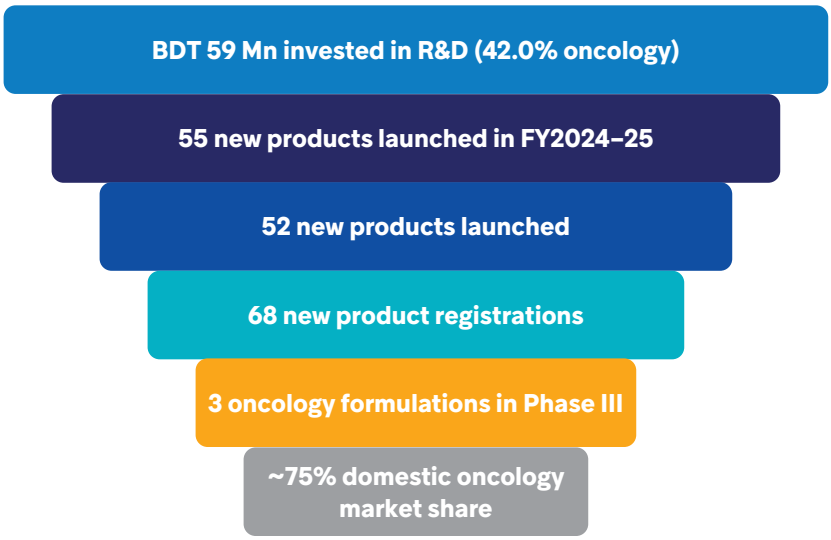
Outputs — what we deliver

- 52 new products launched (FY2024–25: 55)
- 3 oncology formulations in Phase III
- 52 domestic and 16 export new registrations
- Classes 45 → 47; brands 274 → 286; generics 533 → 550

Outcomes — value created

- Sustained ~75% domestic oncology share
- Premium positioning supporting a 53.8% gross margin
- Broader export access
- Faster time-to-market and long-term defensibility

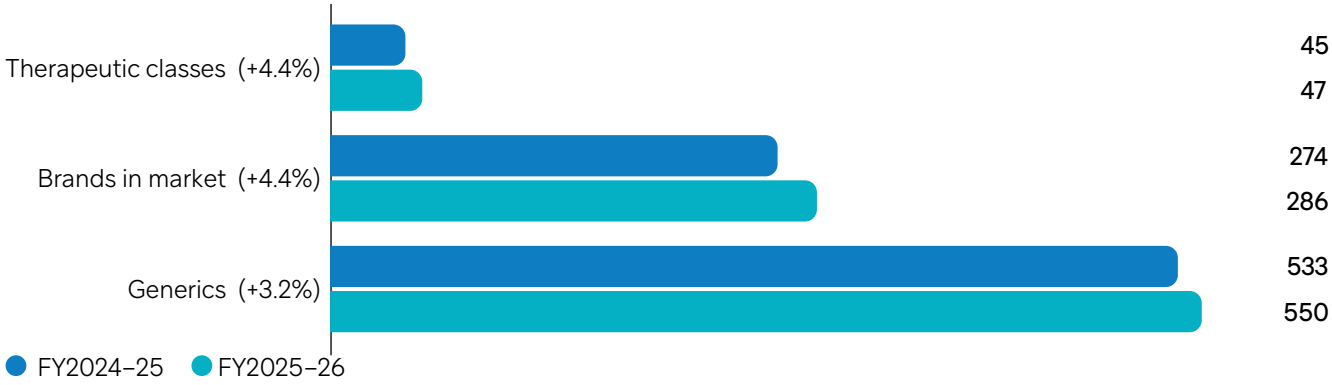
The Innovation Funnel — FY2025–26



- Dedicated funding for all future product discovery, ensuring a strong base, with significant resources targeting cancer research.
- Prior-year launches, the comparative base for FY2025–26.
- Number of completed new products brought to the commercial market.
- 52 domestic and 16 export registrations: formally secured regulatory approvals across new markets and products.
- Advanced, large-scale patient trials determining product efficacy before final release.
- The resulting substantial dominance of the local cancer treatment market.

Figure IC-1. *From investment to market position. R&D invested per new launch ≈ BDT 1 Mn.*

Portfolio Growth — FY2024–25 vs FY2025–26



Intellectual capital KPI	FY2024–25	FY2025–26	Value signal
R&D investment	BDT 37 Mn	BDT 59 Mn	+61.9% YoY; 0.3% of revenue
Oncology share of R&D	—	42.0%	Focus on leadership segment
New products launched	55	52	Renewal of the portfolio
New product registrations	—	68 (52 domestic · 16 export)	Market access
Formulations advanced to Phase III	—	3 (oncology)	Future differentiated revenue
Gross profit margin	52.0%	53.8%	Pricing power of the portfolio

Why it matters

Sustained R&D intensity concentrated in oncology underpins Beacon's ~75% domestic oncology share, its premium positioning against commoditised generics and its defensibility against price-based competition. Because most of this value is not recognised on the balance sheet, the KPIs above are the best measure of the capital Beacon is building.

Non-Financial Ratios — Intellectual Capital

Ratio	FY2024–25	FY2025–26	Change	Signal
R&D intensity (R&D ÷ revenue)	0.3%	0.4%	+0.01%	▲ Favourable
R&D invested per new launch (BDT Mn)	0.66	1.14	+71.3%	▶ Neutral
Oncology share of R&D budget	n/a	42%	—	◆ Baseline
New product launches (Nos.)	55	52	-5.5%	▶ Neutral
Portfolio renewal (new brands ÷ opening brands)	n/a	4.0%	—	◆ Baseline
Therapeutic classes / brands / generics — growth	45 / 274 / 533	47 / 286 / 550	+4.4% / +4.4% / +3.2%	▲ Favourable
Gross margin — the value of the portfolio	52.0%	53.8%	+1.8%	▲ Favourable
Quality & regulatory training hours	38,207	56,225	+47.2%	▲ Favourable
Digital & data training hours per employee	4.4	4.1	-6.2%	▼ Adverse
Intangible assets ÷ total assets	0.09%	0.04%	-0.05%	▶ Neutral

Investing in Capability — Training Hours by Critical Pillar

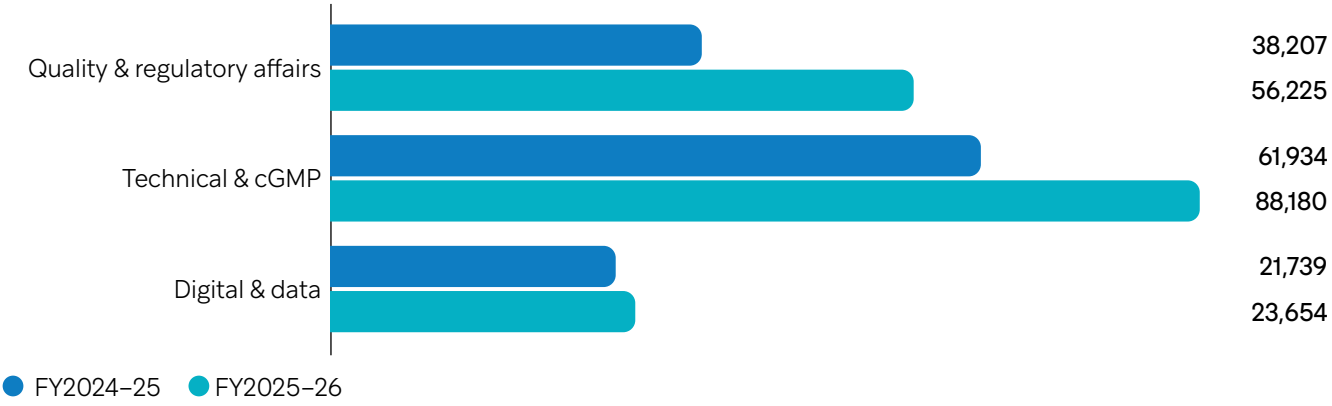


Figure IC-2. Knowledge-building training hours that sustain the R&D, regulatory-dossier and digital capabilities behind intellectual capital. Digital & data hours grew 8.8% but fell per employee as headcount rose 16% — a gap given the AI-screening roll-out.

Risk Register — Category, Appetite and Rationale

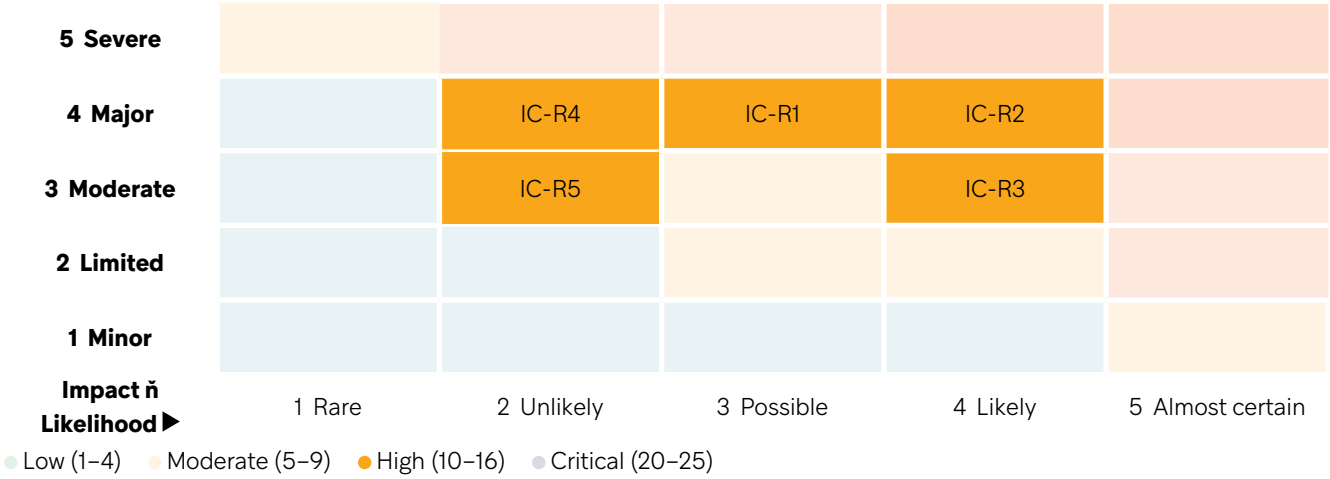
Risk Register — Category, Appetite and Rationale

ID	Risk and its drivers	Risk category	Risk appetite	Appetite rationale
IC-R1	Clinical, pipeline and regulatory-approval risk — formulations fail, trials slip or approvals are delayed.	Strategic – R&D	Moderate	Innovation requires accepting some failure; the risk-appetite framework sets a Moderate appetite for R&D.
IC-R2	LDC graduation and the tapering of the TRIPS pharmaceutical waiver — full patent compliance raises cost and complexity of differentiated products.	Regulatory / Strategic	Cautious	A structural shift Beacon must prepare for rather than avoid; exposure is managed by portfolio choices and partnerships.
IC-R3	Intensifying generic competition eroding differentiation and price.	Market	Moderate	Competition is intrinsic to generics; defended through specialisation, brands and portfolio mix.
IC-R4	Loss or compromise of formulation know-how, dossiers or R&D data through cyber-attack or leakage.	Technology / IP	Minimal	Know-how is the core intellectual asset and largely unprotected by patents.

Residual Risk Assessment

ID	Likelihood	Impact	Score	Residual rating	Trend vs FY2024–25	Key risk indicator (KRI) — FY2025–26 reading
IC-R1	3	4	12	High	▶ Stable	52 new products launched (FY2024–25: 55); 3 oncology formulations in Phase III.
IC-R2	4	4	16	High	▲ Rising	Share of pipeline with freedom-to-operate clearance (to be reported).
IC-R3	4	3	12	High	▶ Stable	Gross margin 53.8% (FY2024–25: 52.0%); ~75% domestic oncology share.
IC-R4	2	4	8	Moderate	▲ Rising	R&D information-security incidents (to be reported).

Intellectual Capital Risk Heat Map (Residual)



The Risk Management Cycle in Action

1 Identify ▶
Portfolio and pipeline reviews flag technical, clinical, IP and regulatory risks for every project.

2 Assess ▶
Stage-gate scoring of technical and regulatory probability of success and commercial value.

3 Evaluate Vs Appetite ▼
Project risk is set against the Moderate R&D appetite; oncology prioritised within the 42% allocation.

8 Review & learn ▲
Post-launch reviews and regulator feedback refine formulation and dossier practice.

Intellectual Capital
Owner: Head of R&D • Oversight: Board

4 Respond ▼
Continue, redesign, partner or stop at each gate; freedom-to-operate reviews before investment.

7 Report ▲
R&D portfolio report to management; strategic updates to the Board.

6 Monitor ◀
Pipeline progress, registration timelines and launch performance tracked.

5 Control ◀
Stage-gate approvals, data-integrity controls and restricted access to R&D systems.

Risk Register — Category, Appetite and Rationale

ID	PREVENTIVE — stop it happening	DETECTIVE — spot it early	CORRECTIVE — fix and recover
IC-R1	Stage-gate governance; AI-assisted pre-formulation screening; regulatory intelligence.	Milestone tracking; interim data and dossier-quality reviews.	Reformulate, redesign trials or reprioritise the portfolio.
IC-R2	Patent landscaping and freedom-to-operate reviews; off-patent and biosimilar focus; licensing strategy.	Monitoring of WTO/ TRIPS and national IP policy.	Product substitution; voluntary licences; re-sequenced launches.
IC-R3	Differentiated formulations; oncology specialisation; brand building.	Market-share and price tracking.	Lifecycle management; cost optimisation; portfolio pruning.
IC-R4	Role-based access; NDAs; secure document management; back-ups.	Audit trails and data-integrity reviews; IT security monitoring.	Incident response; data recovery; legal enforcement.

Opportunities and forward strategy

Opportunity	Capital strength that positions Beacon (evidence)	Strength	Forward strategy to capture it	Horizon
Rising oncology & chronic-disease burden	~75% oncology share; 42% of R&D in oncology; 3 Phase III formulations.	●●●●●	Deepen oncology and biosimilar portfolio; patient-access programmes.	M–L
Export markets that value innovation	16 new export registrations; accredited plants; dossier capability.	●●●●●	Build CTD-format dossiers for regulated and semi-regulated markets.	M
Partnerships and licensing	Formulation expertise across 47 therapeutic classes.	●●●●●	Co-development and licensing with global partners ahead of and after LDC graduation.	M
Portfolio breadth	550 generics and 286 brands.	●●●●●	Fill therapeutic gaps; lifecycle management of leading brands.	S–M

SDG Impact Statement and FY2024-25 Vs FY2025-26 Comparison

Our contribution

R&D-led innovation is the most direct expression of "Light for Life": 52 new products launched in FY2025–26 (55 in FY2024–25) expand access to affordable, high-quality medicines across oncology, chronic-care and general therapies (SDG 3), while AI-assisted R&D, digitisation and process innovation strengthen Bangladesh's industrial and technological base (SDG 9).

SDG	Target contributed to	Beacon's FY2025–26 contribution and evidence
	3.4 — Reduce premature mortality from non-communicable diseases, including cancer	75% domestic oncology share; 3 oncology formulations in Phase III; 42% of R&D in oncology.
	3.b — Support R&D of medicines and access to affordable essential medicines	BDT 59 Mn R&D; 52 launches; 550 generics.
	9.5 — Enhance scientific research and upgrade technological capabilities	AI-assisted formulation-screening platform; 52 domestic and 16 export registrations.

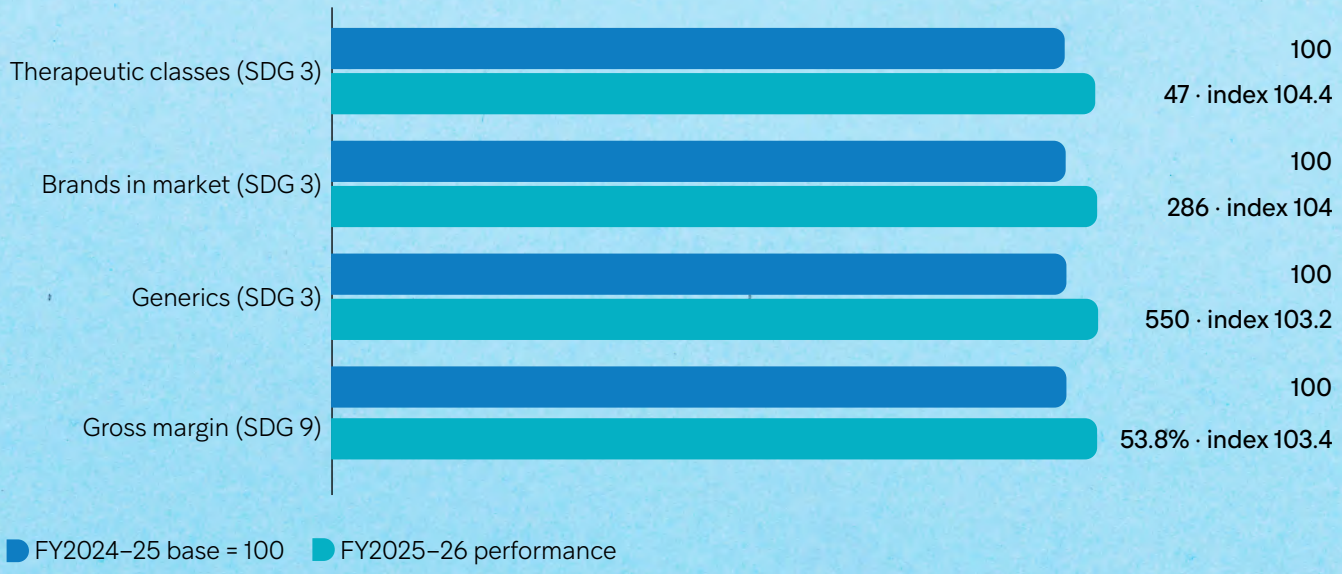
Comparative SDG outcome analysis — FY2024-25 vs FY2025-26

How the outcomes of intellectual capital changed between FY2024–25 and FY2025–26, and what that change means for each Goal. Indicators without a reported FY2024–25 figure are shown as FY2025–26 baselines.

SDG	Target	Outcome indicator	FY2024–25	FY2025–26	Change	Impact
3 GOOD HEALTH AND WELL-BEING	3.b Affordable medicines	Therapeutic classes	45	47	+4.4%	▲ Strengthened
3 GOOD HEALTH AND WELL-BEING	3.b Affordable medicines	Brands in market	274	286	+4.4%	▲ Strengthened
3 GOOD HEALTH AND WELL-BEING	3.b Affordable medicines	Generics	533	550	+3.2%	▲ Strengthened
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9.5 Scientific research	Gross margin (value of innovation)	52.0%	53.8%	+1.8%	▲ Strengthened
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9.5 Scientific research	AI-assisted formulation screening	Not division-wide	Division-wide	New	▲ Strengthened
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9.5 Scientific research	R&D intensity (R&D / revenue)	0.29%	0.36%	+0.07%	▲ Strengthened

n/a = no comparable FY2024–25 figure reported; FY2025–26 establishes the baseline. ▲ Strengthened ▶ Maintained ▼ Moderated ◆ Baseline set.

Portfolio breadth & innovation value — FY2024–25 = 100



What Changed — and Why it Matters for the Goals

Beacon's contribution to SDG 3.b broadened steadily from FY2024-25 to FY2025-26: two new therapeutic classes, 12 more brands and 17 more generics widened the range of affordable medicines available to patients. SDG 3.4 gained a forward-looking dimension, with three oncology formulations now in Phase III — future treatments for the non-communicable diseases where Beacon holds about 75% of the domestic oncology market.

3 GOOD HEALTH AND WELL-BEING

▲ Strengthened
3 of 5 indicators improved

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

▲ Strengthened
3 of 3 indicators improved



The Six Capitals

HUMAN CAPITAL

Skilled and Engaged Workforce, Leadership and Culture

5,726
Employees
16.0% YoY ▲

77.4%
Succession coverage
7.0% from 70.4% ▲

220,332
Training hours
≈38.5 hrs per employee

0.78
LTIFR per Mn hours
from 1.0 — safer ▼

Beacon's Core Values — "trustworthy relationship with customers", "believe in winning", "work as a team" — are only as real as the people who live them. Human capital is the knowledge, skills, health, motivation and leadership of 5,726 employees, and the culture that binds them. It is the capital that converts every other capital into results: plants do not run, molecules are not formulated and doctors are not engaged without skilled, committed people.

Human capital is therefore not a cost center but a direct input to the Quality Excellence and Innovation Leadership pillars. A well-trained workforce underpins the 99.6% batch success rate and 100% GMP compliance, and an engaged one sustains the innovation output that delivered 52 new launches this year.

Stock of human capital	30 Jun 2025	30 Jun 2026	Change	What it tells us
Employees (headcount at 30 June)	4,938	5,726	+15.9%	Workforce grew with a 31.0% revenue year.
Permanent employees	4,931	5,720	+16.0%	99.9% of the workforce is permanent.
Training hours per employee	35.2	38.5	+9.4%	Deeper investment in capability.
Average tenure (years)	4.0	4.5	+0.5 yrs	Experience is being retained.
Critical roles with an identified successor	19 of 27	24 of 31	+7.0%	Leadership bench is deepening.
Employee-benefit obligation (BDT Mn)	917	1,019	+11.1%	Long-term commitment to retirement security.

Verdict: human capital strengthened — a larger, better-trained and safer workforce with a deeper succession bench. Gender balance and the closure rate of safety corrective actions are the areas that still need work.

Strategy and Inputs Deployed

Beacon's approach rests on three pillars — building technical and leadership capability through structured training; protecting wellbeing through workplace-safety and diversity & inclusion programmes; and rewarding contribution through competitive pay, benefits and development — supported by a confidential whistleblowing channel and a culture in which safety and compliance concerns can be raised without fear of reprisal.

Strategic priority	Inputs deployed in FY2025–26	Evidence of execution
Build capability	Leadership-development and technical-skills programmes across manufacturing, R&D and regulatory affairs; GMP and QA/QC training.	220,332 training hours (≈38.5 per employee).
Protect wellbeing & inclusion	Workplace-safety and diversity initiatives championed at Board level.	Female Chairman; 4 independent directors appointed.
Reward contribution	Payroll BDT 2,919 Mn; benefits BDT 542 Mn; L&D BDT 46 Mn; WPPF BDT 124 Mn.	WPPF up 91.0% as employees shared in record profit.
Invest in families & future talent	New scholarship in honour of the late Managing Director, Mr. Mohammad Ebadul Karim, for employees' children achieving GPA 5.00 at SSC/HSC on first attempt.	Launched in FY2025–26.
Speak-up culture	Confidential whistleblowing channel; code of conduct.	Concerns raised without fear of reprisal.

Output, outcome and value created

ACTIVITIES — what we do

- Recruitment and development of technical, QA/QC, scientific and regulatory talent
- Leadership-succession, diversity and safety initiatives
- Compensation, benefits and well-being investment

OUTPUTS — what we deliver

- 5,726 employees
- 220,332 training hours (≈38.5 per employee)
- Two additional independent directors
- New employee-scholarship programme

OUTCOMES — value created

- 99.6% batch success and 100% GMP compliance sustained
- 92% customer satisfaction
- Payroll BDT 2,919 Mn (16.3% of revenue) and benefits BDT 542 Mn

Our People in Numbers — FY2025–26 Against FY2024–25

The indicators in this section are drawn from Beacon's Responsibilities Towards Staff data-collection workbook, in which each data-owning department (HR, Talent Acquisition, Payroll, EHS, L&D, Engagement & Welfare, Compliance, Succession Planning) reports raw counts, hours and Taka amounts, and every percentage, rate and ratio is calculated centrally on one basis. Financial denominators come from the FY2025–26 financial statements.

5,726
Employees
▲ 16.0%

1,331
New hires
99.1% offer acceptance

44.3%
Aged under 30
▲ 4.3%

4.5 yrs
Average tenure
0.5 yrs

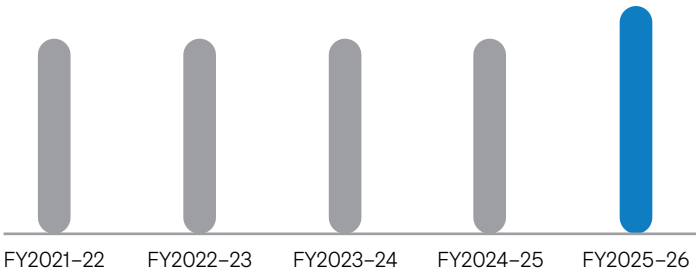
38.5
Training hours / employee
▲ 9.4%

0.78
LTIFR
Zero fatalities

77.4%
Succession coverage
▲ 7.0%

Workforce allocation trends (FY2021–22 to FY2025–26)

Active headcount, FY2021–22 to FY2025–26



Workforce by function, FY2025–26

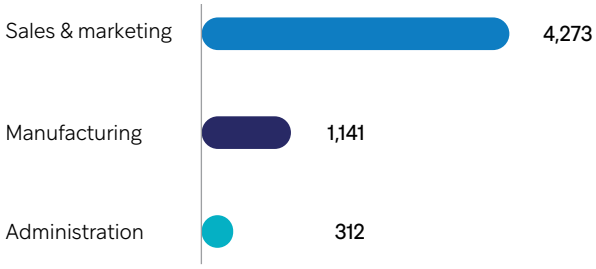
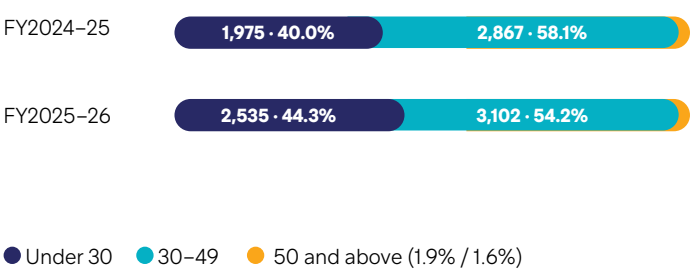


Figure HC-1. Left: headcount over five years — up 62% since FY2021–22 (CAGR 12.8%). Right: workforce by function, FY2025–26 (headcount).

Indicator	FY2024–25	FY2025–26	Change / mix
Total employees	4,938	5,726	+15.9%
Permanent / contractual	4,931 / 7	5,720 / 6	99.9% permanent
Female / male	296 / 4,642	329 / 5,397	Female 6.0% → 5.7%
Aged under 30	1,975 (40.0%)	2,535 (44.3%)	+4.3%
Aged 30–49	2,867 (58.1%)	3,102 (54.2%)	-3.9%
Aged 50 and above	96 (1.9%)	89 (1.6%)	-0.4%
Average tenure (years)	4.0	4.5	+12.5%
Employees with disabilities	0	0	—
Sales & marketing / manufacturing / administration	3,669 / 964 / 305	4,273 / 1,141 / 312	Shares 74.6% / 19.9% / 5.4%

Workforce Trends & Composition (FY2024–25 vs FY2025–26)

Workforce age composition



Female representation by level (%)

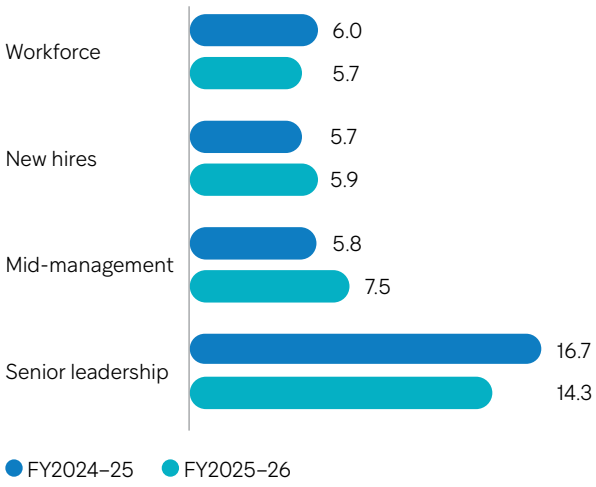


Figure HC-2. Left: age mix of the workforce (headcount, shown as % of total). Right: female representation by level, %.

Beacon's workforce is young and growing: 44% of employees are under 30 and headcount rose by 788 in the year, three-quarters of it in the field sales and marketing force that serves 155,000+ distribution points. Gender balance is the clearest gap. Women are 5.7% of the workforce and 5.9% of new hires; representation improved in mid-management (5.8% → 7.5%) but eased in senior leadership (3 of 21 roles, 14.3%) as the senior cohort grew. A gender-diversity target for technical and managerial hiring is being considered under the People & Culture pillar.

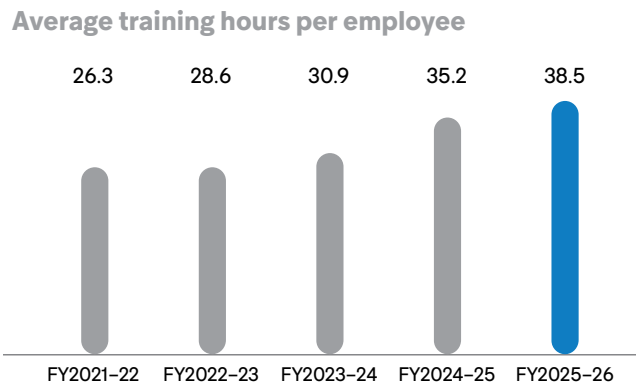
Diversity, Inclusion and Talent

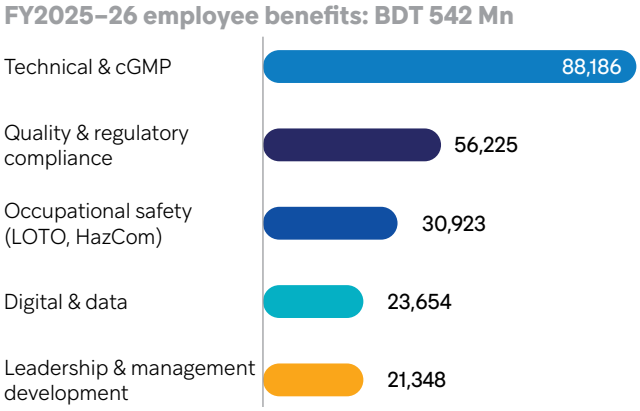
Indicator	FY2024–25	FY2025–26	Change	Signal
Female share of workforce	6.0%	5.7%	−0.3%	▼ Adverse
Female share of new hires	5.7%	5.9%	+0.2%	▲ Favourable
Female share of mid-management	5.8%	7.5%	+1.7%	▲ Favourable
Female share of senior leadership	16.7%	14.3%	−2.4%	▼ Adverse
Employees using flexible-work arrangements	250	300	+20.0%	▲ Favourable
Parental leave return rate	100%	100%	—	Stable
Sites with on-site daycare	1 of 1	1 of 1	—	Stable
Talent attraction, retention and mobility				
New hires	1,281	1,331	+3.9%	▲ Favourable
Hiring rate (new hires ÷ average headcount)	28.2%	25.0%	−3.2%	▶ Neutral
Offer acceptance rate	98.6%	99.1%	+0.5%	▲ Favourable
90-day retention of new hires	93.5%	91.1%	−2.4%	▼ Adverse
Internal / referral hires (Nos.)	748	858	+14.7%	▲ Favourable
Internal promotions	748	858	+14.7%	▲ Favourable
Employee turnover rate	22.0%	10.2%	+11.8%	▲ Favourable

Indicator	FY2024–25	FY2025–26	Change
Total training hours	173,750	220,332	+26.8%
Training hours per employee	35.2	38.5	+9.4%
Technical & cGMP	61,934	88,180	+42.4%
Quality & regulatory affairs	38,207	56,225	+47.2%
Occupational safety	28,925	30,925	+6.9%
Digital & data	21,739	23,654	+8.8%
Leadership & management	22,945	21,348	−7.0%
Mandatory compliance training completion	87.2%	89.7%	+2.5%
Learning & development spend (BDT Mn)	43	46	+7.0%
L&D spend per employee (BDT)	0.0089 Mn	0.0081 Mn	−9.0%
L&D spend per training hour (BDT)	247	209	−15.6%

Training is concentrated where quality and compliance risk is highest: technical/cGMP and quality & regulatory programmes account for 65.5% of all hours, up from 57.6%, directly supporting the 99.6% batch success rate and 100% GMP compliance reported under Manufactured Capital. Hours were delivered more cost-effectively (BDT 209 per hour against BDT 247). The fall in leadership and management hours runs against the succession priority in HC-R3 and will be reviewed in the FY2026–27 training plan; completion of mandatory compliance training (89.7%) is also below the 100% target.

Training: a Five-Year Review



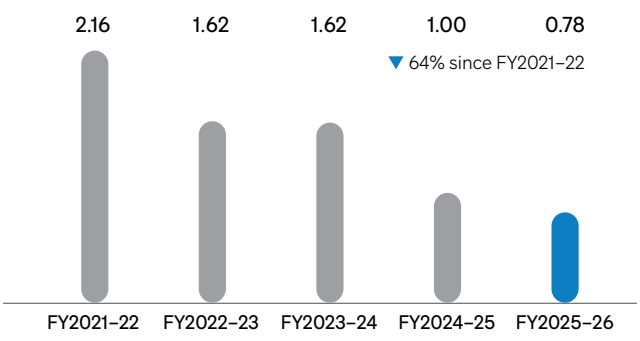


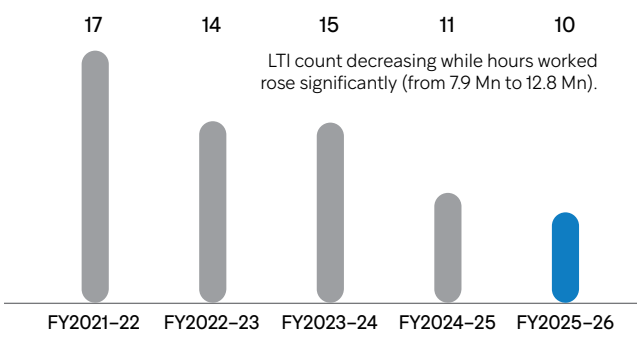
Health, Safety and Well-Being

Indicator	FY2024–25	FY2025–26	Change	Signal
Hours worked (million)	11.0	12.7	+15.9%	▶ Neutral
Work-related fatalities	0	0	—	Stable
Lost-time injuries	11	10	-9.1%	▲ Favourable
Lost-time injury frequency rate (per Mn hours)	1.00	0.7	-21.6%	▲ Favourable
Recordable injuries	3	2	-33.3%	▲ Favourable
Total recordable injury rate (per 200,000 hours)	0.05	0.03	-42.5%	▲ Favourable
Safety training hours	28,925	30,925	+6.9%	▲ Favourable
Safety corrective actions closed within target	17 of 17 (100%)	10 of 15 (66.7%)	-33.3%	▼ Adverse
Near-miss reports raised	0	0	—	Watch — reporting culture
Manufacturing sites with a functioning OHS committee	100%	100%	—	Stable

Safety performance improved for the fourth year in five: lost-time injuries fell to 10 while hours worked rose 15.9%, taking the LTIFR from 1.00 to 0.7 per million hours, with no fatalities. Two indicators need attention. Only two-thirds of safety corrective actions were closed on time, against 100% last year, and no near-misses were reported in 12 million hours — which points to under-reporting rather than an absence of hazards. A near-miss reporting campaign is planned so that the leading indicators match the strength of the lagging ones.

Safety Performance: Five-Year Review (FY2021–22 to FY2025–26)





A safer workforce for a healthier world.

Engagement and Welfare

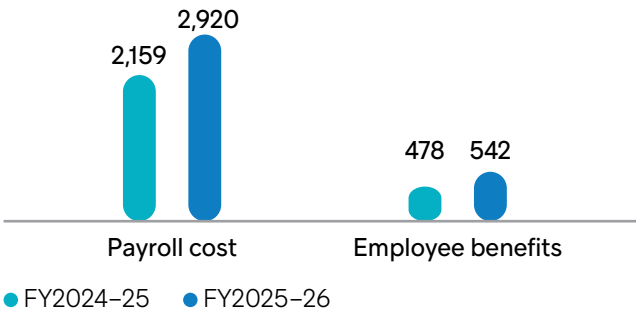
Indicator	FY2024–25	FY2025–26	Change	Signal
Suggestions received / implemented	447 / 76	573 / 86	+28.2% / +13.2%	▲ Favourable
Suggestion implementation rate	17.0%	15.0%	-2.0%	▼ Adverse
Welfare programme participants (% of workforce)	3,208 (65.0%)	4,065 (71.0%)	+6.0%	▲ Favourable
Medical / health support participants	100	110	+10.0%	▲ Favourable
Annual leave utilisation	54.6%	62.3%	+7.7%	▲ Favourable

Fair compensation and benefits

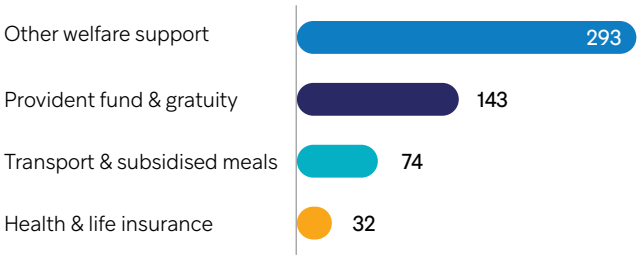
Indicator	FY2024–25	FY2025–26	Change
Total payroll cost (BDT Mn)	2,159	2,920	+23.8%
Payroll cost ÷ revenue	17.2%	16.3%	-0.9%
Payroll cost per employee (BDT Mn)	0.437	0.467	+6.8%
Total employee benefits (BDT Mn)	478	542	+13.4%
— Provident fund & gratuity	157	143	-8.9%
— Health & life insurance	25	32	+28.0%
— Transport & subsidised meals	63	74	+17.5%
— Other welfare support	233	293	+25.8%
Employees on formal salary bands	99.9%	99.9%	—
Employees receiving an annual compensation review	84.1%	86.1%	+2.1%
Employees receiving performance-linked reward	25.2%	27.6%	+2.3%

Annual Workforce Expenditure (FY2025–26)

Workforce costs: payroll vs benefits (BDT Mn)



FY2025–26 employee benefits: BDT 542 Mn



All values in BDT million.

Annual Workforce Expenditure (FY2025–26)

100% Code of conduct acknowledged

100% Ethics & compliance training completed

100% Covered by anti-harassment policy

100% Access to a formal grievance mechanism

0 Ethics or conduct concerns reported

0 Confirmed discrimination or harassment cases

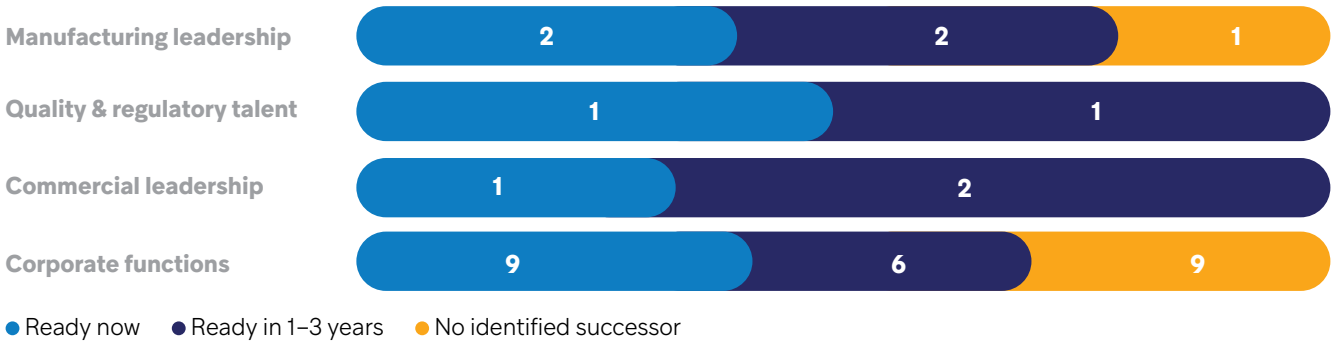
0 Confirmed child or forced labour cases

Coverage is measured against total headcount for both years. Zero reported concerns across 5,726 people should be read alongside the speak-up culture objective.

Succession Planning for Critical Roles

Succession planning & leadership readiness

Successors for critical roles, by function (count)



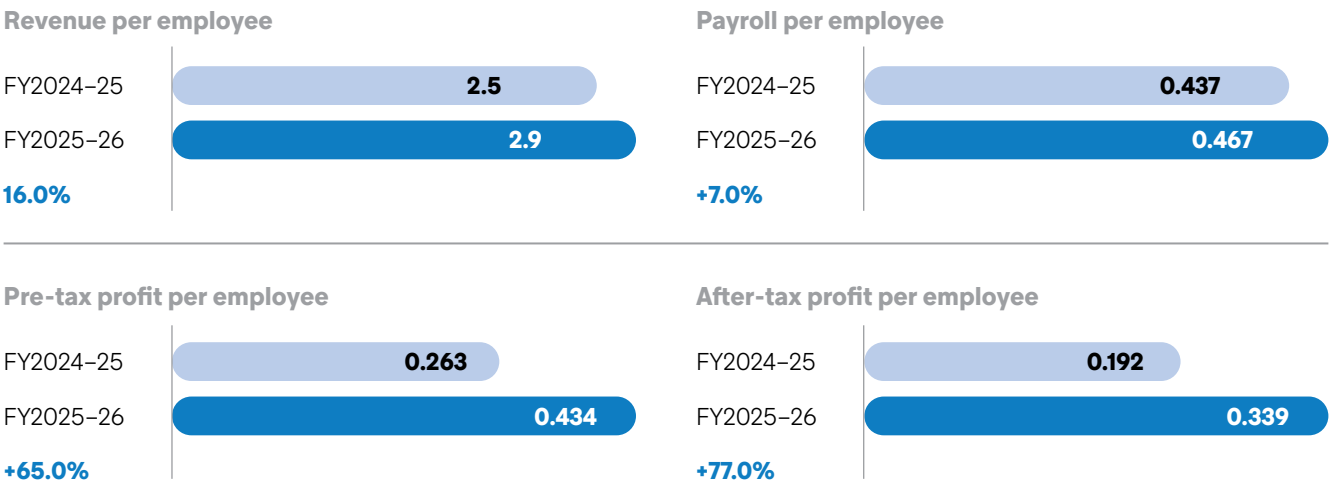
Indicator	FY2024–25	FY2025–26	Change
Critical roles identified	27	31	+4
Critical roles with an identified successor	19	24	+5
Succession coverage	70.4%	77.4%	+7.0%
Successors rated "ready now"	10	13	+3
Successors rated "ready in 1–3 years"	9	11	+2
Critical roles with no identified successor	8	7	–1

Succession coverage rose to 77.4% of the 31 roles the Management Committee classifies as critical to business continuity. Operational leadership is well covered: manufacturing, quality & regulatory and commercial leadership have only one gap between them. Six of the seven remaining gaps are in corporate functions, which is where the next round of development plans will focus.

Human Capital Ratio Scorecard — Productivity and Return on People

Productivity per employee, BDT Million (FY2024–25 vs FY2025–26)

Revenue per employee is up 16.0%; after-tax profit per employee is up 77%



Ratio	FY2024–25	FY2025–26	Change	Signal
Revenue per employee (BDT Mn)	2.63	2.87	+9.1%	▲ Favourable
Pre-tax profit per employee (BDT Mn)	0.263	0.434	+64.7%	▲ Favourable
After-tax profit per employee (BDT Mn)	0.192	0.339	+77.0%	▲ Favourable
Revenue per Taka of payroll	5.81x	6.15x	+0.3x	▲ Favourable
Operating profit per Taka of payroll	1.11x	1.34x	+0.2x	▲ Favourable
Human capital ROI*	2.11x	2.34x	+0.2x	▲ Favourable
Payroll cost ÷ revenue	17.2%	16.3%	−0.9%	▲ Favourable
Training hours per employee	35.2	38.5	+9.4%	▲ Favourable
Lost-time injury frequency rate	1.00	0.78	−21.6%	▲ Favourable
Employee turnover rate	22.0%	10.2%	+11.8%	▲ Favourable
Succession coverage of critical roles	70.4%	77.4%	+7.0%	▲ Favourable

* Human capital ROI = (revenue − (operating costs − payroll)) ÷ payroll, where operating costs = cost of goods sold + administrative + selling & distribution expenses. Per-employee ratios use closing headcount.

Impact of human capital on company outcomes

A skilled, engaged workforce converted R&D investment, manufacturing capacity and export registrations into delivered value: 5,726 people executed a 31% revenue-growth year while sustaining 100% GMP compliance. Structured leadership and technical programmes also protect scarce QA/QC and regulatory-affairs talent — the capabilities on which Manufactured and Intellectual Capital depend.

Risks — Category, Appetite, Assessment and Control

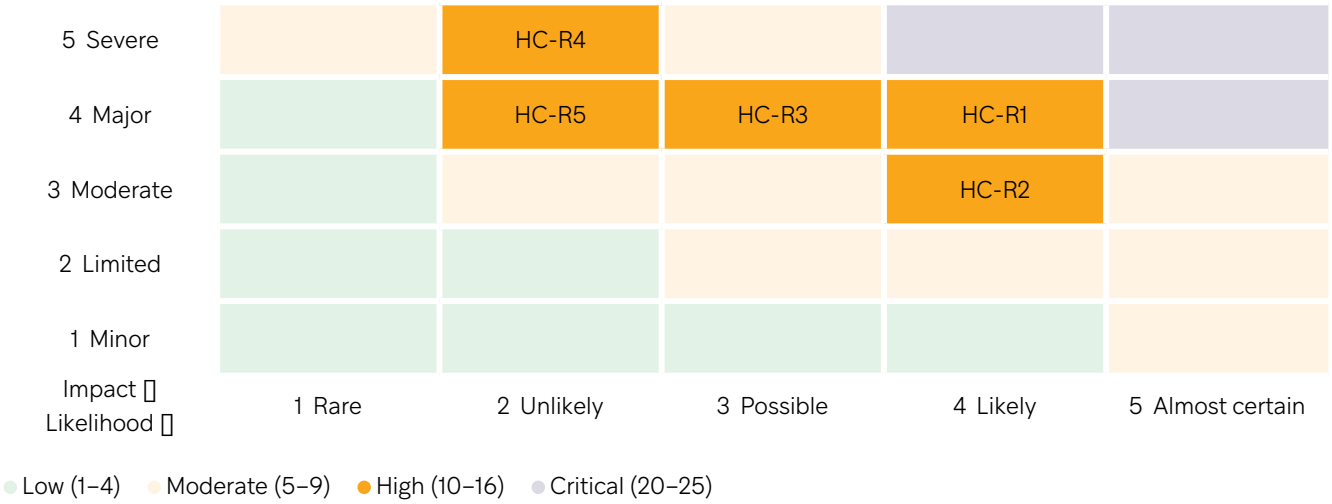
Risk register — category, appetite and rationale

ID	Risk and its drivers	Risk category	Risk appetite	Appetite rationale
HC-R1	Shortage of skilled talent in QA/QC, biotech, oncology manufacturing and regulatory affairs.	People / Operational	Cautious	Specialist skills are scarce locally; some vacancy risk is accepted, but not in GMP-critical roles.
HC-R2	Wage inflation and retention pressure from competitors for specialised talent.	People / Financial	Moderate	Competitive reward is a deliberate investment, managed within affordability limits.
HC-R3	Leadership bench depth becomes a constraint on execution as portfolio and geographic complexity grow.	Strategic / People	Cautious	Execution speed depends on ready leaders; succession gaps are tolerated only briefly.
HC-R4	Occupational health and safety incident in manufacturing, laboratories or field operations.	Operational – Health & Safety	Zero tolerance	No harm to people is acceptable in pursuit of output or profit.
HC-R5	Conduct or ethics breach — fraud, harassment or misuse of data.	Compliance / Conduct	Minimal	Integrity underpins trust with regulators, doctors and patients.

Residual risk assessment

ID	Likelihood	Impact	Score	Residual rating	Trend vs FY2024–25	Key risk indicator (KRI) — FY2025–26 reading
HC-R1	4	4	**16**	**High**	▶ Stable	Employee turnover 10.2% (FY2024–25: 22.0%); 7 of 24 critical roles without a successor.
HC-R2	4	3	**12**	**High**	▲ Rising	Payroll +23.8% vs revenue +31.0%; payroll 16.3% of revenue (FY2024–25: 17.2%).
HC-R3	3	4	**12**	**High**	▼ Easing	Succession coverage 77.4% (FY2024–25: 70.4%); 13 successors ready now.
HC-R4	2	5	**10**	**High**	▼ Easing	LTIFR 0.78 per Mn hours (FY2024–25: 1.00); zero fatalities.
HC-R5	2	4	**8**	**Moderate**	▶ Stable	Concerns reported: 0; confirmed harassment cases: 0; Code of Conduct acknowledged by 100%.

Human Capital Risk Heat Map (Residual)



1 Identify ▶
Workforce planning, exit interviews and safety observations surface people risks.

2 Assess ▶
Critical-role mapping rates the impact of vacancies on GMP, R&D and regulatory delivery.

3 Evaluate Vs Appetite ▼
Safety is held at zero tolerance; talent and succession risks against the Cautious appetite.

8 Review & learn ▲
Annual policy review; lessons from incidents and exits feed next year's training plan.

Human Capital
Owner: Head of HR • Oversight: NRC & Board

4 Respond ▼
Leadership and technical programmes, pay benchmarking, succession slates and the scholarship scheme.

7 Report ▲
HR and safety dashboards to management; NRC and Board oversight of succession and remuneration.

6 Monitor ◀
Training hours (220,332), attrition and incident trends tracked.

5 Control ◀
HR policies, safety SOPs and permits-to-work, code of conduct and the whistleblowing channel.

Internal controls to prevent, detect and correct

ID	Preventive — stop it happening	Detective — spot it early	Corrective — fix and recover
HC-R1	Graduate pipeline and university links; structured technical and GMP training.	Critical-role vacancy tracking; exit-interview analysis.	Accelerated hiring; cross-training; retention incentives.
HC-R2	Annual pay benchmarking; WPPF profit sharing; benefits.	Attrition and offer-decline analysis.	Targeted market adjustments; career-path redesign.
HC-R3	Leadership-succession programmes; annual talent reviews.	Succession-coverage ratio reviewed by the NRC.	External hiring; interim appointments.
HC-R4	Safety training; PPE; permits-to-work; machine guarding.	Safety inspections; near-miss reporting.	Incident investigation; CAPA; medical response.
HC-R5	Code of conduct; training; segregation of duties.	Confidential whistleblowing channel; internal audit.	Disciplinary process; remediation; reporting to the Audit Committee.

Opportunities and Forward Strategy

Opportunity	Capital strength that positions Beacon (evidence)	Strength	Forward strategy to capture it	Horizon
Large pharmaceutical talent pool	5,726 employees; established training infrastructure; relatively competitive labour costs.	●●●●○	Scale hiring in step with rising plant utilisation.	**S–M**
Retention through development	220,332 training hours.	●●●●○	Individual development plans; grow training hours in specialist skills.	**S–M**
Digital & AI upskilling	AI-assisted R&D already deployed.	●●●○○	Data and automation academies for R&D, QA and plant teams.	**M**
Diversity & inclusion	Female Chairman; 4 independent directors.	●●●○○	Gender-balanced hiring goals in technical roles; inclusive leadership training.	**M–L**
Employer brand	New scholarship honouring the late Managing Director.	●●●○○	Extend family-centred benefits to attract and retain talent.	**S**

SDG Impact Statement and FY2024-25 vs FY2025-26 Comparison

Our contribution

220,332 training hours build a future-ready, safety-conscious workforce (SDG 4); the Company's most senior governance position is held by a woman (SDG 5); 5,726 jobs, BDT 2,919 Mn of payroll benefits support decent, secure employment (SDG 8); and the new scholarship extends opportunity to the next generation of employees' families (SDG 4, SDG 10).

SDG	Target contributed to	Beacon's FY2025–26 contribution and evidence
	4.4 — Increase the number of people with relevant technical and vocational skills	220,332 training hours; scholarship for employees' children.
	5.5 — Women's full participation and equal opportunity for leadership	Female Chairman; diversity embedded in Board appointments.
	8.5 / 8.8 — Productive employment, decent work and safe working environments	5,726 employees; payroll BDT 2,919.6 Mn and benefits BDT 542 Mn; WPPF BDT 124 Mn; LTIFR 0.78.
	10.2 — Empower and promote social and economic inclusion	Scholarship programme extending opportunity to employees' families.

Comparative SDG Outcome Analysis — FY2024-25 vs FY2025-26

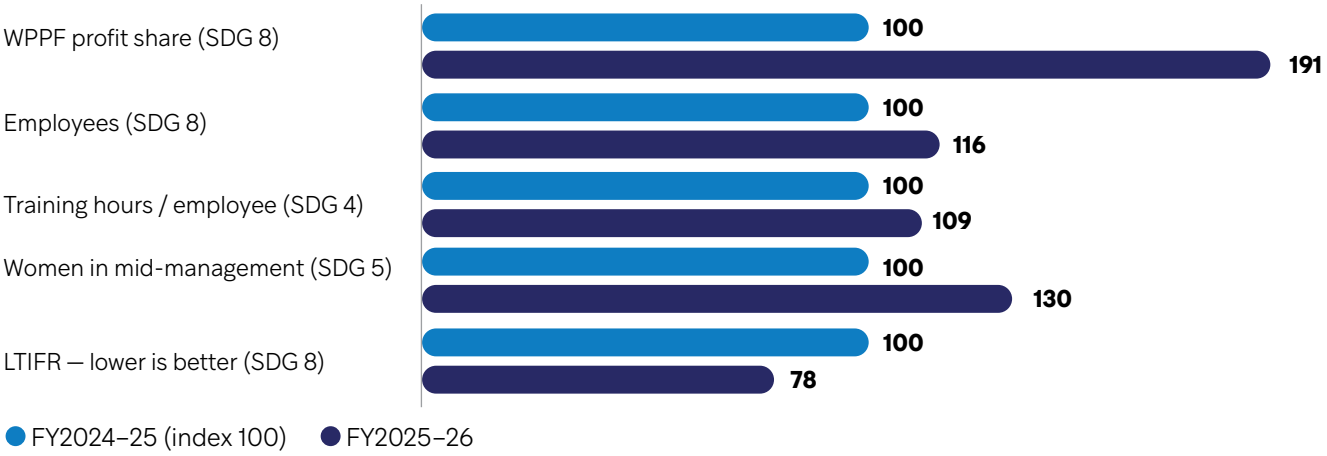
How the outcomes of human capital changed between FY2024–25 and FY2025–26. With the HR data-collection workbook, most indicators now have a measured prior-year value; only board composition remains a baseline.

SDG	Target	Outcome indicator	2025 (FY2024–25)	2026 (FY2025–26)	Change	Impact
	8.5 Decent work	WPPF — employees' profit share (BDT Mn)	65	124	+91.0%	▲ Strengthened
	8.5 Decent work	Employee-benefit obligation (BDT Mn)	917	1,019	+11.1%	▲ Strengthened
	8.5 Productive employment	Total employees	4,938	5,726	+16.0%	▲ Strengthened
	8.8 Safe working environments	Lost-time injury frequency rate	1.0	0.7	-21.6%	▲ Strengthened
	4.4 Technical skills	Training hours per employee	35.2	38.5	+9.4%	▲ Strengthened
	5.5 Women in leadership	Female share of mid-management	5.8%	7.5%	+1.7%	▲ Strengthened
	5.5 Women in leadership	Female share of senior leadership	16.7%	14.3%	-2.4%	▼ Moderated

SDG	Target	Outcome indicator	2025 (FY2024–25)	2026 (FY2025–26)	Change	Impact
5 GENDER EQUALITY	5.1 Non-discrimination	Female share of workforce	6.0%	5.7%	-0.2%	▼ Moderated
5 GENDER EQUALITY	5.5 Women in leadership	Chairman of the Board	Female	Female	—	▼ Moderated
5 GENDER EQUALITY	5.5 Women in leadership	Independent directors appointed in year	—	+2	New	▲ Strengthened
10 REDUCED INEQUALITIES	10.2 Inclusion	Scholarship for employees' children	Not in place	Launched	New	▲ Strengthened

▲ Strengthened ▶ Maintained ▼ Moderated ◆ Baseline set. Source: HR data-collection workbook (FY2024–25 and FY2025–26) and the FY2025–26 financial statements.

Human capital SDG outcomes — FY2024–25 = 100



What Changed — and Why it Matters for The Goals

The clearest FY2024-25-to-FY2025-26 change for SDG 8.5 is in employees' financial security. The profit share paid through the WPPF rose 91% to BDT 124 Mn, and the retirement-benefit obligation Beacon holds for its people grew 11.1% to BDT 1,019 Mn — both measured in the audited statements.

For SDG 4 and 8 the year brought measurable gains: training hours per employee rose 9.4% and the lost-time injury rate fell 22%. SDG 5 is mixed. Women's share of mid-management rose from 5.8% to 7.5% and 4 independent directors in the Board under a female Chairman.

SDG Impact Momentum, FY2024-25 vs FY2025-26

8 DECENT WORK AND ECONOMIC GROWTH	4 QUALITY EDUCATION	5 GENDER EQUALITY	10 REDUCED INEQUALITIES
▲ Strengthened 4 of 4 indicators improved	▲ Strengthened 1 of 1 indicators improved	▶ Mixed 2 of 5 indicators improved	▲ Strengthened 1 of 1 indicators improved



Corporate Meeting



Corporate Training



Commitment to Quality Healthcare



Commitment to Quality Healthcare

The Six Capitals

SOCIAL & RELATIONSHIP CAPITAL

Strong Relationships with Customers, Healthcare Professionals, Suppliers, Regulators, Partners and Communities

155,000+
Distribution points
Nationwide

135+
Export countries
16 new export registrations

220,000+
Doctors engaged
Scientific engagement

92%
Customer satisfaction
0.3 complaints / Mn units

Social and relationship capital is the trust Beacon has earned — with patients, healthcare professionals, distributors, suppliers, regulators, export partners, investors and the communities around its plants. The Core Value of a "trustworthy relationship with customers" extends to every stakeholder in the value chain.

This capital is what allows Beacon to translate manufacturing and innovation into trusted, widely accessible healthcare. It underpins the customer centricity and market expansion pillars and, through regulators such as DGDA and BSEC, the licence to operate and grow.

Our Stakeholder Relationships

Stakeholder	What they need from Beacon	How we engage	FY2025–26 evidence
Patients & customers	Safe, effective, affordable, available medicine	Distribution network; patient-awareness campaigns	155,000+ outlets; 92% satisfaction
Healthcare professionals	Scientific information and reliable products	Scientific detailing, medical education	220,000+ doctors engaged
Suppliers & partners	Fair terms and timely payment	Qualification against ethical standards	2,227+ suppliers; BDT 4,961 Mn paid*
Regulators	Compliance and transparency	Filings, inspections, dialogue (DGDA, BSEC)	100% GMP compliance; 52 domestic and 16 export registrations
Export partners	Registered, quality-assured supply	Partner management; dossier support	135+ countries served
Government	Tax contribution and national health security	Compliance; policy engagement	BDT 2,698 Mn taxes & duties*
Communities	Health, education, inclusion	CSR and community-health initiatives	BDT 29 Mn CSR

* Value-chain basis (FY2024-25). Verdict: social & relationship capital strengthened — wider reach and sustained trust.

Strategy and inputs deployed

Beacon maintains continuous engagement with every stakeholder group, assesses its supplier base against ethical and responsible-procurement standards, and directs CSR and community investment toward health, education and inclusive economic participation. The forward strategy is to deepen scientific engagement with doctors while keeping complaint rates low, and to extend ethical, local-first procurement and distribution into underserved markets.

Strategic priority	Inputs deployed in FY2025–26	Evidence of execution
Local-first, ethical procurement	Supplier qualification against ethical and responsible-procurement standards.	2,227+ suppliers.
Deep HCP engagement	Scientific detailing and patient-awareness campaigns.	220,000+ doctors engaged.
Reach every patient	Nationwide distribution network.	155,000+ distribution points.
Expand internationally	Export-partner and regulator relationship management.	135+ countries; 16 new export registrations.
Invest in communities	CSR on health, education and inclusion.	BDT 29 Mn CSR (0.3% of value distributed).

Output, Outcome and Value Created

Activities — what we do

- Supplier qualification and ethical procurement
- HCP engagement and patient-awareness campaigns
- CSR, community health and regulator/partner relationship management

Outputs — what we deliver

- 2,227+ suppliers
- 220,000+ doctors; 155,000+ outlets
- 135+ countries; 16 export registrations
- BDT 29 Mn CSR

Outcomes — value created

- 92% satisfaction; 98.5% supply continuity
- Durable trust with DGDA, BSEC and export markets



Social & relationship KPI	FY2025–26	Why it matters
Suppliers assessed	2,227+	Resilient, ethical supply base
Supply continuity	98.5%	Medicines available when needed
Distribution points	155,000+	Urban and rural access
Export markets / new registrations	135 / 68 (52 domestic, 16 export)	International trust and growth
Healthcare professionals engaged	220,000+	Scientific credibility
Customer satisfaction	92%	Loyalty and preference
Product complaints	0.3 per Mn units	Quality trust
CSR & community investment	BDT 29 Mn	Social licence to operate

Value created

98.5% supply continuity reflects a resilient, largely domestic supply chain that held firm through a year of import-side inflation and FX volatility. 155,000+ distribution points and registrations across 135+ countries widened patient access, while engagement with DGDA, BSEC and export partners strengthened the trust that underpins Beacon's licence to operate and grow.

Non-Financial Ratios — Social & Relationship Capital

Ratio	FY2024–25	FY2025–26	Change	Signal
Cash collection ratio (receipts from customers ÷ revenue)	102.4%	97.3%	-5.0%	▼ Adverse
Current income tax ÷ profit before tax	27.8%	23.1%	-4.7%	▶ Neutral
CSR & community investment ÷ profit before tax	1.6%	1.2%	-0.4%	▶ Neutral
CSR & community investment ÷ revenue	0.2%	0.2%	Stable	▶ Neutral
Supply continuity	n/a	98.5%	—	◆ Baseline
Doctors engaged per sales & marketing employee	n/a	51.5	—	◆ Baseline
Distribution points per sales & marketing employee	n/a	36.3	—	◆ Baseline
Customer satisfaction / complaints per Mn units	n/a	92% / 0.3	—	◆ Baseline

Reach ratios use the FY2025–26 sales & marketing headcount of 4,273 from the HR data-collection workbook. CSR ratios use CSR expense of BDT 29 Mn (FY2025–26) and BDT 21 Mn (FY2024–25).

Risks — Category, Appetite, Assessment and Control

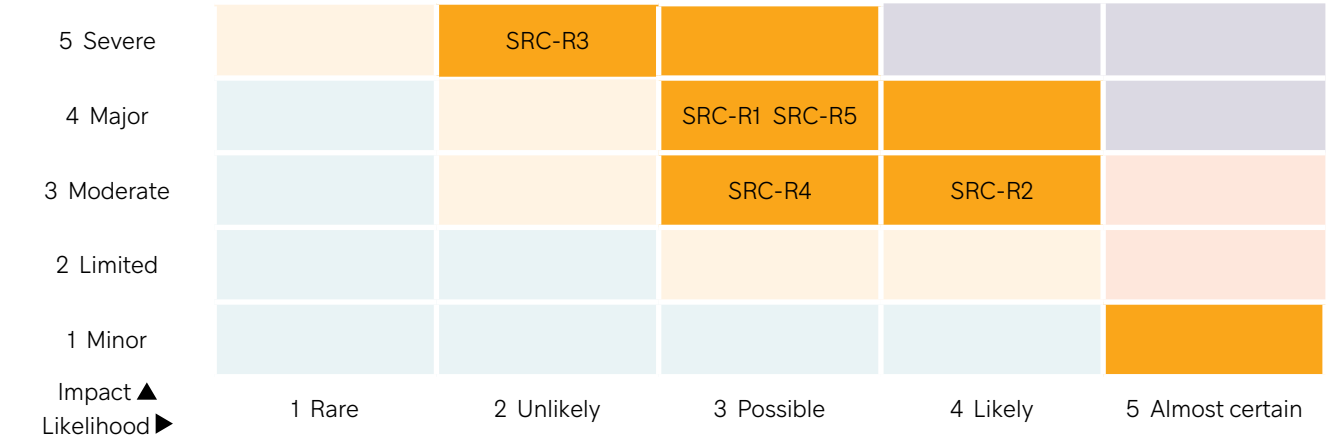
Risk register — category, appetite and rationale

ID	Risk and its drivers	Risk category	Risk appetite	Appetite rationale
SRC-R1	Supply-chain disruption from geopolitical tension, shipping delays or supplier concentration.	Operational – Supply chain	Cautious	1,346 local suppliers reduce but does not remove exposure to imported inputs.
SRC-R2	Strong local and multinational competition and pricing pressure eroding customer relationships.	Market	Moderate	Competition is inherent; defended through quality, doctor engagement and distribution depth.
SRC-R3	Reputational damage from a quality, safety or service failure, or unethical promotion.	Reputational	Zero tolerance	The trust of patients, doctors and regulators is irreplaceable.
SRC-R4	Export-market access and trade-relations risk (tariffs, registration barriers, political events).	Strategic / Political	Moderate	Diversification across 135+ countries is accepted as a hedge against single-market shocks.
SRC-R5	Regulatory or pricing-policy change and compliance obligations (DGDA, BSEC).	Regulatory	Minimal	Compliance with regulators is non-negotiable and central to the licence to operate.

Residual risk assessment

ID	Likelihood	Impact	Score	Residual rating	Trend vs FY2024–25	Key risk indicator (KRI) — FY2025–26 reading
SRC-R1	3	4	12	High	▶ Stable	Supply continuity 98.5%; 2,227+ suppliers.
SRC-R2	4	3	12	High	▶ Stable	Customer satisfaction 92.0%.
SRC-R3	2	5	10	High	▶ Stable	Product complaints 0.3 per million units.
SRC-R4	3	3	9	Moderate	▲ Rising	135+ countries; 16 new export registrations.
SRC-R5	3	4	12	High	▶ Stable	Regulatory filings on schedule; no material sanctions.

Social & relationship capital risk heat map (residual)



Low (1–4) Moderate (5–9) High (10–16) Critical (20–25)

1 Identify ▶
Stakeholder engagement, market intelligence, supplier audits and regulatory updates surface risks.

2 Assess ▶
Stakeholder materiality and supplier-criticality ratings assess likelihood and impact.

3 Evaluate Vs Appetite ▼
Reputational risk held at zero tolerance; supply and market risks against Cautious/Moderate appetite.

8 Review & learn ▲
Stakeholder feedback and complaint root causes shape the next engagement plan.

Social & Relationship Capital
Owner: Heads of Marketing, Supply Chain & Regulatory · Oversight: Board

4 Respond ▼
Local-first procurement, dual sourcing, HCP engagement and export diversification.

7 Report ▲
Commercial and supply-chain reviews; stakeholder and CSR reporting to the Board.

6 Monitor ◀
Supply continuity, satisfaction and complaint rate tracked monthly.

5 Control ◀
Supplier qualification, ethical-marketing code and complaint-handling SOP.

Internal controls to prevent, detect and correct

ID	Preventive — stop it happening	Detective — spot it early	Corrective — fix and recover
SRC-R1	Qualified multi-supplier base; dual sourcing; safety stock.	Supplier scorecards; shipment tracking; lead-time alerts.	Alternate routing; emergency sourcing; allocation of scarce stock.
SRC-R2	Portfolio differentiation; scientific HCP engagement; distribution depth.	Market-share and retail-audit data; customer surveys.	Targeted pricing and promotional plans; service recovery.
SRC-R3	GMP quality system; ethical-marketing code; social-media policy.	Complaint and pharmacovigilance monitoring; media monitoring.	Recall protocol; crisis-communication plan.
SRC-R4	Market diversification; registration pipeline in multiple markets.	Trade-policy watch; distributor performance reviews.	Redirect volumes; appoint alternative local partners.
SRC-R5	Dedicated regulatory-affairs team; timely filings; engagement with DGDA and BSEC.	Compliance-calendar tracking; regulatory-change monitoring.	Corrective filings; structured dialogue with regulators.

Opportunities and forward strategy

Opportunity	Capital strength that positions Beacon (evidence)	Strength	Forward strategy to capture it	Horizon
Export demand & toll-manufacturing partnerships	135+ countries; 16 export registrations; accredited plants with spare capacity.	●●●●●	Prioritise high-growth markets; partner-led entry; capital-light toll contracts.	**M**
OTC growth & digital patient awareness	155,000+ outlets; 220,000+ doctors; strong brands.	●●●●●	Digital HCP platforms; OTC brand building; e-detailing.	**S–M**
Local supplier development	2,227+ suppliers.	●●●●●	Develop local API and packaging suppliers to cut FX and logistics exposure.	**M–L**
Eco-conscious packaging	Brand trust; Natural Capital programme.	●●●●●	Pilot recyclable and lighter packs with key brands.	**M**
Community health partnerships	BDT 29 Mn CSR; national reach.	●●●●●	Focus CSR on measurable health-access outcomes.	**S–M**

SDG Impact Statement and FY2024-25 vs FY2025-26 comparison

Our contribution

Products registered and distributed in 135+ countries, with 16 new export registrations (and 52 domestic) in the year, extend access to underserved markets and grow Bangladesh's exports (SDG 10, SDG 17); 155,000+ distribution points support equitable access to medicine across urban and rural Bangladesh (SDG 3); and collaboration with healthcare professionals, regulators and partners reinforces the Company's contribution to the Global Goals (SDG 17).

SDG	Target contributed to	Beacon's FY2025–26 contribution and evidence
	3.8 — Access to quality essential health-care services and medicines	155,000+ distribution points; 98.5% supply continuity.
	10.2 — Promote social and economic inclusion of all	Reach into rural and underserved markets at home and abroad; BDT 29 Mn CSR.
	17.11 — Significantly increase exports of developing countries	Exports to 135+ countries; 16 new export registrations.
	17.17 — Effective public, public-private and civil-society partnerships	Structured engagement with DGDA, BSEC, 220,000+ doctors and 2,227+ suppliers.

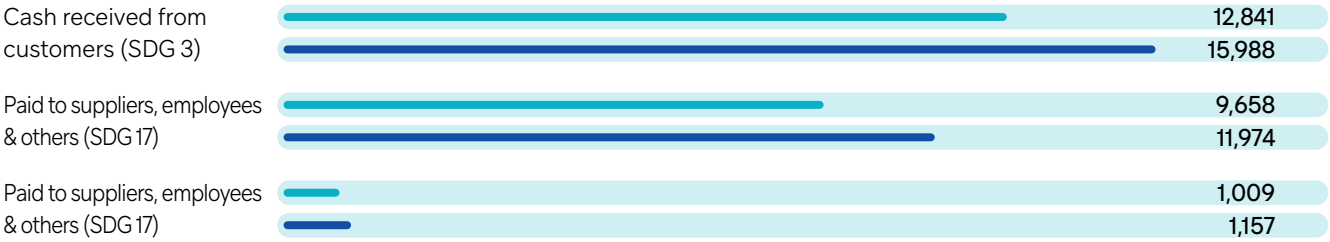
Comparative SDG Outcome Analysis — FY2024-25 vs FY2025-26

How the outcomes of social & relationship capital changed between FY2024–25 and FY2025–26, and what that change means for each Goal. Indicators without a reported FY2024–25 figure are shown as FY2025–26 baselines.

SDG	Target	Outcome indicator	2025 (FY2024–25)	2026 (FY2025–26)	Change	Impact
3	3.8 Access to medicines	**Cash received from customers (BDT Mn)**	12,841	15,988	+24.5%	▲ Strengthened
3	3.8 Access to medicines	**Distribution points / supply continuity**	n/a	155,000+ / 98.5%	—	◆ Baseline
17	17.17 Partnerships	**Paid to suppliers, employees & others (BDT Mn)**	9,658	11,974	+24.0%	▲ Strengthened
17	17.11 Exports	**Export countries / new registrations**	n/a	135 / 68 (52 domestic, 16 export)	—	◆ Baseline
10	10.2 Inclusion	**CSR & community investment (BDT Mn)**	21.00	29	+36.0%	▲ Strengthened

n/a = no comparable FY2024–25 figure reported; FY2025–26 establishes the baseline. ▲ Strengthened ▶ Maintained ▼ Moderated ◆ Baseline set.

Value flowing through the value chain — BDT Mn



What changed — and why it matters for the goals

Between FY2024-25 and FY2025-26 the value moving through Beacon's relationships grew by roughly a quarter. Cash received from customers — a proxy for the medicine reaching patients under SDG 3.8 — rose 24.5% to BDT 15,988 Mn, and payments to suppliers, employees and others rose 24.0% to BDT 11,974 Mn, spreading growth through a largely local supply chain (SDG 17.17).

Export reach (135+ countries, 16 new export registrations) is reported as an FY2025–26 baseline for SDG 17.11, while CSR spending rose 36.0% to BDT 29 Mn (FY2024–25: BDT 21 Mn) under SDG 10.2.

SDG impact momentum, FY2024-25 vs FY2025-26

3	▲ Strengthened	1 of 2 indicators improved
17	▲ Strengthened	2 of 3 indicators improved
10	▲ Strengthened	1 of 1 indicators improved

The Six Capitals

NATURAL CAPITAL

Energy, Water, Raw Materials and Other Environmental Resources

-7.5%
Energy-consumption intensity
YoY — improved

-6.2%
Water-consumption intensity
YoY — improved

76.0%
Waste recycled
Circularity

12.0%
Renewable energy share
Phased roadmap

Natural capital — energy, water, raw materials and the ecosystems around Beacon's five plants — is both an essential input to manufacturing and a resource the Company is committed to using responsibly. Pharmaceutical production is energy- and water-intensive: cleanrooms need continuous climate control, processes need purified water, and effluent and waste must be treated before release.

Natural capital keeps Beacon's value creation within planetary limits. It is governed under the sustainable growth pillar and, from this year, through Beacon's second year of adoption of IFRS S2 climate-related disclosures — which place physical and transition climate risk inside strategy, capital planning and operations.

As a manufacturer Beacon still draws down natural capital; the aim is to reduce that draw per unit of value created.

Strategy and Inputs Deployed

Natural-capital stewardship centres on energy-efficiency investment and a phased transition to renewable energy, operation of water-recycling systems and effluent-treatment plants, and structured environmental risk management and climate-scenario planning — formalised this year through IFRS S2.

Strategic priority	Inputs deployed in FY2025–26	Evidence of execution
Use energy efficiently	Energy-efficiency investment, including GPF-1 HVAC and utilities modernisation.	Energy-consumption intensity -7.5% YoY.
Transition to renewables	Phased renewable-energy roadmap.	Renewables at 12.0% of the energy mix.
Conserve and treat water	Water-recycling systems; fully functional effluent-treatment plants.	Water-consumption intensity -6.2% YoY.
Close the loop on waste	Waste segregation and recycling.	76.0% of waste recycled.
Manage climate risk	Climate-scenario analysis; flood, cyclone and heat preparedness; periodic environmental audits.	Second year of IFRS S2 adoption.

Output, Outcome and Value Created

Activities — what we do

- Energy and water management; effluent treatment and waste segregation
- Transition to renewable energy
- Environmental risk management and climate-disaster preparedness

Outputs — what we deliver

- Energy intensity -7.5% YoY
- Water intensity -6.2% YoY
- 76% of waste recycled
- Renewables at 12% of energy mix

Outcomes — value created

- Reduced environmental footprint and regulatory risk
- Lower, more predictable utility costs supporting margins
- Stronger resilience to climate risk under IFRS S2

Reduction in resource intensity, year-on-year (%)

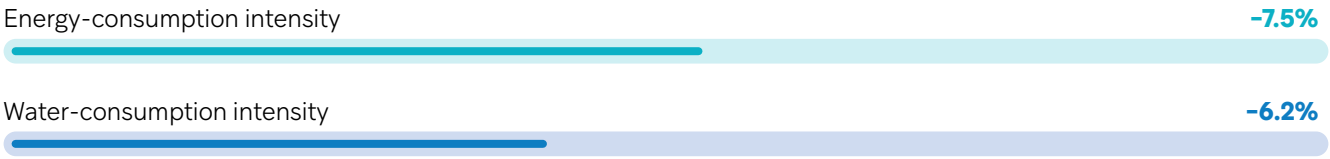


Figure NC-1. Bar length shows the size of the reduction.

Circularity and energy mix



Natural capital KPI	FY2025–26	Value created
Energy-consumption intensity	–7.5% YoY	Lower exposure to energy-cost inflation
Water-consumption intensity	–6.2% YoY	Resilience to water scarcity
Waste recycled	76.0%	Lower disposal cost and footprint
Renewable share of energy mix	12.0%	Transition-risk readiness
CSR supporting environmental stewardship	Within BDT 29 Mn CSR	Community environmental benefit

Why it matters financially

Lower energy and water intensity reduces Beacon's exposure to energy-cost inflation and supports the margin stability reported under Financial Capital, while progress on the renewable roadmap improves resilience to the floods, extreme rainfall and waterlogging identified under IFRS S2. Effluent-treatment plants, water recycling and periodic audits keep the ecological footprint of all five plants under control.

Non-Financial Ratios — Natural Capital

Ratio	FY2024–25	FY2025–26	Change / reference	Signal
Energy-consumption intensity (index, FY2024–25 = 100)	100	92.5	–7.5%	▲ Favourable
Water-consumption intensity (index, FY2024–25 = 100)	100	93.8	–6.2%	▲ Favourable
Revenue decoupling from energy (index)	100	108.1	+8.1%	▲ Favourable
Revenue decoupling from water (index)	100	106.6	+6.6%	▲ Favourable
Renewable share of energy mix	n/a	12%	—	◆ Baseline
Waste recycled	n/a	76%	—	◆ Baseline

Decoupling index = 100 ÷ intensity index: revenue earned per unit of energy or water, FY2024–25 = 100. Absolute energy, water and GHG data are required for IFRS S2 and will convert the intensity indices into auditable ratios.

Risks — Category, Appetite, Assessment and Control

Natural-capital risks are identified and assessed through the IFRS S2 climate-risk process across near-, medium- and long-term horizons, and through the environmental aspects register for each plant.

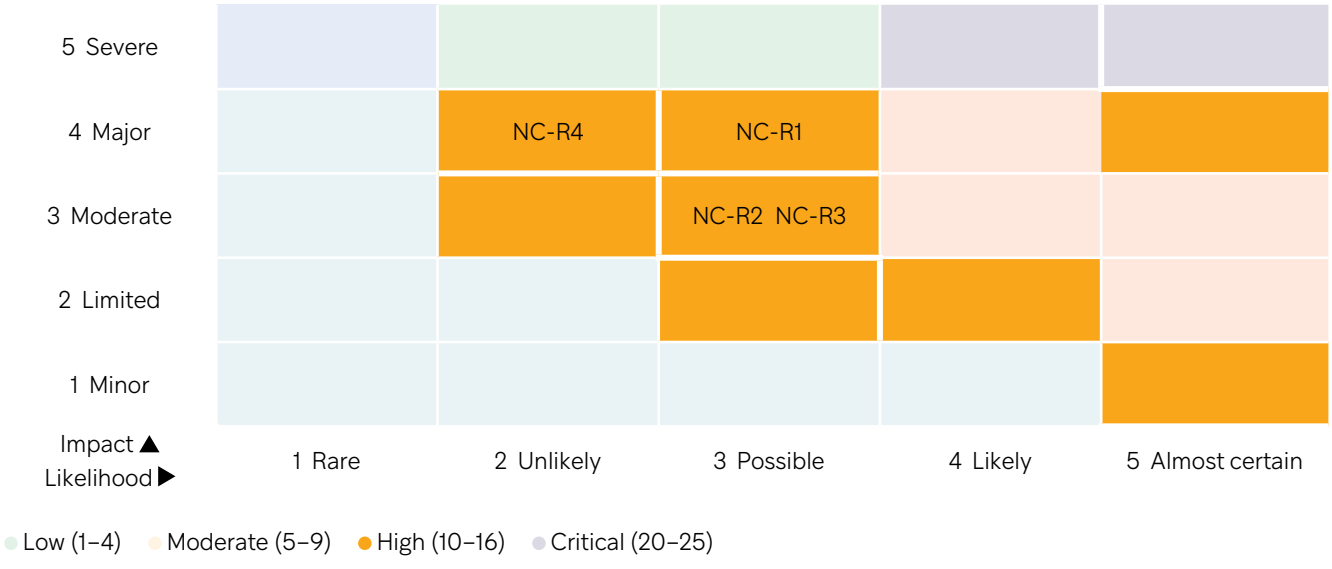
Risk register — category, appetite and rationale

ID	Risk and its drivers	Risk category	Risk appetite	Appetite rationale
NC-R1	Monsoon flooding, extreme rainfall, waterlogging and cyclones disrupting plants, logistics and supply continuity.	Climate – physical (acute)	Cautious	Bangladesh is among the most climate-exposed countries; resilience investment is prioritised rather than the risk avoided.
NC-R2	Rising temperatures and water scarcity increasing HVAC load, water cost and stability risk for temperature-sensitive products.	Climate – physical (chronic)	Cautious	A gradual, structural risk addressed through efficiency and water recycling.
NC-R3	Tightening carbon-emission regulation and low-carbon industrial policy raising compliance and energy costs.	Climate – transition	Moderate	Transition is also an opportunity; Beacon accepts moderate exposure while it executes its renewable roadmap.
NC-R4	Breach of effluent, emission or hazardous/pharmaceutical-waste requirements.	Environmental compliance	Zero tolerance	Permit breaches harm communities and the licence to operate; none are acceptable.

Residual Risk Assessment

ID	Likelihood	Impact	Score	Residual rating	Trend vs FY2024–25	Key risk indicator (KRI) — FY2025–26 reading
NC-R1	3	4	**12**	**High**	▲ Rising	Production days lost to weather events (to be reported).
NC-R2	3	3	**9**	**Moderate**	▲ Rising	Energy intensity −7.5%; water intensity −6.2% YoY.
NC-R3	3	3	**9**	**Moderate**	▲ Rising	Renewable share of energy mix 12.0%.
NC-R4	2	4	**8**	**Moderate**	▶ Stable	Effluent-treatment plants fully functional; 76.0% waste recycled.

Consolidated Residual Risk Heat Map



1 Identify ▶
IFRS S2 climate-risk identification across near-, medium- and long-term horizons; plant environmental aspects registers.

Scenario analysis of physical and transition risks for five plants and supply routes.

3 Evaluate Vs Appetite ▼
Physical risk set against Cautious appetite; zero tolerance for environmental permit breaches.

8 Review & learn ▲
Environmental audits and scenario updates refresh targets and the roadmap.

Natural Capital
Owner: Head of Engineering & EHS • Oversight: Board

4 Respond ▼
Energy efficiency, phased renewables, water recycling, flood preparedness and supply diversification.

7 Report ▲
IFRS S2 disclosures; Board oversight of climate governance.

6 Monitor ◀
Energy and water intensity, waste recycled and renewable share tracked.

5 Control ◀
ETP operating procedures, waste segregation, environmental permits and monitoring.

Internal Controls to Prevent, Detect And Correct

ID	Preventive — stop it happening	Detective — spot it early	Corrective — fix and recover
NC-R1	Flood defences; raised critical utilities; business-continuity plan; insurance.	Weather early-warning monitoring; site-risk assessments.	Emergency response; inter-plant production transfer; recovery plans.
NC-R2	Efficient HVAC; water-recycling systems; water-saving measures.	Plant-level energy and water metering.	Load management; alternative water sources.
NC-R3	Phased renewable roadmap; energy efficiency; greenhouse-gas inventory.	Climate-policy watch; IFRS S2 scenario updates.	Accelerate transition plans; reprioritise capex.
NC-R4	ETP operation and maintenance; waste segregation; licensed waste handlers.	Effluent testing; periodic environmental audits.	Corrective maintenance; regulator notification; remediation.

Opportunities and Forward Strategy

Opportunity	Capital strength that positions Beacon (evidence)	Strength	Forward strategy to capture it	Horizon
Renewables lowering utility cost	12% renewable share; phased roadmap in place.	●●●●●	Scale on-site solar and explore renewable power-purchase options.	**M–L**
Sustainability-linked capital	Second year of adoption of IFRS S2; measurable efficiency gains.	●●●●●	Link financing terms to energy-intensity and renewable-share KPIs.	**M**
Circularity and waste value	76.0% of waste recycled.	●●●●●	Raise recycling rate and reduce hazardous waste at source.	**S–M**
Climate-sensitive disease demand	Portfolio across 47 therapeutic classes.	●●●●●	Develop and supply therapies for climate-sensitive diseases.	**M–L**

SDG Impact Statement and FY2024-25 vs FY2025-26 Comparison

Our contribution

Recycling 76.0% of waste while cutting energy intensity by 7.5% and water intensity by 6.2% demonstrates measurable progress on resource efficiency (SDG 6, SDG 12). Renewables at 12.0% of the energy mix advance clean energy (SDG 7), and second year of IFRS S2 adoption embeds physical and transition climate risk into strategy, capital planning and operations (SDG 13).

SDG	Target contributed to	Beacon's FY2025–26 contribution and evidence
	6.3 / 6.4 — Treat wastewater and improve water-use efficiency	Effluent-treatment plants fully functional; water intensity −6.2%.
	7.2 / 7.3 — Increase renewable share; improve energy efficiency	Renewables 12.0% of energy mix; energy intensity −7.5%.
	12.5 — Substantially reduce waste through recycling and reuse	76.0% of waste recycled.
	13.1 / 13.2 — Strengthen climate resilience; integrate climate measures into planning	Second year of IFRS S2 adoption; scenario-based climate-resilience strategy.

Comparative SDG Outcome Analysis — FY2024-25 vs FY2025-26

How the outcomes of natural capital changed between FY2024–25 and FY2025–26, and what that change means for each Goal. Indicators without a reported FY2024–25 figure are shown as FY2025–26 baselines.

SDG	Target	Outcome indicator	2025 (FY2024–25)	2026 (FY2025–26)	Change	Impact
	7.3 Energy efficiency	**Energy-consumption intensity (index)**	100	**92.5**	**−7.5%**	▲ Strengthened
	6.4 Water-use efficiency	**Water-consumption intensity (index)**	100	**93.8**	**−6.2%**	▲ Strengthened
	6.3 Wastewater treatment	**Effluent-treatment plants**	n/a	**Fully functional**	—	◆ Baseline
	12.5 Waste reduction	**Waste recycled**	n/a	**76%**	—	◆ Baseline
	13.2 Climate integration	**IFRS S2 climate disclosure**	Adopted	**Adopted**	—	▶ Maintained

n/a = no comparable FY2024–25 figure reported; FY2025–26 establishes the baseline. ▲ Strengthened ▶ Maintained ▼ Moderated ◆ Baseline set.

Resource Intensity — FY2024–25 = 100 (Lower is Better)



What changed — and why it matters for the Goals

Beacon used less energy and water per unit of output in FY2025-26 than in FY2024-25 — intensity fell 7.5% and 6.2% respectively — strengthening its contribution to SDG 7.3 and SDG 6.4 in a year of 31.0% revenue growth. The most significant governance change was for SDG 13.2: climate risk moved from general environmental management in 2025 to a formal IFRS S2 framework in 2026.

Waste recycled (76.0%) and effluent-treatment status are disclosed as FY2025–26 baselines. Absolute consumption and Scope 1–3 emissions, required under IFRS S2, will allow a complete 2025-versus-2026 view once published.

SDG Impact Momentum, FY2024-25 vs FY2025-26



Integrated view

INTEGRATED VIEW ACROSS SIX CAPITALS

Aggregated Risk Profile, Capital Movements and SDG Contribution

Consolidated residual risk heat map

Impact ▲ / Likelihood ▶	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost certain
5 Severe		MC-R1 HC-R4 SRC-R3			
4 Major		MC-R5 IC-R4 HC-R5 NC-R4	MC-R3 IC-R1 HC-R3 SRC-R1 SRC-R5 NC-R1	FC-R1 FC-R2 IC-R2 HC-R1	
3 Moderate		IC-R5	FC-R3 FC-R4 MC-R4 SRC-R4 NC-R2 NC-R3	MC-R2 IC-R3 HC-R2 SRC-R2	
2 Limited			FC-R5		
1 Minor					

Low (1–4) Moderate (5–9) High (10–16) Critical (20–25)

Principal risks — residual score 12 and above

ID	Risk	Appetite	Score	Trend
FC-R1	Foreign-exchange volatility — Taka depreciation raises the landed cost of imported APIs and raw materials and creates losses on foreign-currency balances.	**Cautious**	**16**	▼ Easing
FC-R2	Interest-rate and refinancing risk on a borrowing book weighted to short-term loans (BDT 5,911 Mn; 62% of interest-bearing debt).	**Cautious**	**16**	▼ Easing
IC-R2	LDC graduation and the tapering of the TRIPS pharmaceutical waiver — full patent compliance raises cost and complexity of differentiated products.	**Cautious**	**16**	▲ Rising
HC-R1	Shortage of skilled talent in QA/QC, biotech, oncology manufacturing and regulatory affairs.	**Cautious**	**16**	▶ Stable
MC-R2	Energy and utility cost escalation or supply interruption (power, gas) raising unit cost and stopping lines.	**Cautious**	**12**	▲ Rising
MC-R3	Dependence on imported APIs and packaging — lead-time and price shocks that interrupt production.	**Cautious**	**12**	▶ Stable
IC-R1	Clinical, pipeline and regulatory-approval risk — formulations fail, trials slip or approvals are delayed.	**Moderate**	**12**	▶ Stable
IC-R3	Intensifying generic competition eroding differentiation and price.	**Moderate**	**12**	▶ Stable

ID	Risk	Appetite	Score	Trend
HC-R2	Wage inflation and retention pressure from competitors for specialised talent.	**Moderate**	**12**	▲ Rising
HC-R3	Leadership bench depth becomes a constraint on execution as portfolio and geographic complexity grow.	**Cautious**	**12**	▶ Stable
SRC-R1	Supply-chain disruption from geopolitical tension, shipping delays or supplier concentration.	**Cautious**	**12**	▶ Stable
SRC-R2	Strong local and multinational competition and pricing pressure eroding customer relationships.	**Moderate**	**12**	▶ Stable
SRC-R5	Regulatory or pricing-policy change and compliance obligations (DGDA, BSEC).	**Minimal**	**12**	▶ Stable
NC-R1	Monsoon flooding, extreme rainfall, waterlogging and cyclones disrupting plants, logistics and supply continuity.	**Cautious**	**12**	▲ Rising

Risks rated High carry active treatment plans reviewed quarterly by the Audit Committee. No capital risk is rated Critical after controls.

How Each Capital Moved in FY2025–26

Capital	Movement	Principal driver
Financial	▲ Increased	Equity +24.1% from retained profit; debt −7.2%.
Manufactured	▲ Increased	PPE +6.8%; modernisation commissioned; utilisation up.
Intellectual	▲ Increased	+2 classes, +12 brands, +17 generics; 52 launches.
Human	▲ Increased	Headcount +15.9%; training hours +26.8%; LTIFR 1.00 → 0.78.
Social & Relationship	▲ Increased	52 domestic and 16 export registrations; 155,000+ outlets; 92% satisfaction.
Natural	▶ Drawn down, more efficiently	Energy and water intensity down; 76% waste recycled; 12% renewables.

SDG Contribution Map

Capital	3	4	5	6	7	8	9	10	12	13	16	17
Financial Capital						●	●				●	●
Manufactured Capital	●						●		●			
Intellectual Capital	●						●					
Human Capital		●	●			●		●				
Social & Relationship Capital	●							●				●
Natural Capital				●	●				●	●		

● = primary contribution reported in the capital's SDG impact statement. SDGs: 3 Health · 4 Education · 5 Gender · 6 Water · 7 Energy · 8 Decent work · 9 Industry & innovation · 10 Inequalities · 12 Responsible production · 13 Climate · 16 Institutions · 17 Partnerships.

Zerotil Plus

Cefuroxime USP + Clavulanic Acid BP

Tablet
250 mg+62.5 mg

Tablet
500 mg+125 mg

PFS
125 mg+31.25 mg/5 mL



EU GMP

APPROVED

Cephalosporin Plant in Bangladesh

BEACON®
Pharmaceuticals PLC



INDUSTRY LANDSCAPE, EXTERNAL ENVIRONMENT AND OUTLOOK

INDUSTRY OVERVIEW

Bangladesh Pharmaceutical Industry
Bangladesh Pharma & API Sector Snapshot

98.0%
Domestic demand met locally

USD 6 Bn
Pharma market size

USD 239 Mn
Pharma exports

150+
Export destinations

200+
Pharma companies

85.0%
API import dependency

200 acres
API Industrial Park

42
API Park plots



Industry Overview

The pharmaceutical industry is one of Bangladesh's most established and strategically important manufacturing sectors. Over the past four decades, the industry has transformed from an import-dependent market into a predominantly locally supplied pharmaceutical manufacturing base with growing international capabilities. Local manufacturers currently meet approximately 98.0% of the country's domestic medicinal demand, demonstrating the depth of the country's formulation, manufacturing and distribution capabilities. Bangladesh has also developed an expanding export footprint, with pharmaceutical products reaching more than 135 countries according to Bangladesh Investment Development Authority (BIDA) sector information.

BIDA estimates that Bangladesh's pharmaceutical market is approximately USD 6 billion, with the sector having been projected to grow at a compound annual growth rate of more than 12.0%. The industry's expansion has been supported by population growth, increasing healthcare awareness, rising income levels, urbanization, changing disease patterns, increasing life expectancy and growing demand for long-term treatment of chronic diseases.

The industry's development is particularly significant because pharmaceuticals combine domestic healthcare importance with export and industrialization potential. The sector has developed capabilities across branded generics, specialized formulations, oncology medicines, biotechnology-related products and other higher-value pharmaceutical categories. Increasing regulatory sophistication and investment in modern manufacturing facilities are also enabling leading manufacturers to compete in international markets.

Domestic Market and Demand

The domestic market provides the principal foundation of Bangladesh's pharmaceutical industry. The ability of local manufacturers to supply approximately 98% of domestic medicinal demand significantly reduces the country's dependence on imported finished medicines. This achievement has resulted from decades of investment in manufacturing capacity, formulation development, quality systems, distribution infrastructure and human capital.

Demand is supported by both demographic and epidemiological changes. Bangladesh has a large population and is experiencing a gradual transition from communicable diseases towards a greater burden of non-communicable diseases. Conditions such as diabetes, cardiovascular diseases, cancer and other chronic illnesses require continuing treatment and therefore contribute to recurring pharmaceutical demand.

BIDA specifically identifies the increasing prevalence of lifestyle-related and non-communicable diseases, including cancer, diabetes and cardiovascular diseases-as important growth drivers for the pharmaceutical sector.

The industry's domestic growth opportunity therefore extends beyond population growth. Increasing healthcare expenditure, greater awareness of preventive and therapeutic care, improved access to healthcare facilities and demand for specialized treatment are expected to support continued expansion of pharmaceutical consumption.

Export Performance

Pharmaceutical exports are becoming an increasingly important component of Bangladesh's pharmaceutical growth strategy. According to Export Promotion Bureau data, Bangladesh exported approximately USD 239 million of pharmaceutical products in FY2025–26, compared with USD 213 million in FY2024-25. This represents approximately 12.0% year-on-year growth in export earnings.

The industry exported pharmaceutical products to more than 150 countries during FY2025–26. Despite this broad geographic reach, pharmaceutical exports represented only around 0.5% of Bangladesh's total merchandise exports, which amounted to approximately USD 48 billion in FY2025-26. This relatively small share highlights the substantial opportunity for pharmaceuticals to contribute more significantly to Bangladesh's export diversification.

The industry's export performance has strengthened considerably over time. Pharmaceutical export earnings have increased from approximately USD 169 million in FY2020-21 to USD 213 million in FY2024–25 and further to USD 239 million in FY2025–26, demonstrating the sector's increasing international presence. BIDA reports that Bangladeshi pharmaceutical products are exported to more than 150 countries, including highly regulated markets such as the USA, UK, European Union, Canada and Australia.

The international opportunity is particularly important because pharmaceutical exports currently represent a very small proportion of Bangladesh's total merchandise exports. Increasing registrations, regulatory approvals, product diversification and market penetration could therefore generate significant additional foreign-exchange earnings.

International Competitiveness

Bangladesh's competitive position is supported by relatively low manufacturing costs, an established generic-drug manufacturing ecosystem and a large pool of pharmaceutical professionals.

The industry has traditionally built its competitive advantage around branded generic medicines. The next stage of development is expected to involve a gradual shift towards more sophisticated products, including complex formulations and specialized drug-delivery technologies.

For companies seeking international expansion, regulatory capability is becoming as important as manufacturing cost. Compliance with international Good Manufacturing

Practice requirements, product registration requirements, quality standards, pharmacovigilance obligations and data-integrity requirements is increasingly necessary to enter and retain access to regulated markets.

API Dependency and Supply-Chain Exposure

Despite the industry's near self-sufficiency in finished medicines, a major structural weakness remains at the upstream level. Bangladesh continues to depend heavily on imported Active Pharmaceutical Ingredients (APIs) and other raw materials.

Current industry estimates indicate that approximately 85.0% of API requirements are imported, generating an annual import bill of around USD 1.3 billion. APIs are primarily sourced from major international manufacturing centers, particularly China and India.

This creates an important strategic paradox: Bangladesh can manufacture approximately 98.0% of its finished pharmaceutical demand domestically, while still relying on overseas suppliers for around 85.0% of the key active ingredients required to manufacture those medicines.

The foreign-exchange exposure associated with API imports is therefore substantial. Assuming an annual API import bill of USD 1.3 billion, a 10.0% increase in the effective cost of imported APIs could potentially increase the industry's annual input cost by approximately USD 130 million, before considering any offsetting changes in product prices, volumes, inventories or exchange rates.

Foreign-exchange movements therefore represent an important risk for pharmaceutical manufacturers. A depreciation of the Bangladesh Taka against major currencies can increase the local-currency cost of imported APIs and other pharmaceutical raw materials, potentially placing pressure on gross margins and working capital.

Opportunity for Domestic API Manufacturing

The large gap between domestic API demand and local production represents one of the industry's most significant opportunities. The Government has established an API Industrial Park at Gazaria, Munshiganj, covering approximately 200 acres and comprising 42 plots for pharmaceutical raw-material manufacturing. The initiative is intended to develop domestic API manufacturing capabilities and reduce the sector's dependence on imported raw materials.

The development of local API capacity could generate multiple benefits, including reduced foreign-exchange exposure, shorter supply chains, improved supply security, lower logistics costs and increased opportunities for vertically integrated pharmaceutical manufacturing.

Research, Development and Innovation

Research and development is expected to become an increasingly important differentiator within Bangladesh's pharmaceutical industry. The industry's historical strength has been the production of affordable branded generic medicines; however, increasing competition and evolving international regulatory requirements are encouraging companies to invest in differentiated and technically complex products.

Opportunities exist in complex formulations, biosimilars, vaccines, insulin, specialized drug-delivery systems and other high-value therapeutic categories. BIDA identifies increasing demand for medicines related to non-communicable diseases, including cancer and diabetes, as an important structural driver.

Greater investment in R&D can also improve export competitiveness by enabling companies to develop products with stronger intellectual-property positions, obtain registrations in regulated markets and reduce dependence on commoditized products.

LDC Graduation and Intellectual Property

The transition of Bangladesh from Least Developed Country status represents another major structural consideration for the pharmaceutical industry. The sector has historically benefited from flexibilities associated with Bangladesh's LDC status under the WTO's TRIPS framework.

As these advantages change, pharmaceutical manufacturers are expected to face greater requirements relating to patent compliance, intellectual-property assessment, product development and international licensing. The transition therefore increases the strategic importance of developing differentiated products, strengthening regulatory capabilities, investing in R&D and increasing domestic API capacity.

For companies with strong formulation capabilities and established export networks, this transition can also create opportunities. The ability to manufacture complex and specialized products while maintaining international quality and intellectual-property compliance could become a significant source of competitive advantage.

PESTEL ANALYSIS

Beacon Pharmaceuticals PLC operates in a rapidly growing, local and export-oriented generics, oncology niche, general and chronic care medicine inside an industry that already meets most domestic demand and is expanding into regulated export markets. The operating environment is shaped by strong government regulatory oversight (DGDA), favourable macro growth for pharma and rising healthcare spend, intensified competition (local and multinational generics), evolving quality and ESG expectations from export markets, and technological shifts in R&D, manufacturing and supply-chain digitization. These forces create material opportunities (export growth, high-value oncology portfolio, API localization) and material risks (price regulation, currency & raw-material import dependency, regulatory compliance costs, reputational/quality incidents). The sections below unpack Political, Economic, Social, Technological, Environmental and Legal drivers.

PESTEL Frameworks



Political Factors

- Strong Central Regulation and Pricing Controls
- Government Health Policy & Procurement
- Trade Policy & Export Promotion

Strong Central Regulation and Pricing Controls

Bangladesh's pharmaceutical industry is regulated by the Directorate General of Drug Administration (DGDA), which enforces licensing, GMP compliance, product registration and price control of medicines. This purposeful regulatory framework aims at ensuring safety, availability and affordability but can constrain margin flexibility for price-controlled products.

Government Health Policy & Procurement

Government procurement for hospitals and tenders can represent a meaningful volume for certain therapeutic areas. National health policy priorities (e.g., cancer programs, non-communicable disease initiatives) influence demand inside specific portfolios.

Trade Policy & Export Promotion

Bangladesh actively promotes pharmaceutical exports and many Bangladeshi companies export to over 150 countries. Policy support allows Beacon to expand exports but raises the bar for international GMP, registration and pharmacovigilance standards. Export markets open high-value growth but require investments in international regulatory approvals and compliant supply chains. Political relations and trade agreements can affect access to specific export markets.



- Domestic Market Growth and Macro Drivers
- Currency, Import Dependency and Raw Materials (API) Exposure
- Inflation & Input Cost Pressure
- Access to Finance & Interest Rates

Domestic Market Growth and Macro Drivers

Bangladesh's pharmaceutical industry is regulated by the Directorate General of Drug Administration (DGDA), which enforces licensing, GMP compliance, product registration and price control of medicines. This purposeful regulatory framework aims at ensuring safety, availability and affordability but can constrain margin flexibility for price-controlled products.

Currency, Import Dependency and Raw Materials (API) Exposure

APIs and excipients for many formulations are imported. Bangladesh pharmaceutical manufacturers therefore carry FX/ import exposure. Local API manufacturing is expanding but not yet fully substitutive. FX volatility increases COGS unpredictability; management of FX risk (hedging, localization) is financially material. Prolonged supply constraints or price increases for key APIs can compress gross margins and disrupt production. However, Beacon's focus on diversified sourcing to maintain stable margins, ensure uninterrupted production, and capitalize on market growth both domestically and in export markets.

Inflation & Input Cost Pressure

General inflation and energy prices raise utilities, and other operating costs. For a manufacturing company, energy is a major component-sustained increases raise production costs. For Beacon Pharmaceuticals PLC, such cost pressures are managed through ongoing monitoring of energy consumption, efficiency measures in production, and strategic planning, which help mitigate the impact on overall operations.

Access to Finance & Interest Rates

Finance costs are high for both term loans and working capital loans. Beacon Pharmaceuticals PLC actively manages its borrowings, aiming to optimize bank financing and reduce interest expenses, ensuring efficient fund utilization while maintaining smooth operational continuity.



Demographics & Disease Burden

Workforce Trends & Skills

Demographics & Disease Burden

Bangladesh's growing population, ageing cohorts and rise in non-communicable diseases (cancer, cardiovascular disease, diabetes) increase demand for chronic and complex therapies-directly aligning with Beacon's oncology and general and chronic diseases medicine.

Workforce Trends & Skills

Pharma manufacturing and R&D require skilled technicians, QA/QC staff, and regulatory affairs professionals. Competition for specialized labor (biotech, oncology manufacturing) can create wage pressure. Furthermore, talent development and retention (training, career pathways) are essential; labor disputes or shortages can disrupt operations.



- Advanced Manufacturing Technology
- Research & Development (R&D) Technology
- Process Digitization & ERP Integration
- Automation in Distribution & Supply Chain

Advanced Manufacturing Technology

Pharma manufacturing and R&D require skilled technicians, QA/QC staff, and regulatory affairs professionals. Competition for specialized labor (biotech, oncology manufacturing) can create wage pressure. Furthermore, talent development and retention (training, career pathways) are essential; labor disputes or shortages can disrupt operations.

Research & Development (R&D) Technology

Beacon Pharmaceuticals PLC employs advanced tools and cutting-edge technologies in its R&D operations to develop innovative medicines. By leveraging modern laboratory equipment, data analytics, and scientific methodologies, the company enhances research efficiency, accelerates formulation development, and ensures high-quality, safe, and effective pharmaceutical products for both domestic and international markets.

Process Digitization & ERP Integration

Beacon Pharmaceuticals PLC leverages SAP S/4HANA for comprehensive financial and management reporting, complemented by ARIBA for efficient supply chain management. These integrated systems provide real-time data visibility, automate accounting and procurement processes, and ensure accurate, timely reporting. By centralizing financial and operational information, Beacon enhances decision-making, monitors performance effectively, and optimizes resource utilization. This digital transformation supports operational efficiency, strengthens governance, and enables the company to maintain high-quality production standards while ensuring reliable delivery of medicines to domestic and international markets.

Automation in Distribution & Supply Chain

Beacon Pharmaceuticals PLC enhances its distribution and supply chain operations through ERP implementation, automating procurement, inventory management, and logistics. This digital integration improves efficiency, ensures timely delivery, reduces errors, and strengthens overall operational control across the company's pharmaceutical supply network.



- Climate Change & Carbon Emissions Regulations
- Waste Management & Hazardous Disposal Requirements
- Water Usage & Effluent Treatment
- Environmental Risk Management & Disaster Preparedness

Climate Change & Carbon Emissions Regulations

Governments and global regulators are tightening carbon emission limits and promoting low-carbon industrial activities. As a pharmaceutical manufacturer with energy-intensive operations, Beacon places strong emphasis on proper energy management by investing in energy-efficient machinery, clean technologies, and carbon-reduction initiatives. These actions help the company minimize regulatory risks and strengthen ESG performance, which is particularly important for a publicly listed organization.

Waste Management & Hazardous Disposal Requirements

Pharmaceuticals generate chemical waste, solvents, expired drugs, biohazards, and packaging waste that must be treated under strict guidelines. Beacon maintains fully functional effluent treatment plants (ETP), adheres to safe waste-disposal protocols, and conducts periodic environmental audits to ensure compliance with regulatory standards. These practices reflect the company's commitment to responsible environmental management, minimizing ecological impact and supporting sustainable pharmaceutical operations.

Water Usage & Effluent Treatment

Efficient water purification units, waste water recycling systems, and advanced ETP facilities support Beacon's proper water management by reducing environmental impact and ensuring regulatory compliance. These investments also safeguard the company against future water scarcity risks and potential regulatory tightening, strengthening long-term operational resilience.

Environmental Risk Management & Disaster Preparedness

Beacon has proper plans for Environmental Risk Management and Disaster Preparedness, ensuring that potential environmental, operational, and climatic risks are systematically identified and addressed. The company follows structured protocols, conducts regular assessments, and maintains emergency response measures to protect facilities, employees, and production continuity. These initiatives enhance resilience and support sustainable, compliant pharmaceutical operations.



- Intellectual Property & Patent Law
- Drug Regulatory Law & Compliance
- Export & International Legal Compliance
- Securities & Commercial Law Compliance

Intellectual Property & Patent Law

Bangladesh currently benefits from a patent waiver under the WTO's TRIPS Agreement because it is a Least Developed Country (LDC). This waiver allows pharmaceutical companies to manufacture patented medicines generically without paying royalties or obtaining licenses - a major legal advantage that has supported Beacon's ability to produce high-value generic drugs at competitive prices. The TRIPS patent waiver will end earlier than the previously promised 2033 timeline. Once this happens, Bangladeshi companies must comply with full TRIPS standards (including enforcing product and process patents).

Drug Regulatory Law & Compliance

The DGDA is the primary regulatory authority in Bangladesh that oversees licensing, registration, quality control, safety, and marketing approval of all pharmaceutical products. This includes ensuring compliance with legal standards prior to product launch. Legal frameworks mandate rigorous testing and evaluation of drug safety, efficacy, and quality before a company like Beacon can secure marketing approval.

Export & International Legal Compliance

Beacon exports to abroad its products. To retain legal access, it must comply with the laws and regulatory requirements of each export destination, including: Product registration and approval by foreign regulators Compliance with export control laws, labelling mandates, and quality standards.

Securities & Commercial Law Compliance

Publicly listed companies like Beacon must comply with Bangladesh's securities laws and corporate governance regulations, legal risks can arise not just from drug laws, but also from financial reporting and shareholder rights.

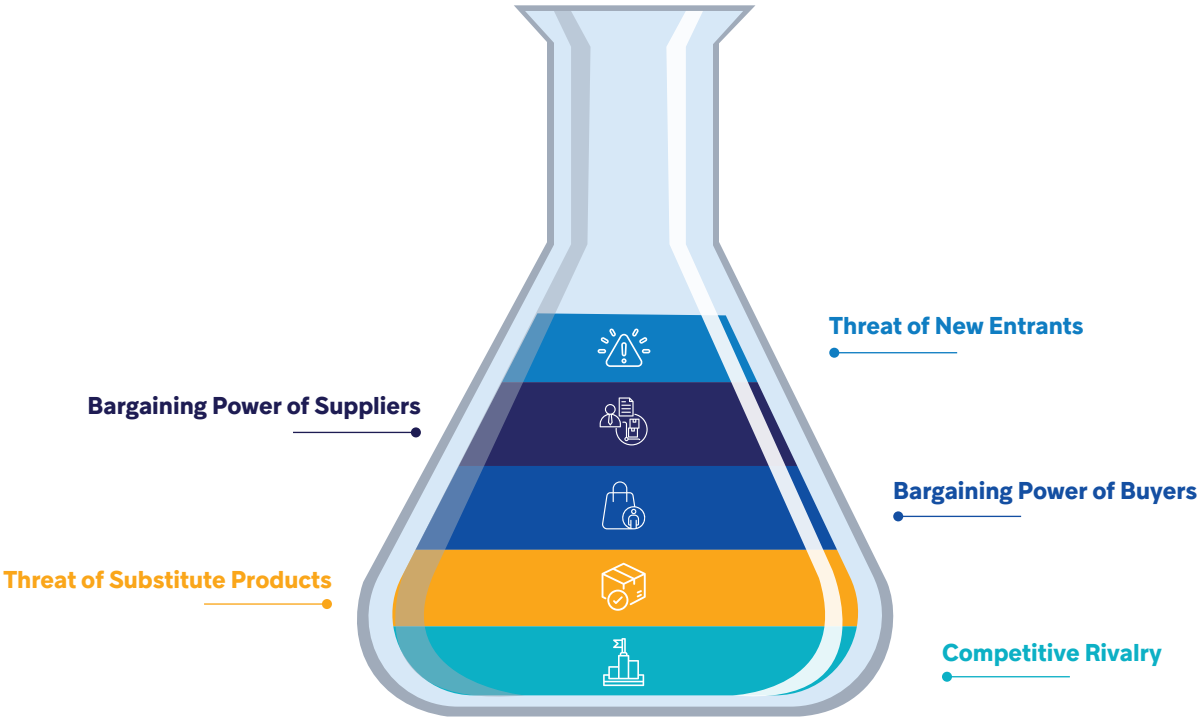
PORTER'S FIVE FORCES ANALYSIS

Creating Sustainable Competitive Advantage

The pharmaceutical industry operates in a highly competitive and tightly regulated environment where long-term success depends on much more than manufacturing excellence. Companies must continually respond to evolving regulatory requirements, technological advancements, changing healthcare needs, pricing pressures, and increasing global competition. These factors shape the industry's profitability and influence strategic decision-making, investment priorities, and long-term value creation.

Beacon Pharmaceuticals PLC recognizes that maintaining a sustainable competitive advantage requires a comprehensive understanding of both internal capabilities and external market dynamics. As part of its strategic planning process, the Company periodically evaluates the competitive environment using Porter's Five Forces Framework, one of the world's most widely accepted strategic analysis models developed by Professor Michael Porter.

The framework provides a structured approach to evaluating the attractiveness of an industry by examining five competitive forces that influence profitability and long-term sustainability:



Collectively, these forces determine the level of competition within an industry and help organizations identify strategic opportunities, potential risks, and areas requiring continuous improvement. For Beacon Pharmaceuticals PLC, the framework supports strategic decision-making by highlighting the factors that influence market positioning, operational resilience, and sustainable growth. The pharmaceutical industry in Bangladesh continues to demonstrate strong growth potential, supported by increasing healthcare awareness, a growing population, rising life expectancy, and expanding export opportunities. At the same time, the industry is characterized by stringent regulatory requirements, significant capital investment, complex manufacturing processes, and continuous technological advancement. These characteristics create both opportunities and challenges for industry participants.

Beacon Pharmaceuticals PLC has established itself as one of Bangladesh's leading pharmaceutical manufacturers through continuous investment in modern manufacturing facilities, research and development, quality assurance, and regulatory compliance. The Company's strategic emphasis on oncology products, diversified product portfolio, export market expansion, and operational excellence has strengthened its competitive position in both domestic and international markets.

Rather than viewing competition solely as the presence of rival pharmaceutical companies, Beacon adopts a broader perspective that recognizes the influence of suppliers, customers, substitute therapies, regulatory requirements, and barriers to market entry. This holistic approach enables management to better understand the structural characteristics of the industry and develop strategies that enhance resilience and create long-term shareholder value.

The following analysis assesses each of Porter's Five Forces in the context of the Bangladesh pharmaceutical industry and Beacon Pharmaceuticals PLC's strategic position. The assessment also outlines the Company's responses to emerging market trends and competitive pressures, demonstrating how its strategic initiatives support sustainable growth, innovation, and value creation.

Overall Assessment

Porter Force	Industry Impact	Beacon Position
Threat of New Entrants	Low-Moderate	Strong
Bargaining Power of Suppliers	Moderate-High	Strong
Bargaining Power of Buyers	Moderate-High	Strong
Threat of Substitute Products	Low-Moderate	Strong
Competitive Rivalry	High	Well Positioned

Threat of New Entrants

Overall Intensity : Low-Moderate

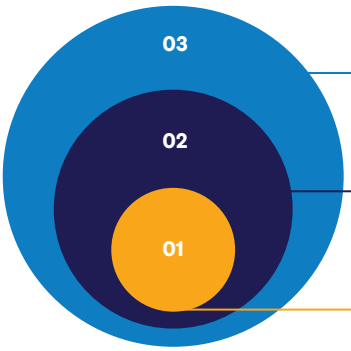


Bangladesh's pharmaceutical sector has historically been characterized by relatively low barriers to entry at the domestic, generic-formulation level. Registration requirements administered by the Directorate General of Drug Administration (DGDA) are manageable for locally consumed, off-patent products, and Bangladesh's Least Developed Country (LDC) status has, until the transition period following graduation, permitted local manufacturers to produce patented molecules without licensing fees under TRIPS flexibilities. This has encouraged a large number of small and mid-sized manufacturers to enter the general generics segment, keeping the threat of new entrants elevated in that portion of the market.

The picture is materially different in the segments where Beacon has concentrated its investment: export-oriented, internationally certified manufacturing and oncology/biotech products. Barriers here are substantially higher and include the multi-year capital outlay required to build and validate facilities to WHO-cGMP, US FDA, UK MHRA, TGA and EU GMP standards; the technical complexity of manufacturing cytotoxic oncology drugs and biologics, which demands specialized containment, cold-chain and quality-assurance infrastructure; and the lengthy, costly process of securing regulatory approval and market access in each destination country. Few domestic competitors have replicated this combination of certifications, which narrows the realistic entrant pool for Beacon's highest-value markets.

As Bangladesh progresses through its LDC graduation and the associated phase-out of the TRIPS patent exemption, the cost of entry into patented and complex molecules is expected to rise industry-wide, which should further favour established, well-capitalized players such as Beacon over new domestic entrants, even as it raises Beacon's own compliance costs.

Factors Restraining New Entrants

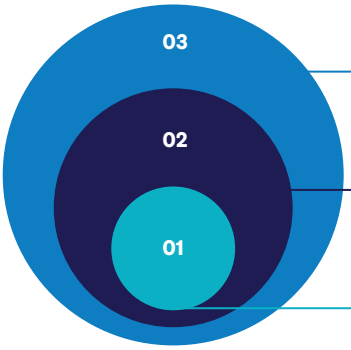


Significant capital investment required for internationally certified manufacturing plants.

Technical know-how required for oncology, biosimilar and complex generic formulations.

Post-LDC-graduation IP obligations expected to raise the cost of producing patented molecules.

Factors Easing New Entrants



Low capital and regulatory barriers persist for simple, domestically consumed generics.

Government incentives, including tax holidays, continue to support new pharmaceutical investment in Bangladesh.

Contract and toll manufacturing arrangements allow new players to access capacity without building their own plants.

Bargaining Power of Suppliers

Overall Intensity : Moderate to High

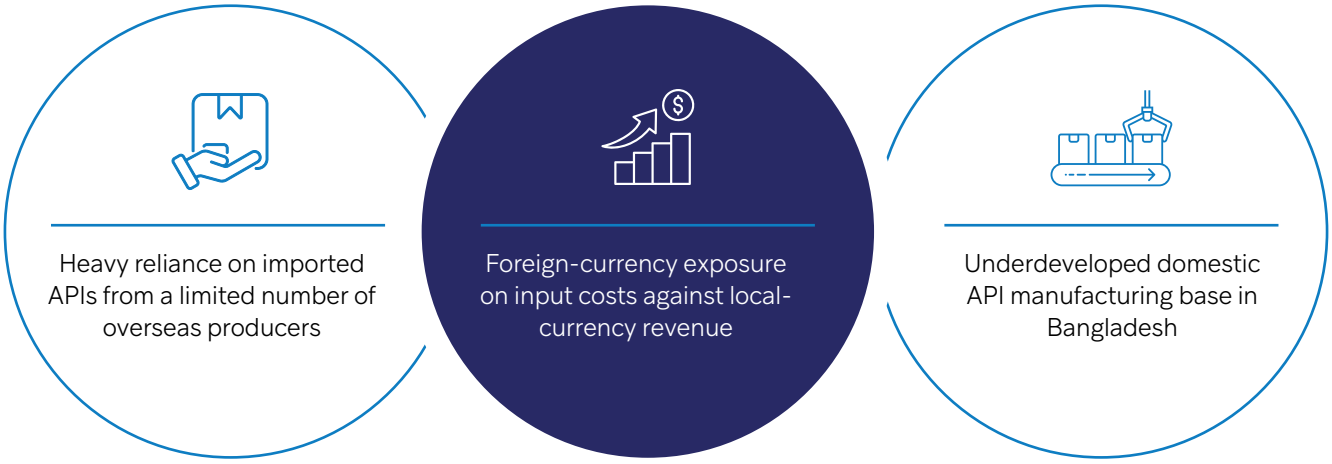


Beacon, like the great majority of Bangladeshi pharmaceutical manufacturers, sources the substantial majority of its active pharmaceutical ingredients (APIs) and specialized excipients from overseas, from Europe, USA, China and India. Domestic API production capacity remains limited despite government efforts to build an API-focused special economic zone, meaning the industry as a whole is structurally exposed to a concentrated group of overseas API suppliers. This concentration, combined with the technical specifications required for oncology and biosimilar inputs, gives suppliers meaningful leverage over price and delivery terms.

This exposure is compounded by foreign-exchange volatility, since API purchases are denominated in US dollars while a large share of domestic sales revenue is denominated in Bangladeshi taka. Currency depreciation directly raises input costs and can compress margins faster than pricing can be adjusted, particularly for domestically regulated products. Global supply-chain disruptions, freight-cost inflation and occasional export restrictions imposed by major API-producing countries add further volatility.

Beacon's scale, multi-year purchasing relationships and diversified product portfolio provide some countervailing bargaining power, as does its ability to switch between qualified API sources for many of its off-patent products. For newer, more complex molecules such as oncology and others actives, however, the number of qualified global suppliers is smaller, which increases dependency and supplier leverage for that part of the portfolio.

Factors Increasing Supplier Power



Overall Intensity: Moderate to High

Buyer power varies markedly between Beacon's domestic and export businesses. In the domestic market, individual patients have limited direct bargaining power, but the industry as a whole faces significant indirect buyer pressure through government price regulation: the Directorate General of Drug Administration sets or approves maximum retail prices for a defined list of essential and controlled medicines, constraining manufacturers' ability to pass through cost increases. Distributors, hospital procurement networks and large pharmacy chains also negotiate volume-based discounts, adding a further layer of downward price pressure.

Beacon's position as the first company in Bangladesh to export cancer medicines, together with its portfolio of first-to-market generic oncology products, provides some differentiation and pricing resilience relative to purely commoditized generics, where buyer power is at its highest.

Factors Increasing Buyer Power

- Government price controls on essential medicines in the domestic market.
- Concentrated institutional and tender-based procurement in many export markets.
- Ready availability of comparable generic alternatives for off-patent molecules.

Threat of Substitute Products

Overall Intensity: Low to Moderate

Within the generics industry, the core "substitution" event is largely determined by the patent cycle rather than by ongoing competitive dynamics. Once a molecule loses patent protection, generic manufacturers such as Beacon effectively substitute for the higher-priced originator product. In this sense, Beacon's entire generics business model is itself a substitution threat directed at originator pharmaceutical companies, which supports rather than undermines its competitive position.

The more relevant substitution risk for Beacon is at the therapy level. Alternative treatment protocols, newer classes of drugs, biosimilars developed by competitors, and, in some therapeutic areas, traditional or complementary medicine practices can reduce demand for a specific molecule. In oncology specifically, the risk is somewhat mitigated because treatment protocols are typically set by prescribing oncologists based on clinical evidence and are not readily substituted by patients or pharmacists, which supports more stable, prescription-driven demand once a product is adopted into standard treatment guidelines.

Looking further ahead, the emergence of biosimilars and next-generation targeted therapies developed by larger, better-resourced multinational and regional competitors represents a longer-term substitution risk to segments of Beacon's oncology portfolio, underscoring the importance of continued investment in research and development and pipeline renewal.

Factors Increasing Buyer Power

- Prescription-driven, clinician-directed demand in oncology limits ad hoc patient substitution.
- Beacon's own generics act as substitutes for costlier originator drugs, reinforcing demand for its products.
- High switching costs once a treatment protocol is established for chronic and oncology patients.

Competitive Rivalry

Overall Intensity: HIGH



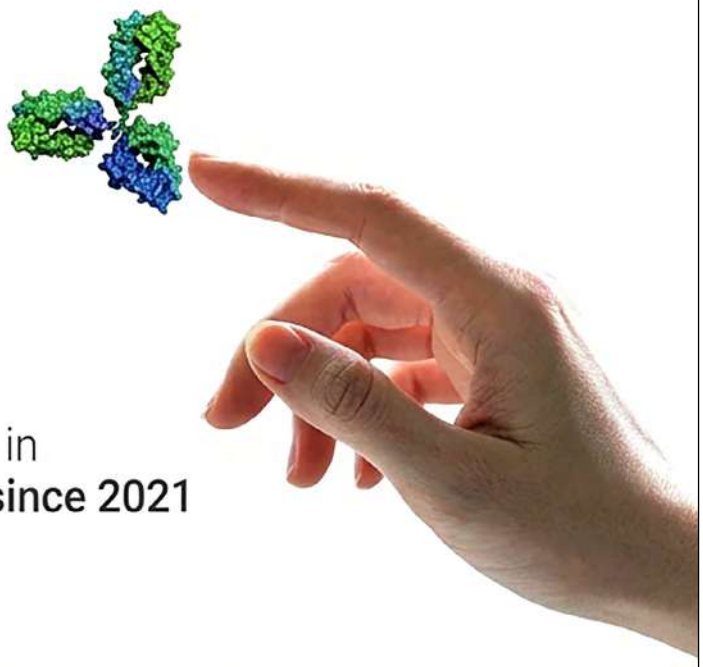
Competitive rivalry is the most intense of the five forces facing Beacon. Bangladesh is home to more than 250 licensed pharmaceutical manufacturers, and the domestic general-generics segment in particular is characterized by significant price competition, extensive product overlap and aggressive field-force-driven promotion to physicians and pharmacies. Established domestic leaders with broad portfolios and long-standing distribution networks compete intensely for market share across essential and lifestyle-disease categories alike.

Beacon's differentiation strategy has centered on being the first company in Bangladesh to export cancer treatments and on introducing a number of global first-to-market generic oncology products. This positioning provides a competitive buffer, but the underlying rate of new product launches across the industry, together with continuous capacity expansion by domestic and regional peers, keeps overall rivalry high and places sustained pressure on Beacon to continue investing in R&D, quality systems and market access to defend its position.

Factors Increasing Buyer Power

- More than 250 licensed pharmaceutical manufacturers competing in Bangladesh
- Regional and multinational generic and biosimilar manufacturers competing for the same export tenders
- Continuous capacity expansion and new product launches across the industry
- Significant product overlap and price-based competition in general generics

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SWOT ANALYSIS

Beacon Pharmaceuticals PLC operates in one of the most dynamic and highly regulated industries, where sustained success depends on innovation, quality, operational excellence, regulatory compliance, and the ability to respond to evolving healthcare needs. As the Company continues to strengthen its leadership in the pharmaceutical sector, expand its international footprint, and invest in advanced manufacturing and research capabilities, a comprehensive assessment of its internal strengths and weaknesses, alongside external opportunities and threats, provides valuable insights into its strategic position. The SWOT analysis below highlights the key factors influencing the Company's current performance and future growth prospects, enabling management to capitalize on competitive advantages, address operational challenges, and formulate strategies that support long-term value creation for shareholders and other stakeholders.



Strengths

Leadership in Oncology Pharmaceuticals

Beacon Pharmaceuticals PLC has established a strong leadership position in oncology pharmaceuticals through continuous innovation, specialized manufacturing expertise, extensive product offerings, and commitment to improving patient access to affordable cancer treatments.

Advanced Manufacturing Facilities

State-of-the-art manufacturing facilities equipped with modern technologies ensure high production efficiency, regulatory compliance, product consistency, operational excellence, and the capability to meet growing domestic and international market demand.

Strong Research & Development Capability

Continuous investment in research and development supports innovative formulations, product differentiation, regulatory approvals, technology advancement, and a sustainable pipeline of high-quality pharmaceutical products addressing evolving healthcare requirements.

Comprehensive Product Portfolio

A diversified portfolio covering oncology, general, specialty, and life-saving medicines enables the Company to serve diverse therapeutic segments while reducing dependence on individual products or market categories.

Extensive Nationwide Distribution Network

A well-established nationwide distribution network ensures efficient product availability, timely deliveries, enhanced customer satisfaction, broad market coverage, and reliable access to healthcare providers across Bangladesh.

Growing International Export Presence

Expanding exports across regulated and emerging markets strengthen revenue diversification, enhance international brand recognition, reduce dependence on domestic markets, and support sustainable long-term business growth.

Robust Quality Management System

A comprehensive quality management system ensures compliance with international standards, strengthens product reliability, enhances regulatory confidence, safeguards patient safety, and supports continuous operational improvement initiatives.

Experienced Management and Skilled Workforce

Experienced leadership and a highly skilled workforce drive operational excellence, innovation, effective decision-making, employee development, and successful execution of strategic objectives across all business functions.

Weaknesses

Dependence on Imported APIs and Raw Materials

Reliance on imported materials increases supply risks, procurement costs, and exposure to foreign exchange fluctuations.

Lengthy Product Registration Process

Extended regulatory approvals delay product launches, revenue generation, and timely market expansion opportunities.

Exposure to Foreign Exchange Fluctuations

Currency volatility increases procurement costs and creates earnings uncertainty for imported pharmaceutical inputs.

Rising Compliance Costs

Increasing compliance requirements raise operational expenses and require continuous investment in quality systems.

Long Product Development Cycle

Lengthy development timelines delay commercialization and postpone returns on research and development investments.

Limited Local API Sourcing

Limited domestic API availability increases import dependency and supply chain vulnerability during disruptions.

Robust Quality Management System

A comprehensive quality management system ensures compliance with international standards, strengthens product reliability, enhances regulatory confidence, safeguards patient safety, and supports continuous operational improvement initiatives.

Margin Pressure from Competitive Pricing

Intense price competition reduces profit margins despite maintaining product quality and market competitiveness.

Opportunities

Expansion into New International Markets

Entering new international markets enables revenue diversification, strengthens global brand recognition, expands customer reach, increases foreign exchange earnings, and supports sustainable long-term growth through broader geographical market presence.

Growing Global Demand for Oncology Medicines

Increasing global cancer prevalence creates rising demand for affordable oncology medicines, providing significant opportunities to expand exports, strengthen market leadership, and improve long-term business sustainability.

Increasing Demand for Generic Pharmaceuticals

Growing acceptance of cost-effective generic medicines presents opportunities to expand product offerings, increase market share, improve healthcare accessibility, and strengthen sustainable revenue growth across domestic and international markets.

Government Support for Pharmaceutical Exports

Supportive government initiatives, policy incentives, and export facilitation measures enhance international competitiveness, encourage foreign market expansion, increase export earnings, and strengthen Bangladesh's pharmaceutical industry globally.

Digital Transformation and Automation

Investments in digital technologies and automation improve operational efficiency, strengthen data-driven decision-making, enhance productivity, optimize resource utilization, and support sustainable business transformation across organizational processes.

Development of Specialty and High-Value Products

Developing specialty medicines and high-value pharmaceutical products enhances profitability, strengthens competitive positioning, addresses unmet medical needs, and supports long-term revenue diversification through innovation-driven healthcare solutions.

Rising Healthcare Awareness and Expenditure

Increasing healthcare awareness, higher medical spending, expanding healthcare infrastructure, and improved patient access create sustained demand for quality pharmaceutical products and long-term industry growth opportunities.

Threats

Intense Domestic and International Competition

Increasing competition from domestic and multinational pharmaceutical companies intensifies pricing pressure, accelerates innovation requirements, challenges market share, and necessitates continuous investment in product quality and differentiation.

Changing Regulatory Requirements

Frequent changes in pharmaceutical regulations require continuous compliance efforts, increase operational complexity, delay approvals, and necessitate ongoing investment in systems, documentation, and regulatory expertise.

Foreign Exchange Volatility

Exchange rate fluctuations increase import costs, affect procurement budgets, influence product pricing, reduce profitability, and create uncertainty in financial planning and international business operations.

Global Supply Chain Disruptions

Global geopolitical tensions, logistics constraints, and supplier disruptions may delay raw material availability, increase procurement costs, affect production schedules, and reduce operational resilience.

Government Drug Price Controls

Government price regulations may restrict pricing flexibility, reduce profitability, limit cost recovery, and require continuous efficiency improvements to maintain sustainable business performance and shareholder value.

Patent and Intellectual Property Challenges

Intellectual property disputes and evolving patent regulations may restrict product commercialization, increase legal risks, delay market entry, and require continuous monitoring of global regulatory developments.

Cybersecurity and Digital Risks

Increasing cyber threats may disrupt operations, compromise sensitive information, affect business continuity, damage stakeholder confidence, and require continuous investment in cybersecurity infrastructure and digital risk management.


Roxadustat INN
RENESIS
20 mg, 50 mg, 70 mg & 100 mg Tablet
1st TIME IN BANGLADESH
The Renaissance of Erythropoiesis
Unique in Erythropoiesis
Increases endogenous production of HB
Increases iron mobilization, transportation and absorption
Decreases hepcidin level
Overcomes functional iron deficiency
Overcomes hyporesponsiveness of ESA
More than oral alternative to IV Iron and ESA therapy
BEACON
Light for life



CORPORATE GOVERNANCE

Annexure-A

DECLARATION BY MANAGING DIRECTOR (MD) AND CHIEF FINANCIAL OFFICER (CFO)

15 October 2026
The Board of Directors
Beacon Pharmaceuticals PLC

Subject: Declaration on financial statements for the year ended on 30 June 2026.

Dear Sir,

Pursuant to the condition No. 1(5)(xxvi) imposed vide the commission's notification no. BSEC/CMRRCD/2016-158/207/Admin/80, dated 30 June 2018 & under section 2CC of the Securities and Exchange Ordinance, 1969, we do hereby declare that:

1. The Financial Statements of Beacon Pharmaceuticals PLC for the year ended on 30 June 2026 have been prepared in compliance with International Accounting Standards (IAS) or International Financial Reporting Standards (IFRS), as applicable in the Bangladesh and any departure there from has been adequately disclosed;
2. The estimates and judgements related to the Financial Statements were made on a prudent and reasonable basis, in order for the Financial Statements to reveal a true and fair view;
3. The form and substance of transactions and the Company's state of affairs have been reasonably and fairly presented in its Financial Statements;
4. To ensure above, the Company has taken proper and adequate care in installing a system of internal control and maintenance of accounting records;
5. Our internal auditors have conducted periodic audits to provide reasonable assurance that the established policies and procedures of the Company were consistently followed; and
6. The management's use of the going concern basis of accounting in preparing the Financial Statements is appropriate and there exists no material uncertainty related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern.

In this regard, we also certify that:-

i. We have reviewed the financial statements for the year ended on 30 June 2026 and that to the best of our knowledge and belief:
   a. These statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
   b. These Statements collectively present true and fair view of the Company's affairs and are in compliance with existing accounting standards and applicable laws.
ii. There are, to the best of knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or in violation of the code of conduct for the Company's Board of Directors or its members.

Sincerely yours,

Ulfat Karim
Managing Director

Md. Jalal Uddin FCA
Chief Financial Officer

CORPORATE GOVERNANCE COMPLIANCE CERTIFICATE

MNA ASSOCIATES
Chartered Secretaries

ANNEXURE-B
[(Certificate as per condition No. 1(5)(xxvii)]

Report to the Shareholders of BEACON Pharmaceuticals PLC. on Compliance to the Corporate Governance Code 2018;

We have examined the compliance status to the Corporate Governance Code by Beacon Pharmaceuticals PLC. for the year ended on 30 June 2026. This Code relates to the Notification No. BSEC/CMRRCD/2006 -158/207/ Admin/80, dated 03 June 2018 of the Bangladesh Securities and Exchange Commission.

Such compliance with the Corporate Governance Code is the responsibility of the Company. Our examination was limited to the procedures and implementation thereof as adopted by the Management in ensuring compliance to the conditions of the Corporate Governance Code.

This is a scrutiny and verification and an independent audit on compliance of the conditions of the Corporate Governance Code as well as the provisions of relevant Bangladesh Secretarial Standards (BSS) as adopted by Institute of Chartered Secretaries of Bangladesh (ICSB) in so far as those standards are not inconsistent with any conditions of this Corporate Governance Code.

We state that we have obtained all the information and explanations, which we have required, and after due scrutiny and verification thereof, we report that, in our opinion:

a) The Company has complied with the conditions of the Corporate Governance Code as stipulated in the above-mentioned Corporate Governance Code issued by the Commission except those mentioned in the statement of compliance status;

b) The Company has complied with the provisions of the relevant Bangladesh Secretarial Standards (BSS) as adopted by the Institute of Chartered Secretaries of Bangladesh (ICSB) as required by this Code;

c) Proper books and records have been kept by the company as required under the Companies Act, 1994, the Securities Laws and other relevant laws; and

d) The governance of the company is satisfactory.

MNA Associates
Chartered Secretaries

M Nurul Alam FCS
Chief Executive Officer
Enrollment No. 015

Place: Dhaka
Dated: 18 October 2026

MNA ASSOCIATES

MNA Associates
Tropical Molla Tower 3rd Floor| Sha-15/1-4 Pragati Sarani (Gulshan Link Road Badda end) | Middle Badda, Dhaka-1212
Mob: +880 1880887760 | Email: info@mnaassociates.org | Website: http://mnaassociates.org

Annexure-C

CORPORATE GOVERNANCE COMPLIANCE STATEMENT & STATUS

[As per condition No.1 (5) (xxvii)

Status of compliance with the conditions imposed by the Commission's Notification No. BSEC/CMRRCD/2006-158/207/Admin/80 dated 3 June 2018 issued under section 2CC of the Securities and Exchange Ordinance, 1969:

(Report under Condition NO.9)

Condition No.	Title	Compliance Status		Remarks (If any)
		Compiled	Not Compiled	
1.00	**Board of Directors**			
1.(1)	Board Size (minimum - 5 and maximum - 20)	√		7 directors as on 30 June 2026
1.(2)	**INDEPENDENT DIRECTORS**			
1.2.(a)	1/5th of total as Independent Director (ID)	√		4 IDs
1.2 (b) (i)	Does not hold any share of less than 1% shares in the Company	√		As declared by the IDs.
1.2(b) (ii)	Not a Sponsor of The Company	√		- do -
1.2 (b)(iii)	Who has not been an executive of the company	√		- do -
1.2 (b)(iv)	Does not have other relationship	√		- do -
1.2 (b)(v)	Not a Member, Director or Officer of any Stock Exchange	√		- do -
1.2 (b)(vi)	Not a Shareholder, Director of Officer of any Member of Stock Exchange.	√		- do -
1.2 (b)(vii)	Not a partner of an Executive or was not a partner of an Executive during the preceding 3 (Three) years of the concerned Company's statutory audit firm.	√		- do -
1.2 (b)(viii)	Not an Independent Director in more than five listed Companies.	√		- do -
1.2 (b)(ix)	Not Convicted by a court of competent jurisdiction as a defaulter in payment of any loan to a Bank or a Non-Bank Financial Institution.	√		- do -
1.2 (b)(x)	Not convicted for a Criminal Offence	√		- do -
1.2 (c)	Appointment by the Board and approved in AGM	√		- do -
1.2 (d)	Post cannot remain vacant more than 90 days	√		One ID demise on 13 August 2026 and One ID has time expired on 08 October 2026 but still have two IDs
1.2 (e)	Tenure of the Independent Director	√		One ID has time expired on 08 October 2026 but still have two IDs

Condition No.	Title	Compliance Status		Remarks (If any)
		Compiled	Not Compiled	
1.3	**QUALIFICATION OF INDEPENDENT DIRECTOR**			
1.3(a)	Independent Director shall be a knowledgeable individual	√		As declared by the IDs.
1.3(b)(i)	Business Leader who is or was a promoter or director of an unlisted company	-		N/A
1.(3)(b)(ii)	Should be a Corporate Leader/Business Leader	-		N/A
1(3)(b)(iii)	Former official of government.	-		N/A
1(3)(b)(iv)	University Teacher who has educational background in Economics or Commerce or Business Studies or Law	√		As declared by the IDs.
1(3)(b)(v)	Professional Chartered Accountant/ Secretary or equivalent qualification.	√		As declared by the IDs.
1 (3) (c)	The independent director shall have at least 10(ten) years of experiences	√		As declared by IDs
1 (3) (d)	Relaxation in special cases	-		N/A
1(4)	**Duality of Chairperson of the Board of Directors and Managing Director or Chief Executive Officer**			
1(4)(a)	The posts of Chairman of the board and Chief Executive Officer are filled by different individuals.	√		They are different individuals
1(4)(b)	The MD and CEO of a listed Company shall not hold the same position in another listed Company.	√		Compliance declared
1(4)(c)	The Chairperson shall be elected from among the non-executive directors of the company	√		She is a non-executive director
1(4)(d)	The Board shall clearly define respective roles and responsibilities of the Chairperson and the Managing Director.	√		Respective roles and responsibilities are clearly defined
1(4)(e)	In absence of Chairman etc.	√		No such case in year
1(5)	**The Directors' Report to Shareholders**			
1(5)(i)	Industry outlook and possible future developments in the industry	√		Discussed in the Directors' Report
1(5)(ii)	Segment-wise or product-wise performance	√		- do -
1(5)(iii)	Risks and concerns including internal and external risk factor.	√		- do -
1(5)(iv)	A discussion on Cost of Goods sold Gross profit Margin and Net Profit Margin.	√		- do -
1(5)(v)	A discussion on continuity of any extraordinary activities and their implications (gain or Loss)	√		- do -
1(5)(vi)	Basis for related party transactions-a statement of all related party transactions	√		- do -
1(5)(vii)	Utilization of proceeds from public issues, rights issues and/or through any others instruments	√		- do -
1(5)(viii)	An explanation if the financial results deteriorate after the company goes for Initial Public Offering (IPO), Repeat public Offering (RPO), Rights Offer, Direct Listing, etc.			- do -
1(5)(ix)	If significant variance occurs between Quarterly Financial Performance and Annual Financial Statements the management shall explain about the variance on their Annual Report	√		- do -

Condition No.	Title	Compliance Status		Remarks (If any)
		Compiled	Not Compiled	
1(5)(x)	Remuneration to Directors including Independent Director	√		- do -
1(5)(xi)	The financial statements prepared by the management of the issuer company present fairly its state of affairs, the result of its operations, cash flows and changes in equity	√		- do -
1(5)(xii)	Proper books of account of the issuer company have been maintained	√		- do -
1(5)(xiii)	Appropriate accounting policies have been consistently applied in preparation to the financial statements and that the accounting estimates are based on reasonable and prudent judgment	√		- do -
1(5)(xiv)	International Accounting Statement (IAS)/International Financial Reporting standard(IFRS), as applicable in Bangladesh, have been followed in preparation of the financial statements and any departure there-from has been adequately disclosed	√		- do -
1(5)(xv)	The system of internal control is sound in design and has been effectively implemented and monitored	√		- do -
1(5)(xvi)	A statement that minority shareholders have been protected from abusive actions by, or indirectly and have effective means of redress	√		- do -
1(5)(xvii)	There are no significant doubts upon the issuer company's ability to continue as a going concern, If the issuer company is not considered to be a going concern, the fact along with reasons thereof should be disclosed	√		- do -
1(5)(xviii)	Significant deviations from the last year's operation results of the issuer company shall be highlighted and the reasons there of should be explained	√		- do -
1(5)(xix)	Key operating and financial data of at least preceding 5 (Five) years shall be summarized	√		- do -
1(5)(xx)	If the issuer company has not declared dividend (cash or stock) for the year, the reasons there of shall be given	-		Dividend declared
1(5)(xxi)	Declaration that no stock div. paid as interim div.	√		Stated in Directors' Report
1(5)(xxii)	The number of Board meetings held during the year and attendance by each Director shall be disclosed	√		- do -
1(5)(xxiii)	A report on the pattern of shareholding disclosing the aggregate (name wise details)	√		- do -
1(5)(xxiii)(a)	Parent/Subsidiary/Associated Companies -do -and other related parties (name wise details)	√		
1(5)(xxiii)(b)	Directors, Chief Executive Officer, Company Secretary, Chief Financial Officer, Head of Internal Audit and their spouses and minor children (name wise details)	√		- do -
1(5)(xxiii)(c)	Executives	√		- do -
1(5)(xxiii)(d)	Shareholders holding ten percent (10%) or more voting interest in the company (name wise details)	√		- do -
1(5)(xxiv)(a)	A brief resume of the director	√		- do -
1(5)(xxiv)(b)	Nature of his/her expertise in specific functional areas	√		- do -

Condition No.	Title	Compliance Status		Remarks (If any)
		Compiled	Not Compiled	
1(5)(xxiv)(c)	Names of the companies in which the person also holds the directorship and the memberships of committees of the Board	√		- do -
1(5)(xxv)(a)	Accounting policies and estimation for preparation of financial statements	√		- do -
1(5)(xxv()b)	Changes in accounting policies and estimation as well as cash flows on absolute figure for such changes	√		- do -
1(5)(xxv(c)	Comparative analysis and financial position as well as cash flew for current financial year with immediately preceding five years explaining reasons	√		- do -
1(5)(xxv)(d)	Compare such financial performance or results and financial position as well as cash flows with the peer industry scenario	√		- do -
1(5)(xxv)(e)	Briefly explain the financial and economic scenario of the country and the globe	√		Discussed in Report
1(5)(xxv)(f)	Risks and concern issues related to the financial statements	√		- do -
1(5)(xxv)(g)	Future plan or projection or forecast for company's operation shall be explained to the shareholders in the next AGM	√		- do -
1(5)(xxvi)	Declaration or certification by the CEO and the CFO to the Board as required under condition No. 3(30) shall be disclosed as per Annexure-A	√		Given in the Annual Report
1(5)(xxvii)	The report as well as certificate regarding compliance of conditions of this Code as required under condition No. 9 shall be disclosed	√		Given in the Annual Report
1(6)	**Meeting of the Board of Directors**			
1(6)	Compliance under Bangladesh Secretarial Standards (BSS)	√		Done as per BSS
1(7)	**Code of Conduct for the Chairperson, other Board members and Chief Executive Officer**			
1(7)(a)	The Board shall lay down a code of conduct, based on the recommendation of the Nomination and Remuneration Committee (NRC)	√		NRC recommended and Board approved CoC exists
1(7)(b)	The code of conduct as determined by the NRC shall be posted on the website of the company including, among others, prudent conduct and behavior, rules and regulations, prohibition of insider trading, relationship with environment, employees, customers and suppliers, and independency.	√		The Codes of Conduct is duly posted on the Company Website
2	**Governance of Board of Directors of Subsidiary Company**			
2(a)	Provisions relating to the composition of the Board of the holding company shall be made applicable to the composition of the Board of the subsidiary company			N/A
2(b)	One Independent Director of holding company also in the subsidiary company			N/A
2(c)	Minutes of subsidiary company to be placed in the meeting of holding company			N/A
2(d)	The minutes of the respective Board meeting of the holding company shall state that they have reviewed the affairs of the subsidiary company			N/A

Condition No.	Title	Compliance Status		Remarks (If any)
		Compiled	Not Compiled	
2(e)	The Audit Committee of the holding company shall also review the financial statements in particular the investments made by the subsidiary company			N/A
3	**Managing Director (MD) or Chief Executive Officer, Chief Financial Officer (CFO), Head of Internal Audit and Compliance (HIAC) and Company Secretary (CS)**			
3.1	**Appointment**			
3(1)(a)	The Board shall appoint a Managing Director (MD) or Chief Executive Officer, a Company Secretary (CS), Chief Financial Officer (CFO), and Head of Internal Audit and Compliance (HIAC)	√		The positions are duly replenished
3(1)(b)	The positions of the MD, CEO, CS, CFO, HIAC shall be filled by different individuals	√		They are different persons
3(1)(c)	The MD or CEO, CS, CFO, and HIAC of a listed company shall not hold any executive position in any other company at the same time	√		In practice
3(1)(d)	The Board shall clearly define respective roles, responsibilities and duties of the CFO, the HIAC and the CS	√		Those are clearly defined
3(1)(e)	The MD or CEO, CS, CFO, and HIAC shall not be removed from their position without approval of the Board as well as immediate dissemination to the commission and stock exchange	√		No such case during the year
3.2	**Requirement to attend Board of Directors' Meetings**			
3 (2)	The MD or CEO, CS, CFO and HIAC of the company shall attend the meetings of the Board	√		In practice
3.3	**Duties of Managing Director (MD) or Chief Executive Officer (CEO) and Chief Financial Officer (CFO)**			
3(3)(a)(i)	The statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading	√		Stated in the Annual Report
3(3)(a)(ii)	The statements together present a true and fair view of the company's affairs and are in compliance	√		- do -
3(3)(b)	The MD or CEO and CFO to certify on due diligence in the Report	√		- do -
3(3)(c)	The certification of the MD or CEO and CFO shall be disclosed in the Annual Report	√		- do -
4	**Board of Directors' Committee**			
4 (i)	Audit Committee	√		Already in practice
4 (ii)	Nomination and Remuneration Committee	√		- Do-
5	**Audit Committee**			
5.1	**Responsibility to the Board of Directors**			
5(1) (a)	The company shall have an Audit Committee as a sub-committee of the Board	√		In practice
5(1) (b)	The Audit Committee shall assist the Board of Directors in ensuring that the financial statements reflect true and fair view of the state of affairs of the Company and in ensuring a good monitoring system within the business	√		The AC duly discharged its responsibilities
5(1) (c)	The Audit Committee shall be responsible to the Board	√		In practice
5.2	**Constitution of the Audit committee**			

Condition No.	Title	Compliance Status		Remarks (If any)
		Compiled	Not Compiled	
5(2) (a)	The Audit Committee shall be composed of at least 3 (three) members	√		AC has 3 members
5(2) (b)	Board to appoint members of the Audit Committee who shall be non-executive	√		In practice
5(2) (c)	All members of the Audit Committee should be "financially literate" and at least 1 (one) member shall have accounting or related financial management experience	√		The AC members meet the guidelines
5(2) (d)	When the term of service of the Committee members expires or there is any circumstance causing any Committee member to be unable to hold office until expiration of the term of service	√		No such case in the reporting year
5(2) (e)	The Company Secretary shall act as the Secretary of the Audit Committee	√		In practice
5(2)(f)	The quorum of Audit Committee meeting shall not constitute without at least 1 (One) independent director	√		In practice
5.3	**Chairperson of the Audit Committee**			
5(3)(a)	The Board shall select 1 (one) member of the Audit Committee to be Chairperson of the Audit Committee who will be ID.	√		Board selected accordingly
5(3)(b)	In the absence of the Chairperson of the Audit Committee members to elect one			N/A
5(3)(c)	Chairperson of the Audit Committee shall remain present in the Annual General Meeting (AGM)	√		The AC Chairman attended the AGM
5.4	**Meeting of the Audit Committee**			
5(4)(a)	The Audit Committee shall conduct at least its four meetings in a financial year	√		4 meetings held
5(4)(b)	The quorum of the Audit Committee shall be constituted in presence of either two members or two third of the members of the Audit Committee whichever is higher	√		In practice
5.5	**Role of Audit Committee**			
5(5)(a)	Oversee the financial reporting process	√		Performed as per guidelines
5(5)(b)	Monitor choice of accounting policies and principles	√		-do-
5(5)(c)	Internal Audit and Compliance process to ensure that it is adequately resourced	√		-do-
5(5)(d)	Performance of external auditors	√		-do-
5(5)(e)	Hold meeting on annual financial statements before submission to the Board for approval or adoption	√		-do-
5(5)(f)	Review the annual financial statements before submission to the Board for approval	√		-do-
5(5)(g)	Review the Quarterly and half yearly financial statements before submission to the Board for approval	√		-do-
5(5)(h)	The review adequacy of internal audit function	√		-do-
5(5)(i)	Review the management's Discussion and Analysis before disclosing in the Annual Report	√		-do-
5(5)(j)	Review statement of all related party transactions submitted by the management	√		-do-
5(5)(k)	Review management letters or letter of Internal Control weakness issued by statutory auditors	√		-do-

Condition No.	Title	Compliance Status		Remarks (If any)
		Compiled	Not Compiled	
5(5)(l)	Oversee determination of audit fees based on scope and magnitude	√		-do-
5(5)(m)	Oversee whether IPO proceeds utilized as per the published Prospectus			N/A
5.6	**Reporting of the Audit Committee**			
5.6 (a)	**Reporting to the Board of Directors**			
5(6)(a)(i)	The Audit Committee shall report on tis activates to the Board	√		Performed as per guidelines
5(6)(a)(ii)(a)	Report on conflicts of interests	-		No such case in the year
5(6)(a)(ii)(b)	Suspected or presumed fraud or irregularity or material defect identified in the internal audit and compliance process.	-		Do
5(6)(a)(ii)(c)	Suspected infringement of laws, regulatory compliance including securities related laws, relies and regulation	-		Do
5(6)(a)(ii)(d)	Any other matter which the Audit Committee deems necessary shall be disclosed to the Board immediately	-		Do
5.6 (b)	Reporting to the Authorities			
5.7	Reporting to the Shareholders and General Investors			
5(7)	Reporting to the Shareholders and General Investors	√		Audit committee report given in the AR
6	**Nomination and Remuneration Committee (NRC)**			
6.1	**Responsibility to the Board of Directors**			
6(1)(a)	The company shall have a Nomination and Remuneration Committee (NRC) as a sub-committee of the Board	√		In practice
6(1)(b)	The NRC shall assist the Board in formulation of the nomination criteria or policy for determining qualifications	√		The NRC performed as per guidelines
6(1)(c)	The Terms of Reference of the NRC shall be clearly set forth in writing covering the areas stated at the condition	√		In practice
6.2	**Constitution of the NRC**			
6(2)(a)	The Committee shall comprise of at least three members including an independent director	√		The NRC has 3 members
6(2)(b)	All members of the Committee shall be non-executive directors	√		In practice
6(2)(c)	Members of the Committee shall be nominated and appointed by the Board	√		Constituted as per guidelines
6(2)(d)	The Board shall have authority to remove and appoint any member of the committee	√		In practice
6(2)(e)	In case of death, resignation, disqualification, or removal of any member of the Committee or in any another cases of vacancies the board shall fill the vacancy within 180 (one hundred eighty) days of occurring such vacancy in the Committee			No such case in the reporting year
6(2)(f)	The Chairperson of the Committee may appoint or co-opt any external expert members			N/A
6(2)(g)	The Company Secretary shall act as the secretary of the committee	√		In practice
6(2)(h)	The quorum of the NRC meeting shall not constitute without attendance of at least an independent director	√		In practice

Condition No.	Title	Compliance Status		Remarks (If any)
		Compiled	Not Compiled	
6(2)(i)	No member of the NRC shall receive, either directly or indirectly, any remuneration for any advisory or consultancy role or otherwise, other than Director's fees or honorarium form the company	√		In practice
6.3	**Chairperson of the NRC**			
6(3)(a)	The Board shall select 1 (One) member of the NRC to be Chairperson of the Committee	√		Board selected the Chairman accordingly
6(3)(b)	The absence of chairperson of the NRC, the remaining members may elect one of themselves as Chairperson for that particular meeting			No such case in the reporting year
6(3)(c)	The Chairperson of the NRC shall attend the annual general meeting (AGM)	√		The NRC Chairman attended the AGM
6.4	**Meeting of the NRC**			
6(4)(a)	The NRC shall conduct at least one meeting in a financial year	√		Four meeting held
6(4)(b)	The Chairperson of the NRC, may convene any emergency meeting	-		No such case in the year
6(4)(c)	The quorum of the meeting of the NRC shall be constituted in presence of either two members or two third of the members of the Committee	√		Practiced as per guidelines
6(4)(d)	The proceedings of each meeting of the NRC shall duly be recorded in the minutes and such mines shall be confirmed in the next meeting	√		- do -
6.5	**Role of NRC**			
6(5)(a)	NRC shall be independent and responsible or accountable to the Board and to the shareholders	√		- do -
6(5)(b)(i)(a)	The level and composition of remuneration is reasonable and sufficient to attract, retain and motivate suitable directors to run the company successfully	√		- do -
6(5)(b)(i)(b)	The relationship of remuneration to performance is clear and meets appropriate performance	√		- do -
6(5)(b)(i)(c)	The remuneration to directors, top level executive involves a balance between fixed and incentive pay reflecting short and long term performance	√		- do -
6(5)(b)(ii)	Devising a policy on Board's diversity taking into consideration age, experience etc.	√		- do -
6(5)(b)(iii)	Identifying persons who are qualified the criteria laid down and recommend their appointment and removal to the Board.	√		No such list as yet
6(5)(b)(iv)	Formulating criteria for evaluation of performance of independent directors and the Board	√		Practiced as per guidelines
6(5)(b)(v)	Identifying company's needs for employees at different levels and determine their selection, transfer or replacement	√		- do -
6(5)(b)(vi)	Developing recommending and reviewing annually the company's human resources and training policies	√		- do -
6(5)(c)	The company shall disclose the nomination and remuneration policy and the evaluation criteria and activities of NRC during the year at a glance in its annual report	√		Stated in the Annual Report

Condition No.	Title	Compliance Status		Remarks (If any)
		Compiled	Not Compiled	
7	**External or Statutory Auditors**			
7(1)(i)	External or Statutory Auditors shall not be engaged in Appraisal or valuation services or fairness opinions	√		As declared by the auditors
7(1)(ii)	External or Statutory Auditors shall not be engaged in financial information systems design and implementation	√		- do -
7(1)(iii)	External or Statutory Auditors shall not be engaged in Book- keeping or other service related to the account ion records	√		- do -
7(1)(iv)	External or Statutory Auditors shall not be engaged in Broker –dealer services	√		- do -
7(1)(v)	External or Statutory Auditors shall not be engaged in Actuarial services	√		- do -
7(1)(vi)	External or Statutory Auditors shall not engage Internal audit services	√		- do -
7(1)(vii)	External or Statutory Auditors shall not be engaged in any services that the Audit Committee may determine	√		- do -
7(1)(viii)	External or Statutory Auditors shall not be engaged in Certification services on compliance of corporate governance	√		- do -
7(1)(ix)	External or Statutory Auditors shall not be engaged in any other service that may create conflict of interest	√		- do -
7(2)	No partner or employees of the External or Statutory Auditors audit firms shall possess any share of the company they audit at least during the tenure of their audit assignment of that company	√		- do -
7(3)	Representative of External or Statutory Auditors shall remain present in the Shareholders Meeting (Annual General Meeting or Extraordinary General Meeting)	√		He was present in the last AGM
8	**Maintaining a website by the company**			
8(1)	The company shall have an official website linked with that of the stock exchange	√		Website exists
8(2)	The company shall keep the website functional from the date of listing	√		Website is functional
8(3)	The company shall make available the detailed disclosures on its website as required under the listing regulations of the concerned stock exchanges	√		In practice
9	**Reporting and Compliance of Corporate Governance**			
9(1)	The company shall obtain a certificate from a practicing professional firm on yearly basis regarding compliance of conditions of Corporate Governance and such certificate shall be disclosed in the Annual Report	√		Certificate given in the Annual Report
9(2)	The professional who will provide the certificate on compliance of Corporate Governance shall be appointed by the Shareholders in the Annual General Meeting			Duly Appointed at AGM
9(3)	The directors of the company shall state, in accordance with the Annexure-C attached, in the directors' report whether the company has complied with these conditions	√		Duly stated in the Directors' Report

BEACON'S INTEGRATED CORPORATE GOVERNANCE FRAMEWORKS

Five connected pillars, standing on a foundation of certified compliance - oversight flows into disclosure, strategy, risk and assurance, which reports back to the board.

01 OVERSIGHT
Governance Structure

- Board of Directors - composition & roles
- Audit Committee report
- Nomination & Remuneration Committee (NRC)
- CSR & Sustainability Committee

02 DISCLOSURE
Reporting & Compliance

- Directors' Report
- Communication Mechanism
- BAPLC Certificate
- External Auditor Certificate

03 DIRECTION
Strategy & Outlook

- Industry Outlook & future prospects
- Dividend Policy

04 PROTECTION
Risk Management

- ERM Framework
- Principal Risks & Uncertainties
- Risk Mitigation Strategies

05 ASSURANCE
Internal Control & Assurance

- Internal Controls of the organization
- Internal Control Structure Components
- Management, Committee & Auditor Assurance

Assurance reports back to the Board - closing the governance loop

Governance Foundations & Certifications

Declaration by MD & CFO To the Board	**Compliance Certificate** Corporate governance	**Compliance Statement** Regulatory Compliance
Governance Frameworks Structural basis	**Policies & Practices** Key policies	**Code of Conduct** Ethics compliance statement

◗ Oversight ◗ Disclosure ◗ Strategy ◗ Risk ◗ Assurance

Beacon's corporate governance disclosures are not a collection of separate reports - they form one connected system. Board oversight sets direction, is disclosed transparently, shapes strategy, is safeguarded through risk management, and is independently validated through internal control and assurance, which in turn reports back to strengthen the board's oversight. This closes the governance loop and rests on a foundation of certified compliance, ethical conduct, and documented policy - reflecting Beacon's commitment to accountable, integrated governance.

CORPORATE GOVERNANCE DRIVING SUSTAINABLE VALUE

Good governance is the foundation of value creation. It ensures ethical leadership, transparency, accountability and compliance-building trust with stakeholders and contributing to a more sustainable future.

Our Governance Framework

- **Board Oversight & Leadership**
- **Ethics & Integrity**
- **Risk Management & Internal Control**
- **Compliance & Regulatory Adherence**
- **Transparency & Disclosure**

Guides responsible decision-making - aligned with purpose, values and long-term strategy

Strengthens stakeholder trust and confidence -through transparency, accountability and ethical business conduct

Enhances performance and resilience -effective oversight and risk management drive efficiency and business continuity

Drives sustainability and long-term value - embedding sustainability in governance for enduring value creation

Assurance Reports Back to the Board - Closing the Governance Loop



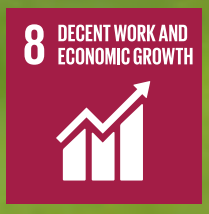
Primary Impact

Promotes transparent, accountable and inclusive institutions at all levels. Governance practices support anti-corruption, ethical behavior, rule of law and effective oversight.



Secondary Impact

Supports sustained, inclusive and sustainable economic growth. Good governance drives responsible business conduct, fair employment and long-term value creation.



Secondary Impact

Encourages responsible use of resources through sound policies, effective risk management, ethical supply chains and compliance with environmental standards.

Effective Governance

- Strong Board leadership;
- Policies, Codes & Ethics; Transparent disclosure;
- Compliance & oversight.

Responsible Actions

- Ethical decision-making;
- Risk management;
- Stakeholder engagement;
- Fair and inclusive practices.

Sustainable Value

- Long-term financial returns; Social contribution;
- Environmental stewardship;
- Resilient business growth.

SUSTAINABLE DEVELOPMENT GOALS

SDG	Why It Matters	How Governance Contributes	Our Focus Areas
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Strong institutions, justice, transparency and accountability are the foundation of sustainable development	Anti-corruption and ethical behavior; transparent reporting and disclosure; board oversight and accountability; compliance with laws and regulations; protection of stakeholder rights	Ethics & integrity; Anti-bribery & anti-corruption; Governance transparency
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Sustainable economic growth and decent work depend on responsible and ethical businesses	Responsible business strategies; fair employment and safe workplace; employee development & well-being; long-term value creation	Human capital development; Fair labor practices; Economic performance
8 DECENT WORK AND ECONOMIC GROWTH	Responsible use of resources ensures a healthy planet and sustainable operations	Environmental policies and compliance; sustainable supply chain management; efficient resource use and waste management; product quality and patient safety	Environmental stewardship; Responsible sourcing; Quality & safety

CORPORATE GOVERNANCE

Beacon Pharmaceuticals PLC is committed to the highest standards of corporate governance, guided by integrity, accountability, transparency, and ethical conduct. Through effective Board oversight, robust internal controls, and regulatory compliance, the Company strengthens stakeholder confidence and promotes sustainable growth, resilience, and long-term value creation.

Beacon Pharmaceuticals PLC remains firmly committed to maintaining the highest standards of corporate governance, ethical business conduct, and regulatory compliance. The Company believes that sound governance is fundamental to creating sustainable long-term value for shareholders while safeguarding the interests of employees, customers, business partners, regulators, and the wider community.

Guided by its core values of integrity, accountability, transparency, fairness, inclusiveness, and responsible leadership, Beacon has established a robust governance framework that promotes effective oversight, prudent decision-making, and responsible risk management. The framework enables the Board of Directors, Board Committees, and Management to work collaboratively in delivering the Company's strategic objectives while ensuring compliance with all applicable legal and regulatory requirements.

During financial year 2025-2026, Beacon continued to strengthen its governance practices by enhancing Board effectiveness, reinforcing internal controls, promoting ethical business conduct, improving risk management processes, and embedding sustainability considerations into key business decisions. The Company remains committed to maintaining a diverse, inclusive, and competent leadership team that reflects good governance practices and supports long-term organizational resilience. Beacon integrates Environmental, Social, and Governance (ESG) considerations into its business strategy and decision-making processes, recognizing that sustainable business practices are essential for long-term success. Through effective stakeholder engagement, transparent disclosure, and responsible corporate citizenship, the Company continues to enhance trust, strengthen accountability, and support sustainable value creation for all stakeholders.

Philosophy of Governance

At Beacon Pharmaceuticals PLC, corporate governance is more than a regulatory obligation-it is a fundamental business principle that guides every aspect of the Company's operations. The Company believes that strong governance enhances business resilience, strengthens stakeholder confidence, supports effective risk management, and drives sustainable long-term performance.

The Four Pillars of Excellence in Corporate Governance



ACCOUNTABILITY
01



FAIRNESS
02



TRANSPARENCY
03



RESPONSIBILITY
04

Accountability

Beacon Pharmaceuticals PLC is committed to maintaining the highest standards of accountability throughout the organization. The Board of Directors, Board Committees, Management, and employees are accountable for their respective responsibilities and are expected to uphold ethical conduct, regulatory compliance, and sound business practices. Through effective oversight, robust internal controls, and clearly defined governance structures, the Company ensures responsible decision-making, prudent risk management, and the protection of shareholders' interests while supporting its mission to improve healthcare outcomes.

Fairness

Beacon Pharmaceuticals PLC is dedicated to conducting its business with fairness, integrity, and respect for all stakeholders. The Company ensures equitable treatment of shareholders, including minority shareholders, and fosters a workplace that promotes equal opportunity, diversity, and inclusion. Relationships with employees, healthcare professionals, customers, suppliers, regulators, and business partners are built on mutual trust, ethical conduct, and impartiality, ensuring that decisions are made objectively and in the best interests of the Company and its stakeholders.

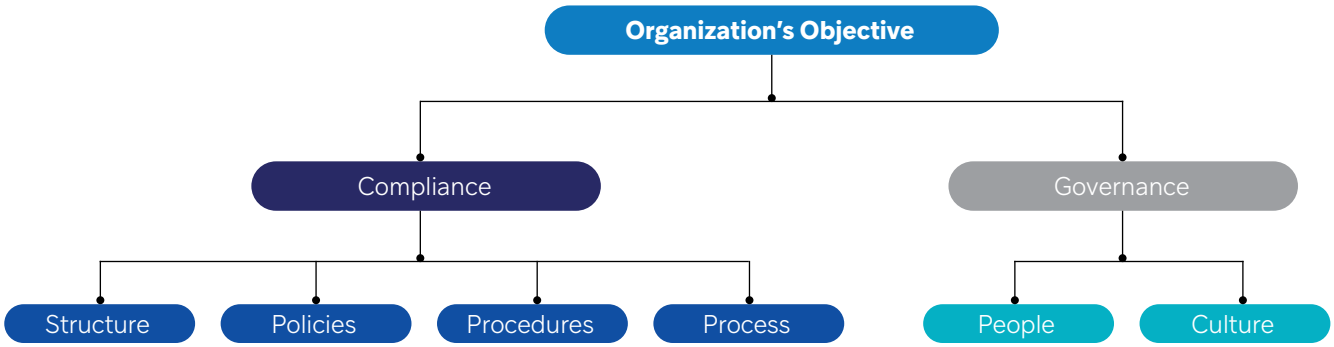
Transparency

Transparency is a fundamental principle of Beacon Pharmaceuticals PLC's corporate governance framework. The Company is committed to providing timely, accurate, and balanced disclosure of financial and non-financial information in compliance with applicable laws, regulatory requirements, and international reporting standards. Open communication with shareholders and other stakeholders, supported by comprehensive reporting and effective engagement, strengthens confidence, promotes informed decision-making, and reinforces the Company's reputation for integrity and responsible business conduct.

Responsibility

Beacon Pharmaceuticals PLC recognizes its responsibility to deliver high-quality, safe, and affordable pharmaceutical products while creating sustainable value for shareholders and society. The Company integrates ethical business practices, regulatory compliance, environmental stewardship, quality management, innovation, and ESG considerations into its operations and strategic decision-making. Through responsible governance, continuous improvement, and a strong commitment to public health and sustainable development, Beacon strives to make a positive and lasting contribution to patients, communities, and the healthcare sector.

Foundations of Corporate Governance



At Beacon Pharmaceuticals PLC, corporate governance is fundamental to achieving sustainable growth, maintaining stakeholder confidence, and delivering long-term value. The Company's governance framework is aligned with its vision, mission, core values, and strategic objectives, ensuring that ethical conduct, accountability, transparency, and responsible decision-making are embedded throughout the organization.

The Board of Directors provides strategic leadership and oversees the Company's affairs with a focus on sustainable business performance, regulatory compliance, prudent risk management, and stakeholder value creation. Working closely with Board Committees and the Executive Management, the Board establishes the Company's strategic direction, approves major business initiatives, monitors organizational performance, and promotes a culture of integrity and ethical leadership.

Beacon recognizes that effective corporate governance extends beyond regulatory compliance. Accordingly, governance principles are integrated into every aspect of the Company's operations through clearly defined organizational structures, delegated authorities, comprehensive policies, standard operating procedures, and a robust internal control environment. These practices support operational excellence, sound financial stewardship, effective risk management, and continuous business improvement.

The Company's governance framework is built upon the following key principles:

- Aligning governance practices with the Company's long-term strategic objectives and sustainable value creation.
- Providing effective oversight through an experienced and diverse Board of Directors supported by independent Board Committees.
- Promoting ethical leadership, integrity, accountability, transparency, and fairness across all business activities.
- Maintaining a robust enterprise risk management framework and an effective system of internal controls.
- Ensuring compliance with applicable laws, regulations, listing requirements, and industry standards.
- Fostering innovation, product quality, patient safety, operational excellence, and responsible environmental and social practices.
- Encouraging open communication and constructive engagement with shareholders, employees, customers, healthcare professionals, suppliers, regulators, and other stakeholders.

The governance structure is further strengthened through the clear segregation of responsibilities between the Chairman of the Board and the Managing Director, ensuring an appropriate balance of authority, independent oversight, and effective decision-making. The Board is supported by the Company Secretary, Chief Financial Officer, Head of Internal Audit, and other members of senior management, each operating within clearly defined roles and responsibilities.

Governance Compliance

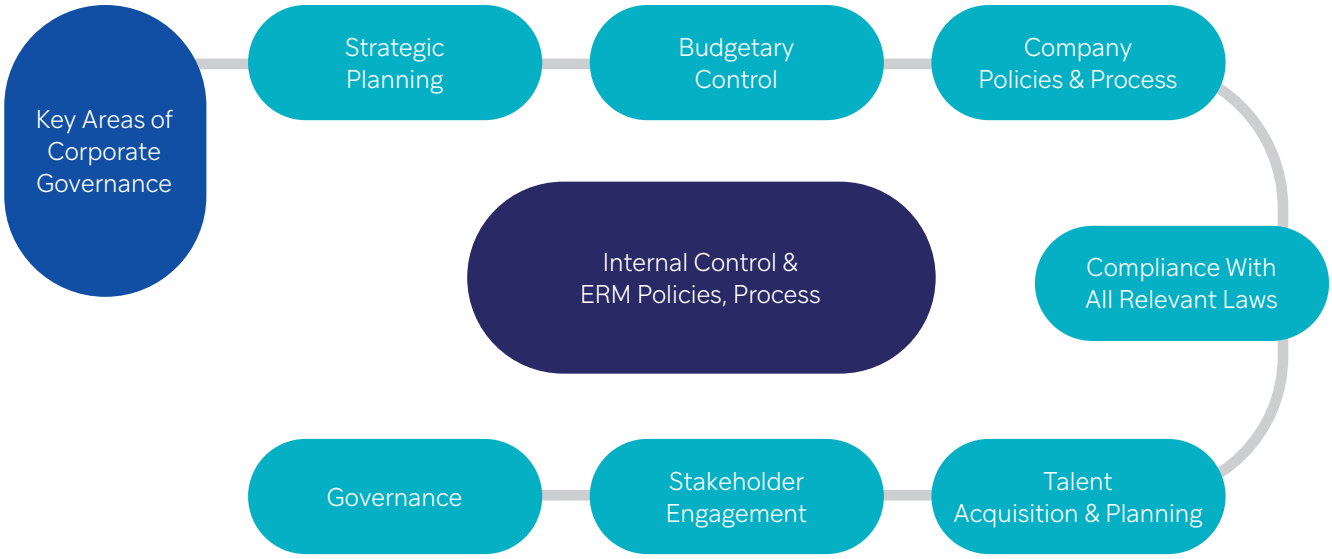
Beacon Pharmaceuticals PLC is committed to maintaining the highest standards of corporate governance through full compliance with the Corporate Governance Code issued by the Bangladesh Securities and Exchange Commission (BSEC), together with all other applicable legal and regulatory requirements.

The Board of Directors has established an effective governance framework that promotes responsible leadership, ethical business conduct, transparency, accountability, and sound risk management. The Board is responsible for approving the Company's strategic plans, major investments, and key policies while overseeing financial reporting, internal controls, compliance, succession planning, enterprise risk management, and sustainability initiatives.

To enhance governance effectiveness, the Board has constituted specialized committees, including the Audit Committee, the Nomination and Remuneration Committee and CSR and Sustainability Committee, each operating under clearly defined terms of reference approved by the Board. These committees assist the Board by providing independent oversight of financial reporting, internal controls, risk management, governance practices, executive remuneration, Board composition.

The Company maintains an independent Internal Audit function that evaluates the effectiveness of governance, risk management, and internal control systems across the organization. The Board also receives regular reports from Management on compliance, operational performance, strategic risks, cybersecurity, quality management, environmental, social and governance (ESG) matters, and other emerging issues to support informed decision-making.

In accordance with the BSEC Corporate Governance Code, the Company has obtained an independent certification on compliance from a practicing professional and has included the prescribed Statement of Compliance as part of this Annual Report.



Corporate Governance Overview

Governance at Beacon

At Beacon Pharmaceuticals PLC, corporate governance is the foundation of responsible management, strategic oversight, and sustainable growth. It guides the Company in creating long-term value while upholding the highest standards of integrity, accountability, and transparency.

Governance Structure and Regulatory Compliance

1. The Companies Act, 1994
2. Bangladesh Securities and Exchange Commission (BSEC) regulations and guidelines.
3. Memorandum and Articles of Association of the Company.
4. Listing regulations of DSE & CSE
5. Applicable national laws and regulatory requirements
6. IAS & IFRS

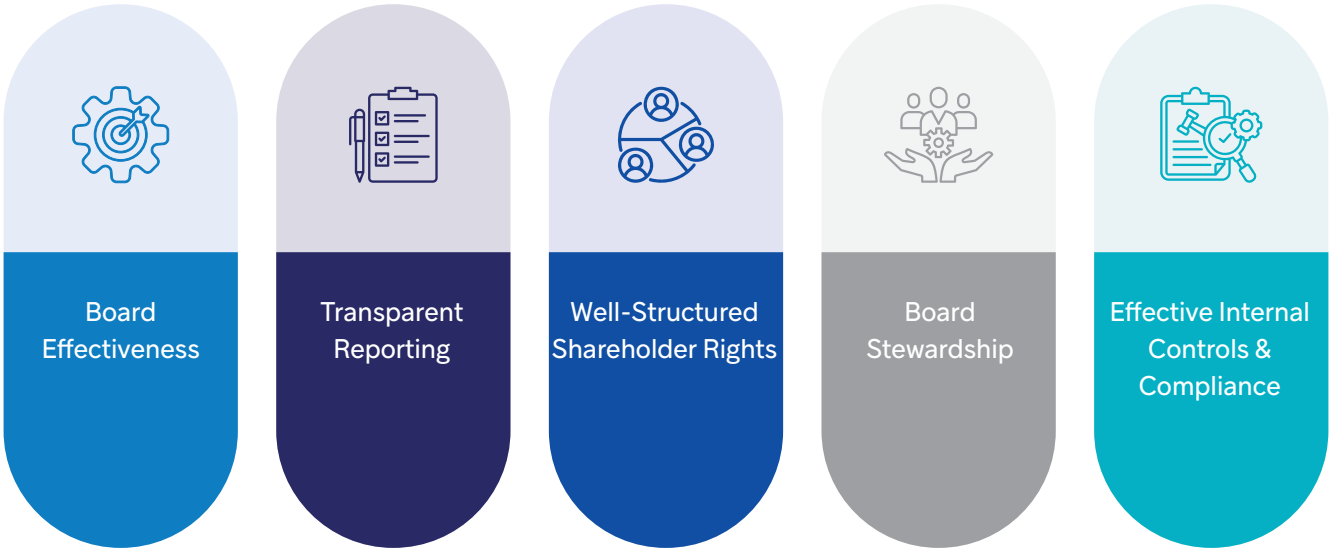
Governance Standards & Practices

1. Aligned with recognized governance best practices.
2. Compliant with the BSEC Corporate Governance Code, 2018.
3. Supported by the Company's Code of Conduct and internal policies.
4. Promotes the fundamental principles of:
   - Transparency
   - Fairness
   - Accountability
   - Responsibility

Control, Risk & Oversight Framework

1. Enterprise Risk Management (ERM) framework
2. Robust internal controls and Delegation of Authority (DoA)
3. Continuous monitoring and regulatory compliance
4. Supports sustainable growth and long-term value creation

Corporate Governance Excellence Framework



Board Effectiveness

Strategic Leadership: The Board provides strategic direction and oversight to support sustainable growth and long-term value creation.

Board Committees: Well-defined Board Committees assist the Board in fulfilling its governance, risk oversight, and compliance responsibilities.

Ethical Leadership: A strong culture of integrity is reinforced through the Company's Code of Conduct and ethical business practices.

Continuous Board Development: The Board regularly reviews its effectiveness, governance practices, and strategic priorities.

Transparent Reporting

Timely Disclosure: Material information is disclosed accurately and promptly in accordance with regulatory requirements.

Internal Control Framework: Robust internal controls safeguard assets, ensure reliable financial reporting, and support operational excellence.

Enterprise Risk Management: Risks are systematically identified, assessed, monitored, and mitigated across the organization.

Regulatory Compliance: The Company complies with applicable laws, BSEC regulations, listing requirements, and pharmaceutical industry standards.

Policy Review: Corporate policies and governance procedures are periodically reviewed and updated.

Well-Structured Shareholder Rights

Equitable Shareholder Treatment: The Company safeguards the rights and interests of all shareholders, including minority shareholders.

Transparent Communication: Shareholders receive timely, accurate, and relevant information to facilitate informed decision-making.

Stakeholder Engagement: The Company maintains open and constructive engagement with shareholders and other key stakeholders.

Board Stewardship

Governance Oversight: The Board actively oversees strategy, governance, risk management, and business performance.

Strategic Alignment: Governance practices support the Company's long-term strategic objectives and sustainable growth.

Accountability & Integrity: The Board promotes accountability, ethical leadership, and a culture of responsible decision-making throughout the organization.

Effective Internal Controls & Compliance

Delegation of Authority: Clearly defined authority levels support efficient and accountable decision-making.

Financial Controls: Robust budgeting, financial monitoring, and performance management ensure financial discipline.

Human Capital Development: Talent development, succession planning, and employee capability enhancement support organizational resilience.

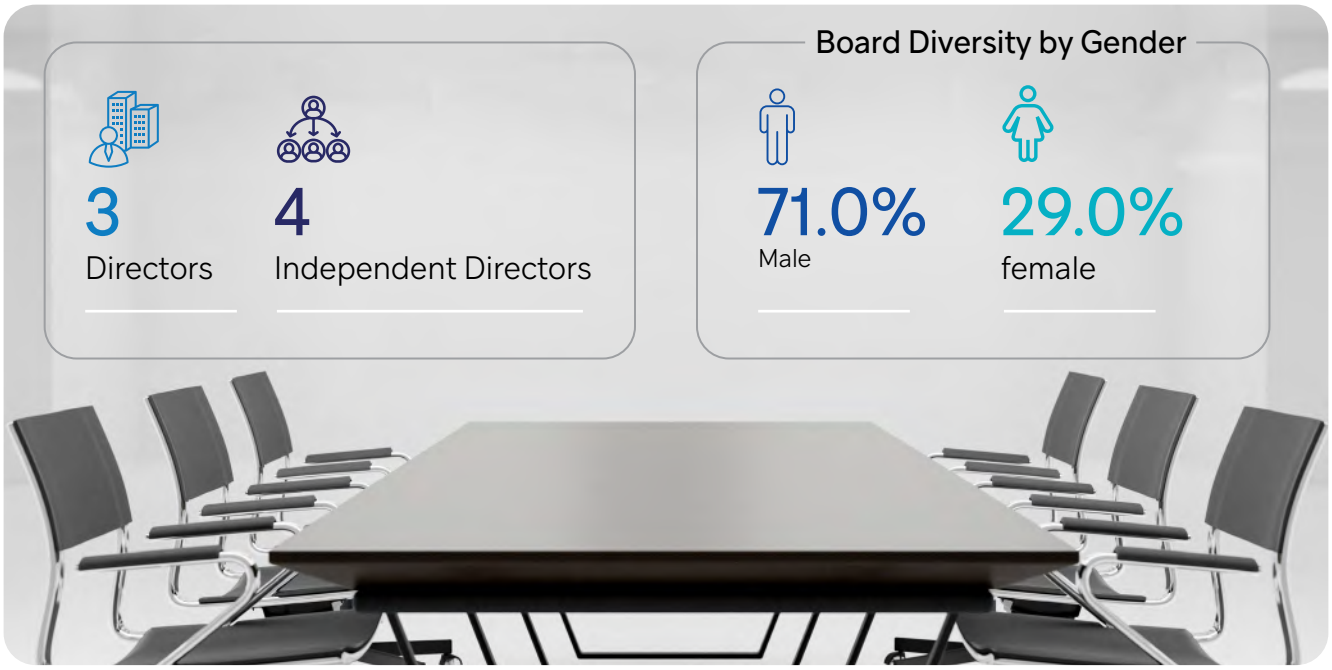
Risk, Control & Compliance: Continuous enhancement of internal controls, enterprise risk management, and regulatory compliance strengthens business resilience and supports sustainable value creation.

Board of Directors

The Board of Directors of Beacon Pharmaceuticals PLC provides effective leadership, strategic direction, and independent oversight to ensure the highest standards of corporate governance across the Company. Comprising experienced professionals with diverse expertise in pharmaceuticals, healthcare, finance, business management, corporate governance, and strategic planning, the Board guides the Company's long-term vision while safeguarding the interests of shareholders and other stakeholders.

The Board is responsible for establishing the Company's strategic objectives, overseeing business performance, promoting ethical leadership, and ensuring effective risk management and regulatory compliance. Through sound governance practices and informed decision-making, the Board supports innovation, operational excellence, and sustainable business growth.

In a rapidly evolving healthcare and pharmaceutical environment, the Board remains committed to strengthening the Company's resilience, enhancing organizational capabilities, and creating sustainable long-term value through responsible governance, financial discipline, and continuous strategic oversight.



Corporate Governance Oversight

The Board of Directors of Beacon Pharmaceuticals PLC maintains an effective corporate governance framework that promotes accountability, transparency, integrity, and responsible business conduct. During the year, the Board continued to strengthen governance practices through strategic oversight and continuous monitoring of the Company's performance, risk management, and compliance framework.

Code of Conduct for the Board of Directors

The Board of Directors operates under a comprehensive Code of Conduct that promotes the highest standards of integrity, ethical behavior, accountability, and professionalism. Directors are

expected to act in the best interests of the Company and its stakeholders while complying with all applicable laws, regulations, the Company's Articles of Association, and internal governance policies.

The Code of Conduct reinforces the Board's commitment to ethical leadership, responsible decision-making, confidentiality, and the avoidance of conflicts of interest.

Board Independence and Conflict of Interest

Beacon Pharmaceuticals PLC is committed to maintaining an independent and objective Board that exercises sound judgment in the best interests of the Company and its stakeholders.

To safeguard Board independence, the Company:

- Maintains an appropriate balance of Executive, Non-Executive, and Independent Directors in accordance with the BSEC Corporate Governance Code.
- Reviews the independence of Independent Directors in accordance with applicable regulatory requirements.
- Requires Directors to disclose any actual or potential conflicts of interest promptly.
- Ensures that Directors with a conflict of interest abstain from participating in related discussions and decision-making.
- Maintains policies and procedures to identify, manage, and mitigate conflicts of interest while preserving the integrity of Board decisions.

Board Practices

Beacon Pharmaceuticals PLC is committed to maintaining high standards of corporate governance through ethical leadership, regulatory compliance, and effective Board oversight. The Board operates within a well-defined governance framework supported by clear policies, delegated authorities, robust internal controls, and an effective enterprise risk management system.

The Board regularly reviews strategic priorities, financial performance, business risks, sustainability initiatives, and regulatory compliance to ensure the Company remains resilient, competitive, and focused on sustainable value creation. Through continuous evaluation of governance practices and stakeholder engagement, the Board promotes transparency, accountability, and long-term business success.

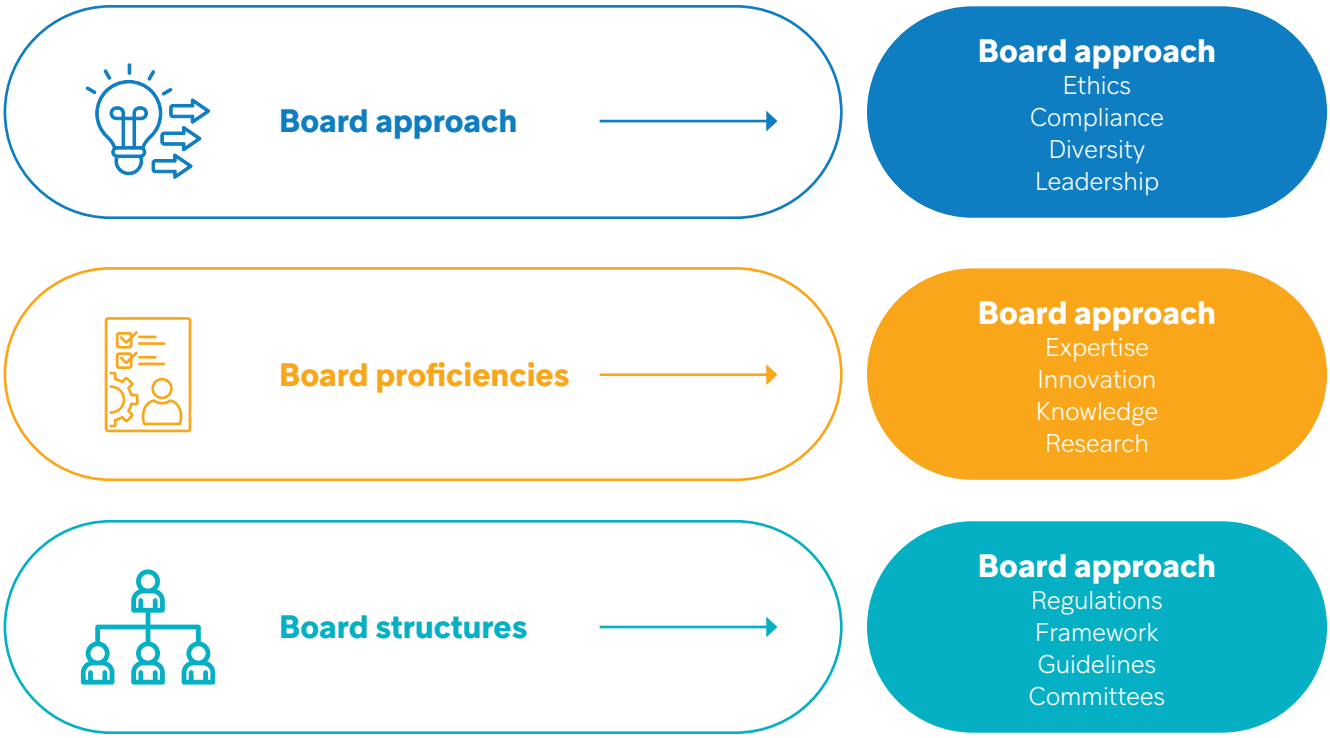
Board's Affairs In Company Business

During financial year 2025-2026, the Board of Directors of Beacon Pharmaceuticals PLC continued to provide strategic leadership, independent oversight, and effective governance while delegating the day-to-day management of the Company's operations to the Managing Director and the Executive Management Team. The Board remained focused on creating sustainable long-term value by ensuring sound governance, prudent risk management, regulatory compliance, and operational excellence.

Board Activities During the Year

Throughout the year, the Board reviewed, deliberated, and approved significant matters relating to the Company's strategic and operational priorities, including:

- Corporate strategy, governance, and business performance.
- Review and approval of quarterly, half-yearly, and annual financial statements.
- Dividend recommendation and other matters relating to shareholder value.
- Enterprise risk management and business continuity initiatives.
- Oversight of the internal control, internal audit, and compliance framework.
- Approval of major capital investments and strategic business initiatives.
- Review and approval of key corporate policies and governance practices.
- Monitoring regulatory compliance and sustainability initiatives.
- Delegation of authority and oversight of Management's execution of approved strategies.
- Protection of shareholders' interests and promotion of long-term sustainable growth.



Director Appointment Policy

Beacon Pharmaceuticals PLC has a fair process for selecting and retaining directors. This process follows the Companies Act, 1994; the BSEC Corporate Governance Code, 2018; any important BSEC rules and notices; and the Company's own rules, the Articles of Association.

The Company evaluates candidates for directorship based on honesty, education and training, experience, industry knowledge, leadership ability, financial and accounting understanding, strategic thinking, and sound decision-making. The Board also considers the Company's needs, leadership development, diversity of perspectives on the Board, and the skills required to manage the Company effectively.

The Nomination and Remuneration Committee (NRC) reviews candidates suggested for the Board and recommends the right people to the Board. For Independent Directors, the NRC verifies qualifications, good qualities, and true independence. The NRC also obtains the required documents as required by BSEC rules.

The Company ensures a mix of directors who are part of the Company, not part of the Company, and independent. The Company also regularly reviews the Board structure to ensure it complies with the rules and has the skills needed to help the Company perform well in the future.

All director appointments must comply with applicable law, obtain any necessary approvals from regulators, and, if needed, secure permission from the Company's owners. The Company also plans for leadership to ensure the Board continues to function effectively.

Director Training & Continuing Development

Beacon's Directors regularly participate in professional development programs to keep their knowledge and skills current. During the year, Executive Directors participated in CPHI exhibitions and related pharmaceutical industry programs in China, Germany and Europe, gaining exposure to global pharmaceutical trends, technologies, manufacturing practices and market developments. Two Independent Directors, being Chartered Accountants, continued their professional development through CPD programs of ICAB. Other Directors also participated in relevant training programs, seminars and professional sessions covering areas such as corporate governance, regulatory developments, industry practices and emerging business issues. These learning initiatives support the Board in making informed decisions and providing effective oversight of the Company's business and long-term growth.

Director Training Policy

Beacon Pharmaceuticals PLC encourages continuous professional development of Directors through relevant training, seminars, conferences, industry programs and professional development activities. The policy aims to keep Directors updated on corporate governance, regulatory requirements, industry developments, financial reporting, risk management and emerging business issues, enabling them to discharge their responsibilities effectively.

Chairman of the Board

The positions of Chairman and Managing Director (MD) are held by different individuals, ensuring a clear separation between the leadership of the Board and the day-to-day management of the Company. The Chairman is independent of the MD, which supports balanced decision-making, effective oversight, and appropriate checks and balances.

The key responsibilities of the Chairman include:

- Providing effective leadership to the Board and ensuring its proper functioning.
- Facilitating open communication and encouraging Directors to express their views independently.
- Ensuring that the Board receives timely, adequate and relevant information for informed decision-making.
- Guiding the Board in setting strategic priorities and overseeing their implementation.
- Ensuring that the Board appropriately considers the interests of shareholders and other stakeholders.
- Promoting high standards of corporate governance, integrity, accountability and transparency.
- Ensuring effective coordination between the Board, its Committees and Management.
- Supporting the annual evaluation of the Board and its Committees and promoting continuous improvement in Board effectiveness.

Roles and Responsibilities of the Managing Director (MD)

The Managing Director is responsible for implementing the policies and strategic decisions approved by the Board and overseeing the Company's overall operations within the authority delegated by the Board. The MD ensures that the Company's short-term priorities remain aligned with its long-term strategic objectives and sustainable growth.

Key responsibilities of the Managing Director include:

- Implementing business and administrative matters delegated by the Board and ensuring effective planning and utilization of resources.
- Providing assurance to the Board through appropriate certification and oversight of the Company's financial reporting and maintaining a strong control environment.
- Developing and implementing long-term strategies to strengthen the Company's performance, competitiveness and sustainable value creation.
- Overseeing day-to-day operations and ensuring that business activities are conducted efficiently and in accordance with approved strategies, policies and applicable laws.
- Maintaining effective communication between the Board and Management and ensuring that the Board receives timely and relevant information on business performance and significant matters.
- Leading the executive management team and remaining accountable to the Board for the Company's overall operational and business performance.
- Representing the Company in engagements with employees, regulators, shareholders, business partners and other stakeholders, as appropriate.
- Leading the Management and Leadership Team in translating the Company's strategic priorities into effective operational actions.
- Promoting a culture of integrity, accountability, innovation, quality and continuous improvement across the organization.

Annual Evaluation of the Managing Director

To strengthen accountability and ensure alignment with the Company's strategic priorities, the Board conducts a structured annual evaluation of the Managing Director's performance. The evaluation considers both financial and non-financial performance, as well as the MD's leadership and contribution to the Company's long-term objectives.

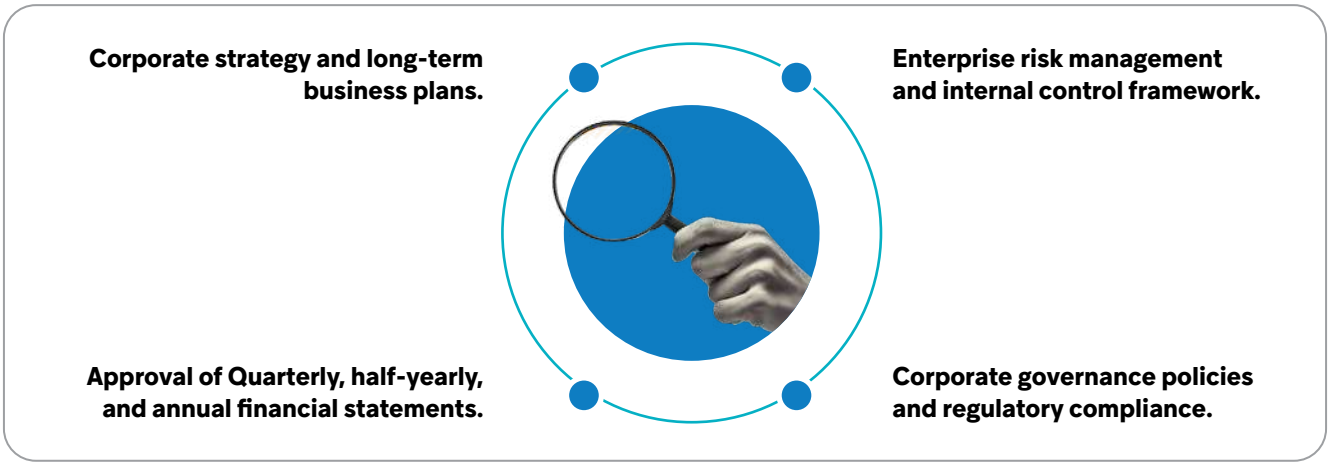
The assessment considers:

- Achievement of approved business objectives, budgets and key performance indicators.
- Financial performance, business growth and operational efficiency.
- Progress against strategic plans and major business initiatives.
- Leadership, organizational development and talent management.
- Risk management, internal control, compliance and corporate governance.
- Contribution to sustainability and responsible business practices.
- Stakeholder relationships and regulatory engagement.
- Digital transformation, innovation and operational improvement.
- Succession planning and development of future leadership capabilities.

The outcome of the evaluation is considered by the Board in providing feedback, setting future objectives and identifying areas for further development. This process helps ensure that the Managing Director's leadership remains aligned with the Company's strategy, governance principles and commitment to sustainable long-term value creation.

Board Decisions and Governance Oversight

The Board's decision-making framework ensures effective oversight, sound governance, and strategic alignment across the Company. The Board reviews and approves key strategic, financial, operational, and governance matters to support the Company's long-term growth and sustainability.



Responsibilities Allocation

Beacon Pharmaceuticals PLC maintains a clear allocation of responsibilities among the Board of Directors, Shareholders, Management and other key stakeholders. This framework supports accountability, effective decision-making, sound governance and responsible management of the Company's resources.

Directors

The Board of Directors provides strategic direction, governance and oversight of the Company. Its principal responsibilities include:

- Reviewing the composition, effectiveness and performance of the Board and its Committees.
- Selecting and appointing Directors in accordance with applicable laws, regulations and the Company's governance framework.
- Approving the Company's strategic plans, policies, annual budgets and major business initiatives.
- Reviewing and approving significant capital investment proposals based on strategic priorities, financial viability, risks and expected returns.
- Overseeing the Company's capital structure and ensuring prudent allocation of financial resources.
- Overseeing financial reporting and the effectiveness of financial monitoring systems.
- Ensuring appropriate systems of internal control, risk management and regulatory compliance.

- Recommending the appointment or reappointment of statutory auditors and approving their terms of engagement and remuneration, as applicable.
- Reviewing and approving the Company's financial statements.
- Approving human resource strategies, leadership development and succession planning for the Managing Director, executive leadership and senior management.
- Overseeing the Company's Corporate Social Responsibility (CSR), sustainability and Environmental, Social and Governance (ESG) initiatives.
- Reviewing the effectiveness of internal controls and taking appropriate measures to strengthen governance practices.

Shareholders

Shareholders play an important role in the Company's governance and participate in key decisions reserved for them under applicable laws and regulations. Their principal responsibilities include:

- Approving the Company's financial statements together with the Directors' and Auditors' Reports.
- Declaring dividends based on the recommendation of the Board and in accordance with applicable laws.
- Electing and re-electing Directors to the Board.
- Appointing or reappointing the Statutory Auditor and approving the auditor's remuneration, as applicable.
- Considering and approving other matters placed before the Annual General Meeting in accordance with applicable laws, BSEC requirements and the Company's Articles of Association.
- Exercising their rights to ask questions, seek relevant information and participate in the Company's general meetings.

Management

Management is responsible for the day-to-day operation and performance of the Company within the authority delegated by the Board. Its key responsibilities include:

- Implementing the strategies, policies and decisions approved by the Board.
- Preparing strategic business plans, operating plans and annual budgets for Board consideration.
- Managing business operations and Company resources efficiently and responsibly.
- Establishing and maintaining effective internal control, risk management and compliance systems.
- Monitoring business performance against approved objectives and taking corrective action where necessary.
- Providing timely and reliable financial and management information to the Board and its Committees.
- Leading employee development, performance management, succession planning and talent management.
- Promoting a culture of integrity, accountability, innovation, quality and continuous improvement.
- Identifying opportunities to improve operational efficiency, business growth and sustainable value creation.
- Ensuring compliance with applicable laws, regulations, internal policies and delegated authority limits.

Customers

Beacon Pharmaceuticals PLC places the safety, quality and wellbeing of patients and customers at the center of its business. The Company is committed to:

- Maintaining high standards of product quality, safety and efficacy.
- Ensuring compliance with applicable pharmaceutical and regulatory requirements.
- Promoting responsible and ethical marketing and communication practices.
- Responding appropriately to product quality and consumer concerns.
- Continuously improving products, processes and quality systems.
- Building and maintaining consumer trust through responsible and ethical business practices.

Independent Directors

The appointment or re-appointment of Independent Directors is conducted with a focus on professional integrity, relevant experience, social standings and the ability to contribute independently and meaningfully to the deliberations of the Board. In order to comply with

the BSEC notification dated June 03, 2018 on Corporate Governance, the Board has appointed eminent personalities as Independent Directors of the Company. Based on recent regulatory obligation, the Company has also appointed a distinguished female member as Independent Director in the Board. All appointments, in whatever segments, are primarily scanned and evaluated by the Nomination and Remuneration Committee (NRC). Based on recommendations of the NRC, final appointment is made by the Board. Subsequently, subject to regulatory approval, such appointments are then placed before the Annual General Meeting (AGM) for due vetting as required under the regulations. Thus, the Board of Beacon Pharmaceuticals PLC comprises of 7 (Seven) members of which 2 (Two) are Non-Executive Directors, 4 (Four) are Non-Executive Independent Directors and a Managing Director. All the Board Members have fulfilled and completed the regulatory compliances necessary and duly qualified for their directorship in the Beacon Pharmaceuticals PLC Board. The robust requirements are meticulously complied to form a competent Board, which is cohesive and has the due expertise for quick and informed decision making. We believe that the Beacon Board has the optimum level of knowledge, composure, skills and understanding about the Company's business and stands as the perfect platform to perform and deliver.

Role of Independent Directors

Independent Directors provide objective judgment, independent perspectives, and strategic guidance in

the Board's deliberations, thereby strengthening the integrity, transparency, and effectiveness of the Company's decision-making process. Their independent oversight promotes balanced discussions, supports sound governance practices, and safeguards the interests of shareholders and other stakeholders.

In addition to fulfilling their statutory and regulatory responsibilities under the Bangladesh Securities and Exchange Commission (BSEC) Corporate Governance Code, 2018, Independent Directors play a vital role in enhancing the Board's governance and oversight functions. They actively contribute to the review of corporate strategy, risk management, internal controls, financial reporting, regulatory compliance, and sustainability initiatives, while providing constructive challenge and independent counsel to Management to support the Company's long-term growth and value creation.

Role of Independent Directors

- Oversee potential conflicts of interest and provide independent oversight on matters relating to financial reporting, internal controls, Board nominations, and executive remuneration.
- Contribute professional expertise, objective judgment, and independent perspectives to the Board's deliberations, strategic decision-making, and oversight responsibilities.
- Review and evaluate related-party transactions to ensure they are conducted on an arm's length basis, are fair, transparent, and in the best interests of the Company and its shareholders.
- Provide independent views and constructive challenge on matters relating to regulatory compliance, corporate governance, business performance, risk management, and strategic initiatives.
- Promote the integrity, effectiveness, and independence of the Company's governance, compliance, and internal control framework.
- Monitor and evaluate Management's performance to ensure that business operations and strategic execution remain aligned with the Board-approved objectives, policies, and the Company's long-term interests.

Non-Executive Directors Representation

Beacon Pharmaceuticals PLC maintains an appropriate balance of Executive and Non-Executive Directors to promote effective oversight, objective judgement and balanced decision-making. The Board comprises 7 Directors, of whom 6 are Non-Executive Directors, representing 85.7% of the total Board. This exceeds the minimum requirement of one-third of the Board, subject to a minimum of two Non-Executive Directors.

Category	No. of Directors	% of Board
Executive Directors	1	14.0%
Non-Executive Directors	6	86.0%
Total Directors	7	100%

The six Non-Executive Directors include four Independent Directors, bringing diverse expertise in finance and accounting, audit, taxation, pharmaceutical technology, corporate governance, financial reporting and industry development. Their collective experience strengthens the Board's independent oversight and supports informed decision-making in the long-term interests of the Company and its stakeholders.

The Board periodically reviews its composition to maintain an appropriate balance of Executive, Non-Executive and Independent Directors in accordance with the applicable BSEC Corporate Governance Code, 2018, other regulatory requirements and the Company's governance framework.

Finance and Accounting Expertise

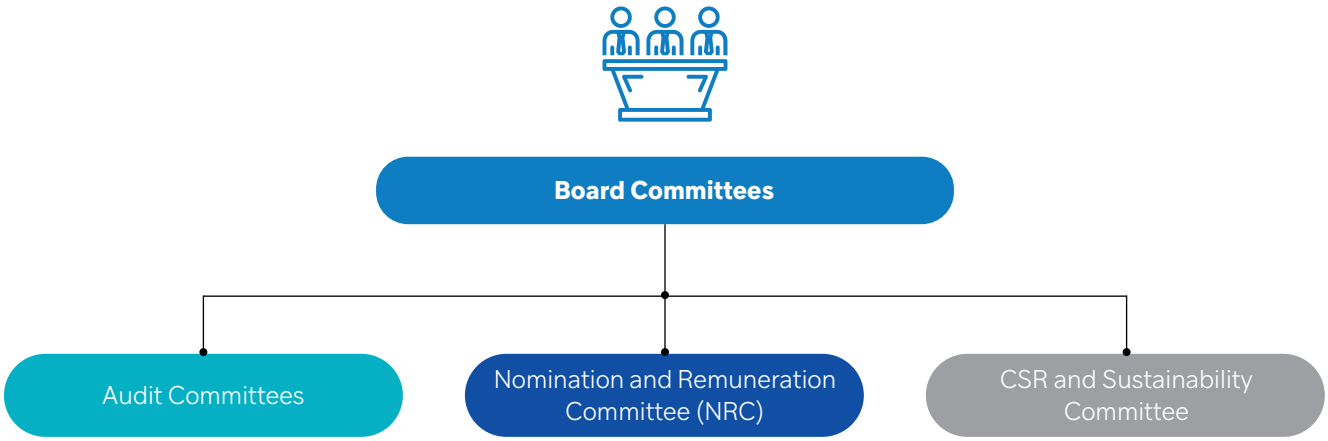
The Board of Beacon Pharmaceuticals PLC benefits from strong expertise in finance, accounting and financial reporting. Mohammed Ariful Hoque FCA, an Independent Director, is a Fellow Chartered Accountant of ICAB and an Associate Chartered Accountant of ICAEW, with over 17 years of experience in statutory audit, financial reporting, IFRS, taxation, internal controls and corporate governance.

Rezanur Chowdhury, an Independent Director and Chartered Accountant, brings more than 43 years of professional experience in accounting, finance and taxation, gained through senior roles in both local and international organizations. Professor Dr. Shamem Ara Mili, an Independent Director and Professor of Accounting and Information Systems, further strengthens the Board with her academic and research experience in accounting, corporate governance and financial reporting.

Together, their knowledge and experience provide valuable guidance to the Board and its Committees on accounting standards, auditing, financial reporting and internal control, supporting the accuracy, transparency and reliability of the Company's financial statements.

Board Committees

To strengthen corporate governance, enhance effective oversight, and ensure compliance with the BSEC Corporate Governance Code, 2018, the Board of Directors has established three dedicated Committees to support the Board in carrying out its responsibilities effectively.



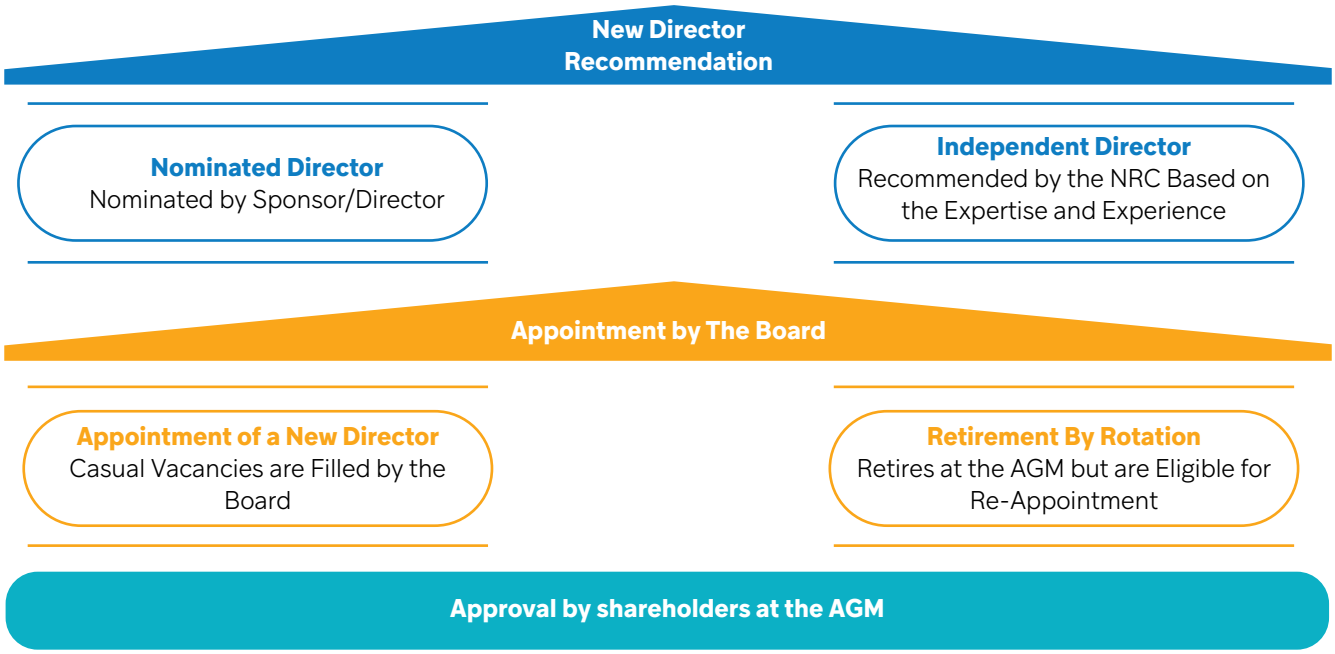
Distinctions of the Beacon Pharmaceuticals PLC Board

Some of the key contours of the Board of Directors of the Company are as follows:

- The Beacon Pharmaceuticals PLC Board is a blend of diverse knowledge, culture and nationality;
- Chairman and MD of the Company are separate individuals;
- The Independent Directors and their competencies are precisely as per the codes of governance as prescribed by BSEC;
- None of the Independent Directors is more than six years at the Board;
- The Board Committees are headed by Independent Directors;
- Roles and responsibilities of the Chairman, Directors and MD are clearly demarcated;
- Members of Management do not indulge in Board matters;
- Roles and functions of the Board and Management are clearly delineated;
- Thus, the Beacon Pharmaceuticals PLC Board is capable to deliver the utmost 'collective wisdom' to the Company.

Policy on Appointment of the Board of Directors

The Board of Directors of Beacon Pharmaceuticals PLC comprises individuals with diverse qualifications, experience, skills and professional expertise. The composition of the Board is designed to provide an appropriate balance of knowledge, independence and business experience, enabling the Directors to discharge their responsibilities effectively with integrity, diligence and sound judgment.



Rotation, Retirement and Re-Election of Directors

Directorship on the Company Board is not a permanent or perpetual position. The directors are subject to retirement and rotation as required by the Companies Act and Beacon Pharmaceuticals PLC Articles of Association. Routinely, one-third of the Board members retire at the yearly Annual General Meeting. But they are eligible for re-election based on certain criteria. However, under the BSEC CG Code, the Independent Directors are to perform for maximum two terms of three years each.

Succession Plan

Beacon Pharmaceuticals PLC recognizes that effective succession planning is essential to maintaining leadership continuity, institutional knowledge and long-term organizational resilience. The Company periodically reviews the composition and effectiveness of its Board and senior management in light of its strategic priorities, business requirements and the evolving pharmaceutical and regulatory environment.

Succession Policy of Board

In alignment with the applicable requirements of the Bangladesh Securities and Exchange Commission (BSEC) Corporate Governance Code, the Nomination and Remuneration Committee (NRC) plays an important role in supporting the Company's leadership and governance framework. The NRC reviews matter relating to the composition of the Board, appointment and succession of Directors and senior management, leadership competencies, remuneration and other relevant human resource and governance matters, as applicable.

The succession planning approach seeks to ensure that the Company maintains an appropriate balance of experience, professional expertise, industry knowledge, leadership capability, independence and diverse perspectives within its governing and management structure. Particular consideration is given to the competencies required to support the Company's long-term growth, pharmaceutical manufacturing capabilities, regulatory compliance, business expansion, risk management and sustainability objectives.

Succession Planning Framework



Human Capital

At Beacon Pharmaceuticals PLC, our people are at the heart of our ability to deliver quality healthcare solutions, drive innovation and achieve sustainable growth. We seek to create a workplace where employees are treated with respect, encouraged to develop their capabilities and empowered to contribute to the Company's objectives. Our human capital approach focuses on attracting and retaining capable people, developing future leaders, recognizing performance, maintaining a supportive working environment and providing opportunities for continuous learning. These practices are guided by our commitment to integrity, fairness, equal opportunity, employee wellbeing and responsible business conduct.

Human Resource Development and Management

The Company maintains structured policies and practices covering recruitment, employee development, performance management, compensation and benefits, promotion, succession planning, employee engagement, grievance management and workplace conduct. These practices are designed to align individual capabilities and performance with the Company's strategic priorities. We recognize that the pharmaceutical industry requires specialized knowledge, technical competence and continuous learning. Accordingly, we invest in developing the skills and capabilities required across manufacturing, quality assurance, research and development, regulatory affairs, supply chain, sales and marketing, finance, technology and other functions.

Merit-Based Recruitment and Selection

Beacon follows a structured and merit-based approach to recruitment and selection. Recruitment decisions are based on qualifications, relevant experience, competencies, technical capabilities and the requirements of the position. The Company seeks to provide equal employment opportunities and selects candidates through appropriate assessment and interview processes.

The recruitment approach is designed not only to meet current workforce requirements but also to bring in talent with the potential to contribute to the Company's future growth. For critical and specialized positions, particular attention is given to professional qualifications, technical expertise and industry experience.

Performance Management and Appraisal

The Company's performance management process provides a structured basis for evaluating employee performance against agreed responsibilities, objectives and organizational priorities. Performance discussions help employees understand expectations, recognize areas of strength and identify opportunities for improvement.

Performance evaluation also supports decisions relating to career development, promotion, rewards and future training requirements. Managers are encouraged to provide regular feedback and support employees in improving their capabilities and contribution.

Promotion, Rewards and Motivation

Beacon recognizes that a fair and transparent reward system is important for attracting, retaining and motivating talented employees. Employee advancement is based on factors such as performance, competence, experience, qualifications, leadership capability and organizational requirements.

The Company's reward and recognition practices seek to appropriately acknowledge employee contribution and encourage a culture of accountability, excellence and continuous improvement. Both financial and non-financial recognition may be used, as appropriate, to appreciate strong performance, additional responsibilities and meaningful contributions to the Company's objectives.

Learning, Training and Development

Continuous learning is an important part of Beacon's human capital development. Employees are provided with opportunities to enhance their technical, functional, managerial and professional capabilities through appropriate training and development programs.

Training needs are identified based on job requirements, performance discussions, changes in regulations and technology, business priorities and individual development needs. Depending on the nature of the role, development opportunities may include technical training, professional courses, regulatory and compliance training, leadership development, functional training, health and safety programs and other relevant learning initiatives. The Company also encourages employees to maintain and develop professional competencies through participation in relevant external training, seminars, workshops and professional development programs.

Induction and orientation of new entrants in the Company Board

Because a newly inducted member in the Board of Directors of the Company might not be fully aware and conversant about business operations of the company or his/her role in the Board, he/she might require a bit of grooming up, adequate exposure and familiarity about the

Company. Accordingly, the Company organises induction sessions for the new entrants in the Board that include attention, orientation, training and motivation for them as general aid to their roles, responsibilities and functions as members of the Board. When the Chairman shares his knowledge and gives focus about Board governance, the Managing Directors and other functional heads often provide operational outlines and priority areas of the Company. The Company Secretary might as well brief the incumbents on the regulatory requirements and outlines about the Memorandum & Articles of Association and on the codes of conducts of the Company.

Compensation Policy for the Board and Top Brass Executives

The members of the Board are obliged to render 'collective wisdom' to the Company. Accordingly, no formal remuneration is allowed to the directors. Only nominal attendance fees are paid to them for attending each meeting of the Board. Such fees are, however, determined by the shareholders at the general meetings.

The objective of Beacon remuneration policy for the top-level executives is to ensure that responsibility and compensation packages are complementary and market matching. The packages are determined which would contribute to attracting, engaging and retaining the right employees for the right position to deliver sustainable value for the Company in accordance with the aspirations of the shareholders. Detailed elaboration of the Company's remuneration policy is presented in the Beacon NRC Policy in this report.

Succession Planning and Leadership Development

Beacon recognizes the importance of having capable leaders and a strong talent pipeline to support business continuity and long-term growth. Succession planning focuses on identifying critical positions, assessing potential successors and developing the capabilities required for future leadership responsibilities.

The Company seeks to strengthen internal talent through exposure to broader responsibilities, professional development, mentoring, cross-functional experience and leadership opportunities. This approach supports continuity in key roles while creating opportunities for capable employees to progress within the organization.

Grievance Management

Beacon Pharmaceuticals PLC maintains appropriate channels through which employees can raise workplace concerns, grievances or suspected misconduct in a confidential and responsible manner. Employees are encouraged to communicate their concerns without fear of retaliation, and reported matters are reviewed fairly and appropriately.

For confidential reporting of grievances, unethical conduct, fraud, corruption or other irregularities, employees and relevant stakeholders may contact the Company through the dedicated whistleblowing channel:

Whistleblowing Email: whistleblowing@beacongroup.com.bd

The Company is committed to maintaining confidentiality, protecting individuals who raise genuine concerns in good faith, and taking appropriate corrective action where required. This approach supports a respectful, transparent and accountable workplace culture.

The Human Capital section of this report provides a more detailed discussion of the Company's people-related policies, practices and performance, supported by relevant workforce statistics and key human capital indicators.

Principles on Disclosure of Material Information and Price Sensitive Information

Our principles are to provide a conclusive governance framework for the determination of materiality and price sensitive information in accordance with the Bangladesh Securities and Exchange Commission (Prohibition of Insider Trading) Rules, 2022, and to ensure that all investors have equal access to material information that may affect their investment decisions and that such information is adequately disseminated in a fair and timely manner.

In addition to the objectives outlined above, the plan of action also includes the following:

- Assuring that the information given by the company is correct, up to date, and delivered on time frame.
- Ascertaining that the company's documents and public statements are correct and don't contain any misrepresentation.
- Making sure that the Company meets its disclosure requirements as a publicly traded company, as set out by the Listing Regulations, different securities laws, and any other laws that apply.
- Protecting the confidentiality of material/price-sensitive information within the context of the Company's disclosure.

- Setting up an opportunity for the stakeholders to know that the information the company provides them is true and accurate

Price sensitive information disclosures are published in the web site of the company www.beaconpharma.com.bd

Assets and Records Management

The records, documents and assets are of prime importance to the Company. The Board of Beacon Pharmaceuticals PLC recognizes its role as the Trustees of the investors' funds. And, as such, it assigns special care to protect and safeguard the records, documents and all assets of the Company. From acquisition to disposal of assets due transparency and accountability is ensured keeping in mind the interests of the investors. Implementation of adequate safety and security measures followed by periodic check and physical verification of the assets are duly ensured. Accuracy and genuineness of the inventory of assets are thoroughly checked with actual situation. The assets are properly insured with renowned insurance companies against fire and industrial risks. Records of the Company are systematically preserved to ensure adequate and timely retrieval as and when necessary.

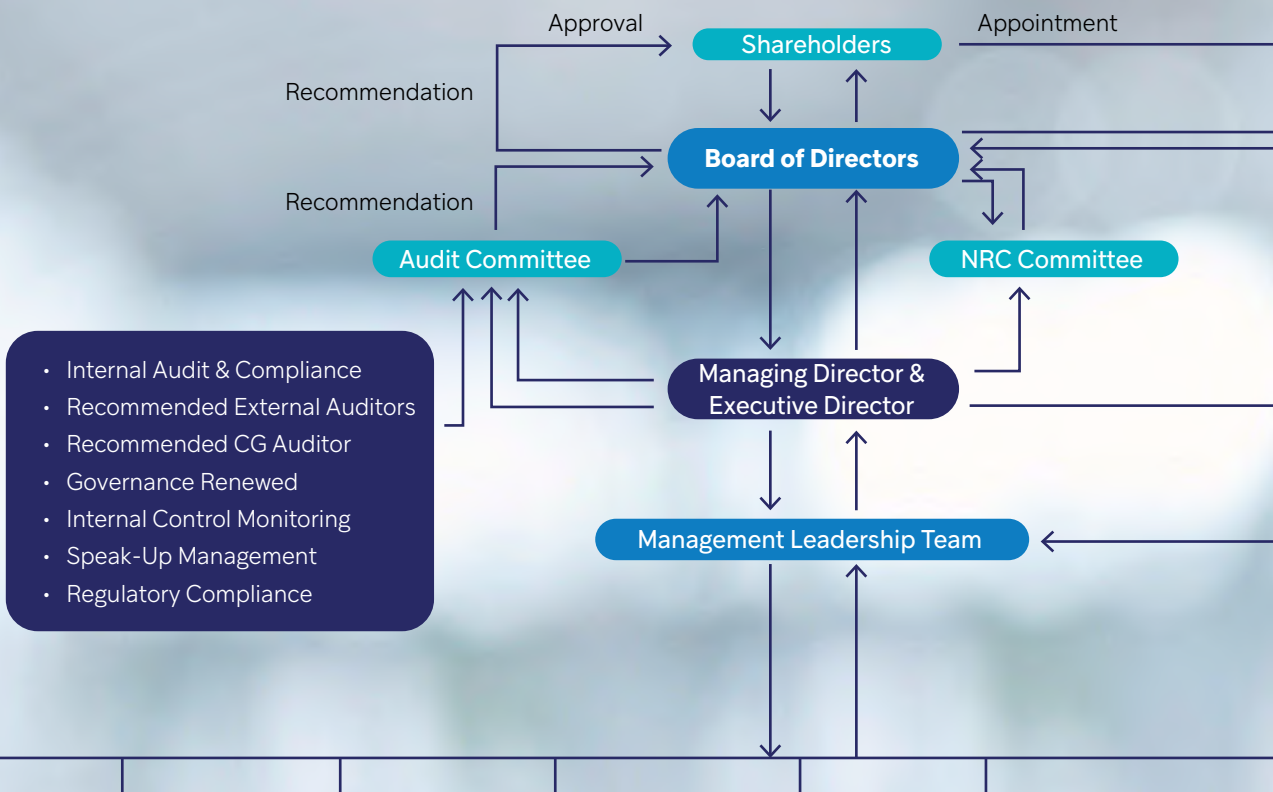
Annual Report - the Factbook of Beacon Pharmaceuticals PLC

After yearly review and appraisal of all corporate initiatives during the business year, the Annual Reports of Beacon is prepared and presented so as to make a total and comprehensive manifestation about the Company. Accordingly, apart from routine, regular and regulatory presentations, special care and attention is laid down on compliance disclosures. Narratives, such as the Statutory Audit Report, Status of Compliance and Compliance Certificate, the Declaration by MD & CFO, plus the various tables and indices in the Report are all meticulous statements. Further, at the onset the Annual Report presents the Notice of AGM that details the meeting agendas which are of prime importance for the Shareholders. Thus, the Annual Report of Beacon is a complete yearly Factbook about the Company. Apart from regulatory distributions, the Report is sent to the high-ups both in the public and private sector which demonstrates the Company's upright readiness to be scanned and examined by all and sundry before the Annual General Meeting (AGM). At every AGM the Company duly and carefully notes and records any useful suggestions and/or addendums from its honorable shareholders and other stakeholders for future compilations so as to make its Annual Report a perfectly revealed Factbook of the Company.

So, the corporate governance regime in Beacon is a well-knit paradigm for it to run business on international standards. The Board and all members of the management staff duly adhere to it and any breach is immediately addressed according to the laid down guidelines. Overall, the Company pledges its commitment to maintain good governance by applying standard best practices and to continue to work in upholding the best interests of the shareholders and all other stakeholders.

CORPORATE GOVERNANCE STRUCTURE

Corporate Governance Structure



Finance & Accounts

- Core Accounts & Banking
- Costing
- Payroll Management
- Tax & VAT
- Treasury & Banking
- Accounts Payable
- Revenue Operations
- Financial Reporting
- Fixed Assets

Marketing & Sales

- Marketing
- General
- OBP
- Chronic Care
- International
- Sales
- General
- OBP
- Chronic Care
- Distribution
- Sales Training
- Regulatory Affairs
- Pharmacovigilance

Project Management

- Process & Analytical Technology
- Electrical Engineering
- Civil Engineering
- Mechanical Engineering

Supply Chain Management

- Local Procurement
- Foreign Procurement
- Logistics
- Banking
- PPIC

Audit

- Internal Audit
- Pre Audit
- Post Audit
- Market Audit & Survey

PR & Estate and Legal

- Public Relations & Estate
- Legal

External Auditors & CG Auditor

CSR & Sustainability Committee

Key Committees

- Canteen Committee
- Wastage sale Committee
- Product destruction committee
- Recognition for Operational Excellence & Innovation Committee
- Hajj Committee
- ISO audit committee
- Self-Inspection Committee
- EHS Management Committee

Regulators & Authorities

Compliance

- National Board of Revenue
- Registrar of Joint Stock Companies & Firms
- Department of Factories & Establishment
- Department of Environment
- Bangladesh Securities & Exchange Commission
- Dhaka Stock Exchange
- Chittagong Stock Exchange
- Relevant Ministries
- Govt License Issuing Authorities
- Directorate General of Drug Administration

Human Resources

- Talent Acquisition, Training, & OD
- HR Operations

Administration

- General
- Vehicle Management
- Safety & Security

Corporate Affairs

- Corporate Affairs

Information Technology

- Software Development
- Apps & Dashboard
- Website Management
- Network & Cyber Security

Factory Operations

- Technical Operations:
  - Engineering
  - Biotechnology
  - Microbiology
  - Production
  - Packaging
  - Manufacturing
  - Warehouse
  - Quality Operations
  - Quality Assurance
- Quality Compliance
- Quality Control
- R & D

Business Function

Functional Team

CORPORATE GOVERNANCE, ETHICS AND COMPLIANCE

Beacon Pharmaceuticals PLC is committed to maintaining compliance with all applicable laws, regulations and corporate governance requirements. The Board of Directors promotes a culture of integrity, transparency and accountability across the Company. The Company supports effective engagement with shareholders through the Annual General Meeting (AGM) and ensures timely and accurate disclosure of relevant information in accordance with applicable regulatory requirements. These practices reflect Beacon's commitment to sound governance, ethical business conduct and maintaining the trust and confidence of its stakeholders.

Value Creation Through Corporate Governance

INPUT

- FINANCIAL CAPITAL
- HUMAN CAPITAL
- MANUFACTURED CAPITAL
- INTELLECTUAL CAPITAL
- SOCIAL & RELATIONSHIP CAPITAL
- NATURAL CAPITAL

Our Governance Foundation

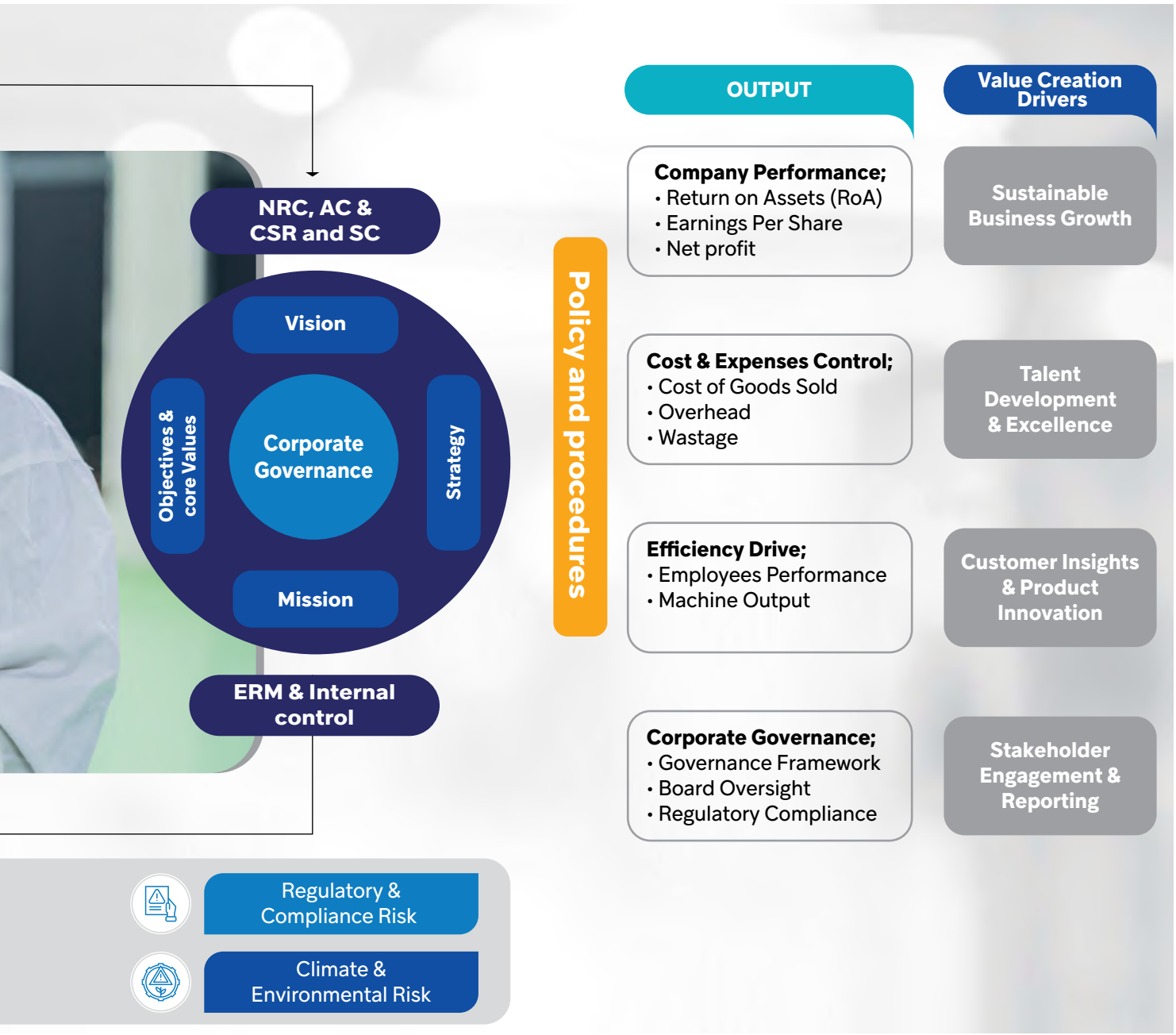
KEY RISK MITIGATORS

- Code of Conduct
- Governance Philosophy
- Board & Delegation
- Strategic Planning
- CSR & ESG
- Core Values
- Internal Controls
- Whistleblowing
- Business Continuity
- Risk Management
- Company Policies
- Regulatory Compliance
- Sustainability

Transparency, Accountability& Disclosures and Ethical Standards &Corporate Culture



- Regulatory & Compliance Risk
- Regulatory & Compliance Risk
- Cybersecurity & Technology Risk
- Climate & Environmental Risk


NRC, AC & CSR and SC
Vision
Objectives & core Values
Corporate Governance
Strategy
Mission
ERM & Internal control
Policy and procedures
OUTPUT
Value Creation Drivers
Company Performance;
• Return on Assets (RoA)
• Earnings Per Share
• Net profit
Sustainable Business Growth
Cost & Expenses Control;
• Cost of Goods Sold
• Overhead
• Wastage
Talent Development & Excellence
Efficiency Drive;
• Employees Performance
• Machine Output
Customer Insights & Product Innovation
Corporate Governance;
• Governance Framework
• Board Oversight
• Regulatory Compliance
Stakeholder Engagement & Reporting
Regulatory & Compliance Risk
Climate & Environmental Risk

ROLES AND BACKGROUND OF THE COMPANY SECRETARY (CS), CHIEF FINANCIAL OFFICER (CFO) AND HEAD OF INTERNAL AUDIT AND COMPLIANCE (HIAC)

Company Secretary (CS)

In accordance with the applicable corporate governance and regulatory requirements, Beacon Pharmaceuticals PLC has appointed a Company Secretary to support the effective functioning of the Board and ensure compliance with statutory and regulatory obligations.

The Company Secretary serves as a key governance advisor to the Board and facilitates effective communication among the Board, its committees, management, shareholders, regulators and other relevant stakeholders. The role supports the Company in maintaining appropriate governance standards, timely regulatory compliance and effective administration of corporate affairs.

Key Responsibilities

Regulatory Compliance

- Ensures compliance with applicable laws, rules, regulations, notifications and regulatory requirements.
- Provides guidance to the Board and management on corporate and regulatory matters requiring attention.
- Monitors regulatory developments and facilitates timely actions in response to new requirements.

Board and Committee Facilitation

- Facilitates the effective functioning of the Board and its committees.
- Coordinates the preparation and circulation of Board and committee papers.
- Supports the implementation and monitoring of decisions taken by the Board and its committees.

Meeting Coordination and Administration

- Coordinates notices, agendas, schedules and logistical arrangements for meetings of the Board, Board committees and shareholders.
- Supports the Chairman and relevant committees in ensuring that meetings are conducted efficiently and in accordance with applicable requirements.
- Maintains appropriate records of proceedings and resolutions.

Stakeholder and Regulatory Liaison

- Maintains effective communication with regulatory authorities, shareholders and other relevant stakeholders.
- Facilitates communication between the Board, management and shareholders on corporate and statutory matters.

Capital Market Compliance

- Coordinates compliance with applicable requirements of the Bangladesh Securities and Exchange Commission, stock exchanges and other relevant capital-market authorities.
- Facilitates timely disclosure and reporting of price-sensitive and other regulatory information in accordance with applicable requirements.

Corporate Documentation and Reporting

- Oversees corporate records and documentation relating to Board and shareholder proceedings.
- Coordinates relevant corporate governance disclosures and supports the preparation of the Annual Report.
- Maintains appropriate records of statutory and governance matters.

Statutory Filings

- Coordinates timely and accurate submission of statutory and regulatory filings to relevant authorities, including the Registrar of Joint Stock Companies and Firms, BSEC, stock exchanges and other applicable regulatory bodies.

Through these responsibilities, the Company Secretary supports Beacon's commitment to effective corporate

governance, regulatory compliance, transparency and accountability.

Chief Financial Officer (CFO)

The Chief Financial Officer (CFO) is a key member of Beacon Pharmaceuticals PLC's management team and provides leadership over the Company's financial management, reporting, planning, control and financial stewardship. The CFO is responsible for maintaining the integrity and reliability of financial information, ensuring appropriate financial controls, supporting strategic decision-making and aligning financial resources with the Company's business objectives.

Key Responsibilities

Financial Oversight and Management

- Oversees the Company's financial operations, including budgeting, treasury and fund-flow management, accounting and financial controls.
- Ensures the accuracy, integrity and timeliness of financial information and reporting.
- Maintains appropriate financial policies, procedures and control frameworks.

Financial Reporting

- Oversees the preparation of financial statements and financial information in accordance with applicable accounting standards and regulatory requirements.
- Ensures timely and transparent financial reporting to the Board, management, shareholders and relevant regulatory authorities.
- Supports the preparation and finalization of the Annual Report.

Tax and Regulatory Compliance

- Oversees taxation and related financial compliance matters.
- Ensures compliance with applicable tax, VAT and other financial laws and regulations.
- Monitors changes in financial and regulatory requirements and coordinates appropriate responses.

Strategic Financial Planning

- Provides financial insights and guidance in support of business strategy and long-term planning.
- Leads budgeting, forecasting and financial performance assessment.
- Aligns financial resource allocation with the Company's strategic priorities and long-term value creation objectives.

Treasury and Capital Management

- Oversees cash-flow management, liquidity planning and financing requirements.
- Supports effective management of working capital and financial resources.
- Monitors financial risks and ensures appropriate financial controls and mitigation measures.

Audit Coordination and Financial Governance

- Coordinates with the external auditors and facilitates the statutory audit process.
- Supports the Audit Committee and Board on financial reporting and financial control matters.
- Ensures timely resolution and appropriate follow-up of financial reporting and audit matters.

Operational Efficiency

- Provides financial analysis and insights to improve operational efficiency and cost management.
- Supports performance evaluation, financial benchmarking and informed business decision-making.
- Promotes disciplined financial management across the organization.

Asset Protection and Risk Management

- Ensures appropriate controls are maintained to safeguard the Company's assets.
- Monitors financial and operational risks and provides management and the Board with relevant financial insights.
- Supports the strengthening of internal controls and financial risk-management processes.

Strategic Leadership

- Provides financial leadership in support of sustainable business growth.
- Advises the Board and management on financial implications of strategic decisions.
- Contributes to long-term value creation through disciplined capital allocation, financial planning and performance management.

Through these responsibilities, the CFO contributes to

Beacon's financial resilience, transparency, accountability and sustainable growth.

Head of Internal Audit & Compliance (HIAC)

The Internal Audit and Compliance function at Beacon Pharmaceuticals PLC provides independent and objective assurance and advisory support to strengthen the Company's governance, risk management and internal control environment. The Head of Internal Audit and Compliance (HIAC) leads the function and supports the Board, Audit Committee and management through risk-based assurance, evaluation of internal controls, compliance reviews and monitoring of corrective actions.

Key Responsibilities

Responsibilities towards Audit Committee & Board

- Directly responsible to the Audit Committee.
- Submit audit planning and audit scopes for approval.
- Report to the Audit Committee of audit finding with response & recommendation.
- Ensure the accuracy of financial statement to the committee.
- Report on the accuracy or the deficiency of internal control system.
- Comply the instructions of audit committee and board; and
- Perform all roles and responsibilities as per Corporate Governance Code of BSEC.

Responsible to perform the following activities

- Oversight and management of the company's internal audit activities.
- Design, develop and implement internal audit policy and procedure within organization.
- Develop internal audit plan and manages all aspects of audit process to ensure efficiency and effectiveness of the audit process.
- Review the Financial Statements.
- Ensure the adequacy of the scope of each audit.
- Review audit workpaper to ensure control objectives have been properly identified, risk accurately identified, control defined, effective audit steps performed and documented.
- Ensure factual accuracy of all reportable issues with adequate supporting to justify.
- Ensure report clearly, accurately and objectively presents audit findings and recommendation in the appropriate context to the auditee, senior management and audit committee.
- Drives financial, operational and regulatory risk mitigation activities; and
- Grow as well as improve relationship with management team for the improvement of process and internal controls with in organization.

Through these responsibilities, the Internal Audit and Compliance function strengthens Beacon's governance framework, risk management, internal controls and compliance environment, while providing the Board and Audit Committee with objective assurance on the effectiveness of the Company's control framework.

Independent Scrutinizer to the Annual General Meeting

In accordance with the applicable requirements of the Bangladesh Securities and Exchange Commission (BSEC), Beacon Pharmaceuticals PLC appoints an Independent Scrutinizer for its Annual General Meeting (AGM) to ensure that the voting process is conducted in a fair, transparent, and impartial manner.

The Independent Scrutinizer provides independent oversight of the voting arrangements, verifies the voting process and validates the results of the resolutions placed before the shareholders. Following the conclusion of the AGM, a duly authenticated report on the voting results is prepared and submitted to the relevant regulatory authority within the prescribed timeframe.

The appointment of an Independent Scrutinizer reflects Beacon's commitment to maintaining the highest standards of transparency, shareholder participation, and corporate governance.

Transparent Financial Disclosure

At Beacon Pharmaceuticals PLC, transparent and reliable financial reporting is fundamental to maintaining the confidence of our shareholders, investors, regulators, and other stakeholders. The Company prepares its financial statements in accordance with applicable laws, regulations, accounting standards, and regulatory requirements, including:

- International Financial Reporting Standards (IFRS);

- International Accounting Standards (IAS), where applicable;
- The Companies Act, 1994;
- Securities and Exchange Rules, 1987;
- Directives and notifications issued by the Bangladesh Securities and Exchange Commission (BSEC); and
- The applicable Corporate Governance Code and other regulatory requirements.

Annual General Meeting (AGM) & Shareholder Communication

Beacon Pharmaceuticals PLC recognizes that meaningful engagement with shareholders is an important part of sound corporate governance. The Company therefore maintains an open and transparent approach to communicating with shareholders and facilitating their participation in key corporate decisions.

Notice of the Annual General Meeting is provided to shareholders within the timeframe prescribed by applicable laws and regulations, together with the relevant documents and information required for informed participation. The Annual Report and other supporting materials are made available to shareholders in advance of the AGM.

The AGM provides an important platform for shareholders to participate in the Company's governance. During the meeting, shareholders have the opportunity to consider the matters placed before them, ask questions, express their views, and vote on resolutions in accordance with applicable requirements.

Beacon also maintains regular communication with shareholders through periodic financial reporting, corporate announcements, disclosures, and updates made through the Company's website and other regulatory channels. Quarterly, half-yearly, and annual financial information is communicated in a timely manner to promote transparency and accountability.

The Company encourages constructive dialogue with shareholders and seeks to ensure that relevant information is communicated clearly and consistently. Through effective AGM arrangements, timely disclosures, and ongoing stakeholder communication, Beacon Pharmaceuticals PLC continues to strengthen shareholder confidence and uphold the principles of transparency, accountability, and responsible corporate governance.

Ensuring Shareholder Participation at the AGM

Beacon Pharmaceuticals PLC is committed to ensuring that shareholders can participate in the Annual General Meeting (AGM) in a transparent, convenient, and meaningful manner. The Company provides the Annual Report, notice of the AGM, and other relevant meeting materials to shareholders within the timeframe prescribed by applicable laws and regulations, allowing sufficient time to review the information and make informed decisions.

Key information relating to the AGM, including the date, time, venue or participation arrangements, agenda, and matters to be considered, is communicated to shareholders through the prescribed channels. Relevant documents are also made accessible through appropriate digital platforms to facilitate convenient access.

Where the AGM is conducted through a virtual or digital platform in accordance with applicable regulatory requirements, Beacon ensures that appropriate arrangements are in place to enable shareholders to attend, participate, ask questions, and exercise their voting rights effectively.

Through these arrangements, Beacon Pharmaceuticals PLC seeks to strengthen shareholder engagement and ensure that every shareholder has a fair opportunity to participate in the Company's governance and decision-making process.

Summary of AGM/EGM

Particulars	2025	2024	2023	2022	2021
Date of AGM	23 Dec 2025	23 Dec 2024	24 Dec 2023	27 Dec 2022	29 Dec 2021
EGM Date / Agenda	-	-	-	-	-
Ordinary Business Agenda	7	6	6	6	8
Special Business Agenda	1			1	-

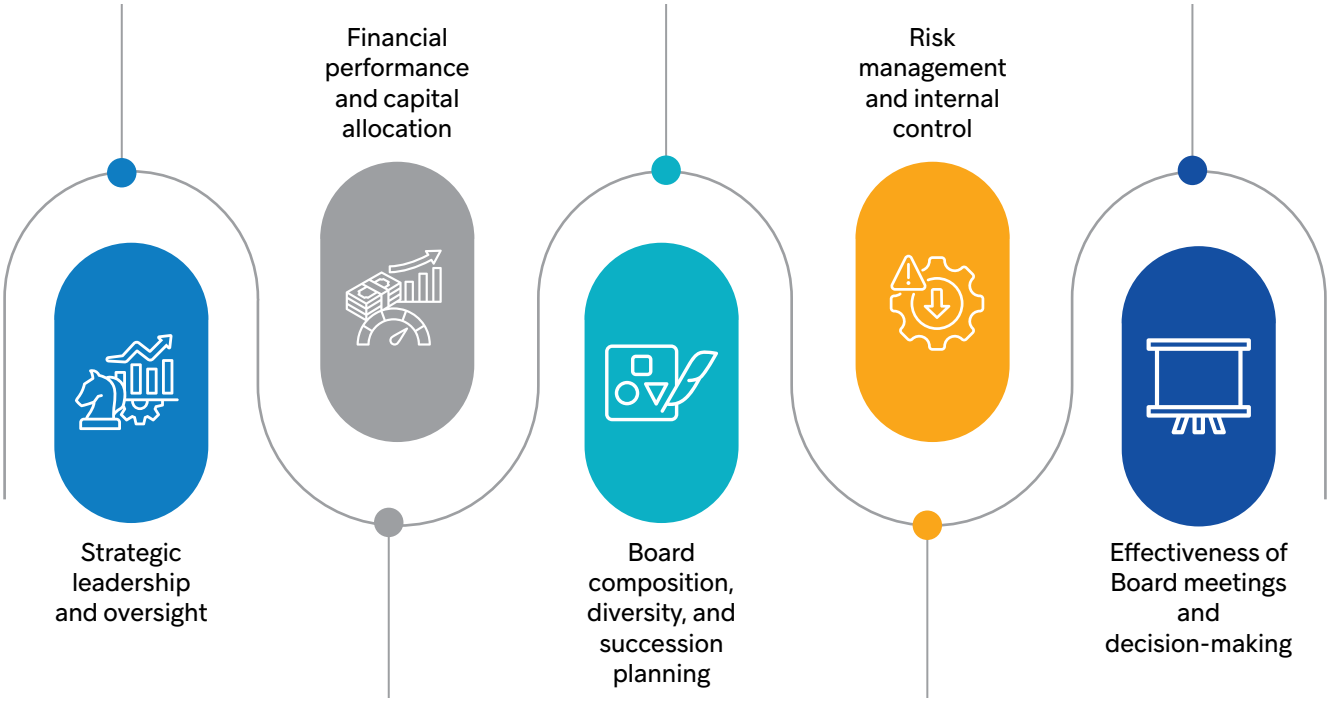
Board, Committee and Its Members Performance Evaluation

At Beacon Pharmaceuticals PLC, the Board of Directors is committed to maintaining the highest standards of corporate governance, accountability, and long-term value creation. To ensure the Board continues to operate effectively and efficiently, a structured Board Performance Evaluation framework is implemented. The evaluation process assesses the Board's effectiveness in strategic oversight, governance, risk management, financial stewardship, and stakeholder engagement while promoting continuous improvement.

The Company's Annual General Meeting (AGM) provides an important forum for shareholders to review the Company's performance, engage with the Board, and provide valuable feedback. Shareholder observations and recommendations are considered by the Board, where appropriate, in formulating strategic priorities and strengthening governance practices.

The Board comprises a diverse mix of experienced professionals from business, finance, law, academia, and industry, bringing complementary expertise, independent judgment, and strategic insight to the Company's decision-making process.

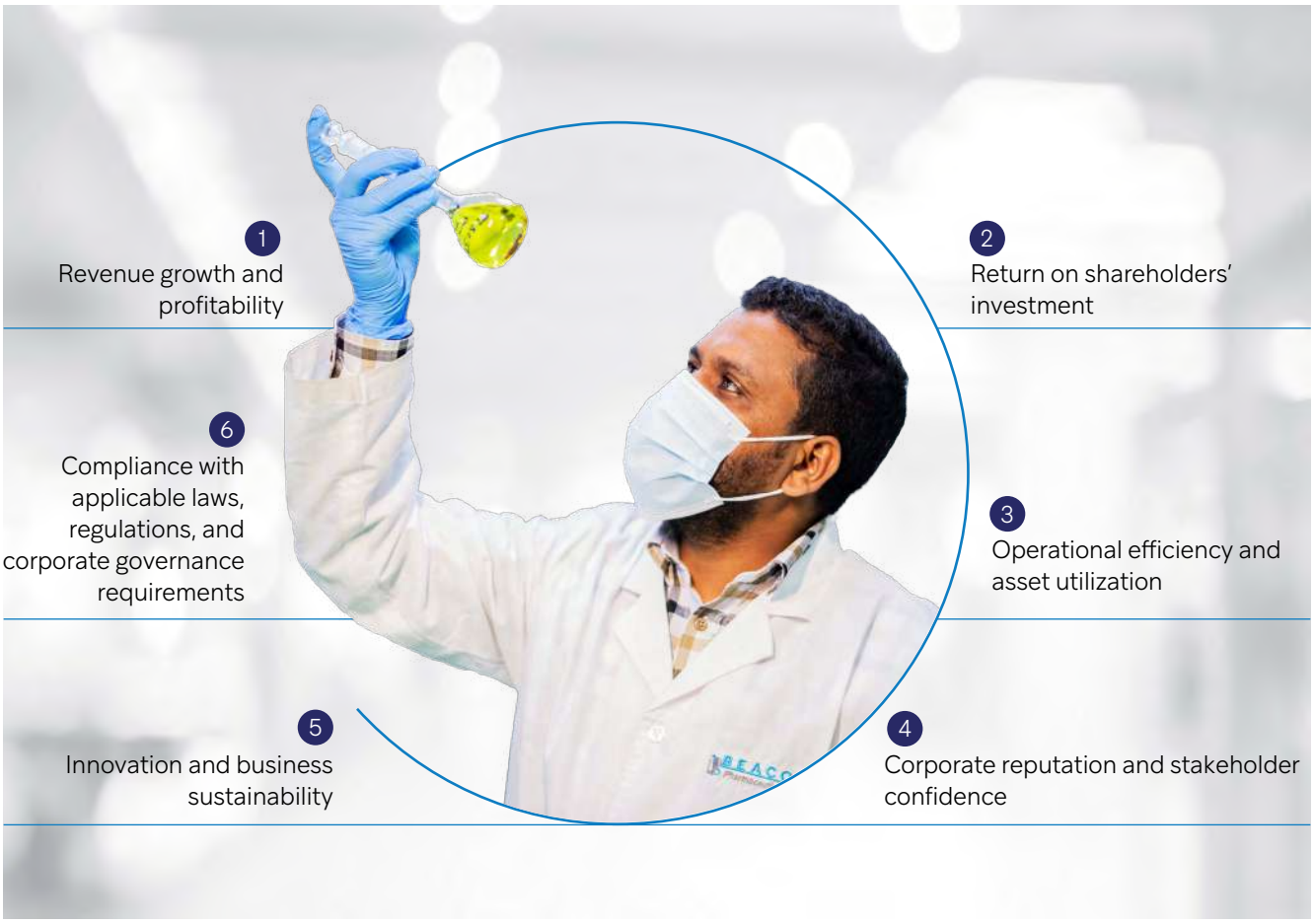
The Board periodically undertakes a structured self-evaluation to assess its effectiveness in fulfilling its fiduciary responsibilities. The evaluation focuses on key areas including:



In accordance with the BSEC Corporate Governance Code, 2018, the performance of Directors is reviewed periodically by the Board, the Nomination and Remuneration Committee (NRC), and the Chairman. The evaluation considers each Director's contribution to Board deliberations, attendance, preparedness, independence of judgment, ethical conduct, and commitment to the long-term interests of the Company.

The Board also evaluates the performance of the Managing Director and senior executive management against clearly defined business objectives, financial performance indicators, operational excellence, strategic initiatives, compliance requirements, and leadership effectiveness.

Performance assessment incorporates both financial and non-financial indicators, including



The Board conducts comprehensive quarterly reviews of the Company's operational and financial performance, strategic initiatives, major risks, investment decisions, and regulatory compliance. These reviews enable the Board to monitor progress against approved business plans, provide strategic guidance to management, and take timely corrective actions where necessary.

The Board Performance Evaluation process reinforces accountability, supports continuous professional development, strengthens governance practices, and enhances the Board's ability to create sustainable long-term value for shareholders and other stakeholders.

Risk Governance and Internal Control Framework

Effective risk governance is fundamental to the long-term sustainability and success of Beacon Pharmaceuticals PLC. The Board of Directors recognizes that sound governance, robust internal controls, and proactive risk oversight are essential for protecting stakeholder interests, supporting strategic objectives, and ensuring regulatory compliance.

The Board has established an integrated governance framework that enables the identification, assessment, monitoring, and management of key risks across the organization. Risk management is embedded within the Company's strategic planning, operational processes, financial management, and decision-making activities, ensuring that risks and opportunities are considered in all significant business decisions.

The Board retains ultimate responsibility for overseeing the Company's risk management and internal control systems. The Audit Committee assists the Board by reviewing the effectiveness of internal controls, financial reporting processes,

compliance activities, internal audit findings, and the adequacy of risk mitigation measures. Senior Management is responsible for implementing the Board-approved policies, maintaining effective internal controls, and ensuring that significant risks are appropriately managed within established risk appetite.

Governance Oversight

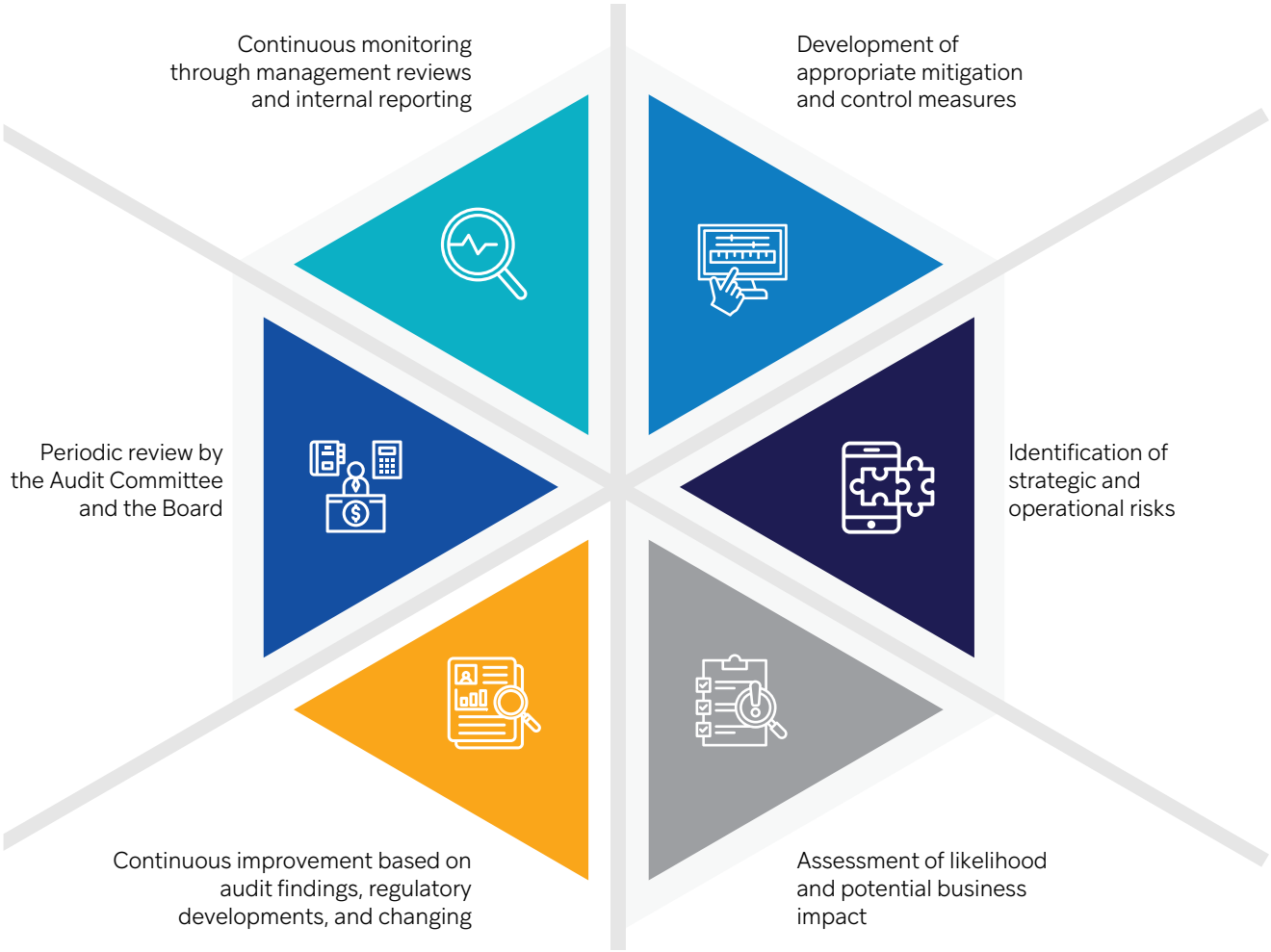
The Company's governance structure promotes accountability through clearly defined roles and responsibilities.

- Board of Directors.
- Provides overall oversight of risk management and internal control.
- Approves key governance policies and risk management strategies.
- Reviews strategic, operational, financial, compliance, and emerging risks.
- Monitors the effectiveness of mitigation measures and business resilience.

Audit Committee

The Audit Committee supports the Board by:

- Reviewing the adequacy and effectiveness of the internal control framework.
- Overseeing the Company's financial reporting process.
- Monitoring internal audit activities and management's corrective actions.
- Reviewing compliance with applicable laws, regulations, and corporate governance requirements.
- Evaluating significant financial, operational, and compliance risks.



Three Lines Model

The Company applies the internationally recognized Three Lines Model to strengthen governance, accountability, and assurance.

First Line – Operational Management

Business functions are responsible for owning and managing risks through effective internal controls, compliance with policies, and day-to-day operational oversight.

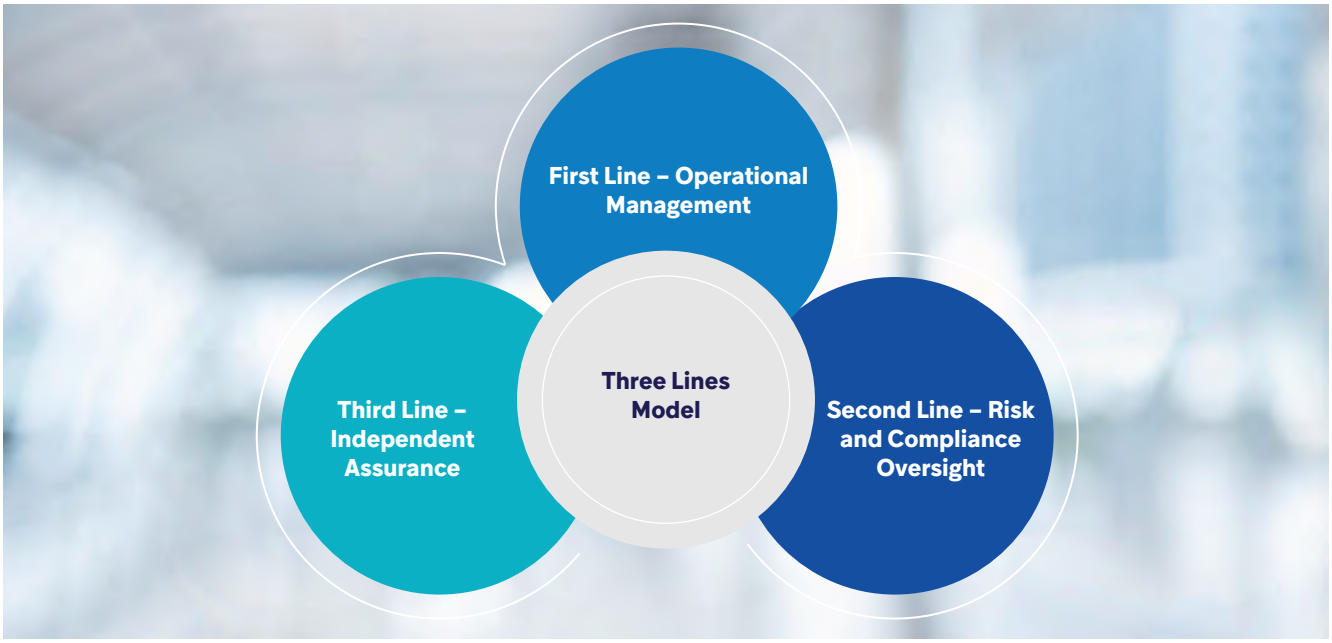
Second Line – Risk and Compliance Oversight

Corporate functions, including Finance, Compliance, Quality Assurance, Information Technology, Environment, Health and Safety (EHS), Legal, and Human Resources, establish policies, monitor compliance, and provide guidance to strengthen the control environment.

Third Line – Independent Assurance

The Internal Audit Department provides independent and objective assurance regarding the effectiveness of governance, risk management, and internal control systems. Internal Audit adopts a risk-based audit approach approved by the Audit Committee, with significant observations and recommendations reported directly to the Committee and subsequently to the Board.

External Auditors provide independent assurance on the Company's financial statements and evaluate relevant aspects of internal financial controls as part of the statutory audit.



Continuous Improvement

The Board and the Audit Committee periodically review the effectiveness of the Company's governance, risk oversight, and internal control framework. Recommendations arising from internal audits, external audits, regulatory inspections, and management reviews are implemented through structured action plans and monitored until completion.

The Board believes that the Company's governance framework and internal control system remained effective throughout the year and provided reasonable assurance over the integrity of financial reporting, operational performance, regulatory compliance, and the safeguarding of shareholders' interests.

Environmental and Social Responsibility

Beacon Pharmaceuticals PLC recognizes that responsible business practices extend beyond financial performance. As a pharmaceutical company, the Company seeks to manage its environmental footprint responsibly, contribute to the wellbeing of its employees and communities, and conduct its operations in a manner that supports sustainable development.

Environmental and Social Policies and Practices

Beacon integrates environmental and social considerations into its business operations and decision-making processes. The Company's key areas of focus include:

- **Environmental stewardship -** promoting responsible use of energy, water and other natural resources and reducing environmental impacts from operations.
- **Waste management -** maintaining appropriate systems for the segregation, handling, treatment and disposal of pharmaceutical, hazardous and general waste in accordance with applicable requirements.
- **Energy efficiency -** encouraging efficient use of electricity and fuel and identifying opportunities to improve operational efficiency and reduce emissions.
- **Water management -** promoting responsible water consumption and monitoring water use across relevant operations.
- **Occupational health and safety -** maintaining a safe and healthy workplace and promoting awareness of health and safety practices among employees.
- **Employee wellbeing and development -** supporting employee development, fair treatment, equal opportunity and a respectful working environment.
- **Product quality and patient safety -** maintaining strong quality standards and regulatory controls to protect patients and consumers.
- **Community engagement -** supporting initiatives that contribute to healthcare, education, social wellbeing and community development.
- **Ethical business conduct -** maintaining high standards of integrity, transparency, accountability and compliance in dealings with stakeholders.

Environmental and Social Strategy

Beacon's environmental and social strategy is aligned with its broader objective of creating sustainable long-term value for shareholders and other stakeholders. The Company continues to strengthen environmental and social considerations within its operational, risk management and business planning processes.

Key areas of action include:

- Improving energy and resource efficiency across manufacturing and operational facilities.
- Monitoring greenhouse gas emissions, energy consumption, water use and waste generation.
- Strengthening responsible waste management and environmentally sound disposal practices.
- Promoting occupational health, safety and employee wellbeing.
- Developing employee capabilities through training and professional development.
- Maintaining product quality and patient safety through robust quality management systems.
- Supporting community and healthcare-related initiatives under the Company's CSR and ESG programs.
- Engaging with relevant stakeholders to understand environmental and social expectations and concerns.
- Strengthening governance, monitoring and accountability for ESG-related matters.

Sustainability Performance and Future Focus

The Company continues to enhance its measurement and disclosure of environmental and social performance. Key sustainability indicators, including energy consumption, greenhouse gas emissions, water use, waste management, employee-related indicators and other ESG metrics, are presented in the Sustainability and ESG sections of this Annual Report.

Going forward, Beacon intends to further strengthen resource efficiency, environmental management, employee development, community engagement and ESG integration into business decision-making. These efforts support the Company's commitment to responsible pharmaceutical manufacturing and sustainable value creation.

Further details on the Company's social capital, stakeholder relationships and related value creation initiatives are presented in the Social Capital section of this Report, while comprehensive information on environmental, social and governance performance, initiatives and key sustainability metrics is provided in the Sustainability and ESG Reporting section.

Important Policies and Practices of Corporate Governance

Board Governance Policy

The Board of Directors has ultimate responsibility for providing strategic direction, approving corporate policies, overseeing business performance, ensuring regulatory compliance, monitoring risk management, and safeguarding shareholders' interests. The Board operates under clearly defined terms of reference and regularly evaluates strategic objectives, capital allocation, major investments, and organizational performance.

Code of Ethics and Compliance

The Company maintains a comprehensive Code of Ethics and Business Conduct applicable to Directors, senior management, employees, and, where appropriate, business partners. The Code promotes:

- Integrity
- Compliance with applicable laws and regulations
- Patient safety and products quality
- Corporate governance and accountability
- Transparency and fair disclosure
- Anti-bribery and anti-corruption
- Conflict of interest
- Respect for people
- Human right and labor practices
- Responsible business relationships

Compliance with the Code is monitored through management oversight and internal control processes.

Communication and Awareness

The Company communicates its Code of Ethics and Compliance and related business conduct expectations to Directors, employees and relevant personnel through appropriate internal communication, policies, training and awareness initiatives. Employees are expected to understand and comply with these principles in carrying out their responsibilities. The Company also promotes a culture in which employees are encouraged to raise concerns regarding suspected misconduct, non-compliance or unethical behavior without fear of retaliation.

Board Commitment to Ethics and Compliance

The Board of Directors recognizes that maintaining high standards of ethics and compliance is fundamental to sustainable business growth and stakeholder trust. The Board provides oversight of the Company's ethical standards, compliance framework and internal control environment and expects Management and employees at all levels to conduct business in accordance with the Company's values, applicable laws, regulations and internal policies.

The Company maintains a zero-tolerance approach to bribery, corruption, fraud and other forms of unethical conduct. Appropriate internal controls, segregation of duties, authorization procedures, monitoring mechanisms and internal audit processes are maintained to prevent and detect irregularities.

Anti-Fraud and Whistleblower Protection

Beacon maintains mechanisms to identify, prevent and respond to fraud, corruption, misconduct and other irregularities. Internal controls, risk assessments, internal audit reviews and management monitoring are used to reduce the risk of fraudulent or unethical activities.

Employees and other relevant stakeholders may raise concerns through the Company's established reporting and escalation channels. Concerns are handled with appropriate confidentiality and are reviewed through the relevant governance and management processes. The Company is committed to protecting individuals who raise concerns in good faith from retaliation or adverse treatment, subject to applicable policies and laws. Significant allegations or identified irregularities are escalated to the appropriate level of Management, the Head of Internal Audit and/or the Audit Committee, as appropriate, for review and necessary action.

Whistleblower Reporting Channel

To facilitate confidential reporting of suspected fraud, corruption, misconduct, unethical behavior or other irregularities, the Company has established a dedicated whistleblower reporting channel:

Email: whistleblowing@beacongroup.com.bd

Employees and other stakeholders are encouraged to use this channel to report concerns in good faith. Reported matters are treated with appropriate confidentiality and are reviewed through the Company's established governance and investigation procedures. The Company does not tolerate retaliation against individuals who raise genuine concerns in good faith. Through these measures, Beacon Pharmaceuticals PLC seeks to foster a culture of integrity, transparency, accountability and responsible conduct, while continuously strengthening its systems for ethical behavior, compliance and prevention of fraud and misconduct.

Risk Management Policy

The Company has established an enterprise-wide risk management framework to identify, assess, mitigate, monitor, and report strategic, operational, financial, regulatory, environmental, cybersecurity, and compliance risks. Risk assessments are periodically reviewed by management and the Board to ensure appropriate mitigation measures remain effective.

Internal Control Policy

Beacon maintains an effective internal control system designed to provide reasonable assurance regarding:

- Reliability of financial reporting
- Protection of Company assets
- Compliance with applicable laws and regulations
- Operational efficiency
- Prevention and detection of fraud
- Proper authorization of transactions

The Audit Committee regularly reviews the effectiveness of internal controls and receives reports from internal and external auditors.

Audit Committee Charter

The Audit Committee assists the Board in overseeing:

- Financial reporting integrity
- Internal audit effectiveness
- External audit independence
- Internal control systems
- Compliance with legal and regulatory requirements
- Risk management processes

The Committee reports its observations and recommendations directly to the Board.

Nomination and Remuneration Policy

The Nomination and Remuneration Committee oversees:

- Board succession planning
- Appointment of Directors and senior executives
- Board diversity and competency
- Performance evaluation
- Executive remuneration aligned with long-term value creation

Appointments are based on merit, experience, competence, integrity, and independence.

Conflict of Interest Policy

Directors and employees are required to disclose actual or potential conflicts of interest. Any Director having a conflict abstains from participating in discussions or voting on the relevant matter. Related-party transactions are conducted transparently and in accordance with applicable laws and approved governance procedures.

Whistleblower Policy

The Company encourages employees and stakeholders to report suspected misconduct, fraud, unethical behavior, regulatory violations, or financial irregularities through confidential reporting channels. Reports are investigated independently, and whistleblowers are protected against retaliation.

Compliance and Regulatory Policy

Beacon maintains a strong compliance culture to ensure adherence to:

- Companies Act, 1994
- BSEC Corporate Governance Code, 2018
- Bangladesh Labor Act
- Bangladesh Environmental regulations
- Drug Administration requirements
- Financial Reporting Standards
- Tax and VAT laws
- Listing Regulations of the Stock Exchanges

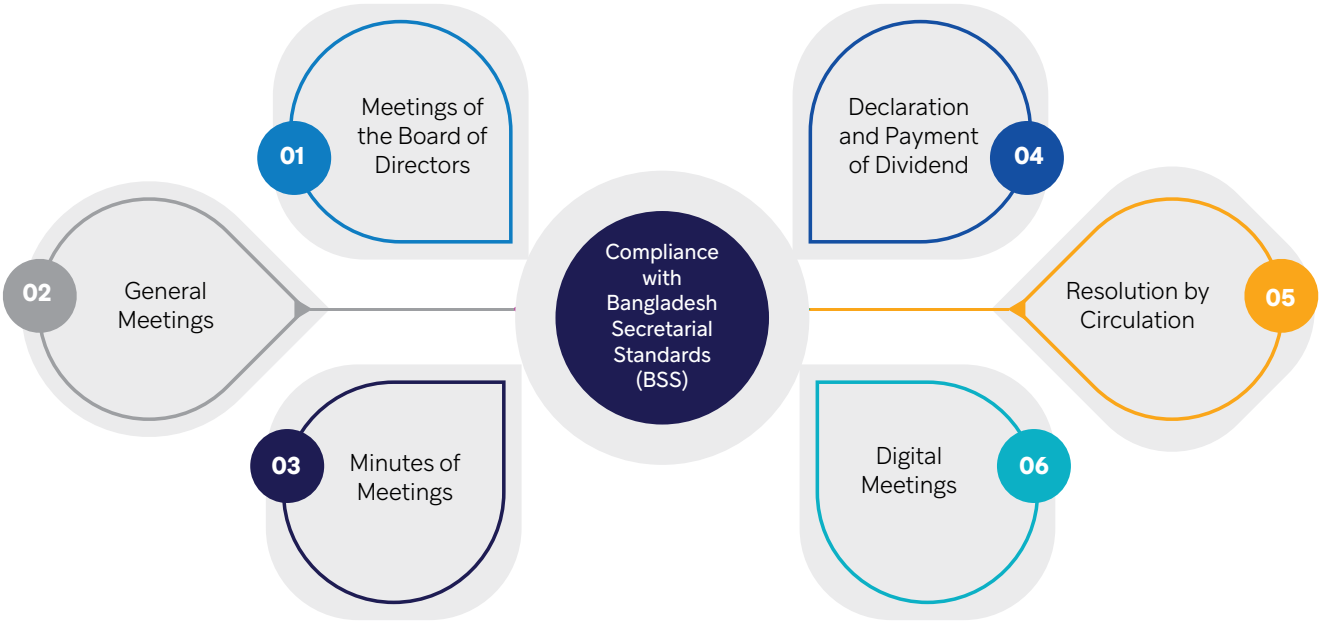
Compliance responsibilities are embedded throughout the organization and monitored continuously.

Information Security and Data Protection Policy

The Company maintains appropriate information security controls to safeguard business information, intellectual property, financial data, and personal information. Digital systems are supported by cybersecurity measures, access controls, backup procedures, and periodic monitoring to minimize information security risks.

Compliance with Bangladesh Secretarial Standards (BSS)

Beacon Pharmaceuticals PLC is committed to maintaining the highest standards of corporate governance through effective Board oversight, transparent decision-making, sound secretarial practices, and compliance with applicable legal and regulatory requirements. The Company recognizes the Bangladesh Secretarial Standards (BSS) issued by the Institute of Chartered Secretaries of Bangladesh (ICSB) as an important governance benchmark for strengthening corporate administration and promoting consistency in secretarial practices. The Company's governance framework incorporates the fundamental principles embodied in these standards, together with the Companies Act, 1994, the Bangladesh Securities and Exchange Commission (BSEC) Corporate Governance Code, the listing regulations of the stock exchanges, and other applicable statutory requirements.



BSS-1: Meetings of the Board of Directors

The Board of Directors functions through a structured and transparent meeting process designed to ensure effective oversight of the Company's strategic direction, financial performance, risk management, sustainability initiatives, and compliance obligations.

Notices of meetings, detailed agendas, explanatory notes, and supporting papers are circulated sufficiently in advance to enable Directors to review the matters placed before the Board. Meetings are conducted under the leadership of the Chairman, ensuring constructive discussions, independent judgement, and meaningful participation by all Directors. The Company maintains proper quorum requirements, records attendance, documents Board decisions, and monitors implementation of approved resolutions. The Board periodically reviews governance matters, strategic investments, operational performance, internal control systems, and emerging business risks to ensure effective stewardship of the Company.

BSS-2: General Meetings

Beacon Pharmaceuticals PLC recognizes the Annual General Meeting (AGM) as an important platform for engagement between the Board and shareholders. The Company ensures that shareholders receive timely notice of meetings together with the Annual Report, agenda, explanatory information, proxy forms, and other relevant documents in accordance with applicable legal and regulatory requirements.

Shareholders are provided with equal opportunities to participate in discussions, seek clarifications, and exercise their voting rights on matters requiring shareholder approval. The Chairman, members of the Board, Chairpersons of Board Committees, senior management, statutory auditors, and the Company Secretary & CFO attend the AGM to respond to shareholders' queries and provide necessary explanations. Proceedings of general meetings are conducted in a transparent, fair, and orderly manner, reflecting the Company's commitment to shareholder democracy and equitable treatment.

BSS-3: Minutes of Meetings

The Company maintains comprehensive records of proceedings of Board Meetings, Board Committee Meetings, and General Meetings. Minutes accurately capture the discussions, decisions, resolutions, dissenting opinions where applicable, and significant governance matters considered during meetings.

The Company Secretary is responsible for preparing, preserving, and maintaining minutes and statutory records in accordance with applicable legal requirements. Minutes serve as official evidence of corporate decisions and provide an effective governance trail for accountability, regulatory compliance, and future reference. Appropriate safeguards are maintained to preserve the integrity, confidentiality, and accessibility of governance records.

BSS-4: Declaration and Payment of Dividend

The Board follows a transparent and disciplined process in recommending dividends after considering profitability, cash flows, investment requirements, future growth opportunities, capital expenditure plans, regulatory obligations, and the long-term interests of shareholders.

Dividend recommendations are reviewed by the Board before being placed before shareholders for approval where required. Upon approval, dividend payments are processed within the prescribed timeframe through approved payment mechanisms. The Company ensures appropriate disclosures relating to dividend entitlement, record dates, payment schedules, and unclaimed dividends in compliance with applicable laws, BSEC directives, and stock exchange regulations. This process reinforces fairness, transparency, and accountability in protecting shareholders' interests.

BSS-5: Digital Meetings

Recognizing the importance of technology in modern corporate governance, Beacon Pharmaceuticals PLC continues to strengthen its digital governance capabilities. Secure electronic platforms are utilized for circulation of Board papers, communication among Directors, and governance documentation whenever appropriate and legally permissible.

Digital meeting facilities support timely decision-making, business continuity, and operational efficiency while maintaining confidentiality, cybersecurity, and information integrity. Electronic records are preserved through secure systems with appropriate access controls and backup mechanisms. The Company remains committed to adopting technological solutions that enhance governance effectiveness without compromising regulatory compliance or information security.

BSS-6: Resolution by Circulation

Certain urgent matters requiring immediate Board approval may be considered through resolutions by circulation where permitted under applicable laws and governance procedures. Such resolutions are circulated among Directors together with sufficient explanatory information to facilitate informed decision-making.

The Company Secretary coordinates the circulation process, records Directors' responses, preserves supporting documentation, and places the approved resolution before the subsequent Board Meeting for formal noting and incorporation into the official minutes. This process enables the Company to respond promptly to urgent business matters while maintaining appropriate governance oversight and documentation.

Governance Documentation and Statutory Records

Beacon Pharmaceuticals PLC maintains statutory registers, corporate records, Board papers, resolutions, policies, and governance documents in a systematic manner. Appropriate internal controls are maintained to ensure the completeness, accuracy, confidentiality, and security of governance documentation. Periodic reviews are undertaken to strengthen document management practices and improve operational efficiency.

Commitment to Continuous Improvement

The Company recognizes that corporate governance is an evolving discipline requiring continuous improvement. Accordingly, governance policies, Board procedures, delegation frameworks, committee charters, and secretarial practices are periodically reviewed in light of regulatory developments, emerging governance expectations, and recognized professional standards.

Training and knowledge-sharing initiatives are encouraged for directors, senior management, and governance professionals to strengthen awareness of evolving governance requirements and best practices.

Looking Ahead

Beacon Pharmaceuticals PLC remains committed to continuously strengthening its governance framework by aligning its secretarial practices with the principles embodied in BSS-1 (Meetings of the Board of Directors), BSS-2 (General Meetings), BSS-3 (Minutes of Meetings), BSS-4 (Declaration and Payment of Dividend), BSS-5 (Digital Meetings), and BSS-6 (Resolution by Circulation). The Board believes that adherence to these core matters enhances transparency, accountability, regulatory compliance, and stakeholder confidence while supporting sustainable value creation.

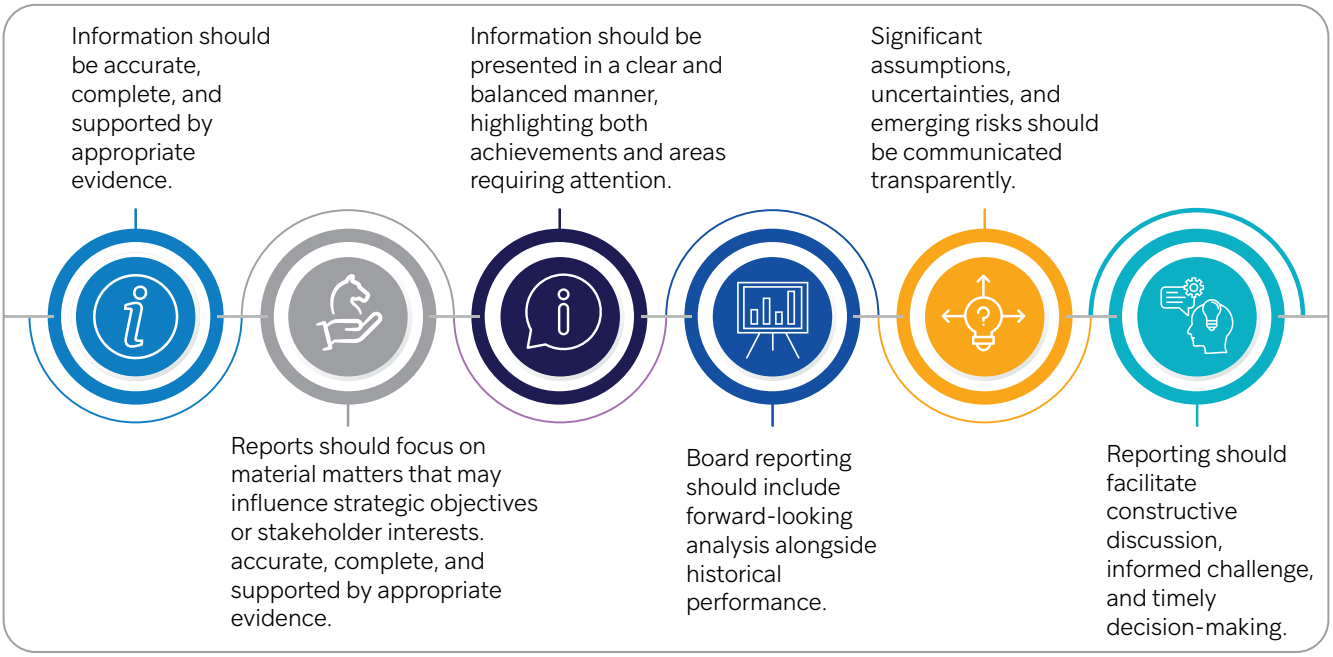
Through disciplined governance processes, effective secretarial administration, and a culture of integrity and accountability, the Company will continue to reinforce sound corporate governance practices and uphold the trust placed in it by shareholders, employees, customers, regulators, business partners, and the wider community.

Governance Intelligence and Management Information

Beacon Pharmaceuticals PLC recognizes that the quality of corporate governance is fundamentally influenced by the quality, relevance, timeliness, and reliability of information available to the Board of Directors. Effective governance depends not only on sound policies and robust oversight but also on the availability of meaningful management information that enables Directors to make informed, balanced, and forward-looking decisions.

Principles of Governance Intelligence

The Company's approach to governance intelligence is guided by the following principles:



These principles help ensure that governance decisions are based on reliable information rather than assumptions or incomplete analysis.

Materiality in Board Information

Recognizing that excessive information may reduce the effectiveness of Board deliberations, the Company applies a materiality-based approach to governance reporting. Information presented to the Board is prioritized according to its strategic significance, potential impact on stakeholders, regulatory implications, and relevance to decision-making.

Management exercises professional judgement to ensure that Board papers focus on matters requiring oversight or strategic guidance while avoiding unnecessary operational detail. Where complex matters are presented, supporting analysis and contextual information are provided to facilitate meaningful discussion.

Quality Assurance of Board Information

Management recognizes that the credibility of governance depends upon the reliability of information provided to the Board. Accordingly, information submitted for Board consideration is subject to appropriate review within the organization before circulation.

Functional leaders are responsible for the accuracy and completeness of information relating to their respective areas of responsibility. The Company Secretary coordinates the timely distribution of Board materials, while Executive Management reviews significant reports to ensure consistency, clarity, and alignment with strategic priorities. This disciplined approach enhances confidence in the information used by the Board and supports effective governance oversight.

Supporting Long-Term Value Creation

Governance intelligence is ultimately intended to enhance the quality of decisions that shape the Company's future. By providing Directors with timely, reliable, and strategically relevant information, Beacon Pharmaceuticals PLC strengthens oversight, promotes accountability, improves organizational responsiveness, and supports sustainable long-term value creation.

The Board believes that informed governance is one of the Company's most valuable strategic assets. A robust management information framework enables constructive challenge, encourages evidence-based decisions, and reinforces the Company's commitment to transparency, responsible leadership, and governance excellence.

Statement certifying compliance with the Ethics and Business Code of Conduct

The Board of Directors of Beacon Pharmaceuticals PLC is committed to maintaining high standards of integrity, ethical behavior and corporate responsibility across the organization. The Company conducts its affairs in accordance with applicable laws and regulations, the BSEC Corporate Governance Code and its internal policies and procedures. The Board provides oversight to ensure that the Company's activities are carried out responsibly and that appropriate governance, compliance and internal control practices are maintained. Directors, management and employees are expected to uphold the Company's ethical principles and discharge their responsibilities with honesty, professionalism and accountability.

Through these practices, Beacon seeks to strengthen a culture of integrity, transparency, responsible conduct and accountability, while maintaining the confidence of shareholders, employees, regulators, business partners and other stakeholders.

Main Components of the Certification Process



Ethics, Integrity and Accountability

The Board of Directors considers ethical conduct an essential element of sustainable business performance. Directors, officers and employees are expected to act honestly, exercise sound judgement and make decisions in the best interests of the Company. Potential conflicts of interest are expected to be disclosed through appropriate channels so that they can be assessed and managed. The Company also maintains a zero-tolerance approach towards fraud, bribery, corruption and other forms of improper conduct. Business transactions are expected to be supported by appropriate documentation and authorization, while gifts, hospitality and other benefits must be handled responsibly and in accordance with applicable policies.

Speak-Up and Concern Reporting

Beacon encourages employees and relevant stakeholders to raise genuine concerns regarding suspected misconduct, fraud, policy violations or other inappropriate activities through established reporting channels. Concerns are handled with appropriate confidentiality and reviewed in accordance with applicable procedures. The Company seeks to ensure that individuals raising concerns in good faith are treated fairly and are protected from retaliation for legitimate reporting.

Our People

Beacon recognizes its employees as an important foundation of its operational capability and long-term growth. The Company seeks to create a workplace where people can develop their skills, perform their responsibilities effectively and contribute to organizational objectives. Our people-management approach focuses on attracting capable talent, developing technical and professional capabilities, supporting performance, encouraging collaboration and maintaining a safe and respectful workplace. As a pharmaceutical manufacturer, Beacon places particular importance on technical competence, product quality, regulatory awareness and operational discipline across its workforce.

Performance and Recognition

Beacon maintains performance-management practices that connect individual responsibilities with organizational objectives. Performance is reviewed against relevant responsibilities and expectations, while identified development needs are addressed through appropriate support and learning opportunities. The Company's reward and recognition practices are intended to encourage performance, accountability and employee retention while remaining consistent with applicable policies and regulations.

Employee Engagement and Support

The Company promotes open communication between employees and management and provides appropriate channels for employees to raise workplace concerns, seek clarification and provide feedback. Grievances are addressed through established processes with the objective of ensuring that concerns are considered fairly and resolved appropriately. Beacon aims to maintain a workplace founded on dignity, respect, teamwork and professional conduct.

Equal Opportunity and Respectful Workplace

Beacon is committed to providing equal opportunity in employment and maintaining a professional environment free from discrimination, harassment and intimidation. Employment-related decisions are based on legitimate business considerations, qualifications, competence, experience and performance. Employees are expected to treat colleagues and business partners with fairness, respect and professionalism.

Statutory Audit and Financial Reporting

Beacon's financial reporting process is supported by established accounting policies, internal controls and management review procedures. The Company's financial statements are prepared in accordance with applicable financial reporting requirements, including International Financial Reporting Standards (IFRSs) and IASs as adopted and applicable in Bangladesh, together with relevant provisions of the Companies Act, securities regulations, BSEC requirements and other applicable laws and regulations. The statutory auditor is appointed in accordance with applicable legal and regulatory requirements and the Company's corporate governance procedures. The Audit Committee reviews matter relating to financial reporting, audit and internal control within its mandate and makes recommendations to the Board where appropriate.

Transparency and Responsible Disclosure

Beacon Pharmaceuticals PLC is committed to providing shareholders and other stakeholders with timely, relevant and reliable information within the framework of applicable laws and regulations. The Annual Report brings together financial and non-financial information intended to provide a balanced understanding of the Company's performance, governance, risks, strategy and prospects. The Company seeks to maintain consistency between its financial reporting, regulatory disclosures and corporate communications. Material information is disclosed through appropriate channels in accordance with applicable requirements.

Commitment to Responsible Business

Beacon's approach to business conduct is founded on the principle that sustainable corporate success depends not only on financial results but also on responsible governance, ethical behavior, product quality, capable people and accountability to stakeholders. Through continued attention to these areas, the Company aims to strengthen organizational resilience, maintain stakeholder confidence and create sustainable long-term value. The Board and management remain committed to periodically reviewing the Company's policies, controls and practices so that Beacon can respond effectively to changing regulatory requirements, business conditions and stakeholder expectations.

COMPOSITION OF THE BOARD



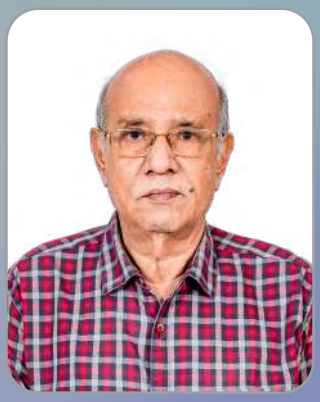
Nurun Nahar Karim
Chairman



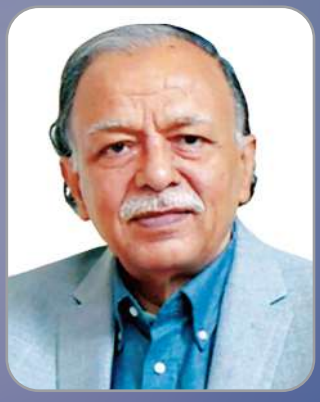
Mohammad Niazul Karim
Vice Chairman



Ulfat Karim
Managing Director



Rezanur Chowdhury FCA
Independent Director



Prof. A B M Faroque
Independent Director

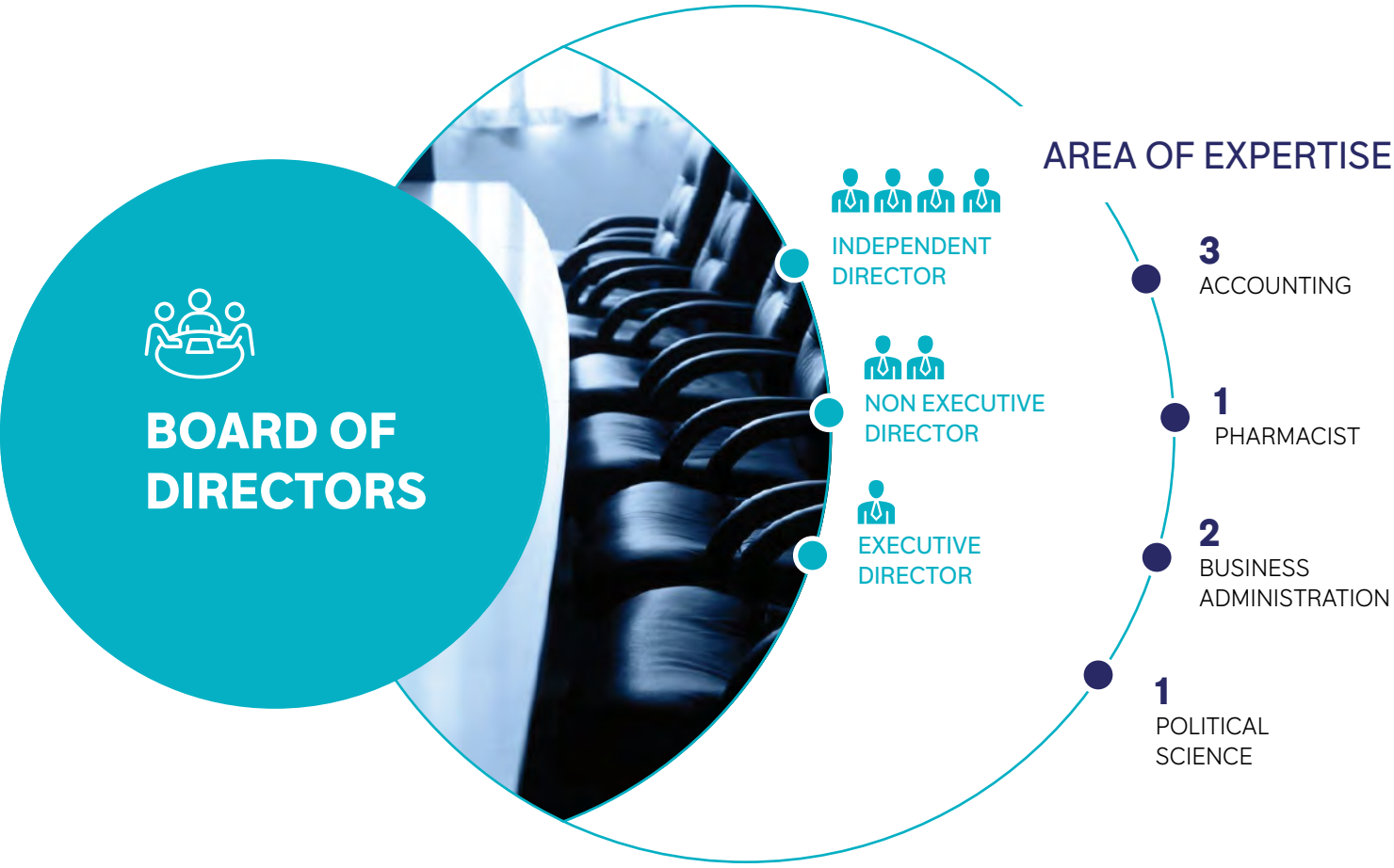


Mohammed Ariful Hoque FCA
Independent Director



Prof. Dr. Shamem Ara Mili
Independent Director

BOARD OF DIRECTORS



INDEPENDENT DIRECTOR

NON EXECUTIVE DIRECTOR

EXECUTIVE DIRECTOR

AREA OF EXPERTISE

3 ACCOUNTING

1 PHARMACIST

2 BUSINESS ADMINISTRATION

1 POLITICAL SCIENCE

Composition of the Board

The Board of Directors of Beacon Pharmaceuticals PLC comprises seven members from business leadership, pharmaceutical science, academia and the accounting profession. Four of the seven are Independent Directors, giving the Board a majority that is independent of management and providing objective challenge in the boardroom. The offices of the Chairman and the Managing Director are held by different individuals, so that leadership of the Board remains separate from executive management of the Company.

04
Independent Directors of the seven members

07
Directors on the Board

57%
Board independence independent of management



Board Independence and Composition Mix



Roles and Responsibilities of the Board of Directors

- Provide strategic leadership, direction and oversight to ensure the Company's sustainable growth and long-term value creation.
- Review the composition, effectiveness and performance of the Board and its Committees.
- Select and appoint Directors in accordance with applicable laws, regulations and the Company's governance framework.
- Approve the Company's strategic plans, policies and major business initiatives.
- Review and approve significant capital investment and expansion proposals considering strategic priorities, financial viability, risks and expected returns.
- Oversee the Company's capital structure and ensure prudent and efficient allocation of financial resources.
- Oversee the integrity of financial reporting and the effectiveness of financial monitoring systems.
- Ensure the establishment and effectiveness of appropriate internal control, risk management and compliance systems.
- Review the effectiveness of internal controls and take appropriate measures to strengthen governance, risk management and operational resilience.
- Oversee compliance with applicable laws, regulations, regulatory requirements and internal policies.
- Recommend the appointment or reappointment of statutory auditors and oversee their terms of engagement and remuneration, as applicable.
- Review and approve the Company's financial statements and significant financial disclosures.
- Approve and oversee human resource strategies, leadership development, talent management and succession planning for the Managing Director, executive leadership and senior management.
- Oversee the Company's Corporate Social Responsibility (CSR), sustainability and Environmental, Social and Governance (ESG) initiatives.
- Provide oversight of climate-related risks and opportunities and their integration into the Company's strategy and risk management framework.
- Consider the interests of shareholders and other key stakeholders in Board decisions and promote responsible and sustainable value creation.
- Oversee the Company's business continuity, crisis management and organizational resilience to ensure preparedness for significant operational, financial and external risks.
- Ensure effective communication, transparency and accountability with shareholders, regulators and other stakeholders through timely and reliable corporate disclosures.

Number of Meetings and Attendance

SL	Name of Directors	Position	Meetings Held	Meetings Attended	Attendance
1	Nurun Nahar Karim	Chairman	4	4	100%
2	Mohammad Niazul Karim	Vice Chairman	4	4	100%
3	Ulfat Karim	Managing Director	4	4	100%
4	Rezanur Chowdhury FCA (Tenure expired on 08 October 2026)	Independent Director	4	4	100%
5	Prof. A B M Faroque (Passed away on 13 August 2026)	Independent Director	4	4	100%
6	Prof. Dr. Shamem Ara Mili	Independent Director	4	4	100%
7	Mohammed Ariful Hoque FCA	Independent Director	4	4	100%

Terms of Reference of the Board

The Beacon Pharmaceuticals PLC Board is formed and functions under a precise Terms of Reference or Codes of Conduct. Such Codes of Conduct is reviewed time to time under recommendation of the Nomination and Remuneration Committee (NRC) as per BSEC requirements. The Codes of Conduct pronounces prudent conducts of the Board members, their confidentiality, conflicts of interests, relationship with the society, customers, employees, suppliers and others. It also measures true independence and potentials of the directors. Every member of the Board is expected to live up to the defined terms of the Codes of Conduct as long as one remains a Board Member of Beacon Pharmaceuticals PLC.

Meeting Record and Quorum Compliance

Date Of Meeting	Members Eligible	Members Present	Quorum Required	Quorum Status
22 October 2025	7	7	3	Quorum present
11 November 2025	7	7	3	Quorum present
28 January 2026	7	7	3	Quorum present
27 April 2026	7	7	3	Quorum present

Quorum

The quorum for a meeting of the Board of Directors shall consist of **three (3) members.**



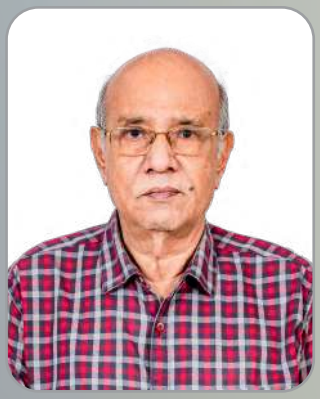
COMPOSITION OF AUDIT COMMITTEE



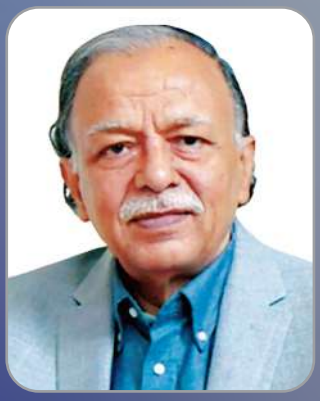
Mohammed Ariful Hoque FCA
Chairman



Mohammad Niazul Karim
Member



Rezanur Chowdhury FCA
Member



Prof. A B M Faroque
Member



Prof. Dr. Shamem Ara Mili
Member

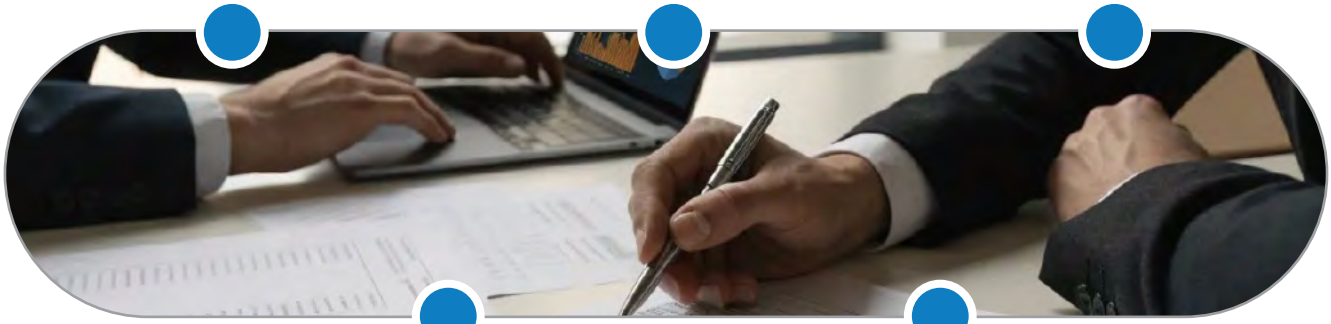
Report of Audit Committee

The Audit Committee is a sub-committee of the Board of Directors and supports the Board in maintaining the integrity of financial reporting, internal controls, risk management and corporate governance. The Committee operates in accordance with its Terms of Reference approved by the Board and applicable requirements of the BSEC Corporate Governance Code, 2018.

05
Members
on the Committee

04
Independent
Directors

01
Non-Executive
Director



04
Meetings
held during the year

100%
Attendance
by every member

Composition

Mohammed Ariful Hoque FCA
Chairman

Rezanur Chowdhury FCA
Member

Prof. Dr. Shamem Ara Mili
Member

Prof. A B M Faroque
Member

Mohammad Niazul Karim
Member

The Audit Committee comprises four (4) Independent Directors and one (1) Non-Executive Director, with an Independent Director serving as its chairman. Accordingly, the majority of the Committee members are Non-Executive Directors, providing an appropriate level of independence and oversight.

The CFO and Head of Internal Audit attend Committee meetings by invitation, while the Company Secretary acts as Secretary to the Committee.

Qualification of the Chairman of the Audit Committee

Mohammed Ariful Hoque FCA, ACA (England & Wales), Independent Director and Chairman of the Audit Committee, is a Fellow Member of the Institute of Chartered Accountants of Bangladesh (ICAB) and an Associate Member of the Institute of Chartered Accountants in England and Wales (ICAEW). He is also a member of the Institute of Internal Auditors, Bangladesh. He holds BBA and MBA degrees in Finance from the University of Chittagong.

FCA - ICAB | ACA - ICAEW | Institute of Internal Auditors, Bangladesh | BBA & MBA in Finance | 17+ Years Experience

Mr. Hoque brings more than 17 years of professional experience in statutory audit, financial reporting, accounting and bookkeeping, tax compliance, internal audit, and business consulting. He has led accounting and reporting as well as business consulting engagements at EY Bangladesh and has extensive experience in IFRS-based financial reporting, accounting policies, internal controls, and statutory compliance. His professional experience and financial expertise provide a strong foundation for effectively discharging his responsibilities as Chairman of the Audit Committee.

Purpose and Scope

The Audit Committee provides oversight of matters relating to financial reporting, risk governance, internal controls, regulatory compliance, and audit and assurance. Its key areas of oversight include:

- Safeguarding the accuracy, completeness, and credibility of the Company's financial reporting.
- Overseeing the identification, assessment, and management of key business risks and continuity arrangements.
- Reviewing the design and effectiveness of the internal control framework.
- Monitoring compliance with applicable laws, regulations, and the Company's policies, including whistleblowing arrangements.
- Overseeing the external and internal audit processes and related assurance activities.

Responsibilities

During the year under review, the Committee carried out its duties in line with its Terms of Reference and the applicable regulatory requirements. Its principal activities included:

01 Reviewing the adequacy and effectiveness of internal controls and compliance processes.

02 Examining the Company's financial statements to ensure that they were prepared and presented in accordance with applicable accounting standards, laws, regulations, and reporting requirements.

03 Reviewing significant audit matters, internal control observations, and management actions arising from the audit process.

04 Discharging any additional responsibilities assigned to the Committee under its Terms of Reference requirements.

Terms of Reference

The Audit Committee operates under a formally approved Terms of Reference (ToR), which defines its authority, responsibilities, and scope of oversight. The ToR is reviewed periodically and updated, where necessary, with the approval of the Board of Directors to remain responsive to the Company's evolving business requirements and changes in the regulatory environment. The Committee also performs its functions in accordance with the applicable provisions of the Corporate Governance Code issued by the Bangladesh Securities and Exchange Commission (BSEC).

Meetings and Attendance

The Audit Committee held four meetings during the financial year. Attendance by individual members was as follows:

Meeting 1 | Meeting 2 | Meeting 3 | Meeting 4

Name	Position	Meetings Held	Meetings Attended	Attendance %
Mohammed Ariful Hoque FCA	Independent Director (Chairman)	4	4	100%
Rezanur Chowdhury (Tenure expired on 08 October 2026)	Independent Director (member)	4	4	100%
Prof. A B M Faroque (Passed away on 13 August 2026)	Independent Director (member)	4	4	100%
Prof. Dr. Shamem Ara Mili	Independent Director (member)	4	4	100%
Mohammad Niazul Karim	Director (member)	4	4	100%

Attendance Rate by Member

Mohammed Ariful Hoque, FCA
100%

Rezanur Chowdhury
100%

Prof. A B M Faroque
100%

Prof. Dr. Shamem Ara Mili
100%

Mohammad Niazul Karim
100%

The Committee's meeting frequency and attendance reflect its continued involvement in overseeing the Company's financial reporting, internal audit, external audit, internal control and compliance matters.



Date Of Meeting	Members Eligible	Members Present	Quorum Required	Quorum Status
22 October 2025	5	5	3	Quorum present
11 November 2025	5	5	3	Quorum present
28 January 2026	5	5	3	Quorum present
27 April 2026	5	5	3	Quorum present

Quorum of the Audit Committee

The quorum of the meeting of the Audit Committee shall be constituted in presence of either two members or two third of the members of the committee, whichever is higher, where presence of an independent director is a must.

Access to Internal Audit

The Head of Internal Audit has direct access to the Audit Committee and participates in Committee meetings as required. The Committee maintains an open channel of communication with Internal Audit to discuss audit findings, control weaknesses, risk matters and the progress of corrective actions without undue management interference.

Objectives And Activities

Statement on Audit Committee's review

The Audit Committee reviews the Company's internal control framework to assess whether key controls are appropriately designed, properly implemented and effectively monitored. The Committee reviews internal audit findings, management responses and follow-up reports and monitors the implementation of agreed corrective actions.

The Committee also considers the effectiveness of control activities relating to authorization, segregation of duties, access controls, financial reporting, inventory management, risk assessment and compliance. Where appropriate, it recommends improvements to strengthen the control environment and reduce identified risks.

Legal and Regulatory Compliance

The Committee reviews matter relating to compliance with applicable laws, regulations, regulatory requirements and the Company's internal policies. It also monitors significant compliance matters and statutory obligations and considers whether statutory dues and other regulatory obligations are being settled appropriately and within the required timelines.

Financial Reporting

The Committee reviews the Company's quarterly, half-yearly and annual financial statements before their submission to the Board. In performing this responsibility, the Committee considers the appropriateness of accounting policies, significant accounting estimates and judgments, financial disclosures and compliance with applicable IFRS, IAS, securities laws, the Companies Act and other relevant requirements.

The Committee also reviews whether financial information released to the Stock Exchanges is consistent with the Company's financial statements and regulatory requirements.

Internal Audit

The Audit Committee oversees the Internal Audit function to support effective internal controls, risk management, and operational efficiency. It engages with Internal Audit and management to ensure significant control matters are appropriately identified and addressed.

Review of Internal Audit Reports

The Committee reviews internal audit reports, key findings, recommendations, and management responses, and monitors corrective actions to strengthen controls and operational processes.



Follow-up on Recommendations

The Committee reviews follow-up reports to monitor the timely implementation of agreed recommendations and the adequacy of corrective actions taken by management.

Further Improvements

Based on audit findings and emerging risks, the Committee recommends improvements to internal controls, procedures, systems, and processes to reduce risks and enhance operational effectiveness. Through these activities, the Committee supports sound governance, continuous improvement, and effective risk management across the Company.

Internal Control Framework

The Audit Committee oversees the Company's internal control framework to support the effectiveness of operations, reliability of financial reporting, safeguarding of assets, and compliance with applicable laws, regulations, and internal policies. The Committee evaluates the internal control environment across the following key components:

- **Control Environment:** Promoting ethical conduct, accountability, sound governance practices, and a strong culture of compliance throughout the organization.
- **Risk Assessment:** Identifying, assessing, and monitoring significant financial, operational, compliance, and business risks, together with appropriate measures to manage and mitigate such risks.
- **Control Activities:** Reviewing the adequacy and effectiveness of key controls, including appropriate approvals and authorizations, segregation of duties, access controls, reconciliations, and other preventive and detective controls.
- **Information and Communication:** Ensuring that relevant and reliable information is communicated to the appropriate levels of management in a timely manner to support effective decision-making and control oversight.
- **Monitoring:** Overseeing the ongoing assessment of internal controls through internal audit activities, compliance reviews, management monitoring, and follow-up of identified control gaps and corrective actions.

External Audit Oversight

The Audit Committee oversees the external audit process and maintains appropriate communication with the statutory auditors. The Committee reviews the proposed audit scope, strategy and audit plan and discusses significant audit matters and findings with the external auditors.

Following completion of the annual audit, the Committee meets with the external auditors to discuss their findings, significant issues identified during the audit and the proposed presentation of the financial statements. The Committee monitors management's response to significant audit observations and ensures that appropriate actions are taken.

External Auditor Independence

The Committee evaluates the independence, objectivity and performance of the statutory auditors and considers whether any circumstances could impair their independence. The Committee recommends the appointment or reappointment of statutory auditors to the Board, together with the proposed audit remuneration, for consideration by shareholders as applicable. The Committee also reviews any proposed non-audit services provided by the external auditors to ensure that such services do not create a conflict of interest or compromise the auditors' independence.

Accounting Policies and Standards

The Audit Committee reviews significant accounting policies, changes in accounting treatments and major accounting judgments to ensure that they remain consistent with applicable accounting standards and regulatory requirements. The Committee also considers the appropriateness of significant estimates and assumptions used in preparing the financial statements. The Committee reviews the annual financial statements and interim financial releases before recommending them to the Board for approval.

Coordination with External and Internal Audit

The Committee facilitates effective coordination among the Board, management, Internal Audit and external auditors in matters relating to financial reporting, internal controls and audit findings. This coordination helps ensure that significant issues identified through internal or external audit are appropriately communicated, followed up and addressed.

Statement on Non-Audit Services by External Auditor

The Audit Committee confirms that no non-audit services were assigned to or provided by the Company's external auditors during the reporting period. Accordingly, there were no non-audit engagements requiring review or approval by the Audit Committee, and the independence of the external auditors remained uncompromised.

Audit Committee Review Highlights

During the financial year, the Audit Committee reviewed a range of significant financial, operational and control matters, including:

Matter Reviewed	The Committee's Review
Capitalization Policies - IAS 16	The Committee reviewed the Company's capitalization practices to ensure that expenditure meeting the recognition criteria under IAS 16 was appropriately capitalized and that relevant accounting policies were consistently applied.
Useful Lives of Property, Plant and Equipment	The Committee considered the assumptions used in determining the useful lives of property, plant and equipment. The assessment focused on whether the estimated useful lives remained appropriate considering the nature and expected use of the assets.
Inventory Control Systems and Operational Practices	The Committee reviewed inventory control procedures, including stock management, physical verification, movement, and monitoring practices. Particular attention was given to strengthening controls over inventory and reducing the risk of loss or obsolescence.
Inventory Provisioning and Write-Offs	Historical trends in inventory provisions and write-offs were reviewed to assess the adequacy of provisions for slow-moving, obsolete, or otherwise impaired inventories. The Committee also considered management's approach to identifying and addressing such items.

Matter Reviewed	The Committee's Review
Unusual Or One-Off Material Revenue Transactions	The Committee performed an analytical review of significant or unusual revenue transactions, including one-off items, to understand their nature, timing, and accounting treatment. The review supported the assessment of the completeness and appropriate recognition of revenue.
IAS 19 - Employee Benefits	The Committee reviewed the accounting treatment and disclosures relating to employee benefits under IAS 19. Particular consideration was given to the recognition and measurement of relevant employee benefit obligations and expenses.
IFRS 8 - Operating Segments	The Committee reviewed the Company's operating segment information to ensure that segment reporting appropriately reflected the way management monitors business performance and complied with the requirements of IFRS 8.
IAS 12 - Income Taxes	The Committee reviewed the recognition and measurement of current and deferred tax balances, including significant tax positions and related disclosures. The Committee also considered the consistency of tax accounting with applicable requirements of IAS 12.
IAS 24 - Related Party Disclosures	The Committee reviewed transactions and balances with related parties to ensure that they were appropriately identified, recorded, and disclosed in the financial statements in accordance with IAS 24 and applicable regulatory requirements.

The Committee also reviewed internal audit reports, management responses and the progress of corrective actions arising from audit observations.

Recommendations

Based on its reviews and assessment during the year, the Committee recommended to the Board:

STATUTORY AUDITORS

M/s. G Kibria & Co., Chartered Accountants appointment at an audit fee of BDT 450,000 excluding VAT.

GOVERNANCE COMPLIANCE AUDITORS

M/s. Al-Muqtadir Associates, Chartered Secretaries and Consultants appointment as Corporate Governance Compliance Auditors at a proposed fee of BDT 120,000 excluding VAT.

These recommendations were made with due consideration to professional competence, independence, audit quality and applicable regulatory requirements.

Reliability of Management Information Used for Computation

The Audit Committee reviewed the reliability and integrity of the management information used for financial analysis, reporting, and related computations. Based on the Committee's review and discussions with management and the relevant functions, the information used for such computations was considered reliable, appropriately supported, and consistent with the Company's records and established reporting processes.

Appreciation

The Audit Committee expresses its sincere appreciation to the Board of Directors, management, statutory auditors, and Internal Audit function for their continued cooperation and support. Their commitment and constructive engagement have enabled the Committee to effectively discharge its responsibilities, strengthen internal controls, support financial integrity, and promote sound corporate governance and transparency.

On behalf of the Audit Committee

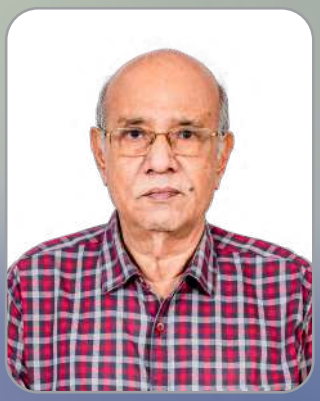


Mohammed Ariful Hoque FCA
Chairman
Audit Committee
15 October 2026

COMPOSITION OF NRC



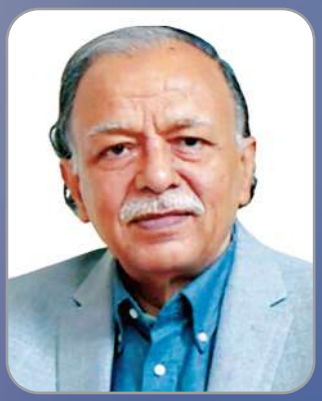
Prof. Dr. Shamem Ara Mili
Chairman



Rezanur Chowdhury FCA
Member



Mohammed Ariful Hoque FCA
Member



Prof. A B M Faroque
Member



Mohammad Niazul Karim
Member

Report of the Nomination & Remuneration Committee and NRC Policy

The Nomination & Remuneration Committee (NRC) performs as one of the Board committees of Beacon Pharmaceuticals PLC. The broad role of NRC is to assist the Board in the formulation of nomination policy with regard to determining the criteria and qualification, positive attributes, experiences and candid independence of the directors, as well as a strategy and an effective process of considering remunerations/honorarium of the members of the Board and Top Executives and generally to deal with matters of the unionized employees of the Company. Propelling a sound NRC policy, Beacon always been passionate about its human resources management and endeavors to develop its employee potentials and carefully cultivating their regular growth and progression. The Company is very affectionate about its existing pool of well-organized, skilled & experienced and enthusiastic people who seek hard for taking Beacon Pharmaceuticals PLC ahead along with them. The Company thrives with them and, accordingly, pursues an HR Policy that acknowledges 'people first' and ensures their active participation in achieving the defined corporate goals. Thus, 'plan the people' has been the cornerstone of Beacon Pharmaceuticals PLC NRC Policy.

Pursuant to code 6.5(c) of the Codes of Corporate Governance, the Policy and Report of the Nomination & Remuneration Committee of Beacon Pharmaceuticals PLC is presented hereunder at a glance. It covers the nomination and remuneration policies, evaluation criteria, meetings and activities of NRC during the year.

Features of Nomination & Remuneration Committee

As required, the Nomination & Remuneration Committee was set up with explicit terms of reference. The Nomination and Remuneration Committee (NRC) shall, at least once a year, consider its own performance and terms of reference to ensure that it is operating at maximum effectiveness and shall recommend any change necessary to the Board for approval. During the year, the committee meet four times to consider and decide on matters requiring its attention.

Terms of Reference

The NRC has performed its duties as assigned to it by the Board of Directors, which is based on the Charter of NRC formulated mainly in accordance with the CG Codes of BSEC as well as including, as far as practicable, other prominent global best practices.

Composition of the Committee

The Board of Directors has appointed the Nomination & Remuneration Committee comprising the following members of the Board having adequate Knowledge.

Professor Dr. Shamem Ara Mili
Independent Director
Chairman

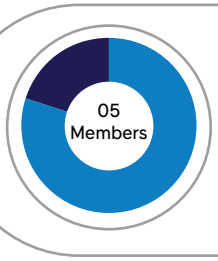
Rezanur Chowdhury
Independent Director
Member

Mohammed Ariful Hoque FCA
Independent Director
Member

Prof. A B M Faroque
Independent Director
Member

Mohammad Niazul Karim
Director
Member

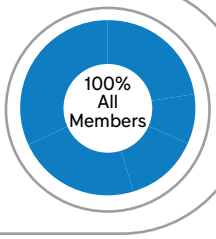
Anindya Sarkar FCS
Secretary



Independence of the Committee

- 4 Independent Directors
- 1 Director
- \+ Company Secretary as Secretary

Meeting Attendance





Roles and Responsibilities of the Committee and NRC Policies

As mentioned, the NRC was formed with explicit terms of reference. One of the key responsibilities of NRC is to assist the Board in formulating a policy for the prescribed and continuous process of considering the remuneration/ honorarium of directors and top-level executives of the Company. So, abiding by it, Beacon Pharmaceuticals PLC pursues a nomination and remuneration policy, the benchmark of which relies on standards which are recognizable in the Bangladesh context and sufficient to meet the current and foreseeable future needs of the Company. The broad criteria in that respect for Directors and top-level executives, and generally for all other employees of the Company are enumerated as follows:

a) Nomination Criteria

- Following the Company policies as well as guidelines and applicable country regulations,
- Following a selection process that is transparent in all respects,
- Following a process which is compatible to international standards and local best practices,
- Recognize core competencies of the respective personnel for the different level of management and employees of the Company,
- Follow diversity in age, maturity, qualification, expertise and gender disciplines,

b) Recruitment and Selection Policies

With the motto of 'plan the people' in the background, the NRC Charter draws a broad outline of the Company needs for employees at different levels, as ascertained by the Management. The recruitment and selection of Directors, top-level executives and other employees of the Company are made according to the following declared guidelines:

Executive Director	The NRC recommends the candidate(s) for Executive Director(s), based on nomination by the majority shareholders. The Board of Directors appoints the Executive Director/s upon nomination and recommendation of the NRC.
Non-Executive Director	The NRC recommends candidate(s) for Non-Executive Director(s), based on nomination by the majority shareholders. The Board of Directors appoints the Non-Executive Directors upon nomination and recommendation of the NRC.
Independent Director	The Independent Director shall be a knowledgeable individual with integrity who is able to ensure compliance with financial laws, regulatory requirements and corporate laws and who can make meaningful contribution to the business. The Independent Director should have competence relevant to the sector in which the Company operates, and necessarily should have the qualifications as required by the regulations of BSEC. The Board of Directors appoints Independent Directors upon nomination and recommendation of the NRC, which is then approved by shareholders at the Annual General Meeting of the Company.
Top-Level Executives	The NRC identifies and recommends candidate(s) for top-level executives upon thorough scrutiny by the Human Resources Division (HRD), Managing Director and Executive Committee and considering relevant qualifications, experience, skills and leadership, as required for the respective positions based on the Company's internal selection process.
Other Employees	The NRC sets a guideline to identify the Company needs for employees at different levels and empowers the relevant management of the Company's HRD for selection, transfer, replacement and promotion of respective employees based on the Company's internal processes.

Compliance with Regards to Recruitment Policies

Independent Directors - The existing Independent Directors are selected and appointed based entirely on the declared policies of the Company as enumerated above. Once appointed, the roles and performances of the incumbents are also subject to yearly scrutiny of the NRC and the Board.

Top executives - All the top executives of the Company are selected and appointed strictly under scanning of the declared policies of the Company. The performances of the Top Executives are evaluated yearly by a thoroughly-knitted confidential report prepared by the Head of HR and Managing Director. After their perusal, it is examined by the NRC for onward placement before the Board for final approval.

- The structure, scale and composition of remuneration/ honorarium are reasonable and sufficient to attract, retain and motivate suitable Directors, top-level executives and other employees to run the Company efficiently and successfully. The outline of packages, including remuneration/ benefits monthly, yearly and in the long run for all the employees are categorically laid down and meets the appropriate performance benchmarks;
- There is a clear balance in benefits between fixed and incentive pay of Executive Directors and senior management, reflecting short and long-term performance goals and objectives of the Company;
- The remuneration, including bonuses, compensation, benefits (or in whatever form) payable to the Executive Directors, top-level executives and other employees are determined by the NRC based on the expressive Company policies and guidelines, which shall be ratified by the Board as and when required;
- The remuneration to be paid to the Executive Directors is in accordance with the Company's policies and guidelines; and increments (if any) to the existing structure of remuneration are determined by the NRC based on the Company policies and guidelines, which are ratified by the Board as and when required;
- The NRC also recommends the Board meeting attendance fees, honorarium, including incidental expenses, if any; and
- No member of the NRC receives, either directly or indirectly, any remuneration for any advisory or consultancy role or otherwise, other than Director's fees or honorarium from the Company.
- Whatever formulated by NRC must be within the frameworks (if any) of the Articles of Association.

The duties of NRC in Beacon Pharmaceuticals PLC are:

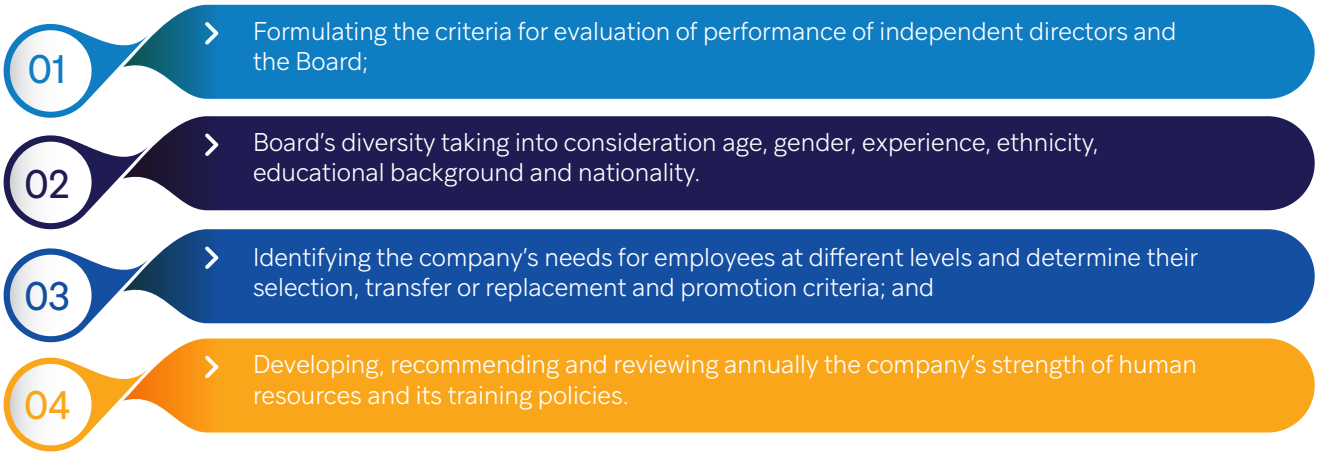
- Review the structure, size and composition (including the skills, knowledge and experience) of the Board at least annually and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
- Identify individuals suitably qualified to become Board members and select or make recommendations to

the Board on the selection of individuals nominated for directorships;

- Assess the objectivity/independence of independent non-executive directors; and
- Make recommendations to the Board on appointment or re-appointment of directors and succession planning for directors.

The Nomination & Remuneration Committee is mainly responsible for making recommendations to the Board on the Company's policy and structure for remuneration of Directors and Senior Management, and reviewing and approving the compensations payable to the Managing Director and Senior Management. The meeting is held once in a year.

The duties of the NRC further include



Evaluation of the Board

Efficacy and effectiveness of the Board, Independent Directors and Chairman is crucial for the overall success of the Company. NRC is responsible to ensure the maximum worth of the Board. To that end, and in line with the requirements of the CG Code it devices the classified courses of yearly evaluation to be carried out under the auspices of the Board. Such assessment is an important part of the Board's governance framework and it derives from the evaluation initiatives of the NRC. The process, led by the Chairman and assisted by Company Secretary, involves submission of filled out confidential questionnaires pragmatically structured to draw in core issues relevant to the Board. Those are returned by the Directors for systematic onward appraisal. The evaluation further includes total administration of the Board and its committees covering their operations, agenda items, reports, information flow to and from the Board and ultimate conducting of meetings as well as the Board's overall relationship with the Management.

Meetings of the NRC Committee

The Committee conducted 4 meeting during the year under review.

Name	Position	Number of Meeting During FY2025-26	Number of Attendance FY2025-26	Attendance %
Professor Dr. Shamem Ara Mili	Independent Director (Chairman)	4	4	100%
Prof. A B M Faroque (Passed away on 13 August 2026)	Independent Director (Member)	4	4	100%
Rezanur Chowdhury (Tenure expired on 08 October 2026)	Independent Director (Member)	4	4	100%
Mohammed Ariful Hoque FCA	Independent Director (Member)	4	4	100%
Mohammad Niazul Karim	Director (Member)	4	4	100%

Quorum status — every meeting during FY2025-26 **Quorum present**

Attendance Rate by Member

Prof. Dr. Shamem Ara Mili
100%

Rezanur Chowdhury
100%

Mohammed Ariful Hoque, FCA
100%

Prof. A B M Faroque
100%

Mohammad Niazul Karim
100%

Quorum

Quorum of the NRC Meeting

The quorum of the meeting of the NRC shall be constituted in presence of either two members or two third of the members of the committee, whichever is higher, where presence of an independent director is a must.

Meeting Record and Quorum Compliance

Date Of Meeting	Members Eligible	Members Present	Quorum Required	Quorum Status
22 October 2025	5	5	3	Quorum present
11 November 2025	5	5	3	Quorum present
28 January 2026	5	5	3	Quorum present
27 April 2026	5	5	3	Quorum present

Activities of NRC during the year under review

01 Reviewed the Terms of Reference of the Committee

02 Reviewed the background qualifications, positive attributes and level of independence of the Board members and Independent Directors

03 Reviewed the mix & composition and overall performance of the Board and Committees

04 Reviewed and recommended the induction of new Director/Independent Director in the Board

05 Reviewed the vacancy positions and/or new positions, if any

06 Reviewed the frequency of meetings of the Committee in a year.

Reviewed the yearly report of NRC to ensure that

- The NRC performed as a true sub-committee of the Board,
- It had the required number of members in it with one Independent Director,
- Board selected Independent Director was the Chairman of NRC,
- All members of NRC were non-executive directors,
- The NRC meetings were held with required quorum as per the CG guidelines,
- None received any remuneration other than their routine fees,
- The Company Secretary performed as the secretary to the Committee,
- Minutes were duly prepared and confirmed in the following meeting of NRC, and
- The Chairman of NRC attended the AGM of the year as required.

Disclosure obligation

This disclosure is made pursuant to condition # 6.5(c) of the Corporate Governance Code-2018 issued by BSEC.

Acknowledgement

The NRC Committee expressed their sincere thanks to the members of the Board and Management of the Company for their support in carrying out its duties and responsibilities effectively during the year.

On behalf of the NRC Committee,

Professor Dr. Shamem Ara Mili
Chairman
Nomination & Remuneration Committee (NRC)
15 October 2026



COMPOSITION OF CSR & SUSTAINABILITY COMMITTEE



Prof. Dr. Shamem Ara Mili
Chairman



Md. Jalal Uddin FCA
Member



Md. Anisur Rahman Khan
Member



Md. Emroj Hossain
Member

Message on CSR and Sustainability

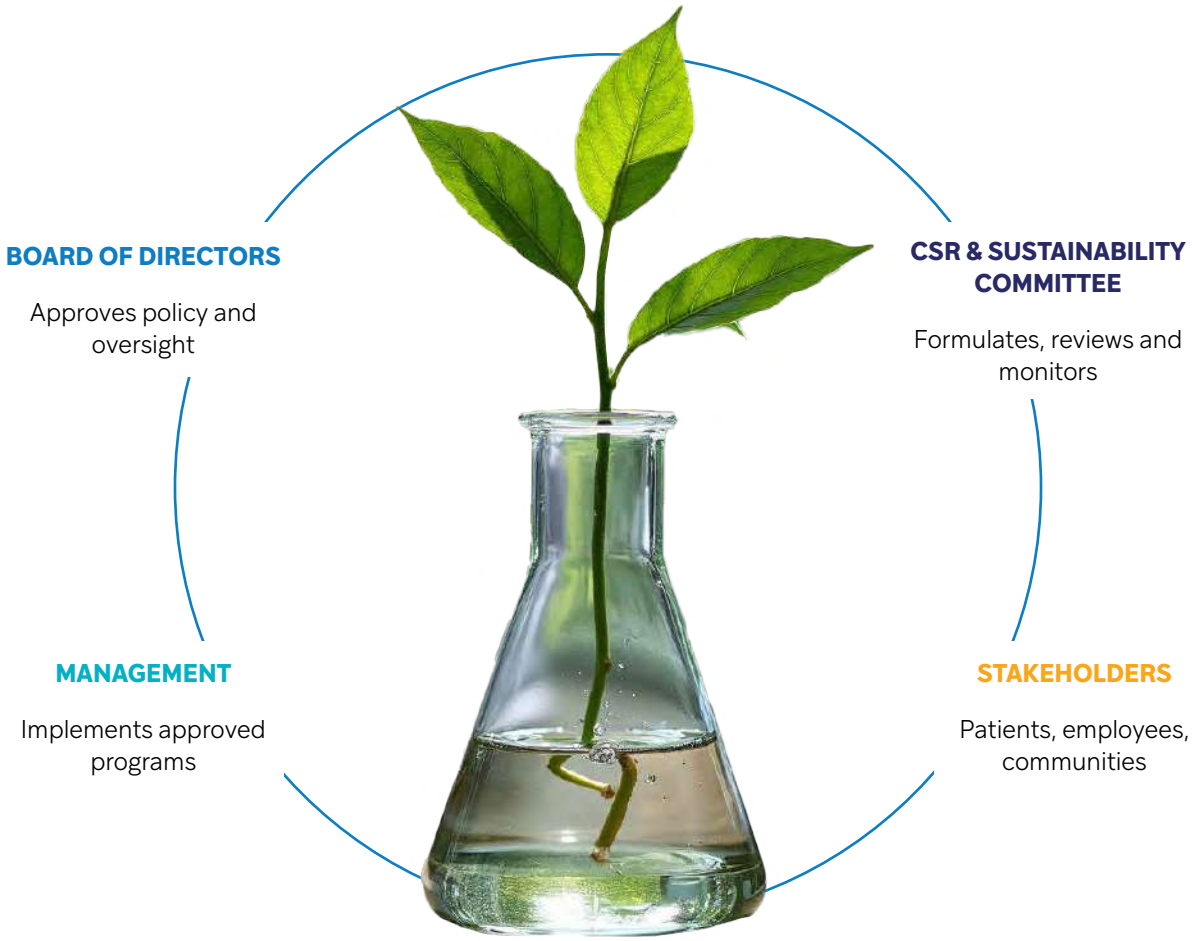
Beacon Pharmaceuticals PLC recognizes that sustainable business growth must be accompanied by an equally strong commitment to social responsibility, environmental stewardship, ethical business practices and the well-being of its stakeholders.

As a pharmaceutical company, Beacon treats access to healthcare, quality medicines, community health, employee welfare and responsible environmental management as integral to its long-term business philosophy. The Company seeks to create sustainable value not only for its shareholders, but also for patients, healthcare professionals, employees, communities, business partners and wider society. During the reporting year, the Company continued to focus on responsible business practices and on initiatives relating to healthcare, social welfare, community development, employee well-being and environmental responsibility, while aligning its activities with applicable laws, regulatory requirements and internationally recognized principles of responsible business.

01	100%	02
Committee meeting held during FY2025-26	**Member attendance** at all meetings held	**Members form quorum** including the Chairman

CSR and Sustainability Governance

The Board of Directors recognizes that effective governance is fundamental to the successful implementation of the Company's CSR and sustainability objectives. To strengthen oversight and accountability, the Board has constituted a CSR and Sustainability Committee to assist it in formulating, overseeing and reviewing the Company's CSR and sustainability strategy, policies and initiatives, and to ensure that these activities are conducted in a socially, environmentally and ethically responsible manner.



Roles and Responsibility of the Committee

The Committee assists the Board in overseeing the Company's CSR and sustainability agenda. Its principal responsibilities include:

- Overseeing the implementation of CSR programs and sustainability initiatives;
- Ensuring alignment of CSR activities with business objectives, values and long-term priorities;
- Monitoring environmental performance and improvement initiatives;
- Reviewing initiatives designed to reduce the Company's environmental footprint;
- Monitoring CSR and sustainability performance against approved objectives and targets;
- Overseeing initiatives relating to healthcare, education, community development and social welfare;
- Reviewing proposed CSR expenditure and budgets;
- Assessing the effectiveness and social impact of CSR initiatives;
- Overseeing healthcare-related CSR programs; and
- Performing such other functions as may be delegated by the Board from time to time.

Meeting Record and Quorum Compliance

Date of Meeting	Members Eligible	Members Present	Quorum Required	Quorum Status
30 June 2026	4	4	2	Quorum present

Attendance of Committee Members

SL.	Name	Position	Meeting Held	Meetings Attended	Attendance
1	Prof. Dr. Shamem Ara Mili	Chairman	1	1	100%
2	Md. Jalal Uddin FCA	Member	1	1	100%
3	Md. Anisur Rahman Khan	Member	1	1	100%
4	Md. Emroj Hossain	Member	1	1	100%
Aggregate attendance of the Committee				**4 of 4**	**100%**

Attendance Rate by Member

Independent Director (Chairman)

100%

Chief Financial Officer (Member)

100%

Head of PR & Estate (Member)

100%

Company Secretary (Member)

100%

CSR And Sustainability Philosophy

Beacon's philosophy rests on the principle that responsible corporate citizenship is an integral part of sustainable business development. The framework is organized around six focus areas - three that direct the Company's contribution to society through its corporate social responsibility programs, and three that govern how the Company itself operates on a sustainable basis.

Corporate Social Responsibility

Healthcare & Community Health
Awareness, access and community well-being

Education & Capacity Building
Knowledge, skills and social awareness

Community & Social Welfare
Support for disadvantaged groups

Environmental Responsibility
Resource use, waste and footprint

Employee Well-being & Workplace Safety
Safe, healthy and inclusive workplace

Ethical & Responsible Business
Governance, compliance, transparency

Reporting to the Board

The Committee reports periodically to the Board of Directors on its activities, observations, decisions and recommendations, and places before the Board - where applicable - CSR and sustainability policies, annual CSR plans and budgets, CSR performance reports, environmental and sustainability initiatives, and material recommendations arising from its review. The Board provides oversight and guidance to ensure that these activities remain consistent with the Company's strategic objectives and applicable requirements.

POLICIES & PLANS | **CSR BUDGETS** | **PERFORMANCE REPORTS** | **RECOMMENDATIONS**

Statement of the CSR And Sustainability Committee

The Committee confirms that, during the reporting period, it discharged its responsibilities in accordance with its approved Terms of Reference and provided appropriate oversight of the Company's CSR and sustainability activities. The Committee reviewed the Company's CSR initiatives, sustainability-related matters, proposed expenditure and relevant activities, and reported its observations and recommendations to the Board of Directors. The Committee remains committed to strengthening the Company's CSR and sustainability framework and to ensuring that its social and environmental responsibilities continue to form an integral part of long-term business strategy.

For and on behalf of the CSR and Sustainability Committee



Professor Dr. Shamem Ara Mili
Chairman
CSR and Sustainability Committee
30 June 2026

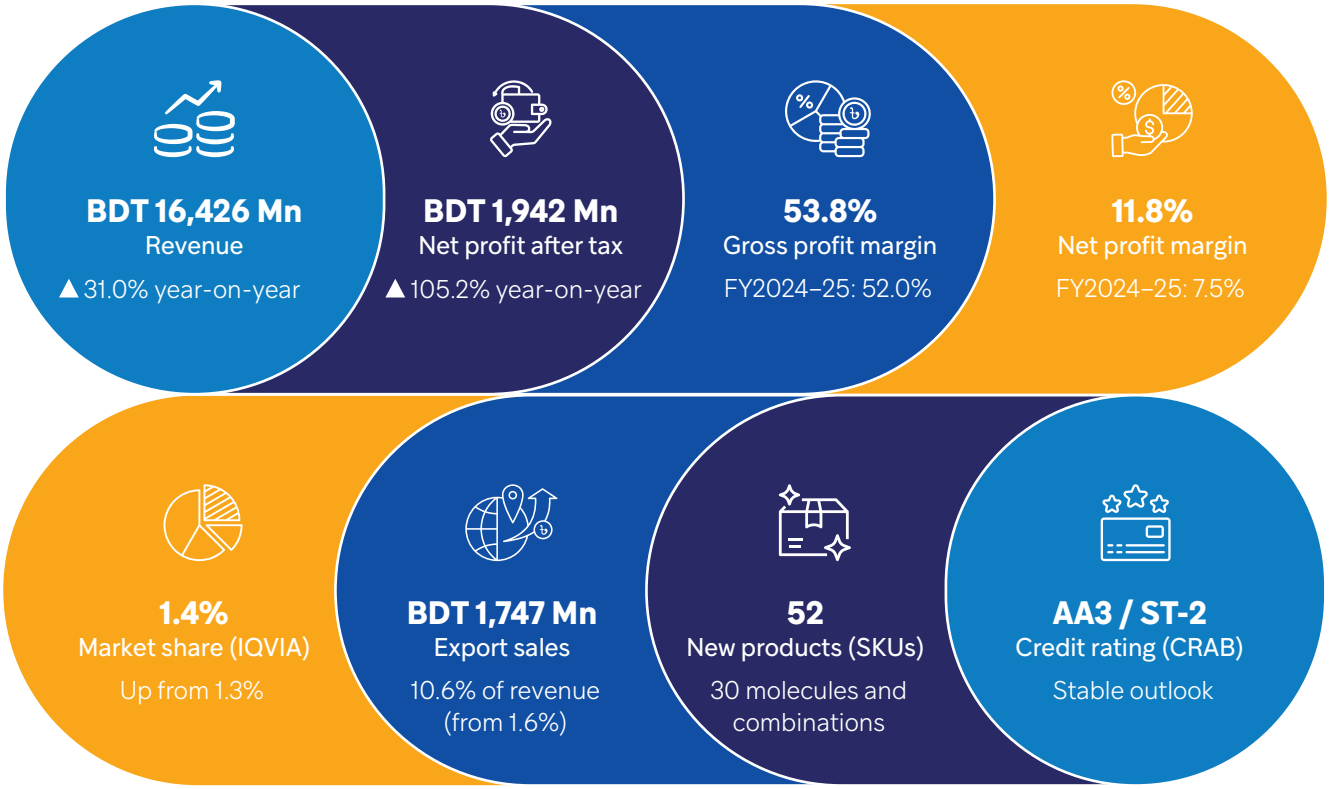
DIRECTORS' REPORT

Dear Shareholders,

The Board of Directors of Beacon Pharmaceuticals PLC ("the Company" or "Beacon") is pleased to present the Directors' Report on the overall performance of the Company, together with the Audited Financial Statements, for the financial year ended 30 June 2026.

This report has been prepared in compliance with section 184 of the Companies Act, 1994 and Condition 1(5) of the Corporate Governance Code 2018 issued by the Bangladesh Securities and Exchange Commission (BSEC) vide Notification No. BSEC/CMRRCD/2006-158/207/Admin/80 dated 3 June 2018. All applicable disclosure requirements under the said Condition have been duly addressed in this report.

The Year at a Glance



Beacon grew revenue by 31.0%, more than doubled its net profit, widened its gross, operating and net margins and turned exports into a tenth of revenue - during a year of high inflation, costly financing and currency pressure.

Industry Outlook and Future Developments

Market Size and Growth

Bangladesh's pharmaceutical industry is one of the country's most important manufacturing sectors. Industry estimates put the domestic market at around USD 6 billion, with growth expected at a compound annual rate of approximately 6.3% through 2029, supported by rising healthcare access, population growth and an increasing burden of chronic and non-communicable disease.

Beacon continued to gain ground in the domestic market. According to IQVIA, the Company's market share rose to 1.4% in MAT Q2 2026 from 1.3% a year earlier, supported by new product launches, wider market coverage and growth in its specialized therapy divisions.

Bangladesh's Position in Global Generics

Bangladesh has established itself as a significant global producer of generic medicines. Its ability to manufacture high-quality, cost-effective generics remains a cornerstone of the industry's growth, and compliance with international standards - including those of the U.S. Food and Drug Administration (USFDA) and the European Medicines Agency (EMA) - is essential for sustaining access to international markets.

98.0%
Domestic demand met locally

150+
Export destination countries

USD 239 Mn
Industry exports, FY2025–26
FY2024–25: USD 213 Mn ▲ 12.0%

USD 1.3 Bn
Annual API imports
Key supply-chain exposure

Economic Backdrop

Businesses in Bangladesh continued to navigate a difficult macroeconomic environment during FY2025-26:

- **Inflation** remained elevated, averaging around 10.0% in FY2024–25 and 8.7% in FY2025–26, raising the cost of APIs, packaging materials, utilities, transport and staff.
- **Growth** stayed subdued at 3.7% in FY2024–25 and 3.7% in FY2025–26, softening purchasing power, although demand for essential medicines held firm.
- **Monetary policy** remained tight, with the policy repo rate at 10.0% in the first half of the year and lending rates of 12.5–13.5%, increasing financing and working-capital costs.
- **External position** improved, with foreign exchange reserves rising from USD 31.8 billion in June 2025 to USD 37.6 billion in June 2026, although exchange-rate movements continued to affect the cost of imported inputs.
- **Energy and climate:** rising power and energy costs, together with flooding, extreme rainfall and heatwaves, posed risks to logistics, utilities and supply continuity.

Despite these headwinds, the pharmaceutical industry remained resilient, supported by steady underlying demand for essential medicines.

Possible Future Developments

The outlook for the pharmaceutical market in Bangladesh remains promising, driven by population growth, increasing healthcare awareness, the rising prevalence of chronic and specialized diseases, expanding export opportunities and the gradual growth of the OTC market. At the same time, the environment is expected to remain challenging because of inflation, exchange-rate volatility, higher input and financing costs, regulatory change and global supply-chain uncertainty.

Within this setting, Beacon will strengthen its core domestic business, accelerate export development through new registrations and markets, and broaden its portfolio - particularly in oncology, specialized therapies and OTC products.

Segment-Wise and Product-Wise Performance

The Company presents segment information on two bases. Segment reporting under IFRS 8 Operating Segments applies to the geographical segments - Local and Export - as these are the basis on which the Chief Operating Decision Maker reviews performance and allocates resources (Note 37 to the Financial Statements). Divisional information is provided voluntarily and does not form part of the IFRS 8 disclosure.

Geographical segments (IFRS 8)

Segment (BDT million)	FY2025–26	FY2024–25	Change	Growth	Share 25–26	Share 24–25
Local sales	14,679	12,347	2,332	18.9%	89.4%	98.4%
Export sales	1,747	196	1,551	793.4%	10.6%	1.6%
Total	**16,426**	**12,543**	**3,884**	**31.0%**	**100.0%**	**100.0%**

Local Sales rose 18.9% to BDT 14,679 million, driven by successful new product launches and an effective marketing strategy. The local market remains the Company's core strength, contributing 89.4% of revenue.

Export Sales reached BDT 1,747 million in the first full year of export operations. As FY2024-25 covered only the last two months of exports, the growth rate is not like-for-like. New registrations, new markets and targeted export marketing lifted exports to 10.6% of revenue, and were among the principal drivers of the improvement in product mix and gross margin.

Division-Wise Performance (Voluntary Disclosure)

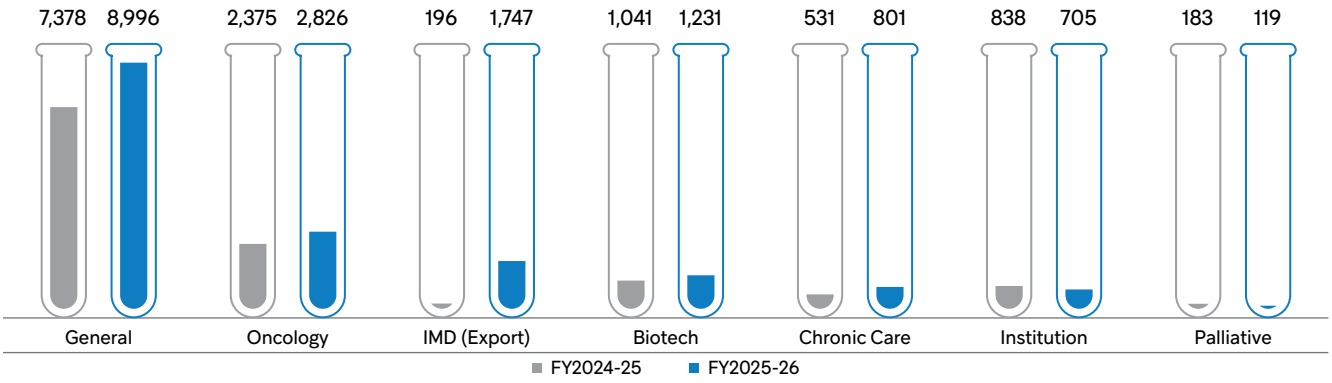
2
Geographical segments

7
Business divisions

5 of 7
Divisions grew
Chronic Care fastest locally (+50.8%)

Division (BDT million)	FY2025–26	FY2024–25	Change	Growth	Share 25–26	Share 24–25
General	8,996	7,378	1,618	21.9%	54.8%	58.8%
Oncology	2,826	2,375	451	19.0%	17.2%	18.9%
IMD (Export)	1,747	196	1,551	793.4%	10.6%	1.6%
Biotech	1,231	1,041	190	18.3%	7.5%	8.3%
Chronic Care	801	531	270	50.8%	4.9%	4.2%
Institution	705	838	(133)	-15.8%	4.3%	6.7%
Palliative	119	183	(64)	-34.7%	0.7%	1.5%
Total	**16,426**	**12,543**	**3,884**	**31.0%**	**100.0%**	**100.0%**

Division-Wise Sales, FY2025–26 vs FY2024–25 (BDT Million)



Product Development

52	30	8
New products (SKUs) Approved through DGDA	**Molecules & combinations** Across new dosage forms	**Highlight launches** Novel or first-of-their-kind in Bangladesh

During the year the Company added 52 new products to its portfolio through the Directorate General of Drug Administration (DGDA). Several are globally novel or first-of-their-kind molecules for the Bangladesh market, and the new portfolio spans tablets, oral solutions, injectables and specialty dosage forms - reflecting growing capability in complex, high-value therapeutic categories. Highlights include:

- **Tirzepatide** — Diabetes & weight management
- **Asciminib** — Oncology
- **Niraparib + Abiraterone** — Oncology combination
- **Resmetirom** — MASH liver disease
- **Elacestrant** — Breast cancer
- **Fostamatinib** — Immune thrombocytopenia
- **Rezafungin** — Antifungal
- **Upadacitinib** — Autoimmune disease

These introductions widen therapeutic coverage, strengthen the Company's leadership position and directly underpin the growth of the Oncology, Biotech and Chronic Care divisions.

Risks and Concerns

The Board continuously monitors risks that may affect the Company's sustainability, profitability and long-term growth. Risk management is embedded in the Company's strategic and operational framework through an integrated Enterprise Risk Management (ERM) Framework, built on the Three Lines Model and a 5×5 likelihood-and-impact assessment. The full ERM framework is presented in the Enterprise Risk Management section of this Annual Report.

Board

Oversight

Approves ERM policy and risk appetite; oversees principal risks

AC

Audit Committee

Monitors risk execution, internal controls and internal audit

1st line

Management & risk owners

Approves ERM policy and risk appetite; oversees principal risks

2nd line

Control & compliance

Independent QA, regulatory, finance control and compliance oversight

3rd line

Internal Audit

Independent assurance on governance, risk and controls

Financial Results, Cost of Goods Sold and Margins

BDT in Million

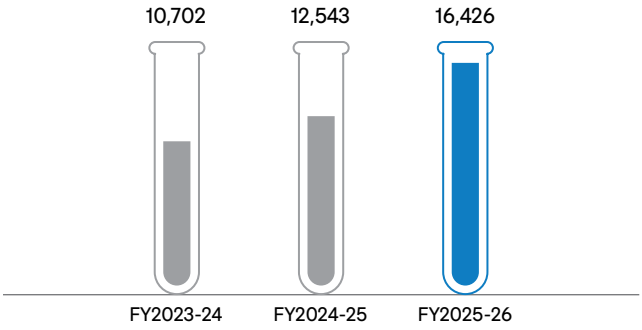
Particulars (BDT)	FY2025–26	FY2024–25	Change
Revenue	16,426	12,543	31.0%
Cost of goods sold	7,587	6,015	26.1%
Gross profit	8,839	6,528	35.4%
Operating expenses	5,260	4,129	27.4%
Operating profit	3,579	2,399	49.2%
Net profit before tax	2,485	1,301	91.0%
Income tax expenses	543	355	53.1%
Net profit after tax	1,942	947	105.2%

Key Ratios

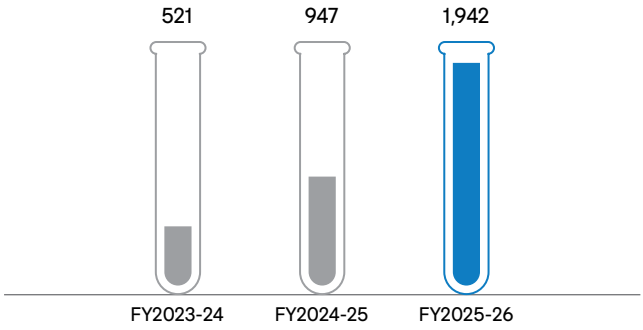
Ratio	FY2025–26	FY2024–25	Change
COGS to revenue	46.2%	48.0%	▼ 1.8%
Gross profit margin	53.8%	52.0%	▲ 1.8%
Operating margin	21.8%	19.1%	▲ 2.7%
Net profit margin	11.8%	7.5%	▲ 4.3%

Three-Year Trend

Revenue (BDT million)



Net profit after tax (BDT million)



Cost of Goods Sold

Cost of goods sold for FY2025-26 was BDT 7,587 million, compared with BDT 6,015 million in the previous year - an increase of 26.2%. As revenue grew faster than input, manufacturing and distribution costs, COGS as a percentage of revenue improved to 46.2% from 47.9%.

Gross Profit Margin

Gross profit rose 35.4% to BDT 8,839 million, and the gross margin improved to 53.8% from 52.0%. This was driven by higher revenue, the sharp increase in export sales and a better product mix, supported by cost management and production efficiency.

Net Profit Margin

Net profit after tax reached BDT 1,942 million, up 105.2%, and the net profit margin rose to 11.8% from 7.5%. Strong revenue growth, better gross margins and operating leverage - with operating expenses falling to 32.0% of revenue from 32.9% - lifted after-tax profitability despite inflationary pressure.

Significant Deviations from Last Year and The Reasons

Item	Change	Main reasons
Revenue	▲ 31.0%	Growth in domestic sales, a sharp rise in exports, 52 new products and deeper market penetration
Cost of goods sold	▲ 26.1%	Higher volumes and input costs; grew more slowly than revenue, so the COGS ratio fell 1.8%
Gross profit	▲ 35.4%	Better product mix, higher exports, production efficiency and cost control
Operating expenses	▲ 27.4%	Business expansion and inflation; ratio to revenue improved to 32.0% from 32.9%
Net profit before tax	▲ 91.0%	Operating leverage from revenue growing faster than costs
Income tax	▲ 58.9%	Higher taxable profit
Net profit after tax	▲ 105.2%	Combined effect of the above

Continuity of Extraordinary Activities

During the financial year ended 30 June 2026, the Company did not engage in any extraordinary activities resulting in significant gains or losses. All income and expenses arose in the ordinary course of business, including revenue from product sales, operating expenses and statutory obligations. There is accordingly no extraordinary gain or loss to report.

Related Party Transactions

The Company entered into related party transactions during the year in the ordinary course of business. All are reflected in the Financial Statements and disclosed in Note 34.2 in accordance with IAS 24 Related Party Disclosures. Beacon Pharmaceuticals PLC. transactions among and its sister concerns till June 30, 2026 subject to approval from the shareholders in the 25th AGM of the company as Ordinary Business.

Proposed Resolution: "Resolved that Pursuant to the notification of Bangladesh Securities and Exchange Commission (BSEC) vide no. BSEC/CMRRCD/2009-193/10/Admin/118 dated: 22nd March 2021 and order of Bangladesh Securities and Exchange Commission (BSEC) vide no. SEC/CMMRRCD/2006-159/Admin/02-10 dated: 10th September, 2006, the related party transactions among sister concerns which are directed by common Directors, is hereby considered and approved, as reported in note no: 34.2 of audited report & audited financial statements till June 30, 2026."

BDT in Million

Name of related party	Relationship	Nature of transaction	Basis	Balance as at 30 June 2026
Beacon Medicare Ltd.	Sister concern	Loan / Receivable	Arm's length	2,278
Ereba Capsules Ltd.	Sister concern	Loan / Advance	Arm's length	1,015
Beacon Developments Ltd.	Sister concern	Loan	Arm's length	798
UB Nutraceuticals Ltd.	Sister concern	Loan	Arm's length	278
Beacon Cephalosporin Ltd.	Sister concern	Advance	Arm's length	276
MEK Pharmatech Ltd.	Sister concern	Loan / Advance	Arm's length	152
Beacon Oncology Ltd.	Sister concern	Loan	Arm's length	54
Beacon Nutraceuticals Ltd.	Sister concern	Loan	Arm's length	44
MEK Auto Bricks Ltd.	Sister concern	Loan	Arm's length	6
UB Imports Limited	Sister concern	Loan	Arm's length	0.2
Beacon Power Systems Ltd.	Sister concern	Loan	Arm's length	0.1
Beacon Business Solution Ltd.	Sister concern	Payable	Arm's length	(27)
Total				**4,873**

All related party transactions are reviewed by the Audit Committee and approved in accordance with the Company's related party transaction policy and the Corporate Governance Code. They are conducted on arm's-length commercial terms that do not conflict with the interests of the Company or its shareholders. Material decisions and related party transactions are presented for shareholders' review at the Annual General Meeting.

Public issue proceeds and post-IPO performance

Utilization of Proceeds from Public Issue

Beacon Pharmaceuticals PLC raised capital through an Initial Public Offering (IPO) in 2010. The proceeds were fully utilized for the purposes disclosed in the prospectus, and utilization was reported to shareholders and regulators as required. The Company has not undertaken any Rights Issue, Repeat Public Offering (RPO) or other capital-raising instrument since, and no instrument was issued during FY2025–26. As a result, no proceeds remain unutilized, and there is nothing further to disclose in this report.

Deterioration in Financial Results After IPO

This disclosure applies where financial results deteriorate following an IPO, RPO, Rights Share Offer or Direct Listing. The Company's results improved materially in FY2025–26, with revenue up 31.0% and net profit after tax up 105.2%. There has been no deterioration, and the disclosure is therefore not applicable.

Quarterly vs Annual Financial Performance

The Company delivered consistent quarterly performance during the year, with revenue and profitability trending upward in line with the full-year results. No significant variance was observed between the quarterly financial statements and the audited annual financial statements for FY2025–26.

Remuneration to Directors

BDT 21 Mn
Key management compensation, FY2025–26

BDT 26 Mn
Key management compensation, FY2024–25

▲ 18.8%
Year-on-year change
Note no. 34.1

Non-Executive Directors and Independent Directors receive no remuneration other than an attendance fee of BDT 20,000 for each Board or Committee meeting attended.

Transactions with key management personnel are disclosed in Note 34.1 of the Financial Statements. Total compensation — comprising meeting attendance fees, remuneration and bonus, and other allowances — was BDT 21 million for FY2025–26 (FY 2024–25: BDT 26 million). This includes the remuneration of the Managing Director and the fees paid to Directors, including Independent Directors, for attending Board and Committee meetings.

Dividend

11.0%
Cash dividend recommended
All shareholders

BDT 1.1
Per share
All shareholders

10 Nov 2026
Record date
Per CDBL register

Nil
Interim / stock dividend
None declared or to be declared

The Board of Directors has recommended a cash dividend of 11.0% (i.e., Taka 1.1 per share) for all shareholders for the year ended 30 June 2026. The dividend, subject to approval by shareholders at the 25th Annual General Meeting, will be paid to shareholders whose names appear in the register maintained by CDBL on the record date, 10 November 2026. As a dividend has been recommended, disclosure of reasons for not declaring a dividend under Condition 1(5)(xx) is not applicable.

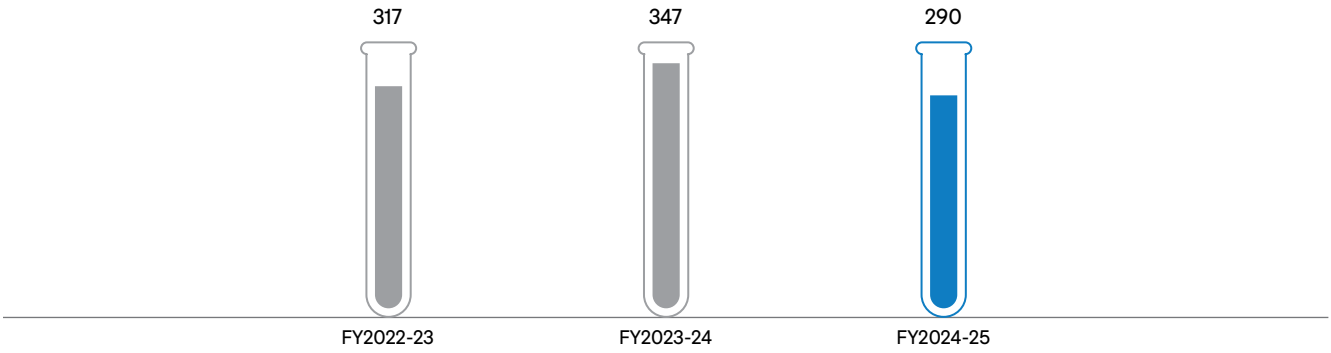
BOARD'S STATEMENT

No interim dividend was declared during the year, and the Board confirms that no bonus share or stock dividend has been or shall be declared as an interim dividend for FY2025-26.

Payment of Dividend

Once approved, the dividend is paid to entitled shareholders within 30 days of declaration or the record date, as applicable. The Company transfers the dividend amount to a dedicated separate bank account. A detailed compliance report is sent to the Commission and the Stock Exchanges in the prescribed format within seven days of completing the distribution and is also posted on the Company's website..

Dividend Paid, Last Three Years (BDT million)



Unclaimed dividend

Dividends declared but not yet collected by shareholders are held in a dedicated, separate bank account until they are claimed. The unclaimed balance stood at BDT 59 million as at 30 June 2026, up 15.2% from BDT 51 million a year earlier, as additions of BDT 300 million during the year outpaced payments of BDT 292 million to shareholders.

Movement in Unclaimed Dividend (BDT million)

Particulars	30 June 2026	30 June 2025
Opening balance	51	28
Add: Additions during the year	300	370
Less: Payments during the year	(292)	(347)
Closing balance	**59**	**51**

Figures are rounded from the amounts in BDT in the financial statements.

Any cash dividend that remains unpaid or unclaimed for three years from the date of declaration, approval or record date, as applicable, is transferred to the Capital Market Stabilization Fund in accordance with the directives of the Bangladesh Securities and Exchange Commission. Shareholders are encouraged to claim any outstanding dividend and to keep their bank and BO account details up to date with their depository participant.

Internal control and minority shareholder protection

A Sound System of Internal Control

The Company maintains a system of internal control that is well designed, effectively implemented and regularly monitored, and commensurate with the size, scale and complexity of the business. It minimizes operational risk through effective control, systematic review and ongoing audit, and is built around five interrelated components:



The Company identifies material operational and financial risks and reviews them systematically in light of changing internal and external conditions, to confirm that existing controls remain adequate to protect operations, liquidity and financial position. The Audit Committee, comprising professionally qualified Directors, works closely with the statutory auditors, internal auditors and management. The implementation of SAP S/4HANA has strengthened controls through automated workflows, role-based authorization, transaction traceability and integrated financial reporting.

Internal Audit conducts a risk-based audit plan, approved by the Audit Committee, covering all functional areas and testing key controls periodically. Process owners take corrective action on audit findings, and significant observations and corrective measures are reported to the Audit Committee. A compliance management framework ensures adherence to legal and regulatory requirements.

Protection of minority shareholders

The Company protects minority shareholders from abusive actions, direct or indirect, by controlling shareholders and provides effective means of redress. The Board acts at all times in the best interest of the Company and all stakeholders alike. The Company Secretary, Chief Financial Officer and Managing Director engage with shareholders through multiple channels. Price-sensitive information and other disclosures are published promptly and uploaded to the Investors section of the Company's website, and operations are conducted openly and transparently.

Directors' Statement on Financial Reporting

The Directors are responsible for the governance of the Company. In accordance with the Corporate Governance Code 2018, and as part of the preparation and presentation of the financial statements for the year ended 30 June 2026, the Directors confirm, to the best of their knowledge, that:

- The financial statements, prepared by management and duly scrutinized by the external auditors, present fairly the Company's state of affairs, the results of its operations, cash flows and changes in equity.
- Proper books of account of the Company have been maintained.
- Appropriate accounting policies have been consistently applied, and accounting estimates are based on reasonable and prudent judgment.
- IAS and IFRS, as applicable in Bangladesh, have been followed in preparing the financial statements, and any departure has been adequately disclosed.
- The system of internal control is sound in design and has been effectively implemented and monitored throughout FY2025-26.

- Minority shareholders have been protected from abusive actions by, or in the interest of, controlling shareholders acting directly or indirectly, and have effective means of redress.
- There is no significant doubt about the Company's ability to continue as a going concern.
- Significant deviations from last year's operating results have been highlighted and the reasons explained.

Governance Disclosures and Annexures

The following disclosures form part of this Directors' Report and are presented in the annexures and documents indicated:

Disclosure	Presented in
Number of Board meetings held and attendance of each Director	Page no. 431
Pattern of shareholding: related parties; Directors, CEO, CS, CFO, HIAC and their spouses and minor children; top five executives; holders of 10.0% or more (name-wise)	Annexure-D (Page no. 508)
Management's Discussion and Analysis signed by the Managing Director, covering items (a) to (g)	Annexure-E (Page no. 464)
Declaration by the MD/CEO and CFO to the Board under Condition 3(3)	Annexure-A (Page no. 376)
Report and certificate on compliance with the Corporate Governance Code	Annexures-B & C (Page no. 377 & 378)

Certification by the MD/CEO and CFO

As required under Condition 3(3) of the Corporate Governance Code, the Managing Director/CEO and the Chief Financial Officer have certified to the Board that:

- they have reviewed the financial statements and, to the best of their knowledge, the statements do not contain any materially untrue statement, omit any material fact or contain statements that might be misleading;
- the financial statements together present a true and fair view of the Company's affairs and comply with existing accounting standards and applicable laws; and
- to the best of their knowledge and belief, no transactions were entered into by the Company during the year that are fraudulent, illegal or in violation of the Company's code of conduct.

Corporate Governance

Governance and Compliance

A well-practiced governance regime is essential to success and sustainability, and compliance is the essence of governance. As a listed entity, the Company has a role in upholding the interests of all its stakeholders. The Board and Management are committed to the highest standards of governance through a culture of accountability, transparency, ethical business conduct and well-understood policies and procedures. The Company Secretary, as the Company's senior governance officer, ensures effective compliance with rules and regulations and proper, timely disclosure. The essential elements of governance are set out in the Corporate Governance Statement in this Annual Report.

The Board confirms that the Company has complied with all applicable directives of the BSEC Corporate Governance Code notification no. BSEC/CMRRCD/2006-158/207/Admin/80 dated 3 June 2018. The Compliance Report for FY 2025–26, with the necessary remarks and disclosures, and the Certificate of Compliance issued by the Compliance Auditor are annexed to this report (Annexures-B and C).

Code of Conduct

The Company's Code of Conduct has been reviewed by the Nomination and Remuneration Committee and adopted by the Board. It applies to all members of the Board and to Key Management Personnel.

Annual Evaluation of the Board

The performance of the Non-Executive and Independent Directors, including the Chairman, is assessed annually through a confidential exercise initiated by the Nomination and Remuneration Committee (NRC) and based on the benchmarks in the BSEC Corporate Governance Code. In the year under review, members' performance - including conduct, attendance and any potential conflicts of interest - was assessed. The parameters are set out in the NRC Report.

Appointment, re-appointment and demise of Directors

With regard to the appointment, retirement and re-appointment of Directors, the Company is governed by its Articles of Association, the Companies Act, 1994 and other applicable laws. In accordance with Articles 125 and 126 of the Articles of Association, Nurun Nahar Karim, Chairman and Director, retires from office by rotation at the 25th Annual General Meeting and, being eligible, has offered herself for re-election.

During the FY2025-26 company's Founder Managing Director, Late Mohammad Ebadul Karim died on December 11, 2025 and Independent Director, Prof. A B M Faroque died on August 13, 2026.

Appointment of Auditors

Statutory Auditors

At the 24th Annual General Meeting, shareholders appointed M/S. Habib Sarwar Bhuiyan & Co., Chartered Accountants, as Statutory Auditors for FY2025–26. The firm is not eligible for re-appointment under the BSEC notification. On the proposal of the Audit Committee and the recommendation of the Board at its meeting on 15 October 2026, the appointment of M/S. G Kibria & Co., Chartered Accountants, as Statutory Auditor for FY2026–27, at a remuneration of BDT 450,000 (Four Lac Fifty Thousand Taka only) excluding VAT, is placed before shareholders at the 25th AGM for approval.

Compliance Auditor

Under Condition 9(2) of the Corporate Governance Code, M/S. Al-Muqtadir Associates, Chartered Secretaries, the Company's Compliance Auditor, is eligible for appointment. On the proposal of the Audit Committee and the recommendation of the Board at its meeting on 15 October 2026, their appointment for FY2026–27, at a remuneration of BDT 120,000 (One Lac Twenty Thousand Taka only) excluding VAT, is placed before shareholders at the 25th AGM for approval.

Credit Rating, National Contribution and Responsibility

Credit Rating

The Company's entity rating is assessed by Credit Rating Agency of Bangladesh Limited (CRAB), an external credit assessment institution accredited by Bangladesh Bank. The Company's long-term rating is AA3 and its short-term rating is ST-2, with a stable outlook.

Contribution to the National Exchequer

During FY2025-26, the Company contributed BDT 2,698 million to the national exchequer through income tax, customs duty and VAT, excluding TDS and VDS deducted from suppliers' payments on their behalf. This reaffirms the Company's role as a significant contributor to the national economy.

Safety and Security

The health, safety and wellbeing of the workforce remain paramount, as does the safety and security of the workplace, the people and the surrounding environment. The virtual collaboration platforms introduced during the pandemic - enabling real-time visual interaction, online communication and joint working - continue to serve most purposes. As an essential-service pharmaceutical company, Beacon was able to maintain operational continuity thanks to the alignment, co-operation and guidance of the authorities, and the Board thanks them for their support.

Corporate Social Responsibility

Beacon Pharmaceuticals PLC is a responsible corporate citizen and is conscious of its role in the society and nation in which it operates. The Company believes every business has a part to play in helping society progress, contributing to economic growth, protecting nature and the environment, and advancing general social wellbeing. Beyond its routine business pursuits, the Company regularly studies the most effective ways to contribute to social welfare and, after careful analysis, directs its efforts to the avenues of greatest impact. The Company intends to continue its CSR initiatives. The CSR & Sustainability Committee will present a further detailed report at the appropriate place in this Annual Report.

Board committees

In line with the Corporate Governance Code of the BSEC, the Board has two functional committees, each comprising five Directors, with the Company Secretary, Mr. Anindya Sarkar FCS, acting as Secretary to both. The Audit Committee, constituted under Code 5.1(a) and headed by an Independent Director, comprises members with adequate knowledge of finance and accounts. The Nomination and Remuneration Committee (NRC), constituted under Code 6.1(a), guides the nomination, selection, hiring, remuneration and placement of the Company's human capital. Both committees performed effectively during the year and ensured full compliance with the Code; their detailed reports appear elsewhere in this Annual Report. In addition, the Board has a CSR & Sustainability Committee, headed by Prof. Dr. Shamem Ara Mili, which oversees the Company's CSR and sustainability initiatives.

Committee	Chairman	Members
Audit Committee	Mr. Mohammed Ariful Hoque FCA	Mr. Mohammad Niazul Karim; Mr. Rezanur Chowdhury FCA; Prof. A B M Faroque; Prof. Dr. Shamem Ara Mili
NRC	Prof. A B M Faroque	Mr. Mohammad Niazul Karim; Mr. Rezanur Chowdhury FCA; Mr. Mohammed Ariful Hoque FCA; Prof. Dr. Shamem Ara Mili
CSR & Sustainability Committee	Prof. Dr. Shamem Ara Mili	Mr. Md. Jalal Uddin FCA; Mr. Md. Anisur Rahman Khan; Mr. Md. Emroj Hossain

Profit appropriation

The Board has recommended the following appropriation of the net profit for the year ended 30 June 2026, subject to approval by shareholders at the 25th Annual General Meeting.

Particulars	BDT million
Net profit after tax for FY2025–26	1,942
Less: recommended cash dividend @ 11.0% (Tk 1.10 per share)	(254)
Net unappropriated profit carried forward	1,688

New investment declared as price sensitive information (PSI)

Beacon Pharmaceuticals PLC will invest BDT 2,500 million (BDT 250 crore) in oncology production facility 2. Upon completion, annual production capacity will increase as shown below, and the investment is expected to have a positive impact on the Company's revenue.

380 Mn
Tablets
Additional annual capacity

211 Mn
Capsules
Additional annual capacity

25 Mn
Blisters
Additional annual capacity

20 Mn
Vials (injectable)
Additional annual capacity

The Company will also strengthen its R&D capabilities to improve the regulatory readiness of its own drugs for stringent regulatory authority (SRA) markets, through rigorous research, product optimization and compliance with international quality standards.

Acknowledgement and appreciation

The Company's achievements over the years are the harvest of the dedication of its employees. The Board takes this occasion to record its utmost appreciation of them, who stood with the Company through every challenge.

The Board also offers its heartfelt thanks to the Company's partners in success: its shareholders, customers, financiers, Bangladesh Bank, bankers and insurers, and the regulatory authorities - the Bangladesh Securities and Exchange Commission (BSEC), Dhaka Stock Exchange (DSE), Chittagong Stock Exchange (CSE), Registrar of Joint Stock Companies and Firms (RJSC) and Central Depository Bangladesh Ltd. (CDBL) - for their continued support and patronage. We value that support as we work to improve the lives of our many partners and to deepen the Company's contribution to the nation.

For and on behalf of the Board of Directors

Nurun Nahar Karim

Nurun Nahar Karim
Chairman, Board of Directors
Date: 15 October 2026

Annexure-E

MANAGEMENT DISCUSSION AND ANALYSIS

As per condition no. 1 (5) (xxv) of the Corporate Governance Code 2018 issued by Bangladesh Securities and Exchange Commission, the Management's Discussion & Analysis are as follows: The Company has been enjoying a persistent growth in yearly turnover during the tenure of six years from FY2020-21 to FY2025-26 under analysis. The Company has reported a revenue growth of 31.0% (about 20.5% after average inflation of 8.7%) and profit growth of 105.2% compared to the previous year. The Company has also reported EPS growth of about 105.2% as compared to last year.

FY2025-26 Results Process

Revenue

BDT 16,426 million, up 31.0%. Local sales grew 18.9% and exports rose BDT 196 million to BDT 1,747 million. Growth was volume-led: units produced rose 23.1% to 932 million pieces and revenue per piece rose 6.4%.

Gross Profit

BDT 8,839 million, up 35.4%. Gross profit improved to 53.8% from 52.0% as factory overheads fell from 12.6% to 10.5% of revenue on higher output.

Operating Profit

BDT 3,579 million, up 49.2%. Operating expenses fell to 32.0% of revenue from 32.9%; excluding the new expected credit loss charge (BDT 86.2 million) and expired goods charge (BDT 87.9 million), the rise in operating expenses was 23.2%.

Net Profit After Tax

BDT 1,942 million, up 105.2%. Finance cost was flat at BDT 1,334 million (8.1% of revenue against 10.4%), interest cover improved to 3.0 times from 2.0 times and the effective tax rate was 21.8% from 27.2%.

Cash Flow and Balance Sheet

Operating cash flow of BDT 2,236 million was 1.2 times net profit.

Use of cash

- Capital expenditure BDT 510 million
- Free cash flow BDT 1,727 million
- Loan repayment BDT 737 million
- Dividends BDT 292 million
- Further loans and advances BDT 525 million
- Closing cash BDT 252 million

Balance sheet

- Equity up 24.1% to BDT 8,276 million
- Liabilities to equity 1.5 times (1.9)
- Borrowings down BDT 737 million
- Current ratio 1.7 times (1.5)

Shareholder Outcome

EPS of BDT 8.41 (BDT 4.10), return on equity of 23.5% (14.2%) and net asset value per share of BDT 35.83 (BDT 28.86).

Accounting policies and estimates: The Company follows International Financial Reporting Standards (IFRSs) and International Accounting Standards (IASs) as adopted by Financial Reporting Council (FRC) along with the Companies Act 1994, the Securities and Exchange Rules 2020 and other applicable laws and regulations in Bangladesh for preparation of financial statements. Detail description of accounting policies and estimation used for preparation of the financial statements of the Company are disclosed in the notes 2 to 3 to the financial statements. The Company has been following consistent policies and estimates.

Changes in accounting policies and estimates in FY2025-26:

- The gratuity obligation was valued by an actuary under IAS 19 for the first time (remeasurement loss of BDT 51.9 million recognised in other comprehensive income).
- An expected credit loss allowance of BDT 86 million was recognised on trade receivables under IFRS 9.
- IFRS 16 lease accounting, first applied in FY2024-25, has been followed consistently since.

There are no other changes in accounting policies or estimation which have material impact on financial statements.

Six-Year Financial Summary

Comparative analysis of financial performance and financial position as well as cash flows for the current financial year with the preceding five years.

BDT million unless stated	FY2025-26	FY2024-25	FY2023-24	FY2022-23	FY2021-22	FY2020-21
Financial position						
Total assets	20,665	19,404	18,932	14,642	10,816	8,536
Total liabilities	12,389	12,737	12,841	8,700	4,872	3,180
Shareholders' equity	8,276	6,667	6,090	5,942	5,944	5,355
Financial performance						
Revenue	16,426	12,543	10,702	8,510	8,023	7,121
GP	8,839	6,528	5,533	4,289	4,147	3,687
Operating profit	3,579	2,399	2,004	1,174	1,682	1,422
Net profit after tax	1,942	947	521	510	935	863
Cash flows						
NOCF per share	9.68	6.93	-0.78	2.69	4.68	0.85
Stock performance						
EPS	8.41	4.10	2.26	2.21	4.05	3.74
NAV per share	35.83	28.86	26.37	25.72	25.73	23.18
Market price per share (closing rate at year end)	110.30	105.90	153.80	245	258.30	123.60

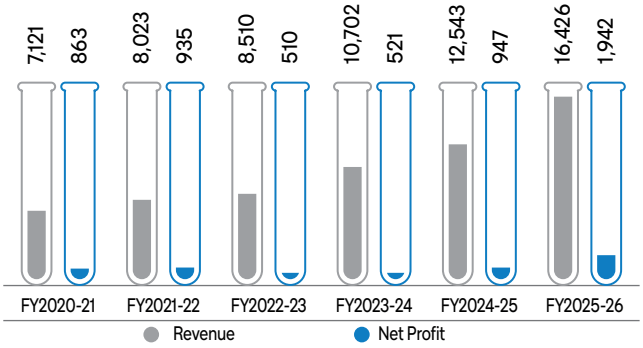
Key Ratios and the Effect of Inflation

Key ratios and inflation	FY2025-26	FY2024-25	FY2023-24	FY2022-23	FY2021-22	FY2020-21
Gross profit margin (%)	53.8	52.0	51.7	50.4	51.7	51.8
Net profit margin (%)	11.8	7.5	4.9	6.0	11.7	12.1
Return on equity (%)	23.5	14.2	8.6	8.6	15.7	16.1
Current ratio (times)	1.7	1.5	1.4	1.2	1.4	1.9
Total liabilities to equity (times)	1.5	1.9	2.1	1.5	0.8	0.6
Revenue growth, nominal (%)	31.0	17.2	25.8	6.1	12.7	27.4
Average CPI inflation (%)	8.68	10.00	9.73	9.02	6.15	5.56
Revenue growth, real (%)	20.5	6.5	14.6	(2.7)	6.1	20.7

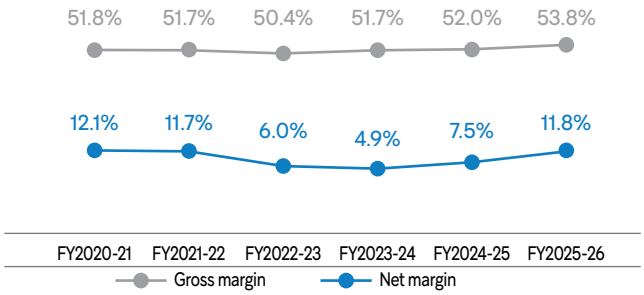
Real growth = (1 + nominal growth) ÷ (1 + average CPI) − 1. CPI is the BBS annual average. Returns use closing balances.

Financial Trajectory, FY2020-21 to FY2025-26

Revenue and net profit (BDT million)



Gross margin and net margin, % of revenue



Analysis of FY2025-26 Results

Revenue Drivers

Local sales grew 18.9% (up BDT 2,332 million) and exports rose BDT 196 million to BDT 1,747 million, the first full year of exports (FY2024-25 had two months). Growth was volume-led: units produced rose 23.1% to 932 million pieces and revenue per piece rose 6.4%. Chronic Care (+50.8%), General (+21.9%) and Oncology (+19.0%) led, while Institution and Palliative declined and make up 5.0% of revenue.

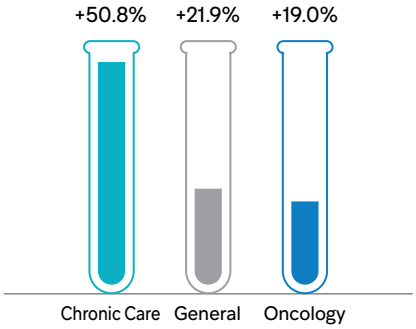
Gross Profit

Gross profit rose 35.4% and operating profit 49.2%. Operating expenses rose 27.4% but fell to 32.0% of revenue from 32.9%; excluding the new expected credit loss charge (BDT 86.2 million) and expired goods charge (BDT 87.9 million), the rise was 23.2%. Finance cost was flat at BDT 1,334 million (8.1% of revenue against 10.4%) and interest cover improved to 3.0 times from 2.0 times. The effective tax rate was 21.8% (27.2%). Other income of BDT 364 million includes BDT 338 million of interest from sister concerns.

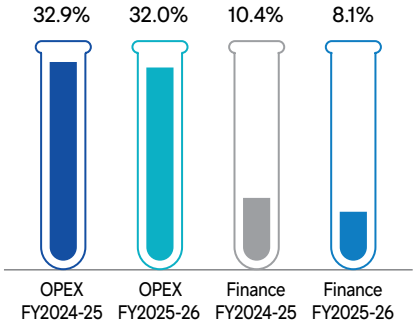
Cash Flow and Balance Sheet

Operating cash flow of BDT 2,236 million was 1.2 times net profit. After capital expenditure of BDT 510 million, the free cash flow of BDT 1,727 million funded loan repayment of BDT 737 million, dividends of BDT 292 million and BDT 525 million of further loans and advances. Closing cash was BDT 252 million. Equity grew 24.1% to BDT 8,276 million.

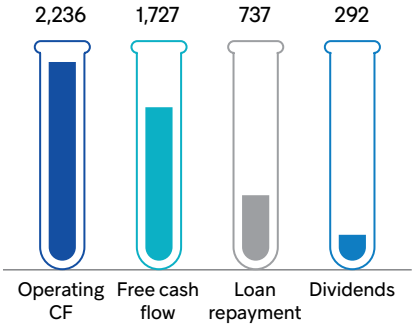
Revenue growth by division (%)



OPEX and finance cost (% of revenue)



Cash flow (BDT million)



Industry Scenario and Peer Benchmarking

Industry Scenario

Peers in the pharmaceuticals industry include Square, Beximco and Renata, which are larger and more diversified. Renata has reported FY2025-26 results, so it is compared with Beacon's FY2025-26; Square and Beximco are compared with Beacon's FY2024-25. Beacon's revenue grew 31.0% in FY2025-26 against Renata's 7.7%, and 17.2% in FY2024-25 against 0.3% (Square) and 11.1% (Beximco). Its gross margin (53.8%; 52.1%) is above all peers (43.1% to 45.1%). Net margin of 11.8% exceeds Renata's 7.5%, but Beacon's 7.5% in FY2024-25 trails Square (24.6%) and Beximco (16.4%) due to higher operating expenses and finance cost. Beacon's market share rose to 1.4% from 1.3%. The industry is valued at about USD 6 billion, is expected to grow about 6.3% a year to 2029, and exported USD 239 million (+12.0%).

Particulars	Beacon FY2025-26	Beacon FY2024-25	Square FY2024-25	Beximco FY2024-25	Renata FY2025-26
Revenue (BDT million)	16,426	12,543	59,979	40,988	45,747
Revenue growth	+31.0%	+17.2%	+0.3%	+11.1%	+7.7%
Gross margin	53.8%	52.0%	43.1%	45.1%	44.3%
Net margin	11.8%	7.5%	24.6%	16.4%	7.5%

Sources: Beacon – Directors' Report FY2025-26; peers – Renata FY2025-26 (year ended 30 June 2026), Square and Beximco FY2024-25 (year ended 30 June 2025), as per their published results. Net margin is profit for the year divided by revenue. Ratios are indicative as peers are larger, more diversified and report for different years.

Financial and Economic Scenario

3.7%
GDP growth, FY2024-25
FY2025-26: 3.7%

8.7%
Average inflation
▼ from 10.0%

10.0%
Policy rate
Lending rates
12.5% to 13.5%

USD 37.6 billion
Gross foreign exchange reserves, June 2026
▲ from USD 31.8 billion

Bangladesh

Bangladesh's GDP growth was 3.7% in FY2024-25 and is estimated at about 3.9% to 4.7% in FY2025-26 (World Bank 3.9%, ADB 4.0%, IMF 4.7%). Average inflation eased to 8.68% from 10.0%, but the policy rate stayed at 10% and lending rates at 12.5% to 13.5%, so credit remained expensive. Gross foreign exchange reserves rose from USD 31.8 billion to USD 37.6 billion by June 2026, easing import availability, although exchange rates and energy costs still affect input prices. Demand for essential medicines held firm.

Global

Globally, the IMF's July 2026 update projects growth of 3.0% in 2026 (3.4% in 2027) and headline inflation of 4.7%, with disinflation slowed by energy prices linked to the Middle East war. For an import-dependent manufacturer, this means higher freight, input and financing costs. About 52.0% of Beacon's materials are imported, and management plans on inflation and interest rates staying high through FY2026-27.

Risk and Concerns

Risk Exposure

The Company has exposure to the credit risk, liquidity risk and market risk arising from its operations as outlined in the financial statements. Financial risks are addressed with secured contracts and buyer financing arrangements as well as foreign exchange hedging policies.

Exposures and Response

Key exposures and management response in FY2025-26.

Key exposures in FY2025-26

- Borrowings of BDT 9,341 million (63.0% short-term)
- Sister-concern balances of BDT 4,873 million (58.9% of equity)
- Imported raw and packing materials of BDT 2,747 million
- Plant utilisation of 55.3%



Management response

- Net borrowings reduced by BDT 737 million
- An expected credit loss allowance is now recognised
- Sister-concern transactions are on arm's-length terms with Audit Committee review

Governance

The Company has a formalized risk management framework and process under the governance and supervision of the Audit Committee. Beacon pharma perceives that proactive management of these risks is of fundamental significance to ensure our business growth. Beacon pharma regularly identify functional and entity level risks and do extensive reviews to ensure the risks are rightly identified and proper mitigation plans are in place for the same.

Future Outlook

The Company has taken all feasible plans, strategy and vision to continue the operations of the Company for foreseeable future. The Company maintains periodic action plans along with mid-term and long-term strategies to maintain the sustainability in its performances and financial position. Last year's outlook stressed overhead and production cost efficiency, new brand launches and real-time data and automation; these were delivered through lower factory overheads, 52 launches and SAP-based controls. While liquidity is not a challenge for the business, management of overheads and production costs, lower leverage and sustained export revenue remain priorities for the next year. Last but not least we are committed to growing and developing talent, across levels through impactful learning and development interventions. Employee welfare, health, safety and an energizing, safe culture are also critical pillars to achieve our vision. We believe we will be able to stay on a growth path, despite multiple challenges of macroeconomic environment, by exhibiting higher degree of agility.

Sensitivity on FY2025-26 figures

Indicative, on FY2025-26 figures.

Impact on profit before tax

BDT 164
million
1 percentage point fall in gross margin
6.6% of profit before tax

BDT 93
million
1 point rise in borrowing cost
3.8% of profit before tax

BDT 275
million
10% weaker taka on imported materials
11.1% of profit before tax, before price pass-through

These sensitivities are indicative, not guarantees.

Ulfat Karim
Managing Director



COMMUNICATION MECHANISM AND WAY OF ENGAGEMENT WITH STAKEHOLDERS

Beacon Pharmaceuticals PLC recognizes that effective stakeholder engagement is essential for sustainable value creation and long-term business success. The Company maintains transparent, consistent and two-way communication with its stakeholders to understand their expectations, address concerns and strengthen mutual trust. Stakeholder feedback plays an important role in shaping strategic decisions, improving operational performance and supporting responsible business practices.

The Company engages regularly with shareholders and investors through the Annual General Meeting (AGM), annual and quarterly financial reports, stock exchange disclosures and its corporate website. These communication channels ensure timely dissemination of financial and non-financial information while promoting transparency, accountability and confidence among investors

Healthcare professionals remain one of the Company's most important stakeholders. Beacon Pharmaceuticals maintains continuous engagement through its medical representatives, scientific seminars, Continuing Medical Education (CME) programs, product launches and digital communication platforms. These interactions provide healthcare professionals with updated scientific information, product knowledge and clinical support while enabling the Company to gather valuable market feedback.

The Company maintains strong relationships with patients and consumers by ensuring access to safe, effective and affordable medicines. Communication is facilitated through customer service channels, product information, awareness programs, digital platforms and pharmacovigilance systems. Customer feedback is regularly monitored and incorporated into quality improvement initiatives to enhance patient satisfaction and product reliability.

Employees are engaged through regular meetings, training and development programs, performance evaluations, internal communications and employee engagement initiatives. Beacon Pharmaceuticals PLC promotes an inclusive workplace culture that encourages collaboration, innovation, professional growth and continuous learning. Employee feedback is valued and contributes to improving organizational performance and workplace well-being.

The Company works closely with suppliers, distributors and other business partners through regular business meetings, procurement processes, performance evaluations and collaborative planning. These engagements help ensure product quality, supply chain resilience, ethical sourcing and efficient distribution while fostering long-term strategic partnerships.

Beacon Pharmaceuticals PLC maintains continuous communication with regulatory authorities through statutory reporting, product registration, regulatory inspections and compliance submissions. The Company is committed to full compliance with applicable laws, regulations and industry standards, ensuring transparency and maintaining the highest standards of quality, safety and ethical business conduct.

The Company also actively engages with financial institutions, government agencies, local communities and development partners through regular meetings, corporate social responsibility initiatives, sustainability programs and community outreach activities. These engagements strengthen stakeholder relationships, support social development and reinforce the Company's commitment to environmental stewardship and responsible corporate citizenship.

Stakeholder Engagement Framework

Beacon Pharmaceuticals PLC adopts a structured stakeholder engagement framework designed to promote transparent communication, strengthen accountability and support informed decision-making. The framework enables the Company to maintain continuous dialogue with stakeholders throughout the year by identifying stakeholder expectations, selecting appropriate communication channels, collecting feedback, evaluating

key issues and integrating relevant insights into strategic and operational decisions. This systematic approach helps the Company build long-term relationships based on trust, transparency and shared value creation while ensuring responsiveness to emerging business, regulatory and sustainability expectations.

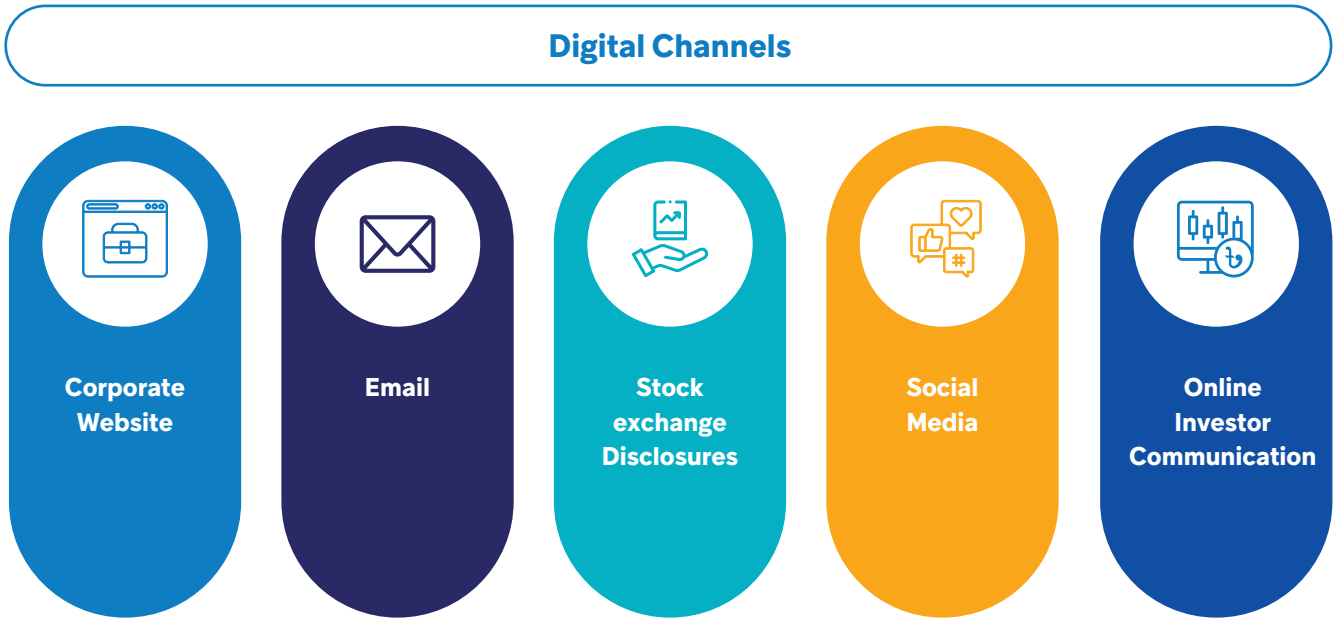
Stakeholder Engagement Cycle

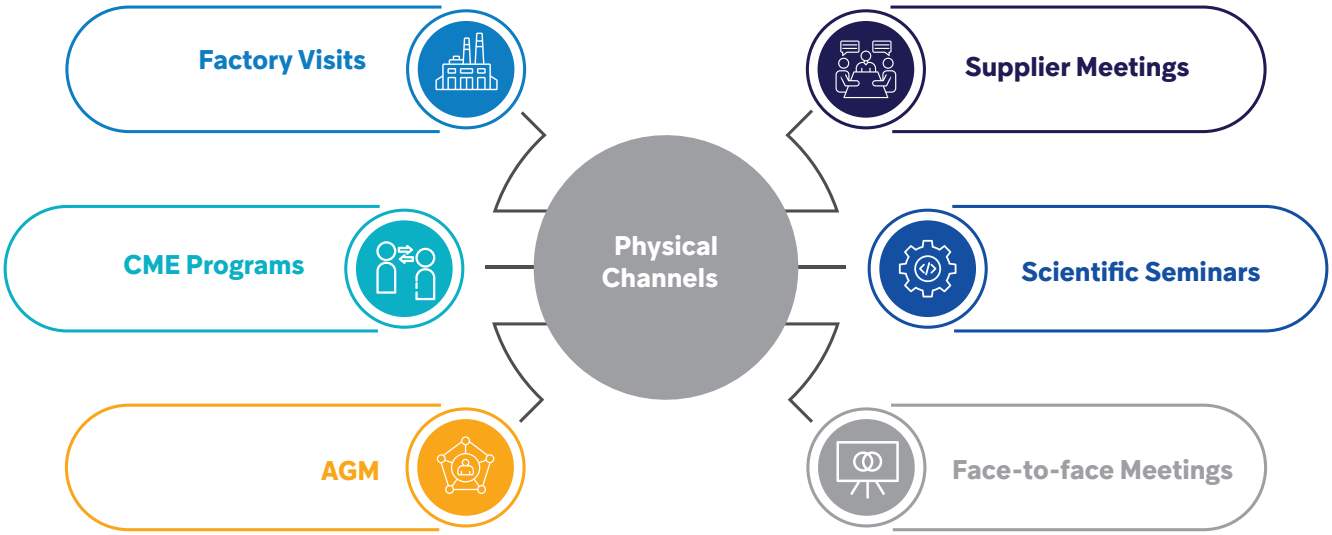


Multi-Channel Communication Architecture

Beacon Pharmaceuticals PLC utilizes a diversified communication architecture that combines traditional engagement methods with modern digital platforms to ensure timely, accessible and effective stakeholder communication. Depending on stakeholder requirements, communication takes place through Annual General Meetings, investor briefings, regulatory submissions, scientific conferences, Continuing Medical Education (CME) programs, medical representatives, supplier meetings, customer service platforms, digital communication channels, internal meetings, training sessions and community outreach initiatives.

The increasing use of digital technologies has enhanced the Company's ability to communicate efficiently, improve accessibility and strengthen stakeholder participation regardless of geographical location. Multiple communication channels also improve responsiveness, facilitate faster information sharing and reinforce stakeholder confidence.





Governance of Stakeholder Communication

Stakeholder communication is governed through clearly defined responsibilities across various business functions. Each department is responsible for engaging its respective stakeholder groups while significant matters are escalated to senior management and, where appropriate, the Board of Directors. This governance structure ensures consistency in communication, timely resolution of stakeholder concerns and effective oversight of engagement activities.

Cross-functional collaboration among Finance, Human Resources, Regulatory Affairs, Medical Affairs, Quality Assurance, Supply Chain, Marketing and Corporate Affairs enables stakeholder issues to be addressed from multiple perspectives, supporting informed and balanced decision-making.

Feedback Integration into Decision-Making

Feedback received through stakeholder engagement activities is systematically analyzed and incorporated into business planning, operational improvements and sustainability initiatives. Information gathered from investors, healthcare professionals, customers, employees, suppliers and regulatory authorities assists management in identifying emerging risks, improvement opportunities and changing stakeholder expectations.

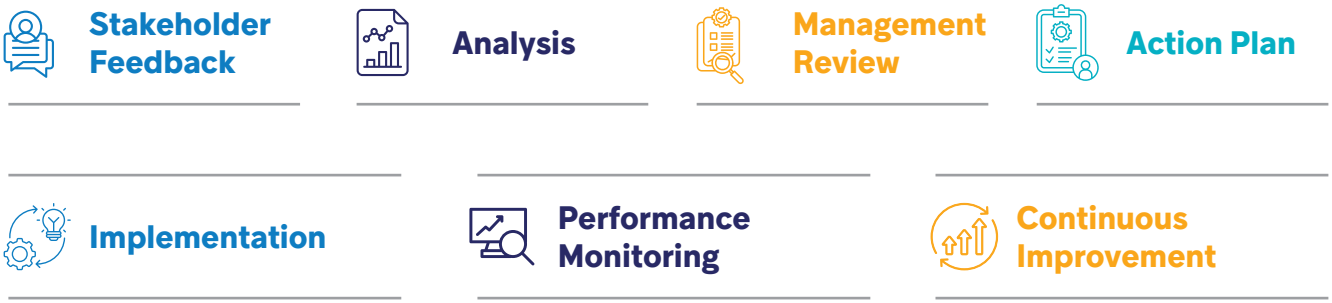
Where appropriate, stakeholder feedback contributes to product enhancement, customer service improvements, employee development initiatives, operational efficiency, supply chain optimization, compliance enhancement and sustainability planning. This continuous learning approach supports innovation while reinforcing stakeholder trust.

Measuring Communication Effectiveness

Beacon Pharmaceuticals PLC periodically evaluates the effectiveness of its stakeholder communication through both qualitative and quantitative performance indicators. Management reviews communication outcomes to ensure engagement remains meaningful, responsive and aligned with stakeholder expectations.

Performance evaluation considers factors such as stakeholder participation, response time, employee engagement outcomes, customer satisfaction trends, supplier performance, investor feedback, regulatory observations and successful resolution of stakeholder concerns. Findings from these evaluations support continuous refinement of communication strategies and reinforce the Company's commitment to transparency and accountability

How Feedback Creates Value



Access to Corporate Information

Stakeholders can access details, statutory reporting, corporate disclosures, and further company information through the official corporate website at beaconpharma.com.bd or by visiting the registered office at BEACON Business Centre, 9/B/2 Toyenbee Circular Road, Motijheel, Dhaka-1223, Bangladesh.

Shareholder Participation in the Annual General Meeting

Beacon Pharmaceuticals PLC recognizes the importance of meaningful shareholder participation in the Annual General Meeting (AGM). The Company provides shareholders with timely information regarding the AGM, including the notice, agenda, financial statements, and relevant explanatory materials, in accordance with applicable laws and regulatory requirements.

Shareholders are given a reasonable opportunity to attend the AGM, express their views, seek clarification on matters placed before the meeting, and participate in discussions with the Board and management. The Company also facilitates the exercise of shareholders' voting rights on resolutions placed before the AGM. The Chairman of the AGM ensures that shareholders are given an appropriate opportunity to raise questions and share their opinions.

Through these arrangements, the Company seeks to promote transparency, accountability, and effective engagement with shareholders and ensure that their rights and interests are appropriately respected.

Stakeholders Communication Statistics

Beacon Pharmaceuticals PLC maintains continuous communication with customers, healthcare professionals, vendors, banks, regulators, employees, shareholders, investors, and other stakeholders through multiple channels. Customer engagement is conducted regularly through marketing and sales personnel, while vendors, financial institutions, regulators, and other stakeholders are engaged through relevant functional teams. Due to the high volume, frequency, and decentralized nature of these interactions, particularly daily customer engagements, it is not practicable to quantify every communication accurately on a consolidated basis. The Company therefore focuses on meaningful, responsive, and continuous stakeholder engagement to understand expectations, address relevant matters, strengthen relationships, and support sustainable long-term value creation.

BAPLC CERTIFICATE



BANGLADESH ASSOCIATION OF PUBLICLY LISTED COMPANIES

Renewed Certificate

This is to certify that

BEACON PHARMACEUTICALS PLC

is an Ordinary Member of Bangladesh Association of Publicly Listed Companies and is entitled to all the rights and privileges appertaining thereto.

This certificate remains current until 31st December, **2026**

Ref. No: CM-2026/210

Date of issue : June 30, 2026

BAPLC

Secretary General

DIVIDEND DISTRIBUTION POLICY

Purpose and Scope

Beacon Pharmaceuticals PLC ("the Company") has formulated this Dividend Distribution Policy in line with Directive No. BSEC/CMRRCD/2021-386/03 dated 14 January 2021 of the Bangladesh Securities and Exchange Commission (BSEC), the Companies Act 1994, the Corporate Governance Code and the listing regulations of the Dhaka Stock Exchange (DSE) and Chittagong Stock Exchange (CSE). The Policy gives shareholders a clear, predictable basis for understanding how the Board decides on dividends and how approved dividends are distributed.

Dividend Philosophy and Payout Approach

The Board views dividends as part of an integrated capital allocation strategy that balances shareholder returns against reinvestment in oncology, biotech and API capacity, export-market registrations and balance-sheet resilience, particularly while Bangladesh's LDC-linked patent flexibilities remain available. Within this approach:

- **Payout range**. The Board will endeavor to maintain a payout broadly consistent with recent history, approximately 35%–60% of distributable profit, while retaining sufficient earnings to fund its growth plan.
- **Consistency.** The Company aims for a stable and, where financial health permits, consistently growing dividend, and may consider interim or special dividends where results and liquidity allow.
- **No fixed rate.** The Company does not guarantee any dividend rate for any year. Payout is a Board judgment, subject to shareholder approval at the AGM.

Dividend Policy

Factors Considered by the Board

Profitability and distributable reserves; operating cash flow and liquidity; growth and maintenance capital expenditure; working capital needs of export growth; debt covenants and leverage; foreign-exchange, regulatory, API-cost and post-LDC-graduation risks; tax treatment of cash versus stock dividends and withholding tax; BSEC retained-earnings and categorization requirements; peer practice; and prevailing macroeconomic and capital market conditions. Priority is given in order to statutory and contractual obligations, capital expenditure and working capital, and balance-sheet resilience, before shareholder distribution.

Form of Dividend

Dividends may be paid in cash, as stock (bonus shares), or a combination. The Board generally prefers cash where liquidity and capital plans permit, and reserves stock dividends mainly for years when retaining profit for growth best serves shareholders, noting that bonus shares dilute per-share metrics and add no cash to the Company.

Declaration, Approval and Timeline

Following review of audited financial statements (year ending 30 June), the Board recommends a final dividend with the record date. Final dividends require AGM approval. Key timelines are summarized below.

Item	Timeline
Board recommendation	Disclosed to BSEC, DSE and CSE as price-sensitive information
Cash set aside	Before the days of AGM approval, in a separate dedicated bank account
Final dividend payment	Within 30 days of AGM approval
Interim dividend payment	Within 30 days of the record date
Stock dividend credit	Within 30 days of approval/record date, subject to exchange and CDBL clearance
Compliance report	Within 7 working days of completing distribution

Distribution of Cash Dividend

- Before the days of AGM approval, an amount equal to the declared cash dividend is kept in a separate bank account dedicated for this purpose.
- Cash dividends are paid directly through the Bangladesh Electronic Funds Transfer Network (BEFTN) to the bank account recorded in the shareholder's BO account, or provided in paper form. Where BEFTN is not possible, payment is made by bank transfer or another electronic system recognized by Bangladesh Bank.
- Where a margin-loan client or a client of a stockbroker, merchant banker or portfolio manager is entitled, payment is made to the broker's Consolidated Customers' Bank Account (CCBA) or the merchant banker's/portfolio manager's separate account, on receipt of a claim with the required client details; the recipient must immediately credit the client's portfolio account.
- Where bank details are unavailable, a dividend warrant is sent by post. Non-resident sponsors, directors, shareholders and foreign portfolio investors are paid through the security custodian in compliance with applicable rules.
- After disbursement and issue of any tax-deducted-at-source certificate, shareholders are informed by SMS or email using the details held in the BO account or provided by the shareholder.

Distribution of Stock Dividend

Bonus shares are credited directly to the shareholder's BO account, or share certificates issued, within 30 days of approval or record date, subject to clearance by the exchanges and CDBL and in line with the Depository (User) Regulations. Undistributed or unclaimed bonus shares are held in a Suspense BO Account under Block Module, after at least three reminders to the shareholder. Such shares are not transferable except to the rightful allottee, and are credited within 15 days of receiving a verified application, with intimation to BSEC and the exchanges. Corporate benefits accruing on them are credited to the same account, and voting rights remain suspended until ownership is established.

Shareholder Information, Compliance and Disclosure

The Company, directly and through an agent, maintains and periodically updates (from CDBL, and at least annually for paper shares) shareholders' BO account, bank account, mobile number, email and address details, and keeps them confidential. A dividend distribution compliance report in the BSEC-specified format (Annexure-A) is submitted to BSEC and the exchanges within seven working days of completing distribution and published on the Company's website. This Policy is disclosed in the Annual Report and on the website.

Paying Shareholders

Unpaid and Unclaimed Dividends

- The Company maintains detailed records of unpaid or unclaimed dividends and the reasons, discloses a summary in the annual report, reports it in the financial statements as a separate line item "Unclaimed Dividend Account", and publishes a year-wise summary on its website.
- Cash or stock dividends unclaimed for three years from declaration, approval or record date are transferred to the Fund prescribed by BSEC. If a shareholder later claims, the Company verifies and recommends payment to the Fund manager within 15 days of the claim.
- The Company does not forfeit any unclaimed cash or stock dividend until the claim is barred by the law in force.

Review and Disclaimer

The Board reviews this Policy at least annually and whenever law, regulation or the Company's circumstances materially change; substantive changes will be disclosed in the next Annual Report and through regulatory channels where required. This Policy states the principles applied by the Board and is not a guarantee of any future dividend, which remains subject to Board discretion, shareholder approval and applicable law.

ENTERPRISE RISK MANAGEMENT

Creating Sustainable Value Through Effective Risk Governance

Enterprise Risk Management Overview

Risk is an inherent part of every business activity and an essential consideration in achieving long-term strategic objectives. For a pharmaceutical company, the ability to anticipate, understand and manage risks is fundamental to protecting patients, maintaining product quality, ensuring regulatory compliance and creating sustainable value for shareholders.

Beacon Pharmaceuticals PLC recognizes Enterprise Risk Management (ERM) as a strategic management discipline that supports informed decision-making, enhances operational resilience and strengthens corporate governance. The Company has therefore established an integrated ERM Framework that enables risks and opportunities to be identified, assessed, managed and monitored throughout the organization.

The Company's ERM Framework is embedded within strategic planning, manufacturing operations, quality management systems, supply chain management, Finance & Accounts operations, information technology, sustainability initiatives and business continuity planning. Rather than viewing risk management as an isolated compliance activity, Beacon Pharmaceuticals PLC considers ERM to be an integral part of everyday business operations and long-term value creation.

The Board of Directors provides overall oversight of enterprise risks while Executive Management ensures that risk management practices are integrated into business operations. Through proactive identification and management of enterprise risks, the Company seeks to protect its people, assets, reputation and financial strength while supporting sustainable growth and operational excellence.

Objectives of Enterprise Risk Management

The Company's ERM Framework has been established to achieve a specific set of interconnected objectives designed to protect and enhance organizational value:

The Company's ERM Framework has been established to achieve a specific set of interconnected objectives designed to protect and enhance organizational value:

- **Support strategic decision-making:** Integrating formal risk evaluations into the corporate planning cycle to ensure high-stakes decisions are backed by rigorous data analytics.
- **Safeguard patient health and product quality:** Enforcing absolute compliance with Good Manufacturing Practices (GMP).
- **Ensure compliance with legal and regulatory requirements:** Proactively monitoring changing statutory frameworks in local and international healthcare jurisdictions.
- **Improve financial sustainability:** Protecting operating cash flows, maintaining healthy current ratios, and establishing strong capital buffers.
- **Protect information assets:** Defending critical clinical trial records, intellectual property, and proprietary ERP ecosystems against sophisticated cyber vectors.
- **Enhance business continuity:** Ensuring zero interrupted access to life-saving oncology, chronic and other illness therapies through advanced facility safeguards.
- **Support ESG commitments:** Embedding carbon reduction metrics, safe workplace benchmarks, and ethical corporate transparency into the operational tissue.
- **Promote sustainable long-term growth:** Enabling calculated, deliberate risk-taking to enter emerging global geographies and pioneer novel biosimilar compounds.

Enterprise Risk Management Framework Architecture

Board of Directors
Approves overall risk appetite, risk strategy, and corporate philosophy.

Audit Committee
Reviews enterprise risks, structural internal controls, and direct compliance disclosures

Managing Director
Directly implements the broad enterprise risk framework across the corporate matrix.

Functional Execution Arms

- Chief Financial Officer & Head of IT
- Head of Sales & Marketing Divisions
- Head of Factory Operation
- Head of SCM
- Head of Internal Audit
- Head of HR
- Head of Admin
- Company Secretary

Internal Audit & Assurance
Provides unyielding Continuous Assurance through independent risk-based auditive reviews.

Enterprise Risk Management Cycle

The ERM infrastructure functions as an iterative, self-optimizing closed-loop engine divided into five major operational horizons:

1. **Identify Risks**
2. **Assess Risks**
3. **Mitigate Risks**
4. **Monitor Risks**
5. **Report Risks & Continuous Improvement**

Risk Management Philosophy & Culture

Beacon Pharmaceuticals PLC believes that successful organizations are not those that eliminate risk, but those that manage risk effectively while pursuing growth opportunities. Risk-taking is an essential fuel for research, clinical breakthrough, and market expansion. However, this risk-taking must be bounded by deep analytical discipline.

Every employee has responsibility for identifying and managing risks within his or her area of responsibility. The Board, Executive Management, and employees collectively contribute to maintaining a strong risk-aware culture across the organization, ensuring safety concerns or compliance vulnerabilities are voiced immediately without fear of reprisal.

Risk Governance & Responsibility

Effective corporate governance is fundamental to the successful implementation of Enterprise Risk Management. Beacon Pharmaceuticals PLC has established a robust governance framework that promotes accountability, transparency, ethical business conduct, and sound decision-making across all levels of the organization.

The Company's governance structure ensures that risks are identified, assessed, monitored, and managed in a systematic manner while supporting the achievement of strategic objectives. Oversight of enterprise risks is embedded within the Board's governance processes and supported by management through clearly defined responsibilities, policies, procedures, and internal control mechanisms.

Governance Responsibilities Matrix

Governance Level	Primary Risk Responsibilities
Board of Directors	Approves ERM policy, determines structural risk appetite thresholds, oversees principal organizational risks, and reviews overall framework effectiveness.
Audit Committee	Monitors detailed risk execution, internal control design, compliance tracking, financial disclosure reporting, and direct internal audit outputs.
Managing Director	Implements Board-approved risk strategies across corporate functions, signs off on major mitigation investments, and sets the tone from the top.
Executive Management	Identifies, evaluates, and directly manages strategic risks within their structural functional portfolios.
Risk Owners	Frontline department heads who own micro-level risk profiles, construct localized mitigation controls, and track daily operational variances.
Internal Audit	Provides completely independent, non-biased assurance on corporate governance, risk architecture, and structural internal controls.
Employees	Adhere strictly to established risk-containment SOPs, operational guidelines, and report unexpected concerns or deviations immediately.

Risk Appetite Framework

Risk appetite represents the level and type of risk that Beacon Pharmaceuticals PLC is willing to accept in pursuit of its strategic objectives while protecting patients, employees, shareholders, and other stakeholders. The Company seeks an appropriate balance between innovation and prudent risk management.

Risks that support sustainable growth and competitive advantage may be accepted after thorough evaluation, whereas risks that could adversely affect patient safety, regulatory compliance, financial integrity, or corporate reputation are managed with a very low tolerance. The Board reviews the Company's risk appetite periodically to ensure continued alignment with strategic objectives, market developments, and stakeholder expectations.

Corporate Risk Appetite Matrix

Risk Category	Appetite Level & Strategic Rationale
Product Quality	**Very Low:** Zero tolerance for deviations affecting patient health or product purity. Enforced via extensive multi-stage QA/QC loops.
Regulatory Compliance	**Very Low:** Zero tolerance for non-compliance with statutory laws, DGDA directives, or global export rules.
Cybersecurity	**Low:** Strict perimeter protection to prevent corporate data breaches, patient clinical record leakage, or ransomware vectors.
Financial Reporting	**Low:** Total clarity and absolute transparency required in statutory disclosure metrics; zero-tolerance for reporting error.
ESG & Sustainability	**Low:** Non-negotiable adherence to environmental laws, carbon emissions boundaries, and comprehensive community safeguards.
Strategic Investment	**Moderate:** Willingness to commit substantial capital into major market growth initiatives after intensive hurdle-rate simulations.
Research & Development	**Moderate:** Acceptance of molecular pipeline uncertainty and clinical testing failures as standard conditions of scientific innovation.

The Three Lines Model Architecture

To solidify structural accountability, Beacon Pharmaceuticals PLC leverages the globally recognized Three Lines Model, ensuring complete separation of performance, control oversight, and independent assurance:



First Line (Business Functions)

Frontline management units like Manufacturing, SCM, Finance, HR, Marketing & admin etc. They own and manage risks directly, ensuring that operational controls are built directly into standard workflows and followed on a daily basis.

Second Line (Oversight Functions)

Specialized oversight and policy-setters such as Quality Assurance, Regulatory Affairs, Compliance, and IT Security. They monitor the First Line, establish corporate frameworks, guide risk management techniques, and ensure cross-functional alignment.

Third Line (Independent Assurance)

The Internal Audit Department. They provide absolute independent assurance on the effectiveness of both the First and Second lines, reporting directly to the Board's Audit Committee with no operational bias.

Enterprise Risk Management Process & Methodology

Beacon Pharmaceuticals PLC has established a structured ERM process to systematically identify, assess, respond to, monitor, and report risks across the organization. The process is integrated into strategic planning, operational management, financial reporting, capital investment decisions, quality management, and sustainability initiatives.

Six-Stage Iterative Methodology



Step 1 – Establish the Context: Evaluating internal and external business factors, including pharmaceutical trends, macroeconomic pressures, stakeholder matrices, and sovereign regulatory policies.

Step 2 – Risk Identification: Capturing issues via cross-functional risk workshops, audit disclosures, customer complaints, and advanced threat intelligence vectors.

Step 3 – Risk Assessment: Assessing raw events based on Likelihood and multi-layered Impact scores (Financial, Safety, Reputational).

Step 4 – Risk Evaluation: Comparing combined risk values against approved corporate risk appetite thresholds to prioritize resource allocation.

Step 5 – Risk Response Strategy: Selecting specific response vectors - Avoid, Mitigate, Transfer, or Accept - backed by clear, funded action plans.

Step 6 – Monitoring & Reporting: Continuous review via automated dashboards, Key Risk Indicators (KRIs), and structured escalation pathways.

Risk Assessment Matrix Calibration

Risks are scored from 1 to 5 across both Likelihood and Impact dimensions, allowing for precise grid localization on the corporate Heat Map.

Likelihood Scale Calibration Table

Rating	Score Name	Statistical Definition / Frequency Guide
5	Almost Certain	Expected to occur multiple times within a single financial year (>90% probability).
4	Likely	High probability of occurrence; likely to happen at least once a year (50%-90% probability).

Rating	Score Name	Statistical Definition / Frequency Guide
3	Possible	Reasonable probability of occurrence; could happen once every 1-3 years (10%-50% probability).
2	Unlikely	Low probability; unexpected but physically possible once every 3-5 years (2%-10% probability).
1	Rare	Highly improbable; only occurs under extreme combinations of factors (<2% probability).

Impact Scale Calibration Table

Rating	Score Name	Multi-Layered Impact Boundary Definitions
5	Severe	Catastrophic financial loss; permanent license revocation by DGDA; systemic patient harm event.
4	Major	Severe budget impact; long-term product lines suspended; extended national negative media coverage.
3	Moderate	Noticeable profit margin erosion; localized batch rejection; minor short-term regulatory hold.
2	Minor	Small isolated loss; single batch deviation resolved quickly; easily contained operational friction.
1	Insignificant	Negligible financial or physical impact; trivial internal process delay requiring zero external reporting.

Enterprise Risk Heat Map Grid

Impact ↓ / Likelihood →	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Severe	Moderate (Yellow)	High (Orange)	Critical (Red)	Critical (Red)	Critical (Red)
4 Major	Low (Green)	Moderate (Yellow)	High (Orange)	Critical (Red)	Critical (Red)
3 Moderate	Low (Green)	Low (Green)	Moderate (Yellow)	High (Orange)	Critical (Red)
2 Minor	Low (Green)	Low (Green)	Low (Green)	Moderate (Yellow)	High (Orange)
1 Insignificant	Low (Green)	Low (Green)	Low (Green)	Low (Green)	Moderate (Yellow)

Risk Management Response Directive based on Heat Map Positioning:

- **Low Risk (Green):** Managed seamlessly via frontline routine operational controls and standard SOP tracking.
- **Moderate Risk (Yellow):** Requires proactive management monitoring and periodic department-level reviews.
- **High Risk (Orange):** Mandates a formal, fully funded Action Plan alongside quarterly reporting up to executive oversight.
- **Critical Risk (Red):** Demands immediate executive management intervention, rapid resources, and continuous direct Board oversight.

Deep Dive Analysis: Principal Enterprise risks and uncertainties

Beacon Pharmaceuticals PLC continually evaluates both internal and external factors that may influence its business performance and long-term sustainability. The following deep dive outlines the eleven principal risks identified within the company.



Strategic Risk

Risk Core Description: Refers to uncertainties that may adversely affect the Company's ability to achieve its long-term strategic objectives due to changing market dynamics, competitive pressures, technological advancements, regulatory developments, or macroeconomic conditions.

Potential Strategic & Financial Impact: Reduced market share, lower revenue growth, delayed expansion projects, reduced shareholder value, and inefficient capital allocation across research pipelines.

Product Quality and Patient Safety Risk

Risk Core Description: Any failure in high-volume complex manufacturing processes, chemical contamination, validation oversights, or product handling deviations within the supply ecosystem.

Potential Strategic & Financial Impact: Mass product recalls, sudden regulatory sanctions, serious patient safety issues, complete loss of customer and clinical confidence, and severe financial penalties.

Regulatory and Compliance Risk

Risk Core Description: The global pharmaceutical industry faces highly fluid and tightening compliance parameters across manufacturing standards, patent frameworks, data privacy rules, environmental laws, and international trade restrictions.

Potential Strategic & Financial Impact: Suspension or cancellation of manufacturing licenses, long delays in novel product registration approvals, severe regulatory fines, export blocks, and extensive corporate litigation.

Manufacturing and Operational Risk

Risk Core Description: Potential industrial breakdowns due to major equipment failures, utility grid outages, chemical process deviations, technical labor shortages, or plant operational inefficiencies.

Potential Strategic & Financial Impact: Sudden production line interruptions, massive increases in unit manufacturing costs, missed commercial delivery schedules, and reduced asset utilization metrics.

Supply Chain Risk

Risk Core Description: Heavy dependence on specialized global suppliers for critical Active Pharmaceutical Ingredients (APIs), excipients, unique primary packaging materials, and international cold-chain logistics services.

Potential Strategic & Financial Impact: Severe material shortages, downstream production stops, inflated spot procurement costs, and widespread customer therapeutic delivery delays.

Financial Risk

Risk Core Description: Uncertainties arising from macro-inflation, structural interest rate movements, localized taxation changes, internal accounting discrepancies, and capital constraints.

Potential Strategic & Financial Impact: Severe operating cash flow pressure, compressed net profit margins, financing constraints for capital expenditures, and high volatility in public earnings reports.

Foreign Exchange Risk

Risk Core Description: Fluctuations in foreign exchange values, specifically impacting the pricing of imported advanced machinery, raw material, and international sales margins.

Potential Strategic & Financial Impact: Spike in raw material import costs, heavy margin compression, and significant transactional and translational currency cash flow volatility.

Credit and Liquidity Risk

Risk Core Description: The risk of counterparty commercial default on credit receivables paired with the risk of insufficient ready cash to meet immediate operational and capital commitments.

Potential Strategic & Financial Impact: Working capital choking, high bad debt write-offs, liquidity strains, and potential impairment of near-term commercial obligations.

Cybersecurity and Information Technology Risk

Risk Core Description: Sophisticated external cyber vectors, including targeted ransomware, industrial espionage, phishing, or system-wide ERP access failures.

Potential Strategic & Financial Impact: Severe operational and business interruption, permanent loss of proprietary data, financial theft, heavy regulatory data-privacy penalties, and profound reputational hits.

ESG and Climate Risk

Risk Core Description: Tightening global expectations around carbon emission baselines, industrial hazardous waste processing, workplace safety metrics, and ethical corporate governance.

Potential Strategic & Financial Impact: Inflated compliance, reputational damage among institutional ESG funds, and physical vulnerabilities to extreme weather.

Human Capital Risk

Risk Core Description: Intense cross-industry competition for top-tier formulation scientists, regulatory specialists, specialized plant engineers, and strategic business leaders.

Potential Strategic & Financial Impact: Critical skill shortages in core research, reduced operational productivity, high organizational turnover friction, and leadership succession gaps.

Enterprise Risk Mitigation Strategy

Risk Category	Early-Warning Indicators (Identify)	Concrete Action Items (Prevent / Act)	Owner	Escalation Trigger (Timely Action)
Strategic Risk	• R&D pipeline conversion rate declining • Market share erosion • Revenue misses 2 consecutive quarters	• Annual strategic planning workshop • Quarterly market intelligence briefings • Maintain portfolio diversification index • Formal investment scorecard (NPV/ IRR/strategic fit) for all capex & market-entry decisions • Quarterly Board strategic review	Managing Director	Any KPI amber 2 consecutive quarters → mandatory Board deep-dive.
Product Quality & Patient Safety	• Rising deviation • Batch rejection rate increase • Customer complaint rate increase	• Monthly 100% cGMP compliance checklist audit • Automated validation routines per equipment qualification calendar • Change Control SOP - mandatory QA sign-off before implementation	Head of Quality Assurance & Quality Control	If a serious quality problem occurs or two test results are outside the required limits, the issue will be reviewed by the Quality team within 48 hours.
Regulatory & Compliance Risk	• Increase in regulatory queries / warning letters • Rising audit finding trend • Training completion <95%	• Regulatory Surveillance framework tracking global filings & guidance changes monthly • Internal cGMP compliance audits • Quarterly mandatory regulatory refresher training with tracked completion • Annual mock external inspection • Bi-annual corporate policy & legal alignment review	Head of Regulatory Affairs / Compliance	If a serious audit problem or regulatory warning is received, a corrective action plan will be prepared within 15 days and the Board will be informed.
Manufacturing & Operational Risk	• Unplanned downtime hours rising • Critical spare-parts stockouts	• Preventive maintenance calendar per asset • Quarterly test of on-site utility & power backup systems • Monthly production scheduling optimization review • Real-time process monitoring dashboards with automated alerts	Head of Factory Operation	If unexpected equipment downtime exceeds the monthly limit, the cause will be investigated and a corrective action plan will be prepared within 5 days.
Supply Chain Risk	• High single-source API dependency % • Lead-time variance increase	• Approved Supplier Qualification framework with annual re-qualification • Risk-based supplier site audits — minimum annual for critical suppliers • Safety stock levels set by criticality • Monthly automated demand forecasting • Quarterly supplier performance scorecards (quality, delivery, cost, compliance)	Head of Supply Chain	If a supplier's performance score remains below specified limit, a supplier improvement plan will be started or the supplier will be replaced.

Risk Category	Early-Warning Indicators (Identify)	Concrete Action Items (Prevent / Act)	Owner	Escalation Trigger (Timely Action)
Financial Risk	• Budget variance beyond threshold • Cash flow forecast deviation • Capex overrun	• Centralized treasury management with monthly consolidation • Monthly budget variance analysis reviewed by CFO • Rolling 12-month cash flow forecast, updated monthly • Multi-stage capex evaluation gates for spend above threshold	Chief Financial Officer	If actual spending differs from the budget, the CFO will review the matter and a corrective action plan will be prepared.
Foreign Exchange Risk	• Unhedged exposure % above policy limit • Elevated currency volatility index	• Daily real-time FX exposure monitoring dashboard • Natural hedging — match export revenue currencies to import obligations (target hedge ratio 70–80%) • Quarterly FX policy review by Treasury Committee	Head of Treasury	If foreign currency exposure exceeds the approved limit, hedging action will be taken on the same business day.
Credit & Liquidity Risk	• DSO trending above target • Aging >90 days bucket rising	• Credit scoring at customer onboarding + annual re-assessment • Weekly aging analysis reporting • Active collections monitoring with defined escalation ladder	Chief Financial Officer	If a customer fails to pay within the agreed credit period, further sales on credit will be stopped until the overdue amount is settled.
Cybersecurity & IT Risk	• Rising phishing-simulation failure rate • Patch compliance below target % • Security incident count trending up	• Enterprise-wide Multi-Factor Authentication (MFA) • 24/7 monitored endpoint & network perimeter security • Annual firewall architecture review and penetration test	Head of IT	If a serious security weakness or data breach is identified, the incident response process will be activated within 24 hour.
ESG & Climate Risk	• Carbon intensity trending up • Safety incident rate rising • ESG rating downgrade	• Board ESG committee governance oversight • Energy-efficiency projects tracked to annual reduction target • Monthly environmental compliance monitoring against permits • Annual employee well-being survey with action plan	CSR and Sustainability Committee	If an environmental compliance issue occurs, immediate corrective action will be taken and the relevant regulator will be informed as required by law.
Human Capital Risk	• Attrition in critical roles above target • Succession coverage gap • Engagement score declining	• Annual competitive compensation benchmarking • Technical training tracks with certification tracking • Succession planning • Annual employee engagement • Monthly occupational health & safety audits, zero-harm target	Head of HR	If key employees leave above the set limit or a critical position has no suitable successor, action will be taken within reasonable time.

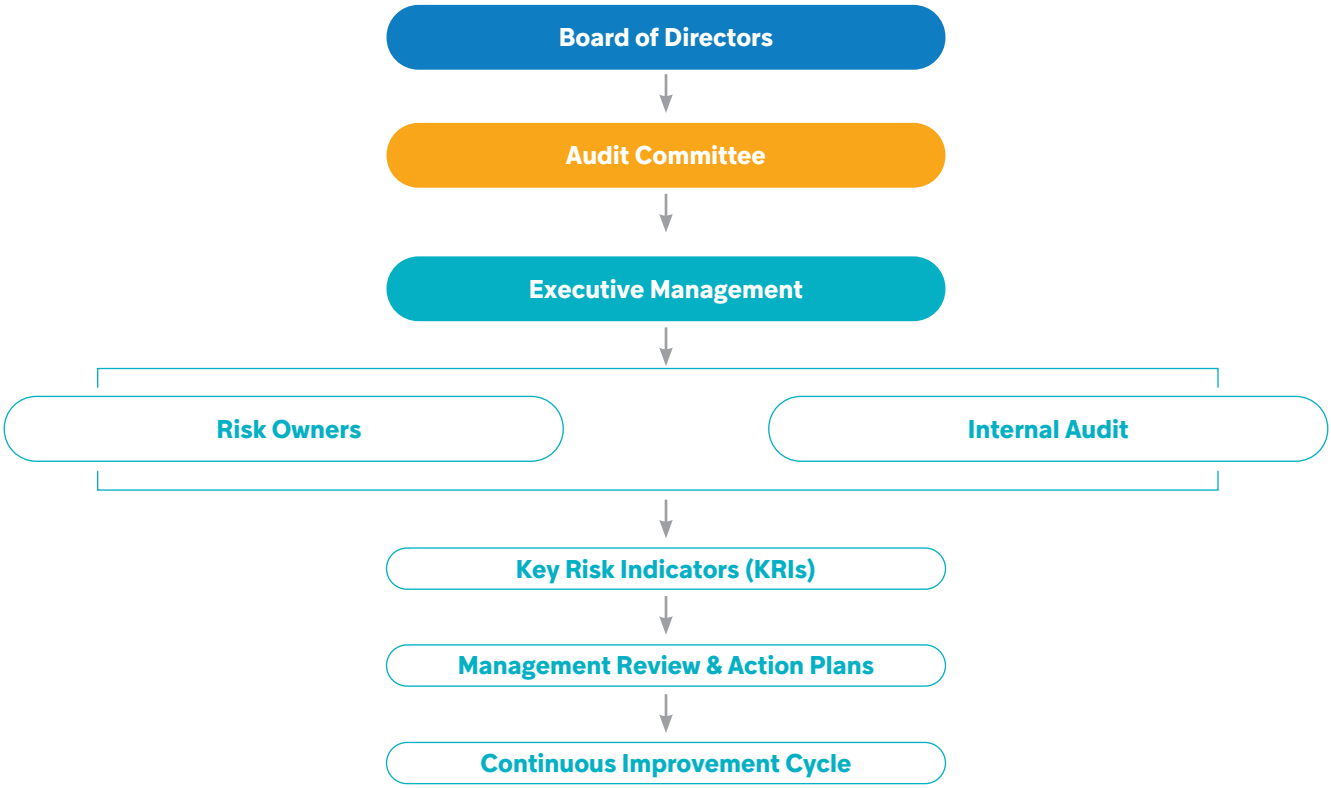
Risk Monitoring and Reporting

Enterprise Risk Management is an ongoing process that requires continuous monitoring to ensure that the Company's risk profile remains aligned with its strategic objectives and approved risk appetite. Beacon Pharmaceuticals PLC has established a structured risk monitoring and reporting framework to identify changes in risk exposure, evaluate the effectiveness of existing controls, and facilitate timely management action.

Risk monitoring is integrated into the Company's management reporting process and supported by operational dashboards, financial performance reviews, quality management systems, internal audit activities, compliance monitoring, and sustainability reporting.

Management regularly reviews enterprise risks to identify emerging trends, assess the effectiveness of mitigation measures, and determine whether additional actions are required. Significant risks and material changes in the Company's risk profile are escalated to the Audit Committee and the Board of Directors for oversight and strategic guidance.

Risk Monitoring Framework



Key Risk Indicators (KRIs)

Key Risk Indicators (KRIs) provide early warning signals that enable management to identify increasing risk exposure before significant adverse events occur. KRIs are aligned with the Company's strategic objectives and principal risks and are reviewed periodically by Executive Management and the Audit Committee.

Risk Reporting Framework

Beacon Pharmaceuticals PLC has implemented a structured reporting framework to ensure that risk information is communicated effectively across all levels of the organization. Routine operational risks are managed at the departmental level, while significant enterprise risks are escalated through the management hierarchy for timely review and decision-making.

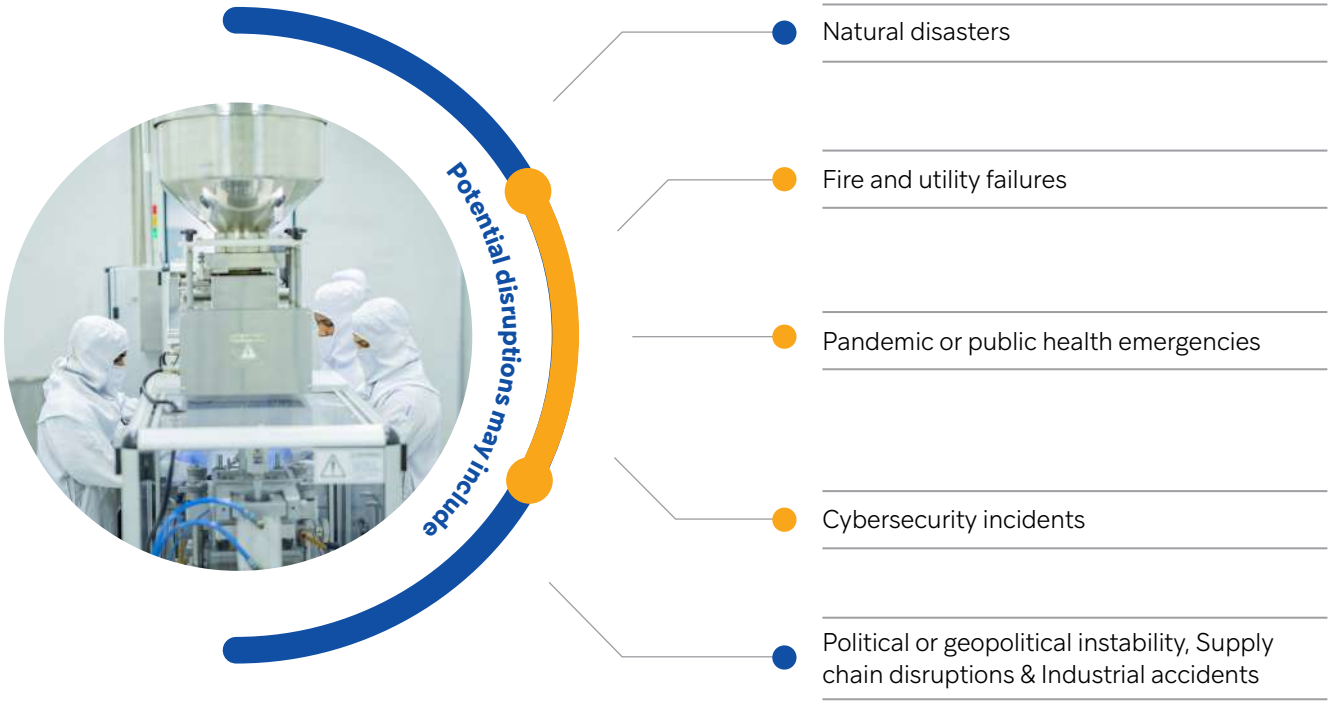
Risk Reporting Structure



The Board receives periodic reports on principal risks, emerging risks, risk mitigation initiatives, internal control effectiveness, and business continuity preparedness.

Business Continuity Management

Business Continuity Management (BCM) is a key component of the Company's Enterprise Risk Management Framework. The objective of BCM is to ensure the continuity of critical business operations during disruptive events while protecting employees, patients, customers, assets, and corporate reputation.



The Company maintains comprehensive Business Continuity Plans (BCPs) and Disaster Recovery Plans (DRPs), which are reviewed and tested periodically to ensure operational readiness.

Business Continuity Process



Crisis Management

The Company maintains a Crisis Management Framework incidents. The framework establishes clear responsibilities, communication protocols, escalation procedures, and decision-making authority during emergencies.

The Crisis Management Team comprises representatives from Executive Management, Manufacturing, Quality Assurance, Regulatory Affairs, Human Resources, Information Technology, Supply Chain, Finance, and Corporate Communications.

Periodic simulation exercises and emergency response drills are conducted to evaluate preparedness and identify opportunities for continuous improvement.

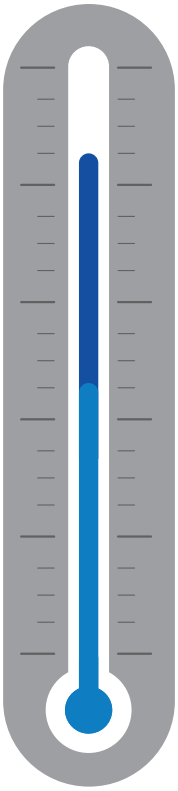
Emerging Risks

Beacon Pharmaceuticals PLC continuously monitors emerging risks that may influence its long-term strategy and operational performance.

Enterprise Risk Management Maturity

Beacon Pharmaceuticals PLC is committed to continuously enhancing the maturity of its Enterprise Risk Management Framework.

ERM Maturity Model



Level 1 (Initial)

Level 2 (Developing)

Level 3 (Defined)

Level 4 (Managed)

Level 5 (Optimized)

The Company aims to strengthen risk governance, enhance data-driven decision-making, improve predictive risk analytics, and integrate necessary tools and system into its risk management processes.

Future Focus

The Company will continue to strengthen its Enterprise Risk Management Framework by focusing on:

- Enhanced digital risk management capabilities
- Strengthening cybersecurity resilience
- Climate-related risk assessment aligned with IFRS S2
- Sustainable supply chain management
- Advanced data analytics for risk monitoring
- Automation of key risk reporting processes
- Strengthening business continuity capabilities
- Continuous improvement of governance and internal control practices

Board Assurance Statement

The Board of Directors recognizes that effective Enterprise Risk Management is fundamental to achieving the Company's strategic objectives and protecting the interests of shareholders and other stakeholders.

During the reporting period, the Board, through the Audit Committee and Executive Management, reviewed the effectiveness of the Enterprise Risk Management Framework, including governance arrangements, internal controls, risk monitoring processes, and mitigation strategies. Based on these reviews and the assurance provided by management and Internal Audit, the Board believes that the Company maintained an appropriate Enterprise Risk Management Framework that was designed to identify, evaluate, and manage principal risks within the Company's approved risk appetite.

The Board remains committed to the continuous enhancement of risk management practices in response to evolving business conditions, regulatory developments, technological advancements, and stakeholder



INTERNAL CONTROL FRAMEWORK

Beacon Pharmaceuticals PLC is committed to maintaining a robust and effective system of internal control that supports the achievement of its strategic objectives, safeguards corporate assets, ensures the reliability of financial and operational information, promotes compliance with applicable laws and regulations, and fosters a culture of integrity, accountability, and continuous improvement.

The Company's internal control framework is designed to provide reasonable, rather than absolute, assurance against material misstatement, fraud, operational inefficiencies, and non-compliance. The framework is embedded throughout the organization and is integrated into day-to-day business processes, enabling management to identify, assess, and respond to risks in a timely and effective manner.

The Board of Directors has overall responsibility for establishing and maintaining an appropriate system of internal control. The Audit Committee, on behalf of the Board, monitors the effectiveness of the control environment, financial reporting processes, internal audit activities, and risk management practices. Executive Management is responsible for implementing internal controls across all business functions and promoting a strong control culture throughout the organization.

The Company's internal control system is continuously reviewed and enhanced to respond to changes in the business environment, emerging risks, technological developments, regulatory expectations, and stakeholder requirements.

AUDIT COMMITTEE

- **Mohammed Ariful Hoque FCA,** Chairman
- **Rezanur Chowdhury FCA,** Member
- **Prof. A B M Faroque,** Member
- **Prof. Dr. Shamem Ara Mili,** Member
- **Mohammad Niazul Karim,** Member

The implementation of SAP S/4HANA has significantly strengthened the Company's internal control environment by introducing automated workflows, role-based authorization, enhanced transaction traceability, integrated financial reporting, and real-time management information. Digital transformation has improved operational efficiency while reducing manual intervention and strengthening process reliability.

Beyond financial reporting, internal controls extend to manufacturing, quality assurance, procurement, inventory management, logistics, information security, regulatory compliance, environmental health and safety, and sustainability initiatives. These integrated controls enable the Company to respond proactively to changing business conditions while maintaining operational resilience and regulatory compliance.

Objectives of the Internal Control System

The Company's internal control system is designed to achieve the following strategic objectives:



These objectives are embedded across all business functions and supported through clearly documented policies, standard operating procedures, delegated authority matrices, and management oversight.

The Five Components of Internal Control

Beacon Pharmaceuticals PLC' internal control framework is built around five interrelated components that collectively support the achievement of organizational objectives.



- **Control Environment**

  The control environment establishes the tone at the top and reflects the Company's commitment to integrity, ethical values, accountability, competence, and sound governance. The Board of Directors and Senior Management demonstrate leadership by promoting transparency, responsible decision-making, and compliance with established policies and procedures.

- **Risk Assessment**

  Management periodically identifies and evaluates strategic, operational, financial, regulatory, and information technology risks that could affect the achievement of corporate objectives. Risk assessment supports the design of appropriate preventive and detective controls and enables the Company to respond proactively to emerging business challenges.

- **Control Activities**

  Control activities consist of policies, procedures, approvals, reconciliations, segregation of duties, physical safeguards, system validations, and supervisory reviews that help ensure management directives are effectively implemented. These controls operate across all significant business processes.

- **Information and Communication**

  Reliable information supports informed decision-making at every level of the organization. SAP S/4HANA, management reporting systems, standardized documentation, and structured communication channels facilitate timely dissemination of financial and operational information throughout the Company.

- **Monitoring Activities**

  The effectiveness of internal controls is continuously monitored through management reviews, key performance indicators, internal audits, external audits, regulatory inspections, and corrective action programs. Identified weaknesses are addressed promptly to strengthen the overall control environment.

Governance and Oversight

Strong corporate governance forms the foundation of the Company's internal control system. The Board of Directors has overall responsibility for ensuring that an effective framework of governance, risk management, and internal controls is maintained throughout the organization.

The Audit Committee, acting on behalf of the Board, oversees the integrity of financial reporting, reviews the

effectiveness of internal controls, monitors the activities of Internal Audit, evaluates audit findings, and follows up on the implementation of management action plans. The Committee also maintains regular communication with external auditors to ensure the independence and effectiveness of the external audit process.

Executive Management is responsible for designing, implementing, and maintaining effective internal controls across all business functions. Departmental heads are accountable for ensuring that established policies, standard operating procedures, and delegated authority limits are consistently applied within their respective areas.

The Internal Audit Department provides independent and objective assurance regarding the adequacy and effectiveness of governance, risk management, and internal control processes. Audit engagements are conducted based on a risk-based audit plan approved by the Audit Committee. Audit observations are communicated to management, and corrective actions are monitored until satisfactory resolution.

The Company's governance framework also emphasizes ethical leadership, transparency, and accountability. Employees are expected to conduct business in accordance with the Company's Code of Conduct and report any suspected misconduct or control deficiencies through established reporting mechanisms. Regular training programs reinforce awareness of internal controls, compliance obligations, and ethical business practices.

By integrating governance, technology, operational discipline, and continuous monitoring, Beacon Pharmaceuticals PLC continues to strengthen its internal control system to support sustainable growth, operational excellence, and long-term value creation for all stakeholders.

Control Environment and Governance Structure

A strong control environment is the cornerstone of an effective internal control system. At Beacon Pharmaceuticals PLC, the Board of Directors and Management are committed to fostering a culture of integrity, accountability, transparency, and continuous improvement. The Company's governance philosophy recognizes that effective internal controls extend beyond policies and procedures-they are embedded in the values, behaviors, and decision-making processes of every employee.

The Company promotes a "tone at the top" that emphasizes ethical conduct, professional competence, compliance with laws and regulations, and responsible stewardship of corporate resources. Every employee, regardless of position, is expected to understand and fulfil their responsibilities in maintaining an effective system of internal control. This culture is reinforced through leadership commitment, documented policies, regular training, performance evaluations, and continuous communication.

The control environment provides the foundation upon which all other elements of the internal control system operate. It establishes clear organizational structures, defines reporting relationships, allocates authority and responsibility, and ensures that business decisions are made in accordance with the Company's strategic objectives and ethical principles.

Beacon Pharmaceuticals PLC has established a comprehensive corporate governance framework that supports transparency, accountability, and sustainable value creation. The governance framework ensures that decision-making authority is appropriately distributed while maintaining effective oversight of business activities.

The Board of Directors has overall responsibility for the Company's governance and internal control framework. The Board establishes the strategic direction of the Company, approves major policies, monitors business performance, and ensures that management maintains an effective system of internal controls. Through regular Board meetings and committee activities, directors review financial performance, operational developments, strategic initiatives, regulatory compliance, and significant business risks.

Supporting the Board are various governance committees, each with clearly defined responsibilities. Among these, the Audit Committee plays a particularly important role in overseeing the integrity of financial reporting and evaluating the effectiveness of internal controls.

The Audit Committee reviews quarterly and annual financial statements, assesses significant accounting judgments, monitors the effectiveness of the internal audit function, reviews external audit findings, and follows up on the implementation of management action plans. The Committee also evaluates whether internal control deficiencies have been appropriately addressed and whether corrective actions have been implemented in a timely manner.

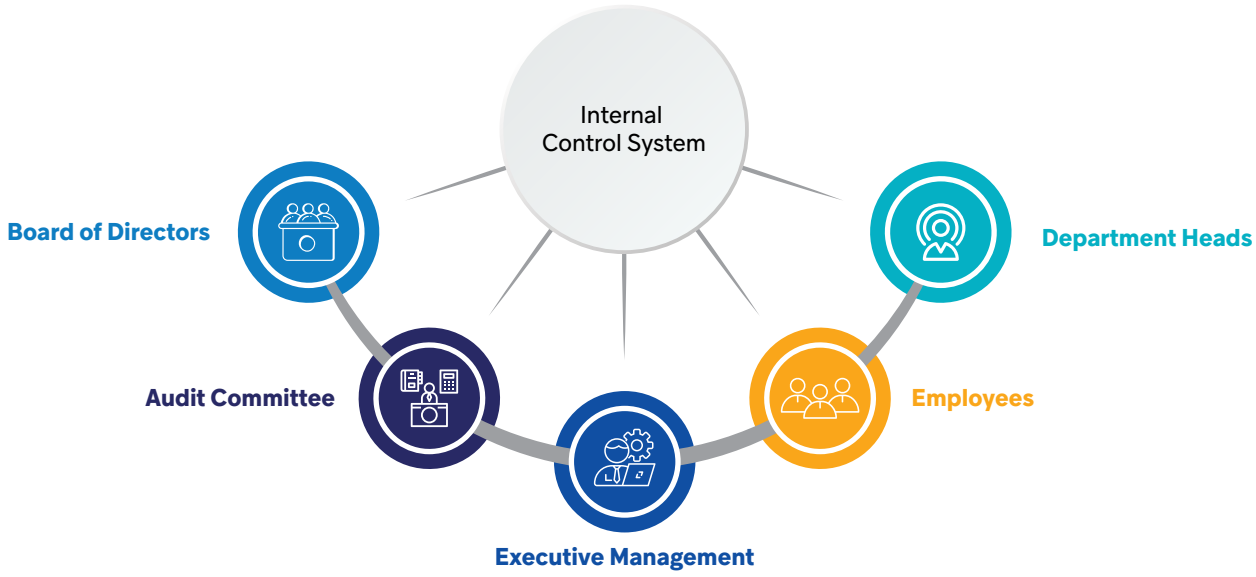
Executive Management is responsible for translating the Board's strategic direction into operational activities.

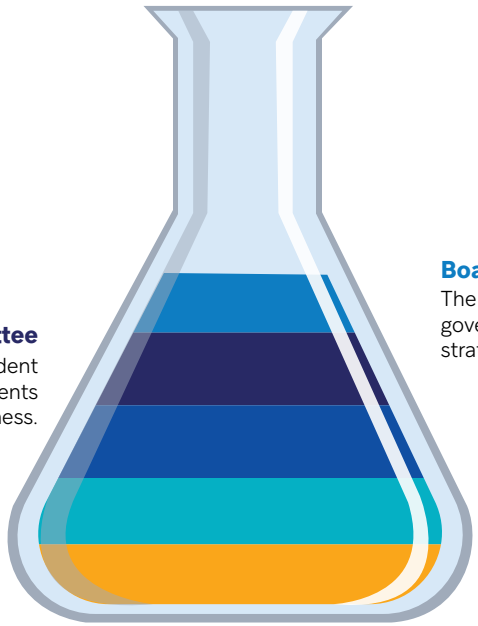
Management designs, implements, and maintains internal controls across all functional areas while ensuring compliance with applicable laws, regulations, and Company policies.

Department heads are responsible for implementing control activities within their respective functions, monitoring compliance with established procedures, reviewing operational performance, and promptly addressing identified control weaknesses.

Roles and Responsibilities

An effective internal control system depends upon clearly defined roles and responsibilities throughout the organization.





Audit Committee
The Audit Committee provides independent oversight by reviewing financial statements and evaluating internal control effectiveness.

Employees
Department managers for execute departmental controls and supervise operational activities.

Board of Directors
The Board is responsible for establishing governance policies and approving strategic objectives.

Executive Management
Management is responsible for designing internal control procedures and implementing approved policies.

Department Heads
Every employee contributes to the internal control system by Following Company policies and performing assigned duties responsibly.

Ethics and Code of Conduct

Integrity is one of the Company's core elements and serves as the foundation of its internal control framework. Beacon Pharmaceuticals PLC expects directors, officers, and employees to conduct business honestly, fairly, and professionally.

The Company's Code of Conduct establishes expectations regarding:

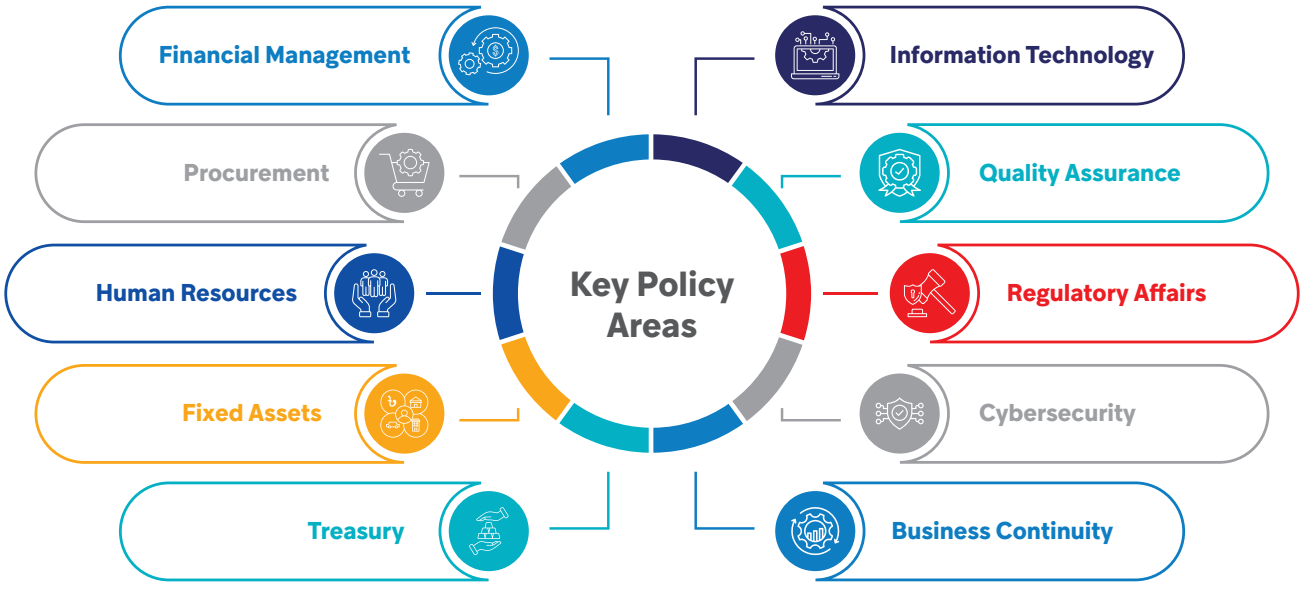


Employees receive periodic awareness programs on ethics, information security, and regulatory compliance. These initiatives help reinforce the Company's commitment to responsible business conduct.

Policies, Procedures and Standard Operating Procedures

Documented policies and Standard Operating Procedures (SOPs) form the operational backbone of the Company's internal control system. They provide employees with consistent guidance on how business processes should be performed while ensuring compliance with regulatory and organizational requirements.

The Company regularly reviews and updates policies to reflect changes in legislation, accounting standards, pharmaceutical regulations, technological developments, and business operations.



All policies are communicated to relevant employees, and compliance is monitored through management review and internal audit activities.

Segregation of Duties

Segregation of duties is a fundamental principle of internal control and plays an essential role in reducing the risk of fraud, unauthorized transactions and operational errors.

Beacon Pharmaceuticals PLC separates critical responsibilities among different individuals wherever practicable. Functions such as authorization, transaction processing, custody of assets, accounting, and reconciliation are assigned to separate personnel to ensure that no individual has complete control over an entire transaction.

Examples include:

- Procurement personnel cannot authorize supplier payments.
- Warehouse personnel cannot independently modify accounting records.
- Finance personnel responsible for recording transactions are separate from those approving payments.
- User access administration is separated from system audit review.
- Inventory verification is independently reviewed by management.

SAP S/4HANA further strengthens segregation of duties through role-based access controls and automated workflow approvals.

Building a Strong Control Environment



Each pillar feeds into a central shield labelled "Effective Internal Control System", symbolizing how these elements collectively protect the organization and support sustainable growth.

Governance Structure Diagram



Key Governance Principles

Principle	Objective
Integrity	Promote ethical decision-making
Accountability	Clear ownership of responsibilities
Transparency	Reliable reporting and disclosure
Compliance	Adherence to laws and Company policies
Competence	Skilled and well-trained workforce
Oversight	Independent monitoring and assurance
Continuous Improvement	Enhance processes and control effectiveness

Risk Assessment and Control Activities

Integrating Risk Assessment with Internal Controls

Beacon Pharmaceuticals PLC recognizes that an effective internal control system must be dynamic and responsive to an evolving business environment. The pharmaceutical industry is characterized by stringent regulatory requirements, technological advancements, global supply chain complexities, changing market conditions, and increasing stakeholder expectations. Accordingly, the Company integrates risk assessment into its internal control framework to ensure that control activities remain relevant, effective, and aligned with strategic objectives.

While the Company's comprehensive Enterprise Risk Management (ERM) framework is presented separately in this Annual Report, risk assessment forms an essential component of the internal control system. It assists management in identifying areas requiring stronger controls, allocating resources efficiently, and responding proactively to emerging risks.

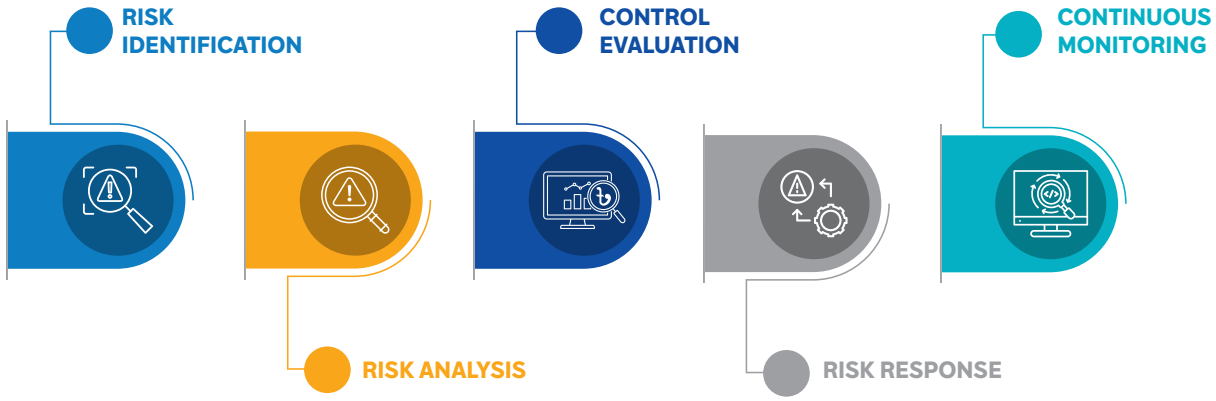
Management periodically evaluates risks that could affect the achievement of operational, financial, compliance, and strategic objectives. Risks are assessed based on their likelihood and potential impact, enabling management to prioritize mitigation efforts and strengthen control activities where necessary.

Risk assessment is not a one-time exercise. It is embedded within strategic planning, annual budgeting,

investment decisions, new product development, manufacturing operations, procurement activities, information technology initiatives, and regulatory compliance programs. Through regular monitoring and periodic reassessment, the Company remains prepared to address both existing and emerging risks.

Risk Assessment Process

Beacon Pharmaceuticals PLC follows a structured process for evaluating business risks and determining appropriate responses. This process enables management to focus resources on areas of greatest significance while maintaining an effective balance between operational efficiency and control.



Risk Identification

Business units identify risks through operational reviews, management meetings, internal audits, quality assessments, regulatory inspections, customer feedback, supplier evaluations, and environmental scanning.

Risk Analysis

Each identified risk is evaluated based on:

- Probability of occurrence
- Potential financial impact
- Operational consequences
- Regulatory implications
- Reputational impact
- Patient safety considerations

Management uses this analysis to prioritize risks requiring immediate attention and determine whether existing controls remain adequate.

Control Evaluation

Existing preventive and detective controls are assessed to determine whether they effectively reduce identified risks to an acceptable level.

Control evaluations consider:

- Design effectiveness
- Operational effectiveness
- Frequency of control execution
- Level of automation
- Documentation quality
- Monitoring activities

Where control gaps are identified, management develops action plans to strengthen the control environment.

Risk Response

Depending on the nature of the risk, management may choose to:

- Reduce the risk through additional controls.
- Avoid the activity that creating the risk.
- Transfer the risk through insurance or contractual arrangements.
- Accept the residual risk within approved tolerance levels.

Continuous Monitoring

Management continuously monitors changes in the business environment, regulatory developments, technological innovations, and market conditions to ensure that risks remain appropriately managed and internal controls continue to operate effectively.

Control Activities

Control activities are the specific policies, procedures, approvals, reconciliations, and system-based controls that help ensure management directives are effectively implemented. These activities operate throughout the organization at all levels and across all significant business processes.

Beacon Pharmaceuticals PLC has established preventive, detective, and corrective controls designed to minimize the likelihood of errors, fraud, operational disruptions, and regulatory non-compliance.

Preventive controls are intended to stop undesirable events before they occur. Examples include authorization requirements, segregation of duties, system validation rules, supplier qualification procedures, password controls, and employee training.

Detective controls identify issues after they have occurred and facilitate timely corrective action. Examples include management reviews, reconciliations, inventory counts, exception reports, quality inspections, and internal audits.

Corrective controls address identified deficiencies through root cause analysis, corrective action plans, process improvements, and continuous monitoring.

Major Categories of Control Activities

Authorization Controls

All significant financial and operational transactions require approval in accordance with the Company's Delegation of Authority (DOA). Approval levels are based on transaction value, business significance, and management responsibility.

Segregation of Duties

Critical responsibilities are distributed among different employees to reduce the risk of fraud and unauthorized activities.

Physical Controls

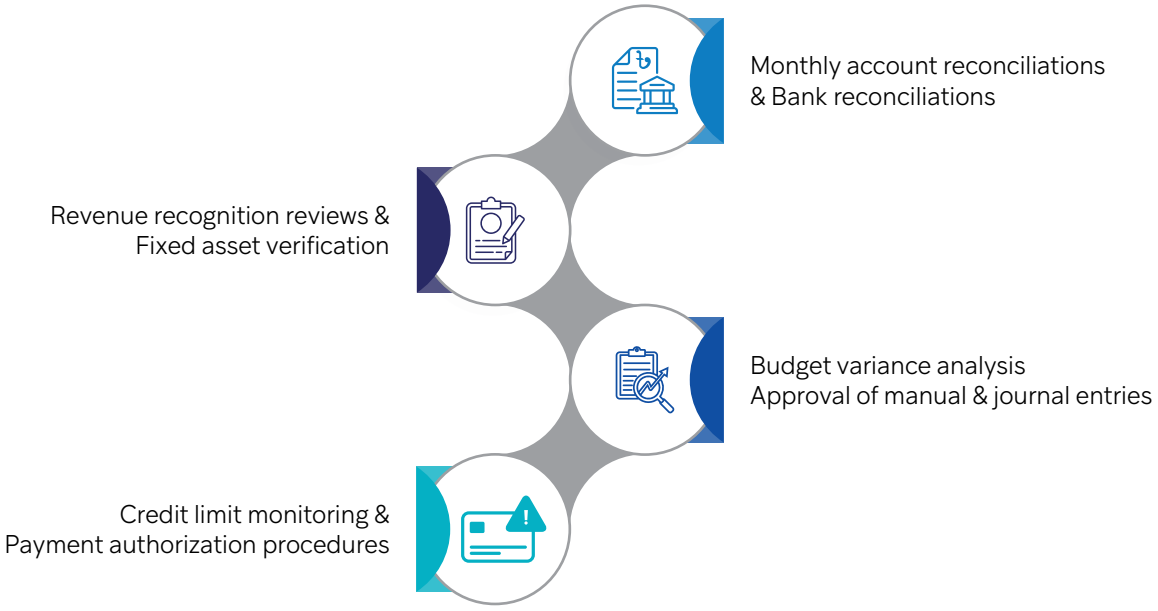
The Company safeguards physical assets through:

- Controlled warehouse access
- CCTV surveillance
- Visitor management
- Secure document storage
- Equipment maintenance
- Asset tagging
- Restricted laboratory access

Physical verification of inventory and fixed assets is conducted periodically to confirm the existence and condition of Company assets.

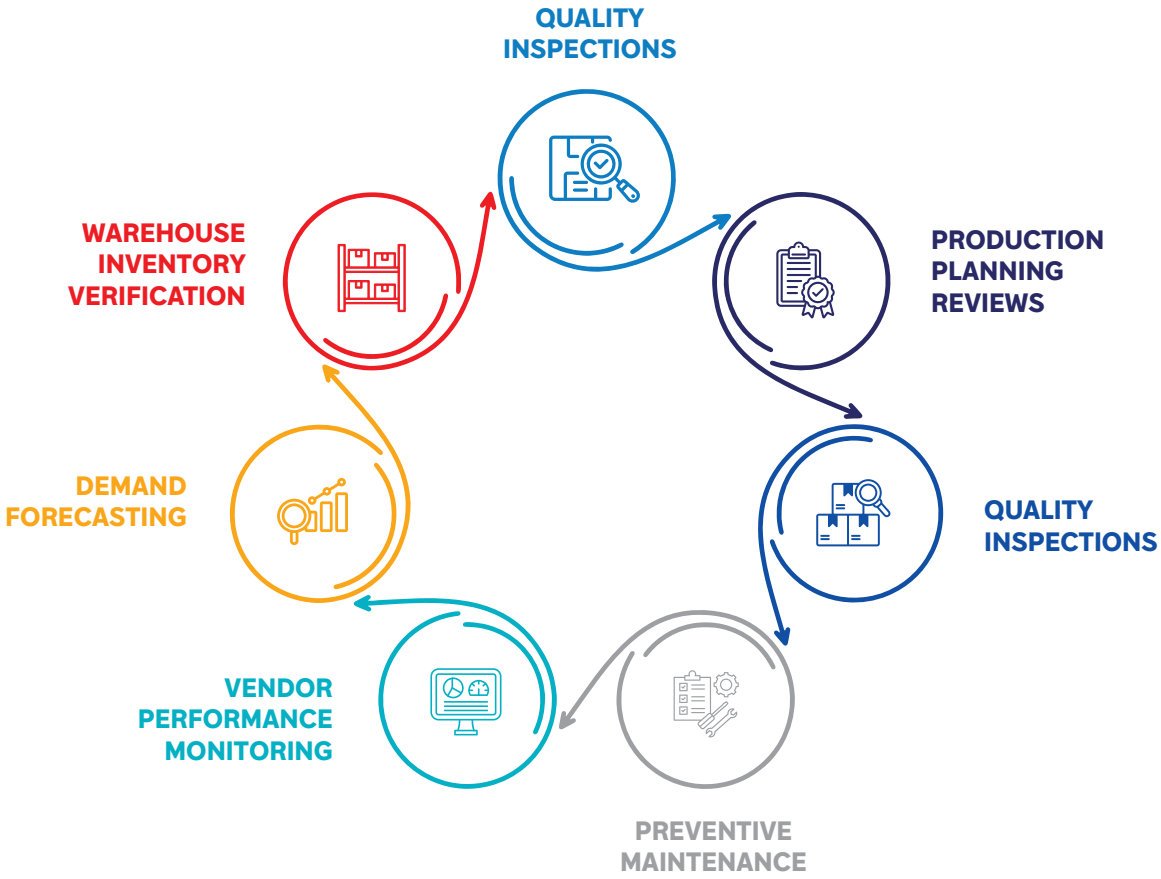
Financial Controls

Financial controls help ensure the reliability of accounting records and financial reporting.



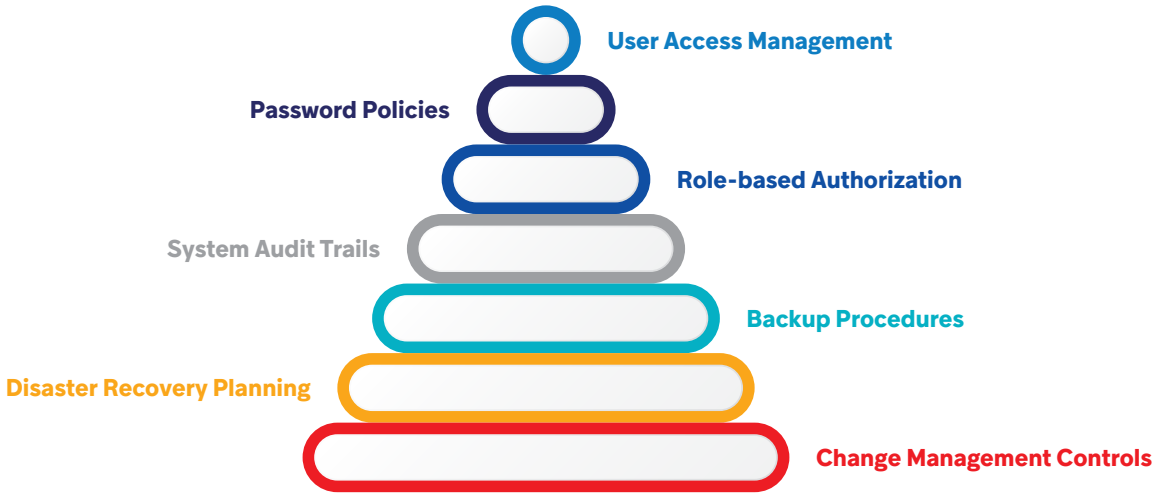
Operational Controls

Operational controls improve efficiency while maintaining compliance with Company procedures.



Information Technology Controls

Digital controls are embedded within SAP S/4HANA and other business systems



Technology-enabled controls reduce manual intervention while improving consistency, traceability, and operational efficiency.

Embedding Control into Daily Operations

Beacon Pharmaceuticals PLC believes that internal control should be integrated into routine business operations rather than functioning as an independent compliance activity. Accordingly, control activities are embedded within everyday workflows, enabling employees to perform their responsibilities efficiently while maintaining appropriate oversight.

Operational managers review key performance indicators, monitor compliance with standard operating procedures, investigate exceptions, and implement corrective actions where necessary. Regular meetings facilitate cross-functional coordination among Production, Supply Chain, Finance, Quality Assurance, Regulatory Affairs, Information Technology, Human Resources, and Internal Audit.

This integrated approach enhances organizational agility while maintaining high standards of governance and accountability.

Ensuring Financial Integrity Through Strong Internal Controls

Financial reporting is one of the most critical responsibilities of Beacon Pharmaceuticals PLC. Investors, lenders, regulators, employees, and other stakeholders rely on the Company's financial statements to make informed decisions. Accordingly, the Company has established a comprehensive system of internal financial controls designed to ensure that financial information is accurate, complete, timely, and prepared in accordance with International Financial Reporting Standards (IFRS), the Companies Act, the Securities and Exchange Rules, the Bangladesh Securities and Exchange Commission (BSEC) requirements, and other applicable statutory regulations.

The financial control framework encompasses budgeting, accounting, treasury management, revenue recognition, procurement, inventory accounting, fixed assets, taxation, financial reporting, and management review. These controls help ensure that financial transactions are properly authorized, accurately recorded, adequately supported, and appropriately disclosed.

The Board of Directors, through the Audit Committee, provides oversight of the financial reporting process. Management is responsible for designing and implementing internal financial controls, while the Internal Audit Department independently evaluates their effectiveness. External auditors provide additional assurance regarding the fairness of the Company's financial statements and the adequacy of financial reporting processes.

The implementation of SAP S/4HANA has significantly strengthened the Company's financial governance by automating business processes, reducing manual intervention, enforcing approval workflows, and providing real-time visibility into financial performance.

Financial Control Objectives

The Company's internal financial control system is designed to achieve the following objectives:

- Maintain complete and accurate accounting records.
- Safeguard cash and other financial assets.
- Prevent fraud, unauthorized transactions, and financial irregularities.
- Ensure compliance with accounting standards and statutory requirements.
- Produce timely management information for decision-making.
- Support reliable budgeting and forecasting.
- Enhance transparency and accountability.

These objectives are supported through clearly documented policies, delegated authority, system-based controls, and regular management review.

Financial Reporting Process

Financial reporting follows a structured process that promotes consistency, accuracy, and accountability. Major activities include:



Throughout the reporting cycle, management performs analytical reviews to identify unusual trends, significant variances, or unexpected transactions requiring further investigation.

Manufacturing Governance Framework

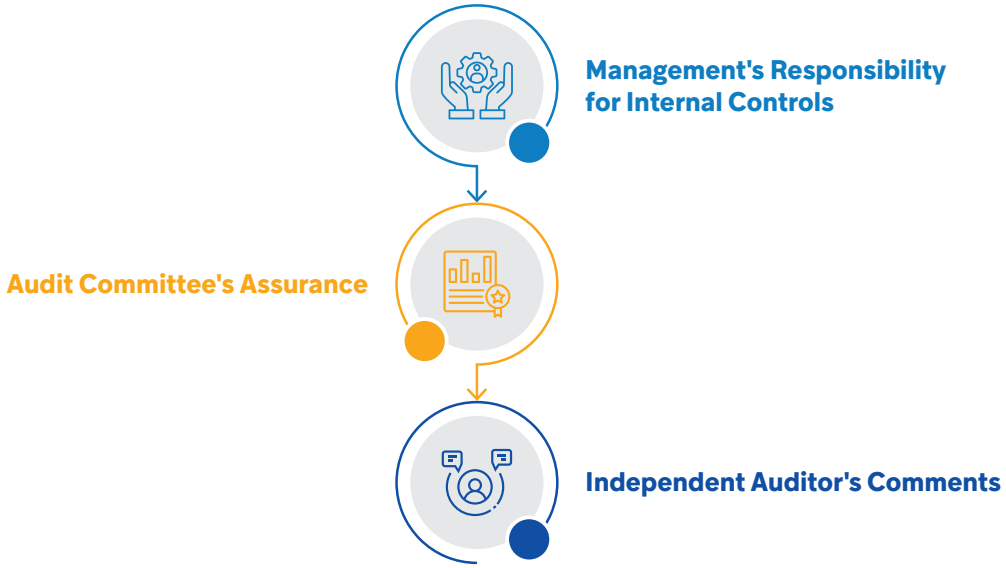
Manufacturing activities are conducted within a structured governance framework that clearly defines responsibilities across Production, Quality Assurance, Quality Control, Engineering, Supply Chain, Regulatory Affairs, and Warehouse functions.

The Manufacturing Division is responsible for executing production activities in accordance with approved Batch Manufacturing Records (BMRs), SOPs, and production schedules. Quality Assurance independently oversees compliance with GMP requirements, while Quality Control performs analytical testing to verify that raw materials, packaging materials, in-process samples, and finished products meet established specifications.

Engineering supports manufacturing operations through preventive maintenance, calibration, equipment qualification, and utilities management, ensuring reliable operation of production facilities.

Cross-functional collaboration among these departments strengthens operational efficiency while maintaining strict compliance with quality and regulatory requirements.

Management and Audit Committee/Auditor's Assurance on Internal Controls



Management's Responsibility for Internal Controls

The Board of Directors and Management of Beacon Pharmaceuticals PLC recognize that an effective internal control system is fundamental to achieving sustainable business growth, protecting shareholders' interests, ensuring regulatory compliance, and maintaining the integrity of financial reporting. Management is responsible for establishing, implementing, and continuously improving an effective system of internal controls that provides reasonable assurance regarding the achievement of the Company's strategic, operational, financial, and compliance objectives.

The Company maintains a comprehensive framework of internal controls covering financial management, operational processes, procurement, inventory management, manufacturing, quality assurance, sales and distribution, treasury operations, information technology, statutory compliance, and risk management. These controls are designed to safeguard Company assets, prevent and detect fraud, ensure the accuracy and completeness of financial records, promote operational efficiency, and support compliance with applicable laws, regulations, and internal policies.

During the year, Management continued to strengthen the control environment through enhanced standard operating procedures (SOPs), automation of key business processes, segregation of duties, approval hierarchies, periodic management reviews, and continuous monitoring of key risk areas. The implementation and optimization of SAP S/4HANA have further enhanced transaction transparency, data integrity, workflow controls, and management oversight across critical business functions.

Management conducts periodic evaluations of the effectiveness of internal controls and addresses identified deficiencies through appropriate corrective and preventive actions. The Company also promotes a culture of ethical conduct, accountability, transparency, and continuous improvement, ensuring that internal controls evolve alongside changes in the business environment and regulatory expectations.

Audit Committee's Assurance

The Audit Committee, acting on behalf of the Board of Directors, provides independent oversight of the Company's internal control and risk management framework. Throughout the financial year, the Committee regularly reviewed the adequacy and effectiveness of internal controls based on reports submitted by Management, the Internal Audit Department, and the External Auditors.

The Committee monitored the implementation of internal audit recommendations, reviewed significant audit observations, evaluated the effectiveness of financial reporting controls, and ensured that Management implemented timely corrective actions where necessary. Particular attention was given to high-risk operational areas, financial reporting processes, compliance with applicable laws and regulations, information technology controls, and governance practices.

The Audit Committee also assessed the independence and effectiveness of the Internal Audit function and reviewed the scope, methodology, and outcomes of audit activities to ensure comprehensive coverage of key business risks. Regular interactions with Management and the External Auditors enabled the Committee to obtain appropriate assurance regarding the reliability of the Company's control environment.

Based on its reviews and the information presented during the year, the Audit Committee is satisfied that Beacon Pharmaceuticals PLC has maintained an effective internal control framework that provides reasonable assurance over the safeguarding of assets, reliability of financial reporting, operational effectiveness, and regulatory compliance. The Committee will continue to oversee the ongoing enhancement of the Company's governance, risk management, and internal control practices in line with evolving business requirements.

Independent Auditor's Comments

The Independent External Auditors performed their audit of the financial statements in accordance with applicable auditing standards. As part of their audit procedures, they considered the Company's internal control system relevant to the preparation and fair presentation of the financial statements in order to design audit procedures appropriate to the circumstances. The audit was not conducted for the purpose of expressing a separate opinion on the effectiveness of the Company's internal control system.

Based on the audit procedures performed, the External Auditors did not identify any material weaknesses in internal controls that would have a material impact on the preparation of the Company's financial statements. Any observations and recommendations arising from the audit were communicated to Management and the Audit Committee for appropriate consideration and implementation.

The Board, Management, Audit Committee, and Internal Audit function remain committed to continuously strengthening the internal control environment through process improvements, technology-enabled controls, enhanced risk management practices, and adherence to the highest standards of corporate governance, thereby supporting the long-term sustainable growth and resilience of Beacon Pharmaceuticals PLC.

Board's Review of Internal Control Adequacy

The Board of Directors has reviewed the Company's internal control framework, including the control environment, risk management processes, financial and operational controls, compliance mechanisms, and monitoring activities undertaken during the financial year. Based on the reports and assurance provided by Management, the Audit Committee and Internal Audit, the Board is satisfied that the Company's internal control system is appropriately designed and operating effectively to provide reasonable assurance over the reliability of financial reporting, safeguarding of assets, operational efficiency and compliance with applicable laws, regulations and internal policies.

The Board recognizes that internal control is an ongoing process and remains committed to continuously strengthening the Company's control environment in response to emerging risks, changes in business operations, regulatory requirements and technological developments.



INVESTOR ENGAGEMENT AND GRIEVANCE REDRESSAL

Annexure-D

PATTERN OF SHAREHOLDING

As at 30 June 2026

Sl. No.	Name	Status	Shares Held	% Holding
A	**Parent / Subsidiary / Associated Companies & Other Related Parties**			
–	None	–	Nil	Nil
B1	**Directors & their Spouses and Minor Children**			
1	Mrs. Nurun Nahar Karim	Chairman	4,725,000	2.05%
2	Mr. Mohammad Niazul Karim	Vice Chairman	6,354,000	2.75%
3	Mr. Ulfat Karim	Managing Director	22,776,815	9.86%
4	Mr. Rezanur Chowdhury FCA	Independent Director	Nil	Nil
5	Mr. Mohammed Ariful Hoque FCA	Independent Director	Nil	Nil
6	Prof. Dr. Shamem Ara Mili	Independent Director	Nil	Nil
7	Prof. A B M Faroque Passed away on 13 August 2026	Independent Director	Nil	Nil
		Sub-total (B1)	**33,855,815**	**14.66%**
B2	**CEO, CFO, CS, Head of Internal Audit & their Spouses and Minor Children**			
1	Mr. Md. Jalal Uddin FCA	Chief Financial Officer	Nil	Nil
2	Mr. Anindya Sarkar FCS	Company Secretary	Nil	Nil
3	Ms. Rahamat Ara Huda FCA, FCMA	Head of Internal Audit	Nil	Nil
C	**Top 5 (Five) Executives & their Spouses and Minor Children**			
1	Ms. Risana Karim	Executive Director	16,875,679	7.31%
2	Mr. S. M. Mahmudul Haque	Director	Nil	Nil
3	Mr. Md. Anisur Rahman Khan	Executive Vice President	7,000	0.00%
4	Mr. Shams Minhaz Monzur	Executive Vice President	Nil	Nil
5	Mr. Md. Hafiz Imtiaj	Head of Human Resources	Nil	Nil
		Sub-total (C)	**16,882,679**	**7.31%**
D	**Shareholders holding 10% or more Voting Interest in the Company**			
1	Late Mohammad Ebadul Karim	Former Managing Director	58,228,800	25.21%
Total disclosed holdings (Parts A–D)			**108,967,294**	**47.17%**

Percentage of Shareholding

By part, as at 30 June 2026



52.83%
Other shareholders
122,032,706 shares

14.66%
Directors & family (Part B1)
33,855,815 shares

7.31%
Top 5 executives (Part C)
16,882,679 shares

25.21%
10% or more holders (Part D)
58,228,800 shares (former Managing Director)

GRIEVANCE REDRESSAL MECHANISM FOR INVESTORS

Ensuring Timely, Transparent and Fair Resolution of Investor Concerns

Beacon Pharmaceuticals PLC is committed to protecting the rights and interests of all shareholders and maintaining a transparent, responsive and equitable relationship with the investment community. The Company has established a structured Investor Grievance Redressal Mechanism to ensure that shareholder concerns and complaints are addressed promptly, fairly and efficiently.

The mechanism is designed to provide investors with convenient communication channels and a clearly defined escalation process for resolving issues related to shareholding, dividend payments, annual reports, electronic voting, Annual General Meetings (AGMs), corporate disclosures and other investor-related matters. The Company Secretary acts as the focal point for investor communications and coordinates with relevant departments, the Share Registrar, Central Depository Bangladesh Limited (CDBL) and regulatory authorities where necessary.

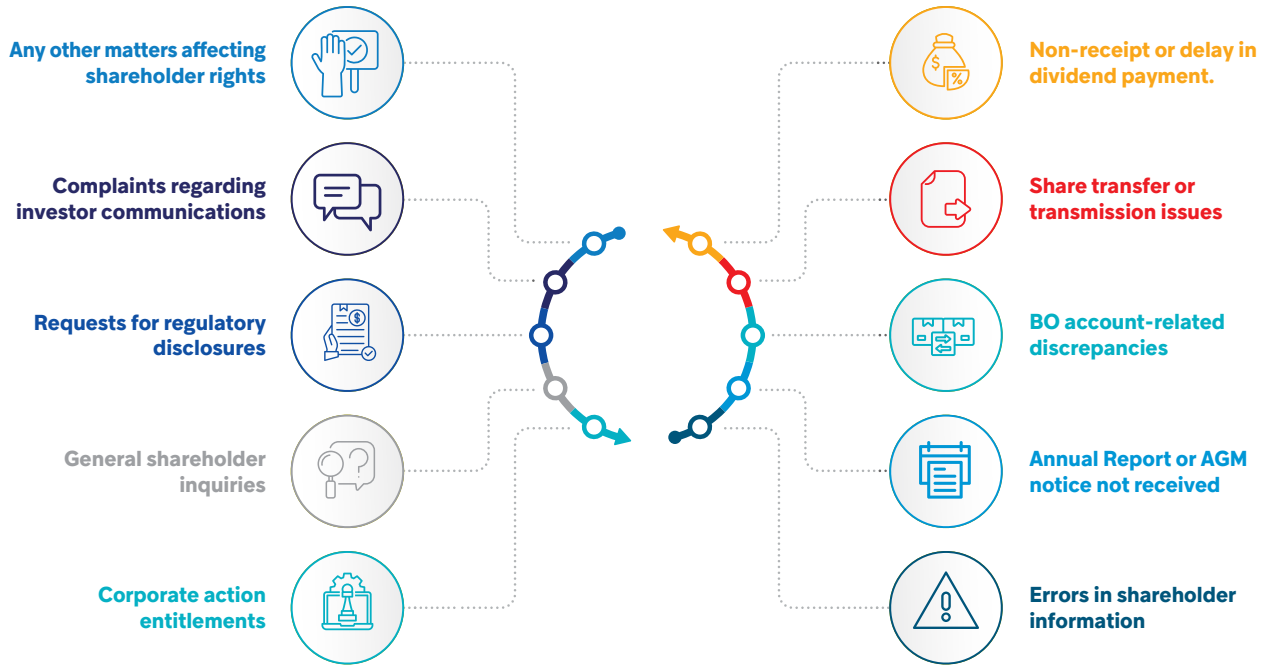
Objectives

The Investor Grievance Redressal Mechanism aims to:

- Protect the rights and interests of all shareholders.
- Ensure fair and equal treatment of minority and institutional investors.
- Resolve complaints within a reasonable timeframe.
- Maintain transparency and accountability throughout the resolution process.
- Strengthen investor confidence through responsive communication.
- Comply with applicable regulations of the Bangladesh Securities and Exchange Commission (BSEC), Dhaka Stock Exchange (DSE), Chittagong Stock Exchange (CSE) and other applicable laws.

Scope of Investor Grievances

The mechanism covers, but is not limited to complaints relating to:



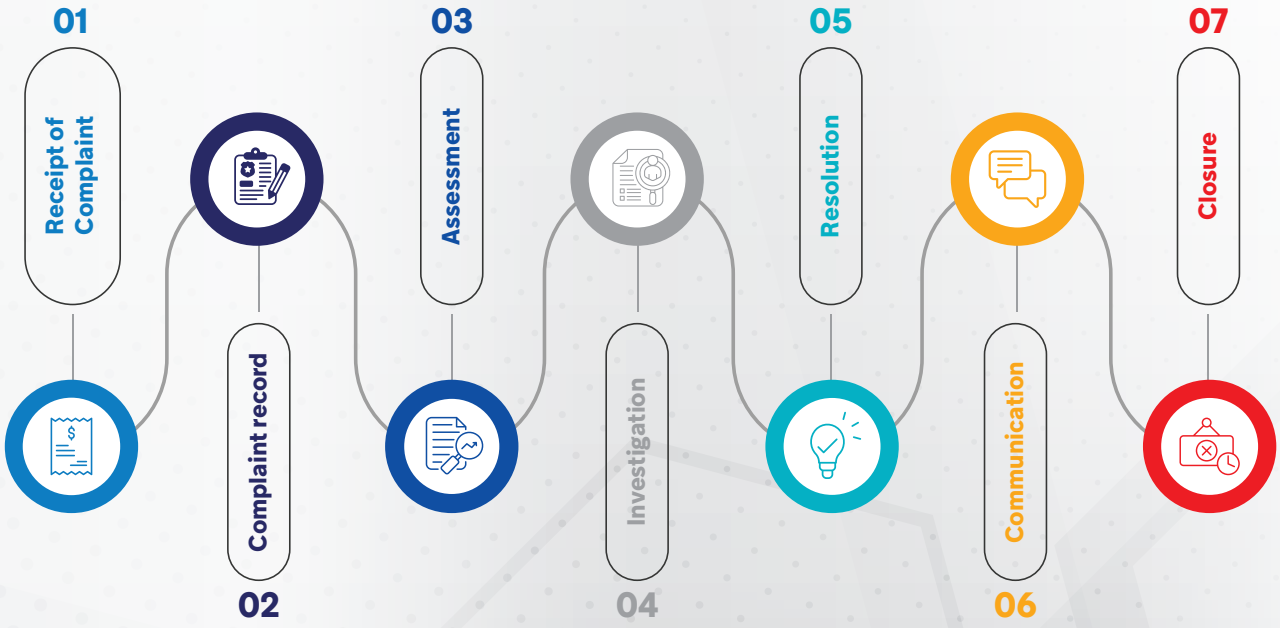
Communication Channels

Investors may submit their concerns through multiple communication channels, including:



The Company also maintains an online investor enquiry facility through its Investor Relations portal to facilitate efficient communication with shareholders.

Grievance Handling Process



Escalation Mechanism

Where an investor is not satisfied with the initial response, the matter may be escalated through the following level

Level Responsible Authority

01

Level 1

Company Secretary

02

Level 2

Chief Financial Officer

03

Level 3

Managing Director

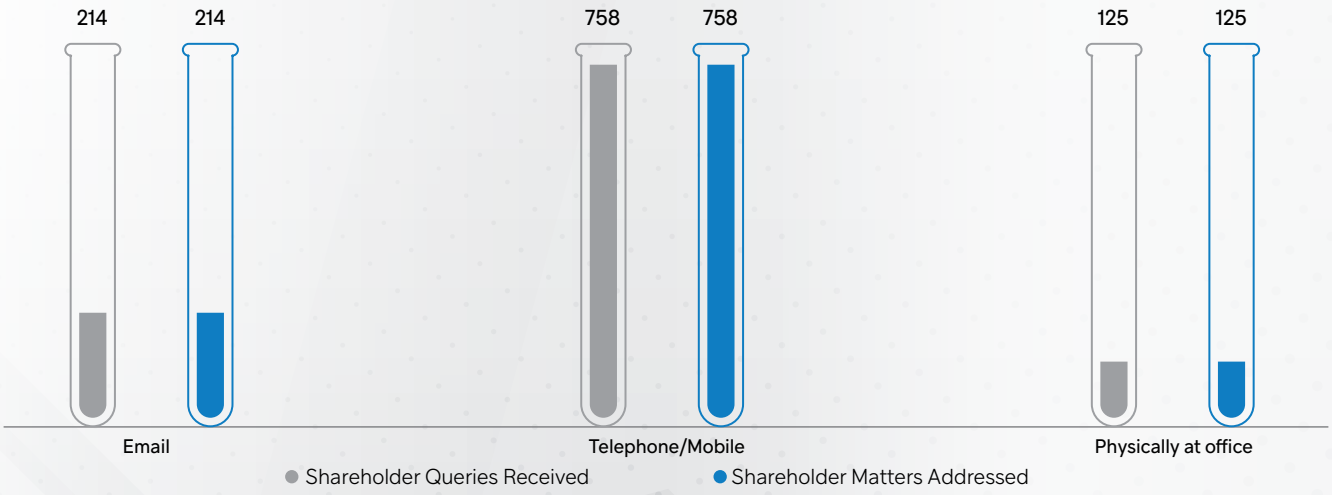
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Level 4

Board Audit Committee or Board of Directors, where appropriate

Shareholders Communication Statistics

Communication Medium	Shareholder Queries Received	Shareholder Matters Addressed	Comments
Email	214	214	Resolved
Telephone/ Mobile	758	758	Resolved
Physically at office	125	125	Resolved



TIMELINESS IN ISSUING FINANCIAL STATEMENTS & HOLDING AGM

Beacon Pharmaceuticals PLC is committed to maintaining timely financial reporting and conducting its Annual General Meeting (AGM) in accordance with applicable laws, regulations, and regulatory requirements. The Company prepares and issues its financial statements within the prescribed timelines and ensures that relevant financial information is made available to shareholders and other stakeholders on a timely basis.

The Company conducts its AGM in accordance with the requirements of the Companies Act, 1994, applicable BSEC rules, notifications and directives, and the Listing Regulations of the Dhaka Stock Exchange (DSE). The financial statements are presented to shareholders at the AGM in accordance with the applicable provisions of the Companies Act, 1994. The Company also fulfils applicable reporting and disclosure requirements applicable to listed companies.

Beacon Pharmaceuticals PLC maintains a coordinated process involving the Board of Directors, Audit Committee, Management, Finance function, Company Secretary, Statutory Auditors, and relevant regulatory functions to facilitate timely finalization of financial statements, regulatory submissions, publication of required disclosures, and convening of the AGM.

The Company continuously monitors statutory and regulatory deadlines to ensure timely compliance and transparent communication with shareholders, reinforcing its commitment to accountability, regulatory compliance, and effective investor relations.



STATUTORY AUDITOR'S REPORT AND AUDITED FINANCIAL STATEMENTS



Habib Sarwar Bhuiyan & Co.
CHARTERED ACCOUNTANTS

Independent Auditor's Report

TO THE SHAREHOLDERS OF BEACON PHARMACEUTICALS PLC

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Beacon Pharmaceuticals PLC ("the Company"), which comprise the statement of financial position as at 30 June 2026, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended 30 June 2026, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at 30 June 2026, and of its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) and adopted by the Financial Reporting Council (FRC) of Bangladesh, the Companies Act, 1994, the Securities and Exchange Rules 2020, and other applicable laws and regulations.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). 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 International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), as adopted by the Financial Reporting Council (FRC) as applicable to audits of financial statements of public interest entities, together with the ethical requirements of the Institute of Chartered Accountants of Bangladesh (ICAB) Bye-Laws that are relevant to audits of the financial statements of public interest entities in Bangladesh. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

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.

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Habib Sarwar Bhuiyan & Co.
CHARTERED ACCOUNTANTS

Key audit matter description	How the scope of our audit responded to the key audit matter
Property, plant and equipment and capital work in progress. (Notes: 4 & 5)	
At the reporting date, the carrying value of the Company property, plant and equipment amounted to Taka 5,655,832,389. The valuation of property, plant and equipment was identified as a key audit matter due to the significance of this balance to the financial statements. Expenditures are capitalized if they create new or enhance the existing assets, and expenses if they relate to repairs or maintenance of the assets. Classification of the expenditures involves judgment. The useful lives of PPE items are based on management's estimates regarding the period during which the asset or its significant components will be used. The estimates are based on historical experience. The assets currently under construction or pending installation, not yet ready to use, are properly categorized as capital work in progress (CWIP). An effective system should be established to record all directly identifiable costs that can be capitalized, consolidating them into capital work-in-progress. Meanwhile, any expenses that do not meet the criteria for capitalization should be identified and expensed in the regular course of business. Moreover, a significant balance amounting to Taka 628,864,170 has been transferred to property, plant and equipment from Capital work in progress during the year for the company.	Our audit procedures to assess the carrying value of property, plant & equipment and capital work in progress included the following: • We assessed whether the accounting policies in relation to the capitalization of expenditures are in compliance with IAS 16 and found them to be consistent. • We evaluated the assumptions made by management in the determination of useful lives to ensure that these are consistent with the principles of IAS 16-Property, Plant and Equipment and compared each class of asset in the current year to the prior year to determine whether there are any significant changes in the useful life of assets, and considered the reasonableness of changes based on our knowledge of the business and the industry. • We obtained a list of capital expenditures incurred during the year and, on a sample basis, checked whether the items were procured based on internal purchase orders that had been properly approved by the responsible individuals. • We verified a sample of invoices and LC documents to determine whether the classification between capital and operating expenditure was appropriate. • We evaluated whether the useful lives determined and applied by the management were in line with historical experience and market practice. • We checked whether the depreciation of PPE items was commenced timely, by comparing the date of acquisition and disposal. • Reclassification from capital in progress to ready for use, with the date of the act of completion of the work. Our procedures mentioned above did not identify any issues with regard to PPE, CWIP & Depreciation.
Revenue recognition. (Notes: 26)	
The accompanying financial statements of the Company reported revenue for the year ended 30 June 2026 amounting to Taka 16,426,319,035, which is 31% (Taka 3,883,601,821) higher than prior year revenue). The principal activities of the Company is the manufacturing, marketing and distribution of General, Oncology, Biotech & Chronic Care products across a number of geographical areas in Bangladesh & abroad. The sales price is determined considering the effect of rebates, discounts and incentives.	Our audit procedures included the following to assess the identified risk: • We obtained an understanding of management's revenue recognition process. We tested a sample of transactions to verify whether the revenue was accounted for in accordance with the revenue accounting policy as disclosed in Notes 3.12 and 26 of the financial statements and IFRS 15. • We assessed whether the disclosed revenue accounting policy was in accordance with relevant accounting standards.

Key audit matter description	How the scope of our audit responded to the key audit matter
With regard to the conformity of IFRS 15 "Revenue from Contracts with Customers", the recognition and recording of revenue on the basis of assessing different types of contracts and the accuracy of the accounting policies in light of the industry-specific circumstances and understanding of the business.	• We tested the internal control over financial reporting; we also assessed the existence and accuracy of the sales recorded. • We tested a sample of individual sales transactions and traced to dispatch notes and subsequent cash receipt or other supporting documents. • We performed analytical reviews to identify any unusual or one-off material revenue transactions. • We verified management's conclusion from assessing different types of contracts and the accuracy of the accounting policies, considering the industry specific guidelines from NBR (VAT department). Our understanding of the price determination complying with direction from Directorate General of Drug Administration. • We tested the appropriateness of the accounting treatment and finally assessed the appropriateness and presentation of disclosures against relevant accounting standards. Our procedures mentioned above did not identify any issues with regard to revenue recognition.

Valuation of inventory. (Notes: 9)	
The balance of inventory at the year-end was Taka 3,898,199,409 which is 19% of the total assets. Inventories are valued at lower of cost and net realizable value. Cost of inventories include expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. Cost of inventories is determined by using the weighted average method. Where necessary, allowance is provided for damage, obsolete and slow-moving items to adjust the carrying amount of inventories to the lower of cost and net realizable value. Net realizable value is based on estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.	Our procedures included the following to assess inventory Valuation: • Evaluating the design and implementation of key inventory controls operating across the Company in respect of inventory management. • To attend the physical inventory counts and reconciling the count results to the inventory listings to test the completeness of data. • To review the inventory costing procedures and methodology. • Comparing the net realizable value, obtained through a detailed review of sales subsequent to the year-end, to the cost price of a sample of inventories and comparison to the associated provision to assess whether inventory provisions are complete. • Reviewing the historical accuracy of inventory provisioning, and the level of inventory write-offs during the year. • Verifying the completeness of inventory provisions through assessing actual and forecast sales of inventory lines to assess whether provisions for slow-moving/ obsolete stock are valid and complete; and • Finally assessed the appropriateness and presentation of disclosures as per IAS-2. Our procedures mentioned above did not identify any issues with regard to inventory.

Habib Sarwar Bhuiyan & Co.
CHARTERED ACCOUNTANTS

Key audit matter description	How the scope of our audit responded to the key audit matter
Measurement and recognition of deferred tax. (Notes: 8)	
The balance of reported deferred tax liability of the Company was Taka 125,766,746 as on June 30, 2026. Deferred Tax is recognized on temporary differences arising between the tax bases and the carrying amounts of assets and liabilities in the financial statements. Significant judgment is required in relation to deferred tax liabilities, as their liability is dependent on forecasts of future profitability over a number of years. The risk for the financial statements is that where provisions are properly measured for all types of temporary differences as per IAS 12: Income Taxes.	We obtained an understanding of the Company's key controls over the recognition and measurement of deferred tax assets and liabilities and the assumptions used in estimating the future taxable expense of the Company. Our audit included the following procedures: • We evaluated the reasonableness of key assumptions, timing of reversal of temporary differences and expiration of tax loss carry forwards, recognition and measurement of deferred tax liability; • We assessed the adequacy of the Company's disclosures setting out the basis of deferred tax liability balances and the level of estimation involved; • Performed the mathematical accuracy of the deferred tax computation; • We also evaluated the potential tax implications as per ITA-2023, the reasonableness of estimates and calculations determined by management; and • Finally assessed the appropriateness and presentation of disclosures as per IAS-12: Income Taxes. Our procedures mentioned above did not identify any issues with regard to deferred tax.
ERP (SAP) system for financial reporting	
The IT systems within the Company form a vital component of the financial reporting activities. Our audit procedures have been focused on IT systems ERP-SAP and controls due to the pervasive nature and complexity of the IT environment. We identified the IT systems as a key audit matter due to the following reasons: • Pervasive reliance on complex technology that is integral to the operation of key business processes and financial reporting; Reliance on technology which continues to increase in line with the business strategy, such as the increase in the use of automation across the Company; • IT control is important for effective control environment. A key interdependency exists between the ability to rely on IT controls and the ability to rely on financial data, system configured automated controls and system reports; • Continued remediation of IT controls supporting the application systems relevant to the Company's financial reporting activities.	Our IT audit scope is driven by the level of reliance placed on technology to obtain sufficient audit evidence within a business process. The technology deemed relevant to the audit is based on the financial data, system-configured automated controls, and/or key financial reports that reside within it. Testing over the technology deemed relevant to the audit included the following areas: • General IT controls, including user access and change management controls; and • Key financial reports and system configured automated controls. Our procedures mentioned above did not identify any issues with regard to ERP (SAP) system.

Key audit matter description	How the scope of our audit responded to the key audit matter
Related party transactions. (Notes: 34.2)	
The Company has entered into transactions with related parties, as disclosed in Note No. 34 of the Financial Statements. We focused on the identification of related parties and the accuracy, completeness, and disclosure of related party transactions in accordance with applicable accounting standards.	Our audit procedures to address this key audit matter included, among others, the following: • Evaluated the design and tested the operating effectiveness of internal controls over the identification and disclosure of related party transactions. • Reviewed and tested transactions between related parties and verified the accuracy of material account balances affected by these transactions. • Assessed the adequacy and completeness of disclosures related to related party transactions in the financial statements, ensuring compliance with IAS 24 – Related Party Disclosures. Our procedures mentioned above did not identify any issues with regard to related party transactions.

Other Information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditor's report thereon. We have not been provided the Directors' report and other information contained within the annual report, except for the financial statements to the date of our auditor's report. We expect to obtain the remaining reports of the Annual Report after the date of our auditor's report. Management is responsible for the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information identified in the Annual Report as and when it becomes available 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.

Our opinion on the financial statements does not cover the other information, and we do not express any observation to that effect.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS Accounting Standards as issued by the IASB and adopted by FRC, the Companies Act, 1994, the Securities and Exchange Rules 2020 and other applicable laws and regulations and for such internal control as management determines is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

In preparing the financial statements, management 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 management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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 ISAs 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.

Habib Sarwar Bhuiyan & Co.
CHARTERED ACCOUNTANTS

As part of an audit in accordance with ISAs, 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, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's 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.
- 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.

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.

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.

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.

Report on other Legal and Regulatory Requirements

In accordance with the Companies Act 1994, the Financial Reporting Act 2015, the Securities and Exchange Rules, 2020 and, relevant notifications issued by the Bangladesh Securities and Exchange Commission, we also report the following:

a) we have obtained all the information and explanations which to the best of our knowledge and belief, were necessary for the purposes of our audit and made due verification thereof;

b) in our opinion, proper books of account as required by law have been kept by the Company so far as it appeared from our examination of these books;

c) the statements of financial position and the statement of profit or loss and other comprehensive income dealt with by the report are in agreement with the books of account and returns; and

d) the expenditure incurred was for the purposes of the Company's business;

e) the financial statements have been prepared in accordance with standards, framework, compliance and guidelines adopted and promulgated by the Financial Reporting Council.

Md. Habibullah FCA
Managing Partner, Enrolment No.: 0411
Habib Sarwar Bhuiyan & Co.
Chartered Accountants
FRC Registration No: CAF-001-010
DVC: 2610170411AS917160

Dated: October 17, 2026
Dhaka

Beacon Pharmaceuticals PLC

STATEMENT OF FINANCIAL POSITION

As at 30 June 2026

Particulars	Notes	Amount in BDT	
		30 June 2026	30 June 2025
Assets			
Non-current assets		**6,478,437,661**	**6,535,809,800**
Property, plant and equipment	4	5,655,832,389	5,295,634,773
Capital work in progress	5	685,771,621	1,093,644,548
Intangible assets	6	8,343,796	16,526,379
Right of use assets	7	128,489,855	130,004,100
Current assets		**14,187,042,013**	**12,867,986,688**
Inventories	9	3,898,199,409	3,323,236,482
Trade and other receivables	10	3,860,194,644	3,033,235,963
Short term investment and loans	11	2,644,552,265	2,119,186,773
Advance income tax	12	236,491,157	189,476,757
Advance, deposits and prepayments	13	3,200,391,187	3,959,240,991
Other financial assets	14	94,764,972	15,743,684
Cash and cash equivalents	15	252,448,379	227,866,038
Total assets		**20,665,479,674**	**19,403,796,488**
Equity & liabilities			
Shareholders' equity		**8,276,336,644**	**6,667,081,042**
Share capital	16	2,310,000,000	2,310,000,000
Capital reserve	17	547,376,387	719,128,532
Other reserve	18	(43,383,322)	(2,188,523)
Retained earnings		5,462,343,579	3,640,141,033
Non-current liabilities		**4,065,481,786**	**4,390,337,379**
Long term loans	19	2,832,728,896	3,193,098,790
Lease liabilities	20	88,265,812	110,588,537
Employee benefits	21	1,018,720,332	917,280,678
Deferred tax liabilities	8	125,766,746	169,369,374
Current liabilities		**8,323,661,244**	**8,346,378,067**
Trade and other payables	22	1,156,633,280	1,008,652,002
Long term loan-current portion	19.1	597,083,001	911,116,476
Lease liabilities-current portion	20	45,053,953	19,415,563
Short term loans	23	5,910,796,121	5,973,224,034
Income tax payable	24	555,560,781	383,148,842
Unclaimed dividend	25	58,534,108	50,821,150
Total equity & liabilities		**20,665,479,674**	**19,403,796,488**
Net asset value per share		**35.83**	**28.86**

The annexed notes 1 to 40 form an integral part of these financial statements.

Company Secretary | **Chief Financial Officer** | **Managing Director** | **Chairman**

Signed as per report of even date

Md. Habibullah FCA
Managing Partner, Enrolment No.: 0411
Habib Sarwar Bhuiyan & Co.
Chartered Accountants
FRC Registration No: CAF-001-010
DVC: 2610170411AS917160

Dated: October 17, 2026
Dhaka

Beacon Pharmaceuticals PLC

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 30 June 2026

Particulars	Notes	Amount in BDT	
		2025-2026	2024-2025
Revenue	26	16,426,319,035	12,542,717,214
Cost of goods sold	27	(7,587,320,536)	(6,014,611,260)
Gross profit		**8,838,998,499**	**6,528,105,954**
Operating expenses		**(5,259,522,379)**	**(4,128,889,053)**
Administrative expenses	28	(927,992,597)	(758,270,400)
Marketing, selling & distribution expenses	29	(4,331,529,782)	(3,370,618,653)
Operating profit		**3,579,476,120**	**2,399,216,901**
Other income	30	364,326,816	275,322,855
Profit before financing and income tax		**3,943,802,936**	**2,674,539,756**
Finance expenses	31	(1,334,422,913)	(1,308,447,530)
Profit before contribution to workers' profit participation fund		**2,609,380,023**	**1,366,092,226**
Contribution to workers' profit participation fund	32	(124,256,192)	(65,052,012)
Net profit before tax		**2,485,123,831**	**1,301,040,214**
Current income tax	33	(574,887,469)	(361,732,193)
Deferred tax (expense)/income	33.1	31,936,347	7,203,740
Net profit after tax for the year		**1,942,172,709**	**946,511,761**
Other comprehensive income			
Item that will not be reclassified subsequently to profit or loss:			
Unrealized gain/(loss) on quoted shares	11.1	178,464	89,516
Remeasurement of defined benefit plan	21.1	(51,850,141)	-
Related taxes on remeasurement of defined benefit plan	33.1	11,666,282	-
		(40,005,395)	**89,516**
Total comprehensive income for the year		**1,902,167,314**	**946,601,277**
Number of shares		**231,000,000**	**231,000,000**
Earnings per share		**8.41**	**4.10**

The annexed notes 1 to 40 form an integral part of these financial statements.

Company Secretary | **Chief Financial Officer** | **Managing Director** | **Chairman**

Signed as per report of even date

Md. Habibullah FCA
Managing Partner, Enrolment No.: 0411
Habib Sarwar Bhuiyan & Co.
Chartered Accountants
FRC Registration No: CAF-001-010
DVC: 2610170411AS917160

Dated: October 17, 2026
Dhaka

Beacon Pharmaceuticals PLC

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2026

Amount in BDT

Particulars	Share capital	Capital reserve	Other reserve	Retained earnings	Total
Balance as at 01 July 2025	**2,310,000,000**	**719,128,532**	**(2,188,523)**	**3,640,141,033**	**6,667,081,042**
Total comprehensive income for the year					
Adjustment during the year	-	-	(1,189,404)	-	(1,189,404)
Profit/(loss) for the year	-	-	-	1,942,172,709	1,942,172,709
Other comprehensive income (net of deferred tax)	-	-	(40,005,395)	-	(40,005,395)
Total comprehensive income for the year	**-**	**-**	**(41,194,799)**	**1,942,172,709**	**1,900,977,910**
Transactions with owners of the company					
Dividend during the year	-	-	-	(291,722,308)	(291,722,308)
Total contributions and distributions	**-**	**-**	**-**	**(291,722,308)**	**(291,722,308)**
Transfer of depreciation on revaluation surplus	-	(221,615,671)	-	221,615,671	-
Adjustment of deferred tax arising from revaluation	-	49,863,526	-	(49,863,526)	-
Total adjustment	**-**	**(171,752,145)**	**-**	**171,752,145**	**-**
Balance as at 30 June 2026	**2,310,000,000**	**547,376,387**	**(43,383,322)**	**5,462,343,579**	**8,276,336,644**
Balance as at 01 July 2024	**2,310,000,000**	**890,880,677**	**(2,278,039)**	**2,891,792,511**	**6,090,395,149**
Total comprehensive income for the year					
Profit for the year	-	-	-	946,511,761	946,511,761
Other comprehensive income	-	-	89,516	-	89,516
Total comprehensive income for the year	**-**	**-**	**89,516**	**946,511,761**	**946,601,277**
Transactions with owners of the company	**-**	**-**	**-**	**-**	**-**
Dividend during the year	-	-	-	(369,915,385)	(369,915,385)
Total contributions and distributions	**-**	**-**	**-**	**(369,915,385)**	**(369,915,385)**
Transfer of depreciation on revaluation surplus	-	(221,615,671)	-	221,615,671	-
Adjustment of deferred tax arising from revaluation	-	49,863,526	-	(49,863,526)	-
Total adjustment	**-**	**(171,752,145)**	**-**	**171,752,145**	**-**
Balance as at 30 June 2025	**2,310,000,000**	**719,128,532**	**(2,188,523)**	**3,640,141,033**	**6,667,081,042**

The annexed notes 1 to 40 form an integral part of these financial statements.

Company Secretary | **Chief Financial Officer** | **Managing Director** | **Chairman**

Signed as per report of even date

Md. Habibullah FCA
Managing Partner, Enrolment No.: 0411
Habib Sarwar Bhuiyan & Co.
Chartered Accountants
FRC Registration No: CAF-001-010
DVC: 2610170411AS917160

Dated: October 17, 2026
Dhaka

Beacon Pharmaceuticals PLC

STATEMENT OF CASH FLOWS

For the year ended 30 June 2026

Particulars	Notes	Amount in BDT	
		2025-2026	2024-2025
A) Cash flows from operating activities			
Receipts from customers and others		15,988,195,171	12,840,766,511
Payments to suppliers, employees and others		(11,974,051,428)	(9,658,353,462)
Cash generated from operations		**4,014,143,743**	**3,182,413,049**
Interest paid		(1,328,439,136)	(1,327,236,245)
Income tax paid		(449,489,930)	(255,148,937)
Net cash generated from/(used in) operations	**35.7**	**2,236,214,677**	**1,600,027,867**
B) Cash flows from investing activities			
Acquisition of property, plant and equipment		(286,439,758)	(217,189,696)
Acquisition of intangible assets		(2,176,643)	(1,195,950)
Addition in capital work in progress		(220,991,243)	(604,342,024)
Received from/(payments to) the investments, loans & advances		(525,187,028)	(193,699,874)
Receipts from sale of property, plant and equipment		765,959	237,070
Receipts/(payment) from investment in quoted share and other financial assets		(80,210,692)	(781,573)
Net cash from/(used in) investing activities		**(1,114,239,405)**	**(1,016,972,047)**
C) Cash flows from financing activities			
Net receipts/(payments) of loans		(736,831,282)	(241,795,309)
Lease payment		(43,753,532)	-
Dividend paid		(292,266,768)	(347,107,202)
Net cash from/(used in) financing activities		**(1,072,851,582)**	**(588,902,511)**
D) Net increase/(decrease) in cash and cash equivalents (A+B+C)		**49,123,690**	**(5,846,691)**
E) Opening cash and cash equivalents		227,866,038	306,952,051
F) Effect of exchange rate fluctuations on cash and cash equivalents		(24,541,349)	(73,239,322)
G) Closing cash and cash equivalents (D+E+F)	**15**	**252,448,379**	**227,866,038**
Net operating cash flows per share	**35.6**	**9.68**	**6.93**

The annexed notes 1 to 40 form an integral part of these financial statements.

Company Secretary | **Chief Financial Officer** | **Managing Director** | **Chairman**

Signed as per report of even date

Md. Habibullah FCA
Managing Partner, Enrolment No.: 0411
Habib Sarwar Bhuiyan & Co.
Chartered Accountants
FRC Registration No: CAF-001-010
DVC: 2610170411AS917160

Dated: October 17, 2026
Dhaka

NOTES TO THE FINANCIAL STATEMENTS

As at and for the year ended 30 June 2026

1.0 Background and activities of the company

1.1 Company profile

Beacon Pharmaceuticals PLC ("the Company") was incorporated as a private limited company on September 12, 2001, under the Companies Act 1994 vide registration no. C-43991(531)/2001 dated September 12, 2001 and subsequently converted into a public limited company on February 25, 2008. The Company went for an Initial Public Offering (IPO) in 2010. The company is a publicly traded company listed with Dhaka Stock Exchange Limited and Chittagong Stock Exchange Limited since the year 2010. The company has changed its name from Beacon Pharmaceuticals Limited to Beacon Pharmaceuticals PLC dated on 22 February 2023.

The registered office of the company is located at its factory premises at Kathali, Bhaluka, Mymensingh, and the corporate office is located at 9/B/2, Toyenbee Circular Road, Motijheel C/A, Dhaka-1223.

1.2 Nature of business

The Company specializes in producing and promoting pharmaceutical finished formulations, life-saving intravenous (I.V) fluids, active pharmaceutical ingredients (APIs), as well as bio-tech and genetic engineering products. These products are distributed in both domestic and international markets, and the company additionally offers contract and toll manufacturing services.

1.3 Production facility

The production facility of the company is located at Kathali, Bhaluka, Mymensingh.

2 Basis of preparation and presentation of the financial statements

2.1 Statement of compliance

The financial statements of Beacon Pharmaceuticals PLC have been prepared and the related disclosures made in line with International Accounting Standards (IASs) and International Financial Reporting Standards (IFRSs) as adopted by the Financial Reporting Council (FRC) in Bangladesh, alongside the requirements of the Companies Act 1994 (amended up to 2020), the Securities and Exchange Ordinance 1969, the Securities and Exchange Rules 2020, the listing regulations of the Dhaka Stock Exchange Limited and Chittagong Stock Exchange PLC, the Financial Reporting Act 2015, and other relevant local statutes.

The statement of financial position and the statement of profit or loss and other comprehensive income were compiled on an accrual basis, consistent with IAS 1 "Presentation of Financial Statements," under the going concern assumption and in line with accounting practices generally accepted in Bangladesh. The company's cash flow statement was prepared applying the direct method, in keeping with IAS 7 "Statement of Cash Flows" and as required under the Securities and Exchange Rules 2020.

The company's compliance with other governing laws and regulatory requirements is outlined below:

i. Income Tax Act 2023 and its associated rules, together with the Finance Act 2026;

ii. Value Added Tax and Supplementary Duty Act 2012, along with the related Rules of 2016;

iii. Customs Act 2023; and

iv. Bangladesh Labor Act 2006, inclusive of its 2023 Amendment.

v. Other relevant laws and regulations.

Furthermore, the Company prepares its financial statements in accordance with all applicable International Financial Reporting Standards (IFRSs) and International Accounting Standards (IASs) relevant to its operations and financial reporting. Management has assessed the applicability of the relevant standards and amendments to the Company's activities and has ensured compliance with the applicable requirements. During the reporting period, there were no identified instances where the Company failed to comply with an applicable IFRS or IAS relevant to its operations.

2.2 Reporting period

The financial period of the company covers one year from 1 July 2025 to 30 June 2026.

2.3 Comparative and reclassification

Comparative information has been disclosed for all numerical, narrative and descriptive information where it is relevant for understanding of the current year financial statements. Comparative figures have been rearranged or reclassified wherever considered necessary, to ensure better comparability with the current year financial statements and to comply with relevant IFRSs.

2.4 Functional and presentation currency

These financial statements have been presented in Bangladeshi Taka (Taka/TK/BDT), which is the Company's functional and presentation currency. All amounts have been rounded off to the nearest integer.

2.5 Use of estimates and judgements

In preparing these financial statements, management has made judgments, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognized prospectively.

a) Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognized in the financial statements is included in the following notes:

Note-7 : Right-of-use assets

Note-20 : Lease liabilities

b) Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties at the reporting date that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities in the next financial year is included in the following notes:

Note-4 : Property, plant and equipment

Note-6 : Intangible assets

Note-8 : Deferred tax liabilities

Note-9 : Inventories

Note-10 : Trade and other receivables

Note-21.1 : Defined benefit obligations

Note-22.2 : Provision for expenses

Note-24 : Current tax

Note-35.2 : Contingent liabilities

2.6 Going concern

The Company's financial statements have been prepared on a going concern basis, assuming that the Company will continue its operations and meet its obligations in the normal course of business for the foreseeable future. Management has assessed the Company's financial position, operating performance, cash flows, available financial resources, and future business plans.

Based on this assessment, management believes that the Company has adequate resources to continue its operations for the foreseeable future. Management has also considered relevant business, economic and operational risks and concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. Accordingly, the financial statements have been prepared on a going concern basis.

2.7 Date of authorization

The financial statements were authorized for issue by the Board of Directors on 15 October 2026 for publication.

3 Significant accounting policies

Accounting policies set out below have been applied consistently to all years presented in these financial statements:

3.1 Current versus non-current classification
3.2 Property, plant and equipment
3.3 Intangible assets
3.4 Lease
3.5 Financial instruments
3.6 Impairment
3.7 Inventories
3.8 Share capital
3.9 Employee benefits
3.10 Accruals, provisions and contingencies
3.11 Income tax
3.12 Revenue from contracts with customers
3.13 Finance expenses
3.14 Other income
3.15 Foreign currency transactions
3.16 Dividends
3.17 Statement of cash flows
3.18 Offsetting
3.19 Events after reporting period
3.20 Segment information
3.21 Earnings per share (EPS)
3.22 Materiality and aggregation
3.23 Changes in accounting policies and accounting estimates

3.1 Current versus non-current classification

The Company presents assets and liabilities in the statement of financial position based on current/non-current classification.

An asset is current when it is:

- Expected to be realized or intended to be sold or consumed in the normal operating cycle, or
- Expected to be realized within twelve months after the reporting period, or
- Held primarily for the purpose of trading, or
- Cash or cash equivalents 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 the normal operating cycle, or
- Due to be settled within twelve months after the reporting period, or
- Held primarily for the purpose of trading, or
- 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.

3.2 Property, plant and equipment

a) Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any, except for land, buildings and production machinery & equipment, which are carried at

revalued amounts: fair value at the revaluation date less subsequent accumulated depreciation and impairment losses. Cost or revalued amount includes expenditure directly attributable to acquiring the asset and bringing it to working condition for its intended use. It also includes the costs of dismantling and removing the item and restoring its site.

b) Subsequent costs

Subsequent to initial recognition, cost of replacing part of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the company and its cost can be measured reliably. All other repair and maintenance expenses are charged in the statement of profit or loss and other comprehensive income as they are incurred.

c) Depreciation

All items of property, plant and equipment have been depreciated on straight line basis. Depreciation on additions are charged from the month of acquisition. On disposal of an asset, depreciation is charged up to the date of disposal. No depreciation is charged for land and assets under construction. The Company is following this policy consistently from past years. The estimated useful lives and the rates of residual value of property, plant and equipment for the current and comparative years are as follows:

Categories of property plant and equipment	Rate of depreciation (%)	
	FY 2025-2026	FY 2024-2025
Land & land development	0	0
Building	5	5
Vehicles	20	20
Utility equipment and Installation	5-25	5-25
Office equipment	10-25	10-25
Production machinery & equipment	5-25	5-25
Furniture & fixtures	10	10

d) Impairment

The carrying amount of the entity's non-financial assets, other than inventories and deferred tax assets (considered as disclosed separately under respective accounting standards), are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. However, no such conditions that might be suggestive of a heightened risk of impairment of assets existed at the reporting date.

e) Derecognition

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds and the carrying amount of the asset and is recognized in profit or loss.

f) Capital work in progress

Capital work-in-progress represents the cost incurred for acquisition and/or construction of items of property, plant and equipment that were not ready for use at the end of the year and these are stated at cost.

g) Capitalization of borrowing costs

As per the requirements of IAS 23 Borrowing Costs, directly attributable borrowing costs are capitalized during construction period for all qualifying assets. A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale. The borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are those borrowing costs that would have been avoided if the expenditure on the qualifying asset had not been made. All other borrowing costs are recognized in profit or loss in the period in which they are incurred.

3.3 Intangible assets

a) Recognition and measurement

Intangible assets that are acquired by the company and have finite useful lives are measured at cost less accumulated amortization and accumulated impairment loss, if any. Intangible assets are recognized when all the

conditions for recognition as per IAS 38 Intangible Assets are met. The cost of an intangible asset comprises its purchase price, import duties and non-refundable taxes and any directly attributable cost of preparing the asset for its intended use.

b) Subsequent costs

Subsequent costs are capitalized only when they increase the future economic benefits embodied in the specific asset to which they relate. All other costs are recognized in profit or loss as incurred.

c) Amortization

Amortization is recognized in profit or loss on a straight-line basis over the estimated useful lives of intangible assets. The estimated useful lives are three years for the software.

d) Derecognition

An intangible asset is derecognized on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of intangible assets, measured as the difference between the net disposal proceeds and the carrying amount of the assets, are recognized in profit or loss.

e) Impairment

Intangible assets are reviewed at each reporting date to determine whether there is any indication of impairment. Where such indication exists, the carrying amount of the asset is compared with its recoverable amount in accordance with IAS 36 Impairment of Assets. An impairment loss is recognized in profit or loss when the carrying amount exceeds the recoverable amount.

3.4 Lease

The company assesses whether a contract is, or contains, a lease at its inception. That is, if the contract conveys the right to control the use of an identified asset for a period in exchange for consideration.

Company as a leassee

The company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

a) 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 impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized and lease payments made at or before the commencement date less any lease incentives received.

b) 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, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. 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.

c) Short-term leases and leases of low-value assets

The Company is not applying the recognition and measurement requirements of IFRS 16 to short-term leases (leases of less than 12 months maximum duration). It is also not applying the recognition and measurement requirements of IFRS 16 to leases for which the underlying asset is of low value. Lease payments for short-term leases and low-value assets are recognized as expenses on a straight-line basis over the lease term.

3.5 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. Non-derivative financial instruments comprise deposits, trade and other receivables, cash and cash equivalents, trade and other payables, intercompany payables, share capital and interest-bearing borrowings.

a) Financial assets

The Company initially recognizes financial assets when it becomes a party to the contractual provisions of the instrument. Trade receivables and certain deposits are initially recognized when originated. Financial assets are initially measured at fair value, plus transaction costs that are directly attributable to their acquisition or issuance, except for financial assets measured at fair value through profit or loss.

Financial assets are subsequently classified and measured based on the Company's business model for managing the financial assets and the contractual cash flow characteristics of the instruments. The Company's financial assets principally comprise trade and other receivables, deposits, financial investments and cash and cash equivalents.

Financial assets measured at amortized cost are subsequently measured using the effective interest method, net of any impairment loss. The Company recognizes expected credit losses (ECLs) on financial assets measured at amortized cost in accordance with IFRS 9 Financial Instruments. For trade receivables, the Company applies the simplified approach and recognizes lifetime expected credit losses based on historical credit loss experience, adjusted for relevant forward-looking information.

A financial asset is derecognized when the contractual rights to the cash flows from the asset expire, or when the Company transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership are transferred. Where the Company neither transfers nor retains all the risks and rewards of ownership substantially and retains no control over the transferred asset, the asset is also derecognized.

b) Financial liabilities

The Company initially recognizes financial liabilities when it becomes a party to the contractual provisions of the instrument. Financial liabilities are initially measured at fair value, net of transaction costs that are directly attributable to their issuance, except for financial liabilities measured at fair value through profit or loss.

A financial liability is derecognized when the contractual obligation is discharged, cancelled or expires. Any difference between the carrying amount of a financial liability derecognized and the consideration paid is recognized in profit or loss.

c) Offsetting financial assets and financial liabilities

Financial assets and financial liabilities are offset and the net amount is presented in the statement of financial position only when the Company has a legally enforceable right to offset the recognized amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

3.6 Impairment

a) Recognition

Financial assets not carried at fair value through profit or loss and receivables are assessed at each reporting date to determine whether there is objective evidence that any particular asset is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event had a negative effect on the estimated future cash flows of that asset that can be estimated reliably. The carrying value of the non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amount is estimated. An impairment loss is recognized whenever the carrying amount of the assets or its cash generating unit exceeds its recoverable amount. Impairment losses, if any, are recognized in the statement of profit or loss and other comprehensive income.

b) Calculation of recoverable amount

The recoverable amount of asset is the greater of its net selling price or its value in use. The latter is determined by discounting the estimated future cash flows to a present value using a discount rate which reflects the current market assessment of the time value of money and risk specific to the asset. For an asset that does not generate significantly independent cash inflows, the recoverable amount is determined for the cash generating unit to which the asset belongs.

3.7 Inventories

Inventories are carried at the lower of cost and net realizable value as prescribed by IAS 2: Inventories. Cost is determined on a weighted average basis. The cost of inventories comprises expenditure incurred in the normal course of business in bringing the inventories to their present location and condition. Net realizable value is based on the estimated selling price less any further costs expected to be incurred to make the sale.

3.8 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognized as a deduction from equity, net of any tax effects. Paid up capital represents total amount contributed by the shareholders and bonus shares, if any, issued by the company to the ordinary shareholders. Holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to vote at shareholders' meetings. In the event of a winding up of the company, ordinary shareholders rank after all other shareholders and creditors and are fully entitled to any residual proceeds of liquidation.

3.9 Employee benefits

The company maintains both defined contribution plan and defined benefit plan for its eligible permanent employees. The eligibility is determined according to the terms and conditions set forth in the respective trust deeds and rules. Both of the plans are funded and are recognized/approved by NBR.

a) Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related services are provided. A liability is recognized for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

b) Defined benefits plans (gratuity scheme)

The Company operates a funded gratuity scheme for its permanent employees, under which an employee is entitled to benefits based on the length of service and last drawn basic salary, subject to the terms and conditions of the gratuity scheme. The obligation in respect of the defined benefit plan is determined based on the present value of the estimated future benefits that employees have earned in return for their service in the current and prior periods. The cost of providing gratuity benefits is recognized in profit or loss over the period during which employees render service to the Company. Actuarial gains and losses arising from changes in actuarial assumptions or experience adjustments are recognized in other comprehensive income in accordance with the requirements of IAS 19, Employee Benefits.

c) Defined contribution plan (provident fund)

Defined contribution plan is a post-employment benefit plan under which the company provides benefits for all of its permanent employees. The recognized Employees' Provident Fund is being considered as defined contribution plan as it meets the recognition criteria specified for this purpose. All permanent employees contribute 10% of their basic salary to the provident fund and the company also makes equal contribution. This fund is recognized by the National Board of Revenue (NBR), under the Income Tax Act 2023. The company recognizes contribution to defined contribution plan as an expense when an employee has rendered required services. The legal and constructive obligation is limited to the amount it agrees to contribute to the fund. Obligations are created when they are due.

d) Worker's Profit Participation Fund (WPPF)

The company provides 5% of its net profit as a contribution to Workers' Profit Participation Fund before tax and charges such expense in accordance with the Bangladesh Labor Act 2006 (as amended in 2018).

e) Leave encashment

The company operates an unfunded leave encashment scheme, i.e. if its employees do not avail leave during his/her service, s/he will be entitled to encash privilege leave at the time of separation from the company at the rate of one month's basic pay for 30 days of privilege leave.

f) Group insurance

The company also has a group insurance scheme for its permanent employees, premium for which is being charged to the income statement annually as per the insurance policy.

3.10 Accruals, provisions and contingencies

a) Accruals

Accruals are liabilities to pay for goods or services that have been received or supplied but have not been paid, invoiced or formally agreed with the supplier, including amounts due to employees. Accruals are reported as part of trade and other payables.

b) Provisions

Provisions are recognized when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed, the reimbursement is recognized as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit or loss net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is probable that an outflow of resources embodying economic benefits are required to settle the obligation, the provisions are reversed.

c) Contingencies

- **Contingent liability**

  Contingent liability is a possible obligation that arises from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. The Company discloses contingent liabilities in the financial statements. A provision is recognized in the period in which the recognition criteria of a provision are met.

- **Contingent asset**

  Contingent asset is a possible asset that arises from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. A contingent asset must not be recognized. Only when the realization of the related economic benefits is virtually certain should recognition take place provided that it can be measured reliably because, at that point, the asset is no longer contingent.

3.11 Income tax

The income tax expense comprises both current and deferred tax. Current tax and deferred tax are recognized in profit or loss except to the extent that it relates to the items recognized directly in equity or in other comprehensive income.

a) Current tax

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. Provision for corporate income tax is made following the rate applicable for companies as per Finance Act 2026 i.e. 22.5%.

b) Deferred tax

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted by the reporting date. Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously. A deferred tax asset is recognized for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

3.12 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. To achieve that core principle, IFRS 15 establishes a five-step model as follows:

- Identify the contract with a customer;
- Identify the performance obligations in the contract;
- Determine the transaction price;

- Allocate the transaction price to the performance obligations in the contract; and
- Recognize revenue when (or as) the entity satisfies a performance obligation.

Considering the five-step model, the company recognizes revenue when (or as) the company satisfies a performance obligation by transferring a promised good to a customer. Goods are considered as transferred when (or as) the customer obtains control of those goods. Revenue from sale of goods is measured at the fair value of the consideration received or receivable net of returns and allowances, trade discounts, rebates and Value Added Tax (VAT).

3.13 Finance expenses

Finance costs comprise interest expense on overdraft, borrowings from bank and lease interest. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in profit or loss.

3.14 Other income

Other income includes interest on FDR and other bank accounts, gain on disposal of fixed assets, interest income on loan to related parties, dividend income, gain on foreign currency fluctuation and other miscellaneous income. Other income is recognized on an accrual basis and shown under the statement of profit or loss and other comprehensive income.

3.15 Foreign currency transactions

Transactions in foreign currencies are translated to Bangladesh Taka at the exchange rate prevailing on the date of transactions. All monetary assets and liabilities denominated in foreign currencies are translated to the functional currency at the exchange rate prevailing at the date of the statement of financial position. Foreign currency differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognized in the statement of profit or loss and other comprehensive income as per IAS 21: The Effects of Changes in Foreign Exchange Rates. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of transactions.

3.16 Dividends

Final dividend distribution to the shareholders is recognized as a liability in the financial statements in the period in which the dividends are approved by the shareholders at the Annual General Meeting.

3.17 Statement of cash flows

Statement of Cash Flows is prepared under the direct method in accordance with IAS 7 Statement of Cash Flows as required by the Bangladesh Securities and Exchange Rules 2020.

3.18 Offsetting

The company reports both assets and liabilities separately, and income and expenses, unless required by an applicable accounting standard or offsetting reflects the substance of the transaction and such offsetting is permitted by applicable accounting standard.

3.19 Events after reporting period

The Board of Directors of the company recommended BDT 1.10 per share as final cash dividend for the year ended 30 June 2026 at the board meeting held on 15 October 2026. The dividend is subject to final approval by the shareholders at the forthcoming annual general meeting of the company. The financial statements for the year ended 30 June 2026 do not include the effect of the cash dividend which will be accounted for in the period when shareholders' right to receive payment is established. There are no other events identified after the date of the statement of financial position which require adjustment or disclosure in the accompanying financial statements.

3.20 Segment information

The Company's business activities are primarily classified into two operating segments based on the geographical market in which revenue is generated, namely local sales and export sales. These segments are separately monitored by management for the purpose of assessing performance and allocating resources. The operating results of each segment are reviewed by management in making decisions about resource allocation and performance evaluation. Accordingly, the Company presents segment information separately for its local and export operations in accordance with the requirements of IFRS 8, Operating Segments.

3.21 Earnings per share (EPS)

The Company presents basic and diluted earnings per share (EPS) for its ordinary shares in accordance with IAS 33, Earnings per Share. Basic EPS is calculated by dividing the profit or loss attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares outstanding during the reporting period.

Diluted EPS is calculated by adjusting the profit or loss attributable to ordinary equity holders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares, where applicable.

As at the reporting date, the Company had no potential ordinary shares that would have a dilutive effect on earnings per share. Accordingly, diluted EPS is the same as basic EPS for the reporting period.

3.22 Materiality and aggregation

The Company presents each material class of similar items separately in the financial statements. Items of a dissimilar nature or function are presented separately unless they are immaterial. Items that are individually immaterial are aggregated with other items of a similar nature or function to ensure that the financial statements provide relevant, reliable and understandable information to users.

3.23 Changes in accounting policies and accounting estimates

The Company applies changes in accounting policies only when the change is required by an IFRS or results in the financial statements providing reliable and more relevant information about the effects of transactions, other events or conditions on the Company's financial position, financial performance or cash flows.

Changes in accounting policies arising from the adoption of a new or amended IFRS are accounted for in accordance with the specific transitional provisions of that standard. Where no specific transitional provisions apply, changes in accounting policies are applied retrospectively, unless it is impracticable to determine the period-specific effects.

Changes in accounting estimates arise from new information or new developments and, accordingly, are recognized prospectively in profit or loss in the period of the change and, where applicable, in future periods. The Company does not retrospectively adjust amounts previously recognized as a result of changes in accounting estimates.

3.24 Standards, amendments and interpretations that are issued but not effective as at 30 June 2026

IFRS-18, Presentation and disclosure in financial statements

The IASB has issued IFRS 18, the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to:

- The structure of the statement of profit or loss;
- Required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
- Enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

IFRS 18 will replace IAS 1; many of the other existing principles in IAS 1 are retained, with limited changes. IFRS 18 will not impact the recognition or measurement of items in the financial statements, but it might change what an entity reports as its 'operating profit or loss.

IFRS 18 will apply for reporting periods beginning on or after 1 January 2027 and also applies to comparative information.

Based on the assessment performed to date, the adoption of this standard is not expected to have any impact on the financial statements for the year ended 30 June 2026, as it is not effective for the current reporting period. Management will continue to assess the potential implications of these requirements prior to their effective date.

Notes	Particulars		Amount in BDT	
			30 June 2026	30 June 2025
4	**Property, plant and equipment**			
	A) Cost			
	Balance as at 01 July		**8,455,473,385**	**7,616,489,186**
	Addition during the year		915,303,928	857,829,662
	Adjustment during the year		(43,933,127)	(18,845,463)
	Balance as at 30 June		**9,326,844,186**	**8,455,473,385**
	B) Accumulated depreciation			
	Balance as at 01 July		**3,159,838,612**	**2,559,686,776**
	Charged during the year		554,373,701	618,752,154
	Disposal/Adjustment during the year		(43,200,516)	(18,600,318)
	Balance as at 30 June		**3,671,011,797**	**3,159,838,612**
	WDV Balance as at 30 June		**5,655,832,389**	**5,295,634,773**
	Details of fixed assets schedule are given in **Annexure-A**			
5	**Capital work in progress**			
	Balance as at 01 July		**1,093,644,548**	**1,129,942,489**
	Addition during the year		220,991,243	604,342,024
			1,314,635,791	**1,734,284,513**
	Capitalized as property plant & equipment	5.1	(628,864,170)	(640,639,965)
	Balance as at 30 June		**685,771,621**	**1,093,644,548**
5.1	**Breakdown of capitalized property, plant and equipment**			
	Building		-	440,924,401
	Plant & machinery		551,689,084	77,160,838
	Utility equipment & installation		73,740,951	121,345,905
	Furniture & fixtures		-	12,871
	Intangible assets		-	1,195,950
	Land and land development expenses		2,438,381	-
	Office equipment		995,754	-
	Total		**628,864,170**	**640,639,965**
6	**Intangible assets**			
	A) Cost			
	Balance as at 01 July		**42,605,859**	**41,409,909**
	Addition during the year		2,176,643	1,195,950
	Balance as at 30 June		**44,782,502**	**42,605,859**
	B) Accumulated amortization			
	Balance as at 01 July		**26,079,480**	**13,430,228**
	Charged during the year		10,359,226	12,649,252
	Balance as at 30 June		**36,438,706**	**26,079,480**
	Carrying amounts		**8,343,796**	**16,526,379**
7	**Right-of-use assets**			
	Cost			
	Balance as at 01 July		**130,004,100**	**-**
	Addition during the year		28,000,000	130,004,100
	Disposal/adjustment during the year		-	-
	Balance as at 30 June		**158,004,100**	**130,004,100**

Notes	Particulars		Amount in BDT	
			30 June 2026	30 June 2025
	Accumulated depreciation			
	Balance as at 01 July		**-**	**-**
	Charged during the year		29,514,245	-
	Disposal/adjustment during the year		-	-
	Balance as at 30 June		**29,514,245**	**-**
	Carrying amounts		**128,489,855**	**130,004,100**

8 Deferred tax assets/liabilities

Particulars	Carrying amount	Tax base	Taxable/ (deductible) temporary differences
Balance as at 30 June 2026			
Property, plant and equipment	4,966,172,185	4,235,834,544	730,337,641
Right-of-use assets	128,489,855	-	128,489,855
Intangible assets	8,343,796	30,808,021	(22,464,225)
Gain/ (loss) on remeasurement (OCI)	(51,850,141)	-	(51,850,141)
Provision for doubtful trade receivable	(86,246,273)	-	(86,246,273)
Interest payable	(5,983,777)	-	(5,983,777)
Lease liabilities	(133,319,765)	-	(133,319,765)
Net taxable temporary differences	**4,825,605,880**	**4,266,642,565**	**558,963,315**
Net deferred tax (assets)/liabilities @ 22.50% tax rate			**125,766,746**
Balance as at 30 June 2025			
Property, plant and equipment	4,631,828,971	3,863,548,085	768,280,886
Right-of-use assets	130,004,100	-	130,004,100
Intangible assets	16,526,380	32,054,491	(15,528,111)
Lease liabilities	(130,004,100)	-	(130,004,100)
Net taxable temporary differences	**4,648,355,351**	**3,895,602,576**	**752,752,775**
Net deferred tax (assets)/liabilities @ 22.50% tax rate			**169,369,374**

9 Inventories

Finished goods		969,157,406	801,995,868
Work in process		212,786,874	191,926,680
Raw materials		1,728,522,756	1,426,146,383
Packing materials		366,094,068	296,075,194
Material in transit		200,197,116	340,444,967
Spares and other supplies		421,441,189	266,647,390
Total		**3,898,199,409**	**3,323,236,482**

10 Trade and other receivables

Trade receivables		2,975,554,397	2,487,797,841
Other receivables	10.1	884,640,247	545,438,122
Total		**3,860,194,644**	**3,033,235,963**

10.1 Other receivables

Interest receivables	884,640,247	545,438,122
Total	**884,640,247**	**545,438,122**

11 Short term investment and loans

Investment in quoted shares	11.1	669,800	491,336
Loan to related parties		2,643,882,465	2,118,695,437
Total		**2,644,552,265**	**2,119,186,773**

Notes	Particulars		Amount in BDT	
			30 June 2026	30 June 2025
11.1	**Investment in quoted shares**			
	Market value			
	Balance as at 01 July		**491,336**	**401,556**
	Add: Purchased during the year		-	264
	Add/(Less): Unrealized gain/(loss)		178,464	89,516
	Balance as at 30 June		**669,800**	**491,336**
	*Investment in shares have been recorded on the basis of market value			
12	**Advance income tax**			
	Balance as at 01 July		**189,476,757**	**159,037,647**
	Addition during the year:			
	AIT on import		132,498,427	102,034,620
	AIT on sales		51,828,837	58,311,962
	AIT on export sales		13,818,944	814,299
	AIT on vehicle		6,017,086	6,611,000
	AIT on bank interest		2,236,811	1,704,876
	AIT on dividend from share		47	-
	Advance tax paid		30,091,005	20,000,000
	Adjustment during the year		(189,476,757)	(159,037,647)
	Balance as at 30 June		**236,491,157**	**189,476,757**
13	**Advances, deposits and prepayments**			
	Advance for VAT		228,285,902	126,881,630
	Advance to employees		209,214,386	220,301,881
	Advance on import and L/C margin		405,423,920	354,382,050
	Advance to suppliers		1,288,031,681	1,191,111,377
	Advance to others		929,928,425	1,896,852,808
	Security deposit and earnest money		139,506,873	169,711,245
	Total		**3,200,391,187**	**3,959,240,991**
14	**Other financial assets**			
	ICB Islami Bank		7,230,390	6,916,505
	Rupali Bank		8,000,858	7,425,794
	First Security Islami Bank		1,493,724	1,401,385
	Modhumoti Bank		75,240,000	-
	IPDC		2,800,000	-
	Total		**94,764,972**	**15,743,684**
	*Other financial assets include investment in FDR			
15	**Cash and cash equivalents**			
	Cash in hand	15.1	16,557,303	12,935,424
	Cash at bank	15.2	190,137,010	166,133,851
	Cash in transit		45,754,066	48,796,763
	Total		**252,448,379**	**227,866,038**
15.1	**Cash in hand**			
	Head office		2,935,996	3,061,477
	Factory office		2,543,073	958,708
	Sales office/depots		11,078,234	8,915,239
	Total		**16,557,303**	**12,935,424**

Notes	Particulars	Amount in BDT	
		30 June 2026	30 June 2025
15.2	**Cash at bank**		
	First Security Islami Bank	367,032	367,895
	Janata Bank	29,796,040	16,772,520
	Shahjalal Islami Bank	6,711,564	3,781,814
	ICB Islami Bank	462,365	473,043
	Dutch Bangla Bank	14,767,150	50,393,554
	Rupali Bank	430,430	6,017
	Sonali Bank	915,612	917,149
	Eastern Bank	7,581,598	19,909,288
	Commercial Bank of Ceylon	46,516,381	27,735,984
	Shimanto Bank	1,383,248	3,127,720
	United Commercial Bank	31,892,675	992,029
	Prime Bank	235,867	3,000
	Standard Chartered Bank	1,780,542	349,033
	Standard Bank	2,525,898	2,529,818
	Mutual Trust Bank	28,646,938	33,530,368
	Dhaka Bank	447,670	449,775
	Jamuna Bank	475,305	1,159,262
	Premier Bank	42,675	3,446,138
	Bank Asia	99,548	19,483
	Modhumoti Bank	382,428	-
	City Bank	14,547,834	-
	POS collection	-	41,601
	BO A/C	128,210	128,360
	Total	**190,137,010**	**166,133,851**
16	**Share capital**		
	Authorized capital		
	300,000,000 ordinary shares of BDT 10 each	**3,000,000,000**	**3,000,000,000**
	Issued, subscribed and paid-up capital		
	231,000,000 ordinary shares of BDT 10 each fully paid up	**2,310,000,000**	**2,310,000,000**
	Breakdown as follows:		
	Wholly paid in cash 176,000,000 shares @ BDT 10	1,760,000,000	1,760,000,000
	Other than cash 55,000,000 shares @ BDT 10	550,000,000	550,000,000
	Total	**2,310,000,000**	**2,310,000,000**

16.1 Composition of shareholdings

Category of shareholders	Percentage of shareholdings		Number of shares	
	30-Jun-26	30-Jun-25	30-Jun-26	30-Jun-25
Sponsors/directors	39.86%	39.86%	92,084,615	92,084,615
Institutions	38.15%	38.90%	88,123,506	89,868,240
Public	21.99%	21.23%	50,791,879	49,047,145
Total	**100.00%**	**100.00%**	**231,000,000**	**231,000,000**

16.2 Classification of shareholders by holding

Range of holdings	30-Jun-26			30-Jun-25		
	Number of shareholders	Number of shares	% of shareholdings	Number of shareholders	Number of shares	% of shareholdings
Less than 501 shares	6,363	1,139,741	0.49%	5,316	908,572	0.39%
501 to 5,000 shares	5,005	6,962,981	3.01%	3,902	4,583,140	1.99%
5,001 to 10,000 shares	393	2,954,148	1.28%	279	2,087,129	0.90%
10,001 to 20,000 shares	244	3,479,311	1.51%	179	2,516,231	1.09%
20,001 to 30,000 shares	69	1,731,832	0.75%	70	1,745,450	0.76%
30,001 to 40,000 shares	31	1,102,913	0.48%	25	881,485	0.38%
40,001 to 50,000 shares	21	958,769	0.42%	27	1,227,380	0.53%
50,001 to 100,000 shares	69	4,911,427	2.13%	66	4,548,394	1.97%
100,001 to 1,000,000 shares	56	24,074,221	10.42%	6 9	26,160,409	11.32%
Above 1,000,000 shares	39	183,684,657	79.52%	40	186,341,810	80.67%
Total	**12,290**	**231,000,000**	**100.00%**	**9,973**	**231,000,000**	**100.00%**

Notes	Particulars		Amount in BDT	
			30 June 2026	30 June 2025
17	**Capital reserve**			
	Revaluation reserve	17.1	547,376,387	719,128,532
	Total		**547,376,387**	**719,128,532**

17.1 The production machinery & equipment of the company were revalued during the FY 2019-20 by independent professional valuer G.K. Adjusters Ltd.

Carrying value of revalued assets

FY	Particulars	Opening balance	Depreciation adjustment	Deferred tax on depreciation	Closing balance
2025-2026	Land	168,084,972	-	-	168,084,972
	Building	6,747,715	1,072,484	241,309	5,916,540
	Machineries	544,295,844	220,543,187	49,622,217	373,374,875
Total		**719,128,532**	**221,615,671**	**49,863,526**	**547,376,387**
2024-2025	Land	168,084,972	-	-	168,084,972
	Building	7,578,890	1,072,484	241,309	6,747,715
	Machineries	715,216,814	220,543,187	49,622,217	544,295,844
Total		**890,880,676**	**221,615,671**	**49,863,526**	**719,128,531**

17.2 Revaluation reserve adjustment

Particulars	Revaluation surplus	Useful life (in year)	Depreciation on revaluation surplus
Land	168,084,972	-	-
Building	21,449,683	20	1,072,484
Machineries	1,470,287,911	7	220,543,187
Total	**1,659,822,566**	**-**	**221,615,671**

Notes	Particulars		Amount in BDT	
			30 June 2026	30 June 2025
18	**Other reserve**			
	Balance as at 01 July		**(2,188,523)**	**(2,278,039)**
	Prior year adjustment		(1,189,404)	-
	Unrealized gain/(loss) on investment in shares during the year		178,464	89,516
	Remeasurement of defined benefit plan (net of tax)		(40,183,859)	-
	Balance as at 30 June		**(43,383,322)**	**(2,188,523)**
19	**Long term loans**			
	Rupali Bank PLC		-	232,320,558
	Prime Bank PLC		229,973,078	354,458,262
	Shimanto Bank PLC		23,883,738	31,230,018
	Syndication loan		3,175,955,081	3,486,206,428
			3,429,811,897	**4,104,215,266**
	Less: Current portion	19.1	597,083,001	911,116,476
	Total		**2,832,728,896**	**3,193,098,790**
	*Significant portion of loans were taken from different banks for financing BMRE projects. Loans are classified under long term loans and short term loans on the basis of duration of payments. Amount of loans which will be paid within next twelve months are classified under short term loans. All loans were taken against securities given by the Beacon Pharmaceuticals PLC. Details of loan arrangements with banks is given in note no. 40.			
19.1	**Long term loan-current portion**			
	Rupali Bank PLC		-	232,320,558
	Prime Bank PLC		141,227,180	175,022,848
	Shimanto Bank PLC		10,443,120	6,511,860
	Syndication loan		445,412,701	497,261,210
	Total		**597,083,001**	**911,116,476**
20	**Lease liabilities**			
	Balance as at 01 July			
	Non-current		110,588,537	-
	Current		19,415,563	-
	Total		**130,004,100**	**-**
	Net change during the year			
	Addition/adjustment		28,000,000	130,004,100
	Interest accrued		19,069,197	-
	Repayment/adjustment		(43,753,532)	-
			3,315,665	**130,004,100**
	Balance as at 30 June			
	Non-current		88,265,812	110,588,537
	Current		45,053,953	19,415,563
	Total		**133,319,765**	**130,004,100**
21	**Employee benefits**			
	Defined benefit plan-gratuity (net)	21.1	449,757,143	393,221,547
	Defined contribution plan-provident fund		270,038,901	313,942,341
	Provision for workers' profit participation fund		124,256,192	75,333,243
	Provision for leave encashment		101,974,302	85,446,593
	Provision for employees medical support		72,693,794	49,336,954
	Total		**1,018,720,332**	**917,280,678**

21.1 Defined benefit plan-gratuity (net)

Particulars	PV of defined benefit obligation	FV of plan assets
Balance as at 01 July 2025	(393,221,547)	-
Retirement benefits paid out	37,113,251	-
Contributions paid into plan	-	34,737,063
Interest on plan assets	-	-
Interest cost on obligation	-	-
Current service cost*	(76,535,769)	-
Gain/loss on remeasurement (OCI)	(51,850,141)	-
Balance as at 30 June 2026 (advised by actuary)	**(484,494,206)**	**34,737,063**

*The Current Service Cost under the Projected Unit Credit Method as defined in IAS19 is the increase in the present value of the Defined Benefit Obligation (that is the gratuities payable) resulting from the employees' service during the period of one year ending on the date of valuation.

Beacon pharmaceuticals PLC has conducted actuarial valuation for the gratuity fund for the first time during the FY2025-26. The valuation has been conducted by a qualified actuary firm "Finctuary Consulting".

Significant characteristics of plan

Plan sponsor	: Beacon Pharmaceuticals PLC
Nature of benefits	: Final salary defined benefit plan
Risks associated with the plan	: Plan sponsor bears all the risks associated with the plan
Vesting criteria	: 5 years of continuous service
Applicable salary	: Last drawn monthly basic salary
Maximum limit of benefit paid	: No upper limit on benefit
Basis of gratuity	: Accrued benefit
Normal retirement age	: 60 years
Benefit calculation	: Less than 5 years: Nil, 5 years and above, but up to 10 years of service: One month's last basic salary for each year, More than 10 years: One and a half months' last basic salary for each year of service.

Notes	Particulars		Amount in BDT	
			30 June 2026	30 June 2025
22	**Trade and other payables**			
	Trade payables	22.1	728,632,528	610,952,965
	Other payables	22.2	428,000,752	397,699,037
	Total		**1,156,633,280**	**1,008,652,002**
22.1	**Trade payables**			
	Local		726,323,057	610,952,965
	Foreign		2,309,471	-
	Total		**728,632,528**	**610,952,965**
22.2	**Other payables**			
	VAT payable		80,684,879	123,094,384
	Interest payable		5,983,777	-
	Provision for expenses		179,173,282	194,485,861
	Sundry payables		115,273,558	65,646,799
	Provisional liability (goods & services)		46,885,256	14,471,993
	Total		**428,000,752**	**397,699,037**

Notes	Particulars	Amount in BDT	
		30 June 2026	30 June 2025
23	**Short term loans**		
	Janata Bank PLC	1,398,290,914	1,394,252,767
	United Commercial Bank PLC	56,571,341	-
	Standard Chartered Bank	-	35,341,250
	Eastern Bank PLC	605,482,202	593,238,703
	Commercial Bank of Ceylon PLC	342,811,392	479,720,994
	Shahjalal Islami Bank PLC	2,052,845,805	2,487,277,879
	Mutual Trust Bank PLC	607,664,637	398,585,056
	Prime Bank PLC	554,422,367	381,657,385
	Modhumoti Bank	92,708,757	-
	Shimanto Bank PLC	199,998,706	203,150,000
	Total	**5,910,796,121**	**5,973,224,034**
24	**Income tax payable**		
	Balance as at 01 July	**383,148,842**	**246,126,476**
	Addition during the year	574,887,469	361,732,193
	Payment during the year	(402,475,530)	(224,709,827)
	Balance as at 30 June	**555,560,781**	**383,148,842**
25	**Unclaimed dividend**		
	Balance as at 01 July	**50,821,150**	**28,012,967**
	Addition during the year	299,979,726	369,915,385
	Payment during the year	(292,266,768)	(347,107,202)
	Balance as at 30 June	**58,534,108**	**50,821,150**

Notes	Particulars		Amount in BDT	
			2025-2026	2024-2025
26	**Revenue**			
	Local		14,679,403,574	12,347,189,124
	Export		1,746,915,461	195,528,090
	Net revenue		**16,426,319,035**	**12,542,717,214**
27	**Cost of sales**			
	Opening stock		1,722,221,577	1,428,645,580
	Purchased during the period		5,690,240,180	4,204,816,063
	Materials available for use		**7,412,461,757**	**5,633,461,644**
	Closing stock		(2,094,616,824)	(1,722,221,577)
	Materials consumption		**5,317,844,933**	**3,911,240,067**
	Factory overheads	27.1	1,723,485,014	1,581,254,950
	Total manufacturing cost		**7,041,329,947**	**5,492,495,017**
	Opening work in process		191,926,680	321,059,959
	Closing work in process		(212,786,874)	(191,926,680)
	Total cost of goods manufactured		**7,020,469,753**	**5,621,628,295**
	Opening finished goods		801,995,868	664,559,161
	Finished goods purchased during the year		734,012,321	530,419,672
	Finished goods available for sale		**8,556,477,942**	**6,816,607,128**
	Closing finished goods		(969,157,406)	(801,995,868)
	Cost of goods sold		**7,587,320,536**	**6,014,611,260**

Notes	Particulars	Amount in BDT	
		2025-2026	2024-2025
27.1	**Factory overheads**		
	Salaries and allowances	519,802,942	383,674,622
	Overtime	102,382,184	58,853,011
	Company contribution to provident fund	12,971,884	10,095,214
	Gratuity	17,883,326	17,727,067
	Employee welfare and recreation	14,034,675	9,616,465
	Entertainment	1,555,274	2,592,068
	Employee fooding	64,419,596	60,634,572
	Local travel and conveyance	273,066	289,207
	Foreign traveling expenses	1,957,623	3,195,444
	Employee medical expense	2,570,435	2,016,562
	Training expenses	1,479,589	1,277,798
	Research and development expense	59,107,227	36,498,284
	Repair and maintenance	102,751,865	85,551,782
	Transportation	22,633,159	22,464,038
	Telephone, fax, courier and internet	4,471,548	3,788,066
	Utilities	364,999,760	369,897,628
	Fees and renewals	2,195,605	6,125,608
	Uniform, laundry and cleaning	1,067,274	36,700
	Printing and stationery	23,012,764	20,160,336
	Legal and consultancy fees	8,929,572	793,922
	Insurance premium	11,168,873	8,815,593
	Freight and carriage	438,164	2,852,746
	Corporate social responsibility (CSR)	139,074	678,000
	Depreciation and amortization	381,018,301	471,005,785
	Other expenses	2,221,234	2,614,432
	Total	**1,723,485,014**	**1,581,254,950**
28	**Administrative expenses**		
	Salaries and allowances	344,318,153	331,715,584
	Company contribution to provident fund	8,134,762	7,911,430
	Gratuity	5,488,805	10,298,007
	Employee welfare and recreation	17,971,477	8,356,854
	Entertainment	10,339,624	7,689,867
	Employee fooding	35,761,695	34,171,661
	Local travel and conveyance	9,892,865	7,665,565
	Foreign traveling expenses	29,591,687	32,029,308
	Employee medical expense	1,330,008	1,113,644
	Training expenses	3,243,088	3,069,113
	Repair and maintenance	54,026,649	31,730,387
	Utilities	3,457,324	3,905,976
	Office rent	6,669,981	22,552,580
	Transportation	44,063,819	34,913,053
	Telephone, fax, courier and internet	7,423,075	5,171,145
	Fees and renewals	155,163,941	59,066,068
	Books, newspaper and periodicals	77,747	94,712
	Uniform, laundry and cleaning	307,147	362,278
	Printing and stationery	21,716,142	17,219,486
	Audit fees	994,074	812,378

Notes	Particulars	Amount in BDT	
		2025-2026	2024-2025
	Legal and consultancy fees	946,450	2,697,370
	Insurance premium	3,821,141	2,118,559
	Depreciation and amortization	95,952,992	72,178,029
	Advertisement and publicity	5,549,654	4,941,764
	Bank charge and commission	14,719,071	13,398,529
	Regulatory fees and meeting expense	6,674,900	6,401,026
	Corporate social responsibility (CSR)	18,623,276	14,115,777
	Other expenses	21,733,050	22,570,250
	Total	**927,992,597**	**758,270,400**
29	**Marketing, selling & distribution expenses**		
	Salaries and allowances	1,809,526,742	1,444,593,590
	Company contribution to provident fund	45,931,159	39,463,432
	Gratuity	53,163,638	72,107,297
	Employee welfare and recreation	51,157,836	22,498,536
	Entertainment	20,655,686	15,019,706
	Employee fooding	73,866,172	69,975,937
	Local travel and conveyance	171,684,731	150,785,376
	Foreign traveling expenses	44,647,921	26,640,491
	Training expenses	41,552,956	39,406,631
	Repair and maintenance	32,442,520	25,543,272
	Office rent	51,680,761	42,161,179
	Fuel for vehicles	87,839,279	56,179,544
	Transportation	8,284,753	6,060,821
	Telephone, fax, courier and internet	49,735,018	34,481,229
	Utilities	11,996,188	9,943,898
	Fees and renewals	8,431,565	7,197,367
	Books, newspaper and periodicals	57,162	103,047
	Printing and stationery	34,538,494	34,060,021
	Legal and consultancy fees	9,228,000	9,182,049
	Uniform, laundry and cleaning	601,200	607,546
	Insurance premium	17,296,559	14,986,386
	Depreciation and amortization	117,275,879	88,217,592
	Advertisement and publicity	15,052,546	13,809,675
	Field force expenses (TA/DA)	421,181,415	376,945,132
	Sales incentive	160,755,683	122,860,661
	Market research and planning	15,382,971	7,886,790
	Sample expenses	71,945,026	59,954,188
	Conference, fair and product launching	272,489,571	245,644,478
	Promotional expenses	168,369,832	65,222,130
	Distribution and collection expenses	263,182,419	233,217,245
	Expiry goods	87,864,631	-
	Bad debts	1,882,729	391,990
	ECL expense	86,246,273	-
	Corporate social responsibility (CSR)	9,787,651	6,203,301
	Other expenses	15,794,816	29,268,117
	Total	**4,331,529,782**	**3,370,618,653**
30	**Other income**		
	Interest on FDR	2,338,493	1,238,560
	Interest on SND	13,052,547	9,196,718
	Gain/(loss) on disposal of fixed assets	33,348	(8,075)

Notes	Particulars	Amount in BDT	
		2025-2026	2024-2025
	Income/(loss) from foreign currency fluctuation	(24,541,349)	(73,239,322)
	Interest income from loan to related parties	338,216,810	320,340,452
	Dividend income	235	2,551
	Miscellaneous income	35,226,732	17,791,971
	Total	**364,326,816**	**275,322,855**
31	**Finance expenses**		
	Interest on short term loan	806,428,776	829,631,263
	Interest on long term loan	527,994,137	533,848,636
		1,334,422,913	**1,363,479,899**
	Less: Transfer to CWIP as borrowing cost	-	(55,032,369)
	Total	**1,334,422,913**	**1,308,447,530**
32	**Contribution to Workers Profit Participation Fund**		
	Profit before contribution to WPPF	2,609,380,024	1,366,092,225
	Applicable rate of contribution	5%	5%
	Total	**124,256,192**	**65,052,012**

32.1 As per provision of section 234(1)(b) of the Bangladesh Labor Act 2006 (as amended up to 2026), 5% of net profit before tax is contributed to the above fund in the following proportions:

Particulars	Proportion	2025-2026	2024-2025
Contribution to participatory fund	80%	99,404,953	52,041,609
Contribution to welfare fund	10%	12,425,619	6,505,201
Contribution to WWF	10%	12,425,619	6,505,201
Total	**100%**	**124,256,192**	**65,052,012**

33	**Current income tax**			
	Provision made during the year		576,817,582	334,272,900
	Under/(over) provision in prior year		(1,930,113)	27,459,293
	Total		**574,887,469**	**361,732,193**
33.1	**Net deferred expense/(income)**			
	Deferred tax liability/(asset) at the opening of the year		169,369,374	176,573,114
	Deferred tax liability/(asset) at the closing of the year	8	125,766,746	169,369,374
	Deferred tax expense/(income)		**(43,602,628)**	**(7,203,740)**
	OCI		(11,666,282)	-
	Profit or loss item		(31,936,347)	(7,203,740)
	Total		**(43,602,628)**	**(7,203,740)**

33.2 Reconciliation of effective tax rate

Particulars	2025-2026		2024-2025	
	Percentage	BDT	Percentage	BDT
Profit before tax		2,485,123,832		1,301,040,214
Tax using the company's tax rate	21.53%	534,945,905	22.50%	292,734,048
Provision for non-deductible expenses	1.68%	41,871,677	3.19%	41,538,853
Over/(under) provision during the year	-0.08%	(1,930,113)	2.11%	27,459,293
Adjustment/provision released during the year	0.00%	-	0.00%	-
Deferred tax expense/(income) during the year	-1.29%	(31,936,347)	-0.55%	(7,203,740)
Total	**21.85%**	**542,951,122**	**27.25%**	**354,528,454**

Notes	Particulars	Amount in BDT	
		2025-2026	2024-2025

34 Related party disclosures

34.1 Transactions with key management personnel

Key management personnel compensations are comprised the followings:

Meeting attendance fees	1,320,000	780,000
Remuneration and bonus	8,645,000	8,600,000
Other allowances	11,300,000	16,800,000
Total	**21,265,000**	**26,180,000**

34.2 Transactions with other related parties

Name of the related parties	Nature of relationship	Nature of transaction	Transaction during the year (net)	As at 30 June 2026	As at 30 June 2025
Beacon Medicare Ltd.	Sister concern	Loan	(175,705,278)	818,274,190	993,979,468
		Receivable	(10,870,378)	1,459,376,864	1,470,247,241
Ereba Capsules Ltd.	Sister concern	Loan	515,246,297	515,246,297	-
		Advance	135,916,208	499,617,802	363,701,594
Beacon Business Solutions Ltd.	Sister concern	Payable	4,375,139	(27,242,389)	(31,617,528)
Beacon Nutraceuticals Ltd.	Sister concern	Loan	289,090	44,038,180	43,749,090
MEK Pharmatech Ltd.	Sister concern	Loan	61,049,163	130,666,121	69,616,958
		Advance	20,904,560	20,904,560	-
MEK Auto Bricks Ltd.	Sister concern	Loan	243,770	5,610,505	5,366,735
Beacon Cephalosporin Ltd.	Sister concern	Advance	(191,469,626)	276,330,248	467,799,874
Beacon Oncology Ltd.	Sister concern	Loan	124,495	53,668,791	53,544,296
Beacon Developments Ltd.	Sister concern	Loan	(14,546,895)	798,344,803	812,891,698
		Payable	18,785,874	-	(18,785,874)
Beacon Power Systems Ltd.	Sister concern	Loan	-	70,000	70,000
UB Nutraceuticals Ltd.	Sister concern	Loan	138,276,387	277,753,578	139,477,191
UB Imports Limited	Sister concern	Loan	210,000	210,000	-
Total			**502,828,807**	**4,872,869,550**	**4,370,040,744**

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions.

35 Disclosures as per Securities and Exchange Rules

35.1 Capacity utilization

Actual production and utilization for major products groups are as follows: Capacity and utilization in million (Pcs)

Major product/Unit	Capacity	30 June 2026		30 June 2025	
		Actual production	Percentage of utilization	Actual production	Percentage of utilization
Tablet	865.10	790.62	91.39%	640.42	74.03%
Capsule	683.22	112.62	16.48%	95.17	13.93%
Powder for suspension (PFS)	7.43	0.28	3.71%	0.21	2.82%
Syrup & suspension	30.98	15.45	49.87%	11.76	37.96%
Pediatrics drops	19.82	0.73	3.67%	0.47	2.37%
Injection	41.91	8.22	19.61%	6.21	14.82%
Infusion	5.09	1.04	20.49%	1.00	19.65%
Cream & ointment	29.74	2.66	8.95%	1.45	4.88%
Total	**1,683.29**	**931.62**	**55.34%**	**756.69**	**44.95%**

35.2 Contingencies

The Company has certain commitments and potential obligations arising in the ordinary course of its business, primarily in respect of bank guarantees and letters of credit issued through its banking arrangements. These arrangements are generally provided in connection with the Company's business operations, including procurement, import of materials, and other contractual and commercial requirements.

Based on management's assessment of the underlying circumstances, the Company does not consider that an outflow of economic resources in respect of these matters is probable at the reporting date. Accordingly, no provision has been recognized in the financial statements in respect of these items. Where applicable, the related amounts have been disclosed as contingent liabilities in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

The details of bank guarantees and letters of credit outstanding as at the 30 June are as follows:

Notes	Particulars	Amount in BDT	
		30 June 2026	30 June 2025
	Bank guarantee		
	Commercial Bank of Ceylon	8,929,100	9,041,924
	Shahjalal Islami Bank PLC	18,086,347	18,086,347
	ICB Islamic Bank	4,269,510	4,269,510
	Modhumoti Bank PLC	103,059	-
		31,388,016	**31,397,781**
	Letter of credit		
	Commercial Bank of Ceylon	-	94,880,341
	Janata Bank PLC	129,500,000	148,400,000
	Eastern Bank PLC	50,625,862	-
	Mutual Trust Bank PLC	59,331,791	5,137,952
	Prime Bank PLC	54,323,656	112,616,188
	Shahjalal Islami Bank PLC	105,916,700	-
	United Commercial Bank PLC	13,673,205	-
	Modhumoti Bank PLC	89,524,000	-
		502,895,213	**361,034,481**
	Total	**534,283,229**	**392,432,262**

35.3 Particulars of disposal of property, plant and equipment

The following assets were disposed off during the year:

Class of assets	Cost	Accumulated depreciation	Written down value	Sales price	Gain/(loss)
Vehicles	38,795,440	38,205,875	589,565	648,787	59,222
Office equipment	5,137,687	4,994,641	143,046	117,173	(25,873)
Total	**43,933,127**	**43,200,515**	**732,612**	**765,960**	**33,348**

35.4 Earnings per share

a) Basic earnings per share

Basic Earnings Per Share (EPS) is calculated in accordance with the International Accounting Standard (IAS) 33: Earnings Per Share.

The composition of EPS is given below:		
Total profit attributable to shareholders	1,942,172,709	946,511,761
Weighted average number of shares outstanding	231,000,000	231,000,000
Earnings per share	**8.41**	**4.10**

b) Diluted earnings per share

No diluted earnings per share is required to be calculated for the year as there was no scope for dilution during the year.

35.5 Calculation of Net Asset Value (NAV) per share

Net asset value	8,276,336,644	6,667,081,042
Weighted average number of shares outstanding	231,000,000	231,000,000
NAV per share	**35.83**	**28.86**

Notes	Particulars	Amount in BDT	
		2025-2026	2024-2025
35.6	**Calculation of Net Operating Cash Flows per share (NOCFPS)**		
	Net cash flow from operating activities	2,236,214,677	1,600,027,867
	Weighted average number of shares outstanding	231,000,000	231,000,000
	NOCF per share	**9.68**	**6.93**
35.7	**Reconciliation of net profit with cashflows from operating activities**		
	Net profit	1,942,172,709	946,511,761
	Add/(deduct) for noncash items		
	Depreciation and amortization	566,247,172	631,401,406
	Finance expense	1,334,422,913	1,308,447,530
	Current income tax	574,887,469	361,732,193
	Deferred tax expense/(income)	(31,936,347)	(7,203,740)
	(Gain)/loss on sale of assets	(33,348)	8,075
	(Gain)/loss on foreign currency	24,541,349	73,239,322
		4,410,301,917	**3,314,136,547**
	(Increase)/decrease of current assets		
	Inventories	(574,962,927)	(435,599,990)
	Trade and other receivables	(826,958,680)	(50,520,955)
	Prepayments and deposits	756,342,501	347,172,026
		(645,579,106)	**(138,948,919)**
	Increase/(decrease) of current liabilities		
	Trade and other payables	147,981,278	(236,313,576)
	Employee benefits	101,439,654	243,538,997
		249,420,932	**7,225,421**
	Cash generated from operation	**4,014,143,743**	**3,182,413,049**
	Finance expenses paid	(1,328,439,136)	(1,327,236,245)
	Income tax paid	(449,489,930)	(255,148,937)
	Net cash generated from/(used) in operations	**2,236,214,677**	**1,600,027,867**

36 Disclosures as per Schedule-11, The Companies Act, 1994

36.1 Number of employees

The number of employees engaged for the whole year or part thereof who received a total salary of TK 36,000 p.a. or above at reporting date was as follows:

Number of employees	**5,726**	**4,771**

As at 30 June, the Company's total workforce stood at 5,726 employees, comprising 4,622 confirmed employees, 1,098 employees pending confirmation, and 6 contractual employees.

36.2 Value of imports on Cost, Insurance and Freight (CIF) basis

Raw and packing materials	2,746,984,944	2,115,637,928
Spares and others	74,599,312	40,295,343
Capital goods	143,344,678	522,924,035
Total	**2,964,928,934**	**2,678,857,306**

37 Operating segment

In accordance with IFRS 8 Operating Segments, the Company identifies its operating segments based on the internal financial and operational information regularly reviewed by the Chief Operating Decision Maker (CODM) for the purpose of allocating resources and assessing the performance of the business. The Company's operations are managed and reported primarily based on geographical markets, comprising Local Sales and Export Sales. The local sales segment represents revenue generated from the sale of pharmaceutical products to customers within Bangladesh, while the Export Sales segment represents revenue generated from the sale of pharmaceutical products to customers outside Bangladesh.

The Company's principal products comprise pharmaceutical products, including general, Chronic care, Oncology, Biotech and Palliative care medicine. The CODM reviews the performance of these geographical segments through revenue, profitability and other relevant financial and operational information to support business and resource allocation decisions.

The Company does not have any other separately identifiable reportable operating segments apart from Local Sales and Export Sales. Accordingly, these two geographical segments constitute the Company's reportable segments for the purpose of IFRS 8. The accounting policies applied in preparing segment information are consistent with those used in the preparation of the Company's financial statements.

Particulars	Reportable segment (year ended 30 June 2026)		
	Country of domicile (Local)	Foreign countries (Export)	Total
Net revenue from external customers	14,679,403,574	1,746,915,461	16,426,319,035
Inter-segment revenue	-	-	-
Total segment revenue	**14,679,403,574**	**1,746,915,461**	**16,426,319,035**
Net profit	1,735,625,428	206,547,281	1,942,172,709
Non current assets	5,789,465,111	688,972,550	6,478,437,661
Current assets	12,678,270,450	1,508,771,563	14,187,042,013
Total assets	**18,467,735,561**	**2,197,744,113**	**20,665,479,674**
Shareholders' equity and reserve	7,396,160,117	880,176,527	8,276,336,644
Non-current liabilities	3,633,123,631	432,358,155	4,065,481,786
Current liabilities	7,438,451,813	885,209,431	8,323,661,244
Total equity & liabilities	**18,467,735,561**	**2,197,744,113**	**20,665,479,674**

38 Financial instruments - Fair values and risk management

Accounting classifications and fair values

The following table shows the carrying amounts and fair values, where applicable, of financial assets and financial liabilities. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

When measuring the fair value of an asset or a liability, the Company uses market observable data as far as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

• Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

• Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

• Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Particulars	Notes	Carrying Amount							Fair Value			
		Investment valued at cost	Fair value hedging instruments	Held for trading	At amortized cost	FVOCI- Equity instruments	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
30 June 2026												
Financial assets measured at fair value												
Investment valued at fair value	11.1	-	-	-	-	669,800	-	669,800	669,800	-	-	669,800
Financial assets not measured at fair value												
Trade and other receivables	10	-	-	-	3,860,194,644	-	-	3,860,194,644	-	-	-	-
Short term investment and loans	11	-	-	-	2,644,552,265	-	-	2,644,552,265	-	-	-	-
Security deposit and earnest money	13	-	-	-	139,506,873	-	-	139,506,873	-	-	-	-
Other financial assets	14	-	-	-	94,764,972	-	-	94,764,972	-	-	-	-
Cash and cash equivalents	15	-	-	-	252,448,379	-	-	252,448,379	-	-	-	-
		-	**-**	**-**	**6,991,467,133**	**-**	**-**	**6,991,467,133**	**-**	**-**	**-**	**-**
Financial liabilities measured at fair value		-	-	-	-	-	-	-	-	-	-	-
Financial liabilities not measured at fair value												
Long term loans	19	-	-	-	-	-	3,429,811,897	3,429,811,897	-	-	-	-
Short term loans	23	-	-	-	-	-	5,910,796,121	5,910,796,121	-	-	-	-
Trade payables	22.1	-	-	-	-	-	728,632,528	728,632,528	-	-	-	-
Other payables	22.2	-	-	-	-	-	428,000,752	428,000,752	-	-	-	-
Unclaimed dividend	25	-	-	-	-	-	58,534,108	58,534,108	-	-	-	-
Lease liabilities	20	-	-	-	-		133,319,765	133,319,765	-	-	-	-
		-	**-**	**-**	**-**	**-**	**10,689,095,171**	**10,689,095,171**	**-**	**-**	**-**	**-**

Particulars	Notes	Carrying Amount							Fair Value			
		Investment valued at cost	Fair value hedging instruments	Held for trading	At amortized cost	FVOCI- Equity Instruments	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
30 June 2025												
Financial assets measured at fair value												
Investment valued at fair value		-	-	-	-	491,336	-	491,336	491,336	-	-	491,336
Financial assets not measured at fair value												
Trade and other receivables	10	-	-	-	3,033,235,963	-	-	3,033,235,963	-	-	-	-
Short term investment and loans	11	-	-	-	2,119,186,773	-	-	2,119,186,773	-	-	-	-
Security deposit and earnest money	13	-	-	-	169,711,245	-	-	169,711,245	-	-	-	-
Other financial assets	14	-	-	-	15,743,684	-	-	15,743,684	-	-	-	-
Cash and cash equivalents	15	-	-	-	227,866,038	-	-	227,866,038	-	-	-	-
		-	**-**	**-**	**5,565,743,703**	**-**	**-**	**5,565,743,703**	**-**	**-**	**-**	**-**
Financial liabilities measured at fair value		-	-	-	-	-	-	-	-	-	-	-
Financial liabilities not measured at fair value												
Long term loans	19	-	-	-	-	-	4,104,215,266	4,104,215,266	-	-	-	-
Short term loans	23	-	-	-	-	-	5,973,224,034	5,973,224,034	-	-	-	-
Trade payables	22.1	-	-	-	-	-	610,952,965	610,952,965	-	-	-	-
Other payables	22.2	-	-	-	-	-	397,699,037	397,699,037	-	-	-	-
Unclaimed dividend	25	-	-	-	-	-	50,821,150	50,821,150	-	-	-	-
Lease liabilities	20	-	-	-	-		130,004,100	130,004,100	-	-	-	-
		-	**-**	**-**	**-**	**-**	**11,266,916,552**	**11,266,916,552**	**-**	**-**	**-**	**-**

39 Financial risk management

The Company has exposure to the following risks arising from financial instruments:

- Credit risk
- Liquidity risk
- Market risk

Risk management framework

The company management has overall responsibility for the establishment and oversight of the company risk management framework. The company risk management policies are established to identify and analyze these risks faced by the company, to set appropriate risk limits and controls and to monitor risks and adhere to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the companies activities. The company, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

39.1 Credit risk

Credit risk is the risk of a financial loss to the company if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The Company's exposure to credit risk is primarily influenced by the individual characteristics of each customer. However, management also takes into account factors that may affect the overall credit risk of its customer base, including the default risk associated with the industry and country in which the customers operate. The maximum exposure to credit risk is represented by the carrying amount of each financial asset as reported in the statement of financial position.

Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

Particulars	2025-2026	2024-2025
Trade receivables	2,975,554,397	2,487,797,841
Other financial assets	94,764,972	15,743,684
Total	**3,070,319,369**	**2,503,541,525**

Ageing of trade receivables

At 30 June 2026, the ageing of trade receivables were as follows:

Past due 30 days or below	676,212,610	520,643,694
Past due 31-90 days	514,247,291	191,873,781
Past due 91-180 days	185,575,941	42,420,117
Past due over 180 days	1,599,518,555	1,732,860,249
Total	**2,975,554,397**	**2,487,797,841**

A major portion of the Company's trade receivables as at 30 June 2026 relates to intercompany balances, which carry minimal credit risk. Other than trade receivables and other financial assets are not subject to credit risk. Any exposure that does exist is considered negligible and does not require separate disclosure.

39.2 Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure, as far as possible, that it maintains sufficient liquidity to meet its liabilities as they fall due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company aims to maintain its cash and cash equivalents, along with other investments, at levels exceeding the anticipated cash outflows on financial liabilities. It also closely monitors expected cash inflows from trade and other receivables, alongside expected cash outflows for trade and other payables.

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities at the reporting date.

Particulars	Notes	2025-2026		
		Contractual cash flows		
		Carrying amount	Less than 1 Year	More than 1 Year
Non-derivative financial liabilities				
Long term loans	19	3,429,811,897	597,083,001	2,832,728,896
Short terms loans	23	5,910,796,121	5,910,796,121	-
Lease liabilities	20	133,319,765	45,053,953	88,265,812
Trade and others payable	22	1,156,633,280	1,156,633,280	-
Unclaimed dividend	25	58,534,108	58,534,108	-
Total		**10,689,095,171**	**7,768,100,463**	**2,920,994,708**
Derivative financial liabilities		-	-	-

Particulars	Notes	2024-2025		
		Contractual cash flows		
		Carrying amount	Less than 1 Year	More than 1 Year
Non-derivative financial liabilities				
Long term loans	19	4,104,215,266	911,116,476	3,193,098,790
Short terms Loans	23	5,973,224,034	5,973,224,034	-
Lease liabilities	20	130,004,100	19,415,563	110,588,537
Trade and others payable	22	1,008,652,002	1,008,652,002	-
Unclaimed dividend	25	50,821,150	50,821,150	-
Total		**11,266,916,552**	**7,963,229,225**	**3,303,687,327**
Derivative financial liabilities		-	-	-

39.3 Market risk

Market risk is the risk that any change in market prices such as foreign exchange rates and interest, will affect the company's income or the value of its financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters.

a) Currency risk

The company is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the United States Dollar (USD), Euro (EUR) and Great Britain Pound (GBP). Foreign exchange risk arises from future commercial transactions of recognized assets and liabilities. Management complies with the treasury policy to manage foreign exchange risk against their functional currency.

b) Interest rate risk

Interest rate risk is the risk arising from changes in interest rates on borrowings. Currently, the Company has no borrowings exposed to significant interest rate risk, and the exposure remains minimal.

Exposure to interest rate risk

The interest rate profile of the Company's interest-bearing financial instruments as at the statement of financial position date is presented below:

Particulars	Notes	2025-2026	2024-2025
Financial assets			
Other financial assets	14	94,764,972	15,743,684
Other receivable	10.1	884,640,247	545,438,122
Total		**979,405,219**	**561,181,806**
Financial liabilities			
Long term loans	19	3,429,811,897	4,104,215,266
Short term loans	23	5,910,796,121	5,973,224,034
Lease liabilities	20	133,319,765	-
Total		**9,473,927,783**	**10,077,439,300**

40 Beacon Pharmaceuticals PLC has following arrangements with banks as at 30 June 2026

SL no.	Bank name	Loan type	Details type of loan	Facility limit	As at 30 June 2026	As at 30 June 2025
1	Rupali Bank PLC	Funded	Term Loan-Balancing, Modernization, Rehabilitation and Expansion (BMRE)	700,000,000	-	232,320,558
		Funded	Term Loan-Balancing, Modernization, Rehabilitation and Expansion (BMRE-II)	477,100,000	414,858,688	472,839,286
				1,177,100,000	**414,858,688**	**705,159,844**
2	Bank Asia PLC	Funded	Term Loan-Balancing, Modernization, Rehabilitation and Expansion (BMRE-II)	572,500,000	537,017,269	592,208,198
				572,500,000	**537,017,269**	**592,208,198**
3	One Bank PLC	Funded	Term Loan-Balancing, Modernization, Rehabilitation and Expansion (BMRE-II)	286,200,000	243,691,890	266,046,801
				286,200,000	**243,691,890**	**266,046,801**
4	Commercial Bank of Ceylon	Non-Funded	Letter of Credit	4,500,000,000	-	94,880,341
		Non-Funded	Bank Guarantee(BG)		8,929,100	9,041,924
		Funded	Accepted Bill/Usance Payable at Sight		76,284,642	-
		Funded	Loan Against Trust Receipt (LATR)		20,448,663	229,546,311
		Funded	Overdraft	1,000,000,000	96,078,086	100,174,683
		Funded	Revolving Short Term Loan (RSTL)	1,500,000,000	150,000,000	150,000,000
				7,000,000,000	**351,740,491**	**583,643,259**
5	Janata Bank PLC	Non-Funded	Letter of Credit	600,000,000	129,500,000	148,400,000
		Non-Funded	Accepted Bill/Usance Payable at Sight		-	-
		Funded	Cash Credit (Hypo)	1,400,000,000	1,398,290,914	1,394,252,767
		Funded	Term Loan-Balancing, Modernization, Rehabilitation and Expansion (BMRE-II)	715,500,000	500,165,491	547,331,341
				2,715,500,000	**2,027,956,405**	**2,089,984,108**
6	Standard Chartered Bank	Non-Funded	Accepted Bill/Usance Payable at Sight	380,000,000	-	-
		Funded	STL		-	35,341,250
		Funded	Overdraft	20,000,000	-	-
				400,000,000	**-**	**35,341,250**
7	United Commercial Bank	Non-Funded	Letter of Credit	400,000,000	13,673,205	-
		Non-Funded	Accepted Bill/Usance Payable at Sight		-	-
		Funded	Loan Against Trust Receipt (LATR)		8,222,285	-
		Funded	Overdraft	50,000,000	48,349,056	-
		Funded	Time Loan	300,000,000	-	-
		Funded	Term Loan-Balancing, Modernization, Rehabilitation and Expansion (BMRE-II)	477,100,000	411,313,379	450,365,984
				1,227,100,000	**481,557,925**	**450,365,984**

SL no.	Bank name	Loan type	Details type of loan	Facility limit	As at 30 June	
					2026	2025
8	Eastern Bank PLC	Funded	Letter of Credit (RM+CAPEX:5cr)	450,000,000	50,625,862	-
			Accepted Bill/Usance Payable at Sight		91,881,648	4,300,000
			Loan Against Trust Receipt (LATR)		124,004,106	134,499,906
			Overdraft	200,000,000	196,533,258	204,343,311
			Demand Loan	200,000,000	193,071,035	250,095,486
			Credit card	-	(7,845)	-
			Term Loan-Balancing, Modernization, Rehabilitation and Expansion (BMRE-II)	763,300,000	638,330,848	686,458,102
				1,613,300,000	**1,294,438,912**	**1,279,696,805**
9	Shahjalal Islami Bank PLC	Non-Funded	Accepted Bill/Usance Payable at Sight	936,800,000	105,916,700	-
			Bank Guarantee(BG)	18,086,347	18,086,347	18,086,347
		Funded	Bai-Muazzal Time Loan Revolving	1,200,000,000	1,021,531,694	2,487,277,879
			Loan Against Trust Receipt (LATR)	1,000,000,000	1,031,314,111	
				3,154,886,347	**2,176,848,852**	**2,505,364,226**
10	Prime Bank PLC	Non-Funded	Letter of credit	400,000,000	54,323,656	112,616,188
		Funded	Accepted Bill/Usance Payable at Sight		70,732,140	-
			Loan Against Trust Receipt (LATR)		103,898,150	38,560,938
			Time Loan	150,000,000	174,523,062	153,521,250
			Overdraft	200,000,000	205,269,015	189,575,197
			Term loan	235,137,829	229,973,078	354,458,262
				985,137,829	**838,719,101**	**848,731,836**
11	Mutual Trust Bank PLC	Non-Funded	Letter of Credit	500,000,000	59,331,791	5,137,952
		Funded	Accepted Bill/Usance Payable at Sight		57,231,539	
			Loan Against Trust Receipt (LATR)		142,644,317	36,382,545
			Time Loan (15 crore and 10 crore)	250,000,000	263,712,976	207,073,449
			Secured Overdraft	150,000,000	144,075,805	155,129,062
				900,000,000	**666,996,428**	**403,723,008**
12	Shimanto Bank PLC	Funded	Revolving Term Loan	200,000,000	199,998,706	203,150,000
			Term Loan for Vehicle	50,000,000	23,883,738	31,230,018
				250,000,000	**223,882,445**	**234,380,018**
13	Jamuna Bank PLC	Non-Funded	Letter of Credit	-	-	
		Funded	Time Loan	-	-	
			Term Loan-Balancing, Modernization, Rehabilitation and Expansion (BMRE-II)	477,100,000	430,577,514	470,956,714
				477,100,000	**430,577,514**	**470,956,714**

SL no.	Bank name	Loan type	Details type of loan	Facility limit	As at 30 June	
					2026	2025
14	ICB Islami Bank PLC	Non-Funded	Bank Guarantee(BG)	4,269,510	4,269,510	4,269,510
				4,269,510	**4,269,510**	**4,269,510**
15	IPDC	Lease	Lease Finance for Vehicle	30,000,000	22,746,766	-
				30,000,000	**22,746,766**	**-**
16	Modhumoti Bank	Non-Funded	Revolving Bank Guarantee(BG)	350,000,000	103,059	-
		Funded	Letter of Credit-LC/Bill/ UPAS		89,524,000	-
			Loan Against Trust Receipt (LATR)	50,000,000	92,708,757	-
			CC-Hypo	50,000,000		-
			Revolving STL for custom duty, VAT	50,000,000		-
				500,000,000	**182,335,816**	**-**
Total				**21,293,093,686**	**9,897,638,013**	**10,469,871,561**

Beacon Pharmaceuticals PLC

FIXED ASSETS SCHEDULE

As at 30 June 2026

Annexure-A
Amount in BDT

Asset class	Cost				Depreciation				WDV as at 30 June 2026
	As at 01 July 2025	Addition	Adjustment/ disposal	As at 30 June 2026	As at 01 July 2025	Addition	Adjustment	As at 30 June 2026	
Land and land development	663,805,802	25,854,402	-	689,660,204	-	-	-	-	689,660,204
Factory building	2,588,647,790	-	-	2,588,647,790	649,720,290	129,479,302	-	779,199,592	1,809,448,198
Corporate head office building	60,456,584	-	-	60,456,584	24,198,587	3,023,571	-	27,222,158	33,234,426
Production machinery	2,263,355,689	561,088,678	-	2,824,444,367	1,092,081,116	128,084,921	-	1,220,166,037	1,604,278,330
Furniture and fixtures	446,245,296	29,170,300	-	475,415,596	234,540,257	44,208,087	-	278,748,344	196,667,252
Office equipment	276,510,645	43,899,635	5,137,687	315,272,593	161,316,085	32,773,438	4,994,641	189,094,882	126,177,711
Vehicles	838,030,377	170,033,191	38,795,440	969,268,128	489,199,160	133,870,363	38,205,875	584,863,648	384,404,480
Utility equipment and Installation	1,318,421,203	85,257,722	-	1,403,678,925	508,783,118	82,934,019	-	591,717,137	811,961,788
As at 30 June 2026	**8,455,473,385**	**915,303,928**	**43,933,127**	**9,326,844,186**	**3,159,838,612**	**554,373,701**	**43,200,516**	**3,671,011,797**	**5,655,832,389**
As at 30 June 2025	**7,616,489,186**	**857,829,662**	**18,845,463**	**8,455,473,385**	**2,559,686,776**	**618,752,154**	**18,600,318**	**3,159,838,612**	**5,295,634,773**
Intangible assets as at 30 June 2026	**42,605,859**	**2,176,643**	**-**	**44,782,502**	**26,079,480**	**10,359,226**	**-**	**36,438,706**	**8,343,796**
Intangible assets as at 30 June 2025	**41,409,909**	**1,195,950**	**-**	**42,605,859**	**13,430,228**	**12,649,252**	**-**	**26,079,480**	**16,526,379**



CORPORATE INTEGRITY, GOVERNANCE & MARKET CONFIDENCE


ONE PLATFORM, INFINITE POSSIBILITIES
PREMIUM
Xelpac
where ORIGINATOR'S API THRIVES
Elevate Your Experience
with API Harmony from
INDENA, ITALY
BEACON®
Light for life

PUBLIC PERCEPTION & REPUTATIONAL INTEGRITY

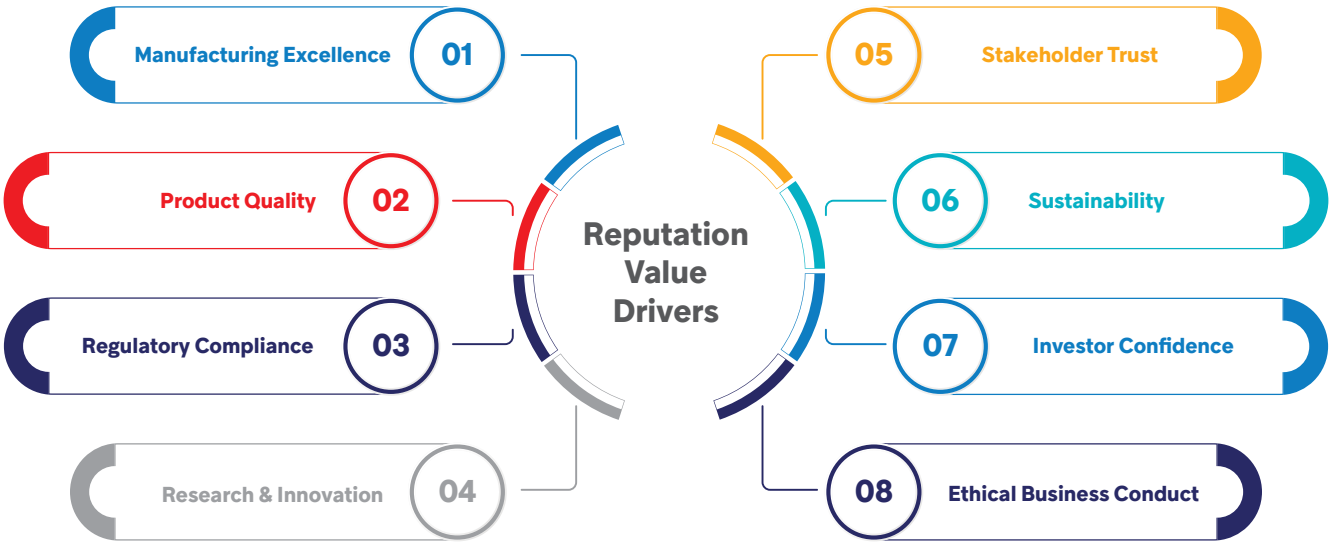
Beacon Pharmaceuticals PLC recognizes that reputation is one of its most valuable strategic assets. In today's highly regulated pharmaceutical industry, public confidence is built not only through the quality, safety and efficacy of medicines but also through responsible corporate behaviors, ethical business practices, transparent communication and sustainable value creation.

The Company continues to strengthen its reputation by consistently delivering affordable, high-quality pharmaceutical products while maintaining the highest standards of governance, compliance and operational excellence. Through continuous investment in advanced manufacturing technologies, research and development, quality assurance systems and regulatory compliance, Beacon has established itself as one of Bangladesh's leading pharmaceutical manufacturers and a trusted healthcare partner in both domestic and international markets.

Corporate reputation is continuously shaped by the experiences and perceptions of patients, healthcare professionals, distributors, suppliers, investors, regulators, employees and the communities in which the Company operates. Accordingly, reputation management is embedded within the Company's governance framework and strategic decision-making processes.

The Board of Directors and senior management recognize that maintaining stakeholder trust requires consistent alignment between corporate values, business decisions and day-to-day operations. Reputation is therefore considered a strategic enterprise asset that influences long-term competitiveness, market access, investor confidence and sustainable growth.

Reputation Value Drivers



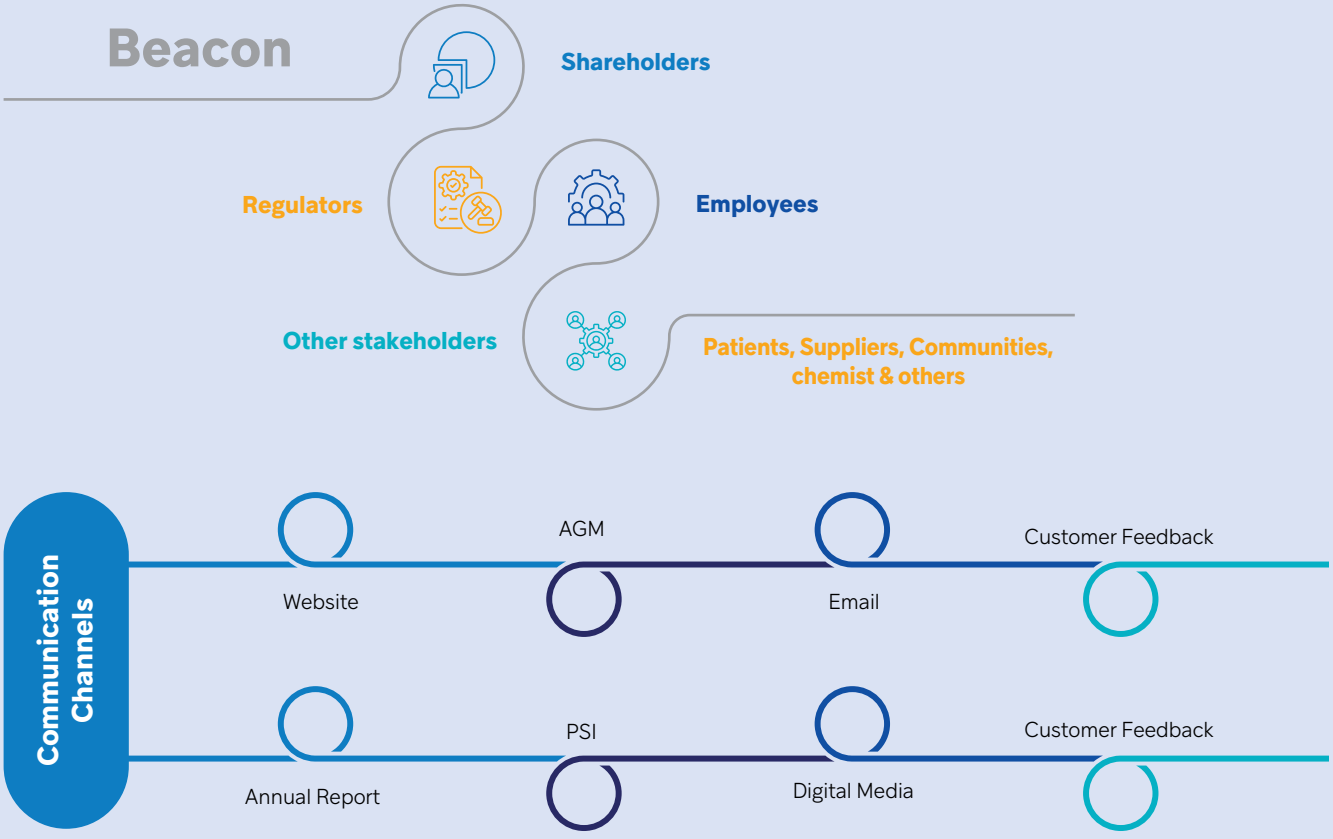
Media Coverage and Stakeholder Sentiment

Beacon Pharmaceuticals PLC recognizes that transparent communication and constructive stakeholder engagement play a critical role in shaping public perception and corporate reputation. The Company seeks to maintain open, timely and accurate communication with stakeholders through multiple channels while ensuring compliance with applicable regulatory disclosure requirements.

Media coverage represents an important source of information for investors, healthcare professionals, customers and the wider community. Beacon endeavors to ensure that information released to the public is factual, balanced and consistent with its corporate values. Public communications are designed to provide stakeholders with a clear understanding of the Company's business performance, strategic initiatives, sustainability efforts and governance practices.

The Company continuously monitors stakeholder sentiment to better understand evolving expectations and identify opportunities for improvement. Feedback received from customers, healthcare professionals, employees, suppliers, shareholders and business partners contributes to the continuous enhancement of products, services and operational practices. Digital communication channels have become increasingly important in engaging stakeholders. Beacon continues to strengthen its digital presence through its corporate website and other communication platforms by sharing relevant corporate updates, financial information, sustainability initiatives and stakeholder information in a timely manner.

Stakeholder Communication Map



Ethical Conduct and Integrity Disclosures

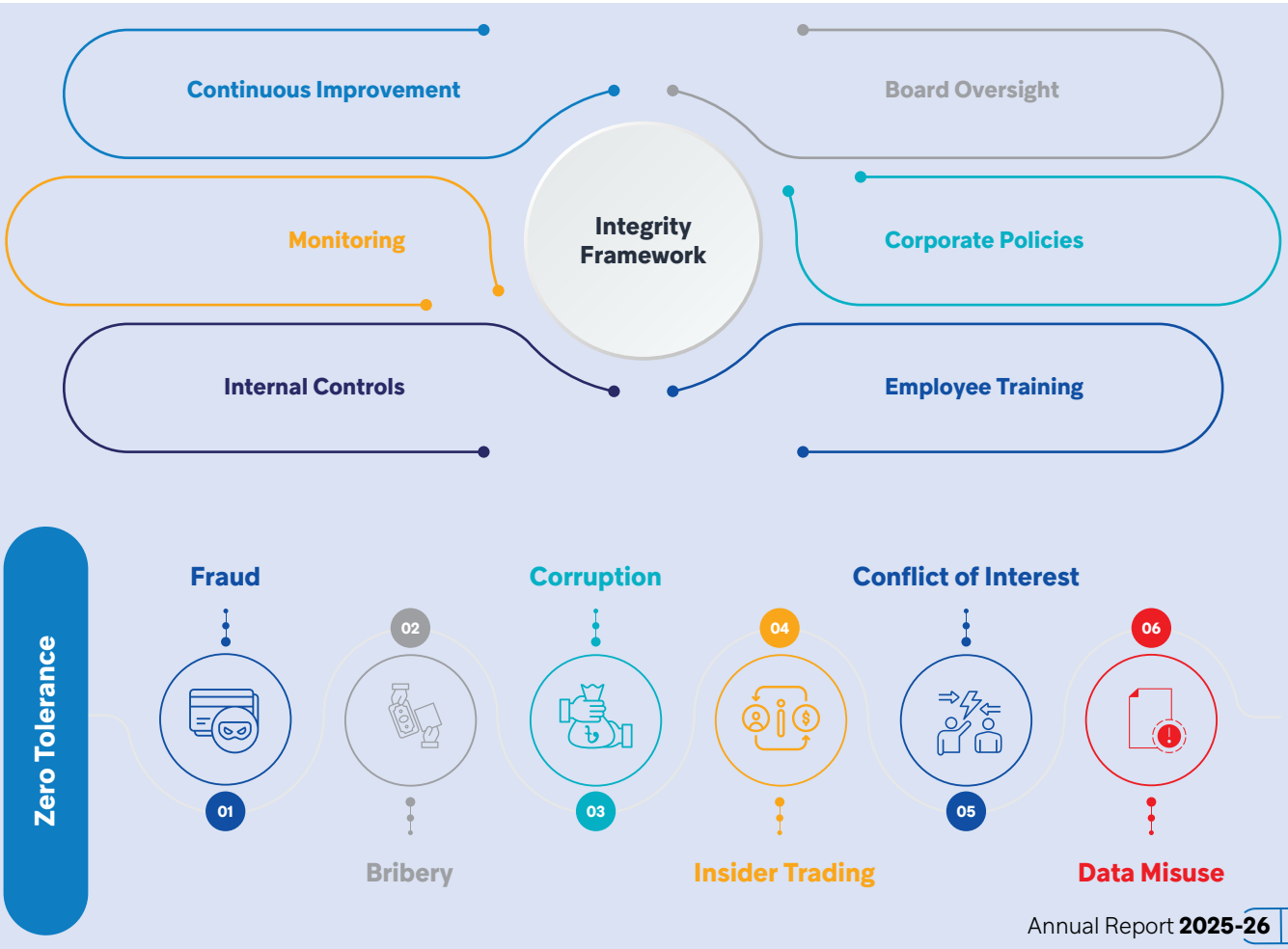
Integrity forms the foundation of Beacon Pharmaceuticals PLC's corporate culture. The Company is committed to conducting business ethically, responsibly and in compliance with applicable laws, regulations and internal policies. Ethical conduct is considered essential for maintaining stakeholder confidence, protecting the Company's reputation and supporting long-term value creation.

The Board of Directors promotes a culture of accountability, transparency and responsible leadership throughout the organization. Employees are expected to perform their duties honestly, professionally and with respect for the Company's ethical standards. Ethical considerations are integrated into operational and strategic decision-making across all business functions.

The Company maintains policies and procedures designed to promote ethical business practices, including compliance with applicable legal and regulatory requirements, responsible procurement practices, fair competition, confidentiality of information and protection of corporate assets.

Beacon maintains a zero-tolerance approach towards fraud, corruption, bribery and other unethical practices. Appropriate internal controls, segregation of duties, delegated authority limits and periodic internal audits support the prevention, detection and mitigation of misconduct.

Stakeholder Communication Map



Governance Dashboard

Indicator	Status
Code of Conduct	√
Internal Audit	√
Compliance Training	√
Whistleblower Mechanism	√

Transparency in Reporting Good and Bad News

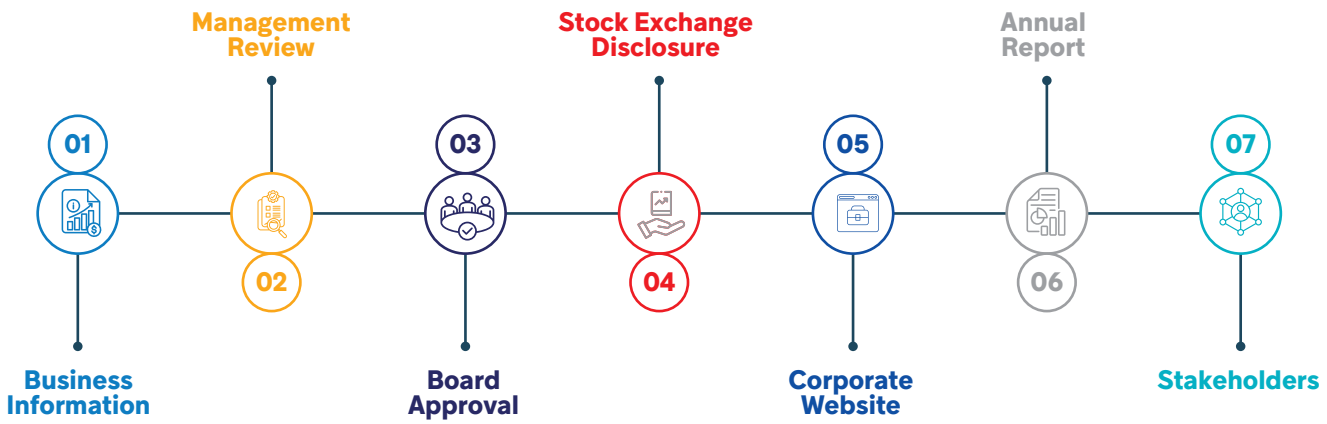
Beacon Pharmaceuticals PLC believes that transparent, balanced and timely reporting is fundamental to maintaining stakeholder trust and upholding the highest standards of corporate governance. The Company is committed to providing fair, accurate and comprehensive disclosures that enable investors, regulators and other stakeholders to make informed decisions based on reliable information.

The Company's reporting philosophy extends beyond highlighting financial achievements and operational successes. Beacon recognizes that long-term credibility is strengthened by openly communicating both positive developments and material challenges that may influence its financial performance, operations, strategic objectives or risk profile. This balanced approach demonstrates accountability and reinforces the Company's commitment to ethical and responsible business practices

Financial statements and other corporate disclosures are prepared in accordance with applicable International Financial Reporting Standards (IFRS), the Companies Act, the Bangladesh Securities and Exchange Commission (BSEC) regulations, the listing requirements of the Dhaka and Chittagong Stock Exchanges, and other relevant statutory and regulatory requirements. The Company continuously seeks to ensure that disclosures are complete, consistent, accurate and understandable.

Material information is communicated to stakeholders in a timely manner through the Annual Report, interim financial statements, price-sensitive information (PSI) announcements, corporate website, Annual General Meetings (AGMs) and other regulatory communication channels. The Company applies appropriate governance processes to ensure that material information is reviewed and approved before public disclosure, thereby promoting consistency, reliability and compliance with applicable disclosure obligations.

Reporting Process



Reporting Standards

Financial Reporting	
	√ IFRS
	√ IAS
	√ IFRIC & SIC Interpretations
	√ BSEC, DSE, CSE regulations, Company acts and Income tax & VAT
Corporate Governance	
	√ BSEC Corporate Governance Code, 2018
	√ Companies Act, 1994
	√ Articles of Association
Sustainability	
	√ IFRS S1
	√ IFRS S2
	√ SDGs
Capital Market	
	√ Dhaka Stock Exchange (DSE)
	√ Chittagong Stock Exchange (CSE)
	√ Bangladesh Securities and Exchange Commission (BSEC)
	√ Securities and Exchange Ordinances
Audit & Assurance	
	√ International Standards on Auditing (ISA)
	√ International Standard on Quality Management (ISQM)
	√ ICAB Guidelines
Tax & Regulatory	
	√ Income Tax Act, 2023
	√ VAT and Supplementary Duty Act, 2012
	√ Bangladesh Labour Act, 2006
	√ Bangladesh Labour Rules, 2015
Industry & Ethics	
	√ National Drug Policy
	√ Directorate General of Drug Administration (DGDA)
	√ GMP
Risk & Internal Control	
	√ Enterprise Risk Management Framework
	√ Internal Control Framework
	√ Code of Conduct
	√ Whistleblowing Mechanism

CSR & Sustainability Reputation

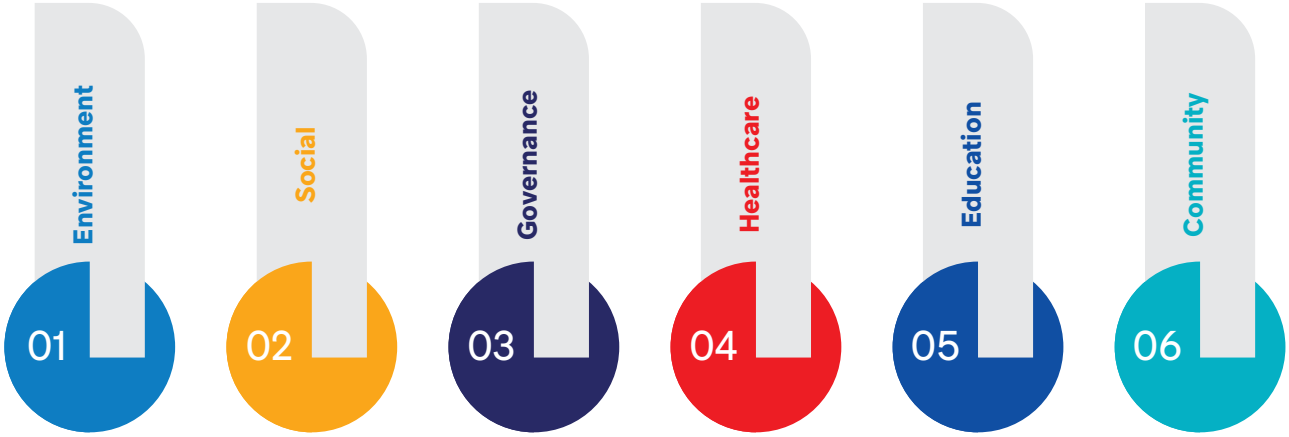
Beacon Pharmaceuticals PLC recognizes that sustainable business success is closely linked to its contribution to society, protection of the environment and responsible management of economic, environmental and social impacts. The Company continues to integrate sustainability considerations into its business strategy to create long-term value for stakeholders.

Corporate Social Responsibility (CSR) initiatives focus on supporting healthcare, education, community development, employee wellbeing and social welfare. Through responsible corporate citizenship, Beacon seeks to contribute positively to the communities in which it operates while supporting national development priorities.

Environmental responsibility remains an important element of the Company's sustainability journey. Beacon continuously seeks opportunities to improve resource efficiency, optimize energy consumption, manage waste responsibly and strengthen environmental management practices across its operations. Continuous investment in cleaner technologies and operational efficiency supports the Company's commitment to sustainable manufacturing.

The Company also recognizes that its employees are central to sustainable business performance. Investments in employee development, occupational health and safety, diversity, inclusion and professional growth contribute to an engaged and high-performing workforce while reinforcing the Company's reputation as a responsible employer.

Sustainability Pillars



Investor Confidence and Engagement

Maintaining investor confidence is fundamental to Beacon Pharmaceuticals PLC's long-term success. The Company recognizes that transparent governance, consistent financial performance, effective risk management and responsible business conduct are essential to sustaining shareholder trust and supporting long-term value creation.

Beacon is committed to maintaining high standards of corporate governance through an effective Board of Directors, sound internal control systems, enterprise risk management and transparent financial reporting. These governance practices provide assurance that the Company operates responsibly and in the best interests of its shareholders and stakeholders.

The Company maintains regular engagement with shareholders, institutional investors, regulators and financial market participants through annual reports, corporate disclosures, annual general meetings and other communication channels. Timely dissemination of material information supports informed investment decisions and promotes market confidence.

Beyond investors, Beacon actively engages with a broad range of stakeholders, including patients, healthcare professionals, employees, suppliers, distributors, business partners, regulators and local communities. Understanding stakeholder expectations enables the Company to strengthen relationships, improve decision-making and enhance long-term business resilience.

Investor Confidence Model



MEDIA COVERAGE


The Financial Express

Beacon Pharma delivers robust FY25 results on booming cancer drug sales


The Daily Star

Editor's Pick

Beacon Pharma observes Lung Cancer Awareness Month 2025





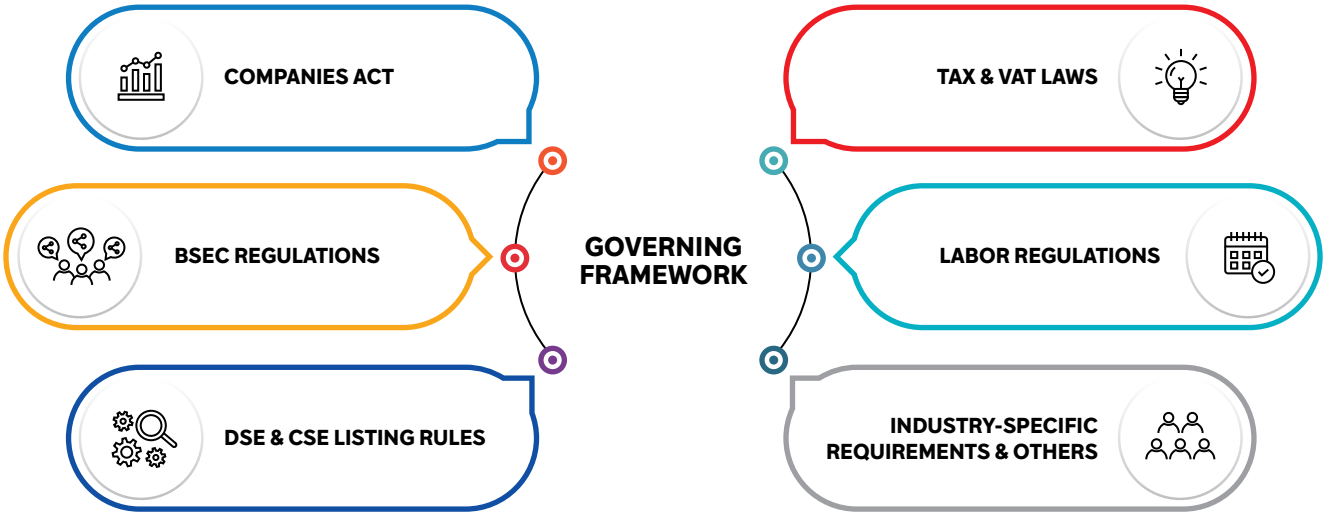




REGULATORY COMPLIANCE, GOOD GOVERNANCE & REGULATORY SANCTIONS & ENFORCEMENT

Beacon Pharmaceuticals PLC is committed to conducting its business in full compliance with applicable laws, regulations and corporate governance requirements. The Company recognizes that strong regulatory compliance is fundamental to maintaining stakeholder confidence, safeguarding its corporate reputation and ensuring sustainable long-term growth. Compliance is therefore embedded within the Company's governance framework, operational processes and risk management practices.

Governing Framework



Monitoring the Regulatory Environment

The Company continuously monitors changes in the regulatory environment to ensure adherence to applicable legal and statutory requirements, including the Companies Act, the Bangladesh Securities and Exchange Commission (BSEC) regulations, listing requirements of the Dhaka and Chittagong Stock Exchanges, applicable tax and VAT laws, labor regulations and industry-specific requirements. Compliance responsibilities are supported through established internal policies, standard operating procedures, internal controls and periodic compliance reviews.

Timely Disclosure & Reporting

During the reporting period, the Company maintained a proactive approach to regulatory compliance and continued to strengthen its governance and compliance framework. Statutory filings, regulatory disclosures and corporate reporting were undertaken in accordance with applicable legal requirements and prescribed timelines, reflecting the Company's commitment to transparency, accountability and good corporate governance.

Engagement with Regulatory Authorities

Beacon remains committed to maintaining open and constructive relationships with regulatory authorities. The Company responds to regulatory inquiries in a timely and professional manner and cooperates fully with the relevant authorities whenever information or clarification is requested. This collaborative approach supports regulatory compliance while reinforcing stakeholder confidence in the Company's governance practices.

Internal Monitoring & Review

The Company has established internal monitoring and review mechanisms to identify potential compliance risks and promote continuous improvement. Internal Audit, Risk Management and relevant functional departments work collaboratively to assess compliance with applicable laws, internal policies and regulatory obligations. Findings from these reviews are reported to management, and where opportunities for improvement are identified, appropriate corrective and preventive actions are implemented to further strengthen internal controls and governance processes.

An Ongoing Commitment

Beacon believes that compliance is an ongoing process rather than a one-time obligation. Accordingly, the Company continues to invest in employee awareness, policy enhancement, process improvements and governance initiatives to ensure that regulatory expectations are consistently met and that emerging compliance requirements are addressed proactively.

Through its commitment to ethical business practices, regulatory compliance and continuous improvement, Beacon Pharmaceuticals PLC seeks to maintain the trust of shareholders, regulators, customers, employees and other stakeholders while supporting responsible and sustainable business growth.

History of Regulatory Penalties or Sanctions

The Company continuously strives to comply with all applicable regulatory requirements to minimize the risk of penalties, sanctions, or enforcement actions.

During the reporting period:

- The Company monitored compliance with all applicable statutory and regulatory requirements.
- Any regulatory observations received during routine inspections or reviews were addressed through established internal procedures.
- Management maintained regular communication with the relevant regulatory authorities to ensure timely resolution of compliance matters.

Disclosure Statement

The Company is not aware of any material regulatory penalties or enforcement actions during the reporting period that would have a significant impact on its financial position, operations, or reputation. Should any material matter arise, it would be disclosed in accordance with applicable laws and financial reporting requirements.

Disclosure Statement

The Company is not aware of any material regulatory penalties or enforcement actions during the reporting period that would have a significant impact on its financial position, operations, or reputation. Should any material matter arise, it would be disclosed in accordance with applicable laws and financial reporting requirements.

Compliance with Laws, Listing Rules and Standards

Beacon Pharmaceuticals PLC operates under a comprehensive regulatory framework and is committed to complying with all applicable legal and professional requirements.

Key compliance areas include:

- Companies Act, 1994
- Bangladesh Securities and Exchange Commission (BSEC) Rules and Notifications
- Listing Regulations of the Dhaka Stock Exchange (DSE) and Chittagong Stock Exchange (CSE)
- International Financial Reporting Standards (IFRS)
- International Accounting Standards (BAS)
- Corporate Governance Code issued by the BSEC
- Income Tax Act and related rules
- VAT and Customs laws
- Labour Act and Labour Rules
- Environmental laws and regulations
- Drug regulatory requirements administered by the Directorate General of Drug Administration (DGDA)
- Occupational health and safety requirements

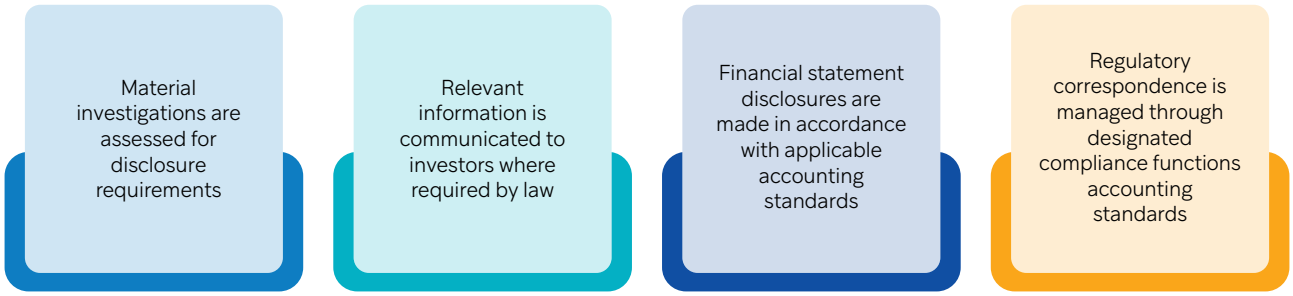
Compliance activities include:

- Periodic legal and regulatory compliance reviews.
- Monitoring changes in laws and regulations.
- Employee awareness and compliance training.
- Internal compliance reporting.
- Board oversight through the Audit Committee.
- Engagement with external auditors and professional advisors.

Disclosure of Regulatory Investigations

Transparency is a key element of the Company's governance framework. The Company is committed to disclosing material regulatory matters in accordance with applicable legal and stock exchange disclosure requirements.

The Company's disclosure framework provides that:

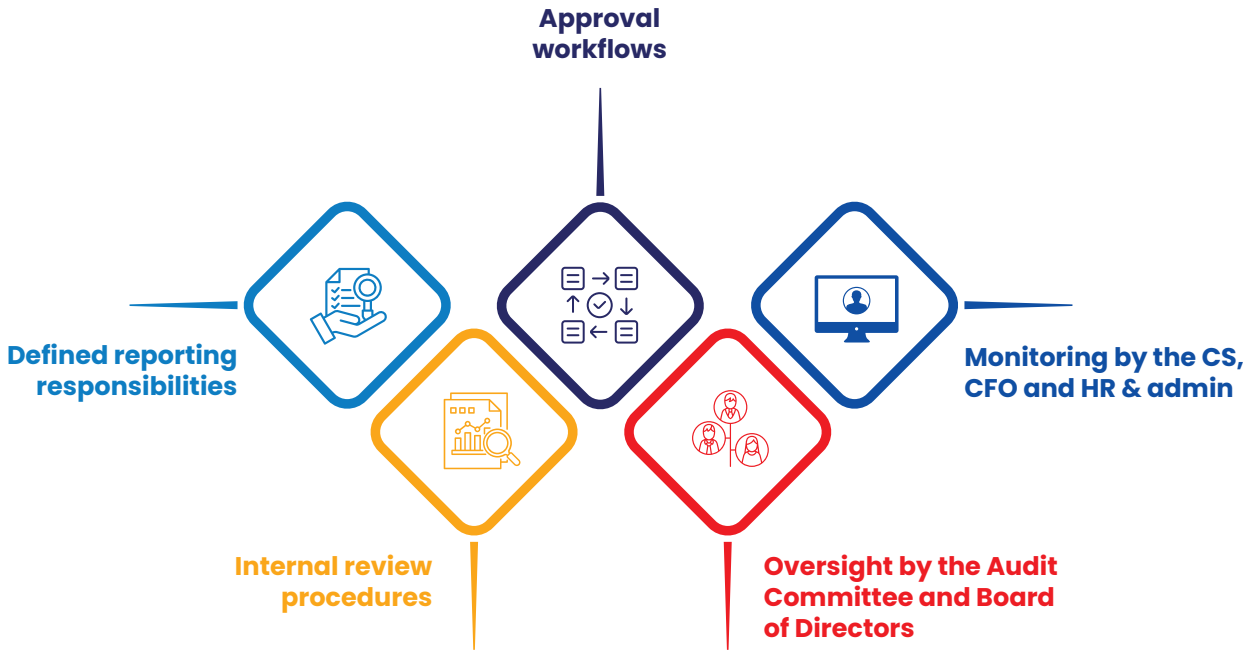


Timeliness of Statutory Filings

The Company recognizes that timely statutory reporting is an essential component of sound corporate governance and regulatory compliance. The Company maintains a regulatory compliance calendar covering all significant filing obligations, including:

- Annual General Meeting (AGM) documentation.
- Quarterly Financial Statements.
- Half-Yearly Financial Statements.
- Price Sensitive Information (PSI) disclosures.
- Shareholding disclosures.
- Corporate governance compliance reports.
- Tax returns.
- VAT returns.
- Regulatory license renewals.
- Environmental and other statutory submissions.

Compliance is Monitored Through



The Company submit all statutory reports within the prescribed timelines established by the relevant regulatory authorities.

Corrective Actions Following Non-Compliance

The Company follows a structured approach to addressing instances of non-compliance or regulatory observations. Where deficiencies or observations are identified, management undertakes the following actions:



The objective is not only to resolve identified issues but also to prevent recurrence through improvements in governance, processes, and control systems.

CORPORATE GOVERNANCE RISK INDICATORS

Corporate Governance Red Flags Assessment

Strong corporate governance is fundamental to protecting shareholder interests, ensuring regulatory compliance, and sustaining long-term value creation. The Board of Directors of Beacon Pharmaceuticals PLC continuously reviews governance practices against the requirements of the Bangladesh Securities and Exchange Commission (BSEC), the Companies Act, the listing regulations of the Dhaka and Chittagong Stock Exchanges, and applicable financial reporting standards.

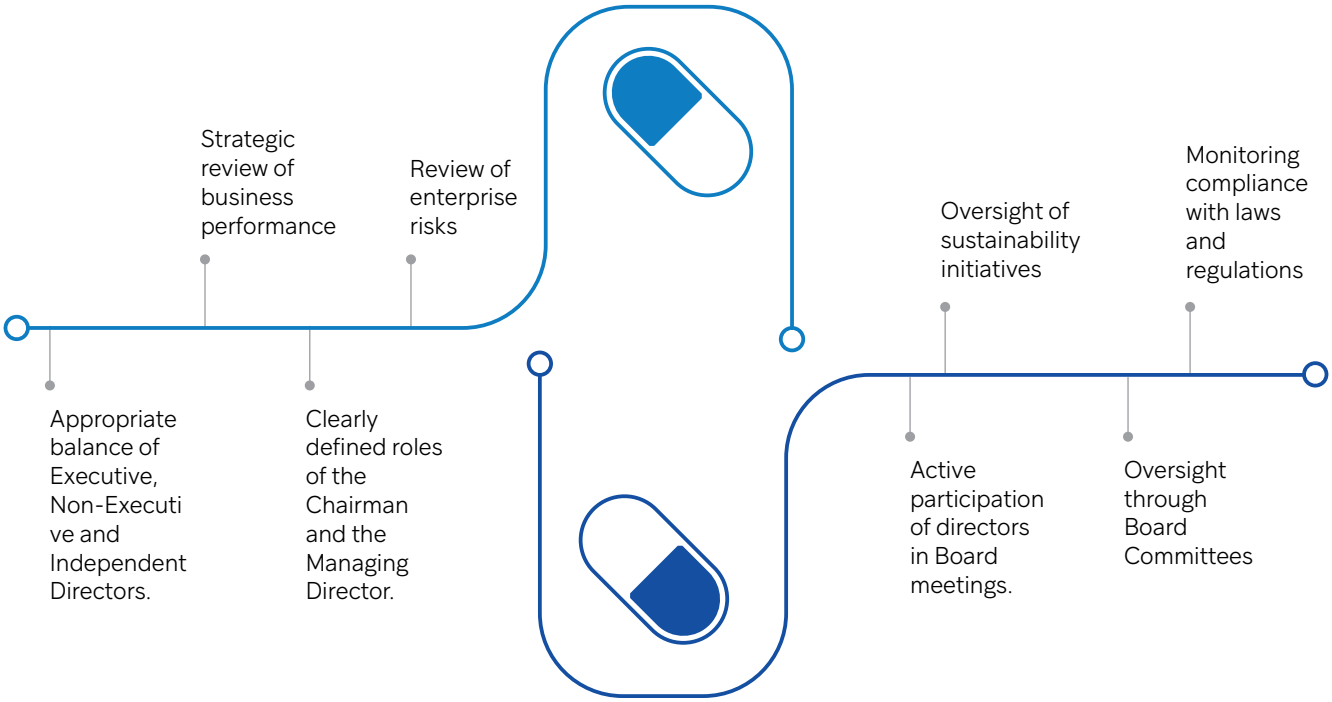
During the reporting period, the Company regularly evaluated potential governance risks that could undermine stakeholder confidence. Management and the Board are committed to maintaining transparency, accountability, ethical business conduct, and an effective internal control environment.

Board Independence and Effectiveness

An effective and independent Board provides objective oversight over management and safeguards the interests of all shareholders.

The Board of Beacon Pharmaceuticals PLC comprises Executive, Non-Executive and Independent Directors in accordance with the BSEC Corporate Governance Code. Independent Directors contribute objective judgment in strategic decision-making, risk oversight, financial reporting, succession planning, and governance matters.

Board effectiveness is demonstrated through



Key governance practices include

- Annual evaluation of Board performance
- Periodic review of Board committee effectiveness
- Director induction and continuing professional development
- Review of conflicts of interest
- Compliance declarations by directors
- Independent judgment in major investment decisions

No material concerns regarding Board independence were identified during the reporting period.

Auditor Change or Resignation

Frequent changes in external auditors may create concerns regarding financial reporting consistency and audit quality. Therefore, the Board carefully oversees auditor appointment and rotation in accordance with regulatory requirements.

The Audit Committee evaluates

- **Auditor independence**
- **Professional competence**
- **Audit quality**
- **Audit fees**
- **Compliance with ethical standards**
- **Communication with management**
- **Quality of audit observations**

During the reporting period

- No unexpected auditor resignation occurred.
- No audit opinion was withdrawn.
- The Company maintained constructive communication with its external auditors.
- Audit findings were appropriately addressed by management.

The Audit Committee remains satisfied that the external audit process provides independent assurance over the Company's financial reporting.

Related Party Transaction Transparency

Related party transactions are closely monitored because they may create conflicts of interest if not properly governed.

Beacon has established policies requiring that related party transactions



Management confirms that

- Related party relationships are identified through established governance procedures.
- Material transactions are disclosed in the notes to the financial statements.
- Directors disclose potential conflicts of interest.
- Interested directors abstain from relevant decision-making where required.

These controls help ensure fairness and protect minority shareholders.

Internal Control Weaknesses

An effective internal control framework reduces the risk of financial misstatement, fraud, operational inefficiency, and regulatory non-compliance.

The Company's internal control framework includes:

- Financial controls.
- Operational controls.
- Compliance monitoring.
- Information technology controls.
- Risk management procedures.
- Internal audit reviews.
- Segregation of duties.
- Approval authorities.
- Budgetary controls.
- Periodic management review.

During the reporting period:

- Internal Audit conducted regular reviews across key business processes.
- Audit observations were communicated to management.
- Corrective actions were tracked until implementation.
- No material weakness in internal financial controls requiring adverse disclosure was identified.
- Management continues strengthening internal controls through automation, ERP enhancements, policy updates, and continuous monitoring.

Where opportunities for improvement are identified, corrective actions are implemented promptly under the oversight of the Audit Committee.

MARKET SIGNALS & SHAREHOLDER VALUE

Stock Performance

DSE · CSE

Beacon Pharmaceuticals PLC's share performance during the financial year ended 30 June 2026 reflected movements in both the Company's market price and broader market conditions. The shares were traded on both the Dhaka Stock Exchange (DSE) and the Chittagong Stock Exchange (CSE), providing investors with continued market participation throughout the year.

During the year, the Company's share price experienced fluctuations in response to market dynamics, investor sentiment and trading activity. On the DSE, the share closed the year at BDT 110.3, compared with BDT 105.9 at the beginning of the year, representing an increase of 4.3%. The share price reached a high of BDT 147.5 during the year, indicating periods of stronger investor interest.

BEACONPHAR (DSE Close BDT 110.30)

Q1 Jul – Sep 2025	Q2 Oct – Dec 2025	Q3 Jan – Mar 2026	Q4 Apr – Jun 2026
Jul-25 **BDT 112.4** (▲ +6.2%) Vol. 3.4 Mn	Oct-25 **BDT 113.0** (▼ -6.8%) Vol. 4.2 Mn	Jan-26 **BDT 104.0** (▼ -0.6%) Vol. 3.9 Mn	Apr-26 **BDT 101.9** (▲ +0.6%) Vol. 6.2 Mn
Aug-25 **BDT 138.1** (▲ +22.9%) Vol. 14.1 Mn	Nov-25 **BDT 108.0** (▼ -4.4%) Vol. 3.9 Mn	Feb-26 **BDT 109.7** (▲ +5.5%) Vol. 6.7 Mn	May-26 **BDT 101.70** (▼ -0.2%) Vol. 4.4 Mn
Sep-25 **BDT 121.3** (▼ -12.2%) Vol. 10.1 Mn	Dec-25 **BDT 104.6** (▼ -3.2%) Vol. 2.5 Mn	Mar-26 **BDT 101.3** (▼ -7.7%) Vol. 3.0 Mn	Jun-26 **BDT 110.3** (▲ +8.5%) Vol. 9.8 Mn
QUARTER Close BDT 121.3 High / Low 147.5 / 104.0 Volume 27.6 Mn (38.2% of the year) ▲ +14.65% QoQ	**QUARTER** Close BDT 104.6 High / Low 124.2 / 98.90 Volume 10.6 Mn (14.7% of the year) ▼ -13.77% QoQ	**QUARTER** Close BDT 101.3 High / Low 115.0 / 96.00 Volume 13.6 Mn (18.8% of the year) ▼ -3.15% QoQ	**QUARTER** Close BDT 110.3 High / Low 115.0 / 97.20 Volume 20.5 Mn (28.3% of the year) ▲ +8.9% QoQ

At a Glance

Key figures

110.3 Year-end price (BDT)	**+4.3%** Share price change
+19.11% DSEX index change	**147.50** Highest price Aug-25
96.00 Lowest price Mar-26	**72.2 Mn** Shares traded on the DSE
97.9% Trading on the DSE	**10 of 12** Months moving with DSEX

Listing information

Trading code **BEACONPHAR**	ISIN **BD0482BECON5**
Market category **A**	Sector **Pharma & Chemicals**
Face value / lot **BDT 10 / 1**	Authorised capital **BDT 3,000 Mn**
Paid-up capital **BDT 2,310 Mn**	Shares in issue **231,000,000**

Shareholding 30 June 2026

39.86% Sponsors & directors No change	**38.15%** Institutions ▼ 0.75%	**21.99%** General public ▲ 0.76%

Monthly Share Price (DSE and CSE, in BDT)

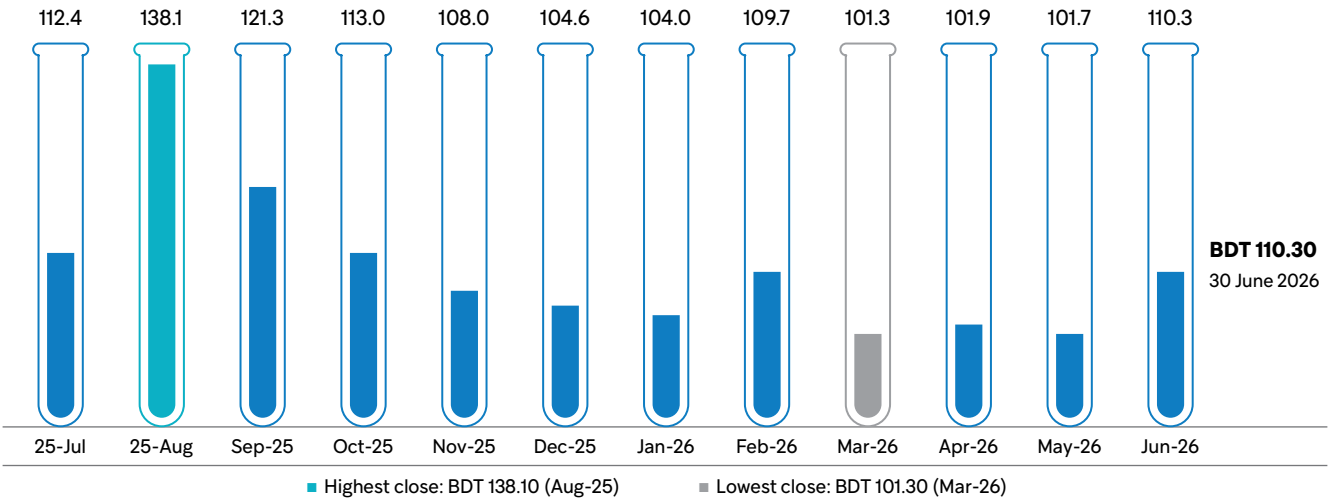
Beacon's shares are traded on both the Dhaka Stock Exchange (DSE) and the Chittagong Stock Exchange (CSE). The table shows, for each month, the highest and lowest prices at which shares changed hands, the closing price on the last trading day, the number of trades and the number of shares traded. Most trading took place on the DSE, which accounted for 97.9% of the total volume.

	Dhaka Stock Exchange (DSE)					Chittagong Stock Exchange (CSE)				
Month	High	Low	Close	Trades	Volume	High	Low	Close	Trades	Volume
Jul-25	122.00	104.00	**112.40**	15,216	3,388,037	126.90	107.00	**112.90**	49	346,202
Aug-25	147.50	105.00	**138.10**	42,761	14,086,075	142.90	107.10	**138.00**	90	16,361
Sep-25	142.40	120.70	**121.30**	38,449	10,085,894	138.80	123.80	**124.00**	101	54,797
Oct-25	124.20	100.50	**113.00**	20,382	4,170,999	124.00	106.20	**116.00**	26	10,508
Nov-25	114.20	98.90	**108.00**	18,460	3,909,449	116.00	104.00	**110.60**	70	155,979
Dec-25	110.10	100.70	**104.60**	11,821	2,517,284	110.60	102.30	**108.00**	37	390,886
Jan-26	108.00	101.50	**104.00**	14,445	3,944,295	108.00	103.90	**105.60**	13	211,928
Feb-26	115.00	102.70	**109.70**	21,616	6,665,817	115.50	106.00	**106.00**	30	109,799
Mar-26	108.00	96.00	**101.30**	12,490	2,950,859	107.00	97.70	**101.30**	28	122,840
Apr-26	107.00	97.20	**101.90**	22,472	6,247,599	104.00	98.50	**103.00**	52	25,393
May-26	107.70	100.20	**101.70**	15,021	4,429,384	108.90	101.20	**101.20**	20	87,549
Jun-26	115.00	100.80	**110.30**	31,972	9,780,034	111.70	101.10	**106.80**	47	11,105
FY2025-26	**147.50**	**96.00**	**110.30**	**265,105**	**72,175,726**	**142.90**	**97.70**	**106.80**	**563**	**1,543,347**

Share Price Month by Month

Closing price on the last trading day of each month (DSE, in BDT)

Beacon share price, month by month



Did Beacon Move with the Market? each month, up ▲ or down ▼

A share's price is influenced both by the company's own performance and by the mood of the market as a whole. The DSEX is the main index of the Dhaka Stock Exchange; over the year it rose from 4,838.39 to 5,762.83 points. The CASPI, the all-share index of the Chittagong Stock Exchange, ended the year at 15,450.18 points.

Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26
DSEX	DSEX	DSEX	DSEX	DSEX	DSEX	DSEX	DSEX	DSEX	DSEX	DSEX	DSEX
▲12.5%	▲2.8%	▼3.2%	▼5.4%	▼2.8%	▼2.3%	▲5.9%	▲8.7%	▼7.5%	▲2.1%	▲0.9%	▲8.0%
Beacon	Beacon	Beacon	Beacon	Beacon	Beacon	Beacon	Beacon	Beacon	Beacon	Beacon	Beacon
▲6.2%	▲22.9%	▼12.2%	▼6.8%	▼4.4%	▼3.1%	▼0.6%	▲5.5%	▼7.7%	▲0.6%	▼0.2%	▲8.5%
✓ Same	✓ Same	✓ Same	✓ Same	✓ Same	✓ Same	x Different	✓ Same	✓ Same	✓ Same	x Different	✓ Same

Month	DSEX (points)	DSEX change	CASPI (points)	Beacon price (BDT)	Beacon change	Same direction
Jul-25	5,443.4	▲ +12.5%	15,202.4	112.4	▲ +6.2%	✓ Yes
Aug-25	5,594.4	▲ +2.8%	15,589.7	138.1	▲ +22.9%	✓ Yes
Sep-25	5,415.8	▼ -3.2%	15,079.9	121.3	▼ -12.2%	✓ Yes
Oct-25	5,122.2	▼ -5.4%	14,286.1	113.0	▼ -6.8%	✓ Yes
Nov-25	4,978.8	▼ -2.8%	13,976.4	108.0	▼ -4.4%	✓ Yes
Dec-25	4,865.3	▼ -2.3%	13,610.8	104.6	▼ -3.2%	✓ Yes
Jan-26	5,154.3	▲ +5.9%	14,469.4	104.0	▼ -0.6%	x No
Feb-26	5,600.3	▲ +8.7%	15,597.1	109.7	▲ +5.5%	✓ Yes
Mar-26	5,178.3	▼ -7.5%	14,578.8	101.3	▼ -7.7%	✓ Yes
Apr-26	5,286.9	▲ +2.1%	14,805.9	101.9	▲ +0.6%	✓ Yes
May-26	5,335.9	▲ +0.9%	14,909.7	101.7	▲ -0.2%	x No
Jun-26	5,762.8	▲ +8.0%	15,450.2	110.3	▲ +8.4%	✓ Yes

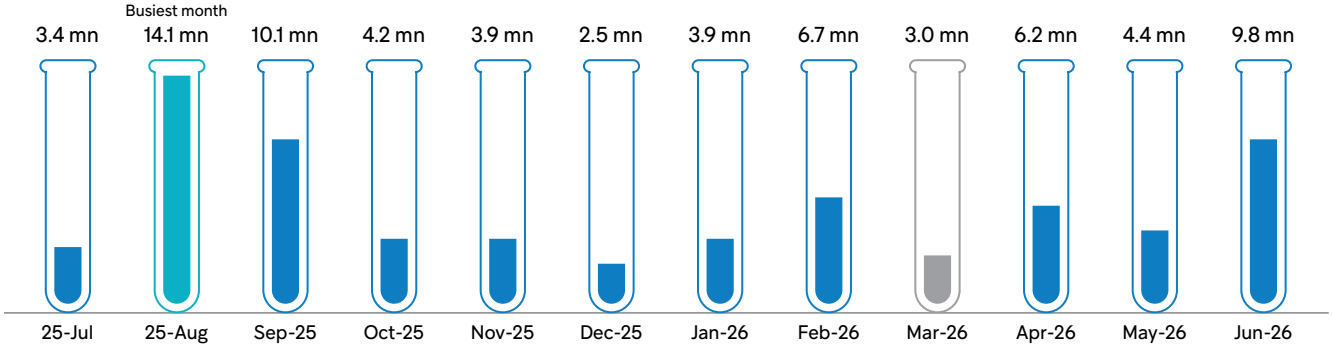
What this shows: For each month, whether the overall market (DSEX) and Beacon's share price went up or down.

Key point: Beacon moved in the same direction as the market in 10 of 12 months; January and May 2026 were the exceptions. Its monthly moves were often sharper than the market's, most of all in August and September 2025.

Trading Activity DSE, shares traded

How many shares were traded each month?

Number of Beacon shares bought and sold on the DSE (in million)



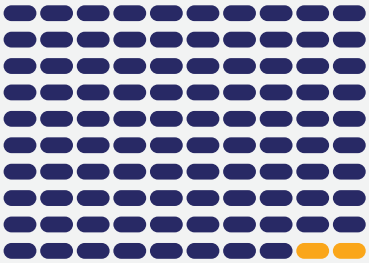
What this shows: The number of Beacon shares bought and sold on the DSE each month.

Key point: Trading was busiest in Aug-25, when the share price reached its high for the year. Aug-25 alone accounted for about 20.0% of the year's trading, and the first quarter (July to September 2025) was the busiest, with 38.0% of all shares traded.

How Was Trading Divided?

share of shares traded

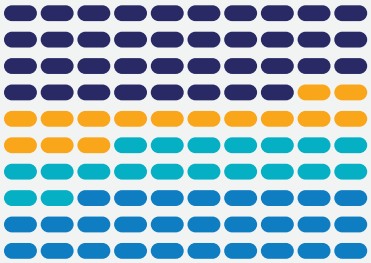
By stock exchange



73 Mn
shares traded on both exchanges

- DSE **97.9%**
- CSE **2.1%**

By quarter (DSE)



72 Mn
shares traded on the DSE

- Q1 Jul–Sep **38.2%**
- Q2 Oct–Dec **14.7%**
- Q3 Jan–Mar **18.8%**
- Q4 Apr–Jun **28.3%**

What this shows: How trading was split between the DSE and the CSE, and how DSE trading was spread across the four quarters.

Key point: Almost all trading, 97.9%, took place on the DSE; the CSE accounted for 2.1%. Trading was heaviest in the first quarter and lightest in the second.

Performance Review

Beacon Pharmaceuticals PLC shares are listed on both the Dhaka Stock Exchange (DSE) and the Chittagong Stock Exchange (CSE) under the trading code BEACONPHAR and trade in the "A" category. The share closed the financial year at BDT 110.3 on the DSE, against BDT 105.8 on 30 June 2025, a change of +4.3%. Over the same period the broad DSEX index moved from 4,838 to 5,763 points, a change of +19.11%. On the CSE the share closed the year at BDT 106.8, and the CASPI index ended at 15,450 points.

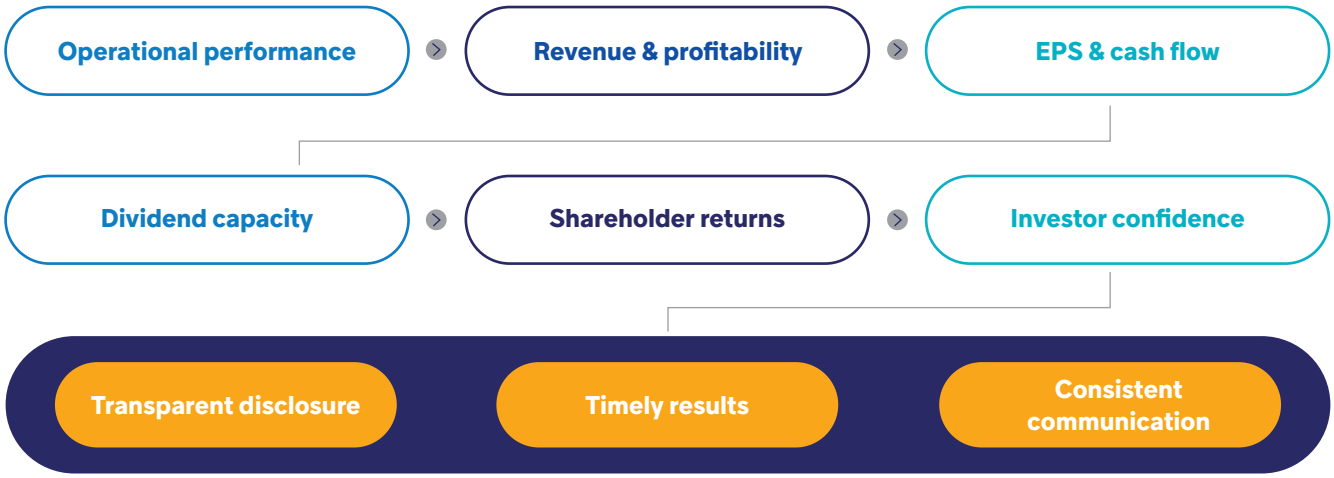
The share reached its year high of BDT 147.5 in Aug-25, when trading volume rose sharply; in response to a DSE query dated 26 August 2025, the Company confirmed that it had no undisclosed price-sensitive information. The year low of BDT 96 was recorded in Mar-26. A total of 72,175,726 shares changed hands on the DSE in 265,105 trades, and 1,543,347 shares on the CSE in 563 trades. Market capitalization stood at BDT 25,479 million on 30 June 2026.

Market Signal Consistency

Beacon Pharmaceuticals PLC remains focused on creating sustainable shareholder value through disciplined financial management, consistent business performance and transparent communication. The Company monitors key market and financial indicators to understand how its operational progress is reflected in shareholder returns, investor confidence and market valuation.

By connecting financial performance with market indicators, dividend distribution and timely disclosure, Beacon seeks to provide stakeholders with a clear and balanced view of its value-creation journey. The Company recognizes that short-term market movements may be influenced by broader economic conditions and investor sentiment; therefore, management remains focused on strengthening the underlying fundamentals of the business and maintaining transparent communication with the investment community.

From Business Performance to Investor Confidence



Share Price Movement vs. Financial Performance and Earnings Announcement Market Reaction

Share price movement vs. Financial performance

The Company's market valuation is influenced by a combination of company-specific fundamentals, sector conditions, macroeconomic factors and investor sentiment. Over the five-year period, Beacon has monitored the relationship between its financial performance and share price movement to better understand how business fundamentals are reflected in market signals.

Revenue growth, profitability, earnings per share and cash flow generation remain important indicators of the Company's underlying financial strength. At the same time, management recognizes that share price movements may not always correspond directly with changes in financial performance over shorter periods.

The five-year comparison therefore provides stakeholders with a broader perspective on the Company's financial trajectory and the market's response over time, while avoiding conclusions based solely on short-term price movements.

Earnings Announcement Market Reaction

Beacon Pharmaceuticals PLC maintains a timely and transparent financial reporting process through periodic financial disclosures and annual reporting in accordance with applicable regulatory requirements. Financial results are communicated to shareholders and the wider investment community to support informed assessment of the Company's performance and outlook.

Management recognizes that market responses to earnings announcements may vary depending on prevailing economic conditions, sector developments, investor expectations and broader market sentiment. Accordingly, the Company focuses on ensuring that reported financial information is accurate, consistent and accessible, enabling stakeholders to evaluate performance based on reliable information.

The Company's approach is centered on transparency rather than managing short-term market reactions, with continued emphasis on clear disclosure of financial performance, business developments and strategic priorities.

From Financial Disclosure to Market Response



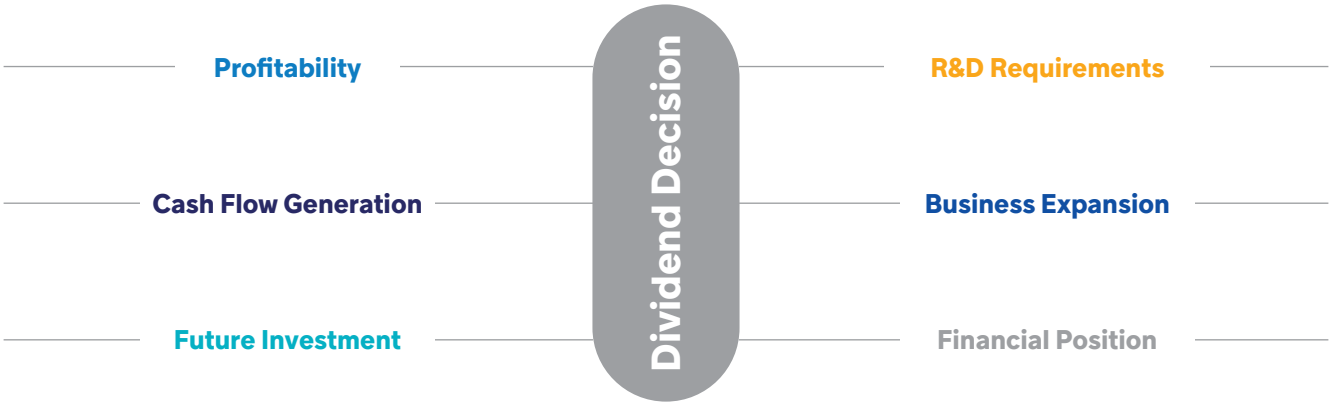
Dividend Policy Consistency

Beacon Pharmaceuticals follows a balanced approach to shareholder distributions, taking into consideration profitability, cash flow generation, future investment requirements and the Company's long-term financial position.

The Company's dividend decisions seek to balance two objectives: providing an appropriate return to shareholders while retaining sufficient resources to support business expansion, research and development, operational requirements and other strategic priorities.

The five-year dividend distribution trend provides stakeholders with a longer-term view of the Company's approach to shareholder returns. The trend should be considered alongside profitability and cash flow performance, rather than viewed in isolation, as dividend sustainability depends on the Company's ability to generate earnings and cash while continuing to invest for future growth.

Balancing Growth and Shareholder Returns

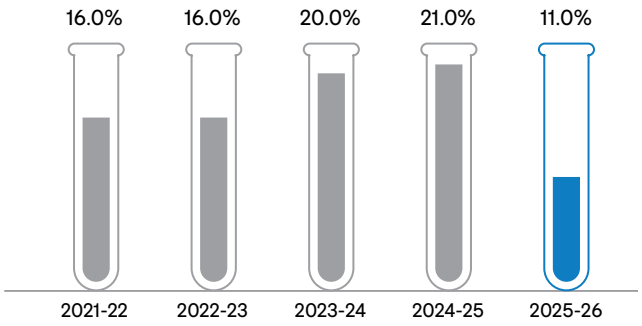


Dividend Distribution Trend

Beacon Pharmaceuticals has demonstrated a consistent commitment to returning value to shareholders through regular dividend distributions, subject to financial performance and Board approval. The Company's dividend trend reflects its sustainable earnings capacity, prudent financial management, and confidence in long-term business growth while maintaining adequate resources for future investments.

Dividend declared, five-year trend

Dividend declared as a percentage of face value, by financial year



Financial year	Dividend declared %
2025-26	11.0
2024-25	21.0
2023-24	20.0
2022-23	16.0
2021-22	16.0

Retained profit is reinvested in the business to support sustainable growth. It strengthens the Company's financial capacity and supports future expansion. This approach enables continued investment in operations, innovation and long-term value creation.

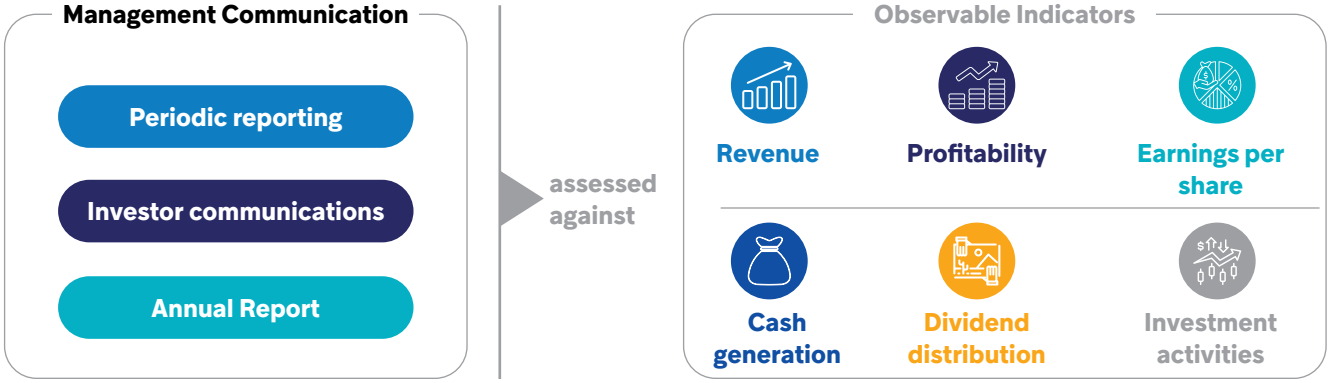
Alignment Between Management Narrative and Market Signals

Beacon Pharmaceuticals PLC seeks to ensure that its corporate narrative remains closely connected with measurable business and financial performance. Management communications are supported by relevant financial indicators, operational developments and strategic priorities disclosed through periodic reporting, investor communications and the Annual Report.

This approach enables stakeholders to assess management's statements against observable indicators such as revenue, profitability, earnings per share, cash generation, dividend distribution and investment activities.

The Company believes that consistency between management communication and reported performance is fundamental to maintaining credibility with shareholders and other capital-market stakeholders. Accordingly, Beacon remains committed to transparent, balanced and timely communication that enables informed investment decisions.

Management narrative, assessed against observable indicators



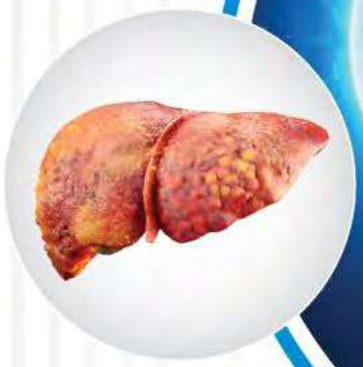


ADDITIONAL INFORMATION

SAROZAR

Saroglitazar INN

NOVEL SUPERIOR, DUAL ACTING





BENEFITS

- INASL recommends for NASH with or without hepatic fibrosis (F1-F3) in both diabetic and nondiabetic adult patients
- Decrease in ALT
- Improve insulin sensitivity
- Decrease in triglycerides with improved lipoprotein particle composition and size and reduced lipotoxic lipid species
- Decrease in hepatic steatosis
- Reduction in fibrosis (NAS)

BEACON®

Light for life

NOTICE OF THE 25TH ANNUAL GENERAL MEETING (VIRTUAL AGM THROUGH DIGITAL PLATFORM)

Notice is hereby given to the Shareholders of Beacon Pharmaceuticals PLC that the 25th Annual General Meeting (AGM) of the Company will be held on Sunday, 13 December 2026, at 11:00 a.m. under digital platform through the link https://beaconpharma.bdvirtualagm.com to transact the following businesses:

Agenda – 1	To receive, consider and adopt the Audited Financial Statements of the Company for the year ended 30 June 2026 together with the Report of Directors' and Auditors' thereon.
Agenda – 2	To declare dividend for the year ended 30 June 2026.
Agenda – 3	To elect Directors in terms of relevant provisions of the Articles of Association.
Agenda – 4	To appoint Statutory Auditors for the year 2026-2027 and to fix their remuneration.
Agenda – 5	To appoint Compliance Auditor as per CG Code-2018 for the year 2026-2027 and to fix their remuneration.
Agenda – 6	To approve the transactions among Beacon Pharmaceuticals PLC and its sister concerns till 30 June 2026.

Resolved that Pursuant to the notification of Bangladesh Securities and Exchange Commission (BSEC) vide no. BSEC/CMRRCD/2009-193/10/Admin/118 dated: 22nd March 2021 and order of Securities and Exchange Commission (SEC) vide no. SEC/CMMRRCD/2006-159/Admin/02-10 dated: 10 September 2006, the related party transactions among sister concerns which are directed by common Directors, is hereby considered and approved, as reported in note no: 34.2 of audited report & audited financial statements till 30 June 2026.

By order of the Board

Anindya Sarkar FCS
Company Secretary

Dated: Dhaka
18 November 2026

Notes:

1. The Record Date of the Company is 10 November 2026 and the Shareholders with names in the Register of Members or in the Depository Register on the Record Date will be eligible to join the virtual meeting and qualify for dividend.
2. A member entitled to attend and vote in the 25th Annual General Meeting is also entitled to appoint a proxy to join the meeting and vote on his/her behalf. The proxy form duly completed, must be affixed with a revenue stamp of TK. 100/- and to be deposited at the Registered Office of the Company not later than 48 hours before the meeting.
3. Pursuant to the BSEC notification, the soft copy of the Annual Report 2025-26 is being sent to the e-mail addresses of the shareholders available in the BO account maintained with the Depository. The Annual Report 2025-26 is also available in the Website of the Company at www.beaconpharma.com.bd
4. Voting will be opened for members 24 hours ahead of the AGM time through the link https://beaconpharma.bdvirtualagm.com
5. No Gift/ Gift Coupon/Food Box shall be distributed to the shareholders at the AGM as per Bangladesh Securities and Exchange Commission Notification No. SEC/CMRRCD/2009-193/154 dated 24 October 2013.

PHOTOS OF THE 24TH AGM












24th
AGM
Annual
General
Meeting


BEACON PHARMACEUTICALS PLC
24th
AGM
Annual
General
Meeting


BEACON PHARMACEUTICALS PLC
24th
AGM
Annual
General
Meeting




24th
AGM



Ascinix

Asciminib 40 mg

Chronic Myeloid Leukemia (CML), a potentially life-threatening blood cancer, has become a manageable chronic disease with the evolution of targeted therapies. The emergence of **Asciminib**, a first-in-class **STAMP inhibitor,** introduces a novel mechanism of action that precisely targets the disease at its root.

To promising new era in long-term disease control and improved patient outcomes, Beacon Pharmaceuticals PLC Proudly Introduces Asciminib as **Ascinix.**



Striking Features

1 **FDA Approval**
- Adults with Newly Diagnosed Ph+ CML-CP
- Ph+ CML-CP with the T315I mutation
- Previously treated Ph+ CML-CP

2 **Faster Action**
The majority of patients on Asciminib reached MMR **3 months earlier** compared to commonly used TKIs

3 **Better Response** (48 Weeks)

MMR	MR4
Asciminib **68**%	Asciminib **41**%
Other TKIs **49**%	Other TKIs **22**%

4 **Safer Alternative** (96 weeks follow-up)

Asciminib Continued **82**%
Other TKIs **60**%

Dosage & Administration

Recommended Dosage in Ph+ CML in CP: 80 mg orally once daily or 40 mg orally twice daily & Ph+ CML in CP with the T315I Mutation: 200 mg orally twice daily. Avoid food for at least 2 hours before and 1 hour after taking Asciminib. Swallow tablets whole. Do not break, crush, or chew the tablets.

BEACON®
Light for life

Ref: 10.1056/NEJMoa2400858

Beacon Pharmaceuticals PLC
9/B/2, Toyenbee Circular Road, Motijheel C/A, Dhaka-1223.

PROXY FORM

I/We .....
Of.....being a member of Beacon Pharmaceuticals PLC and entitled to vote, hereby appoint Mr./Mrs./Miss.....
of ..... as my/our proxy to attend and vote for me/us and on my/our behalf at the 25th Annual General Meeting (AGM) of the Company to be held through virtual participation on Sunday, December 13, 2026 at 11:00 a.m. under digital mode as per regulatory guidelines.

Signature of Shareholder..... Signature of Proxy.....

Dated 2026

Revenue Stamp Tk. 100/-

BO ID:																

No of Shares:

Note:

1. This Form of Proxy, duly completed and signed must be deposited at least 48 hours before the meeting at the Company's registered office. Proxy is invalid if not signed and stamped as stated above.
2. Signature of the Shareholder must be in accordance with Specimen Signature recorded with the Company.

Beacon Pharmaceuticals PLC
9/B/2, Toyenbee Circular Road, Motijheel C/A, Dhaka-1223.
ATTENDANCE SLIP FOR VIRTUAL AGM

I do hereby record my/our attendance at the 25th Annual General Meeting (AGM) of Beacon Pharmaceuticals PLC to be held virtually under digital participation on Sunday, December 13, 2026, at 11:00 a.m.

Name of the Member/Shareholder/Proxy .....

BO ID:																

Signature ..... Date .....

N.B. Shareholders attending the Meeting in person or by Proxy under virtual platform are requested to complete the Attendance Slip and deposit the same at the Registered Office of the Company before the meeting.

Scan for the digital version of our Integrated Annual Report & other information.

BEACON®
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Corporate Office:
BEACON Business Centre
9/B/2, Toyenbee Circular Road
Motijheel, Dhaka-1223, Bangladesh.
Tel: +88024 10 540 05/10
E-mail: info@beaconpharma.com.bd
Website: www.beaconpharma.com.bd