LUPIN
Human Welfare & Research
FOUNDATION

THE STRENGTH IN COMMUNITY

Annual Report 2025-26



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ANNUAL REPORT

2025-26



The Strength in Community

At Lupin Human Welfare & Research Foundation (LHWRF), we believe that meaningful and sustainable change begins within communities. The theme of our Annual Report 2025–26, **"The Strength in Community,"** reflects the foundation of our work and the spirit that drives every initiative we undertake.

Across geographies, programs, and interventions, communities remain at the centre of our approach, not merely as beneficiaries, but as active partners, leaders, and changemakers in the journey towards inclusive development.

Over the years, we have witnessed how collective strength, local leadership, and shared responsibility can transform lives in profound ways. Whether it is improving health outcomes, strengthening livelihoods, enabling access to essential services, or building resilience against social and economic challenges, our work is rooted in listening to communities, understanding their realities, and co-creating solutions that are sustainable and impactful.

Lives Program: Building Healthier Communities

This philosophy is especially reflected in our Lives & Livelihoods programs, where community participation forms the backbone of every intervention. Through our Lives program, focused on addressing Non-Communicable Diseases (NCDs) such as diabetes, cardiovascular diseases, COPD, and asthma, we have worked closely with communities to build awareness, improve early detection, encourage preventive healthcare, and ensure continuity of treatment.

Community health workers, local volunteers, patient groups, and village institutions have played a critical role in helping us strengthen healthcare access and foster healthier lifestyles. Their trust, participation, and ownership have enabled us to move beyond treatment towards long-term community well-being.

Livelihoods Program: Creating Economic Resilience

Similarly, in our Livelihoods program, communities continue to lead the way in creating economic resilience and self-reliance. From supporting farmers through improved agricultural practices and Farmer Producer Organizations (FPOs), to enabling income enhancement initiatives, our efforts are designed around the aspirations and strengths of the people we serve.

Development Through Collaboration

"The Strength in Community" is also a reminder that development is most effective when it is collaborative. Partnerships with local institutions, government bodies, grassroots leaders, healthcare professionals, and community members themselves have allowed us to build interventions that are responsive, scalable, and deeply human.

Every story of progress captured in this report is a testament to the resilience, determination, and collective spirit of communities that continue to inspire us every day.

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From the Managing Director's Desk

Nilesh Gupta
Managing Director, Lupin Ltd.

At Lupin, our purpose is to catalyze treatments that transform hope into healing. We believe that this purpose extends well beyond medicines to creating healthier, stronger and more resilient communities. The past decade has marked a defining shift in the evolution of Corporate Social Responsibility in India. What was once viewed as a voluntary commitment has become an integral part of responsible business, reflecting the growing recognition that long-term success is inseparable from the well-being of the communities we serve.

As the CSR landscape continues to mature, the true measure of progress lies not in the resources deployed, but in the lives transformed and the resilience built. This belief has guided us for more than three decades.

Long before CSR became a statutory mandate, our Founder, Dr. Desh Bandhu Gupta, envisioned a future where business would be a force for social transformation. He believed that an enterprise succeeds only when the communities around it thrive. His vision was to empower people with the knowledge, opportunities, and resources to become self-reliant, enabling them to lead healthier, more prosperous, and dignified lives.

This philosophy became the foundation of the Lupin Human Welfare &; Research Foundation (LHWRF) and continues to inspire every initiative we undertake.

Over the years, LHWRF has evolved into one of India's most enduring rural development institutions, positively impacting the lives of more than 2.5 million people across 5,500 villages in eight states. This journey has been anchored in two enduring priorities–strengthening livelihoods and expanding access to quality healthcare; both of which are essential to building resilient and thriving communities.
During the year, our Livelihoods Programme empowered more than 265,000 individuals by enhancing agricultural productivity, promoting climate-resilient farming practices, strengthening natural resource management, and creating sustainable income opportunities.

Our Lives Programme screened over 243,850 individuals, improving access to preventive healthcare while enabling the early detection and management of non-communicable diseases in underserved communities. These numbers reflect more than the scale of our work – they represent the trust that communities have placed in us over the years. Every farmer who adopts more sustainable practices, every family that secures a better livelihood, and every individual who gains access to timely healthcare reaffirms our belief that meaningful and lasting change is created through partnership, participation, and perseverance.

As we look to the future, our commitment remains unwavering. We will continue to build on Dr. Desh Bandhu Gupta's vision by embracing innovation, strengthening partnerships, and scaling evidence-based interventions that deliver measurable impact. Our aspiration is not simply to extend our reach, but to empower communities to shape their own future and contribute to building a healthier, more equitable, and more sustainable India.



Message from CSR Head

Foreword By Tushara Shankar, CSR Head

Lupin Ltd. & Lupin Human Welfare & Research Foundation (LHWRF)

Over the years, our understanding of development has evolved. We have learnt that meaningful impact is created not through isolated interventions, but by nurturing ecosystems where communities have the knowledge, confidence, and opportunities to lead their own progress. Every farmer adopting improved agricultural practices, every family making informed health decisions, every frontline worker strengthening healthcare delivery, and every partner contributing knowledge and expertise reminds us that lasting transformation is always a collective endeavour.

The year 2025-26 marked an important phase in the journey of our flagship Agriculture-Based Livelihood Empowerment (ABLE) Program as it entered its second year of implementation. It has been a year of learning, refinement, and strengthening the foundations of the programme. An independent process evaluation reaffirmed that the programme is progressing in the right direction while providing valuable insights that will help us further strengthen its design and delivery. Equally encouraging has been the deepening of our collaborations with leading institutions such as ICAR and IITs, enabling us to integrate scientific knowledge, innovation, and practical solutions into our work with farming communities and build more resilient livelihoods for the future. Our Lives Program also continued to evolve as we strengthened community-based healthcare systems and expanded our outreach to underserved populations.

In Alwar district, we have now reached nearly 75 percent of the target population through sustained screening and awareness initiatives for non-communicable diseases. As the programme has matured, so too has our understanding of what it takes to create lasting health outcomes. While early detection remains essential, we are increasingly focused on reducing loss to follow-up and improving treatment adherence through stronger community engagement, continuous counselling, and closer coordination with frontline health workers and public health systems.

This spirit of collaboration is also shaping the way we work across our worksite locations. During the year, we adopted a more structured community development approach centred around three key pillars - Agro-Horticulture, WASH, and Health & Nutrition. While each pillar addresses a distinct aspect of well-being, together they reflect our belief that stronger communities are built when livelihoods, health, and essential services are strengthened in an integrated manner.

I am equally proud of the people who make this journey possible. The commitment of our employees, field teams, and volunteers reflects the values that define LHWRF - compassion, integrity, and a deep sense of responsibility towards society. It is particularly gratifying that this year, LHWRF along with Lupin Ltd was recognised as a Great Place to Work.

As we look ahead, we remain committed to deepening partnerships, embracing innovation, and working alongside communities to create solutions that are inclusive, resilient, and sustainable.

I extend my heartfelt gratitude to our communities, government partners, academic institutions, donors, well-wishers, and every member of the Lupin family for their trust and unwavering support. Together, we continue to demonstrate that our greatest achievements are never the result of individual effort alone they are made possible by The Strength in Community.

Year Highlights

Program Reach & Impact 2025-26

Strengthening communities, restoring resources and building a sustainable future across rural India.

Reach

8
State

26
Districts

114
Blocks

769
Villages

510,805
Beneficiaries



Worksite Centers

Lives Programme

Livelihood Programme



Our Impact Across Key Themes

Agriculture

2,998 acres

under drip irrigation benefiting 2,466 farmers

1,071.5 acres of land transformed through vegetable cultivation
1,059 vermicomposting units installed
16,841 agriculture equipment supported (spray pumps, seed drillers, etc.)
1,091.19 acres under orchard development

Natural Resource Management

833,869 Cu.M

water storage capacity created

477 temporary check dams constructed
66 check dams constructed
9 ponds created

Animal Husbandry

388

goats supported to **83 farmers**

10 backyard poultry units supported
268 cattle provided for dairy development

Lives

243,850

individuals screened

1,320 health camps organized
108,562 free consultations for patients

Community Collective

8,541

farmers empowered through FPO membership

EVP

35,462

volunteer hours contributed

12,264 Lupin Employees participated
42,667 plantations completed through EVP and other activities



Supporters & Partners

Lupin Human Welfare & Research Foundation's progress over the years has been shaped by a strong belief in the power of partnership. Working closely with government bodies, technical institutions, like-minded corporates, and international funding organizations has allowed us to extend our reach and strengthen the impact of our work across rural communities.

These partnerships allow us to pool expertise and resources, laying the groundwork for change that lasts at the grassroots level.

In the year 2025-26, we partnered with the following organizations.

LUPIN

सत्यमेव जयते
राजस्थान सरकार
Government of Rajasthan

NABARD

Whirlpool

bci better cotton initiative

elica

Atlas Copco Group

भाकृअनुप
ICAR

SFAC
लघु कृषक
कृषि व्यावसाय संघ

We remain deeply grateful to all our partners, whose trust and continued collaboration drive our shared commitment to rural progress and empowerment.

Lives Program

Taking Preventive Healthcare to the Last Mile

For many families living in rural India, access to timely healthcare remains a challenge. Long distances to health facilities, limited awareness about chronic illnesses, and delayed diagnosis often result in preventable health complications. Non-communicable diseases (NCDs) are no longer confined to urban populations. Changing lifestyles, limited awareness, delayed diagnosis and inadequate access to primary healthcare have increased the burden of chronic illnesses across rural India, where people often seek medical care only after symptoms become severe. For conditions that require lifelong monitoring and treatment, delayed intervention can significantly affect both health outcomes and quality of life.

It is within this context that the Lives Program (Desh Bandhu Jan Aarogya Sewa) was conceived. Implemented in partnership with Government Public Health Department in Rajasthan and Maharashtra, the program strengthens the existing public healthcare system by making preventive healthcare more accessible at the community level. Rather than viewing healthcare as a one-time intervention, the program promotes a continuum of care, one that begins with early identification of health risks and extends through diagnosis, treatment, follow-up and long-term disease management. By working through existing public health systems and community-based structures, the program aims to create sustainable improvements in health-seeking behavior and access to care.

The Lives Program recognises that effective management of chronic diseases depends on much more than access to medical consultations. It requires awareness that encourages people to seek care early, healthcare services that are available closer to where people live, frontline workers equipped to support communities, and public health facilities capable of providing continued care. By integrating these elements into a single community-based model, the program seeks to bridge the gap between diagnosis and long-term disease management while strengthening local health systems to deliver sustainable healthcare services.

Reach

- **1,148** villages covered
- **2,43,850** patients screened
- **1,320** health camps organised
- **1,08,562** free consultations provided
- **1,01,036** high-risk cases identified

SDGs Aligned

- SDG 1 No Poverty
- SDG 3 Good Health and Well being
- SDG 17 Partnership for Goals



Our Intervention Model

The Lives Program follows an integrated model that connects communities with the public healthcare system through a continuum of preventive and curative care.

Doorstep Screening & Early Identification

At the heart of the program is a robust community-based screening model. Through door-to-door outreach and village-level screening activities, individuals are assessed for common NCD risk factors within their own communities.

This approach helps overcome one of the biggest barriers to healthcare access in rural areas of the distance between people and health services.

Rather than waiting for individuals to seek care, the program takes healthcare directly to their doorstep, enabling early identification of those who may require medical attention.





Mobile Medical Units (MMUs)

Individuals identified through screening are linked to Mobile Medical Vans (MMVs), which serve as a critical bridge between communities and the healthcare system.

Equipped with diagnostic equipment and staffed by trained healthcare professionals, these mobile units provide on-the-spot consultations, basic diagnostic services, counselling, and referral support.

By **bringing clinical services** closer to underserved populations, the MMVs ensure that potential cases receive timely medical evaluation and guidance for further care.

Health Camps

The program further strengthens continuity of care through regular health camps conducted across intervention villages. These camps provide follow-up consultations, disease monitoring, and access to essential medicines for individuals living with chronic conditions.

By addressing both diagnosis and ongoing disease management, the program helps reduce the likelihood of complications while encouraging adherence to treatment and healthier lifestyle practices.





Establishment of NCD Corners

A distinguishing feature of the Lives Program is its emphasis on creating a continuum of care rather than limiting interventions to one-time screening activities.

A key component of this effort has been the strengthening of NCD Corners within public health facilities.

These dedicated spaces serve as focal points for screening, counselling, follow-up consultations, medicine distribution, and monitoring of individuals diagnosed with chronic conditions such as hypertension, diabetes, cardiovascular diseases, asthma, and COPD.

By embedding NCD care within existing health facilities, the program supports continuity of care beyond health camps and enables patients to access regular services closer to their homes.

Capacity Building and Digital Monitoring

The program invests in training frontline health workers and medical professionals on NCD screening, counselling and treatment protocols.

Digital patient records and referral systems support follow-up, treatment tracking and data-driven decision-making, ensuring continuity of care across the health-care journey.



Community Awareness and Behavioural Change

Community awareness remained another key focus area. Beyond clinical intervention, the Lives Program invests deeply in community awareness shifting mindsets and building habits that prevent NCDs before they develop.

A range of culturally rooted activities engages communities with interactive performances in village squares like Street plays that translates health messages into accessible, memorable storytelling, establishment of physical activity infrastructures such as open gyms at selected public health facilities to promote everyday well-being.

These interventions encourage healthy lifestyle practices, improve understanding of disease risk factors and motivate individuals to participate in preventive health screening.

By combining early detection, accessible healthcare services, strengthened referral pathways, and-long-term disease management support, the Lives Program addresses a critical gap in rural healthcare and contributes to building healthier, more resilient communities.



The Weight They Carry

For working women, non-communicable diseases often become another silent responsibility in lives already shaped by labour and care.

For working women in rural communities, life often unfolds as a balancing act between two full-time roles. Mornings begin with household responsibilities, days stretch into paid work, and personal health is quietly pushed aside.
Research from several rural health studies shows that over 60% of women delay seeking care, mistaking breathlessness for fatigue, dizziness for weakness, and rising blood sugar for age catching up. Illness fades into the background of lives shaped by constant responsibility.

In the tribal stretches of Maharashtra's Palghar district in Dahanu, **Champa, 47**, spent years juggling labor-intensive work and an unrelenting illness that slowly tightened her breath. She had worked in a balloon factory, where chemicals thickened the air she inhaled daily. At home, her firewood stove filled the small room with smoke. All these things silently worsen the disease.

According to ICMR estimates, nearly **one-third** of COPD cases in India come from rural settings, with women disproportionately affected because of indoor smoke exposure. Champa's cough grew harsher each year, chest pain sharper and weakness deeper. But with household responsibilities and limited income, prioritizing health felt like a luxury.
Private doctors offered quick-fix nebulizers or inhalers that brought only temporary relief. Regular follow-up at the distant Ashagarh PHC was impossible and travel itself was exhausting.

"It was difficult to manage expenditure and travelling used to take a lot of time," she says.

The long journeys, the waiting rooms, the unpredictable expenses all weighed heavily on working woman trying to keep herself and family afloat. Her turning point arrived when the ANM, during a regular screening, firmly insisted her to visit the LHWRF's health Camp. There, simple explanations replaced fear, and consistent treatment replaced guesswork. With proper COPD management, her inhaler use dropped dramatically from daily dependence to once every fifteen days.

"Now medicines are effective and time is also saved," she says with a calm certainty.

Through support from the Laadli Bahin Scheme, she was able to get herself an LPG cylinder, helping her move away from fire-wood cooking and reducing the smoke that had haunted her lungs for years.

For Champa, the camp did more than treat her illness, it gave her the support not only in terms of medicines but also the convenience and continuity she needed to stand on her own. Today, she manages her household again, works as a maid, and breathes without fear.

"Earlier, I could not manage the household work and had difficulty breathing. Now I can do my work and breathe freely," says Champa.

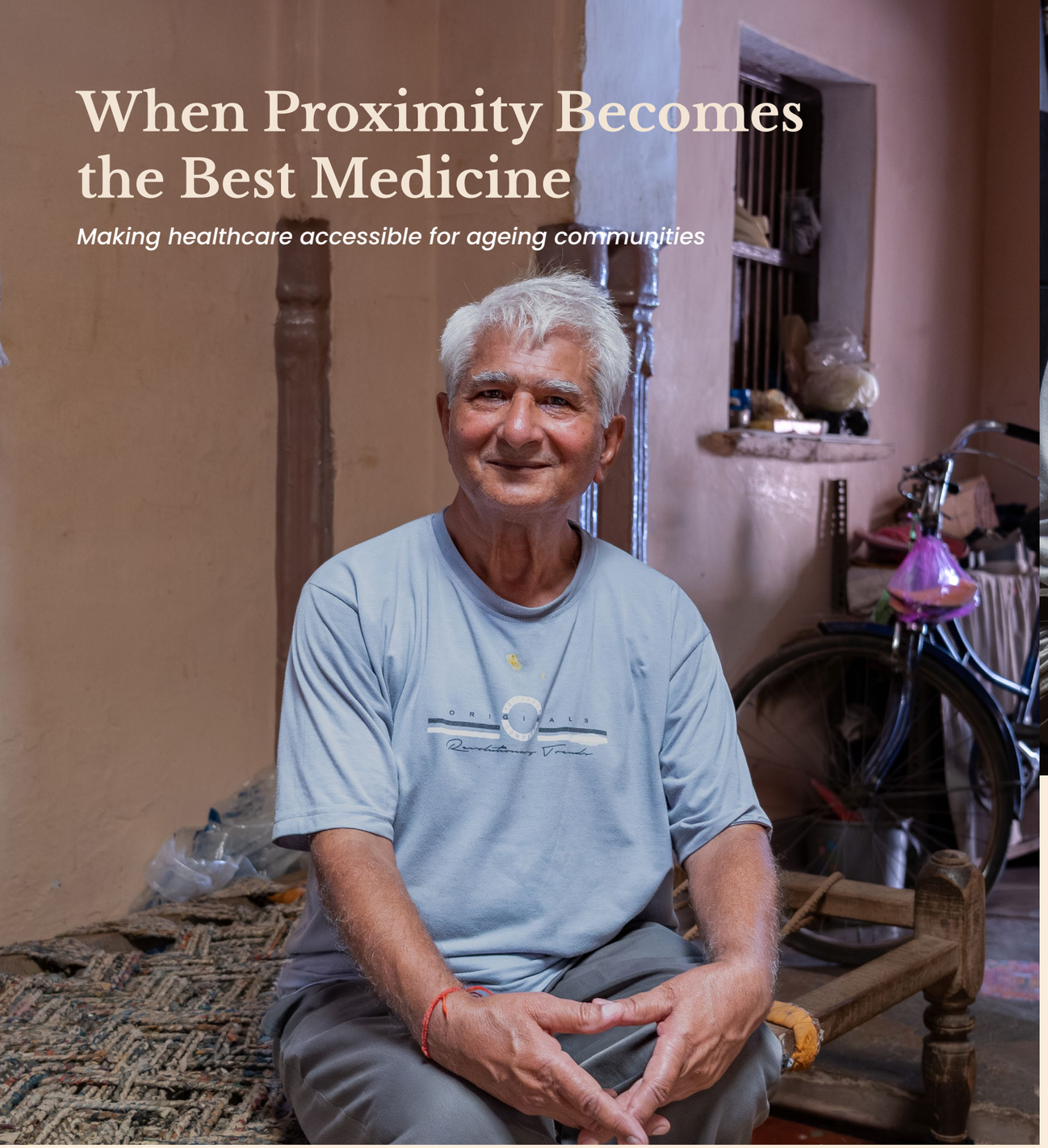
Working women often endure illness in silence until accessibility permits them to prioritise themselves.

The program, through its camps, counselling, and regular follow-ups, is ensuring that care reaches them before their responsibilities drown out their symptoms.



When Proximity Becomes the Best Medicine

Making healthcare accessible for ageing communities





Old age does not arrive with one illness. It arrives with many diagnosed, endured, and some quietly ignored issues. Bodies slow down, joints ache, breath shortens, and weakness is accepted as inevitable. For many elders, illness is rarely questioned, it is folded into daily life, tolerated rather than examined. Distance to hospitals, long queues, and the fatigue of travel often decide whether care is sought at all.

According to the Longitudinal Ageing Study (LASI) in India, cardiovascular diseases, diabetes, and chronic lung diseases are highly prevalent among Indians aged 60 and above, with more than a third reporting one or more NCDs. Healthcare utilisation among rural elderly is significantly lower than urban areas, with distance and cost cited as major barriers to seeking care, a pattern seen in many rural health narratives.

Several hundred kilometres away in Rajgarh, Rajasthan, **73-year-old Satish Kumar** Vijay echoes a similar relief. A retired schoolteacher, Satish lives with hypertension and asthma, conditions that worsened after he contracted COVID twice. He used an inhaler but avoided travelling to Jaipur for treatment, deterred by distance, age, and fatigue.

When his high BP was first identified during a 2024 survey, Satish was hesitant. He mistrusted the community mobiliser and initially refused care. Initially he reacted angrily. “At this age, you don’t easily trust new systems. What more can they do?”, says Satish.

Here counseling from the ANM and medical team became crucial. As persistence matters, repeated visits, respectful communication, and consistent follow-ups slowly built trust. Satish began attending the camp regularly. There, he underwent echo and CT scans, received medical guidance, and found care that did not require exhausting travel.

“At this age, having services close by saves time, money, and strength. It makes life easier”, says Satish.

For the elderly, especially, healthcare usually feels like a negotiation between strength and stamina, money, distance, patience and pain. This is where the Lives Program quietly intervenes, not as an emergency service, but as a steady presence. It addresses this fragile intersection by bringing screening, diagnostics, referrals, counselling, and scheme linkage closer to villages where age, distance, and delay often decide fate.

For Satish, it restored trust. And for the women in their households, wives who manage diets, medicines, and daily routines - it restores a sense of shared relief. Healthcare, when arrives closer to home, ageing no longer feels like a waiting game. It becomes a journey that can still be walked steadily, supported, and with dignity.

Strengthening Healthcare Infrastructure



The Lives Program recognises that lasting improvements in community health require strong local health systems. Alongside direct community outreach, the program invests in strengthening healthcare infrastructure and building the capacities of frontline healthcare personnel who form the backbone of rural healthcare delivery. The program works to enhance the capabilities of ANMs, Community Health Mobilisers, ASHAs and Medical Officers, equipping them with the knowledge and tools required to contribute to a more integrated and patient-centered approach to NCD management throughout their healthcare journey.

Digital tools support patient tracking, monitoring, and reporting, enabling healthcare providers to maintain records, follow-up with high-risk individuals, and strengthen linkages with government health systems. Community Health Mobilisers and Block Coordinators across intervention areas are equipped with electronic tablets for real-time data entry and thereby entering that data into the national NCD portal improving data quality and strengthening the program's integration with the national health information ecosystem.

During FY 2025-26, medical equipment and infrastructure support were provided to 121 Sub-Centres and 18 public health facilities across intervention areas. The support included essential diagnostic and monitoring equipment that enables healthcare providers to improve screening, patient assessment, and disease management services closer to communities. By strengthening facilities at the primary level, the program contributes to reducing barriers to healthcare access and improving service delivery within the public health system.

Impact Highlights

121 Sub-Centres equipped with medical equipment and infrastructure support.

18 public health facilities provided with diagnostic and monitoring equipment to improve patient care.

Accelerating TB Detection and Care

Tuberculosis continues to be one of India's most significant public health concerns, particularly among vulnerable and underserved populations.

Recognising the importance of early diagnosis in reducing disease transmission and improving treatment outcomes, LHWRF continued to support tuberculosis screening efforts as part of its broader community health strategy, supporting India's National Tuberculosis Elimination Program (NTEP).

By integrating TB screening within broader community health interventions and strengthening linkages with government systems, the program contributes to early diagnosis and timely treatment of individuals affected by the disease.

Under the Government's Ni-kshay Mitra initiative, LHWRF continues to extend nutritional and psychosocial support to TB patients across its worksite locations, enhancing treatment adherence and recovery, particularly among vulnerable and economically disadvantaged groups.

The central tool in this effort is the TrueNat diagnostic machine - a portable molecular testing device that can detect TB rapidly and accurately, including drug-resistant strains, without the need for a fully equipped laboratory.

By deploying TrueNat machines at community health centres that previously had no diagnostic capability of this kind, LHWRF has fundamentally changed the speed and accuracy of TB detection in these areas. People who might once have waited months for a diagnosis - or never received one at all - now get results in hours.

By integrating TB identification within community outreach and health camp activities, the program was able to significantly expand its reach during the year.

A total of 10,821 individuals were tested for tuberculosis, resulting in the identification of 618 TB-positive cases. Individuals diagnosed with TB were connected with appropriate treatment pathways through the public health system, ensuring timely initiation of care and follow-up support.

Impact Highlights

10,821 individuals tested for tuberculosis.

618 TB-positive cases identified and linked to treatment.





TB Screening covered through TrueNat FY 25 -26

Sr. No	Location Name	Public Health Facility (PTIC/CTIC/SDH)	Total Patients Tested	Total Patients Found TB Positive
1.	Pune	Civil Hospital	1314	77
2.	Alwar	CHC Tehla	819	24
3.	Bharatpur	CHC Sikri	1249	129
4.	Dabhasa	CHC Desar	1542	83
5.	Dabhasa	PHC Sinor	1880	44
6.	Dabhasa	CHC Jarod	804	25
7.	Vizag	CHC V Madugula	239	12
8.	Dhar	CHC Pithampur	952	50
9.	Mandideep	CHC Goharganj	962	5
10.	Sikkim	Singtam District Hospital (DTC Pakyong)	476	38
11.	CSN	Rural Hospital Pishor	413	44
		Total	**10,821**	**618**





Message from Program Head

Dr. Nachiket Sule
Head - Lives

Access to healthcare creates value only when it leads to sustained care and improved health outcomes. Through the Lives Programme, we are strengthening a comprehensive continuum of care for people living with non-communicable diseases by connecting early screening, timely diagnosis, treatment initiation, regular follow-ups, and long-term adherence support.

Over the past year, the programme has deepened its work across rural communities through Mobile Medical Vans, community-based screening, NCD corners, advanced diagnostic linkages, and close collaboration with government health systems. Our focus has increasingly shifted from only identifying patients to ensuring that they remain connected to care, continue treatment, and avoid preventable complications.

This progress is driven by the commitment of our field teams, healthcare professionals, government partners, and community volunteers. As we move forward, we remain committed to building resilient, patient-centred health systems that make quality NCD care accessible, continuous, and meaningful for every individual we serve.

Livelihood Program

Across rural India, farming communities are contending with a shifting climate that is altering growing seasons and rainfall patterns farmers have relied on for generations. Erratic monsoons, prolonged dry spells, and rising temperatures are disrupting crop cycles, degrading soils, and making it harder for small and marginal farmers to break even each season. For households where agriculture is the only livelihood, this is not an abstract threat. It is a lived, season-by-season reality.

LHWRF's Livelihood Programme is designed as a direct response to this convergence of climate stress and structural vulnerability. Rather than treating agricultural development and climate adaptation as separate agendas, the programme integrates them, building farming systems that are productive today and resilient over the long term.

At the community level, this means investing in collective infrastructure through farmer groups and community platforms that enable knowledge exchange, shared learning, and coordinated action. Demonstration-based approaches allow farmers to observe, test, and adapt practices within their own contexts, from water-efficient cropping to diversified farming systems that reduce dependence on a single income source.

Watershed development, water harvesting, and soil conservation anchor the programme's natural resource work, restoring the ecological foundations that sustain productive agriculture. Together, these interventions shift the trajectory for farming households from reactive and exposed, to informed, organised, and better equipped to secure stable livelihoods through seasons of uncertainty.



FOCUSSED AREAS

- Agriculture & Animal Husbandry
- Natural Resource Management
- Community Collectives

SDGs ALIGNED

- **SDG 1:** No Poverty
- **SDG 2:** Zero Hunger
- **SDG 5:** Gender Equality
- **SDG 8:** Decent Work & Economic Growth
- **SDG 12:** Responsible Consumption and Protection
- **SDG 13:** Climate Action
- **SDG 17:** Partnership for Goals



THE STRENGTH IN COMMUNITY

Agriculture Based Livelihood Empowerment

Building Livelihoods Through Knowledge, Practice, and Market Access

The Agriculture-Based Livelihood Empowerment (ABLE) programme, a progressive initiative targeting 20,000 small and marginal farmers across Alwar district in Rajasthan and Dhule district in Maharashtra, enters its second year of work toward at least a 25% enhancement in average annual farmer income through climate-resilient, technology-enabled agriculture.

The programme is built around five core impact areas, each tracked as a distinct indicator of farmer wellbeing and farm resilience:

- Agricultural productivity enhancement
- Livestock health management
- Market linkage strengthening
- Soil health improvement
- Water use efficiency

Progress across these five areas is delivered through four approaches: farmer capacity building, demonstration and technology adoption, collective action and market access, and government and ecosystem convergence.

These four approaches move farmers from individual skill-building to collective market power: on-ground training builds the foundation, demonstrations turn that knowledge into visible practice, the four Farmer Producer Organisations convert those gains into bargaining power and market reach, and convergence with government schemes extends resources beyond what the programme could offer alone.

At the core of this delivery model is the Lupin Farmer School (LFS), a shift from conventional top-down extension to community-driven learning. The LFS creates intimate learning circles guided by dedicated Lupin Sarthis, with mandatory women's representation in every group. Training follows a structured calendar aligned to critical agricultural phases that include pre-season, mid-season, and end-season. This delivers crop-specific knowledge mapped to the actual crop cycle rather than generic, one-off instruction.





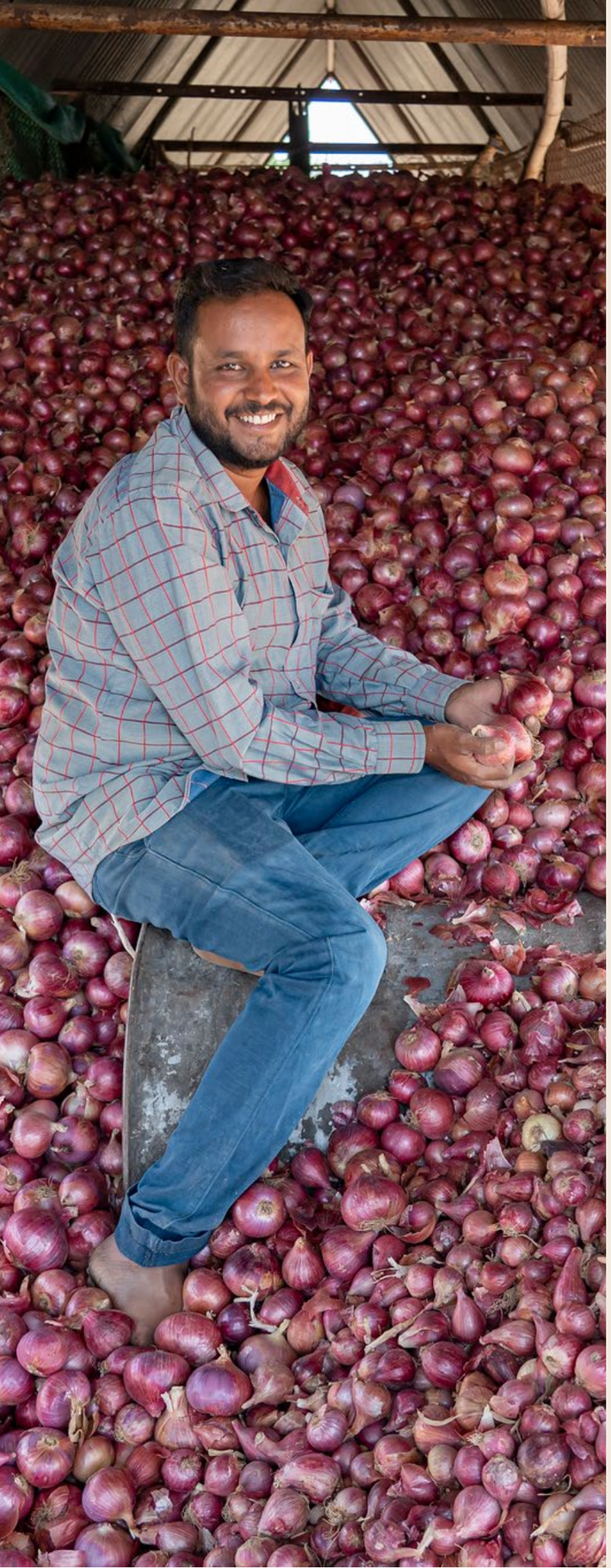
Through FY 2025–26, this structure came alive on the ground. Farmers built stronger soil and cropping fundamentals, adopting soil testing, recommended fertilizer application, bio-fertilizers, crop rotation, and Integrated Pest Management, alongside a growing shift toward decomposers, farmyard manure, and vermicompost units.

Demonstrations pushed this further: a sericulture pilot with 7 farmers revealed earning potential of over ₹1 lakh annually across four batches, a model now being weighed for replication across districts in partnership with the state sericulture department, while dairy and goat management training, artificial insemination centres, animal health camps, and green fodder promotion strengthened livestock as a secondary income stream.

On the collective front, the programme's four Farmer Producer Organisations deepened their agribusiness footing in input trading, setting the stage for a more ambitious roadmap ahead: QR-based farm-to-fork traceability, direct-to-consumer sales partnerships, a decentralized village-level agri-entrepreneur model, custom hiring centres for drone-based spraying, and formalized B2B contracts for oil procurement.

Meanwhile, convergence with government schemes continued to extend resources and infrastructure beyond what the programme could offer on its own.

The shift from foundational systems-building in year one to tangible gains in year two is visible across the programme, steadily building toward the sustained income growth.



Impact Highlights

18,701 farmers trained in soil health improvement and improved package of practices

14,731 farmers adopted use of decomposers, FYM and compost

594 crop demonstrations conducted across target regions

8,909 farmers provided hand-holding support through farm visits

17,748 farm equipment units and Integrated Pest Management (IPM)/Integrated Nutrient Management (INM) kits supported

3,415 Artificial Insemination (AI) services provided

40,272 animal health check-ups conducted for livestock care

322 animal husbandry demonstrations on dairy and goat farming best practices

15,546 farmers benefited from government schemes worth ₹1,195.98 lakh through convergence



The Herd She Built Alone

A woman-led path to livelihood security through livestock



Dhamred village sits in the hot, semi-arid stretch of Rajgarh block, where summers stretch long and dry, and only a thin morning fog softens the winters.

It is unforgiving land for those without resources to fall back on. When Bidani Devi's husband, Huriya Meena, lost his sight, the family lost its second pair of working hands. Her two sons had settled separately on their own land and offered no support.

On 1.86 acres of maize, millet, and wheat, and whatever manual labour she could find, **Bidani Devi** became the family's only earner. "There was no one else. It was me, or nothing," she says.

She had never kept livestock beyond a stray hen. Under the ABLE programme's livestock component, she received a constructed goat shed, fencing, a chaff cutter, and a starter unit of four does and one buck. She accepted the support with more uncertainty than confidence.

"I had no experience." she says, recalling how a Lupin Sarthi visited regularly to guide her through those early months.

What followed was not luck but method. Through her Lupin Farmer School, she learned to read a goat's health the way a farmer reads soil: a dull coat, reduced appetite, or loose stool signalled the need for deworming, administered on a fixed seasonal schedule rather than only when trouble appeared.

She learned to mix mineral supplements into feed to prevent deficiencies that stunt growth and delay breeding, and to time matings so that kidding fell in seasons when fodder was plentiful, not scarce.

A veterinarian visited every fifteen days, checking the herd and catching problems before they spread, and Bidani Devi began keeping track of vaccination cycles herself, no longer waiting for someone else to remind her.

The herd that started with five animals grew steadily as each generation of kids matured. Along the way, she sold four goats, earning Rs 58,000, money she reinvested directly into her enterprise by extending the shed and reinforcing its fencing to hold a larger herd.

Her flock now stands at seventeen: fifteen does and two bucks. She has since joined her cluster's Farmer Producer Organisation, gaining access to fair-priced agricultural inputs and a network of farmers navigating the same dry landscape.

Her land still gives her a modest second income, but it is the goats, fed, bred, and nursed through disease by her own hand, that gave her back her sense of ownership.

Standing in the doorway of the shed she has now doubled in size, Bidani Devi lets out a short laugh before she can finish the sentence:

"I never thought I would run something of my own."



From Cotton Fields to a New Classroom

One season of climate-resilient farming changed a family's future



Vilas Patil knew exactly what his son's life would look like if nothing changed. He had lived it already.

In Vani Budruk, the soil barely covers the basalt rock beneath it, just a few inches deep, and every monsoon washes a little more of it away.

On land like this, Vilas grew only cotton and maize, the way his father had. After costs, the family kept barely ₹40,000-45,000 a year. His son was already enrolled in the same Marathi medium school Vilas had attended, on the same path, headed nowhere new.

Every father wants his son to go further than he did. Vilas feared his son would only ever go as far as he had. That fear was still there in 2024, when the Lupin Sarathi reached Vani Budruk.

Through the Lupin Farmer School, structured seasonal training, **Vilas** learned to treat his seeds properly, protect crops using Trichoderma and neem-based bio-inputs instead of chemicals, enrich his farmyard manure with decomposers, and irrigate smarter through drip systems.

But the real ask was okra itself, a crop he had never grown, on a season's income his family could not afford to lose.

He planted it anyway. It paid off before the season ended. He added cluster beans and coriander, moved from two crops a year to three, and watched his income more than double, to Rs. 2.50 lakh. The clearest sign of what changed is not the number. It is his son, now in an English-medium school, on a path his father never had.

"That first okra harvest gave me the confidence to change everything else," Vilas says.



Natural Resource Management

In water-stressed rural landscapes, the stakes of poor resource management are immediate and human. When borewells fail and monsoons falter, it is smallholder farmers who bear the heaviest cost, facing shrinking harvests, mounting debt, and ultimately, distress migration. Addressing this reality requires more than infrastructure; it requires communities equipped to conserve, manage, and sustain their own water resources across seasons and years.

This is the foundation of LHWRF's approach, building and governing water conservation infrastructure in partnership with communities, so that structures continue to function long after project support ends. None of this is possible without the trust of villagers, who must see themselves as co-owners of the water they help capture.

Through watershed management, LHWRF builds and strengthens check dams, bunds, wells, farm ponds, group well irrigation systems, and temporary check dams to capture rainwater, slow surface runoff, and recharge groundwater across multiple villages. These efforts are complemented by micro-irrigation systems, including drip and sprinkler irrigation, rooftop rainwater harvesting systems, water-lifting devices, and practices such as mulching and hydroponics fodder units that reduce on-farm water demand. Improved water availability has enabled farmers to diversify into vegetables, horticulture, and floriculture, strengthening income resilience beyond staple crops, while also ensuring year-round drinking water access for both humans and livestock.

Sustained behaviour change remains central to this work. During the year, under the Agriculture-based Livelihood Enhancement Programme, 18,701 farmers were trained on efficient water use, ensuring that infrastructure investments translate into lasting improvements in productivity, groundwater health, and climate resilience. By strengthening green cover and water-use efficiency together, these interventions also contribute to reduced groundwater depletion and carbon sequestration, while clean energy solutions such as biogas further reinforce the sustainability of the systems farmers now rely on.

Impact Highlights

- **42,667** trees planted
- **8,33,869** Cu. M of water storage capacity created
- **66** check dams constructed
- **477** temporary check dams constructed
- **140** water-lifting devices supported to farmers



Blooming on His Own Terms

Reliable water from a check dam turned a rain-fed farmer into the region's only flower grower



Every morning at 6:00 a.m., **Raosahib Motirao Dhobi** arrives at his field in Methi village, Sindkheda block of Dhule district, Maharashtra, accompanied by his wife and father.

Together, they pick marigold flowers that must reach the market by 7:30–8:00 a.m.

He is the only farmer in the area growing flowers, a choice he has stayed committed to for five years, despite the discipline and daily labour it demands.

Like most farmers in the region, Raosahib once grew cotton and wheat. But flowers offered something traditional crops could not: a daily income instead of a seasonal one. Flower cultivation earns him between Rs. 700–1000 each day.

After accounting for cultivation and marketing costs, which take up 30–40% of his earnings, he is left with a steady, dependable income, unlike traditional crops that carry the risk of market fluctuations and unpredictable weather.

Cultivating marigolds on two acres of land in staggered batches, Raosahib ensures a continuous cycle of harvesting and income almost throughout the year, with his land lying fallow for only a month or two.

A generational farmer, Raosahib credits this transformation to reliable access to water.

He no longer depends solely on rainfall, thanks to the check dam constructed by LHWRF on the Madari river in 2012–2013.

His 50-foot well, connected to the check dam, benefits from higher percolation and deeper groundwater recharge, ensuring water availability even in years of lower rainfall.

Driven by an entrepreneurial spirit, Raosahib also experimented with growing roses and chrysanthemums, though unsuitable weather and the fragility of these flowers led him back to marigolds as the best fit for his farm.

His rising income has enabled him to build a pucca house for his family, replacing the mud house they once lived in. All three of his children, two daughters and a son, are enrolled in school. Looking ahead, Raosahib hopes to support their education further if they do well in their board exams.

For now, the flowers continue to bloom, and so do the possibilities they have created for Raosahib's family.



Community Collectives

In farming communities where individual bargaining power is limited, collective institutions have long served as the more equitable path to market. Small plots, thin margins, and little say in the prices farmers receive or the inputs they can access define the everyday reality of most smallholder households. Structural barriers such as fragmented landholdings, inadequate access to quality inputs, limited financial services, climate and pest risks, and dependence on intermediaries push families toward indebtedness and distress migration. For these farmers, a Farmer Producer Organisation is not merely an institutional arrangement. It is a shift in agency.

LHWRF recognises that true collective ownership does not emerge from registration alone. It takes root through patient, bottom-up institution building where communities are active participants in identifying their own priorities and solutions. Through training, exposure visits, agri-business model development, and partnerships with NABARD and SFAC, LHWRF strengthens farmers' bargaining capacity, reduces input costs, establishes farm gate procurement systems, and facilitates market linkages for better prices. Special emphasis is placed on promoting tribal women's FPOs, ensuring that collective institutions are inclusive from the ground up.

Under its flagship livelihood initiative, the ABLE Programme launched in April 2024, LHWRF promoted four FPOs across Alwar, Rajasthan and Dhule, Maharashtra, spanning the clusters of Malakhera, Rajgarh, Navalnagar, and Nizampur. Registered between February and March 2025, these FPOs collectively enrolled 7,597 farmer-shareholders with a combined share capital of Rs. 49.07 lakhs. Within their first year of operations, the four FPOs recorded an aggregate turnover of Rs. 492.76 lakhs.



All four FPOs are fully operational, with offices established, CEOs, accountants, and support staff recruited, input trading and mandi licences secured, and Governing Council meetings and exposure visits completed. B2B market linkages with industry players for procurement and digital retail integration through Quick-Commerce platforms are in the pipeline.

LHWRF continues to bridge critical gaps in governance, compliance, financial literacy, and business planning, ensuring that producers trust collective decisions, leaders balance efficiency with fairness, and farmers emerge as genuine owners of their institutions.

Impact Highlights

- Established **48** FPO units, benefiting **31,471** farmers over the years.
- **8,541** new members inducted in the past year.

The Jan Kalyan Story

That Grew From Trust To Turnover



Collective ownership is turning years of patience into profit

Vidisha sits a few hours from Bhopal, but for years it lagged behind on the markers that matter most. Farm productivity, access to credit, and reliable markets all remained weak. In 2018, NITI Aayog named it one of 112 Aspirational Districts in the country. Agriculture, the district's main livelihood, became the obvious place to start. The challenge was familiar. Small landholdings, inconsistent input quality, and farmers selling to whoever offered first, rarely whoever offered best.

LHWRF stepped in to address this gap, focused on lifting productivity and giving farmers more control over their own produce. That work eventually led farmers toward an idea many had never considered, owning a company together. In August 2021, Jan Kalyan Kisan Producer Company Limited was registered.

The early years were about trust, not turnover. Farmers enrolled as shareholders, built share capital, and waited patiently before launching any business, learning what collective ownership actually meant before asking it to perform. That patience is paying off. The company chose seed procurement and sales as its entry point, sourcing quality seed directly for members and cutting out the informal dealers who once controlled local prices.

Turnover is projected at ₹40-41 lakh for FY 2025-26, with ₹21.35 lakh already booked. Working with the Agriculture Department, the company also distributed 7.5 quintals of mustard seed free of cost to 150 farmers, removing a real barrier for those wanting to try a new crop.

Training ran alongside business-building. Shareholders traveled to Sinnar, Maharashtra, studying how established producer companies handle processing, quality, and collective selling. ICAR-CIAE Bhopal, the Agriculture Department, and independent experts conducted further sessions, backed by continuous village-level training. A three-day Krishi Mahotsav brought the wider farming community together to learn and exchange ideas.

With 201 shareholders now on board, Jan Kalyan Kisan is preparing its next move into soybean cultivation, cleaning, grading, and marketing, the very links where farmers usually lose the most value.

In Vidisha, a company built on patience is learning to grow the way its farmers do, one season, one harvest at a time.

Convergence Change Initiatives

LHWRF's work extends beyond the programmes it implements directly, drawing strength from a widening circle of partners who share its commitment to rural transformation. Alliances with corporate partners, government institutions, and development agencies, including Better Cotton, Whirlpool of India Limited, NABARD, and Atlas Copco, remain central to scaling the Foundation's reach and impact.

These partnerships rest on a simple premise, that complex rural challenges are best met through shared resources, expertise, and knowledge. Together with these allies, LHWRF designs and delivers solutions for agricultural communities, particularly those from economically disadvantaged and socially marginalised backgrounds. What ties these partnerships together is not sector or geography, they span cotton, water, livelihoods, and rural infrastructure, but a shared method, each begins by identifying the single point of fragility in a household's income, whether a rain-fed crop, a dry well, or a market price no farmer can control, and builds layered support around it.





This pattern holds across contexts that otherwise look nothing alike. In Hasta village, water scarcity gave way to year-round access through NABARD's partnership, opening the door to crop diversification. In Shirur block, Whirlpool's collaboration on water infrastructure created the same opening at a larger scale, letting farmers move from flood irrigation to micro-irrigation and into higher-value crops, supported by integrated water management systems that balance immediate needs with long-term water security. In Pune and Nandurbar, Atlas Copco's programme took this further, pairing water access with dairying, poultry, and enterprise support, so that no single failed harvest could threaten a household's entire income. Through Better Cotton, the shift has been less about infrastructure than practice, training over 94,000 farmers in climate-resilient, natural resource-conserving methods that strengthen both economic resilience and food security. Across these partnerships, the introduction of climate-adaptive crop varieties has proven just as vital as water or infrastructure, giving farming households a second layer of protection against uncertainty.

Beyond infrastructure, LHWRF's network helps farmers access financial services, market linkages, and emerging technologies, while capacity-building efforts embed agricultural knowledge within communities themselves. As these partnerships evolve to meet emerging rural challenges, they reflect a shared commitment to strengthening rural livelihoods and building self-reliant farming communities.

Layered Livelihoods, Lasting Change in Rural Maharashtra

LHWRF and Atlas Copco's Sustainable Livelihood Development Programme

Rural families in Pune and Nandurbar districts know what it means to depend on a single income source and what it costs when that source fails. It is this gap between fragility and stability that Lupin Human Welfare & Research Foundation and Atlas Copco (India) Limited have been working to close across Maharashtra. Agriculture, animal husbandry, and wage labour have long defined how families here earn and survive, yet with livelihoods tied to a single rain-fed crop and whatever rate the market sets at harvest, an unreliable monsoon or a price swing can be enough to force migration and strain household well-being. This collaboration addresses that vulnerability through connected initiatives spanning water, agriculture, livestock, and enterprise, designed to give families more than one source of income to rely on.





In Pune, the Sustainable Livelihood Development Programme is reaching 1,500 families across 29 villages in the Mulshi, Bhor, and Velhe blocks. Water resource development forms the foundation, with water lifting devices, pipelines, and improved drinking water infrastructure bringing additional land under irrigation and enabling farmers to move beyond single-season cultivation. Building on this, the programme introduces horticulture plantation and vegetable cultivation, supported by processing and value-addition machinery that helps families capture greater returns from their produce. Families are also being supported to take up dairying through milch animal provisioning and linkages to milk collection infrastructure, while backyard poultry units with breed-specific chicks, feed, and medicine offer a lower-investment route to supplementary income. Micro-enterprise and off-farm enterprise support, alongside training and exposure visits, further strengthen household earnings. At the household level, biogas units reduce dependence on firewood for cooking, while livestock vaccination and artificial insemination services help maintain and improve animal productivity.

In Nandurbar, the programme finds a different terrain but pursues the same purpose. The tribal communities of the Chinchpada area in Navapur block, three hundred families who once depended almost entirely on a single rain-fed crop and seasonal migration for survival, are now seeing what layered support can change. Water harvesting structures have been restored, check dams renovated, and irrigation improved, making double cropping possible where single cropping was once the only option. Livestock, poultry, micro-enterprise, and household biogas units have followed, adding income streams that did not exist before. The results are visible in two ways, annual incomes have risen substantially, and fewer families are leaving their villages each season in search of wage labour elsewhere.

What connects the work in Pune and Nandurbar is a shared underlying principle that a family's economic stability depends less on the success of any single harvest than on how many sources it can draw upon at once. Water enables diversified cropping, cropping supports livestock, and livestock and enterprise activities together absorb shocks that no single source could withstand alone. The initiatives across both districts demonstrate how complementary, layered interventions can build genuinely resilient livelihoods for rural communities, even where the starting conditions differ significantly.





The Economics of a Five-Goat Beginning

Steady goat-rearing turned survival into enterprise



Bhagwan Taware moves through his goat shed in Khamboli village, Mulshi block, counting heads almost without thinking, a habit built over three years of watching a herd grow from five animals to seventy. “I now feel like I have become a businessman,” he says, the words carrying the quiet certainty of someone who has lived into a new identity.

For years before this, Bhagwan worked as a watchman, a job that was reliable but offered little beyond survival. Like many small and marginal families across Mulshi block, where rain-fed agriculture and limited irrigation leave little margin, his livelihood was stable only in its constraints.

The Sustainable Livelihood Development Programme changed that. Under its on-farm enterprise development component, Bhagwan received four female goats and one male goat, along with training in animal management, fodder development, and veterinary care.

Growing a herd does not happen by chance. It requires maintaining a structured breeding cycle, ensuring timely vaccination and deworming through seasonal changes, and cultivating green fodder to sustain the animals through lean months. Bhagwan applied each of these practices consistently, and one generation of kids became the foundation for the next, steadily building the herd to seventy over three years.

Total earnings from goat rearing have reached approximately Rs 3,50,000. With part of that income, Bhagwan purchased a milch cow, adding dairy as a second income stream that provides a daily rhythm the goat enterprise, seasonal in its returns, cannot offer on its own.

As his earnings grew, the watchman’s salary receded in importance, until he eventually resigned from the job altogether to manage his enterprise full time.



With increased income, Bhagwan has invested back into the enterprise, improving animal housing and planning for further expansion. He tracks breeding cycles, manages fodder availability across seasons, and times his sales to market demand. What began as a supported intervention has become a self-sustaining business, one he now runs entirely on his own judgment.

His is a journey that began with five goats and a modest ambition, and has since outgrown both. Across the villages of Mulshi block, his story is one of many quietly taking shape in the same direction.

Better Cotton Initiative

Cultivating a Fairer Cotton Economy

Cotton farming has long carried a hidden cost, in the water it consumes and the soil it strains under conventional methods. The Better Cotton Initiative addresses this at its root, helping smallholder farmers move away from conventional methods toward practices better for the people who grow cotton, the land it grows on, and the sector's future. The approach spans environmental, social, and economic dimensions, training farmers in water efficiency, soil health, natural habitat conservation, and decent work principles, delivered through demonstration plots, field days, educational materials, multimedia tools, and pest management kits. Women-focused training programmes ensure gender inclusivity remains central to the model.

Since 2017-18, LHWRF has implemented the project across Dhule and Nandurbar districts, growing from 12,000 farmers to 94,722 cotton growers by 2025-26, linking them to global markets through the Better Cotton Standard System.

This year's results made that scale tangible. In Rajbai Shewali village, a farmer adopting High Density Planting System cotton on rainfed land earned a net profit of Rs 80,200 from a single acre, proof that scientific practices translate directly into farmer income. That same commitment to farmer welfare extended to child protection: in Nizamapur, when two children went missing from school during a family's migration, the Gender Committee and Child Labour Prohibition Committee acted swiftly, tracing them to Gujarat and securing their return to the classroom.

This vigilance on the ground was matched by recognition at scale, Field Facilitator **Bhagyashree Shinde** placed third at the Better India Program Partner Meet 2025-26, honoured among the best field facilitators in the country.

Each farmer trained, each acre converted, and each family supported adds to a larger shift already underway: cotton grown responsibly is steadily becoming not the exception, but the standard the market expects, moving the sector closer to a future where sustainability and smallholder livelihoods grow together.

Impact Highlights

- **94,722** smallholder cotton growers are being empowered
- **535** villages covered
- **9,274** women farmers actively involved
- **16,609** farm labourers securing decent working conditions, including 7,467 women
- **93,661** hectares under cotton cultivation
- **74,889** hectares brought under the Better Cotton Standard System

When Every Drop Counts

Drip irrigation turned uncertain harvests into reliable profit

Across the tribal belt of Nandurbar, where agriculture remains the primary source of livelihood, efficient water management has become increasingly important. Smallholder farmers often struggle to balance rising cultivation costs with the need to make the most of available resources.

Like many farmers in Nandurbar district, Suresh Sakharam Valvi, a farmer from Kelpada village in Navapur block of Maharashtra, depended on limited water resources to cultivate his land. Uncertain water availability often affected crop growth, reducing productivity and making farm income unpredictable. Despite investing time and effort, the returns rarely matched the hard work put into the field.

"In farming, everything depends on water," Suresh says. "When water is scarce, you keep worrying whether the crop will survive till harvest."

To address this challenge, Lupin Human Welfare & Research Foundation, in partnership with the Better Cotton Initiative (BCI), supported Suresh with a drip irrigation system. With a farmer contribution of ₹7,500, the intervention made modern irrigation both affordable and accessible.

"Earlier, water was always a worry. Now, every drop feels like an investment." For Suresh, access to efficient irrigation has transformed not only his harvest but also his confidence in farming.

The change was immediate. Using the drip irrigation system, Suresh cultivated watermelon on one acre of land. Controlled water application improved crop management, supported healthier plant growth, and reduced wastage.

The result was a productive harvest and a significant increase in earnings.



"The drip system helped me use water carefully and manage the crop better," he explains. "For the first time, I felt confident about the outcome of my farming."

With a cultivation cost of approximately ₹35,000, Suresh earned a net profit of ₹88,000 from a single cropping cycle. For his family, the income brought greater financial stability and renewed optimism about agriculture as a sustainable livelihood.

Today, his field has become a point of discussion among fellow farmers in the village. Many visit to understand how the system works and how it has improved productivity.

"When people see the crop and the income, they ask questions," Suresh says with a smile. "I tell them that saving water can also increase earnings."

His journey demonstrates how a simple but effective intervention can create lasting change. By promoting sustainable farming practices and improving access to water-efficient technologies, the program is helping farmers like Suresh turn a scarce resource into an opportunity rooting to one drop at a time.



The WADI Approach to Tribal Livelihood Development

In partnership with NABARD, LHWRF implements an Integrated Tribal Development Programme that brings together watershed development and the WADI model to strengthen livelihoods for tribal families. WADI, meaning small orchard, is rooted in an integrated farming systems methodology that places families, particularly women, at the centre of agro-biodiversity promotion, climate resilience, and sustainable income generation.
Horticulture forms the productive anchor of this model. The programme begins with the orchard, which provides a long-term productive asset, while intercropping with vegetables and flowers generates income during the maturation period. This intentional layering of crops across seasons reduces dependence on any single harvest, and climate-resilient varieties and smart farming technologies equip families to manage the variability that rain-dependent agriculture has always carried.

Underpinning this diversity of crops and income sources is reliable access to water. Lifting devices, distribution pipelines, drip and sprinkler irrigation, well deepening, and farm ponds bring reliable water access to families for whom single-season farming has long been the only option. Beyond individual fields, the programme invests in the wider watershed through gabion structures, groundwater recharging, and afforestation, building the ecological conditions that make sustained agricultural productivity possible. Soil conservation measures protect against erosion and land degradation, preserving the productive capacity that all these livelihoods depend on.

Increased production, however, only translates into income when markets are accessible. A Common Facility Centre supports processing and value addition, helping families move beyond selling raw produce at harvest-time rates.





Milk collection networks link dairy households directly to better-paying markets, cutting out intermediaries and improving returns. Vegetable cultivation with mulching and trellis systems adds further earning options, ensuring that what families produce finds a reliable route to income.

The programme reaches beyond landholding families. For landless households, widow-headed families, and those with the fewest economic options, goat rearing, backyard poultry, and micro-enterprise support offer a productive foothold that land-based interventions alone cannot provide. Kitchen gardens improve nutrition and generate consistent supplementary income, while dairy enterprises and skill development initiatives open longer-term pathways toward economic independence.

Running through all of these interventions is a commitment to women's active participation rather than passive beneficiary status. Self-help group formation, SHG leadership training, and community events create space for women to build skills, make decisions, and shape outcomes at the household and community level. Village Development Committees and Participant Groups formalise this participation institutionally, ensuring that communities have the structures to sustain what the programme builds long after the project period ends.

Training and exposure visits build the practical knowledge that makes programme interventions stick. Farmers, community leaders, and field staff each receive structured capacity-building support calibrated to their role. Health awareness camps, general health camps, and nutrition-focused interventions complete this approach, recognising that a family's ability to sustain its livelihoods is inseparable from its physical well-being, and that food security and health security are two sides of the same condition.

Impact Highlights

- **248** acres developed for Agroforestry-based Tribal Development Program (Wadi Model)
- **450** farmers benefited through orchard development

Filling the Gaps Between Harvests



Intercropping turned empty months into year-round income

"Earlier, I could not even think of growing a second crop." Mahendrasingh Thakur says this almost in passing now, but for years it was simply his reality. In Chundipura village, tucked into Dhar district's Nalchha block, the calendar followed soybean and nothing else, sown after the first monsoon rain, harvested once by October, and then months of empty fields until the cycle began again.

When the idea of fruit trees was first suggested to him, mid-row, plough still in hand, he was unconvinced. Trees took years to bear fruit, and he could not afford to wait that long doing nothing. He straightened, wiped his hands on his pant, and looked out at the bare stretch of land beyond his sowing line. But the project offered a different way of farming altogether. He agreed to try a one-acre Wadi, 75 mango, guava, and lemon trees, with wheat and onion filling the gaps between them. A nutrition garden followed, putting fresh vegetables on his family's plate. Training replaced guesswork with method, teaching him to read his soil and time his crops.

Joining the Jogibhadak Farmers Producer Company closed the gap, giving him fair prices and reliable inputs.

Today, the same plot that once went silent for half the year gives him vegetables through the season, a steady return from onion at harvest, and a wall of fruit trees still growing toward their first real harvest.

Water Resource Development for Livelihood Enhancement of Farming Community

In partnership with Whirlpool of India Limited

LHWRF and Whirlpool of India Limited continued their collaboration this year to address water scarcity in the villages of Shirur block, Pune district, weaving together infrastructure revival, irrigation efficiency, and institutional water security across seven villages, namely Kendur, Malthan, Lakhewadi, Dhamari, Kanhurmesai, Khairenagar and Shastabad. Decades-old percolation tanks here had surrendered to siltation and structural decay, with water once escaping the landscape by January end, leaving farmers dependent on an uncertain monsoon and limited to traditional flood irrigation.

Three long-defunct percolation tanks at Jambhala Vasti, Sukrewadi and Kanhur Mesai were systematically de-silted and repaired, extending water retention by two to three months. This directly supports Rabi season cultivation, reinforcing food security across the intervention area. Three cement nala bunds constructed in Kendur village added further harvested runoff capacity, benefiting families while strengthening groundwater recharge for wells situated downstream.

The programme's irrigation component demonstrates how resource-efficient systems can enhance traditional farming practices while conserving water. Smallholder farmers who previously relied on flood irrigation methods now utilise drip or sprinkler systems. This shift has achieved a 75 per cent reduction in irrigation water consumption while enabling crop diversification into onion, groundnut, chilli, tomato, fenugreek, coriander, brinjal, mango and floriculture, proving that conservation and improved farm income can coexist.

The initiative's institutional water security measures extended this impact further. Zilla Parishad schools, a health sub-centre, a gram panchayat building and a cooperative society now house rooftop rainwater harvesting systems, contributing to groundwater recharge and modelling conservation practices for household adoption. Structured exposure visits to the Buchkewadi Watershed Project, Junnar, and KVK Baramati facilitated knowledge transfer among farmers, ensuring that technical interventions translate into lasting behavioural change.

With farmer uptake of micro-irrigation exceeding the year's target by 41 per cent, the project signals a demand for water-efficient farming that runs well ahead of what was originally planned for. As restored tanks and bunds continue to recharge the water table through the coming seasons, Shirur block offers an early but promising model for what reviving neglected public water infrastructure, can achieve at scale.

Impact Highlight

- **1,25,613** cu. m water storage capacity created, benefiting 970 families
- **1,680** acres brought under assured irrigation
- **120** wells revived across the intervention area

The Sound of Water Returning

Restored check dams brought life back to a flood-scarred village

At Kendur's Wadachi Wasti in Shirur block, Pune, the sound of water is new again. It rushes over the repaired check dam, filling the air the way it used to before the tank collapsed. Birds circle back to the river each morning, dipping down to drink, a sight the village had almost forgotten.

Women pat out jowar bhakris (sorghum flatbread) over an open flame; men wash buffaloes at the water's edge; children wade in for a swim before school. In the kitchen gardens, tomatoes are ripening on the vine.

In 2022, unprecedented flooding collapsed the Kanhur Mesai percolation tank and burst two ponds in Dhagewadi and Dhavale Vasti, sending floodwater into the village. "Some lost their chickens, some lost their homes, others lost their crops," recalls Pooja Pale, who climbed a tree with six children to keep them safe. Around the same time, both check dams in Kanhur Mesai broke, says Suresh Kharde.

Restoration changed the story. "Once the dams were restored, a good amount of water was stored, which has been very beneficial for farming," says Bhausaheb Talole. Wells that once ran dry now hold water longer. "Even with the motor pump running continuously, the water doesn't get depleted," says Anil Jadho. Suresh Talole adds that with borewells functioning again, farmers now grow onions, wheat, watermelon and maize alongside fodder crops for their cattle.

In Kendur's Jambhala Wasti, Pooja Thite planted onions the same time as her neighbours.

"Within a month, their crops were affected by disease, whereas ours remained completely healthy because of sprinklers," she says. "We get good yield using less water."

As Maroti Gawade puts it: "The worry about water is gone now."

CSR at Worksite Locations

Lupin's commitment to Corporate Social Responsibility (CSR) extends beyond its manufacturing operations to the communities that surround them. This commitment is channelled through its Lupin Human Welfare and Research Foundation (LHWRF), that has been working alongside local communities to improve quality of life by addressing their evolving development needs and strengthening access to essential services.

Over the years, CSR initiatives at worksite locations have evolved from individual interventions into a structured community development approach.





The program complements existing development efforts while ensuring greater ownership and long-term impact.

Currently, CSR interventions are implemented across Lupin's manufacturing locations through three integrated thematic areas that collectively contribute towards healthier communities, improved livelihoods and enhanced well-being.

Our Areas Of Focus

Agro-Horticulture

Agro-horticulture is the integrated practice of combining agriculture and horticulture to improve farm productivity, diversify livelihoods and promote sustainable land use through the cultivation of crops, fruits, vegetables and other high-value produce.

As agriculture remains the primary source of livelihood for a majority of rural households around Lupin's worksite locations, the program promotes sustainable and climate-resilient farming practices that improve productivity while conserving natural resources.

Our support is extended through horticulture development, irrigation interventions, farm mechanisation, seed distribution, nursery development, kitchen gardens and dissemination of improved agricultural practices.

These interventions aim to strengthen farm-based livelihoods, improve household nutrition and enhance income opportunities for farming communities.

Impact Highlights

- **335** farmers supported through horticulture development on **243** acres of land.
- **15800** saplings planted under horticulture development
- **85** farmers engaged in vegetable and floriculture cultivation.



"Farmers should not see themselves only as farmers. We should develop entrepreneurial skills and see ourselves as entrepreneurs,"

says **Padhiyar Mahendrabhai Kanu Bhai,**
Virpur, Dabhasa.

Water, Sanitation & Hygiene (WASH)





Safe water, improved sanitation and hygiene are essential for healthier communities and better learning environments.

The program works with schools and villages to improve access to safe drinking water, sanitation facilities and hygiene infrastructure while encouraging positive behavioural practices among children and communities. Through awareness initiatives and infrastructure support, the program promotes healthier habits, reduces health risks and contributes towards creating safe and dignified environments for learning and everyday living.

Impact Highlights

16 schools supported under WASH through toilet construction and installation of safe drinking water facilities

6406 students gained access to proper sanitation and safe drinking water under WASH through facility construction in **16 schools**

The Pink Room is a safe **sanitation and menstrual health** initiative launched in Goa, offering school and college-going adolescent girls a private space to manage menstrual hygiene with dignity.



"If the Pink Room had not been available, our girls would have missed their classes. A monthly cycle should never be the reason a girl falls behind, and over time, that can mean the difference between staying in school or dropping out "

Sister Anita, St. Ann's High School,
Quelossim, Goa



Healthy communities form the foundation of sustainable development. The program focuses on improving access to preventive healthcare, support to PHCs & early TB detection, nutritional support kits, strengthening nutrition awareness, maternal and child health and supporting vulnerable groups through community-based health interventions. These efforts contribute towards improving overall community well-being while enabling individuals and families to make informed health choices.

"There was no waiting area earlier. Hundreds of patients, pregnant women, the elderly, the seriously ill, would sit on the bare floor outside the OPD with no shade or seating. For someone who had travelled 15–20 km to get here, it was uncomfortable and undignified. Now, with the covered shed and benches, patients and the families who accompany them have a proper place to sit and wait. Fewer of them leave halfway, they stay, complete their consultation, and get the care they came for."

Dr. Gopi Krishna, Medical Superintendent,
Area Hospital, Aganampudi, Visakhapatnam

Impact Highlights

17 PHCs/Sub Centres supported with required equipment and infrastructure to strengthen service delivery under Health Infrastructure

1407 TB patients supported with nutritional supplements for 6 months as Nikshay Mitra under Pradhan Mantri TB Mukt Bharat Abhiyaan

50 pregnant women supported with Nutritional Supplements

270 malnourished children benefited from nutritional kits and monitoring support.

58 families supported for nutritional garden development

7 Anganwadis supported for developmental activities

5 Truenat machines supported to PHCs to strengthen TB detection



Contribution towards Environmental, Social, and Governance



Environmental, Social, and Governance (ESG) principles form the foundation of Lupin's commitment to creating sustainable value across Planet, People, and Patients. Guided by its purpose of catalyzing treatments that transform hope into healing, Lupin has built a comprehensive ESG framework that integrates seamlessly with core business operations, addressing climate change, water management, waste, and biodiversity alongside diversity, employee well-being, and patient care. Lupin Human Welfare & Research Foundation (LHWRF) operationalizes this vision on the ground, translating it into targeted initiatives that address pressing ecological and social challenges in rural communities.

Lupin's environmental commitments anchor much of this work, with sustained water positivity and responsible waste management reinforcing the company's broader climate goals. LHWRF extends this environmental stewardship into rural landscapes through natural resource management and water conservation, restoring percolation tanks, check dams, and rainwater harvesting systems that secure water access for farming communities for years to come.

On the social front, this stewardship extends into people, through Livelihood Programs, community-based Non-Communicable Disease (NCD) care under the Lives Program, and employee volunteering that brings Lupin's workforce directly into the communities the Foundation serves. This work is held to account by disciplined governance, with initiatives anchored in rigorous monitoring and reporting practices that keep every intervention aligned with Lupin's long-term ESG goals.

Together, environmental stewardship, community-centred social impact, and structured governance define LHWRF's approach to sustainability. This continued effort reflects the Foundation's role as the ground arm of Lupin's sustainability strategy, turning commitments into outcomes that communities can see, feel, and sustain for years to come.

Impact Highlights

- **953,148** trees planted till date
- **42,667** plantations in 2025–26
- **6,080,814.93** cu. m water storage capacity created to date

Employee Volunteering Program (EVP)

The Employee Volunteer Program (EVP) remains central to how LHWRF lives its values, giving employees a structured way to give back to the communities we serve. A company-mandated initiative requiring five hours of participation per employee each year, the EVP translates LHWRF's commitment to holistic development into everyday action, while building a genuine culture of service across the organization.

Employee-led participation gathered strong momentum in 2025-26, with 12,264 Lupin Employees coming forward to volunteer time and skills for causes that mattered most to them and to the environment. Given the importance the environment holds in Lupin's policy, the year saw active involvement in sapling plantation drives, support for horticulture activities in farmers' fields, and cleanliness campaigns across worksite locations and rural areas, all contributing to a greener footprint.

World Environment Day saw some of the year's strongest turnout, with employees across locations coming together for plantation drives and seed ball making.

EVP volunteers also came forward for blood donation camps, especially during Lupin's Seva Diwas and Community Day observances, supporting vital public health needs including care for Thalassemia patients, alongside meaningful contributions to healthcare and nutrition initiatives. Employees contributed 35,462 volunteer hours through the year, reflecting a sustained rise in engagement and participation.

Impact Highlights

- **35,462** volunteer hours contributed
- **42,667** plantations completed through EVP and other activities
- **12,264** Lupin Employees participated

These efforts translated into 42,667 plantations through EVP and allied activities, marking one of the strongest years yet for employee-driven environmental action.

Beyond the numbers, the EVP builds ownership: employees who volunteer return with stronger relationships, renewed motivation, and a deeper sense of pride in being part of an organization that values people as much as performance.





This sense of purpose carries back into their everyday roles, sharpening collaboration and deepening their understanding of the communities LHWRF serves. As LHWRF continues to expand opportunities for employees to support causes closest to their hearts, the EVP remains one of our strongest tools for building a workplace culture rooted in service, one that attracts talent, strengthens our commitment to the social pillar of ESG, and stays anchored to the communities we serve.

EVP activities from 2025-26

- Sapling plantation drives
- Horticultural activities in farmer's fields
- Blood donation camps
- Cleanliness campaigns
- TB nutrition kits to patients
- Seed ball making and throwing drives
- WASH awareness sessions in schools
- Health and cardiovascular disease (CVD) awareness camps
- Career guidance sessions for students
- Joy of Giving initiatives at NGOs



Message from Program Head

Yogesh Raut

Deputy General Manager
Livelihood Program

As the ABLE Project entered its second year, our focus shifted from laying the foundation to deepening implementation, improving the adoption of climate-resilient agricultural practices, and generating measurable outcomes for farming households.

A key milestone during the year was the completion of the process evaluation of the ABLE Project. The findings have provided valuable insights into implementation strengths, community participation, and opportunities for improvement, enabling us to refine our approach and ensure that the programme continues to deliver meaningful and sustainable impact.

Alongside our agriculture interventions, we expanded our efforts to improve the overall quality of life in rural communities. Through the Worksite Program, our WASH initiatives have strengthened access to sanitation, and hygiene in schools contributing to healthier communities and improved well-being. Our agro-horticulture interventions have continued to promote diversified farming systems, encouraging farmers to adopt orchard-based livelihoods that enhance household incomes while improving climate resilience and the sustainable use of natural resources.

These achievements have been made possible through the dedication of our field teams, the trust of our partner communities, and the continued support of our funding partners. We remain committed to enabling rural families to build resilient livelihoods by promoting sustainable agriculture, strengthening natural resource management, and creating opportunities that lead to long-term prosperity.

Our People and Practices

Building Capacities Through Learning





Leading and Managing Team Workshop

This workshop built leadership and people management skills through role plays, creative exercises and open discussions. Participants reflected on real challenges in decision making, team dynamics and negotiation.

Technical Training: Building Data-Driven Decision Making with Power BI

This session introduced staff to Power BI, covering dashboard creation, data modelling and report generation to support programme monitoring. Discussions centred on practical applications for tracking field data and integrating it into ongoing reporting.

Outbound Behavioural Training

This training took staff outside the regular work environment to build stronger communication and interpersonal skills through immersive, real-world exercises





Capacity Strengthening for ANMs and Community Mobilisers

This training strengthened staff capacities in communication, behaviour change and empathy driven leadership. It equipped them to engage more effectively during field visits, conduct patient screening and support individuals at risk of non-communicable diseases (NCDs).

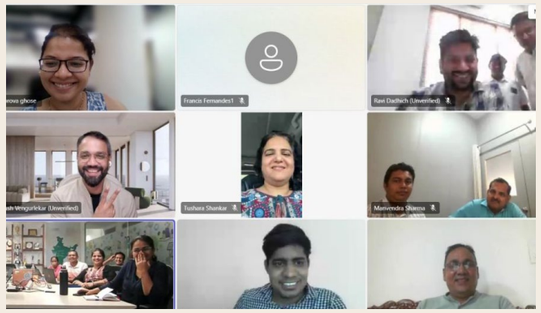
Diversity, Equity and Inclusion (DEI) and Gender Sensitisation Training

Staff from across the country came together for this session, bringing a rich mix of regional perspectives and workplace experiences. Through interactive group activities, participants explored different dimensions of diversity and reflected on the visible and invisible biases that shape their behaviour and interactions with others.





Storytelling Workshop online session





Honors & Accolades



Received the **Excellence in CSR National Award** at the Economic Times Healthcare Leaders Summit.



Lupin Human Welfare and Research Foundation has been awarded the **CRISIL VO 1A** grading, the highest on the CRISIL scale for voluntary organisations, for its governance, financial management, and programme delivery.



Honored with the **Champions of Change CSR Award**, presented by Late Hon. Deputy Chief Minister Shri Ajit Pawar, organized by STEM Learning in association with Zilla Parishad, Pune.



Received the **Changemaker Award** at the Global Nagpur Summit, conducted at IIM Nagpur.

Honors & Accolades



The District Collectorate, Alwar, conferred a Special **Appreciation for initiatives in water harvesting and conservation.**



Farmer Bhikan Baliram Patil from the LHWRF ABLE programme received the **Third Prize** at the District-Level Crop Yield Competition (Kharif 2024–25), organised by the Department of Agriculture, Government of Maharashtra, for Bajra cultivation using Integrated Nutrient Management practices.



Recognized by the Government of Andhra Pradesh and Swarna Andhra P4 Foundation (SAPF) with an **Appreciation Certificate for the Health Infrastructure Development initiative** at Area Hospital, Aganampudi, Visakhapatnam.



Glimpses of LHWRF Day Celebrations

World Health Day
7th April







National Nutrition Week
1st to 7th September







World Environment Day
5th June







World Heart Day
29 Sep







Community Day
26th June







LHWRF Foundation Day
2nd October







Glimpses of LHWRF Day Celebrations

World Chronic Obstructive Pulmonary Disease (COPD) Day
19th November







World Soil Day
5th December







National Farmers Day
23 December







Seva Diwas
8th February







Women's Day
8th March







World TB Day
24th March

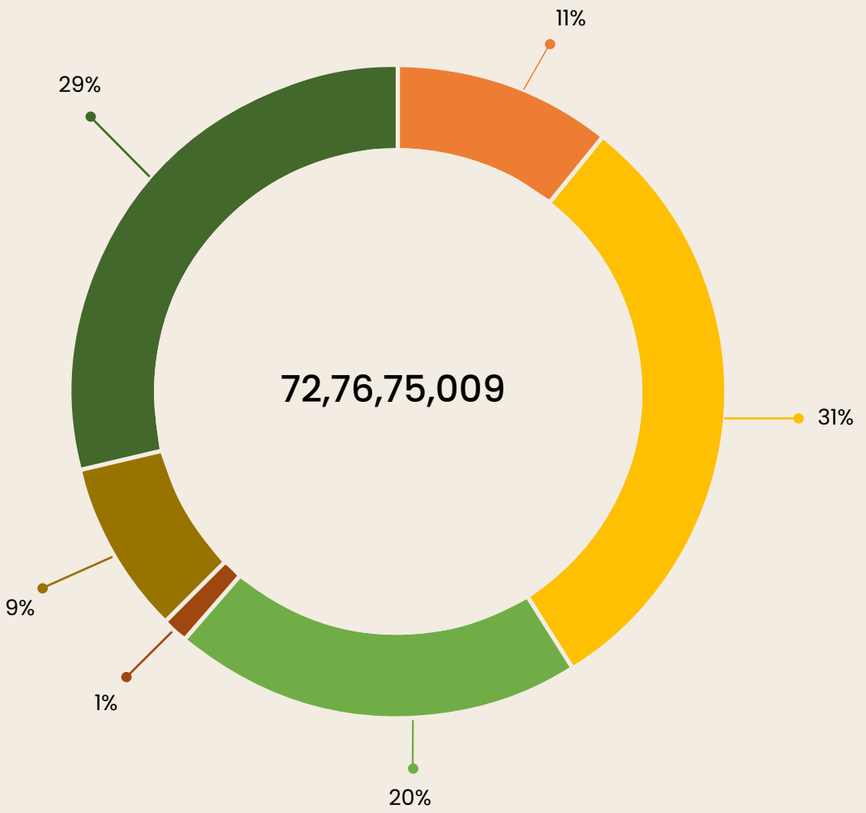






Financial Overview

Expenditure Overview (in Rs.)*



- Learn & Earn programme
- Livelihood Program Expenses
- Lives Program Expenses
- Compliance & Communication Expenses
- Other CSR Inititatives Expenses
- Government / Institutional Aided Project Expenses

*All other expenses, including employee benefits, depreciation, and general administration, are allocated within the program

Lupin Human Welfare & Research Foundation
Balance Sheet as at 31 March 2026

(Amount in Rs.)

Sr. No.	Particulars	Note	As at 31-03-2026	As at 31-03-2025
I	**Sources of Funds**			
1	**NPO Funds**			
(a)	Corpus Funds	3	3,11,000	3,11,000
(b)	Reserves & Surplus		8,09,96,386	7,64,10,602
			8,13,07,386	**7,67,21,602**
	Non Current Liabilities			
(a)	Long-Term Provisions	4	37,51,754	48,76,995
2	**Current Liabilities**			
(a)	Trade Payables	5	5,79,03,604	3,39,76,174
(b)	Short-Term Provisions	4	71,19,992	45,12,705
(c)	Other Current Liabilities	6	7,26,22,770	7,07,13,700
			13,76,46,366	**10,92,02,579**
	Total		**22,27,05,505**	**19,08,01,176**
II	**Application Of Funds**			
1	**Non-Current Assets**			
(a)	Property, Plant & Equipment	7	8,59,90,211	7,72,60,815
(b)	Capital Work in Progress	8	-	91,18,104
(c)	Other Non-Current Assets	9	8,95,500	26,51,000
			8,68,85,711	**8,90,29,919**
2	**Current Assets**			
(a)	Receivables	10	1,12,20,787	67,30,989
(b)	Cash & Bank Balances	11	10,84,83,046	9,08,11,738
(c)	Short Term Loans & Advances	12	7,57,277	8,74,160
(d)	Other Current Assets	13	1,53,58,683	33,54,370
			13,58,19,792	**10,17,71,257**
	Total		**22,27,05,505**	**19,08,01,176**

The above statement should be read in conjuction with the accompanying notes.

For P G Bhagwat LLP
Chartered Accountants
Firm Registration No. 101118W/W100682

Purva Kulkarni
Partner
Membership No. 138855
Place: Pune
Date:- August 11, 2026

For Lupin Human Welfare & Research Foundation

Nilesh Gupta
Trustee

Sunil Makharia
Trustee

Lupin Human Welfare & Research Foundation
Statement of Income and Expenditure for the year ended 31 March 2026

(Amount in Rs.)

Sr. No.	Particulars	Note	Year Ended 31-03-2026	Year Ended 31-03-2025
I	**Income**			
(a)	Grant Income	14	72,44,44,933	43,05,65,033
(b)	Other Income	15	78,15,860	76,30,581
	Total Income		**73,22,60,793**	**43,81,95,614**
II	**Expenses**			
(a)	Learn & Earn programme		7,81,33,138	7,02,30,184
(b)	Livelihood Program Expenses		18,68,84,856	15,19,65,891
(c)	Lives Program Expenses		12,47,77,298	11,16,26,448
(d)	Compliance & Communication Expenses		93,64,275	92,91,088
(e)	Other CSR Inititatives Expenses		5,27,93,133	5,31,96,921
(f)	Government / Institutional Aided Project Expenses	14	21,00,16,001	15,46,18,630
(g)	Employee Benefits Expenses	16	4,10,91,843	2,92,51,802
(i)	Depreciation Expenses	7	1,11,61,746	91,07,239
(j)	General Administration Expenses	17	1,34,52,719	1,33,73,358
	Total Expenses		**72,76,75,009**	**60,26,61,561**
III	**Excess of Income Over Expenditure for the Year**		45,85,784	(16,44,65,947)
	Balance Transfered to Reserves & Surplus		**45,85,784**	**(16,44,65,947)**

For P G Bhagwat LLP
Chartered Accountants
Firm Registration No. 101118W/W100682

Purva Kulkarni
Partner
Membership No. 138855
Place: Pune
Date:- August 11, 2026

For Lupin Human Welfare & Research Foundation

Nilesh Gupta
Trustee

Sunil Makharia
Trustee

Head Office

Lupin Human Welfare & Research Foundation

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