



RPG LIFE SCIENCES

An  **RPG** Company

**Investors'
Presentation
H1 FY25**

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RPG Group: One of India's fastest-growing diversified conglomerates

UNLEASHTALENT
TOUHLIVES
OUTPERFORM
AND😊

RPG Group has a business history dating back to 1820 AD in banking, textiles, jute, and tea. RPG Enterprises was founded in 1979 and currently operates in various businesses in Infrastructure, Technology, Tyres, Life Sciences, and plantation industries.

Formerly known as Searle India, RPG Life Sciences was started as a joint venture with G.D Searle in 1968 and was rechristened to RPG Life Sciences in 1999 with G.D Searle withdrawing its India operations.

100+ years old Business Group

\$4.8 Bn+ Revenue

31000+ Employees

NSE/BSE Listed Companies



EPC major in infrastructure segments like T&D, Civil, Railways, Oil & Gas



One of India's leading tyre Manufacturers



Global Technology Consulting and IT services company



An Integrated Pharmaceutical company operating in Formulations and Synthetic APIs



Technology Solutions company catering to energy and infrastructure

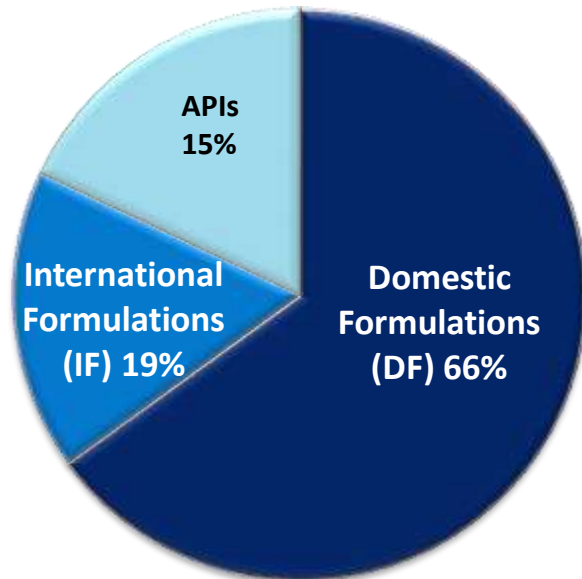


One of India's largest plantation companies producing tea, rubber etc

RPG Life Sciences: An Integrated Pharmaceutical Company

APIs to Formulations; R&D to Manufacturing to Marketing

RPG Life Sciences, part of RPG Enterprises, is an integrated research based pharmaceutical Company operating in the domestic and international markets in the branded formulations, global generics and synthetic APIs space.



Domestic Formulations (DF)

Develop, manufacture and market branded formulations in India & Nepal

International Formulations (IF)

Develop, manufacture and sell oral solid dosage formulations in the generics and branded generics space across regulated and emerging Markets

APIs

Develop, manufacture and sell high value synthetic APIs in the general therapeutic category



Leader in Immunosuppressants



9 Therapies represented by High Equity Brands



50+ Markets Presence



3 Manufacturing Facilities



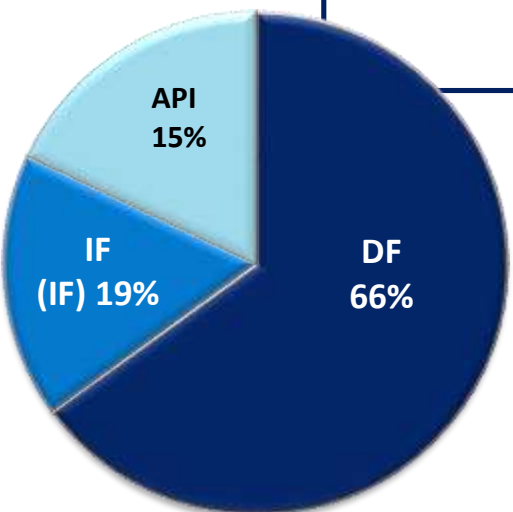
1300+ Employees

RPG Life Sciences: Product Portfolio

Strong 'Textbook' brands ; ↑ Chronic and Specialty therapies

Key Therapies
Nephrology
Rheumatology
Oncology
Pain Management
Gastroenterology
Neuropsychiatry
Cardio- Diabeto
Urology

DF Key Products				
Legacy Portfolio		New Portfolio		
<p>Immunosuppressants</p> <p>Azoran Azathioprine</p> <p>Mofetyl Mycophenolate Mofetil</p> <p>Arpimune ME Cyclosporine</p> <p>Imunotac Tacrolimus</p>	<p>Textbook Brands</p> <p>Azoran Azathioprine</p> <p>Aldactone Spironolactone</p> <p>Lomotil Diphenoxylate HCl</p> <p>Naprosyn Naproxen</p> <p>Serenace Haloperidol</p> <p>Norpace New Disopyramide Phosphate</p>	<p>Specialty</p> <p>HerMab Trastuzumab</p> <p>Adlumab Adalimumab</p> <p>Ivzumab Bevacizumab</p> <p>Zestmab Rituximab</p> <p>T-JAKI Tofacitinib</p> <p>IroHigh Iron Isomaltoiside</p> <p>Denbri Denosumab</p>	<p>Chronic</p> <p>SacuNew Sacubitril+ Valsartan</p> <p>NuGliptin Vildagliptin</p> <p>GliptiNext Teneligliptin</p> <p>DPO 10 Dapagliflozin</p> <p>Solifirst Solifenacin</p> <p>Mirasmart S More Smart... More Efficient!</p>	<p>Life Cycle Management (Existing Products)</p> <p>Azoran 75</p> <p>Aldactone T</p> <p>Aldactone F</p> <p>Naprosyn 250 + Naproxen Sodium Tablet USP 275 mg / 550 mg</p> <p>Naprosyn + Gel</p> <p>Naprosyn M Sumatriptan & Naproxen Sodium Tablets</p> <p>ROMILAST-BL</p> <p>Tricaine Alma 2</p>

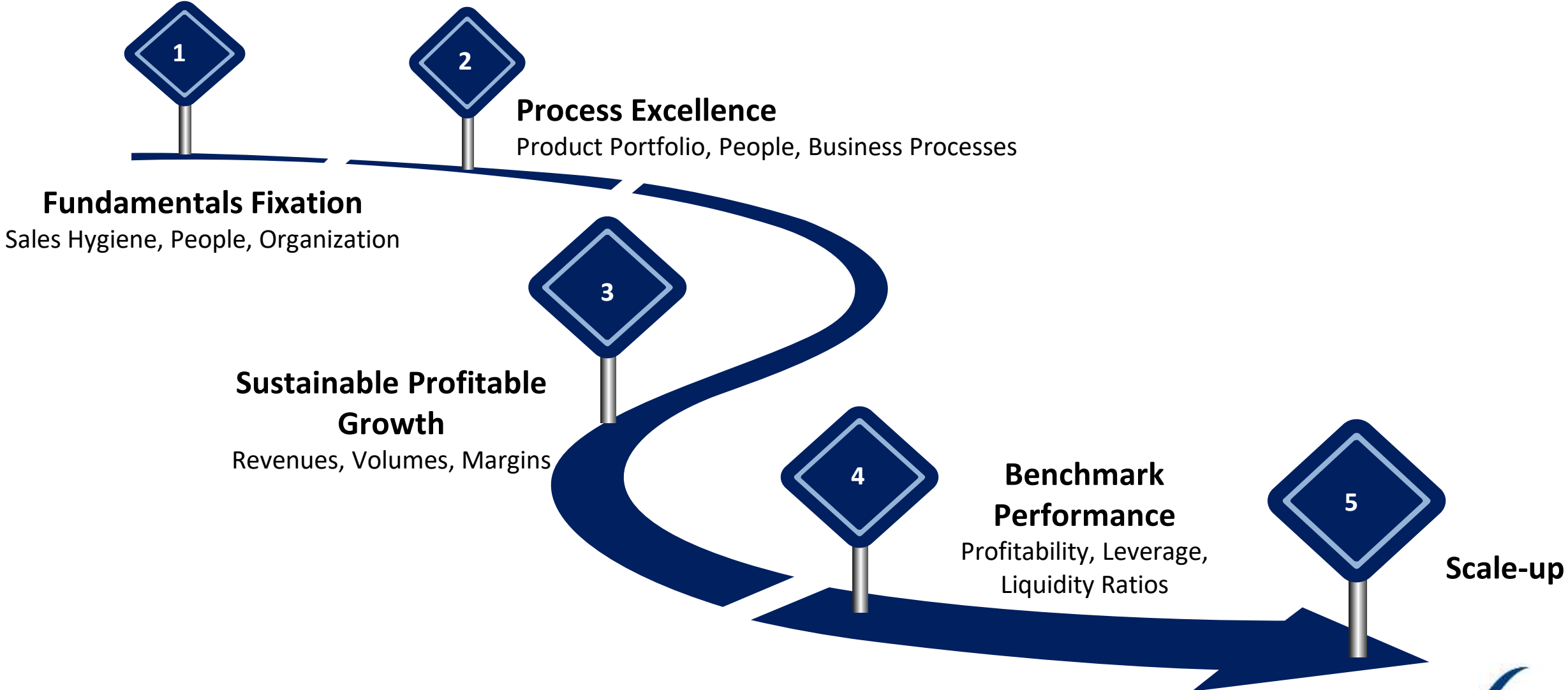


IF Key Products
 Generics - Azathioprine, Sodium Valproate PR, Nicorandil, Sertraline
 Branded Generics – Siloxogene, Azoran, Mofetyl, Arpimune ME, Dyzantil, Dipsope

API Key Products
 APIs - Quinamide, Azathioprine, Haloperidol, Risperidone, Propantheline Bromide, Nicorandil, Pantoprazole, Diphenoxylate

Business Operations

Journey of RPG Life Sciences



Building a Strong-Consistent-Profitable Business



**Driving
Transformation Agenda**

6

Targeted Tenets



**Focusing
on Execution**

>10

High Impact Projects



**Upticking
Growth Trajectory**

6

Bold Moves



**Energizing
Happy Teams**

>10

Diverse Initiatives

1 Driving Transformation Agenda

Tenet 1

Propel growth of DF Business

Tenet 2

Accelerate Migration to Higher Margins

Tenet 3

Build Strategic Assets/ Footprints

Tenet 4

Accelerate IF Business

Tenet 5

Embrace Digitalisation to transform Business

Tenet 6

Strengthen organization to deliver core strategy

Multiple Projects targeted to Transform Business, ↓ Costs, ↑ Quality, Add New Business**1 Comprehensive Business Transformation Project****2 Plants Infra Modernization-Capacity Expansion Projects****3 COGs Reduction Projects****4 Product Re-engineering Projects****5 Quality Enhancement Projects****6 Innovation Projects****7 Digitalization Projects****8 M&A Projects****9 Med-tech Projects****10 ESG Projects****Project Charters, Workstreams, Scope, Review, KPIs Measurement**

3 Upticking Growth Trajectory

Bold Move 1 Galvanizing Organization to an “Inspiring Purpose”: Framing and embedding in the organisation

Bold Move 2 “Small Brands” to Building “Mega Brand of 100 cr +; future 500 cr OTC”: Naprosyn

Bold Move 3 “Small Product” to Building “Mega Rx Portfolio of 100 cr +; Potential 200 cr” : Immunosuppressants

Bold Move 4 “Small API” segment to Building “Formidable API Business”: Manthan

Bold Move 5 Predominant “Domestic Play” to “Expanded Global Play” : Capex infusion ~140 cr

Bold Move 6 “Operations” Focus to “Sustainable Operations” Focus: ESG

Energizing Happy Teams: Happiness Framework

People Initiatives for a Building Happy Performance focussed Culture

I Feel Valued



You Excel. We Applaud.
Motivation continuum

I Love My Work



RPGLS Heroes
Outperformance
recognition

I am Growing



We Skill. You Grow.
Competency building
continuum



Akanksha
Career development

**High
Happiness Quotient**

I Live a Purposeful & Balanced Life



**RPGLS Values
Champions**
Living organizational
values

I Feel Connected



**RPGLS Happiness
Forums**
Leadership Connect –
Month & Quarter

I cherish our Culture



**RPGLS Parivar
Tyohar-Utsav
Shrankhla**
Digital RPGLS family
get- together

Glimpses of Actions

Product Lifecycle Management- Naprosyn

LCM Strategy

New Strengths

New Dosage Forms

New Molecule Combinations

New Indications

New Customer Segments

New Patient Segments

New Geographies/Customers

LCM Application to Legacy Brand - Naprosyn

Rx Naprosyn[®] 250/500 +
Naproxen Sodium Tablet USP 275 mg / 550 mg

Rx Naprosyn[®] SUSPENSION
Naproxen 125 mg / 5 ml Suspension

Rx Naprosyn[®] SR
Naproxen Sustained Release Tablet 750 mg

Naprosyn[®] + Gel
THE PAIN RELIEF EXPERT

Rx Naprosyn[®] M
Sumatriptan & Naproxen Sodium Tablets

Rx Naprosyn[®] D
Naproxen Sodium eq. to Naproxen 250 mg / 500 mg and Domperidone 10 mg Tablet

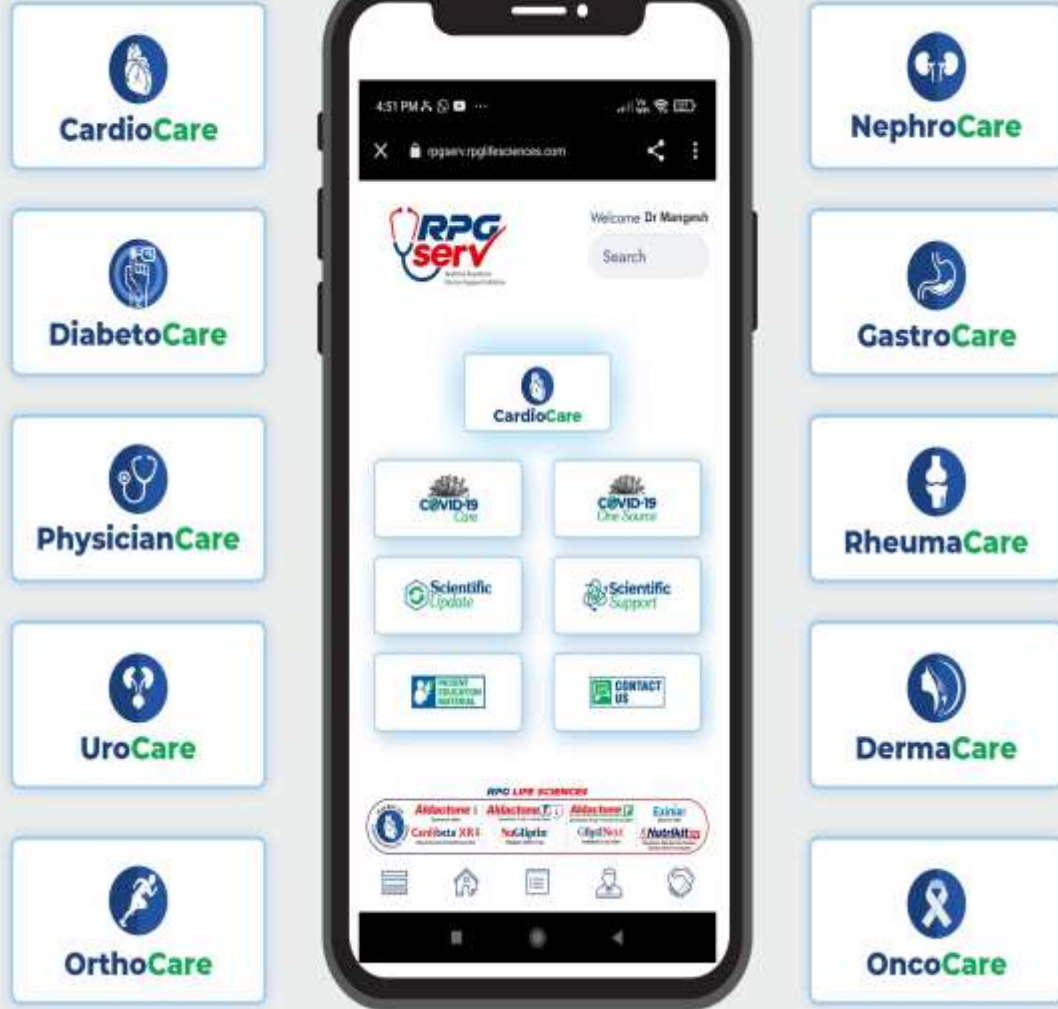
More
to
Follow

On its way to become the 1st 100 Cr Brand

Glimpses of Actions:

Sales and Marketing: Digitalization- RPG Serv

RPG Serv: Anytime Anywhere Doctor Support Initiative



10 versions launched across 10 diverse Customer segments

Therapy customization across services to ensure engagement

>90K doctors enrolled- Excellent Feedback

Glimpses of Actions:

Sales and Marketing : AI at RPGLS- LSAI

Gen AI for Physician Services



Gen AI for Campaign Dashboards

the 'Sales' table to pull the 'ProductName' using the 'RELATED' function:

```
DAX Copy code
```

```
Product Name = RELATED(Products[ProductName])
```

This is assuming that you've created a one-to-many relationship between 'Products[ProductID]' and 'Sales[ProductID]'.

Gen AI for Marketing Communications

Brand communication:

Training Modules

Personalized Communication

Content Creation

Feedback Analysis

Scheduling and Reminders:

Data Collection and Reporting

Interactive Engagement

Gen AI for Customized Creatives



Glimpses of Actions

Manufacturing and Quality: Digitalization across Manufacturing Functions



Digital Retina Scanner

- Biometric Access with IRIS/ Retina Scanner enables consistency of electronic records and signatures
- Access to only qualified professionals, Batch Management, Recipe Management, Audit logs

Intelligent Chilling Plant Manager

- Implementation of Utility Asset Management Systems with access over IoT, supported by Customized Algorithms for Efficient Monitoring, Control & Analytics

IOT based AHU monitoring system

- Operates Pumps & Chillers according to Operating Hours to maintain equal run time
- Automatically change over Working pump to Standby if Pump fails during operation

Power Management System

- Safe, reliable, efficient, and compliant operation of electrical distribution systems, and connected assets enabling at all times

Quality Functions

e-QMS: Digital platform to track all 6 quality parameters

e-DMS: Digital platform to manage manufacturing/quality documents

e-LMS: Digital platform to track training sessions on CGMP

Glimpses of Actions

Sustainability- ESG

	Initiatives	FY24
Environmental	<ul style="list-style-type: none">• Carbon emission reduction• Energy Efficiency: Energy Efficient pumps ; Leakages rectification of compressed air system; High Efficiency chillers/Brine Plant• Water Management: Recycling of STP water; Rainwater harvesting• Waste Management: No landfill waste generation	<p>↓15% (FY23); ↓27% (FY24)</p> <p>↑8% (FY23); ↑26% (FY24)</p> <p>↓7% (FY23); ↓16% (FY24)</p> <p>↓ 10% (FY23); ↓49% (FY24)</p>
Social	<ul style="list-style-type: none">• Product Responsibility- Adherence to stipulated mandates• Diversity- women deployment, occupational health• Tree Plantation• Employee Well-being: Comorbidity tracking	<p>Strict Quality vigil through Manthan 3 Project</p> <p>Targeted initiatives implementation</p> <p>360</p> <p>Done for all factory employees</p>
Governance	<ul style="list-style-type: none">• Data Integrity: Digital initiatives e.g. e-QMS, e-DMS, e-LMS• Cybersecurity: IT assets security through EDR tool (Crowdstrike)• Best Practices/Systems and Processes across Functions	<p>Implemented at Ankleshwar; Navi Mumbai</p> <p>Implemented</p> <p>Sales & Marketing</p>



Hello Happiness Forums: Monthly Townhall for Connect, Recognition and Camaraderie

Rewards and Recognitions



Entertainment



Long Service Awards



Personal Moments Celebration



Motivational Videos



Info sharing and Open-House



Glimpses of Actions

HR: Employee Development, Motivation and Engagement

Leadership Ensemble Workshop: Skilling



Rewards & Recognition: Hi-Flier Function



Employee engagement



Crowdsourcing Ideas from Field Force



Employee Motivation: Happy Cards and Emailers

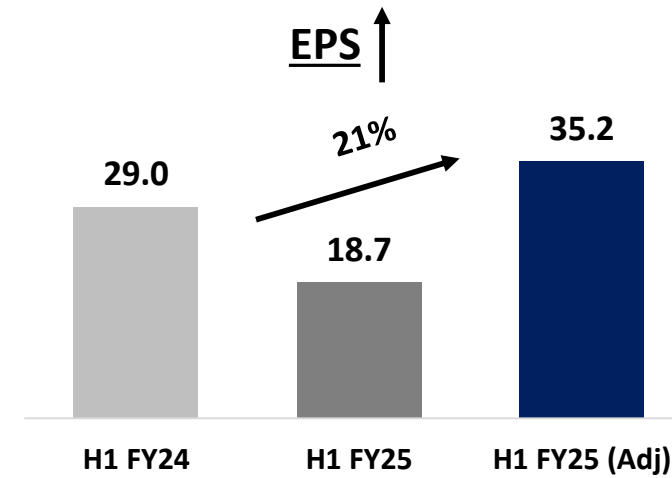
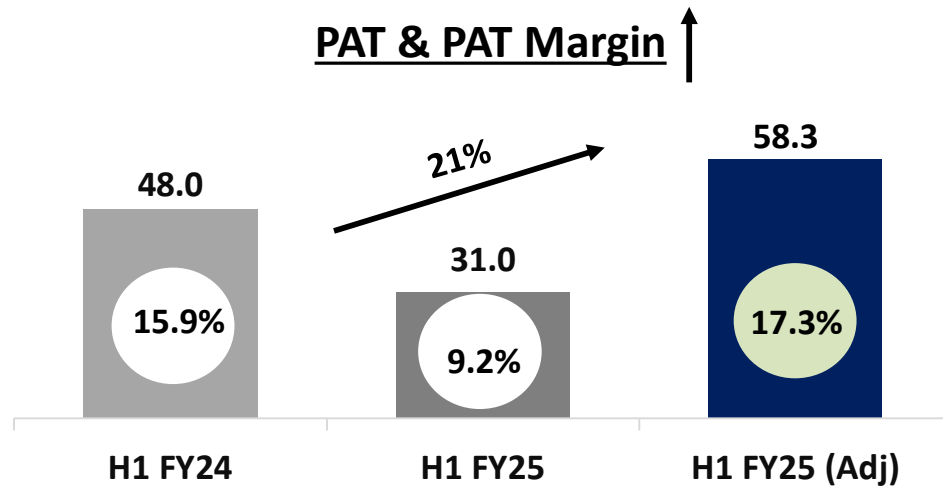
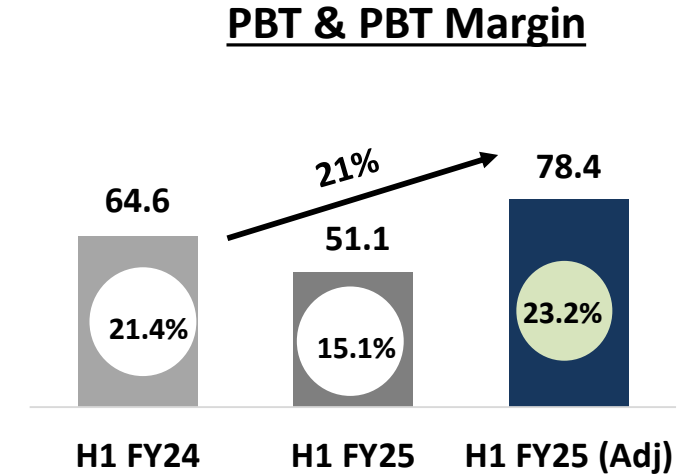
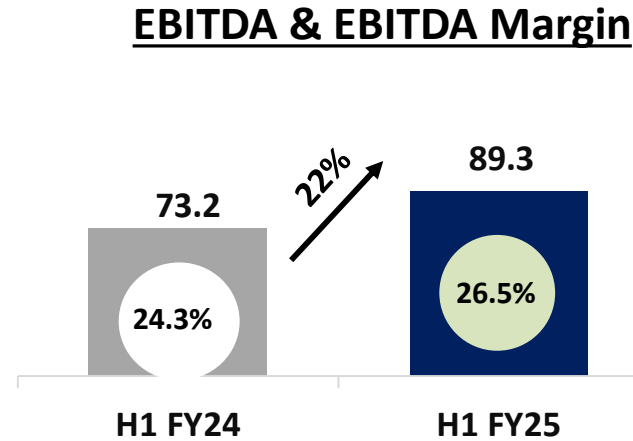
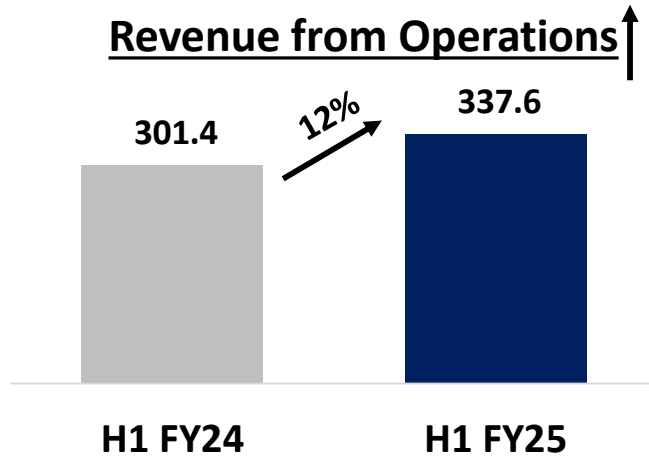


Financial Performance

H1 FY25 Financials : Strong All-Round performance

Figures in circle are Margins

(All figures in Rs. Crores except EPS in Rs.)



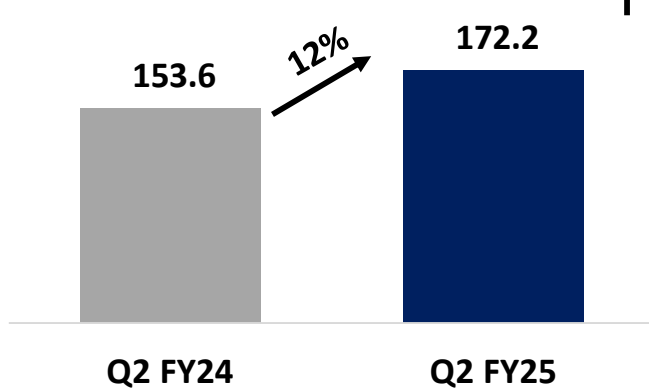
The reported PBT & PAT margins are post considering exceptional items of Rs. 27.3 Cr towards payment of ULC transfer charges. To be noted is that this impact on P&L statement will get nullified in Q3/Q4 FY25 as profit on sale of assets would come in P&L post completion of land assignment deal. The Adjusted figures are without considering the exceptional items.

Q2 FY25: Margin expansion continues unabated

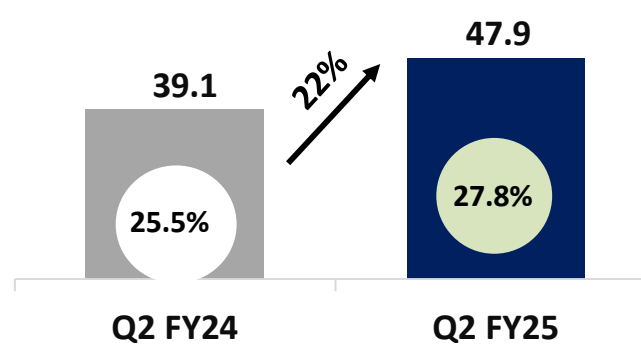
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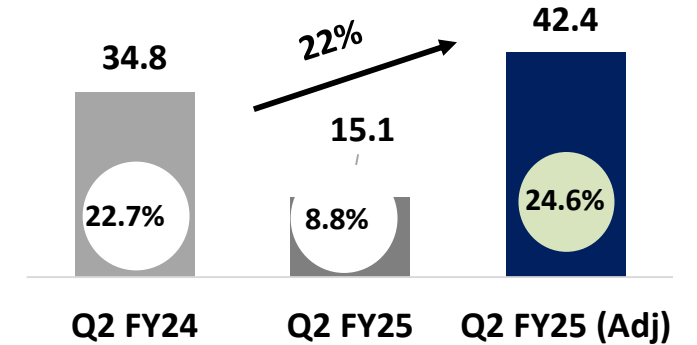
Revenue from Operations ↑



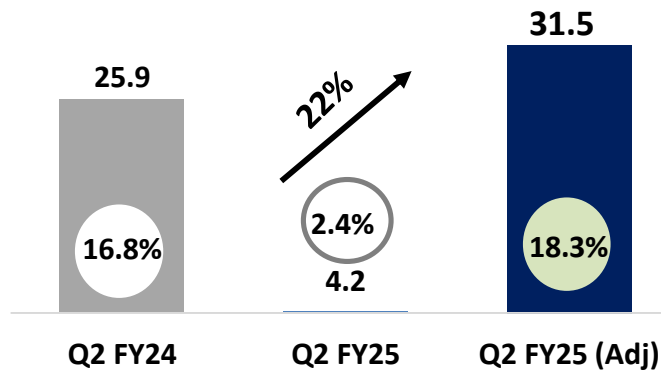
EBITDA & EBITDA Margin



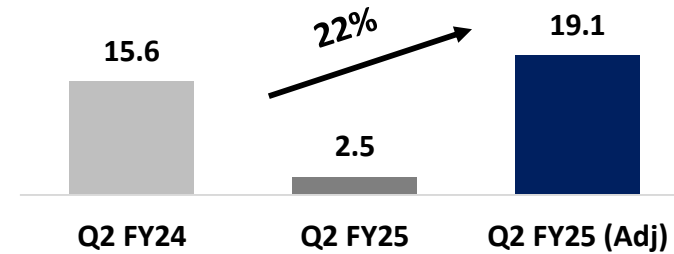
PBT & PBT Margin



PAT & PAT Margin ↑



EPS ↑



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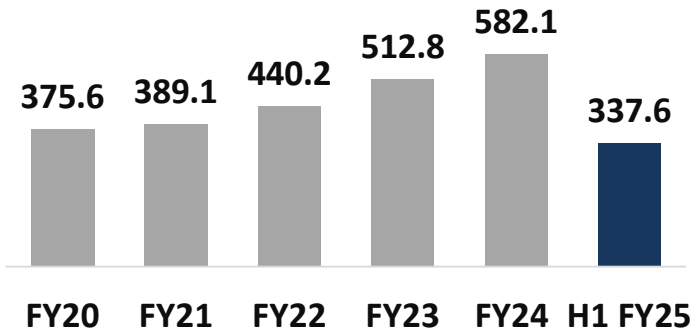
Key Financials Yearly Trends

An Un-interrupted Upward Trajectory Continues Unabated

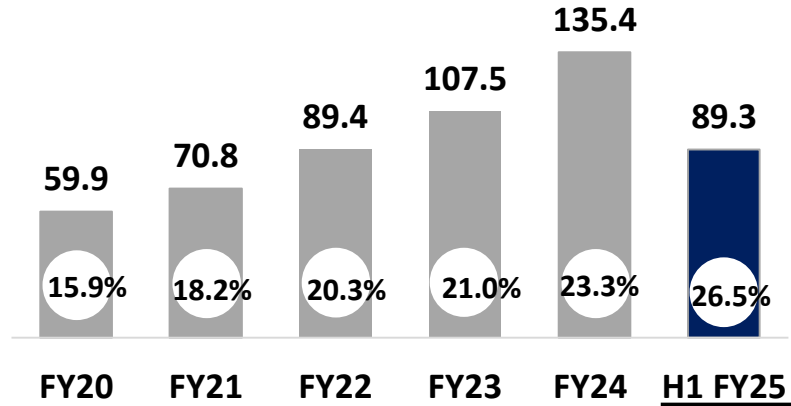
Figures in circle are Margins

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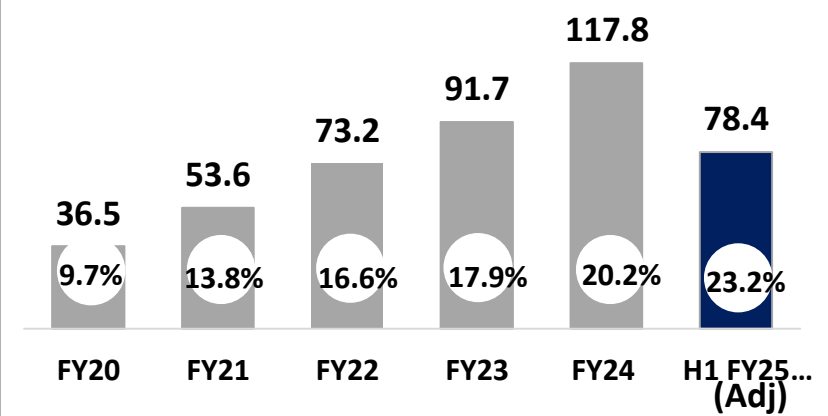
Revenue from Operations ↑



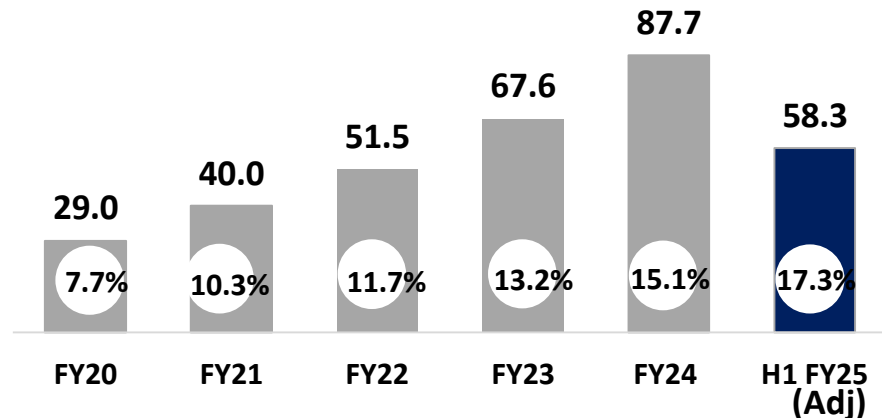
EBITDA & EBITDA Margin ↑



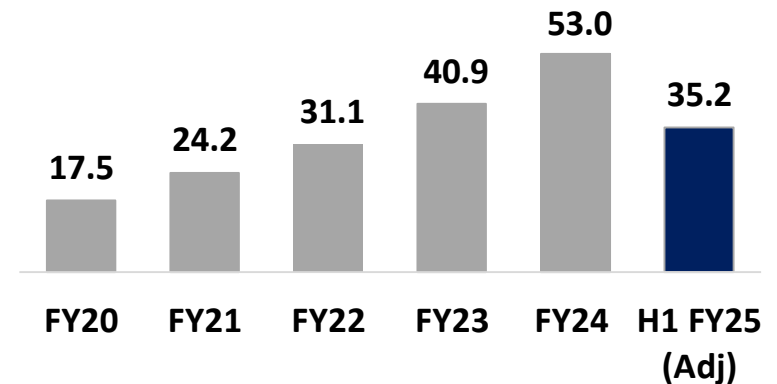
PBT & PBT Margin ↑



PAT & PAT Margin ↑



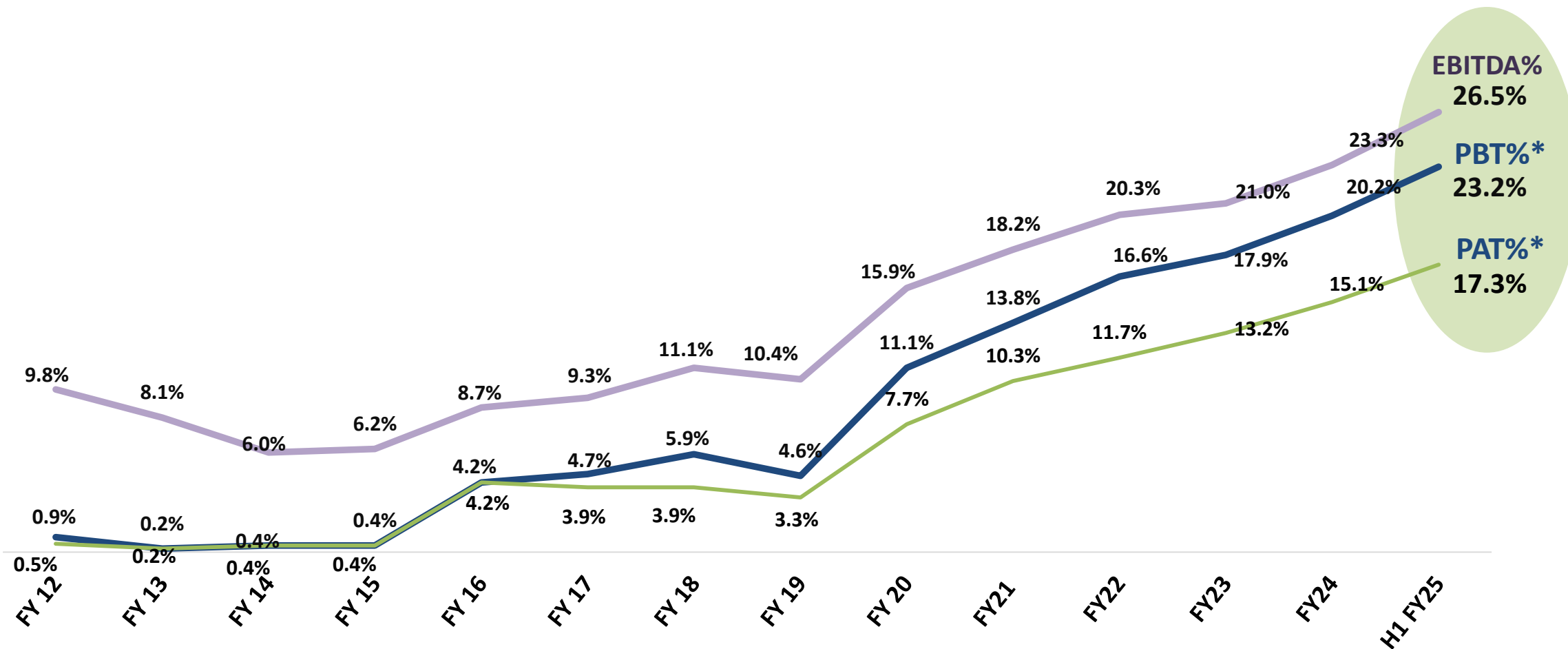
EPS ↑



The reported PBT & PAT margins are post considering exceptional items of Rs. 27.3 Cr towards payment of ULC transfer charges. To be noted is that this impact on P&L statement will get nullified in Q3/Q4 FY25 as profit on sale of assets would come in P&L post completion of land assignment deal. The Adjusted figures are without considering the exceptional items.

Margins Yearly Trends- at a glance

An Uninterrupted Upward Trajectory continues- EBITDA crosses 26%; PBT* crosses 23% and PAT* crosses 17%

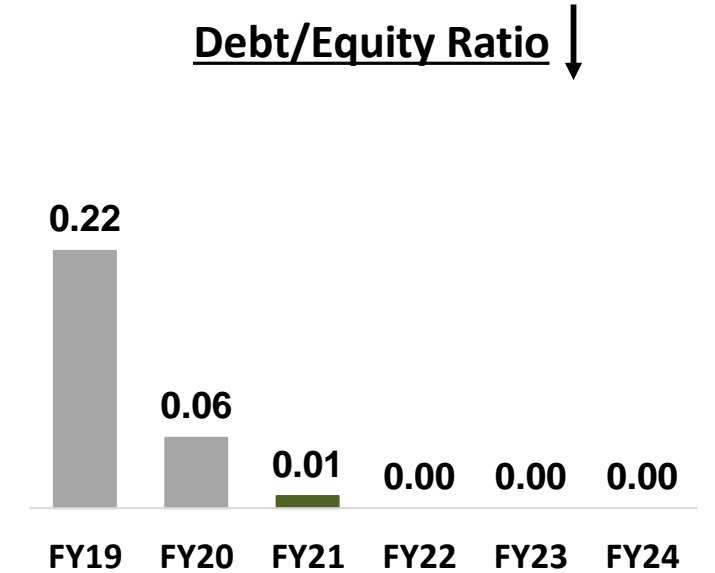
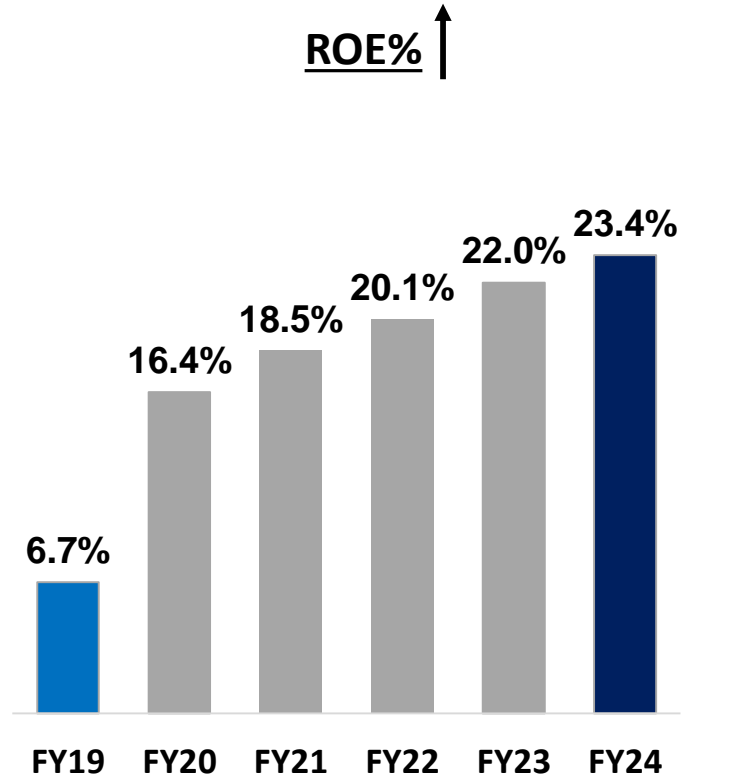
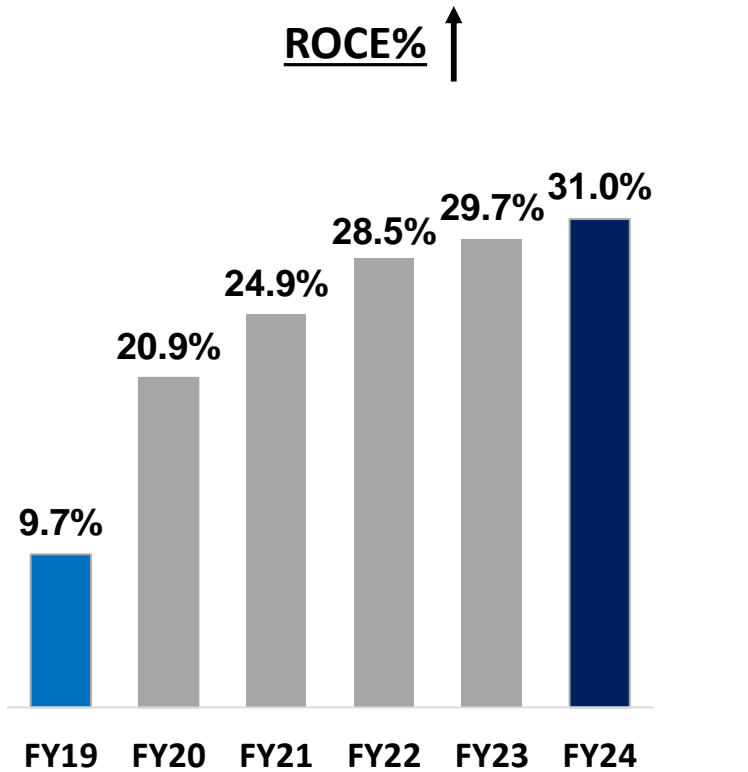


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* Adjusted

Key Financial Ratios Yearly Trends (ROCE, ROE, D/E)

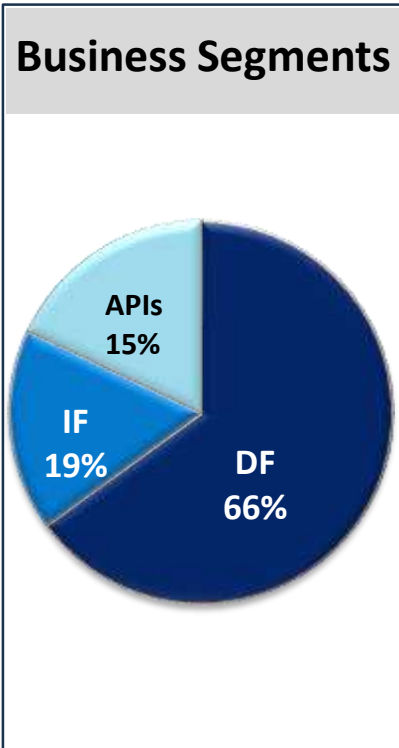
Upward Trajectory continues



Company continues to remain Debt-free

H1 FY25: Business Segment-wise Performance

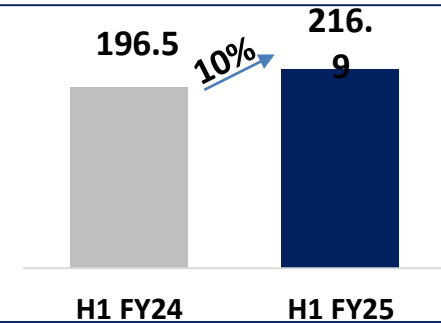
Healthy double-digit growth in all business segments



Domestic Formulations (DF)

Domestic Formulations contributed 66% to total sales of H1FY25

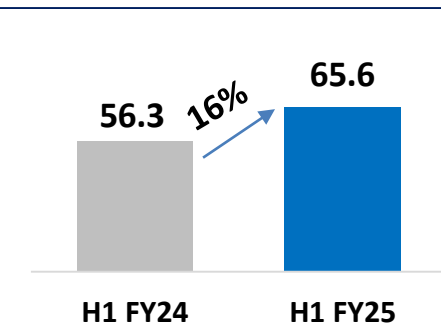
- 10% sales growth driven by both Legacy and New products
- Growth consistently higher than the market
- New products* contribution consistently above 25% on account of new launches in Specialty & Chronic segments and line extensions of legacy products
- Salesforce productivity consistently above 5 lakhs
- Business driven by 5 Pillar strategy



International Formulations (IF)

International Formulations contributed 19% to total sales of H1FY25

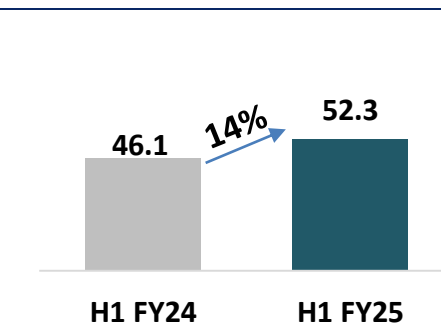
- Robust sales growth of 16%
- New Products/Customers/Markets contributing to growth
- Business driven by 4 Pillar strategy



API

API contributed 15% to total sales of H1FY25

- Growth of 14%
- Continuous thrust on new customer development
- Business driven by 3 Pillar strategy



*Launched FY19 Onwards

**Long term rating recently upgraded to A+ from A
Short term rating reaffirmed at A1**

Outlook on long-term rating has been retained as Stable

The rating upgradation factors:

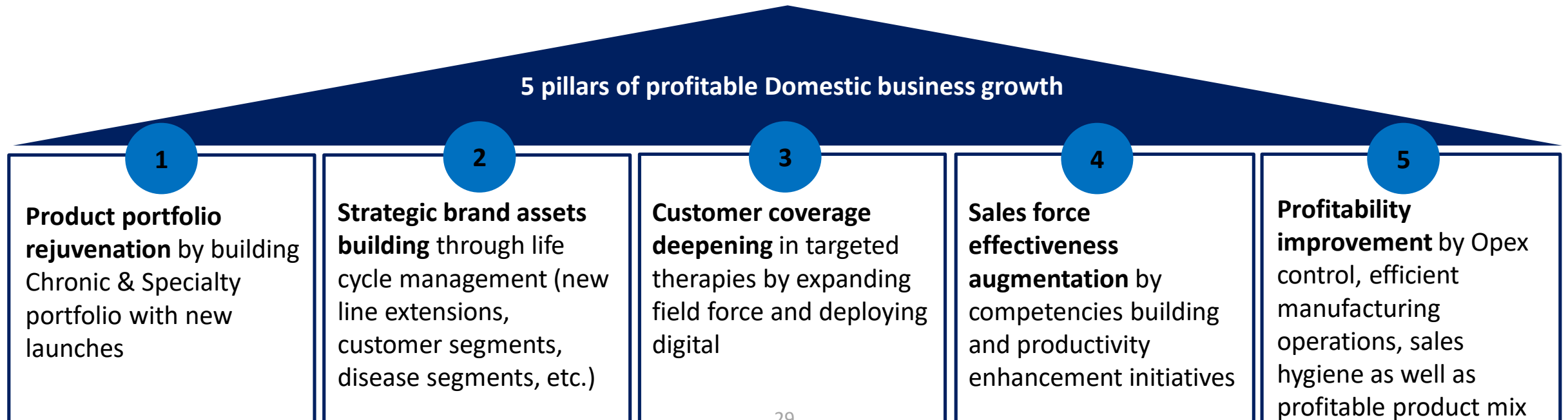
- Strong brands in the Indian Pharmaceutical Industry
- Steady growth in Top-line and improving operating margins
- A robust capital structure and strong debt servicing indicators based on
 - Healthy cash flows
 - Company continues to remain debt-free
 - No debt-funded capital expenditure (capex)
- Expansion of product portfolio and geographical presence augur well for growth prospects

Business Strategy

Domestic Formulations (DF)

- Operating in Mass/Mass-specialty and Specialty segments
- Presence in both Acute & Chronic therapy areas
- Leading Textbook Brands – Azoran, Aldactone, Lomotil, Naprosyn, Serenace, Norpace
- Leading player in Immunosuppressant category
- Good Customer Coverage - Cardiologists, Diabetologists, Urologists, Nephrologists, Rheumatologists, Oncologists
- New Product Launches in New Category – Biosimilars as well as Chronic and Specialty segments

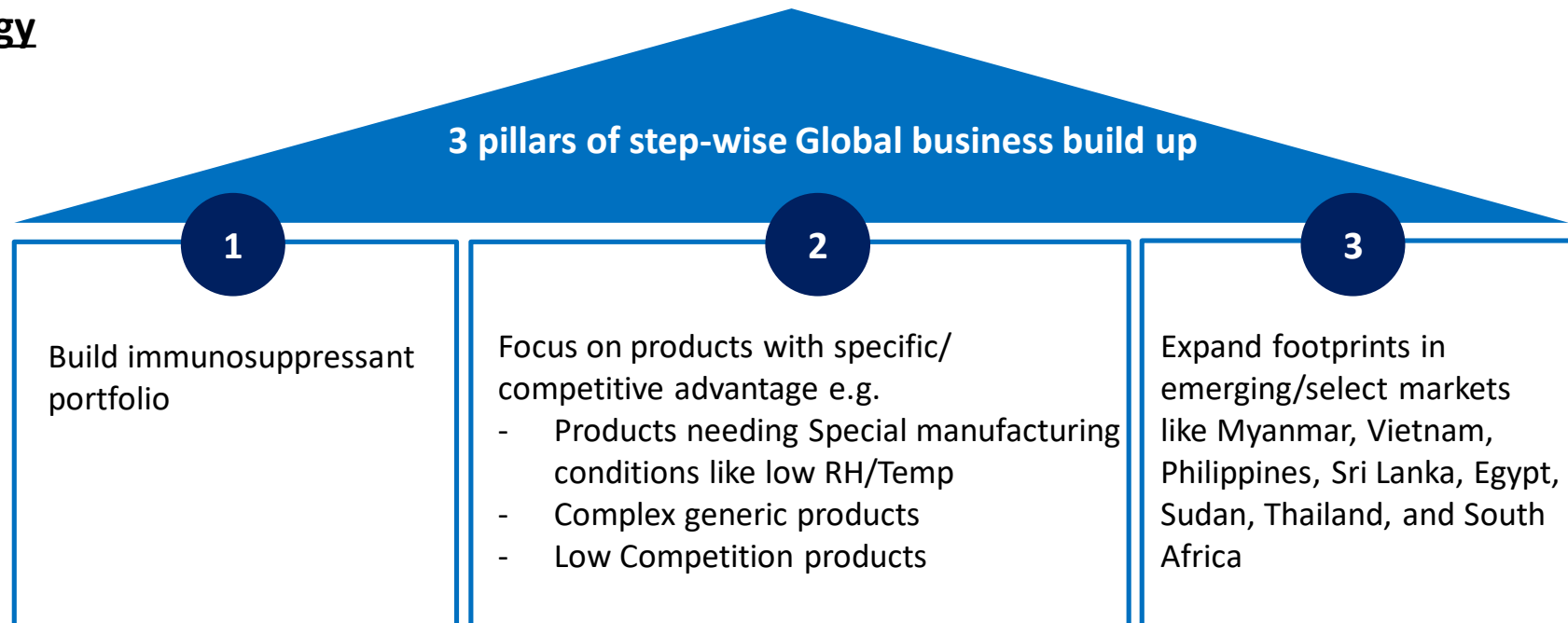
Business Strategy



International Formulations (IF) Business: Overview and Strategy

- Strong presence in immunosuppressant segment (Azathioprine)
- Footprints across Regulated and Emerging Markets - Canada, UK, Germany, France, Australia, South East Asia, Africa
- Long lasting, impeccable supply track record and business relationship with some of the leading generic players of the world
- High quality and process orientation making us a preferred partner
- Investments in plant upgradation and capacity expansion

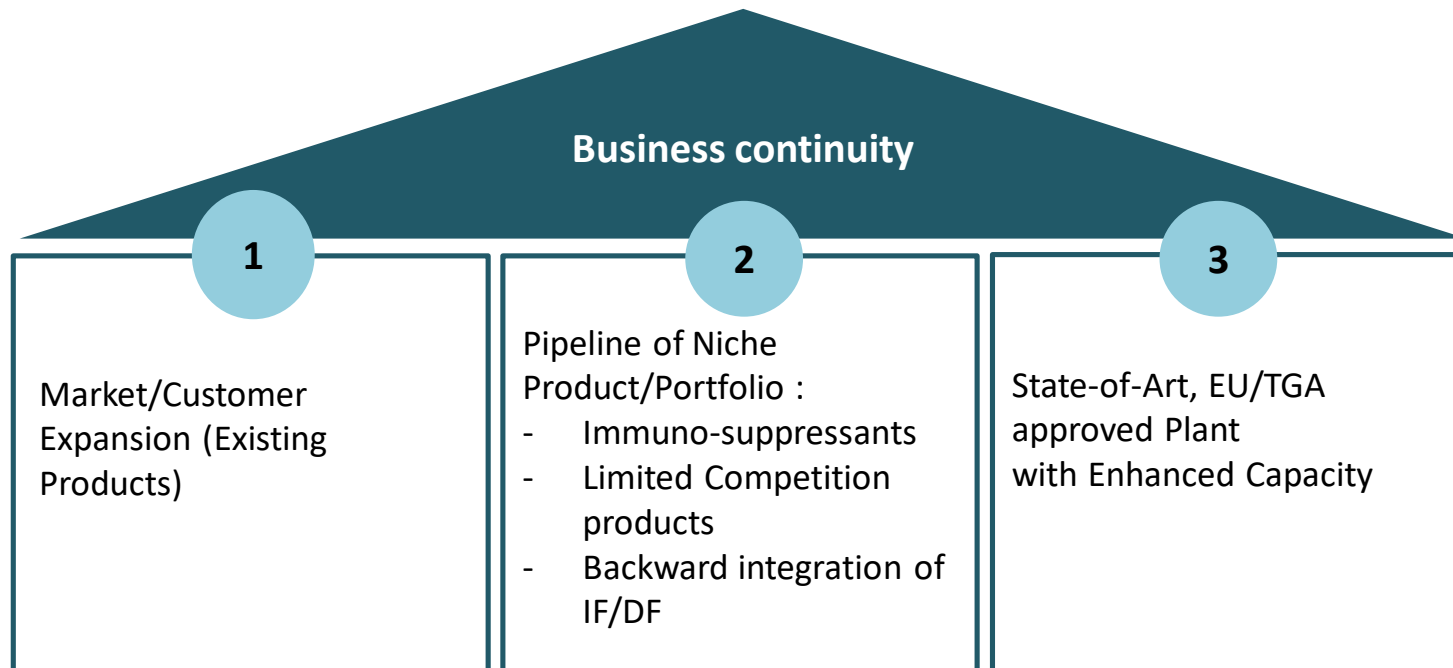
Business Strategy



APIs Business: Business Strategy and Way Forward

- High value, low volume, niche APIs
- Mature stable molecules
- Provides backward integration to International Formulations business
- Footprints across geographies - LATAM, Germany, China, South Korea, Iran, Bangladesh, Egypt, India, etc.
- Strong customer focus – long-lasting relationship with big pharma and leading generic firms.

Business Strategy



Infrastructure & Backend Capabilities

Manufacturing Facilities

Formulations Unit 1, Ankleshwar



- F1 unit caters to the domestic and emerging markets
- Multipurpose plant with dedicated product lines for oral dosage forms including tablets, liquids and powder
- WHO, Kenya, Nigeria approved
- Modernization cum Capacity Expansion underway

Formulations Unit 2, Ankleshwar



- F2 unit caters to the regulated markets
- Dedicated product lines for oral dosage (capsules & tablets)
- Equipped to handle low RH and low temperature conditions products
- WHO, EUGMP (from Hamburg Health authority), Canada, Ethiopia, Kenya, Sudan, Nigeria approved
- Modernization cum Capacity Expansion underway

API Unit, Navi Mumbai



- MF1: Multipurpose unit catering to emerging markets including India
- MF2: Dedicated immunosuppressant facility for regulated and emerging markets including India
- MF3: Multipurpose unit catering to regulated and emerging markets including India
- WHO, TGA Australia approved & Written Confirmation (WC) received from CDSCO
- Approved by WHO GMP from Food and Drug Control Administration (FDCA) – Maharashtra, TGA (Australia), PMDA (Japan)
- Modernization cum Capacity Expansion underway

Strong Backend Capabilities



Quality

- All **critical SOPs** harmonized through CQA
- **Quarterly internal audit** of all plants by CQA
- All critical deviations, change controls and market complaints investigation approved by CQA



Regulatory

- Well established & evolved Regulatory function catering to **Canada, UK, EU, Australia and emerging markets**
- Expertise of **eCTD submissions**
- Integrated **project management** activities



Formulations R&D

- In addition to Formulations Development of IR, have capabilities to develop **modified release & complex generics**
- **Dossiers gap analysis and fulfilment**
- **Tech transfer/site transfer** activities
- **GLP compliant analytical lab** for Development and Validation of Analytical Methods



Digitalisation Focus Areas

- Quality Management systems : **e-QMS, e-DMS, e-LMS.**
- Access to critical manufacturing equipment through **IRIS scanner**
- All QC instruments attached with **dedicated software and server**
- **All stability chambers with software control**
- Secondary packing Complies with EUFMD requirement for **Track and Trace.**

Awards & Recognitions

RPG Life Sciences recognized as India's Top 500 Value Creators by Dun & Bradstreet

25 Evaluation Parameters

Duration 2019-2023

Companies from across 52 sectors



RPG Life Sciences Awarded with 'Jamnalal Bajaj Award for Fair Business Practices'

Jamnallal Bajaj Award for Fair Business Practices (2021-22)



RPG Life Sciences Bagged Top Awards of the Industry

Best Patent Award



Best Corporate Citizen Award



New Launch Naprosyn+ bags Brand Award



Journey Ahead

Transformation Agenda will continue to drive All-Round Performance

Revenue Growth

Building Domestic Formulations Business via the identified 5 Pillars

Building Global Business through New Products/Markets/Customers

Formulations and API plants Modernization and Capacity expansion

R&D Pipeline in identified niche areas

New Opportunities : M&A

Profit Growth and Focus on Cashflows

Continued diligent thrust on cost control measures both in Opex and COGS

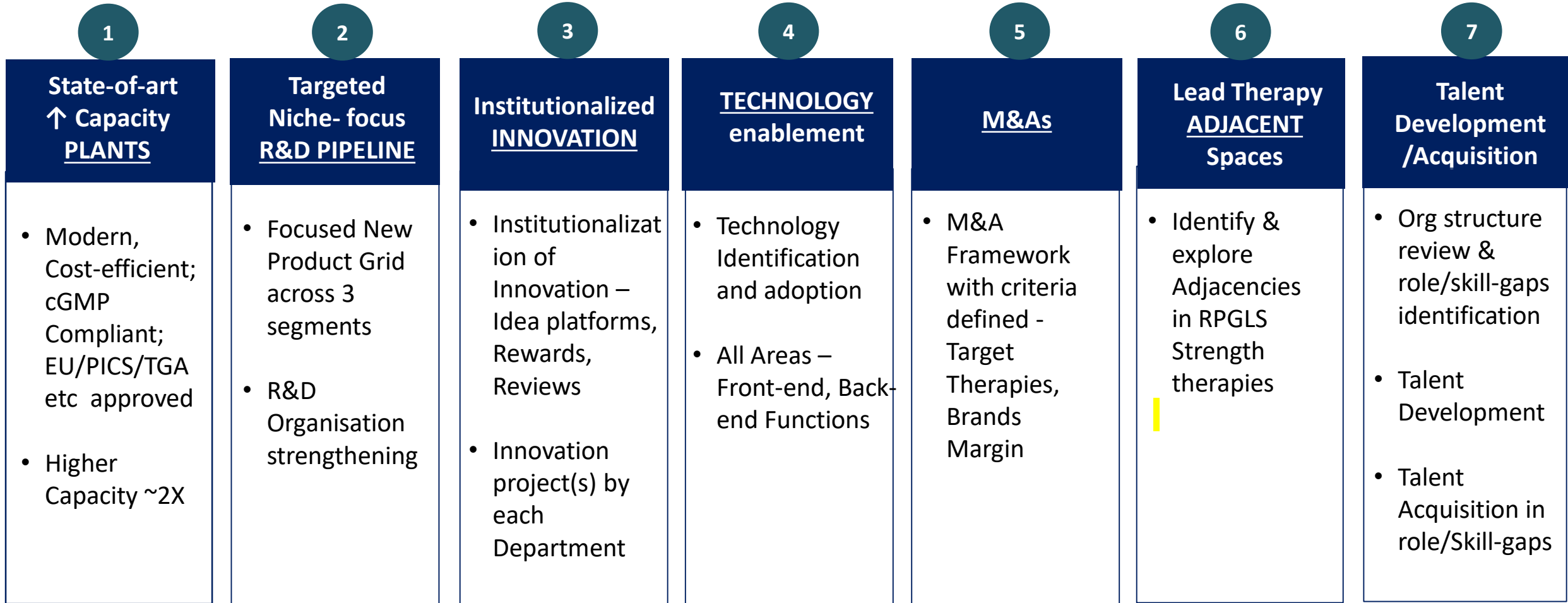
Product Re-engineering

Process Efficiencies

Strong Governance

All operations within the Framework of strong Corporate Governance

Diligent work on the Comprehensive 7 Pillars identified to Scale-up” business



THANK YOU