

9M FY26 Performance

RPG Life Sciences

Investors' Presentation

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RPG Group: Powered by Passion, Driven by Ethics

UNLEASHTALENT
TOUHLIVES
OUTPERFORM
AND😊

RPG Enterprises was founded in 1979. The group currently operates various businesses in Infrastructure, Technology, Life Sciences, Plantations and Tyre industries. The group has business history dating back to 1820 AD in banking, textiles, jute and tea. The Group grew in size and strength with several acquisitions in the 1980s and 1990s. RPG Group is one of India's fastest growing conglomerates with 31,000+ employees, presence in 135+ countries and annual gross revenues of USD 5.2 Bn



EPC major in infrastructure segments like T&D, Civil, Transportation, Oil & Gas, Renewables & Cables



One of India's leading tyre manufacturers



Global technology consulting and IT services company



Integrated pharma company in formulations and synthetic APIs



Technology solutions company catering to energy and infrastructure

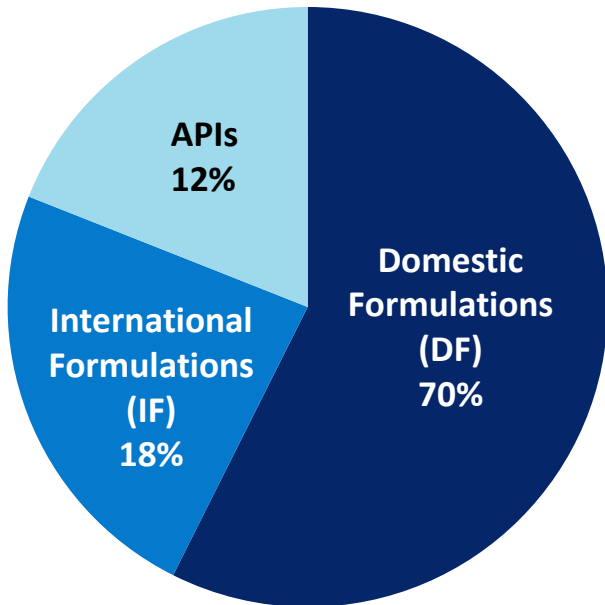


HARRISONS MALAYALAM LIMITED

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

RPG Life Sciences: An Integrated Pharmaceutical Company

RPG Life Sciences 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 market oral solid dosage formulations in the generics and branded generics space

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

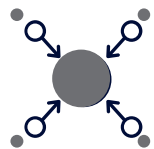


1300+ Employees

RPG Life Sciences: Strong Product Portfolio, Textbook brands; focus on chronic & 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>FC-IRO Ferric Carboxymaltose Injection</p> <p>Denbri Denosumab</p>	<p>Chronic</p> <p>SacuNew Sacubitril+ Valsartan</p> <p>NuGliptin Vildagliptin</p> <p>GliptiNext Teneligliptin</p> <p>DPO 5 to 10 Dapagliflozin</p> <p>Solifirst Solifenacin</p> <p>Mirasmart S Mirabegron</p>	<p>Life Cycle Management (Existing Products)</p> <p>Azoran 75 Azathioprine 75 mg Tablets</p> <p>Aldactone T Spironolactone 50 mg + Furosemide 20 mg Tablets</p> <p>Aldactone F Spironolactone 60 mg + Furosemide 20 mg</p> <p>Naprosyn 250 + 500 Naproxen Sodium Tablet USP 275 mg / 550 mg</p> <p>Naprosyn + Gel THE PAIN RELIEF EXPERT</p> <p>Naprosyn M Sumatriptan & Naproxen Sodium Tablets</p> <p>ROMILAST-BL Risperidone 1 mg Tablets</p> <p>Tricaine Alma 2 Alprazolam 500 mg and Sildenafil 25 mg Oral Suspension 7.5 ml</p>



IF Key Products

Generics - Azathioprine, Sodium Valproate PR, Nicorandil, Sertraline and so on

Branded Generics – Siloxogene, Azoran, Mofetyl, Arpimune ME, Dyzantil, Dipsope and so on



APIs Key Products

Quinfamide, Azathioprine, Haloperidol, Risperidone, Propantheline Bromide, Nicorandil, Pantoprazole and so on

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Business Operations

Building a Strong-Consistent-Profitable Business

1

Business Transformation

6

Bold Moves

2

Focusing on Execution

>10

High Impact Projects

3

Building Competitiveness

3-4x

Share of voice

4

Energizing Happy Teams

88%

Happiness Score

1 Business Transformation

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

Multiple Projects targeted to transform business: ↓ Costs, ↑ Quality, ↑ 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

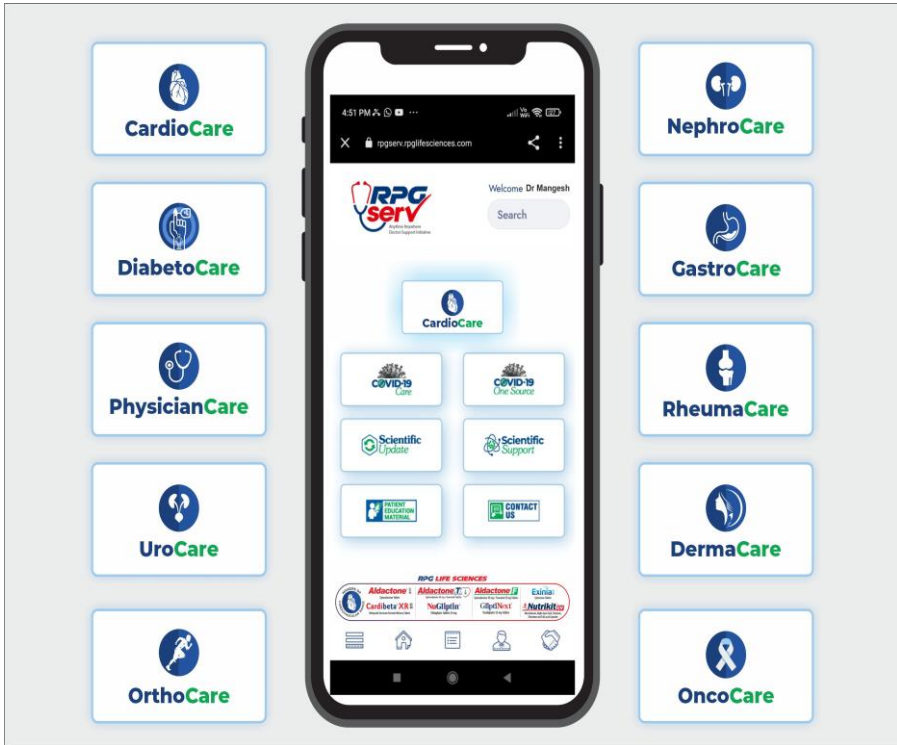
8 M&A Projects

9 Med-tech Projects

10 ESG Projects

Project Charters, Workstreams, Scope, Review, KPIs Measurement

RPG Serv: ↑ Customer Coverage, ↑ SoV, ↑ Engagement



Current doctor reach of 1 Lakh+ doctors pan-India

Smart Life cycle Management

Brands	New Combination	New Indication	New Patient Segment	New Dosage form	New Strength	New Customer/ Geography
Naprosyn	✓	✓	✓	✓		✓
Tricaine			✓	✓		✓
Aldactone	✓	✓	✓			✓
Serenace						✓
Lomotil						✓
Lomofen +	✓		✓	✓		✓
Azoran		✓	✓		✓	✓
ROMILAST	✓			✓		✓

Energizing Happy Teams: Happiness Framework

People Initiatives for building a happy performance focussed culture

I Cherish our Culture



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

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 Feel Valued



You Excel. We Applaud.
 Motivation continuum

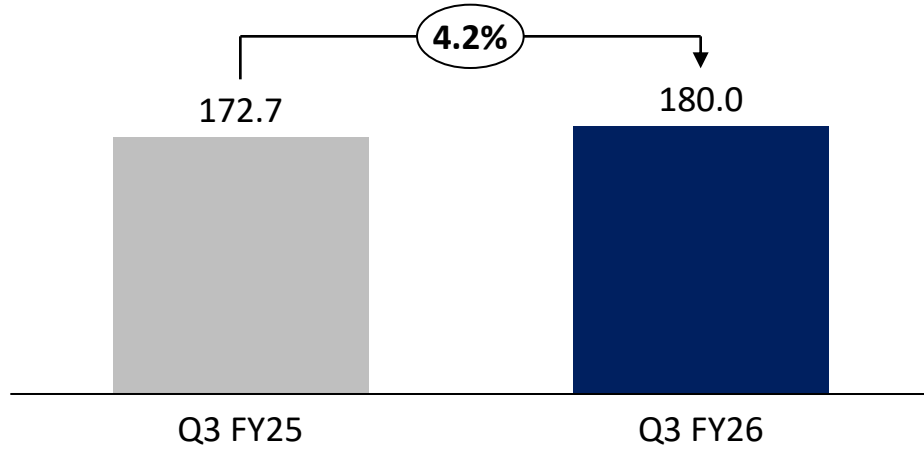
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Financial Performance

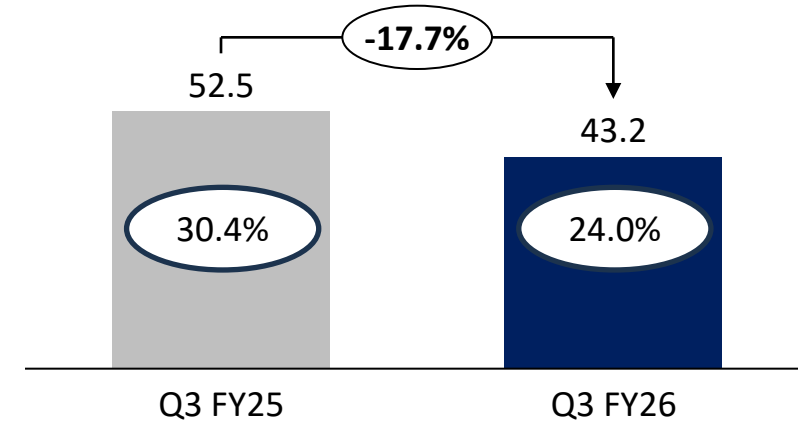
Q3 FY26 versus Q3 FY25 Financial Performance

(All figures in Rs. Crores)
Figures in circle are Margins

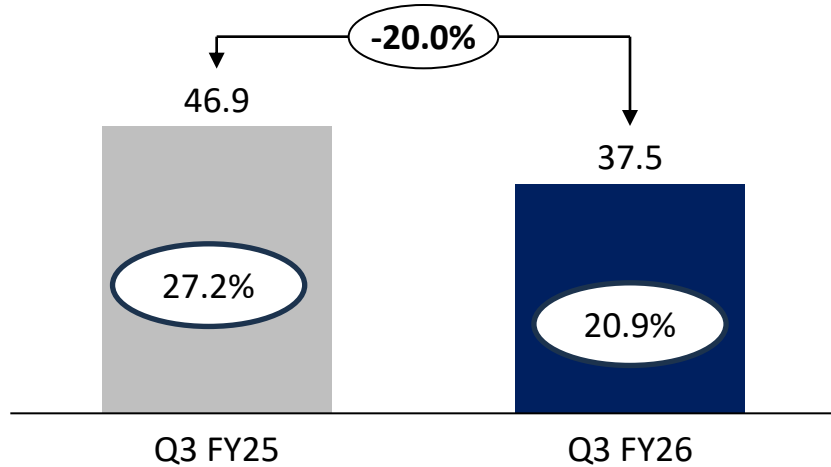
Revenue from Operations



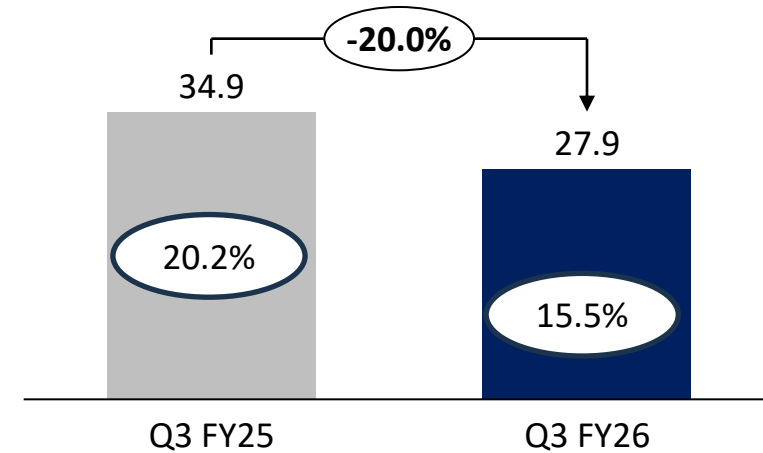
EBITDA & EBITDA Margin



PBT & PBT Margin (excluding exceptional items)



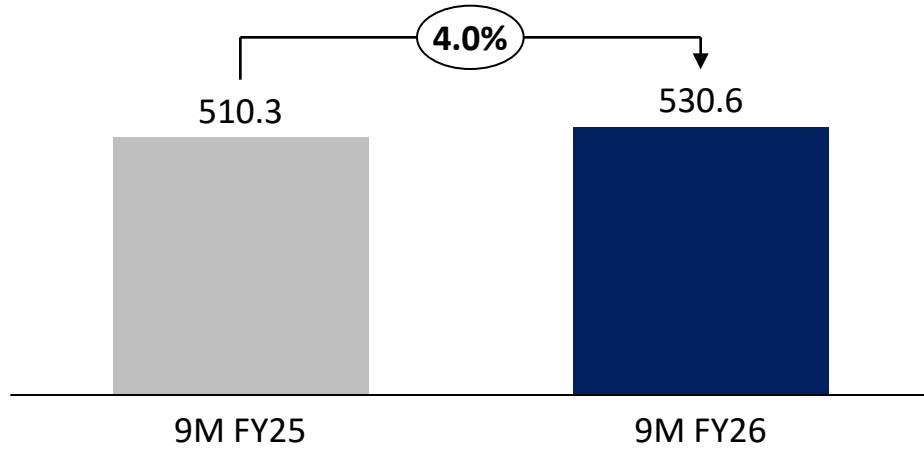
PAT & PAT Margin (excluding exceptional items)



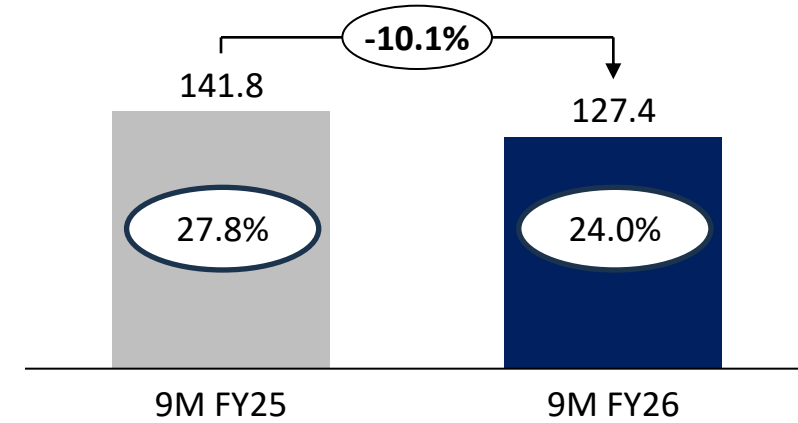
9M FY26 versus 9M FY25 Financial Performance

(All figures in Rs. Crores)
Figures in circle are Margins

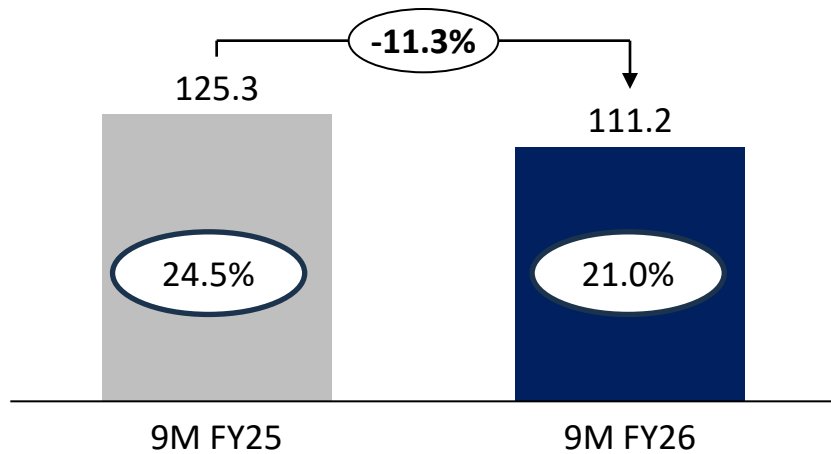
Revenue from Operations



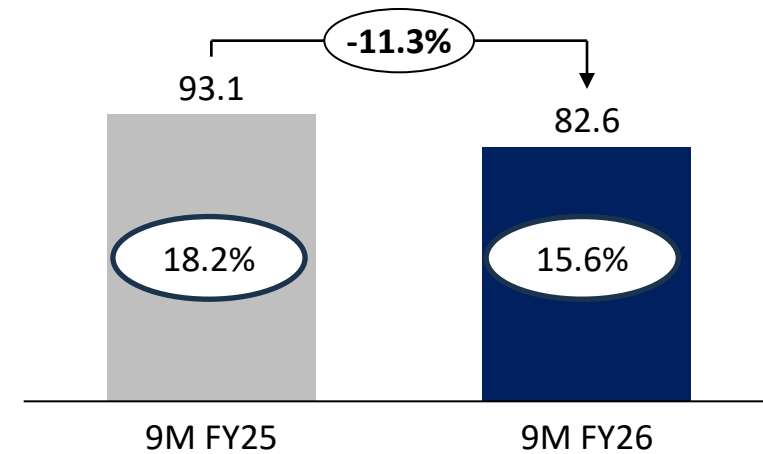
EBITDA & EBITDA Margin



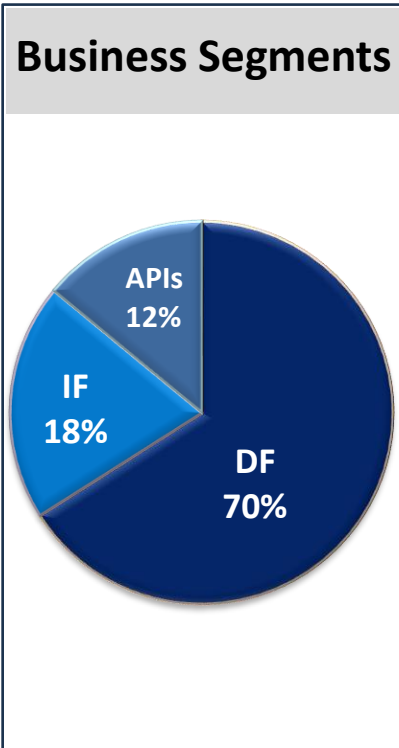
PBT & PBT Margin (excluding exceptional items)



PAT & PAT Margin (excluding exceptional items)



9M FY26: Business Segment-wise Performance



Domestic Formulations (DF)

Domestic Formulations contributed 70% to total sales of Q3 FY26

- Continue to deliver market beating growth
- New products contribution improving consistently on account of new launches in specialty & chronic segments
- Salesforce productivity consistently improving (currently >6.5 lakhs)
- Business driven by 5 Pillar strategy

Period	Sales
9M FY25	330.6
9M FY26	371.8

International Formulations (IF)

International Formulations contributed 18% to total sales of Q3 FY26

- New Products/Customers/Markets contribution continues to improve
- Business driven by 4 Pillar strategy

Period	Sales
9M FY25	98.6
9M FY26	93.0

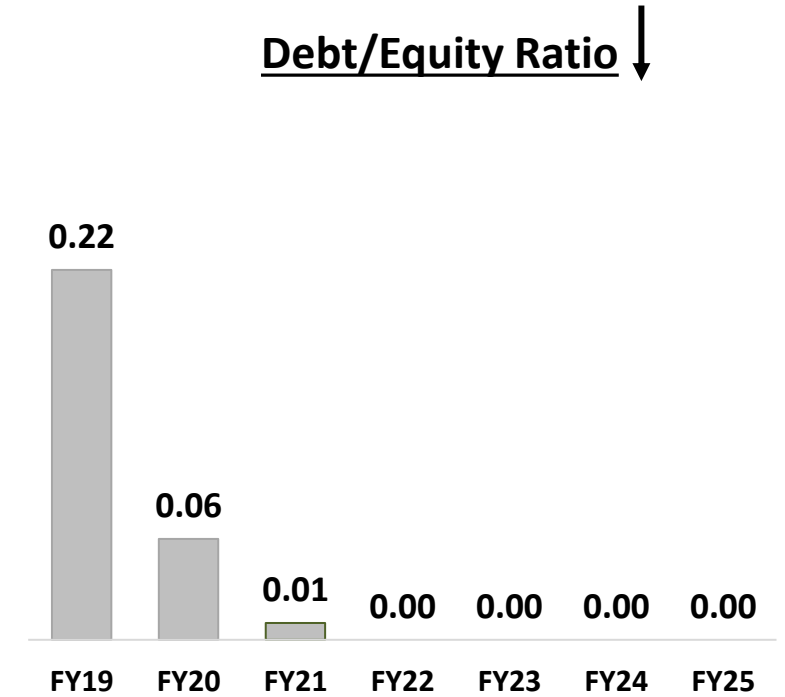
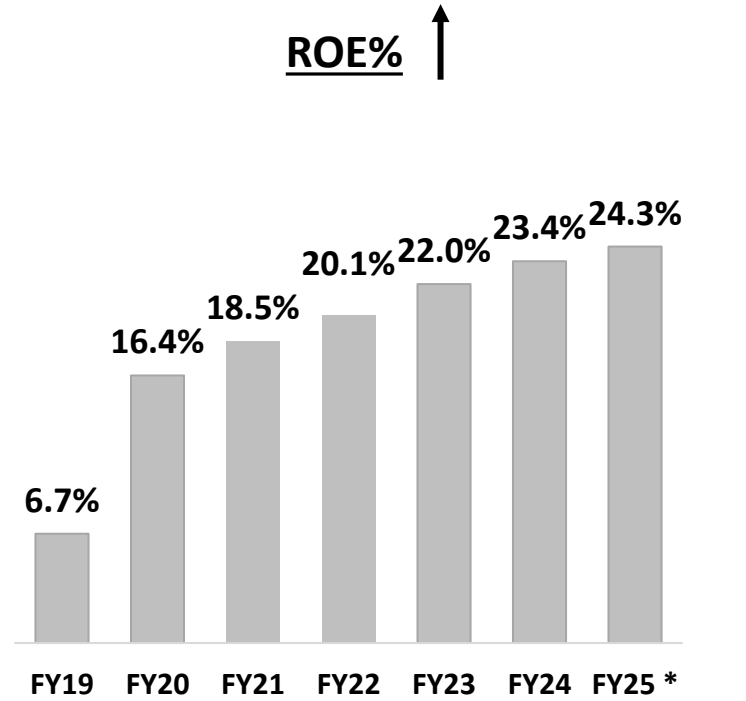
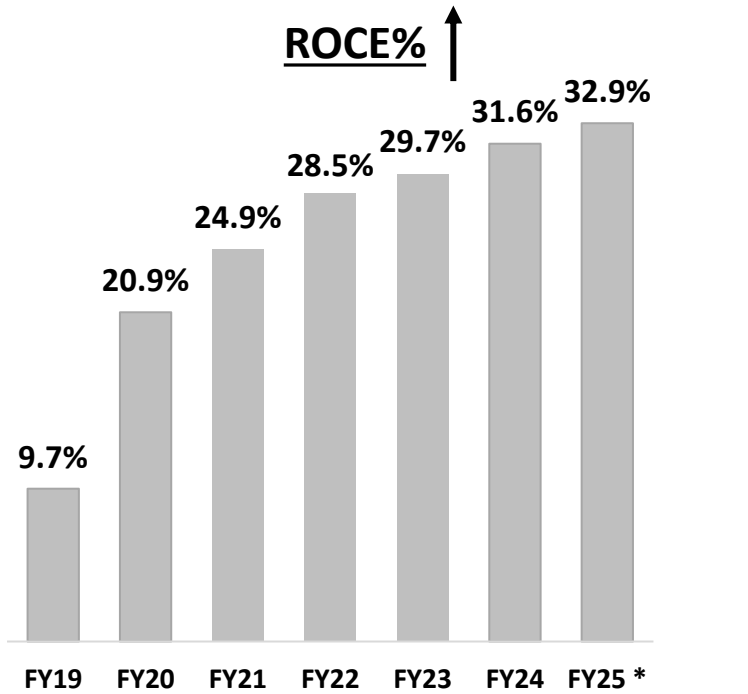
API

API contributed 12% to total sales of Q3 FY26

- Growth impacted due to fire incident in one of the manufacturing blocks
- Continuous thrust on new customer development
- Business driven by 3 Pillar strategy

Period	Sales
9M FY25	76.6
9M FY26	61.7

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



Company continues to remain Debt-free

*Excluding impact of exceptional items: land assignment/fire; Including exceptional items, ROCE is 44.0%, ROE is 34.5%

Improvements recorded in ICRA Rating

- Long term rating reaffirmed at **A+** and outlook retained as stable
- Short term rating reaffirmed at **A1**

Factors affecting rating affirmation

- 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)
- Steady growth in Top-line and improving operating margins
- Strong brands in the Indian Pharmaceutical Industry
- Expansion of product portfolio and geographical presence augur well for growth prospects



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Business Strategy

Domestic Formulations (DF) Business: Overview & Strategy

Business Overview



Leading Textbook Brands

Azoran, Aldactone, Lomotil, Naprosyn, Serenace, Norpace



Diverse Portfolio

Operating across mass, mass-specialty, and specialty segments.



Innovation & Growth

New launches in biosimilars, chronic, and specialty segments.



Specialist Reach

Strong coverage among top specialists: cardiologists, diabetologists, urologists, nephrologists, rheumatologists, oncologists.

Business Strategy

5 Pillars of profitable domestic business growth

1

Product Portfolio Rejuvenation:
Building chronic and specialty portfolios with new launches.

2

Strategic Brand Asset Building:
Life cycle management through new line extensions, customer segments, & disease segments.

3

Customer Coverage Deepening:
Expanding field force & deploying digital solutions in targeted therapies.

4

Sales Force Effectiveness Augmentation:
Enhancing competencies and productivity through targeted initiatives.

5

Profitability Improvement:
Controlling operating expenses, optimizing manufacturing operations, maintaining sales hygiene, & focusing on a profitable product mix.

International Formulations (IF) Business: Overview & Strategy

Business Overview



Global Reach

Presence in regulated and emerging markets across Canada, UK, Germany, France, Australia, SE Asia, and Africa.



Specialist Leadership

Strong position in immunosuppressants, with Azathioprine as a flagship product.



Trusted Partnerships

Impeccable supply track record and enduring relationships with leading global generic players.



Quality & Expansion

Preferred partner for high-quality, process-oriented manufacturing; ongoing investments in plant upgrades and capacity expansion.

Business Strategy

3 pillars of step-wise Global business build up

1

Build Immunosuppressant Portfolio:

Expand leadership in immunosuppressants, anchored by flagship products like Azathioprine.

2

Focus on Products with Competitive Advantage:

Prioritize products requiring special manufacturing conditions (e.g., low RH/temperature), complex generics, and those with low competition.

3

Expand Footprint in Emerging and Select Markets:

Grow presence in markets such as Myanmar, Vietnam, Philippines, Sri Lanka, Egypt, Sudan, Thailand, and South Africa.

APIs Business: Overview & Strategy

Business Overview



Niche API Focus

High-value, low-volume APIs and mature, stable molecules.



Global Presence

Presence across key geographies: LATAM, Germany, China, South Korea, Iran, Bangladesh, Egypt, India, and more.



Strategic Integration

Backward integration with International Formulations, strengthening supply chain resilience.



Trusted Partnerships

Enduring relationships with major pharma and leading generic companies.

Business Strategy

3 Pillars of Strategic Growth

1

Market & Customer Expansion:

Grow reach for existing products in new and established markets.

2

Niche Product Pipeline:

Develop immunosuppressants, limited competition products, and support backward integration for IF/DF.

3

State-of-the-Art Manufacturing:

Operate EU/TGA-approved plant with enhanced capacity for quality and compliance.

A photograph of a modern building with a large glass facade. The building is identified by the 'RPG LIFE SCIENCES' logo on the upper part of the glass. The glass reflects the surrounding greenery and sky. In the foreground, there is a landscaped area with a white stone sculpture and some plants.

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Infrastructure 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 and 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 and capacity expansion underway

API Unit, Navi Mumbai



- MF2: Dedicated immunosuppressant facility for regulated and emerging markets including India
- MF3: Multipurpose unit catering to regulated and emerging markets including India
- MF4: Multipurpose unit catering to 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 and capacity expansion underway

Digital Initiatives: Manufacturing and Quality



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

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Journey Ahead

RPGLS Journey Ahead: 7 strategic pillars of action



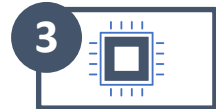
Portfolio development and mega-brands building

- Project underway to grow our immunosuppressant portfolio to 200+ crores
- Focused initiatives to grow Naprosyn to a 100+ crores brand; building our MABs portfolio



Growing our API business

- Focus on new geographies, new launch pipeline and enhancing manufacturing productivity
- Focus on strengthening customer relationships and onboarding new high-value customers



Strong Digital Roadmap

- Multiple digital initiatives designed to streamline front-end and backend operations
- Initiatives focus on improving efficiency & compliance, reducing costs and growing topline



Mergers & Acquisitions

- M&A Framework with criteria defined - target therapies, brands
- Evaluation of multiple proposals underway to identify opportunities for growth synergy



New products across segments, new therapies

- Focused new product pipeline; lab modernization and org expansion complete
- Strategy to evaluate and expand into adjacencies in RPGLS strength therapies



State-of-art capacity plants

- 140 crores capex infused since FY22 helped build modern plant with EU, TGA, PMDA, etc. approval
- Evaluation ongoing of varied opportunities for improving manufacturing productivity



Talent Development /Acquisition

- Org structure review & role/skill-gaps identification for strengthening
- Talent development and talent acquisition across all key business and support functions

THANK YOU