



RPG LIFE SCIENCES

An  **RPG** Company

**Investors'
Presentation
FY25**

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RPG Group: Powered by Passion, Driven by Ethics

UNLEASH
TALENT
TOUCH
LIVES
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 4.8 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

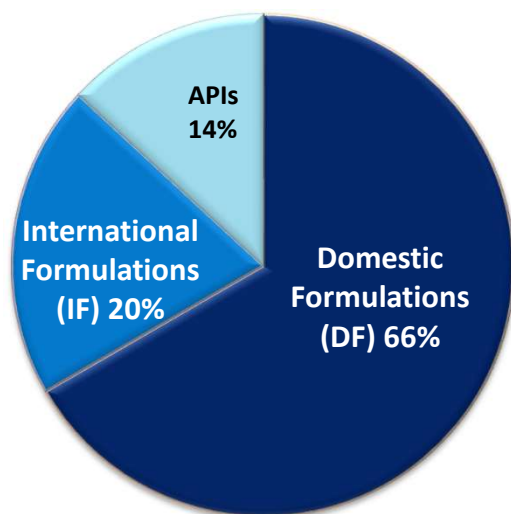


One of India’s largest plantation companies producing tea, rubber, etc.

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

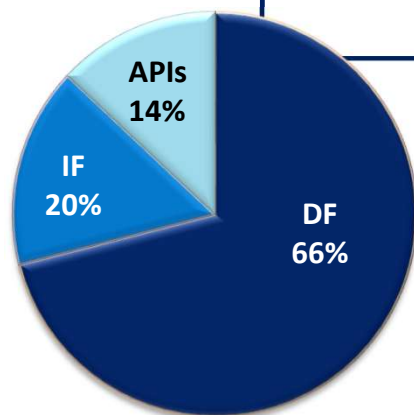


1300+ Employees

RPG Life Sciences: Product Portfolio

Strong 'Textbook' brands ; ↑ Chronic and Specialty therapies

Key Therapies	DF Key Products				
Nephrology					
Rheumatology					
Oncology					
Pain Management					
Gastroenterology					
Neuropsychiatry					
Cardio- Diabeto					
Urology					
	<div>Legacy Portfolio</div> <div> <div> Immunosuppressants <p>Azoran Azathioprine</p> <p>Mofetyl Mycophenolate Mofetil</p> <p>Arpimune ME Cyclosporine</p> <p>Imunotac Tacrolimus</p> </div> <div> Textbook Brands <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> </div> <div> Specialty <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</p> <p>Denbri Denosumab</p> </div> <div> Chronic <p>SacuNew Sacubitril+ Valsartan</p> <p>NuGlipatin Vildagliptin</p> <p>GliptiNext Teneligliptin</p> <p>DPO 510 Dapagliflozin</p> <p>Solifirst Solifenacin</p> <p>Miras smart S Miracastrol 5 mg Tablets</p> </div> <div> Life Cycle Management (Existing Products) <p>Azoran 75 Azathioprine 75 mg Tablets</p> <p>Aldactone T Spironolactone 50 mg + Toremide 10 mg</p> <p>Aldactone F Spironolactone 60 mg + Toremide 25 mg</p> <p>Naprosyn 250 + 500 Naproxen Sodium Tablet USP 275 mg / 550 mg</p> <p>Naprosyn + Gel Sumatriptan & Naproxen Sodium Tablets</p> <p>Naprosyn M Sumatriptan & Naproxen Sodium Tablets</p> <p>ROMILAST-BL Risperidone 1 mg + Mefenamic Acid 500 mg</p> <p>Tricaine Alma 2 Atropine 300 mg and Benzhexol 25 mg Oral Suspension / 5 ml</p> </div> </div>				



IF Key Products

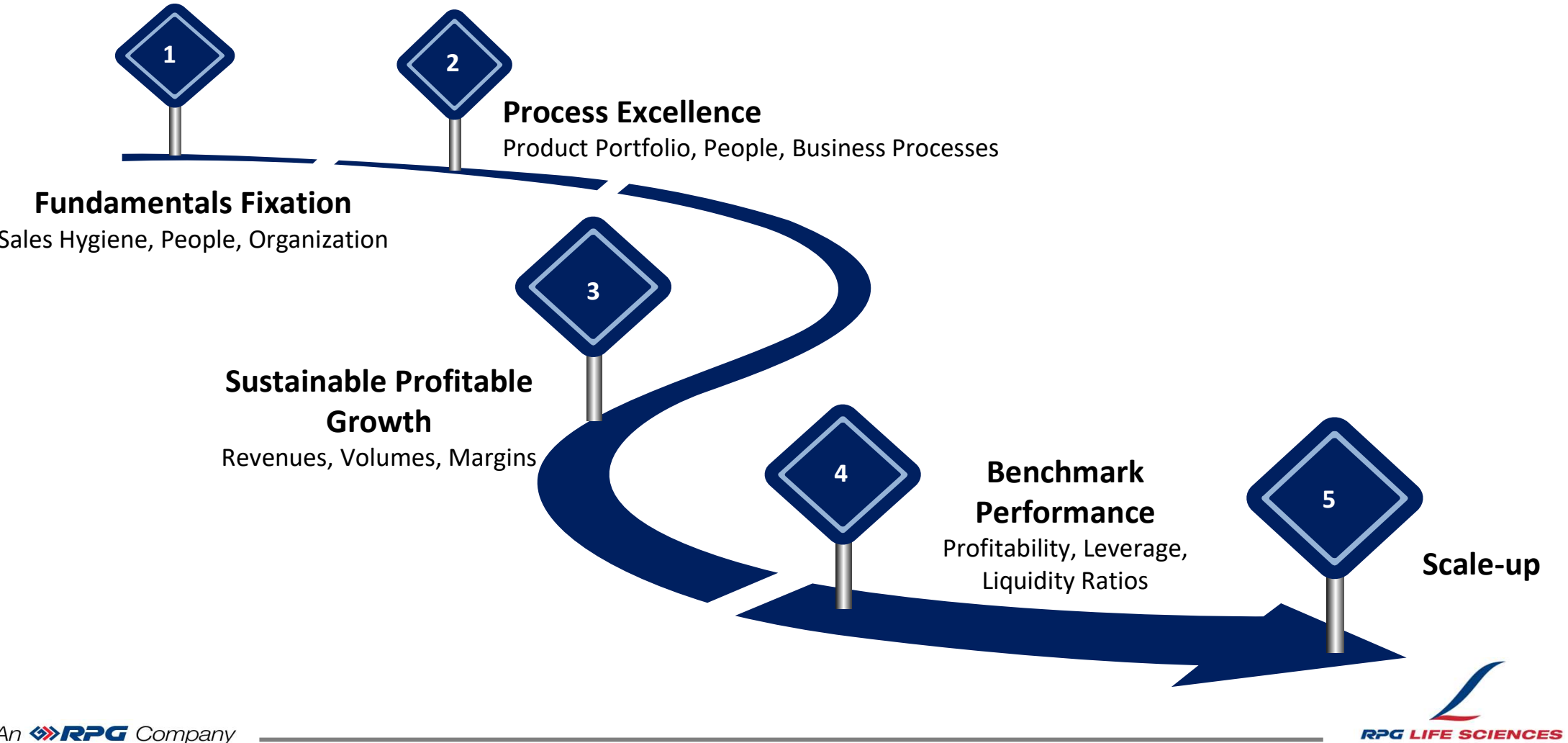
Generics - Azathioprine, Sodium Valproate PR, Nicorandil, Sertraline
Branded Generics – Siloxogene, Azoran, Mofetyl, Arpimune ME, Dyzantil, Dipsope

API Key Products

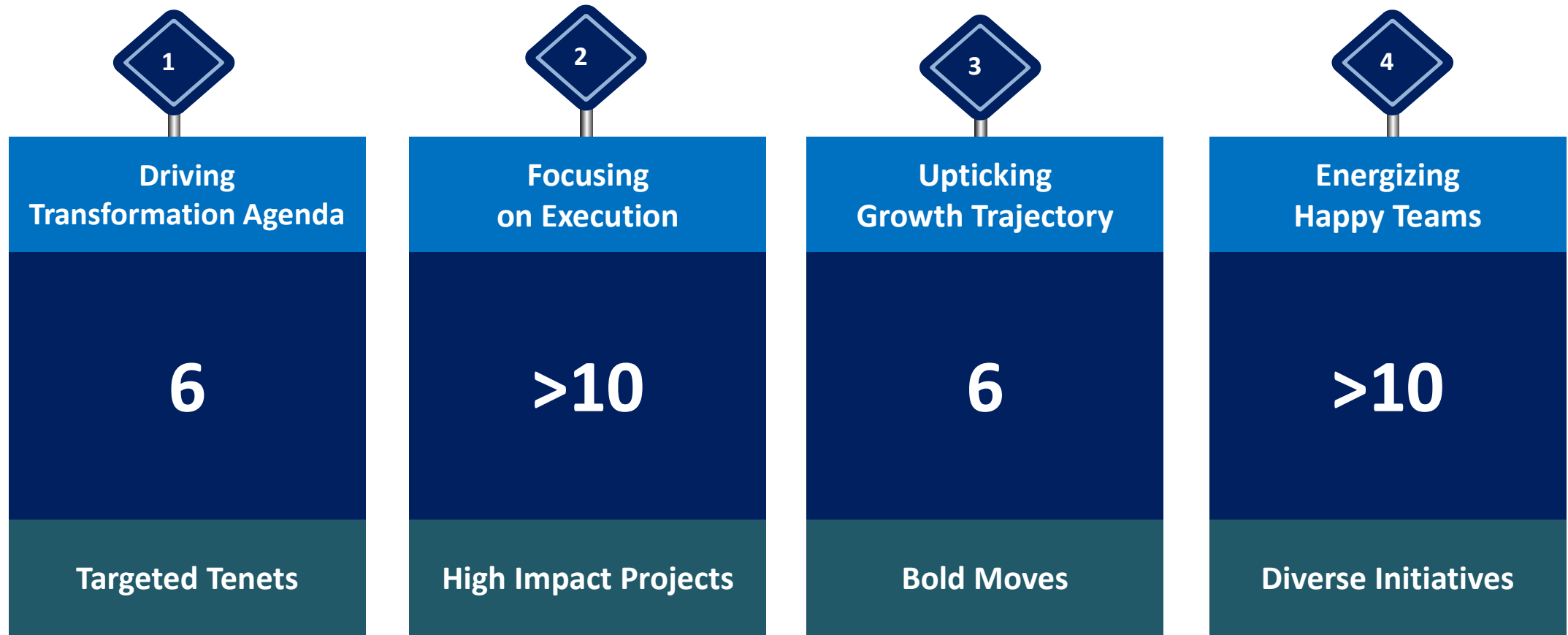
APIs - Quinfamide, Azathioprine, Haloperidol, Risperidone, Propantheline Bromide, Nicorandil, Pantoprazole, Diphenoxylate

Business Operations

Journey of RPG Life Sciences



Building a Strong-Consistent-Profitable Business



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****6 Innovation Projects****2 Plants Infra Modernization-Capacity Expansion Projects****7 Digitalization Projects****3 COGs Reduction Projects****8 M&A Projects****4 Product Re-engineering Projects****9 Med-tech Projects****5 Quality Enhancement 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 (Illustrative example)

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

Digital Initiatives

Sales and Marketing: 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

Digital Initiatives

Sales and Marketing : Deployment of Gen AI

Gen AI for Physician Services



Gen AI for Campaign Dashboards



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



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

ESG Update:

	Initiatives	FY25
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>↓ FY24 : 26.8% ; FY25: 41.2 %</p> <p>↑ FY24: 26% ; FY25 : 41.0 %</p> <p>↓ FY 24: 6% ; FY25 : 7.0 %</p> <p>↓ FY24: 49% ; FY25 : 52.0 %</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>↑ to 6.3% from 4.8%</p> <p>100</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>

Happiness Initiatives

Engaging Teams ... beyond work via new happiness initiatives



Happiness Initiatives

Rewarding, Motivating and Engaging Teams



Rewards and Recognition: Hi-Flier Function



Employee Engagement



NAVIGATOR

Crowdsourcing Ideas



Employee Motivation



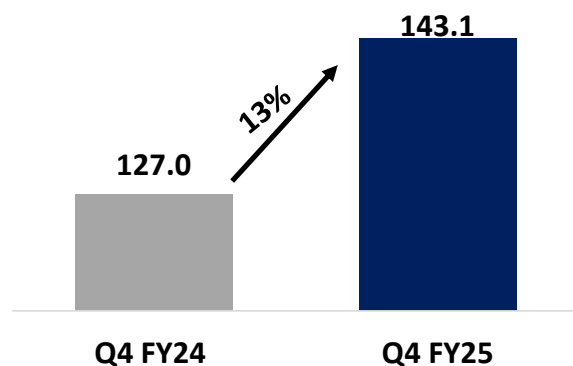
Financial Performance

Q4 FY25 Performance

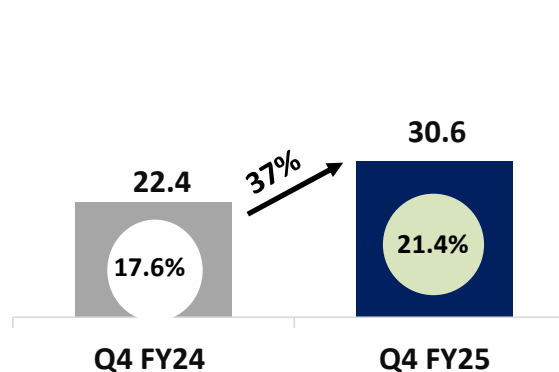
Figures in circle are Margins

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

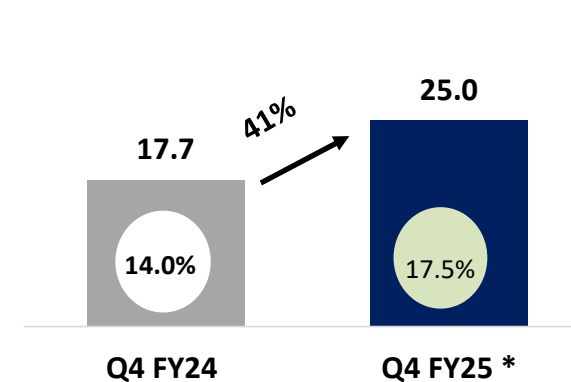
Revenue from Operations



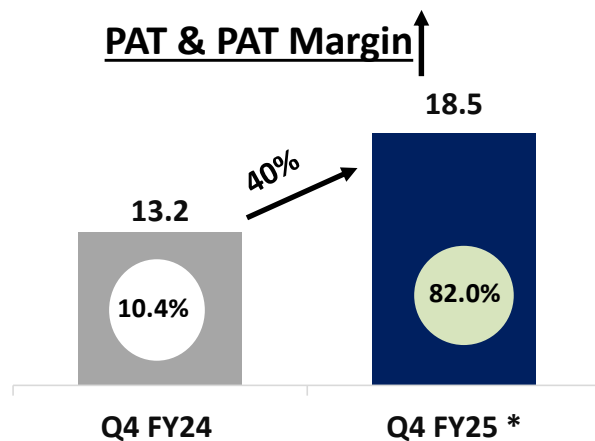
EBITDA & EBITDA Margin



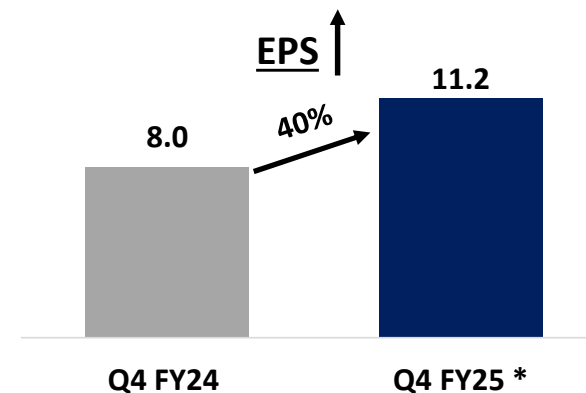
PBT & PBT Margin



PAT & PAT Margin



EPS



*Excluding impact of exceptional items: land assignment/fire; Including exceptional items, PBT is Rs 134.9 Cr (94.3% margin), PAT is Rs 117.4 Cr (82.0% margin), EPS is Rs. 71.0

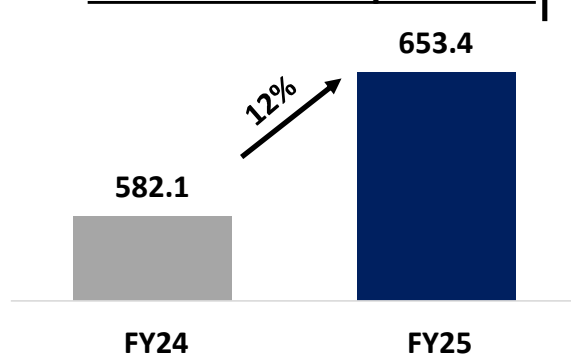
An **RPG** Company

FY25 Performance

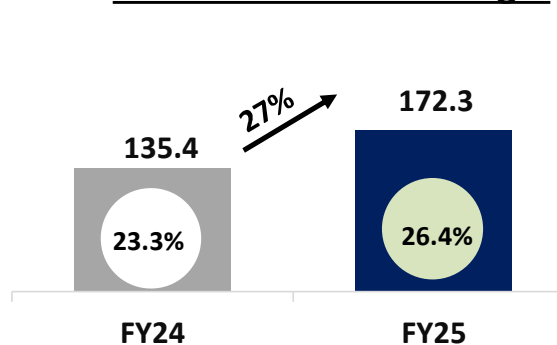
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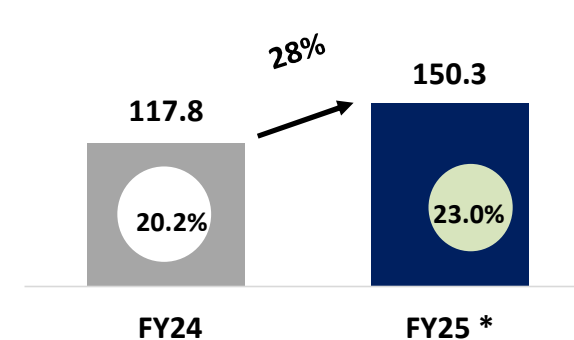
Revenue from Operations ↑



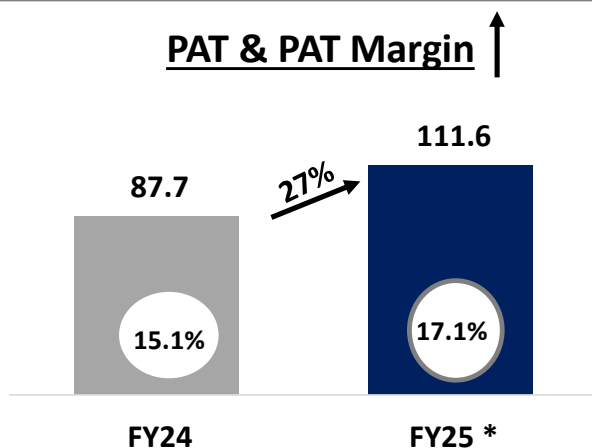
EBITDA & EBITDA Margin



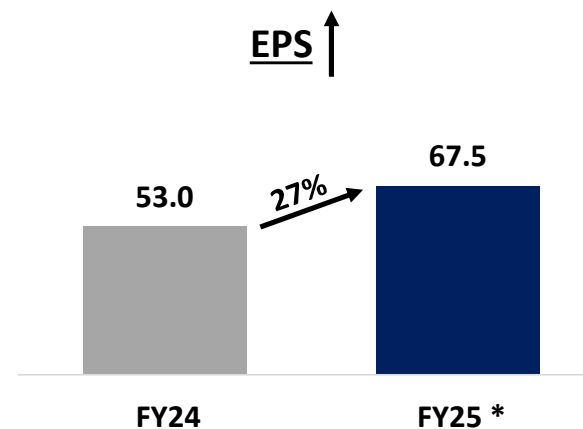
PBT & PBT Margin



PAT & PAT Margin ↑



EPS ↑



*Excluding impact of exceptional items: land assignment/fire; Including exceptional items, PBT is Rs 232.9 Cr (35.6% margin), PAT is Rs 183.2 Cr (28.0% margin), EPS is Rs. 110.8

An **RPG** Company

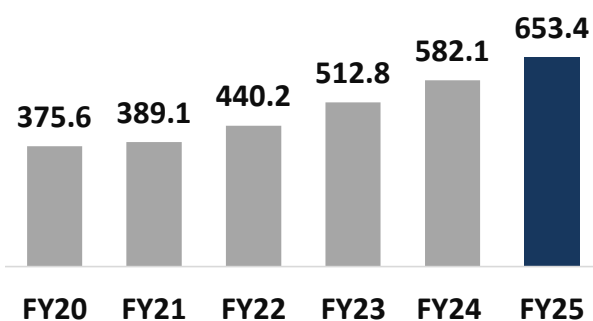
Key Financials Yearly Trends

An Un-interrupted Upward Trajectory Continues Unabated

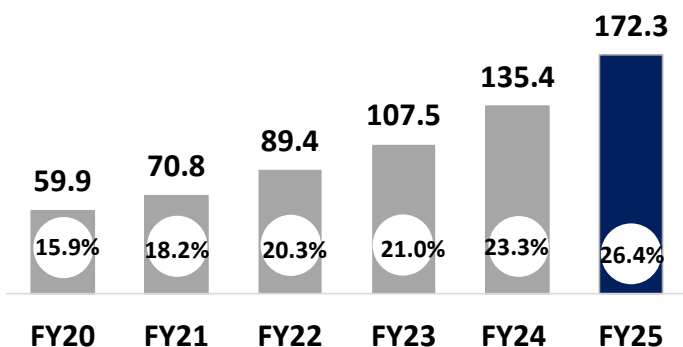
Figures in circle are Margins

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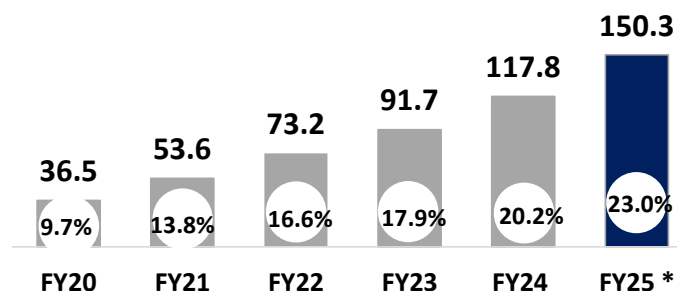
Revenue from Operations ↑



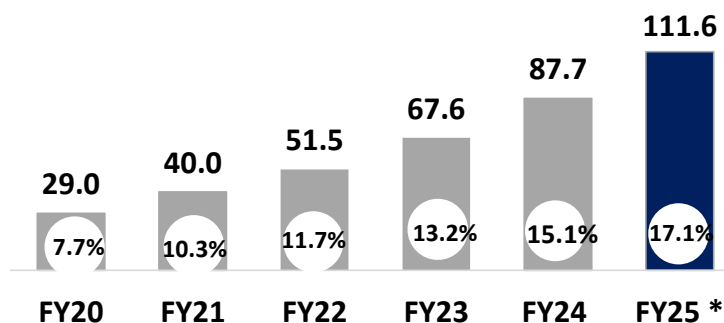
EBITDA & EBITDA Margin ↑



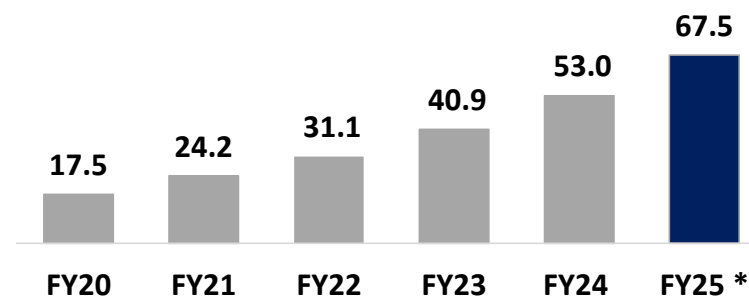
PBT & PBT Margin ↑



PAT & PAT Margin ↑



EPS ↑



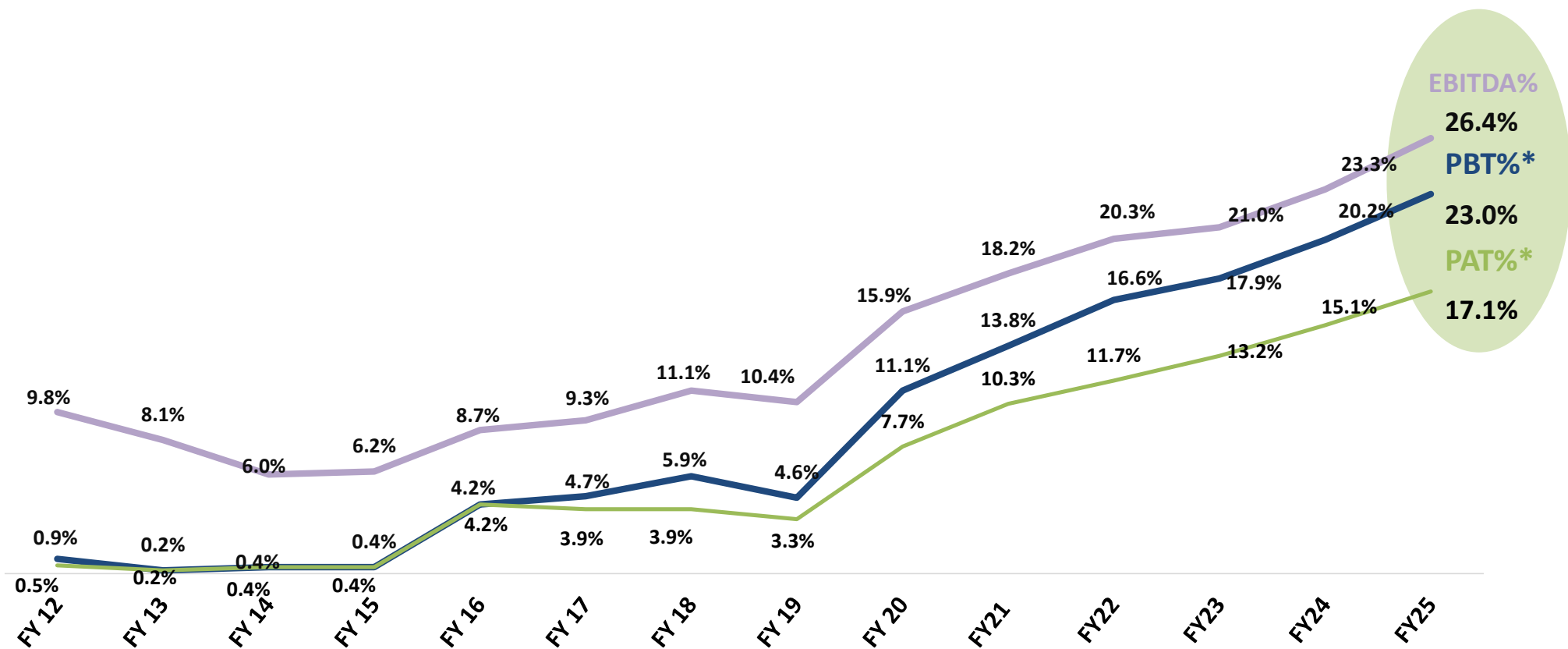
*Excluding impact of exceptional items: land assignment/fire; Including exceptional items, PBT is Rs 232.9 Cr (35.6% margin), PAT is Rs 183.2 Cr (28.0% margin), EPS is Rs. 110.8

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Margins Yearly Trends- at a glance

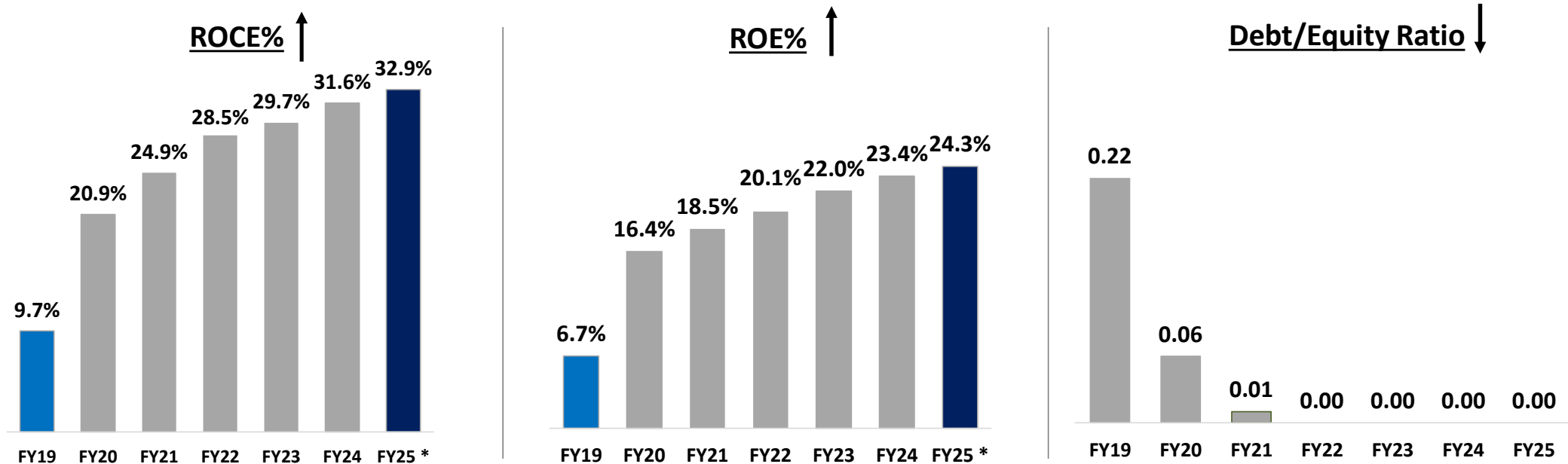
An Uninterrupted Upward Trajectory continues - EBITDA%; PBT% and PAT%



* Excluding impact of exceptional items: land assignment/fire

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

Upward Trajectory continues

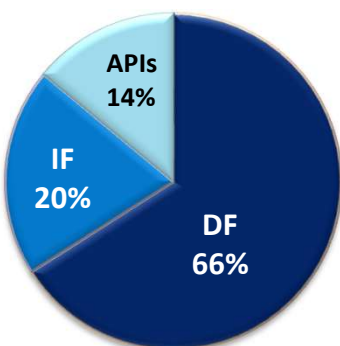


Company continues to remain Debt-free

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

FY25: Business Segment-wise Performance

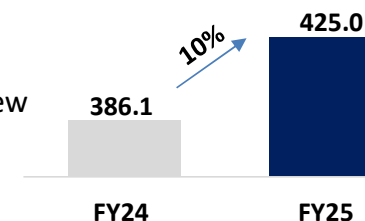
Business Segments



Domestic Formulations (DF)

Domestic Formulations contributed 66% to total sales of FY25

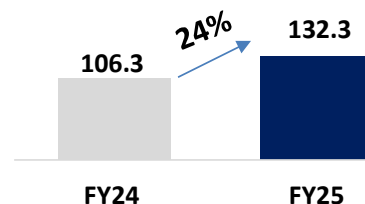
- 10% sales growth driven by both Legacy and New products
- Growth consistently higher than the market
- New products* contribution improving consistently (currently ~31%) on account of new launches in Specialty & Chronic segments and line extensions of legacy products
- Salesforce productivity consistently improving (currently >6 lakhs)
- Business driven by 5 Pillar strategy



International Formulations (IF)

International Formulations contributed 20% to total sales of FY25

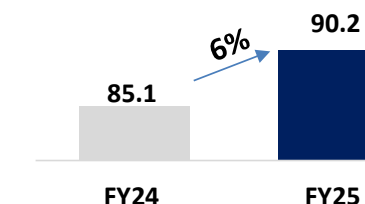
- Robust sales growth of 24%
- New Products/Customers/Markets contribution continues to improve
- Business driven by 4 Pillar strategy



API

API contributed 14% to total sales of FY25

- Growth of 6%
- Continuous thrust on new customer development
- Business driven by 3 Pillar strategy



*Launched FY19 Onwards

RPG Life Sciences ICRA Rating Reaffirmation in FY25

A- (FY19) to A(FY21) to A+ (FY24)

Long term rating reaffirmed at A+
Short term rating reaffirmed at A1

Outlook on long-term rating has been retained as Stable

The rating reaffirmation factors:

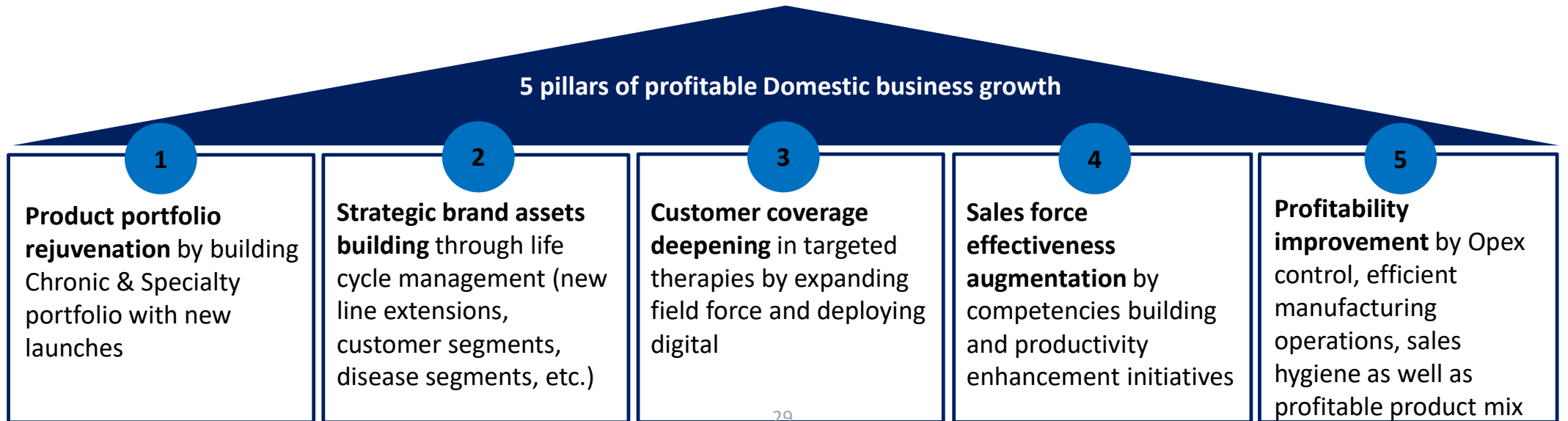
- Strong brands in the Indian Pharmaceutical Industry
- Steady growth in Top-line and improving operating margins
- A robust capital structure and strong debt servicing indicators based on
 - Healthy cash flows
 - Company continues to remain debt-free
 - No debt-funded capital expenditure (capex)
- Expansion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

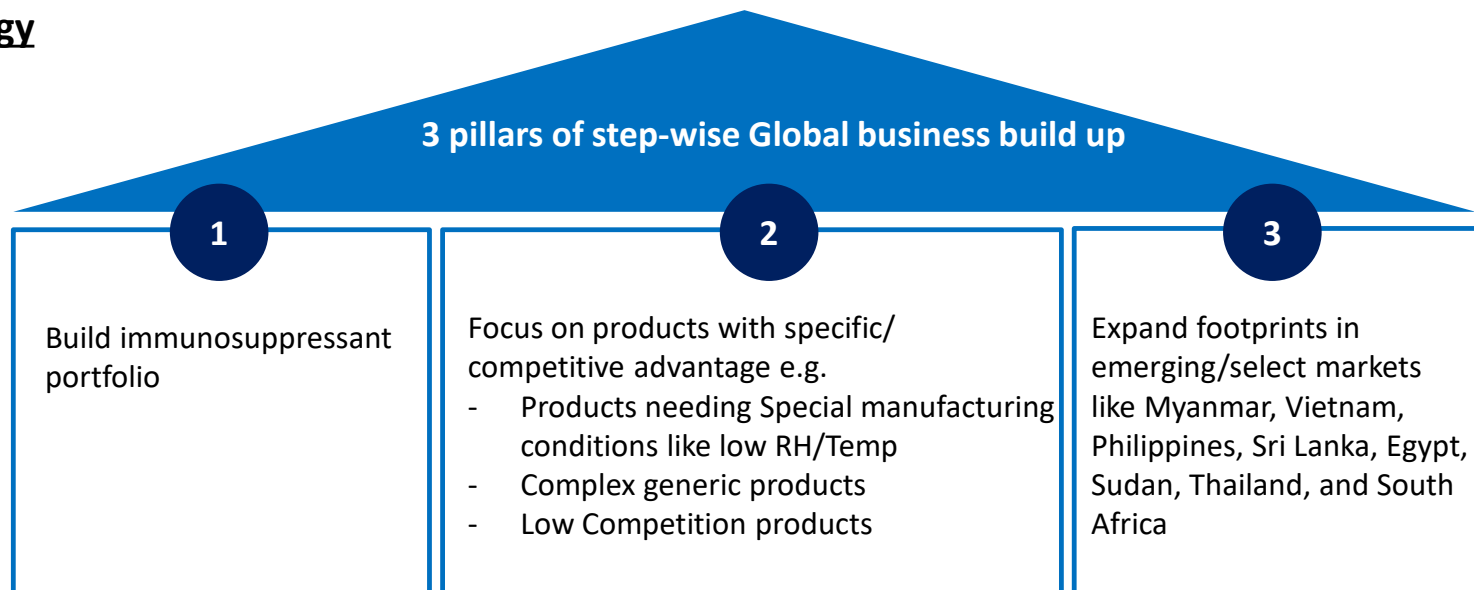
Business Strategy



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

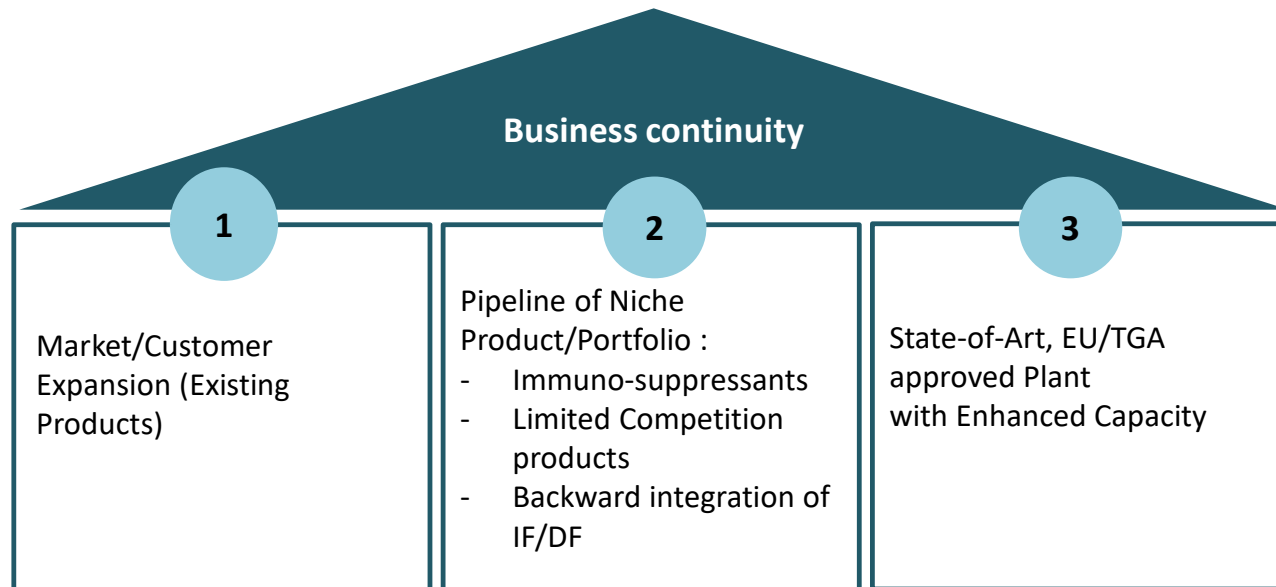
Business Strategy



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



- 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 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'

Jamnalal 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

1	2	3	4	5	6	7
State-of-art ↑ Capacity <u>PLANTS</u>	Targeted Niche- focus <u>R&D PIPELINE</u>	Institutionalized <u>INNOVATION</u>	<u>TECHNOLOGY</u> enablement	<u>M&As</u>	Lead Therapy <u>ADJACENT</u> Spaces	Talent Development /Acquisition
<ul style="list-style-type: none"> • Modern, Cost-efficient; cGMP Compliant; EU/PICS/TGA, etc. approved • Higher Capacity ~2X 	<ul style="list-style-type: none"> • Focused New Product Grid across 3 segments • R&D Organisation strengthening 	<ul style="list-style-type: none"> • Institutionalization of Innovation – Idea platforms, Rewards, Reviews • Innovation project(s) by each Department 	<ul style="list-style-type: none"> • Technology Identification and adoption • All Areas – Front-end, Back-end Functions 	<ul style="list-style-type: none"> • M&A Framework with criteria defined - Target Therapies, Brands Margin 	<ul style="list-style-type: none"> • Identify & explore Adjacencies in RPGLS Strength therapies 	<ul style="list-style-type: none"> • Org structure review & role/skill-gaps identification • Talent Development • Talent Acquisition in role/Skill-gaps

THANK YOU