



RPG LIFE SCIENCES

An  **RPG** Company

**Investors'
Presentation
H1 FY24**

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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

\$4.4 Bn Revenue

20000+ Employees

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



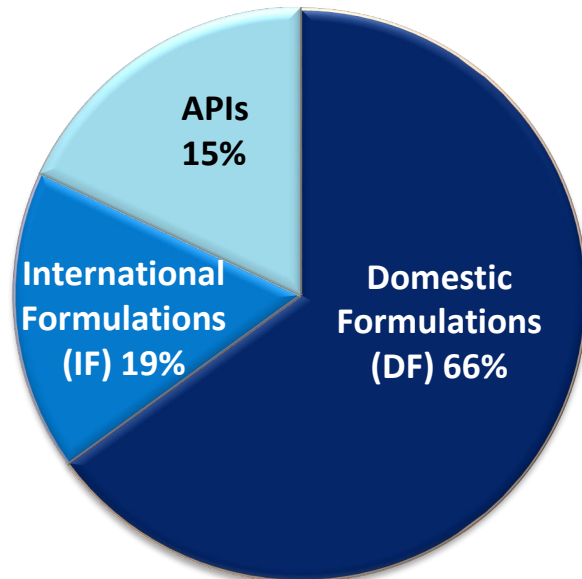
Technology Solutions company catering to energy and infrastructure



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



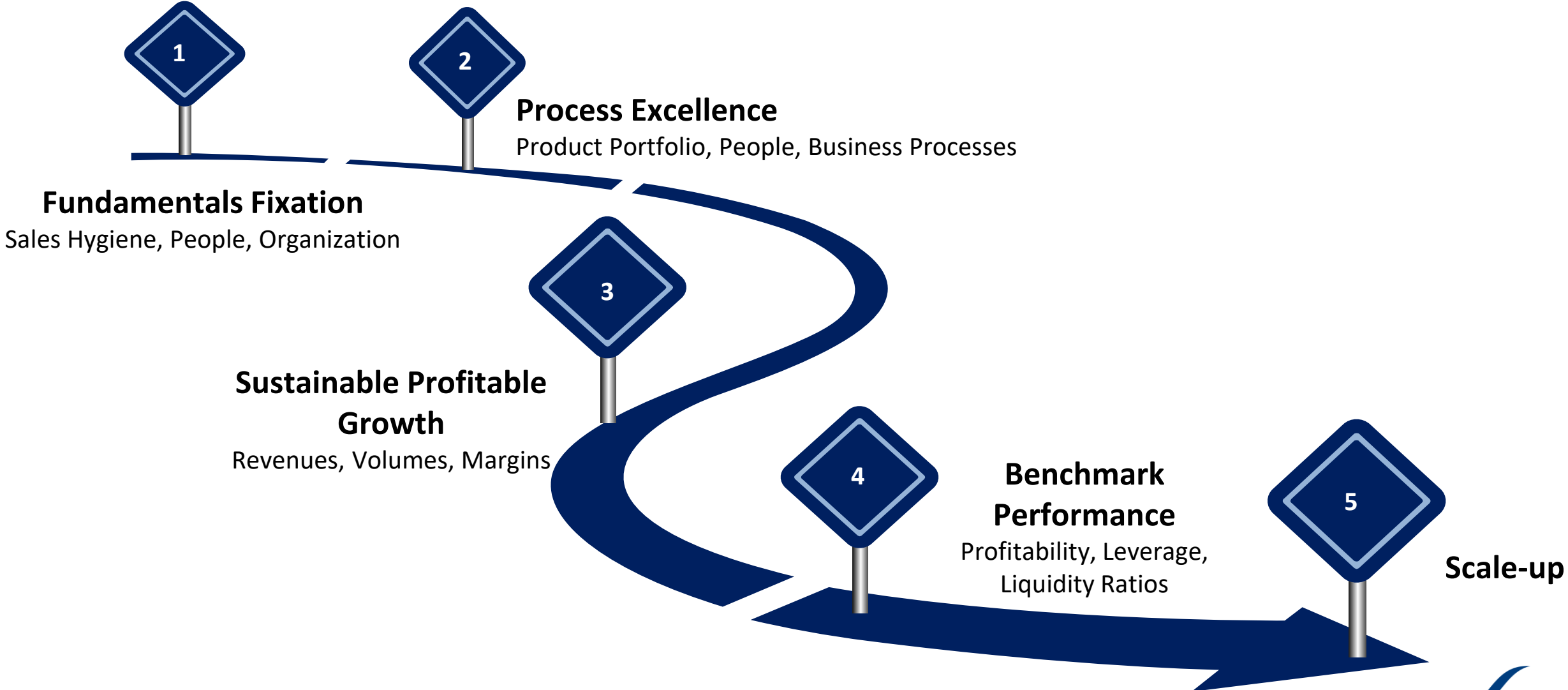
1200+ Employees

RPG Life Sciences Product Portfolio: Strong 'Textbook' brands being augmented by Diligent Life Cycle Management and New Launches in Chronic and Specialty therapies

	Key Therapies	Key Products				
Domestic Formulations (DF)	Nephrology	<div style="display: flex; justify-content: space-between;"> <div style="width: 18%;"> <p>Legacy Portfolio</p> <p>Immunosuppressants</p> <p>Azoran Azathioprine</p> <p>Mofetyl Mycophenolate Mofetil</p> <p>Arpimune ME Cyclosporine</p> <p>Imunotac Tacrolimus</p> </div> <div style="width: 18%;"> <p>Text Book 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> </div> <div style="width: 18%;"> <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 Isomaltoside</p> <p>Denbri Denosumab</p> </div> <div style="width: 18%;"> <p>Chronic</p> <p>NuGliptin Vildagliptin</p> <p>GliptiNext Teneligliptin</p> <p>DPO 5/10 Dapagliflozin</p> <p>Azilta 8/16 Azelnidipine</p> <p>Solifirst Solifenacin</p> <p>Mirasmart S Miracigra (Dronedroned) 75mg / 150mg and Solifenacin Succinate 5mg Tablets <i>More Smart...More Efficient!</i></p> </div> <div style="width: 18%;"> <p>Life Cycle Management (Existing Products)</p> <p>Azoran 75 Azathioprine 75 mg Tablets</p> <p>Aldactone T Spironolactone 30 mg + Furosemide 3 mg / 15 mg tablets</p> <p>Aldactone F Spironolactone 50mg + Furosemide 20mg</p> <p>Naprosyn 250/500 + Naproxen Tablets 250mg / 500mg</p> <p>ROMILAST-BL Roflumilol 1 mg Tablets</p> <p>Tricaine Alma 2 Atracurium 500 mg and Simeonone 25 mg Oral Suspension / 5 ml</p> <p>Lomofen LB Loperamide 2 mg & Lactic Acid Bacteria 100 million spores</p> <p>Naprosyn + Gel Naproxen Gel 10% w/w PAIN RELIEF EXPERT</p> </div> </div>				
	Rheumatology					
	Oncology					
	Pain Management					
	Gastroenterology					
	Neuropsychiatry					
Cardiovascular						
Diabetes						
Urology						
International Formulations (IF)	Key Products	Generics - Azathioprine, Sodium Valproate PR, Nicorandil, Sertraline Branded Generics – Siloxogene, Azoran, Mofetyl, Arpimune ME, Dyzantil, Dipsope				
	APIs	APIs - Quinamide, Azathioprine, Haloperidol, Risperidone, Propantheline Bromide, Nicorandil, Pantoprazole, Diphenoxylate				

Financial Performance

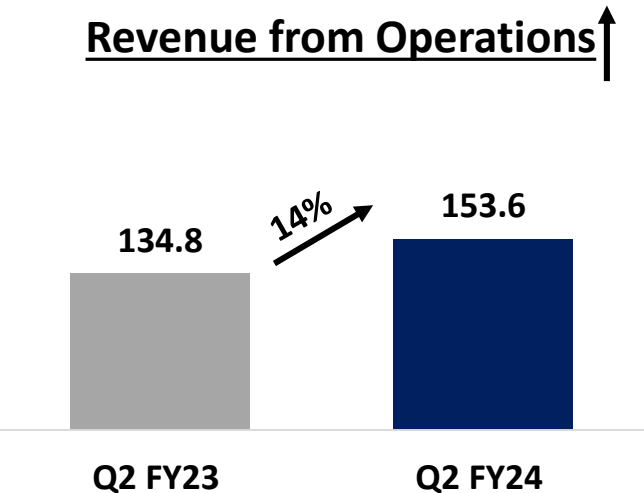
Journey of RPG Life Sciences



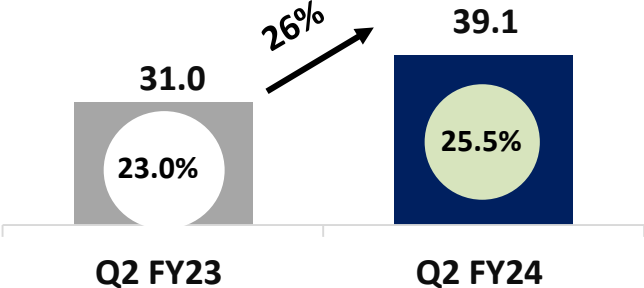
Q2 FY24 Performance

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

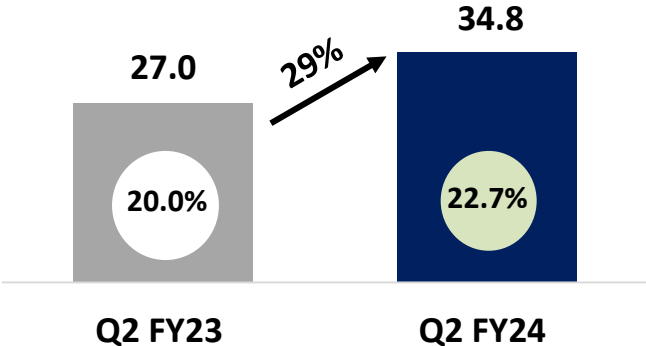
Revenue from Operations ↑



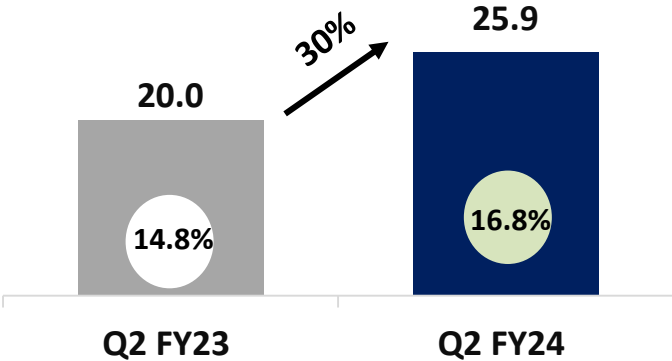
EBITDA & EBITDA Margin



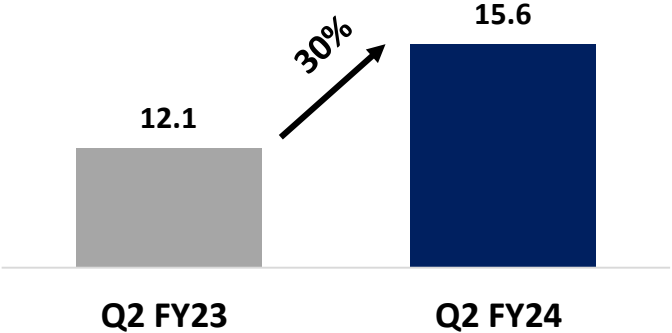
PBT & PBT Margin



PAT & PAT Margin ↑



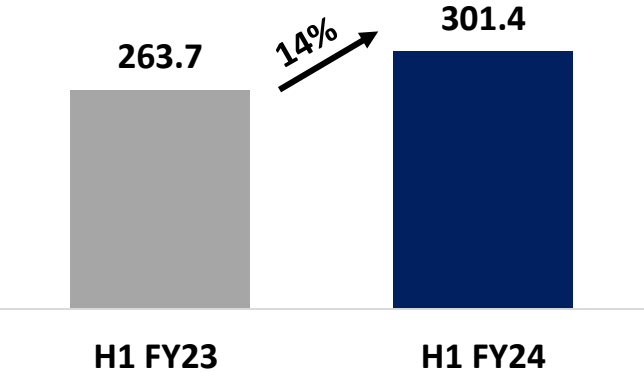
EPS ↑



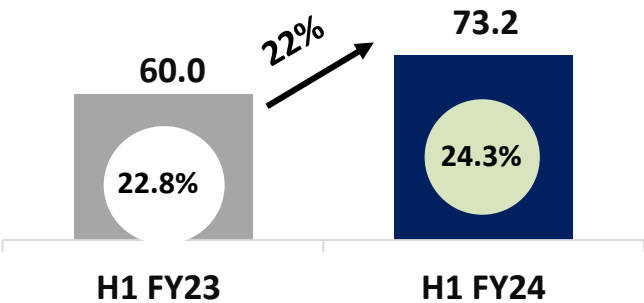
H1 FY24 Performance

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

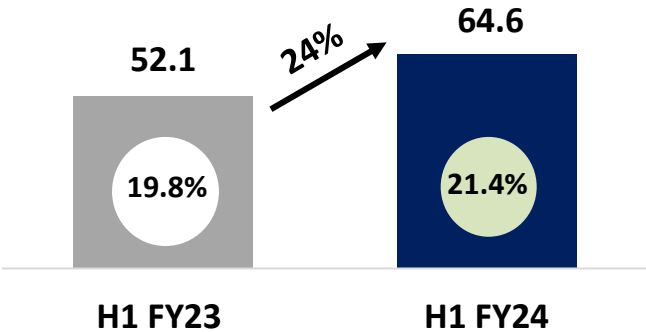
Revenue from Operations ↑



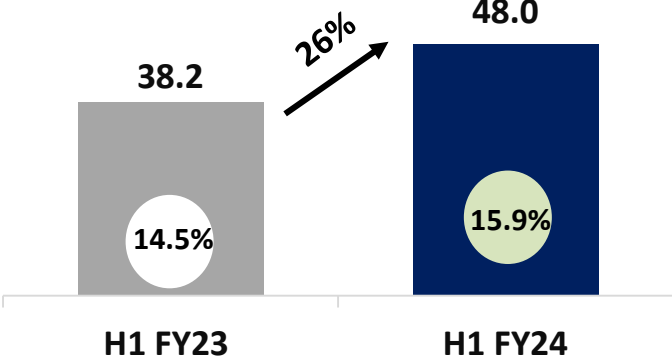
EBITDA & EBITDA Margin



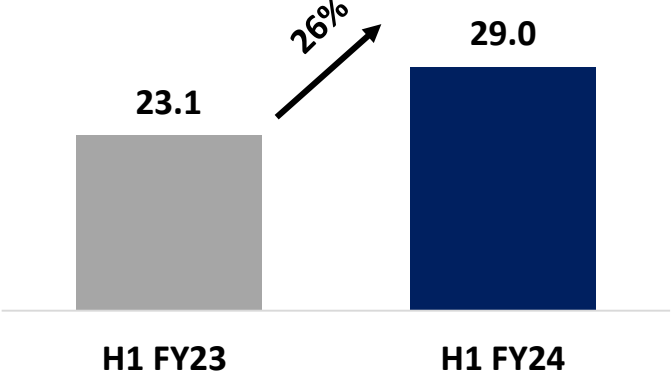
PBT & PBT Margin



PAT & PAT Margin ↑



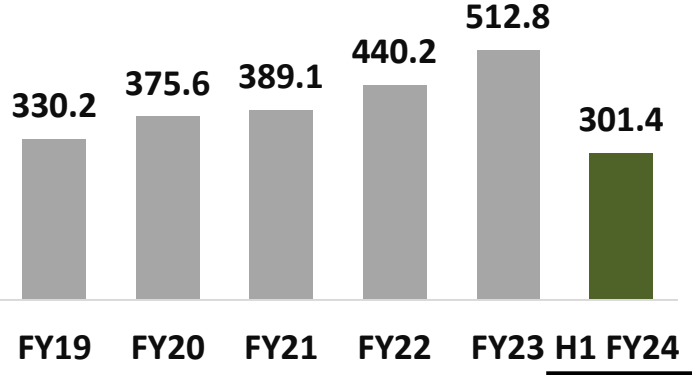
EPS ↑



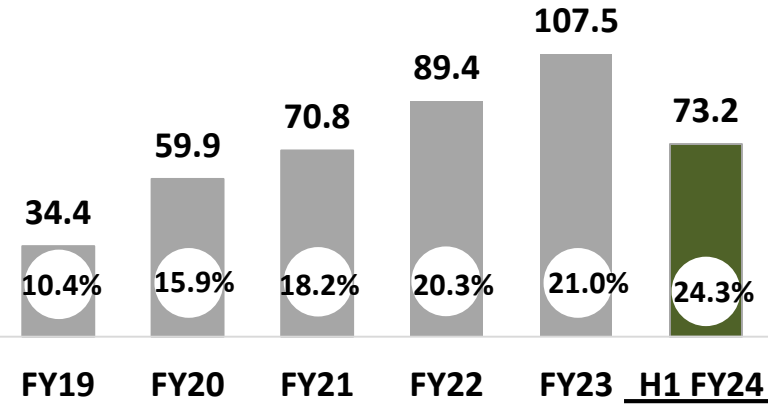
H1 FY24: 5 Year Trends- Key Financials

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

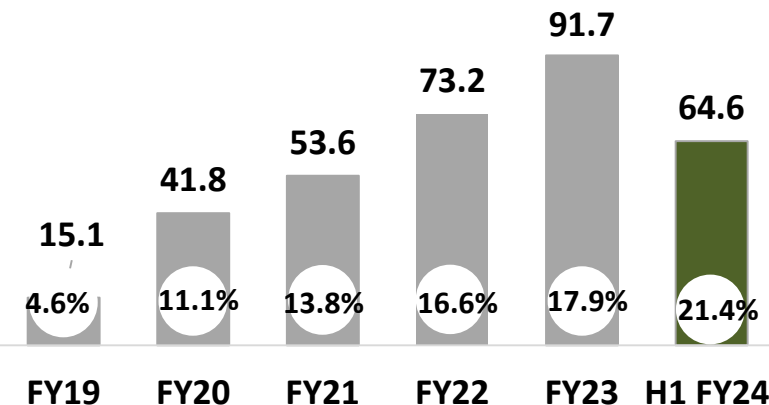
Revenue from Operations ↑



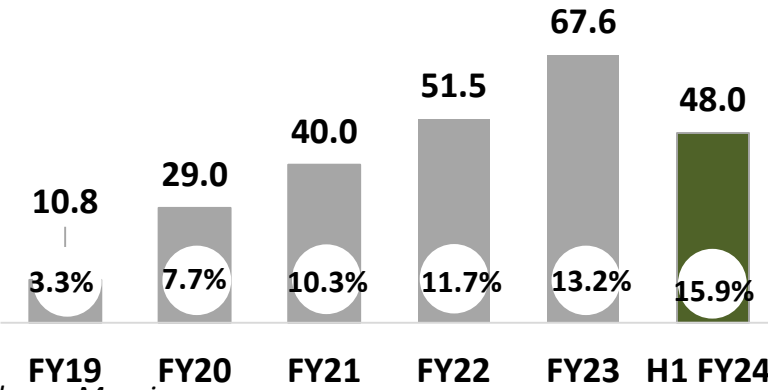
EBITDA & EBITDA Margin ↑



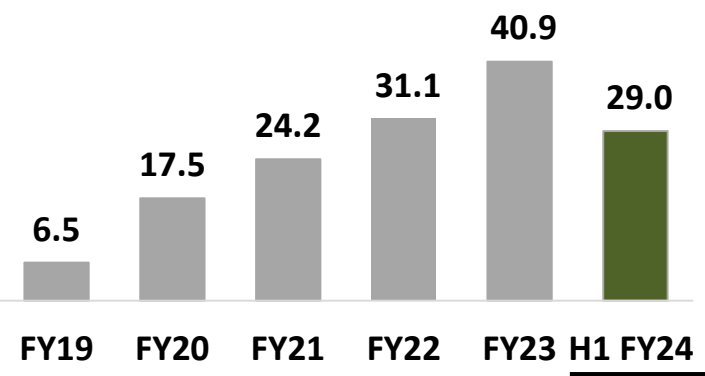
PBT & PBT Margin ↑



PAT & PAT Margin ↑



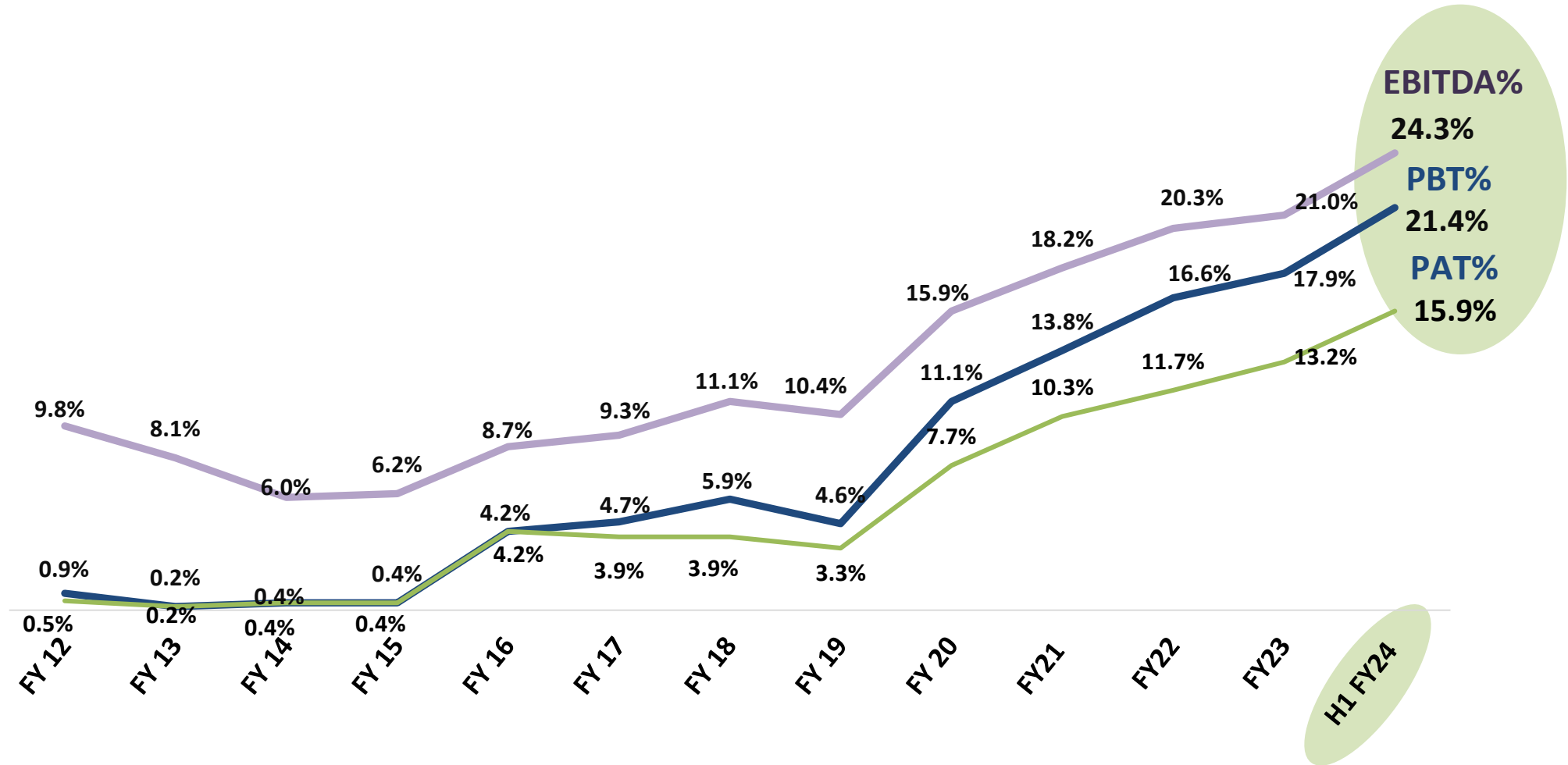
EPS ↑



Figures in circle are Margins

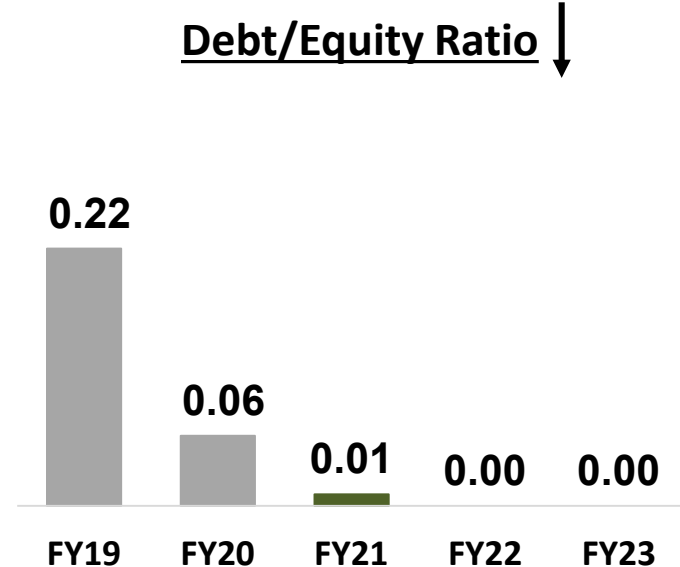
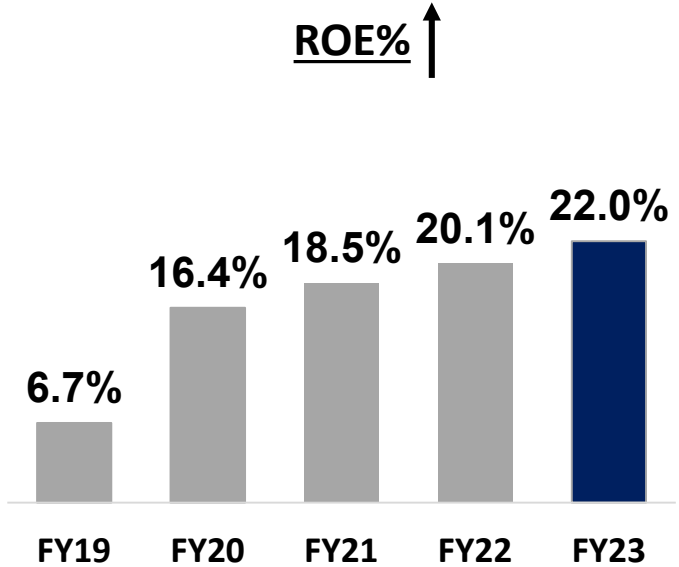
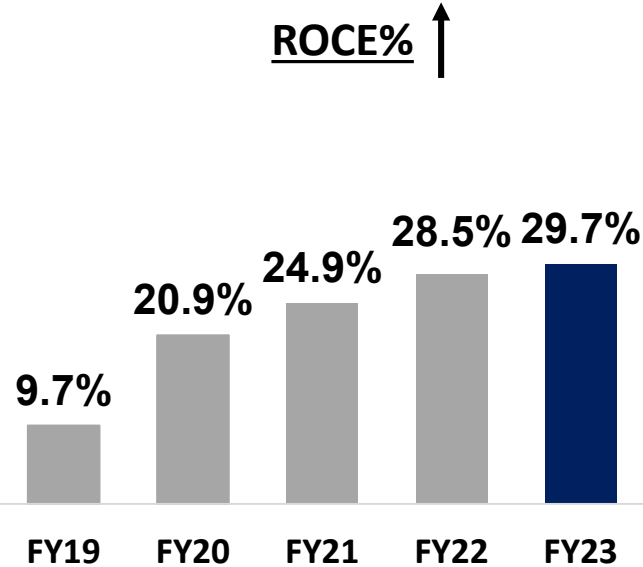
H1FY24: 5Y Trajectory of Uninterrupted Margins Expansion continues despite Market Challenges

EBITDA:10.4% (FY19) to 24.3%(H1 FY24);PBT: 4.6% (FY19) to 21.4%(H1 FY24);PAT: 3.3% (FY19) to 15.9% (H1 FY24)



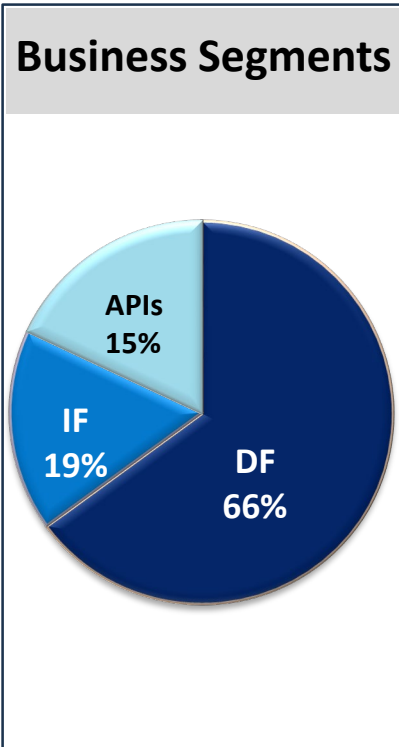
Except H1 FY24, all other margin numbers are Full Year numbers

H1 FY24: 5 Year Trends- Key Ratios (ROCE, ROE, D/E)



Company continues to remain Debt-free

H1 FY24: Business Segment-wise Performance



Domestic Formulations (DF)

Domestic Formulations contributed 66% to total sales of H1 FY24

- 16% sales growth driven by both Legacy and New products
- Growth consistently higher than the market
- New products* contribution improving consistently (currently >25%) on account of new launches in Specialty & Chronic segments and line extensions of legacy products
- Salesforce productivity consistently improving (currently >5 lakhs)
- Business driven by 5 Pillar strategy

Period	Sales (Lakhs)
H1 FY23	171.8
H1 FY24	199.0

16% growth

International Formulations (IF)

International Formulations contributed 19% to total sales of H1 FY24

- Robust sales growth of 15%
- New Products/Customers/Markets contribution continues to improve (currently ~30%)
- Business driven by 4 Pillar strategy

Period	Sales (Lakhs)
H1 FY23	49.0
H1 FY24	56.3

15% growth

API

API contributed 15% to total sales of H1 FY24

- Growth of 7%
- Continuous thrust on new customer development
- Business driven by 3 Pillar strategy

Period	Sales (Lakhs)
H1 FY23	42.9
H1 FY24	46.1

7% growth

*Launched FY19 Onwards

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:

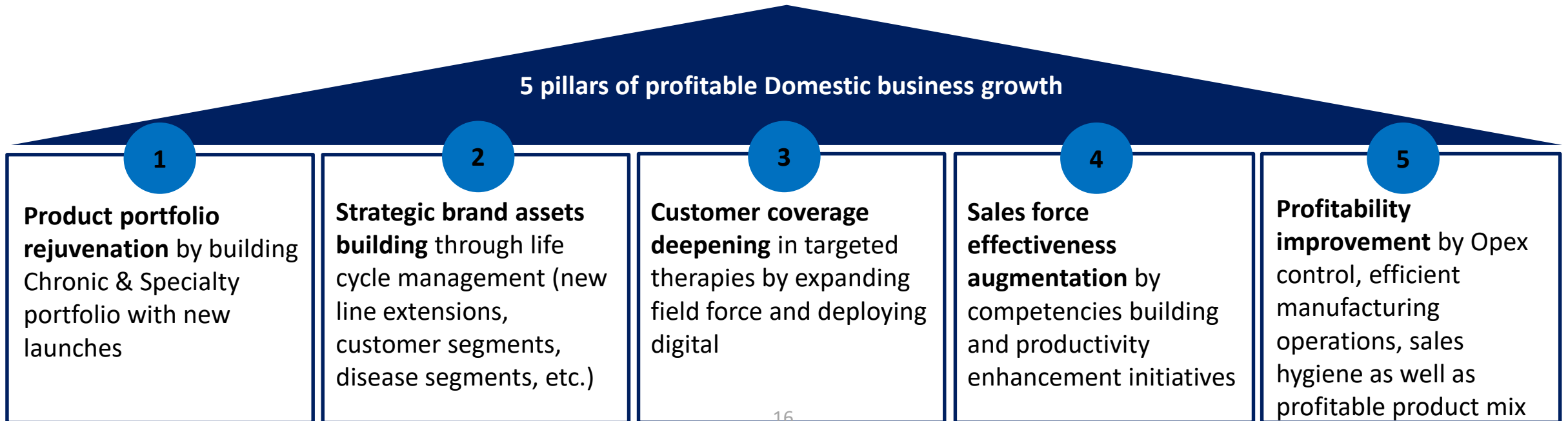
- Strong brands in the Indian Pharmaceutical Industry
- Considerable improvement in the operating performance on the back of
 - Improvement in sales hygiene
 - Cost rationalisation measures adopted since FY20
- A robust capital structure and strong coverage indicators based on
 - Decline in the company's debt levels
 - Healthy cash flows
 - No major debt-funded capital expenditure (capex)
- Expansion of product portfolio and geographical presence augur well for growth prospects

Business Strategy

Domestic Formulations (DF): Overview and Strategy

- Operating in Mass/Mass-specialty and Specialty segments
- Presence in both Acute & Chronic therapy areas
- Leading Text Book 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: 5 Pillars

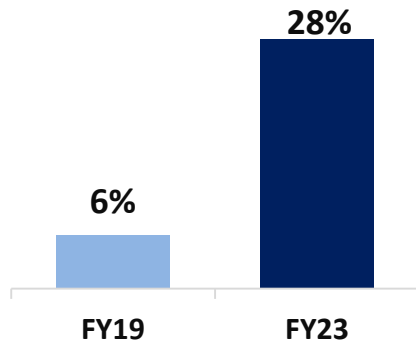


DF: Diligent implementation of 5 Pillars of Business Strategy yielding results

1

Product portfolio rejuvenation

*New Product Contribution



Strengthening Presence in

- Rheumatology
- Oncology

Augmented Product Basket in

- Cardiology
- Diabetology
- Urology

*New Launches since FY19

2

Strategic brand assets building

Naprosyn+ becomes the first 50 Cr+ Brand Franchise

Thrust on Building Mega Brands with a well-crafted Life Cycle Management Strategy for identified Legacy Brands

3

Customer coverage deepening

Expansion of Target Customer base by 20,000 since FY19

Year-on-Year consistent customer expansion in Target Therapies/ Specialties

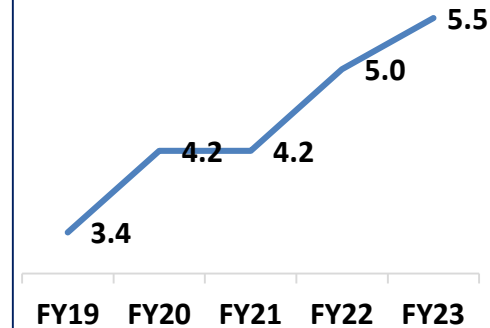
Leveraging Digital to increase customer touchpoints and company/brand recall

Augmentation of Product Basket catering to Target Therapies/Specialties

4

Sales force effectiveness augmentation

— Monthly Revenue per MR (INR Lakhs)



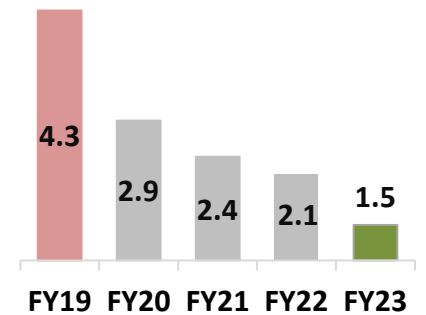
Consistent Productivity increase led by

- Skilling programs
- Productivity-linked Incentive Structure
- Consistent Promo support

5

Profitability improvement

↓ Sales Expiries (%)



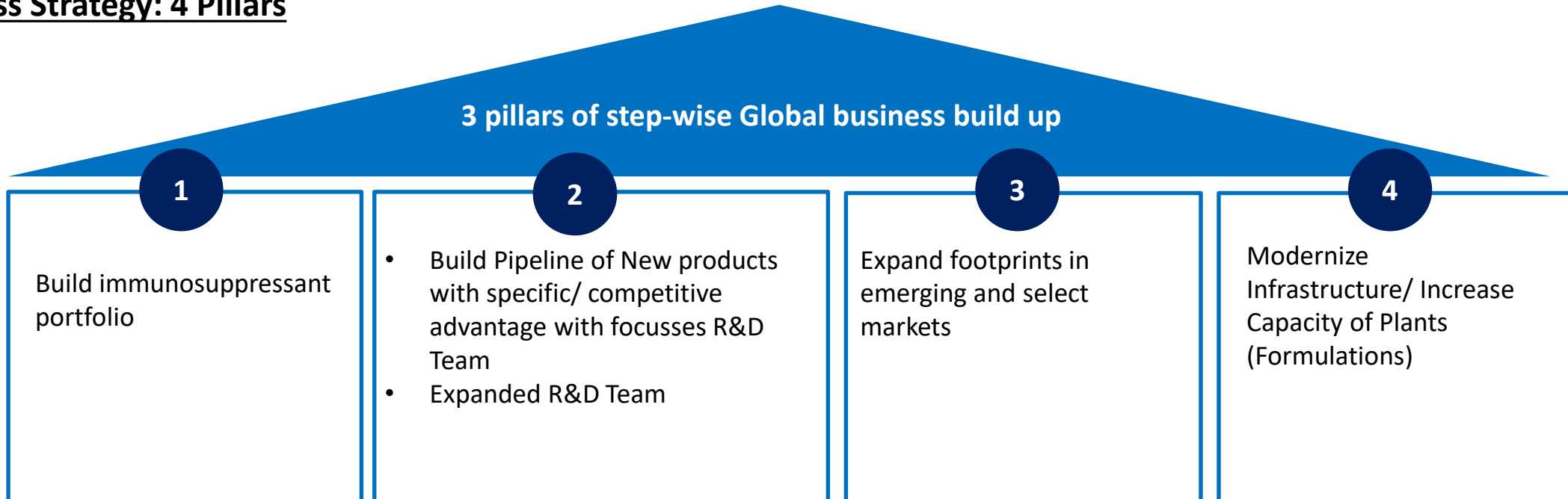
Diligent Management of both OPEX and COGs

Product Re-engineering

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

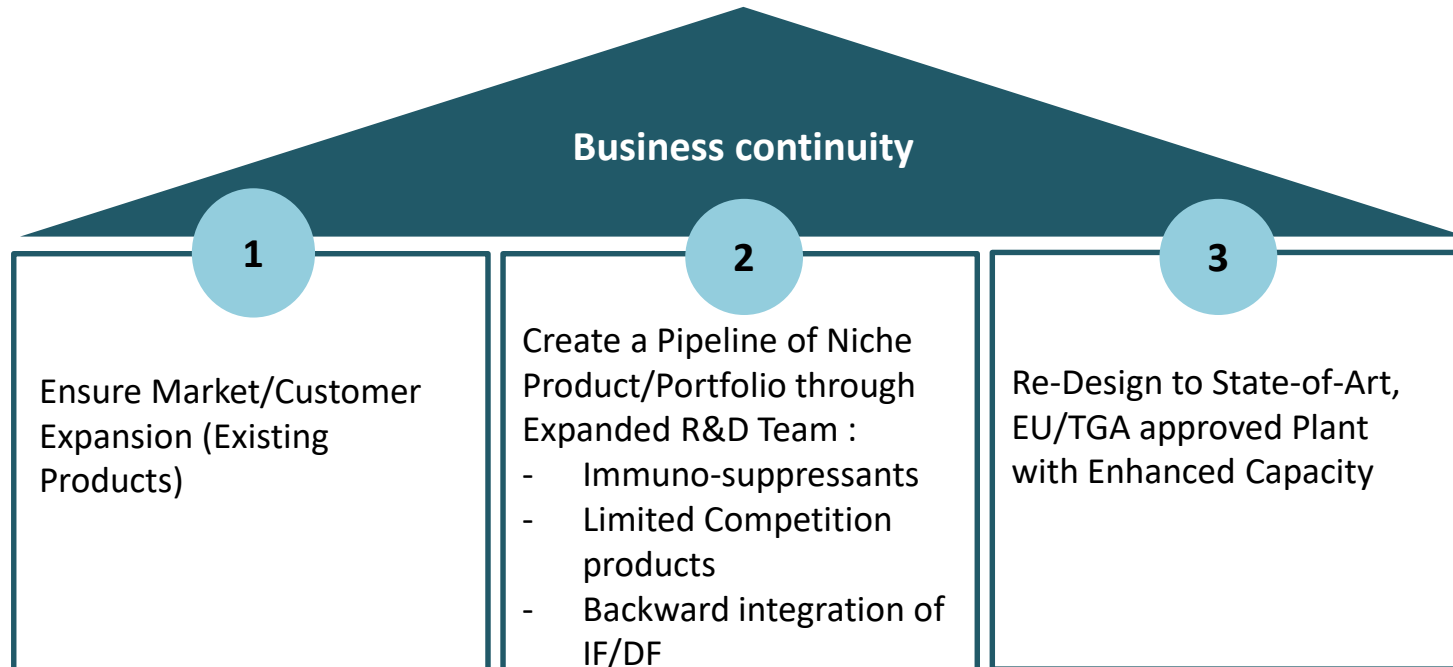
Business Strategy: 4 Pillars



APIs Business: Overview and Strategy

- 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: 3 Pillars



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

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

API Unit, Navi Mumbai



- MF1: Multipurpose unit catering to emerging markets including India
- MF2: Dedicated immunosuppressant facility catering to 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

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.**

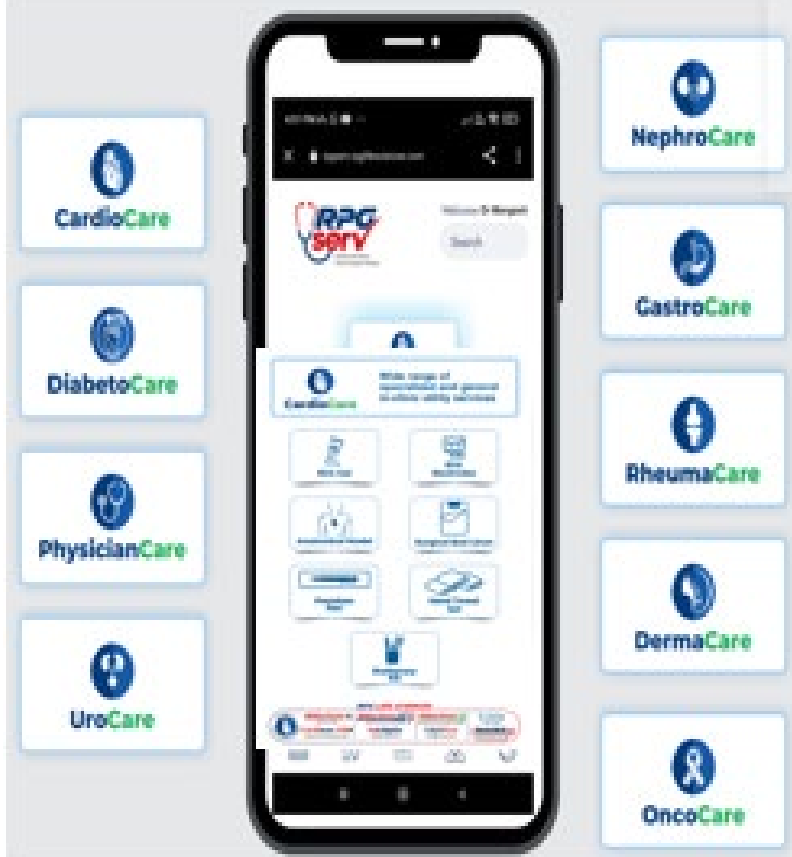
Operational Highlights

Top 10 Operational Highlights

1	Comprehensive Life Cycle Management Strategy for DF Legacy products yielding results	Legacy Product Naprosyn becomes the first 50 Cr+ Brand of the Company
2	New Product portfolio across identified segments contributing healthy double-digit growth	The New Product Denosumab Sales ~5 Cr in the very first year of Launch
3	New Therapy – Rheumatology becoming formidable	The New Rheumatology Franchise grows to contributing significantly to Specialty Sales
4	Multiple Initiatives expanding Prescriber & Patient base	Medico Marketing Pyramid Digital Marketing Pyramid Disease Education
5	Revenue/Cost optimization projects driving results	Revenue Enhancement: New Products, Customers and Markets Cost Optimization: Strict Opex Control, Digitalization and AVD
6	Digitalisation & Innovation Agenda impacting key areas	“RPGServ” 3.0 grows to 9 versions; Technology upgrades eQMS, eDMS, eLMS for product Quality
7	Factories, R&D, Regulatory modernising up to support Frontend	Key Products Inhouse transfer Modernization of both plants under execution New Products development - WIP
8	Increasing Industry Interface and Performance Recognition	4 Industry Awards Increased Traction in Investor meets and Media Interaction RPG Best Corporate Performance award
9	“Happiness” Initiatives driving Happy Performance focused Culture	Happiness Score increase from 83% (FY21) → 84% (FY22) → 87% (FY23) Ranked #2 amongst RPG group companies
10	Headwinds Management	Diligent Management of Input Costs Increase

Digitalization Initiatives: Sales and Marketing

Game Changer Customer Connect Initiative



Anytime, Anywhere
Doctor Support
Initiative

Industry First
Initiative

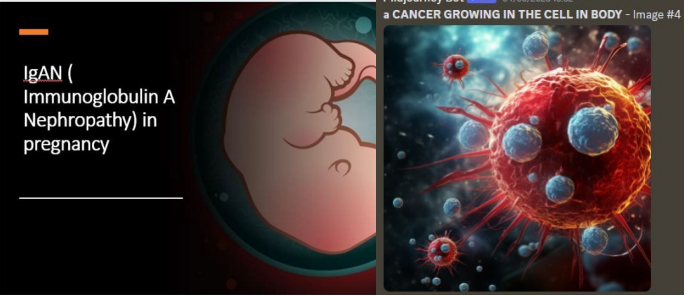
Range of Services

>80000 Doctors Onboarded

All above represent Illustrative list of the initiatives

Gen AI for Superior Customer Service & Impactful Marketing

Non Culture
Melanocyte
transfer
surgery for
Stable vitiligo



Salesforce Excellence Initiatives

RXR 2.0

Digital Platform -Salesforce Operations #Customer visits, customer engagement activities, sales performance analytics etc



HR Chatbot for quick resolution of queries related to HR process and company policies

24x7
SUPPORT

A digital platform for Salesforce Grievance Redressal



Crowdsourcing of Ideas from Field Force



Digitalization Initiatives: Manufacturing and Quality Operations

Roadmap of >20 Initiatives under various stages of Implementation



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

People Initiatives: 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

I Live a Purposeful & Balanced Life



**RPGLS Values
Champions**
Living organizational
values

**High
Happiness Quotient
improving YoY**

I Feel Connected



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

I cherish our Culture



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

People Initiatives: Building Happy Performance focussed Culture- Glimpses



**Leadership Ensemble Workshop:
Skilling**



Rewards & Recognition: Hi-Flier Function



Employee engagement



Crowdsourcing Ideas from Field Force



Idea Generation

Employee Motivation: Happy Cards and Emailers



Hearty Congratulations for the 1st order from Fuji Chemicals, Japan for PBR. I sincerely appreciate the efforts and the Success! My Happy Card to you!!

*Best,
Yugal*

People Initiatives: Building Happy Performance focussed Culture- Glimpses

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

For Your Happiness @ RPGLS LIFE SCIENCES INITIATIVE 1

hello happiness

RPGLS Happiness Forum
Monthly Townhall for Connect, Recognition and Camaraderie

Entertainment

Rewards & Recognition

Info sharing and Open-House

Long Service Awards

Personal Moments Celebration

Monthly Forums held

RPGLS Parivar - A Happy Parivar

Yugal Sikri
Managing Director

People Initiatives: Building Happy Performance focussed Culture- Glimpses

Parivar Tyohar Utsav Shrankhla: Virtual Celebration of Festivals with Families



For Your Happiness @
RPG LIFE SCIENCES
INITIATIVE 3

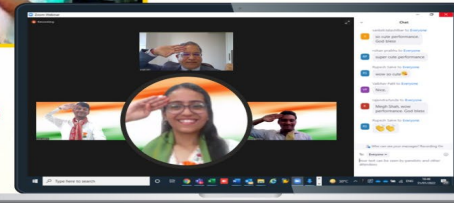
RPGLS Parivar Tyohar-Utsav Shrankhla

Virtual Celebration of Festivals with Families

hello happiness



MERRY CHRISTMAS



HAPPY DISSEHRA



Eid Mubarak



11 Festivals Celebrated

"I loved these unique digital RPGLS-family get-togethers as these enabled entire RPGLS Parivaar to reach our colleagues' homes, cities, and societies across the country and celebrate with their families... Ganapati, Diwali, Holi, Govinda, Onam, Eid, Christmas... all our festivals; hundreds of our family members joined from their own homes and had fun !!"

Yugal Sikri
Managing Director



RPGLS PARIVAR - A HAPPY PARIVAR

Awards & Recognitions

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 from IDMA

Industry Recognition to RPG Life Sciences

Best Patent Award



Best Corporate Citizen Award



New Launch Naprosyn+ bags Brand Champion of the Year Award



We are Committed to our Transformation Agenda to continue our upward growth trajectory

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

The Journey Ahead: Diligent work on-going on 7 Pillars to “Scale-up” business

7 Pillars Identified

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