RUBICON RESEARCH LIMITED

BUSINESS MODEL

Core Business: Pharmaceutical formulations company driven by innovation and focused R&D

Operations: Developing, manufacturing, and marketing branded specialty and generic prescription products

Primary Market Focus: Exclusively targets regulated markets, with over 98% revenue from US

Subsidiaries: AdvaGen Pharma Ltd. (US generics) and Validus Pharmaceuticals LLC (US branded products)

Approach: Data-driven, ROI-centric product selection framework targeting sustainable, low-competition products

STRENGTHS OF RUBICON RESEARCH

US Market Focus
Only Indian pharmaceutical player with complete focus on regulated markets, primarily US

High Growth Trajectory
Revenue CAGR of 75.89% and PAT CAGR of 182.06% from FY23 to FY25

Complex Formulations
Expertise in complex dosage forms like nasal and inhalation products with high barriers to entry

Strong R&D Capability
170 scientists, 9 proprietary drug delivery technologies, and 10 patents

BUSINESS OPERATIONS

Product Portfolio: 72 active ANDAs and 9 active NDAs approved by the US FDA

Commercialization Rate: 70 products marketed in US (86.42% commercialization rate)

Pipeline: 17 products under FDA review, 63 in development stages

Manufacturing Facilities:

Three US FDA-approved facilities in India (Ambernath, Satara, Pithampur)
Two R&D facilities in Thane, India and Ontario, Canada

Key Therapy Areas:

CNS & CVS: 41.85% of revenue in FY25
Analgesics/Pain Management: 27.79% of revenue in FY25

IPO DETAILS

Total Offer Size:	₹1,377.50 Crore
Fresh Issue:	₹500 Crore
Offer for Sale:	₹877.50 Crore
Market Cap:	₹7,990.21 Crore
P/E Ratio:	59.5x

Face Value:	₹1 per share
Price Band:	₹461-485
Listing:	NSE & BSE
IPO Dates:	Oct 9-13, 2025
Lot Size:	30 shares

**Based on Red Herring Prospectus. Final share allocation and post-IPO share count to be determined after issue.*

FINANCIAL HIGHLIGHTS (FY25)

REVENUE FROM OPS.	PAT	EBITDA MARGIN
₹1,296 Cr	**₹134 Cr**	**21%**

BUSINESS MODEL, OPERATIONS & MANUFACTURING

BUSINESS MODEL & PRODUCT PORTFOLIO

Business Model Approach

Data-Driven Selection: ROI-centric framework identifies sustainable, low-competition products

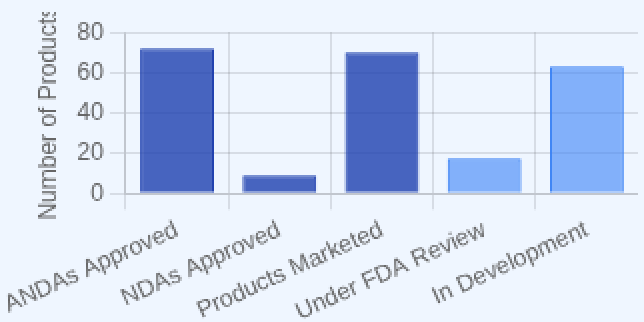
API Sourcing Strategy: Not vertically integrated; sources from multiple suppliers for supply chain flexibility

Co-Development Model: Partners with early-stage companies, sharing costs and profits

US-Focused Operation: 98%+ revenue from US markets, with 96 customers including major wholesalers

Dual-Pronged Approach: Generic products via AdvaGen Pharma and branded products via Validus Pharmaceuticals

PRODUCT PORTFOLIO HIGHLIGHTS



Source: Company RHP, October 2025

KEY PRODUCT SEGMENTS

Specialty Products

16 products with 0-1 competitor; share in gross margin grew from 13.00% (FY23) to 26.92% (FY25)

Drug-Device Combinations

4 approved nasal spray products; 2 under review; 13 in development pipeline

CNS & CVS Products

41.85% of revenue in FY25; includes products with >25% market share

Pain Management

27.79% of revenue in FY25; strong presence in analgesics segment

MANUFACTURING & R&D CAPABILITIES

MANUFACTURING FACILITIES

AM **Ambernath Facility**
Oral Solids & Nasal Sprays
US FDA, MHRA UK, Health Canada approved. Last inspection: November 2024.

SA **Satara Facility**
Oral Liquids
US FDA, MHRA UK, TGA Australia approved. Last inspection: January 2023.

PI **Pithampur Facility**
Oral Solids, Liquids & Topicals
US FDA approved. Recently acquired in Q1 FY26.

R&D CAPABILITIES

- 2 R&D facilities (Thane, Ontario)
- 170 scientists
- 9 proprietary drug delivery technologies
- 10 patents
- US FDA inspected facilities

APPROVAL TRACK RECORD

- FY23: 12 ANDA approvals
- FY24: 14 ANDA approvals
- FY25: 12 ANDA + 1 NDA
- Q1 FY26: 5 ANDA + 1 NDA

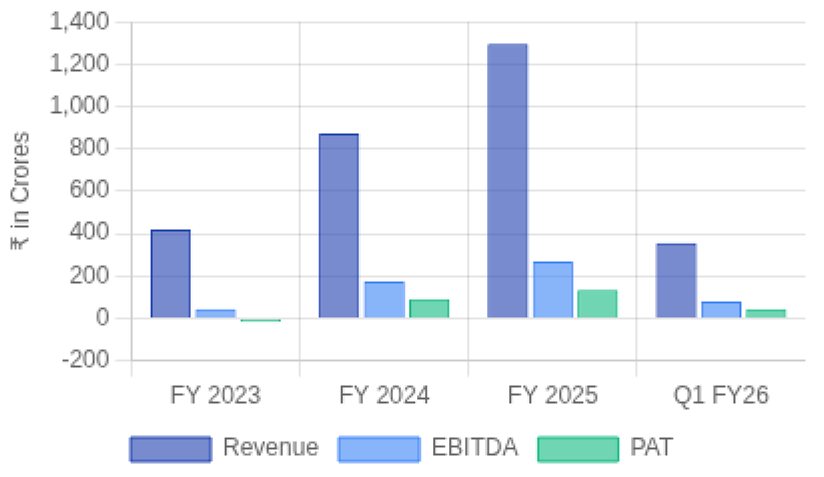
MANUFACTURING CAPACITY & UTILIZATION

As of June 30, 2025, significant capacity available for future growth

FINANCIAL PERFORMANCE

3-YEAR FINANCIAL SNAPSHOT

Revenue, EBITDA & PAT (₹ in Crores)



Source: Rubicon Research RHP, October 2025

KEY METRICS

EBITDA MARGINS

10% (FY23)

20% (FY24)

21% (FY25)

22% (Q1 FY26)

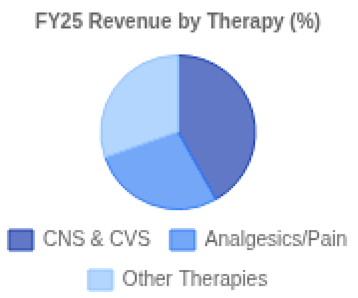
KEY PERFORMANCE INDICATORS

Return on Net Worth	29.02% (FY25)
Revenue CAGR (FY23-25)	75.89%
PAT CAGR (FY23-25)	182.06%

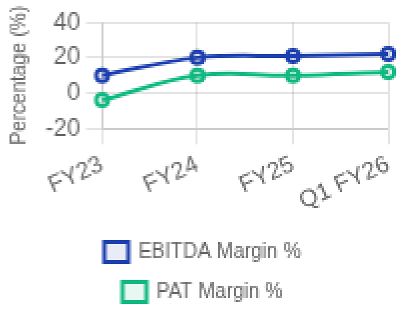
DETAILED FINANCIAL PERFORMANCE (₹ IN CRORES)

Particulars	FY23	FY24	FY25	Q1 FY26
Revenue	419	872	1,296	357
EBITDA	44	173	268	80
EBITDA Margin (%)	10%	20%	21%	22%
PAT	-17	91	134	43
PAT Margin (%)	-4%	10%	10%	12%
ROCE (%)	1%	19%	26%	7%
Debt/Equity Ratio	1.11	1.03	0.73	0.84

REVENUE COMPOSITION



PROFITABILITY TREND



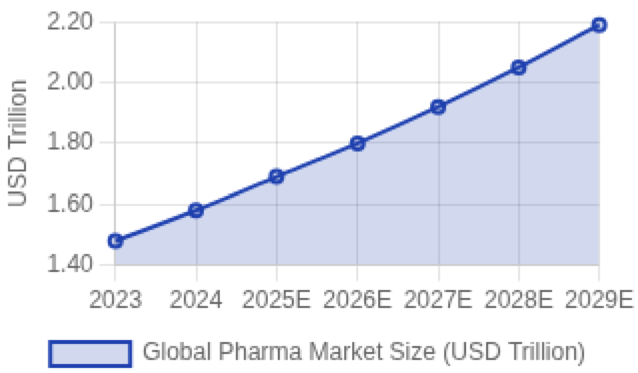
FINANCIAL HIGHLIGHTS

- Revenue tripled from FY23 to FY25 (76% CAGR)
- Strong EBITDA margin improvement from 10% to 21%
- Transformed from loss-making to profitable (10% PAT margin)
- R&D investment: 10.54% of revenue (peer average: ~5%)
- Gross margin at robust 70.26% in FY25
- Declining Debt/Equity ratio from 1.11 to 0.73

MARKET OPPORTUNITY & COMPETITIVE ANALYSIS

GLOBAL PHARMACEUTICAL MARKET

Market Growth Projection



Source: Industry Reports, Frost & Sullivan Analysis

KEY MARKET INSIGHTS

Strong Growth: Global pharmaceutical market projected to grow at 6.7% CAGR (2024-2029)

US Market Dominance: US accounts for 47% of global prescription drug market

US Growth Trajectory: US market expected to grow at 7.5% CAGR (2025-2030)

Patent Cliff Opportunity: Patent expirations worth USD 94.8 billion during 2025-2029

INDIA'S GLOBAL PHARMA POSITION

Global Generics Leader

India is the largest provider of generic medicines globally, accounting for 20% of global supply by volume

USFDA Approvals

India has the highest number of USFDA-approved facilities outside the United States

Export Growth

Indian pharmaceutical exports growing at accelerated pace, particularly in regulated markets

Complex Generics

Indian companies increasingly focusing on complex generics and specialty products

COMPETITIVE POSITIONING

PEER COMPARISON (FY25 DATA)

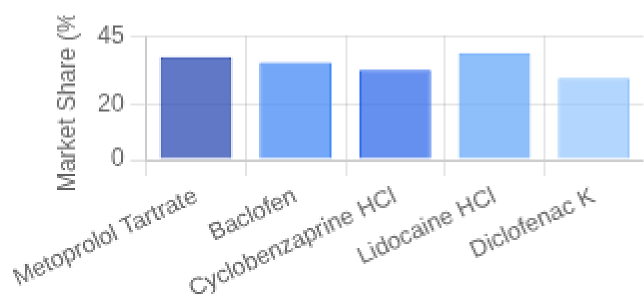
Metrics	Rubicon	Peer Average
Revenue CAGR (FY23-25)	**75.89%**	~10%
PAT CAGR (FY23-25)	**182.06%**	~15%
EBITDA Margin	**20.67%**	~20%
ROE	**29.02%**	~15%
ROCE	**26.45%**	~18%
R&D % of Revenue	**10.54%**	~5%
Debt/Equity	**0.73**	~0.80

Key peers: Sun Pharma, Aurobindo, Zydus, Strides, Dr. Reddy's, Alembic, Lupin (Indian); Amneal, Teva, Hikma, Viatris (Global)

COMPETITIVE STRENGTHS

- Exclusively focused on regulated markets, with >98% revenue from the US
- High R&D productivity with 86.42% commercialization rate (70 of 81 approved products)
- Robust growth trajectory with 75.89% revenue CAGR (FY23-25)
- Expertise in complex dosage forms including nasal sprays and inhalation products
- Strong regulatory track record with no USFDA OAI observations since 2013
- Achieved 8.0% average per unit price growth from FY22-FY25 despite industry price erosion

US MARKET SHARE LEADERSHIP (FY25)



Rubicon holds >25% value market share for 9 products in the US (up from 7 in FY24 and 2 in FY23)

IPO OBJECTS, RISKS & INVESTMENT VIEW

USE OF PROCEEDS

1 Debt Repayment
₹310 Crore

For prepayment or repayment of borrowings to strengthen balance sheet

2 Strategic Acquisitions
Part of Proceeds

For funding inorganic growth opportunities in regulated markets

3 General Corporate
Remainder

For working capital requirements and operational growth

MANAGEMENT TEAM

Pratibha Pilgaonkar
Managing Director

With company since 2000, R&D-focused background. Key promoter who built Rubicon's formulation expertise.

Parag S Sancheti
Chief Executive Officer

Joined in 2013, leads strategy and growth initiatives. Oversees US market expansion and portfolio development.

Varun Talukdar
Non-Executive Director

General Atlantic nominee director. Provides strategic guidance and financial expertise to the company.

VALUATION INSIGHTS

Based on the price band of ₹461-485 per share and financial performance:

₹7,990.21 Cr
Market Cap

59.5x
P/E Ratio (FY25)

₹1,377.50 Cr
Total Offer Size

PEER COMPARISON

Company	P/E Ratio	EBITDA Margin	ROE	D/E Ratio
Sun Pharma	30.2	24.5%	14.3%	0.12
Dr. Reddy's	29.3	22.1%	13.8%	0.16
Aurobindo	18.3	17.5%	9.2%	0.31
Zydus Lifesciences	34.6	19.4%	15.6%	0.27
Rubicon Research	**59.5**	**20.7%**	**29.0%**	**0.73**

Data as of latest available financials. Rubicon figures for FY2025.

INVESTMENT VIEW

INVESTMENT POSITIVES

- Exceptional growth (75.89% revenue CAGR FY23-25)
- Strong profitability (20.7% EBITDA margin)
- High returns (ROE: 29%, ROCE: 26.45%)
- Focus on regulated markets, especially US
- 86.4% R&D commercialization rate
- Strong market share in key products (>25% in 9 products)
- Expertise in complex dosage forms

KEY RISKS

- Extreme US dependence (>98% of revenue)
- High customer concentration (71.22% from top 5)
- Tariff risks (100% on branded drugs from Oct 2025)
- Regulatory/USFDA inspection risks
- Past profitability uncertainty (FY23 losses)
- High working capital & capex requirements
- R&D risk (10.54% of revenue investment)

DISCLAIMER