Neuland Laboratories Limited

Investor Presentation

Q1FY27

SAFE HARBOUR

Except for the historical information contained herein, statements in this presentation and the subsequent discussions, which include words or phrases such as "will", "aim", "will likely result", "would", "believe", "may", "expect", "will continue", "anticipate", "estimate", "intend", "plan", "contemplate", seek to", "future", "objective", "goal", "likely", "project", "should", "potential", "will pursue", and similar expressions of such expressions may constitute "forward-looking statements". These forward-looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. These risks and uncertainties include but are not limited to our ability to successfully implement our strategy, our growth and expansion plans, obtain regulatory approvals, our provisioning policies, technological changes, investment and business income, cash flow projections, our exposure to market risks as well as other risks. The Company does not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date thereof.

Table of Content

Q1FY27 Highlights

Management Commentary

SAHARSH DAVULURI, CEO & MD

"Q1 FY27 was broadly in line with our expectations with encouraging performance from both CMS & GDS businesses and represents a good start to the year. While Commercial Products contributed to most of the revenue, we are seeing exciting developments in terms of the pipeline projects. The depth of customer conversations today is significantly stronger, and we are increasingly engaging on broader capability-led discussions rather than individual projects alone. Internally our focus now is on ensuring that we deliver consistently, build customer confidence and establish the foundation for long-term partnerships. Even as we have invested significantly over the last three years and all our significant Capex projects are proceeding according to plan, I believe the intensity of our investments will further increase based on the opportunities that available to us. "

Q1FY27 Business Overview

CMS

CMS revenues driven by commercial molecules.

Growth in new projects orders which will be delivered over the course of this and next financial years.

Traction from Innovators with peptides molecules in pipeline.

GDS

In Prime segment Ezetimibe and Mirtazapine were the key molecules. Ezetimibe likely to drive growth of the Prime segment.

Specialty business driven by Aripiprazole Sterile, Donepezil and Apixaban.

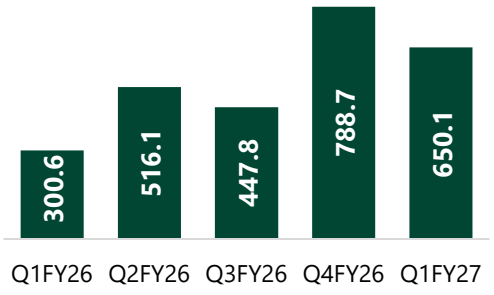
Financial Highlights

Working capital days of sale at 84 days in Q1FY27 as against 137 days in Q4FY26, mainly on account of decrease in receivables.

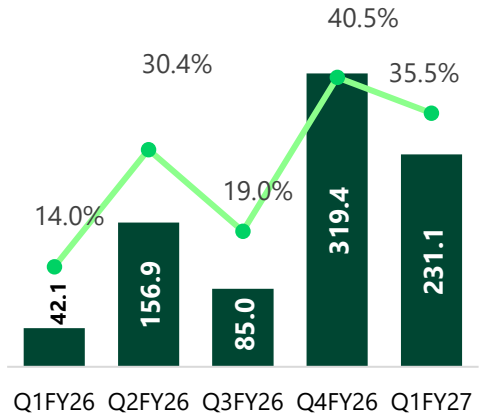
Capex outflow of Rs. 122 Cr in Q1FY27.

Q1FY27 Financial Highlights

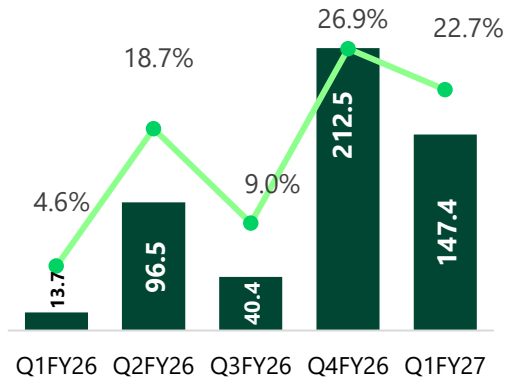
Total Income (Rs. Cr)



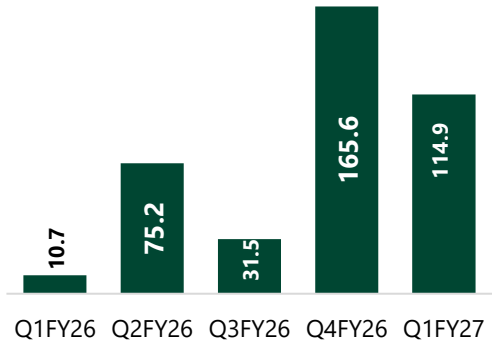
EBITDA (Rs. Cr)



PAT (Rs. Cr)



EPS (Rs.)

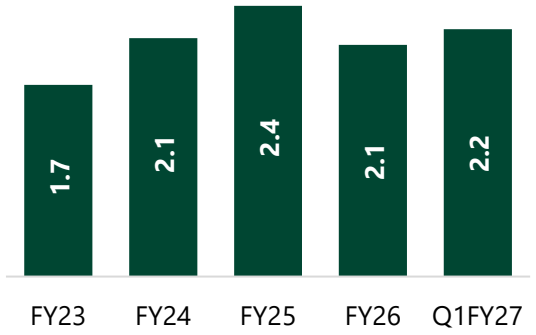


Financial Highlights

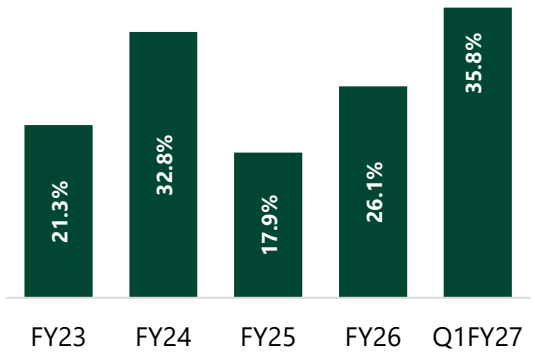
- Total Income for Q1FY27 at Rs. 650.1 crore (116.3% YoY)
- EBITDA for Q1FY27 at Rs. 231.1 crore (448.2% YoY)
- EBITDA Margin for Q1FY27 at 35.5% (increased by 2150 bps YoY)
- PAT for Q1FY27 at Rs. 147.4 crore (975.0% YoY)
- Net Debt stood at Rs. (308.5) crore as at Q1FY27 end compared to Rs. (164.7) crore as at Q1FY26 end and Rs (156.8) crore as at Q4FY26 end

Key Balance Sheet Metrics

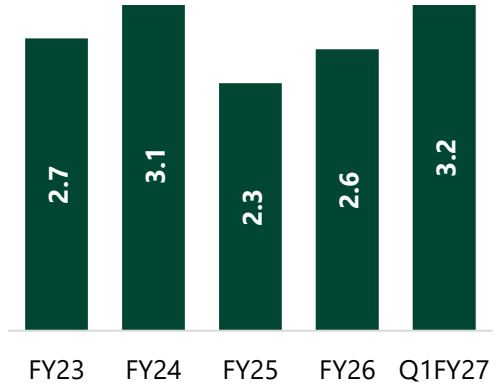
Current Ratio(x)



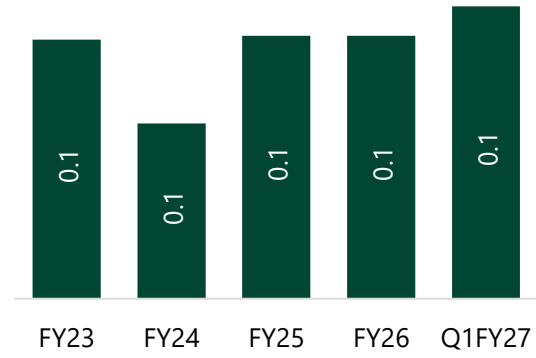
ROCE %



Fixed Asset Turnover (x)



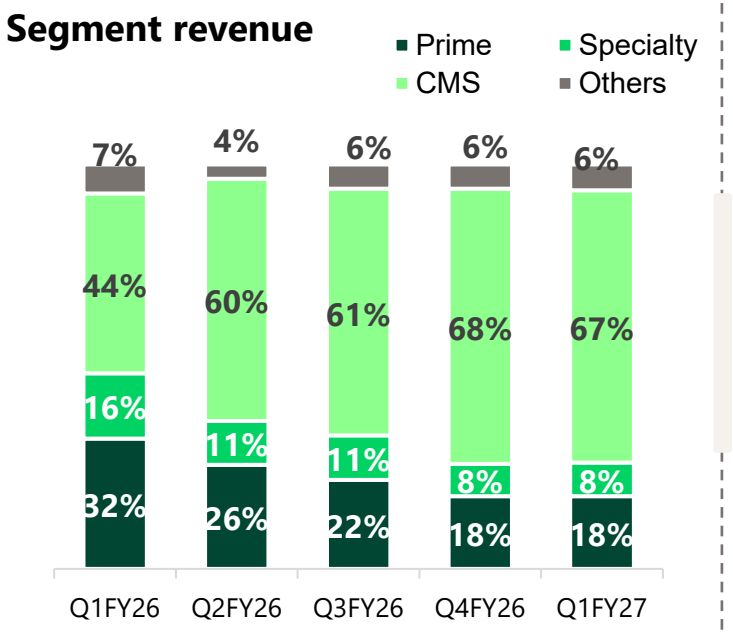
Debt to Equity (x)

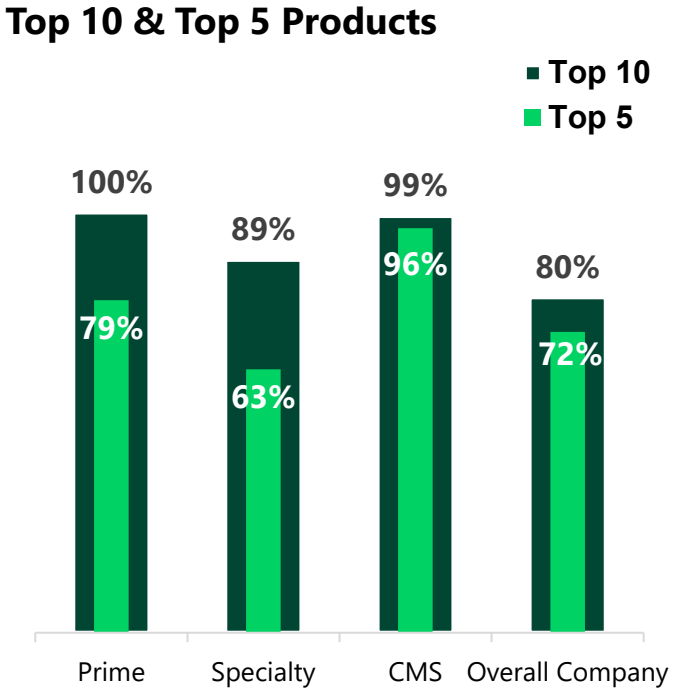


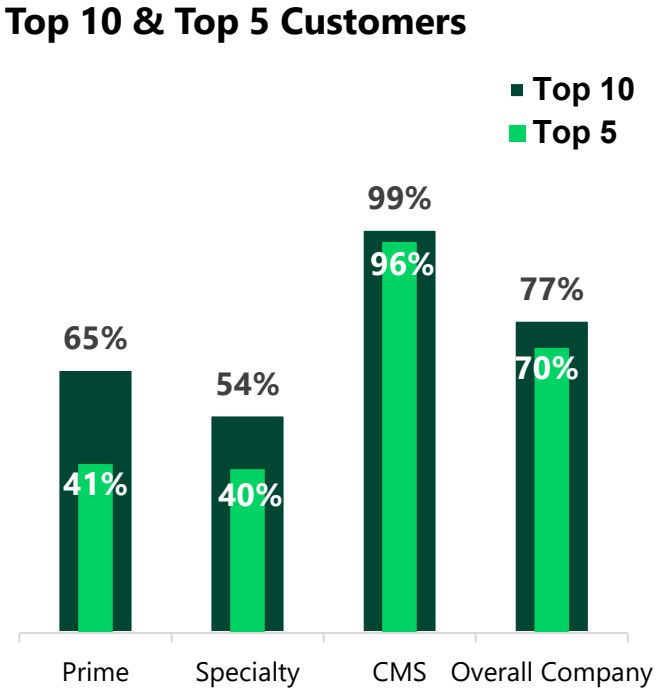
Particulars (Rs Cr)	Mar-23	Mar-24	Mar-25	Mar-26	Jun-26
Shareholder's Funds	988.4	1267.5	1,517.8	1,865.9	2,013.2
Net Debt*	63.0	-32.6	-228.7	-156.8	-308.5
Tangible Assets (including CWIP)**	511.2	575.4	698.3	1,002.9	1,116.9
Working Capital	463.0	525.4	440.6	773.0	600.5

*Net debt includes investment in Mutual Fund in previous years.
**Tangible assets includes investment property in previous years.

Key Operating Metrics Q1FY27

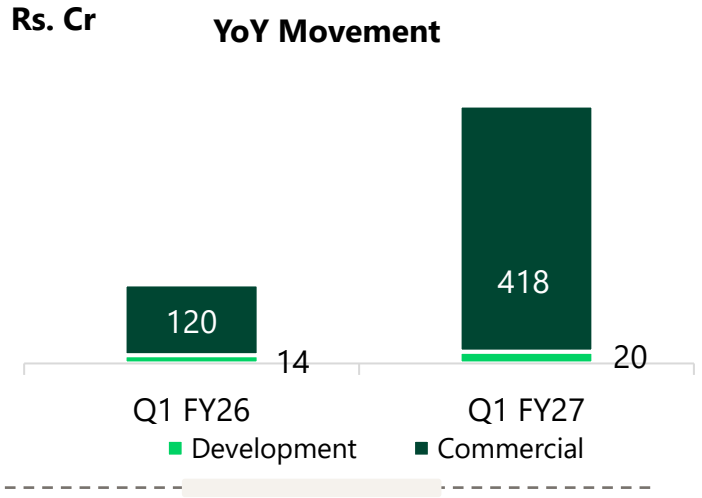


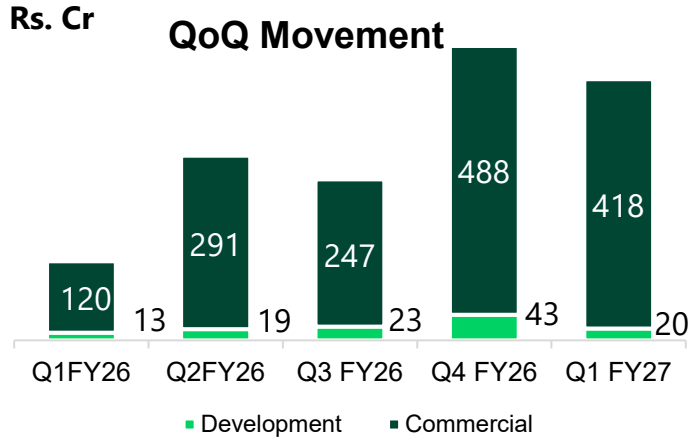




- CMS business caters to Innovator customers on an exclusive basis, developing and manufacturing APIs/Intermediates in line with rigorous customer expectations hence is highly concentrated in terms of customers
- Specialty segment works on complex products and technologies, hence has a focused approach towards select customers

CMS – Revenue Split & Number of Active Projects





No. of active CMS projects

Q1 FY27	Pre-Clinical	P-1	P-2	P-3	Pre-Reg/Reg	Commercial	Grand Total
API	15	13	13	5	4	9	59
Intermediate	2	10	7	8	3	10	40
Grand Total	**17**	**23**	**20**	**13**	**7**	**19**	**99**

Q1 FY26	Pre-Clinical	P-1	P-2	P-3	Pre-Reg/Reg	Commercial	Grand Total
API	15	14	13	5	4	9	60
Intermediate	5	8	7	4	4	10	38
Grand Total	**20**	**22**	**20**	**9**	**8**	**19**	**98**

Q1 FY25	Pre-Clinical	P-1	P-2	P-3	Development	Commercial	Grand Total
API	8	8	12	3	8	8	47
Intermediate	9	4	11	4	6	10	44
Grand Total	**17**	**12**	**23**	**7**	**14**	**18**	**91**

Q1 FY24	Pre-Clinical	P-1	P-2	P-3	Development	Commercial	Grand Total
API	14	5	10	4	8	8	49
Intermediate	6	4	6	4	7	11	38
Grand Total	**20**	**9**	**16**	**8**	**15**	**19**	**87**

- Pre-clinical to P-3: Neuland generates revenue by process research & development as well manufacturing quantities for clinical trials
- *Pre-Reg/Reg: Phase-3 complete; Molecules filed but not yet commercial (Earlier labelled as 'Development') or where customer working towards adding Neuland as a second source for a commercial molecule
- Commercial: Neuland generates revenues by manufacturing APIs for commercial novel molecules for innovators
- Steady trend in molecules transitioning from clinical phases to commercialisation resulting in increase in revenue from commercial products

Company Overview

Company Overview

Established in

1984

40 years in API manufacturing and development

Total reactor volume of

12,26,000 Liters

~2272

Employees,
406 in R&D

Business verticals

Generic APIs

Manufacturing of generic non-exclusive APIs

CDMO Services

Contract development and manufacturing of NCE API

Facilities Inspected by USFDA, EMA, PMDA, Rx-360, TGA, KFDA, ANVISA, WHO

Supported 3 NDA filings and 18 IND filings by supplying APIs and CMC documentation

Commercially Manufactured novel APIs and Intermediates for brands

Expertise in manufacture of Deuterated molecules, Cyanation, Solution and Solid phase peptides.

Cyclic peptides and PEGylated peptides, Hydrogenation, Bromination, Chiral molecules manufacture, Cryogenic reactions, Enzymatic reactions, Synthetic portion of fermented molecules, Micronization (D90 <5 micron)

3 cGMP Manufacturing facilities

Chemical R&D Labs

Peptide Labs

Analytical R&D Labs

Process Safety Labs

Hydrogenation Lab

Key Facts

40+
Years of experience

1010+
DMFs Filed worldwide

100+
API across 10 diverse therapeutic areas

92%
Revenue from exports

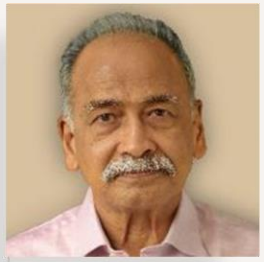
80+
Countries Served

75
Active US DMFs

1226 KL
API Manufacturing Capacity

2272
Employees

Board Of Directors



Dr. Davuluri Rama Mohan Rao
Executive Chairman

D. Sucheth Rao
Executive Vice Chairman

D. Saharsh Rao
Chief Executive Officer & Managing Director

Mr. Prasad Raghavan Menon
Independent Director

Mr. Homi Rustam Khusrokhan
Independent Director

Dr. Ravi Shankar Gopinath
Independent Director

Ms. Pallavi Joshi Bhakru
Independent Director

Mr. Sugata Sircar
Independent Director

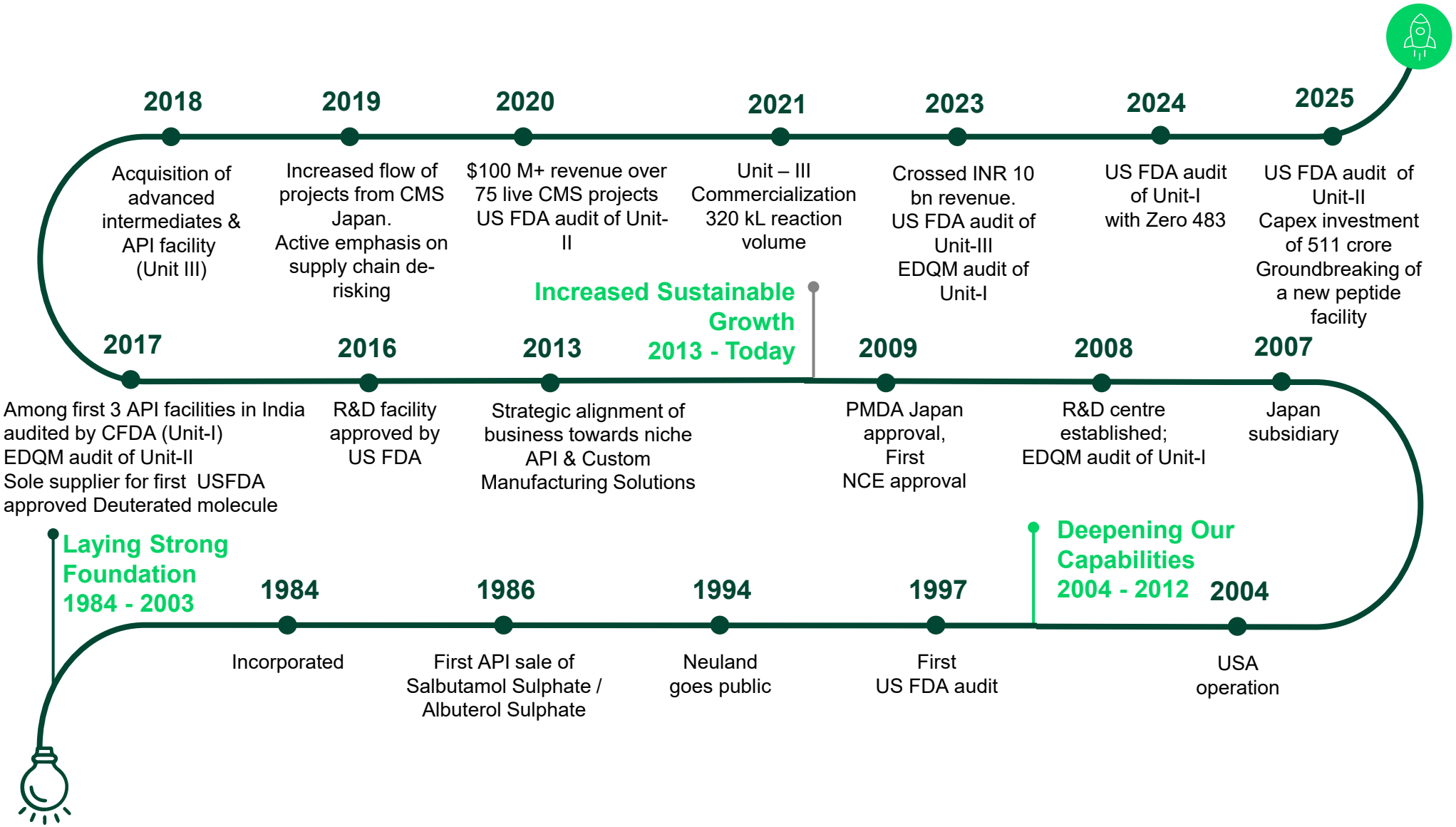
Dr. Mauricio Futran
Non-Executive Director

Key Milestones

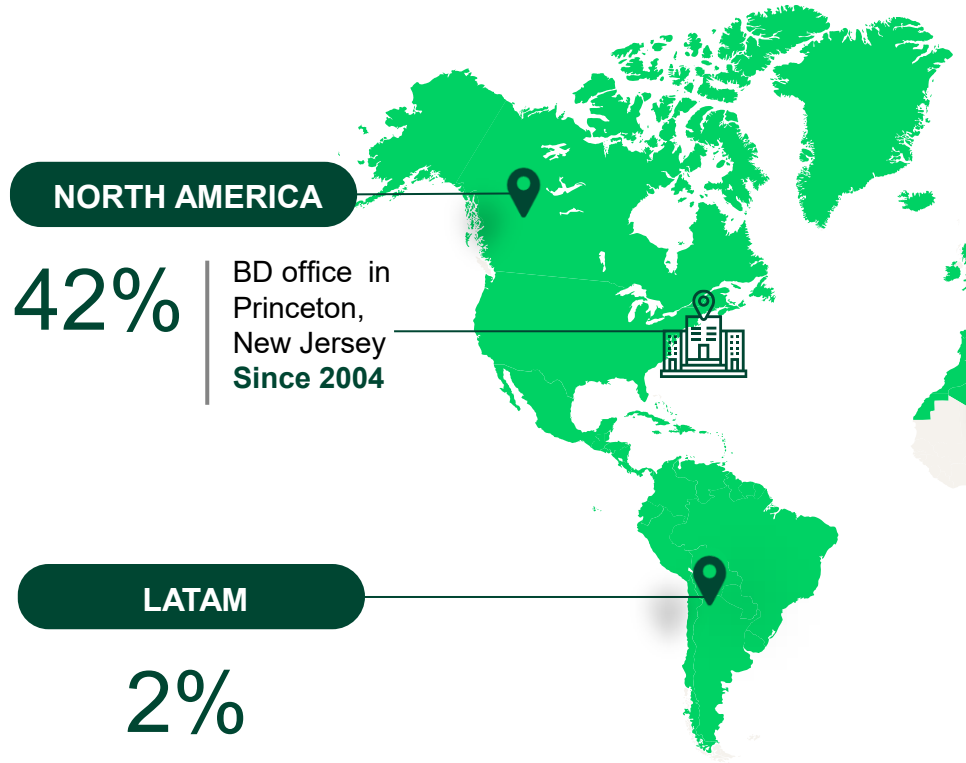
Our Journey

Successfully cleared 18 USFDA inspections

Multiple audits passed with Zero observations



Our Global Presence*



EUROPE

50%

NORTH AMERICA

42%

BD office in Princeton, New Jersey
Since 2004

APAC

2%

JAPAN

1%

BD office in Tokyo, Japan
Since 2007

LATAM

2%

INDIA

1%

Headquarters in Hyderabad, India
3 Manufacturing Units

MENA

2%

Manufacturing and Development partner to customers in over 80 Countries globally

* - Based on End-Market revenues – 3M FY27

Manufacturing Facilities Overview

	UNIT - I Bonthapally, Hyderabad 256 kL	UNIT - II Pashamylaram, Hyderabad 389 kL	UNIT - III Gaddapotharam, Hyderabad 581 kL
Year of Establishment	1986	1994	2017
Blocks	Block - 1, 2, 3, 4, H, kL & S	Block-1, 2, 3, FC, NMSM, Mini plant(A&B)	Block - 1, 2, 4, 5, 6, 7 & 8
Hydrogenation Reaction Volume	7.5 kL	6 kL	5 kL
Solvent Recovery System	100 kL/D	20 kL/D	50 kL/D
Cryogenic Reaction Volume	25 kL	17 kL	15 kL
Regulatory	USFDA, EDQM, CFDA, PMDA, Et al.	USFDA, EDQM, PMDA, ANVISA, Et al.	Desktop Inspection by USFDA in 2020; USFDA May 2023, ANVISA (Brazil) 2022

Adding capacities for backward integration and new business

State-of-the-art R&D Centre

Infrastructure

- 15 Development Labs with space for expansion
- 70 Fume hoods
- Analytical Labs
- Dedicated kilo Lab for Scale up
- Dedicated Labs for Peptides
- Approvals for DSIR, Govt. of India and USFDA
- R&D Team of 406 People
- 600 MHz NMR

Neuland is set to open its new state-of-the-art research and development center, spanning across 140,000 square feet, in Hyderabad's Genome Valley

Neuland's R&D facility had been inspected by USFDA in February 2016 with zero observations

Significant R&D achievements

- Several NCE APIs added in NDA or commercial stage drugs
- Support for multiple APIs each year in Phase 2 and Phase 3 clinical candidates

Generic API business

- 1010+ DMFs filed
- 300+ API processes developed
- 204+ patents filed

Regulatory Filings

75
DMFs with USFDA

33
Filings with Health Canada

10
Japanese DMF filed

17
China DMF filed

26
Filings with KFDA Korea

28
Filings with TGA

291
ROW filings including Turkey, Mexico, Brazil etc.

~499
EUDMF filings across Germany, France, Poland, Italy etc.

31
CEPs received for different products

1010+
Filings till date

**** The numbers on this slide reflect the number of filings, the number of active filings could vary as geographic filings are merged and changes in product portfolio**

Financial Highlights FY2017-2026

Rs. Crore

Particulars	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Total Income	588.9	533.7	670.3	766.6	953.0	953.2	1,200.9	1,571.1	1,497.3	2,053.1
EBITDA	106.9	54.6	61.4	105.3	162.5	144.3	281.1	474.5	342.8	603.4
EBITDA Margin	*18.1%*	*10.2%*	*9.2%*	*13.7%*	*17.1%*	*15.1%*	*23.4%*	30.2%	*22.9%*	*29.4%*
PAT	46.4	11.8	16.1	15.9	80.3	63.5	163.1	299.6	259.4	363.1
PAT Margin	*7.9%*	*2.2%*	*2.4%*	*2.1%*	*8.4%*	*6.7%*	*13.6%*	19.1%	*17.3%*	*17.7%*
EPS	41.6	10.6	12.8	12.4	62.6	49.5	127.1	233.5	202.2	283.0
Current Ratio (x)	1.3	1.2	1.4	1.4	1.5	1.6	1.7	2.1	2.4	2.1
ROCE (%)	15.9%	5.0%	4.7%	8.9%	13.5%	9.7%	21.3%	32.8%	17.9%	26.1%
Fixed Asset Turnover (x)	3.8	3.2	2.9	2.3	2.4	2.1	2.7	3.1	2.3	2.6
Debt to Equity (x)	0.7	0.5	0.3	0.3	0.1	0.2	0.1	0.1	0.1	0.1

- FY26 revenues showed a significant increase due to the scale up in key molecules in the CMS business. The increase in revenues impacted other financial metrics as a result of operating leverage.
- Revenue was impacted in FY2018 as a result of mismatch in capacity vs orders. EBITDA margins in FY19 & FY20 were impacted as a result of spike in RM prices, which led Neuland to actively work towards Supply chain de-risking before the COVID19 pandemic
- ROCE was impacted by due to acquisition of unit III in FY2018 which was commercialized in FY2021. Unit 3 utilisation levels have recently started ramping up and momentum is expected to continue

Business Strategy

Neuland Strategy Framework

01
Invest in new technologies that are valued by our customers and help us differentiate vs. peers

02
Operational excellence to enable world-class asset productivity and OTIF delivery

03
Trusted customer relationships based on delivery excellence and deep understanding of their needs

04
Digitize to enable transparency, compliance, speed of decision making and ease of doing business

05
Build a world-class talent pipeline and employee value proposition to enable future growth

06
Human health leader within complex spaces that are niche and high margin

Our Businesses

Generic APIs (GDS)

- We are a preferred service provider in the manufacturing of Active Pharmaceutical Ingredients (APIs)
- Have developed processes for over 100 APIs with a strong portfolio of complex molecules
- **Process Investigation Department (PID)** majorly helps our customers to meet their price pressures by way of cutting their total cost of ownership in developing an API thereby achieving excellence in Process development

- API manufacturing heritage of over 40 years
- Flexible 100g to hundreds of tons capacity
- Non-competitive advantage (does not compete in finished formulation)
- Worldwide customer base in 80+ countries
- Proven project management systems
- Impeccable EHS record

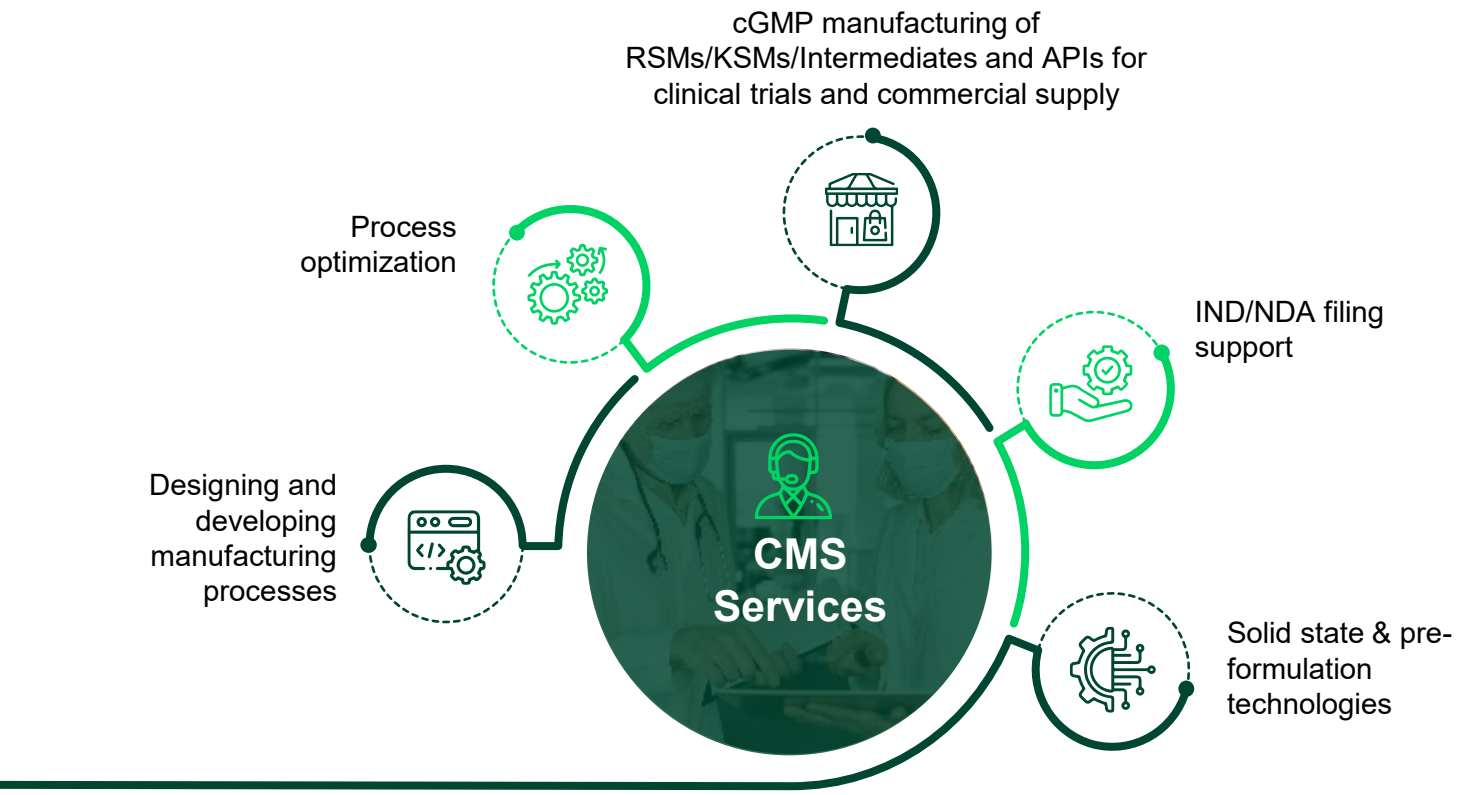
Facilities & Capacity

Three US FDA and cGMP compliant manufacturing facilities

100 APIs across 10 diverse areas

Total capacity of the reactor volume
12,26,000 liters

CDMO Services (CMS)



Chemistry & manufacturing capabilities

Synthetic portion of fermented molecules	Carbohydrate chemistry
Deuterated molecules	Cyclic and PEGylated peptides
Peptides in solid, solution phase & hybrid technology	Organometallic carbon-carbon bond formation
Cyanation, hydrogenation, bromination, cryogenic	Heterocyclic compounds
Steroidal bile acids & vitamin D derivatives	Chiral compounds manufacturing

Facilities & Capacity

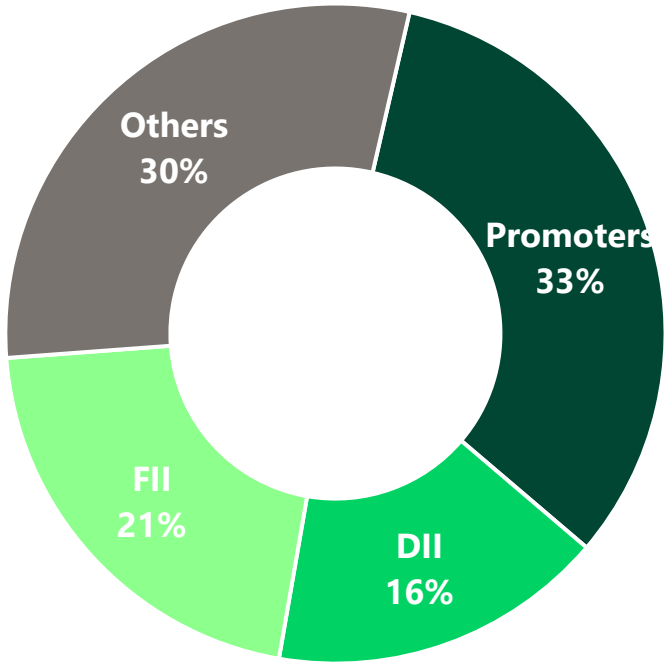
Three US FDA and cGMP compliant manufacturing facilities

Total capacity of the reactor volume

12,26,000 liters

Shareholder Information

Shareholding Details



Share Information (as on 30th June 2026)	
NSE Ticker	NEULANDLAB
BSE Ticker	524558
Market Cap (Rs. Cr)	23,902.34
% free-float	67.38%
Free-float market cap (Rs. Cr)	16,105
Shares Outstanding	1,28,29,889
3M Average Daily Traded Volume (ADTV) (Shares)*	60,073
3M Average Daily Traded Value (In Rs. Cr)*	99
Industry	Pharmaceuticals

** Source: BSE & NSE*

Annexure

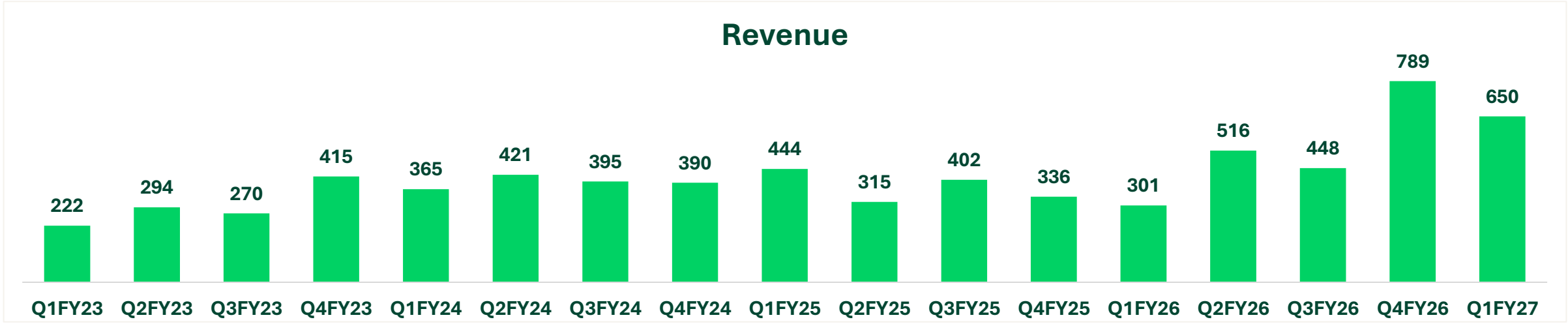
Profit & Loss Snapshot (Standalone)

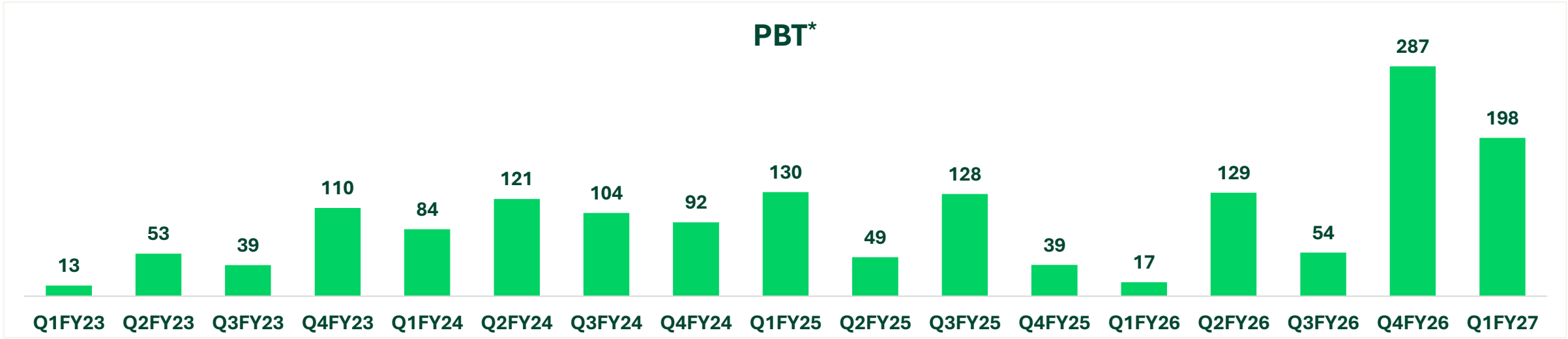
Rs. Crore

Particulars	Q1FY27	Q1FY26	YoY (%)	Q4FY26	QoQ (%)
Total Income	650.1	300.6	116.3%	788.7	-17.6%
EBITDA	231.1	42.1	448.2%	319.4	-27.6%
EBITDA Margin	*35.5%*	*14.0%*	*2150 bps*	*40.5%*	*-500 bps*
Profit Before Tax	197.5	17.4	1036.7%	287.0	-31.2%
PBT Margin	*30.4%*	*5.8%*	2460 bps	*36.4%*	-601 bps
Profit After Tax	147.4	13.7	975.0%	212.5	-30.6%
PAT Margin	*22.7%*	*4.6%*	1811 bps	*26.9%*	-423 bps
EPS (Rs.)	114.9	10.7	975.0%	165.6	-30.6%

Revenue & PBT trend

Rs Cr





* Q1FY25 and Q3FY25 includes exceptional item of profit on investment property of Rs. 20.6 crores and Rs. 55.8 crores respectively

Our Vision

We are creating a healthier world through sustainable practices, trusted partnerships, and agile collaboration

Our Values

Innovation

Innovative in everything we do

Transparency

Transparent and open in our communication

Agility

Agile in our execution

Accountability

Accountable for our delivery

Empathy

Empathy in all our interactions

Sustainability Framework: ESG commitment & Goals (1/3)

Environment

Focus area	Our commitments	Key ESG goals (included in Balance Scorecard)
Emissions and climate change	• Reduce both direct (Scope 1 & 2) and indirect (Scope 3) emissions. • Adopt cleaner technologies and improve energy efficiency.	• FY 2033-34: 58.8%* reduction in Scope 1 & 2 emissions (FY 2023-24 baseline) • FY 2049-50: Achieve Net Zero in absolute emissions (subject to residual ~10%) • FY 2033-34: 63.8% *reduction GHG emission reductions in indirect Scope 3 emissions (FY 2023-24 baseline) • FY 2049-50: Achieve net-zero emissions across operations and value chain (subject to residual ~10%)
Water management	• Improve water use efficiency and move toward water neutrality.	• FY 2034-35: Achieve 25% water neutrality • FY 2049-50: Achieve 100% water neutrality
Effluent and waste	• *Maintain Zero Liquid Discharge (ZLD) status for our manufacturing operations, reduce solid waste, and ensure 100% co-processing*	• *Maintain Zero Waste to Landfill* • *100% co-processing of hazardous waste* • *Maintain ZLD status of effluents*
R&D and innovation	• Drive sustainable R&D and technology innovation to reduce environmental impact.	• Adoption of Green Chemistry and aim to achieve Zero solvent carbon footprint

Sustainability Framework: ESG commitment & Goals (2/3)

Social

Focus area	Our commitments	Key ESG goals (included in Balance Scorecard)
Occupational health and Safety	• Strive for zero harm environment across all operations	• Maintain Zero Fatality • Maintain Nil Long-term Injury • Frequency Rate (LTIFR)
Diversity and Inclusion	• Promote equal opportunity and build a more inclusive workplace • Promote well being and a safe place to work	• FY 2029-30: 10% women in management • FY 2029-30: 16% of all hirings will be women
Community well-being	• *Support health, education, and livelihood initiatives for underserved communities.*	• *Ensure Planned social impact investments on well-being of neighboring communities is maintained, while expanding the reach of CSR to larger population*

Sustainability Framework: ESG commitment & Goals (1/3)

Governance

Focus area	Our commitments	Key ESG goals (included in Balance Scorecard)
Product Quality and Regulatory compliance	• Strong Quality Culture	• Maintain 100% compliance across GMP operations
Business Continuity & Risk Management	• Build resilience through enterprise-wide risk management, crisis readiness, and business continuity plans	• Strengthen crisis management and business continuity capability
Digitalisation	• *Leverage digital tools for transparency, efficiency, and data driven decision-making*	• *>90% of business process digitised across key functions by FY29-30*
Sustainable Supply Chain	• Build a responsible and transparent supply chain that supports sustainability goals	• Sustainable Supply Chain roadmap with clearly-defined milestones

Glossary

Term	Description
Active Pharmaceutical Ingredient (API)	Any substance that is intended for incorporation into a finished drug product and is intended to furnish pharmacological activity or other direct effect in the diagnosis, cure, mitigation, treatment, or prevention of disease, or to affect the structure or any function of the body
Biologic	Biologics can be composed of sugars, proteins, or nucleic acids or complex combinations of these substances, or may be living entities such as cells and tissues.
Commercial molecules	Molecules where Neuland is manufacturing for commercial use after the product has been approved
Custom Manufacturing Solutions (CMS)/ Contract Development and Manufacturing Organization (CDMO)	Develop and manufacture pharmaceutical ingredients and intermediates in line with customer expectations.
Development Molecules	Projects where Phase-3 is over, and molecules have been filed but not yet commercial.
DMF	A Drug Master File (DMF) is a submission to the Food and Drug Administration (FDA) that may be used to provide confidential detailed information about facilities, processes, or articles used in the manufacturing, processing, packaging, and storing of one or more human drugs
GDS	Generic Drug Substance (GDS) segment which includes Prime products and Specialty products
International Council for Harmonisation (ICH) Guidelines	Harmonisation project involving regulatory authorities and pharmaceutical industry to improve efficiency of new drug development and registration processes
New Chemical Entity (NCE)	NCE is granted to “a drug that contains no active moiety that has been approved by FDA in any other application”
Peptides	Peptides are sequences of molecules called amino acids. Peptides of precise sequences may occur naturally in the body, but they may also be produced synthetically or using recombinant DNA technology in bacteria and other living systems. These molecules are used to treat a variety of diseases

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Pipeline drugs	Drugs (small or large molecule) under development by a manufacturer
Prime APIs	The prime products which typically include mature APIs with relatively higher competition in API space have historically contributed more than 70% of the total business.
Specialty/ Niche APIs	Molecules in the API space which are complex in nature and are in the nature of ‘high value’ added products and Neuland’s focus has been to develop these molecules from laboratory scale to large commercial quantities
Preclinical study	Preclinical studies take place in animals before any testing in humans is done.
Phase I clinical trial	Researchers test an experimental drug or treatment in a small group of people for the first time.
Phase II clinical trial	The experimental drug or treatment is given to a larger group of people to see if it is effective and to further evaluate its safety.
Phase III clinical trial	The experimental study drug or treatment is given to large groups of people. Researchers confirm its effectiveness, monitor side effects, compare it to commonly used treatments, and collect information that will allow the experimental drug or treatment to be used safely.
Small molecule products	A drug that can enter cells easily because it has a low molecular weight. Once inside the cells, it can affect other molecules, such as proteins, and may cause cancer cells to die. This is different from drugs that have a large molecular weight, which keeps them from getting inside cells easily. Many targeted therapies are small-molecule drugs
USFDA	The US Food and Drug Administration is responsible for protecting the public health by ensuring the safety, efficacy, and security of drugs, biological products, and medical devices

Source: FDA.gov, Neuland

Thank you

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