

Neuland Laboratories Limited

Investor Presentation
Q3FY26 & 9MFY26

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





Q3FY26 & 9MFY26 Highlights



SUCHETH DAVULURI

“The revenues this quarter are in line with the outlook we envisaged for the year, however the product mix within businesses as well as increased operating expenses is reflected in subdued EBITDA margins. We continue to see good momentum in the business which is driving our investments with the long-term in view, ensuring Neuland can take advantage of the number of growth opportunities”

SAHARSH DAVULURI

“We are seeing increasing interest from a wider range of customers interested in our capabilities as a proven commercial NCE drug substance manufacturer as well as an integral partner in the innovation journey. Our investments are leading to more engagements with existing customers while also attracting new customers who are looking for specific niche capabilities.”



Q3 & 9M FY26 Business Overview



CMS

CMS revenues driven by commercial molecules.

Growth in new projects orders which will be delivered over the course of the next few quarters.

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 subdued due to Paliperidone, revenue driven by Apixaban and Dorzolamide.



Financial Highlights

Working capital days of sale at 145 days in Q3FY26 as against 155 days in Q2FY26, mainly on account of decrease in receivables.

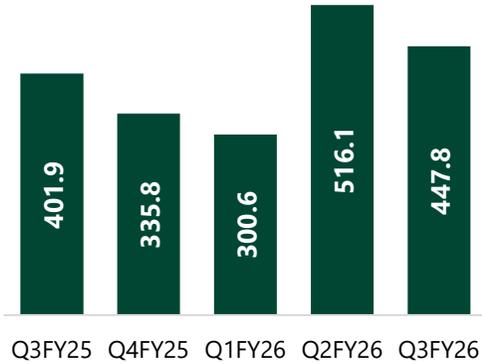
Board Approval for R&D to move to leased facility of 140k Sq feet at Genome Valley.

Capex outflow of Rs. 254 Cr in 9MFY26.

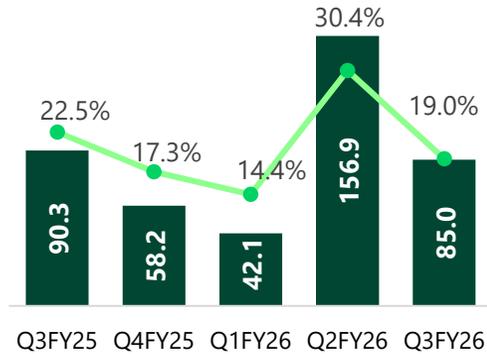
Q3FY26 Financial Highlights



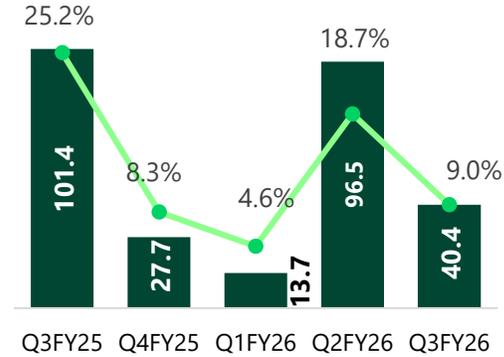
Total Income
(Rs. Cr)



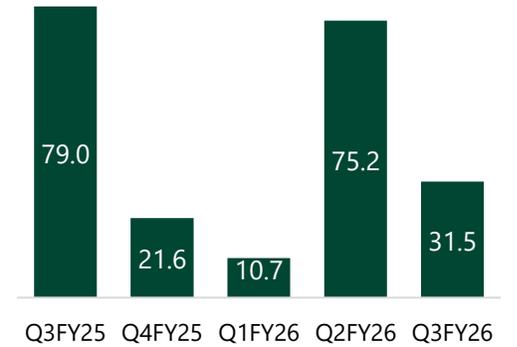
EBITDA
(Rs. Cr)



PAT
(Rs. Cr)



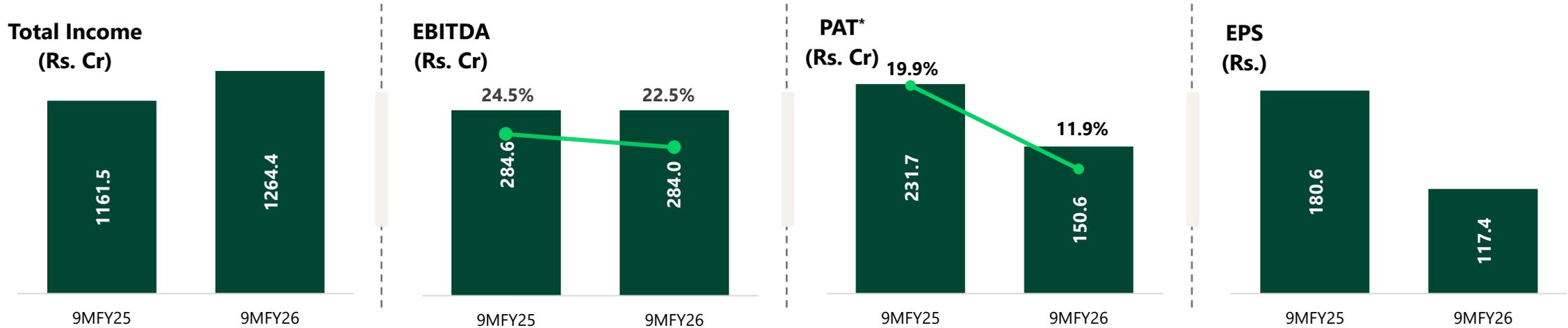
EPS
(Rs.)



Financial Highlights

- Total Income for Q3FY26 at Rs. 447.8 crore (11.4% YoY)
- EBITDA for Q3FY26 at Rs. 85 crore (-6% YoY)
- EBITDA Margin for Q3FY26 at 19.0% (decreased by 350 bps YoY)
- PAT for Q3FY26 at Rs. 40.4 crore (-60% YoY)
- Net Debt stood at Rs. (-202.6) crore as at Q3FY26 end compared to Rs. (185.1) crore as at Q3FY25 end and Rs (-6.6) crore as at Q2FY26 end

9M FY26 Financial Highlights



Financial Highlights

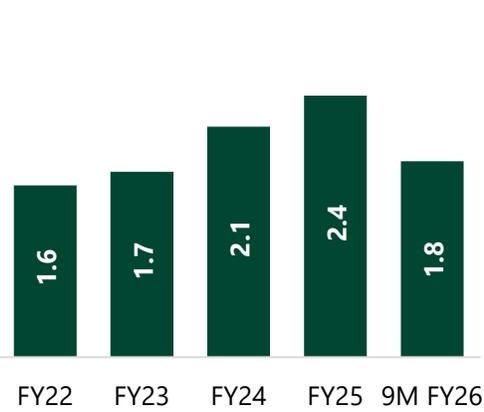
- Total Income for 9MFY26 at Rs. 1264.4 crore (8.9% YoY)
- EBITDA for 9MFY26 at Rs. 284.0 crore (-0.2% YoY)
- EBITDA Margin for 9MFY26 at 22.5% (decreased by 200 bps YoY)
- PAT for FY26 at Rs. 150.6 crore (-35% YoY)
- Net Debt stood at Rs. (-202.6) crore as at 9MFY26 end compared to Rs. (185.1) crore as at 9MFY25 end

EBITDA 9MFY25 – excluding exceptional item of 76.4Cr.

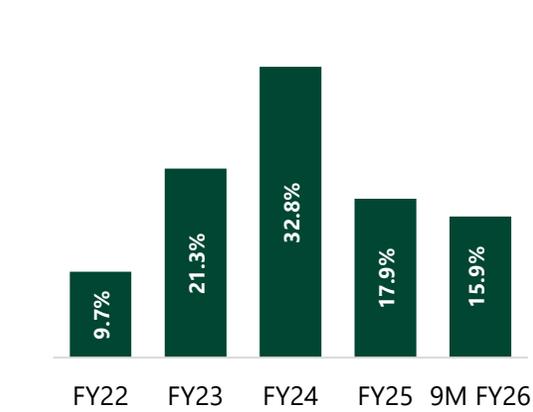
Key Balance Sheet Metrics



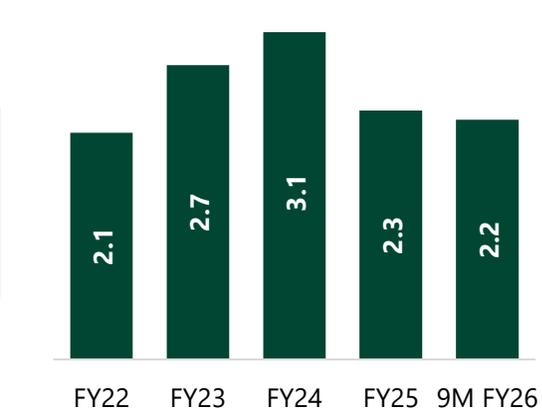
Current Ratio(x)



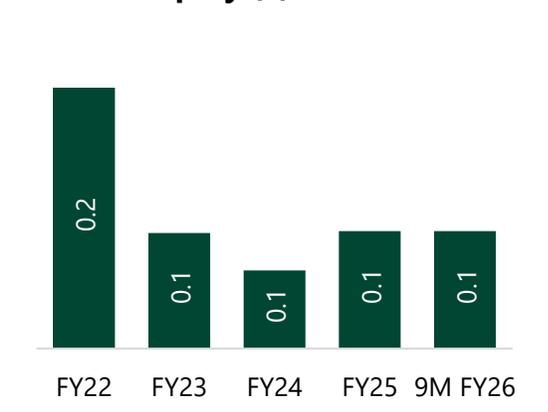
ROCE %



Fixed Asset Turnover (x)



Debt to Equity (x)



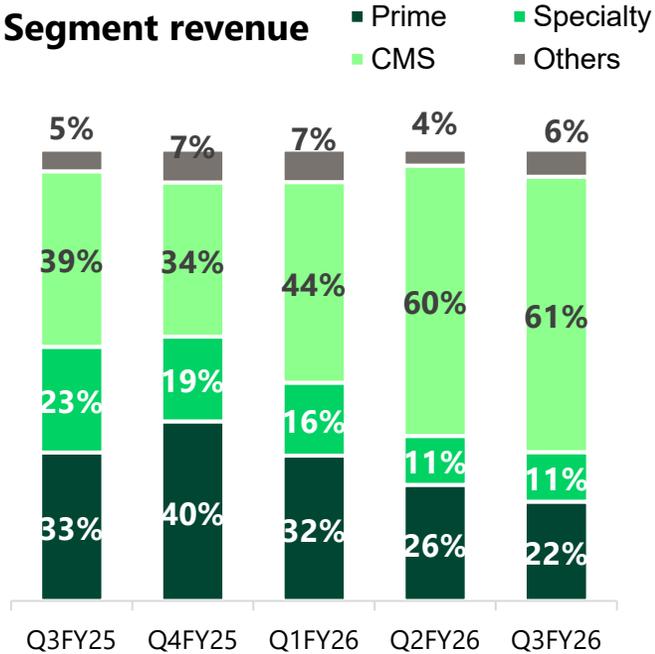
Particulars (Rs Cr)	Mar-22	Mar-23	Mar-24	Mar-25	Dec-25
Shareholder's Funds	835.6	988.4	1,276.5	1,517.8	1,652.5
Net Debt*	212.0	63.0	-32.6	-228.7	-202.6
Tangible Assets (including CWIP and Investment property)	497.2	511.2	575.4	698.2	902.9
Working Capital	376.9	463.0	525.4	440.6	667.4

*Net debt includes investment in Mutual Fund

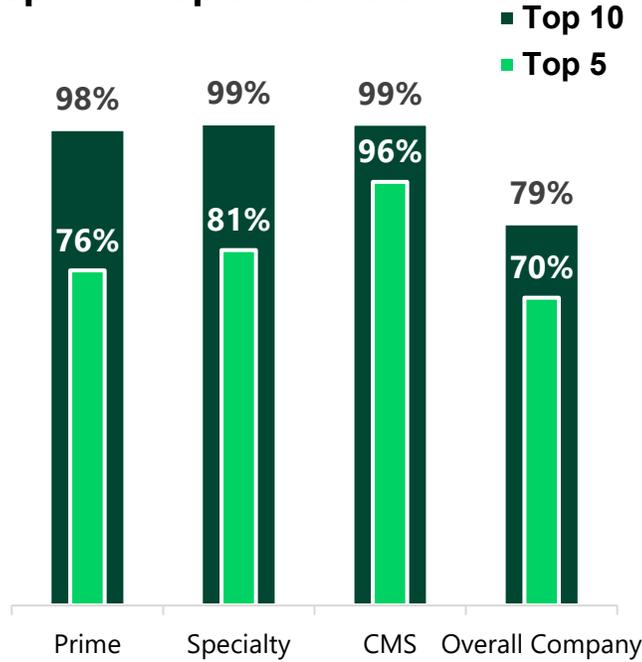
Key Operating Metrics Q3FY26



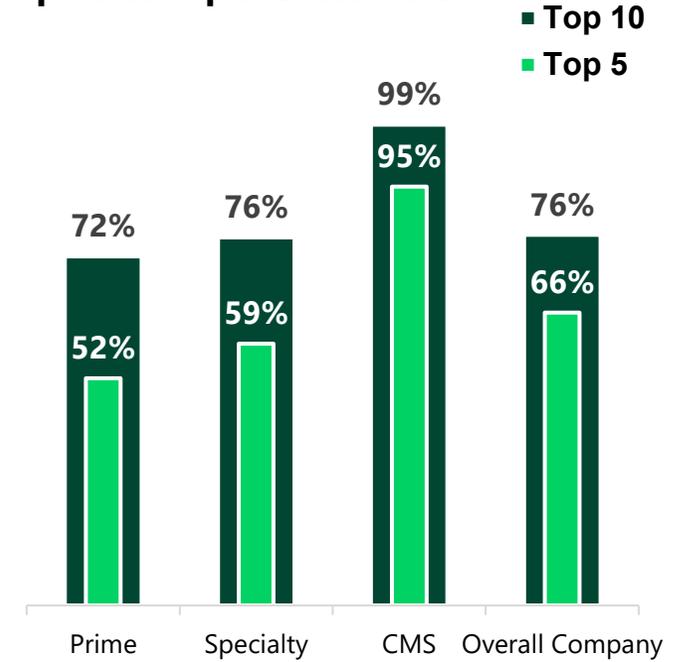
Segment revenue



Top 10 & Top 5 Products



Top 10 & Top 5 Customers



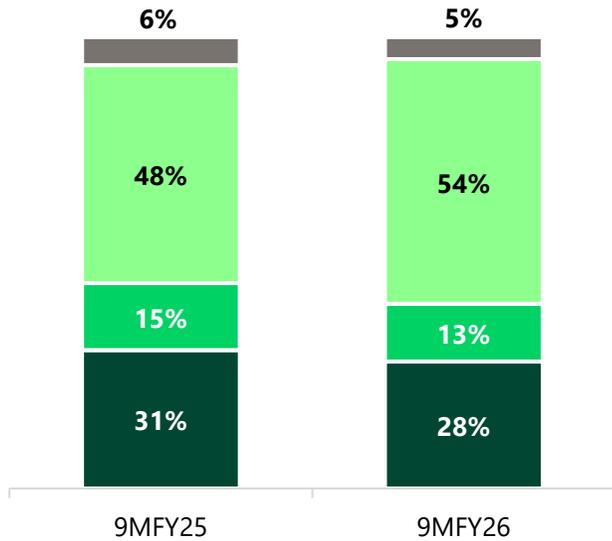
- Steady shift from low margin Prime to high margin Specialty and CMS segments
- CMS business caters to Innovator customers on an exclusive basis, developing and manufacturing APIs/Intermediates in line with rigorous customer expectations hence is highly concentrated in terms of customers
- Specialty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

Key Operating Metrics 9MFY26



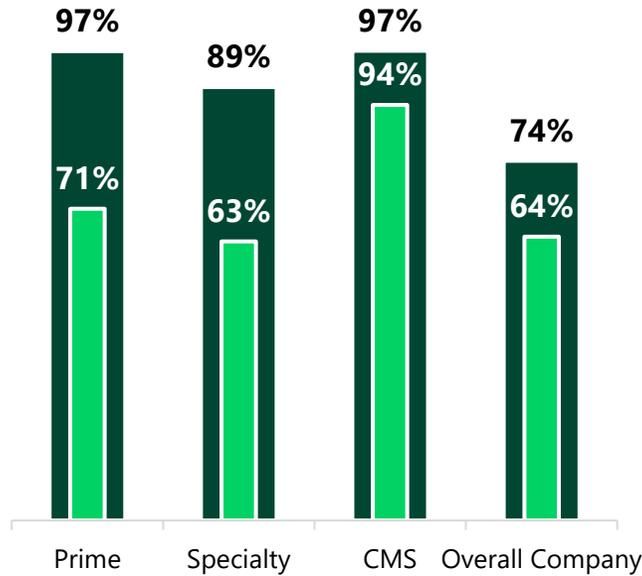
Segment Revenue

■ Prime ■ Specialty
■ CMS ■ Others



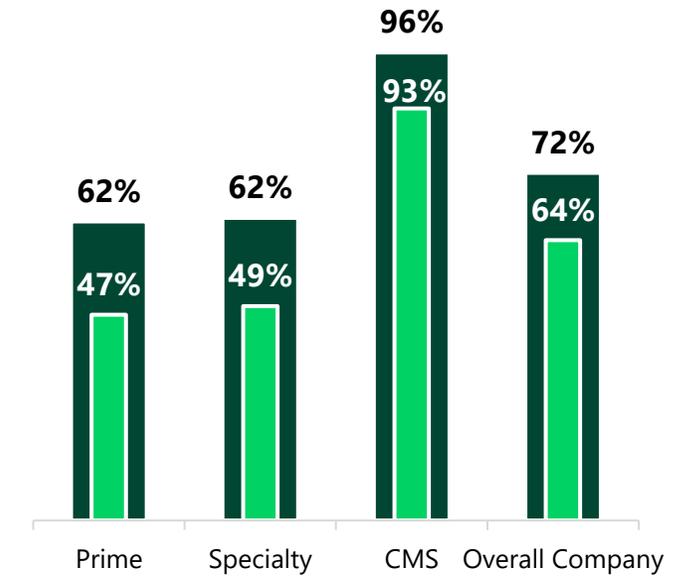
Top 10 & Top 5 Products

■ Top 10
■ Top 5



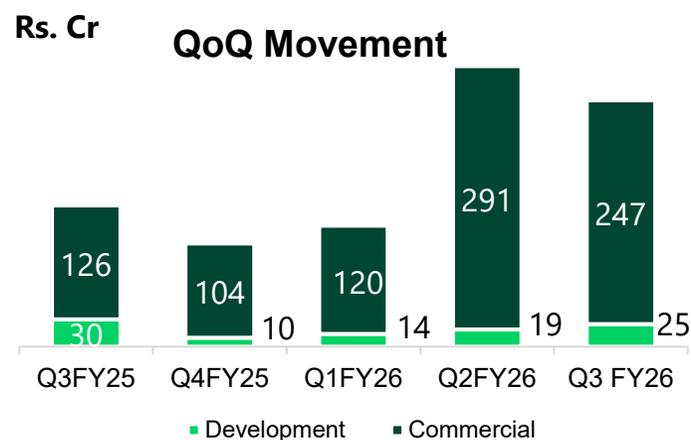
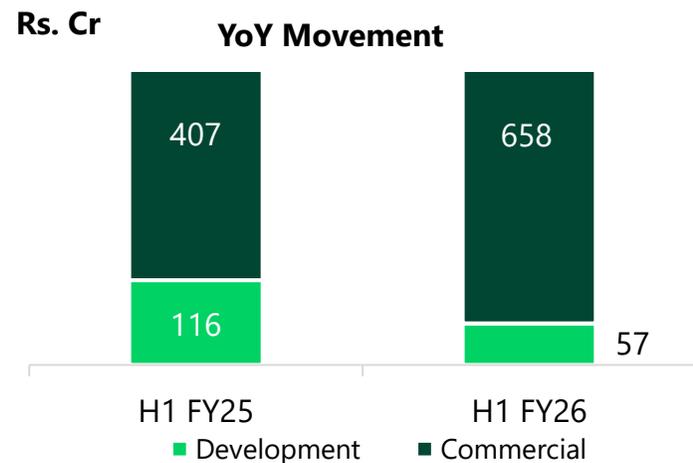
Top 10 & Top 5 Customers

■ Top 10
■ Top 5



- Steady shift from low margin Prime to high margin Specialty and CMS segments
- 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

Q3 FY23	Pre-Clinical	P-1	P-2	P-3	Pre-Reg/Reg	Commercial	Grand Total
API	17	4	7	5	8	9	50
Intermediate	10	4	4	2	7	12	39
Grand Total	27	8	11	7	15	21	89

Q3 FY24	Pre-Clinical	P-1	P-2	P-3	Pre-Reg/Reg	Commercial	Grand Total
API	12	6	12	3	8	8	49
Intermediate	7	4	8	4	6	10	39
Grand Total	19	10	20	7	14	18	88

Q3 FY25	Pre-Clinical	P-1	P-2	P-3	Pre-Reg/Reg	Commercial	Grand Total
API	11	10	13	3	6	9	52
Intermediate	9	7	10	4	5	10	45
Grand Total	20	17	23	7	11	19	97

Q3 FY26	Pre-Clinical	P-1	P-2	P-3	Pre-Reg/Reg	Commercial	Grand Total
API	17	14	12	5	3	9	60
Intermediate	4	9	6	5	4	10	38
Grand Total	21	23	18	10	7	19	98

- 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 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

12,18,000 Liters



~2131

Employees, 428
Scientists in R&D



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

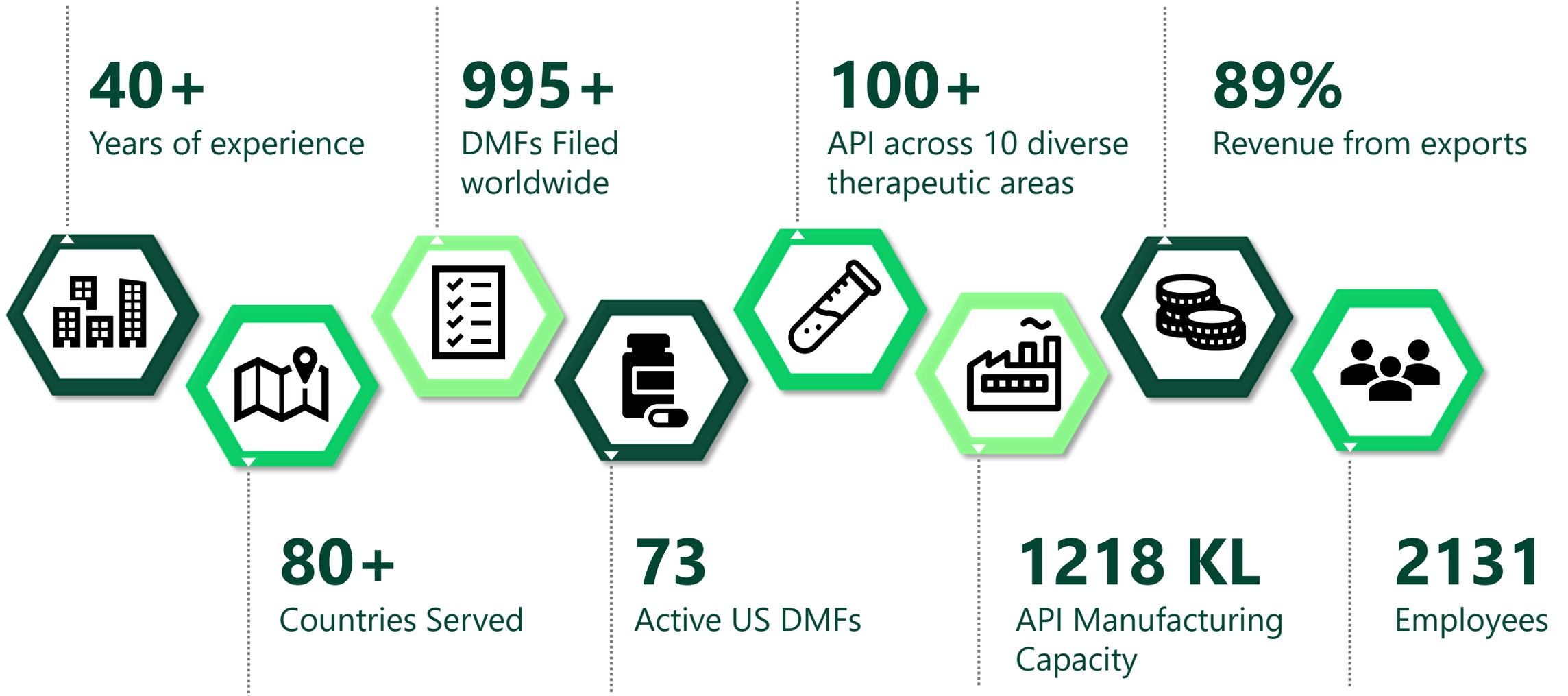
Peptide Labs

Analytical R&D Labs

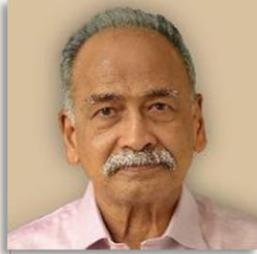
Process Safety Labs

Hydrogenation Lab

Key Facts



Board Of Directors



● **Dr. Davuluri
Rama Mohan Rao**
Executive Chairman



● **Mr. D. Sucheth Rao**
Vice Chairman &
Chief Executive
Officer



● **Mr. D. Saharsh Rao**
Vice Chairman &
Managing Director



● **Dr. Christopher M.
Cimarusti**
Non-executive
Director



● **Ms. Pallavi Joshi
Bhakru**
Independent
Director



● **Mr. Homi Rustam
Khusrokhhan**
Independent Director



● **Mr. Prasad
Raghavan Menon**
Independent
Director



● **Mr. Sugata Sircar**
Independent Director



● **Dr. Ravi Shankar
Gopinath**
Independent Director

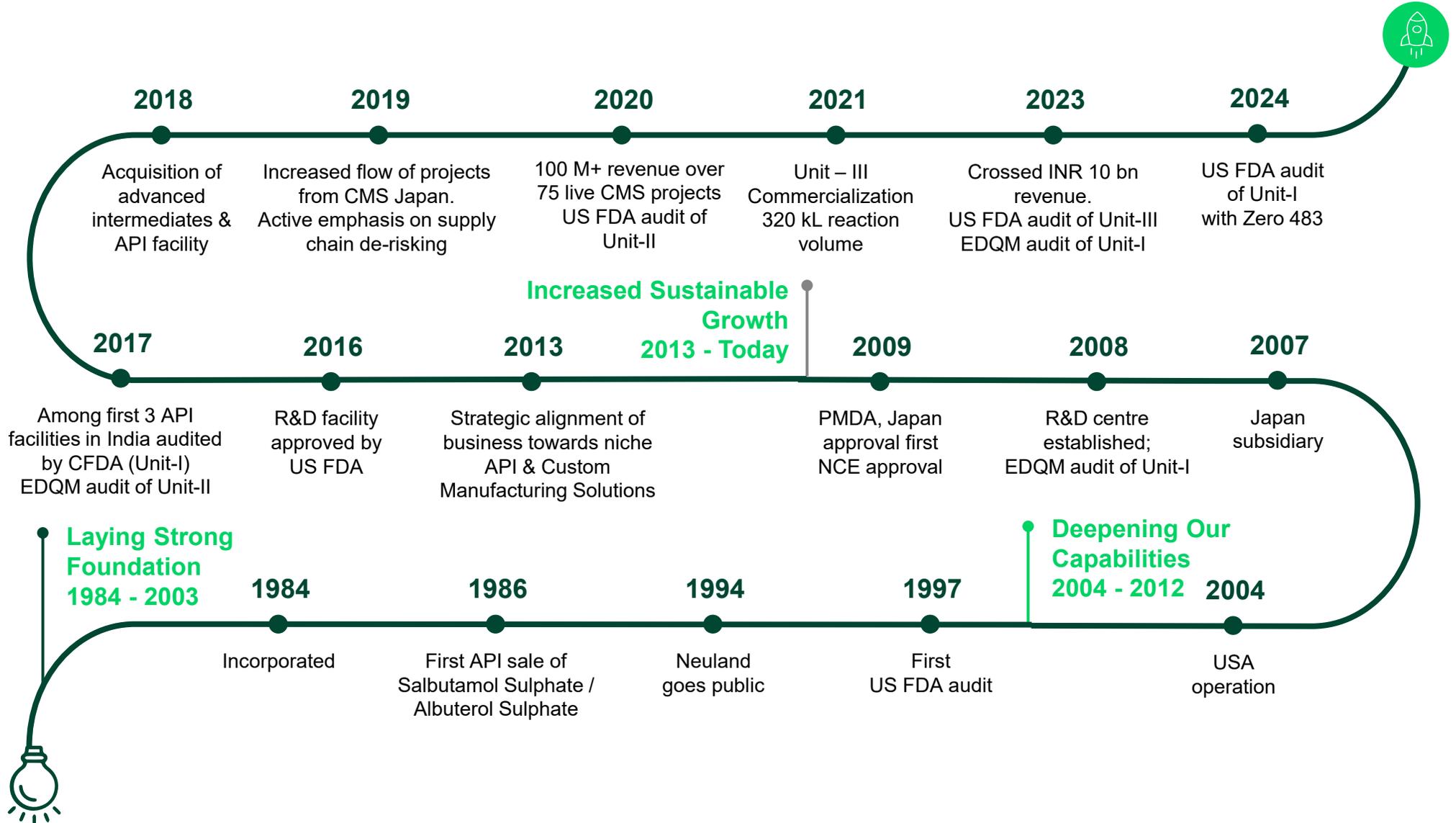
Key Milestones

Our Journey

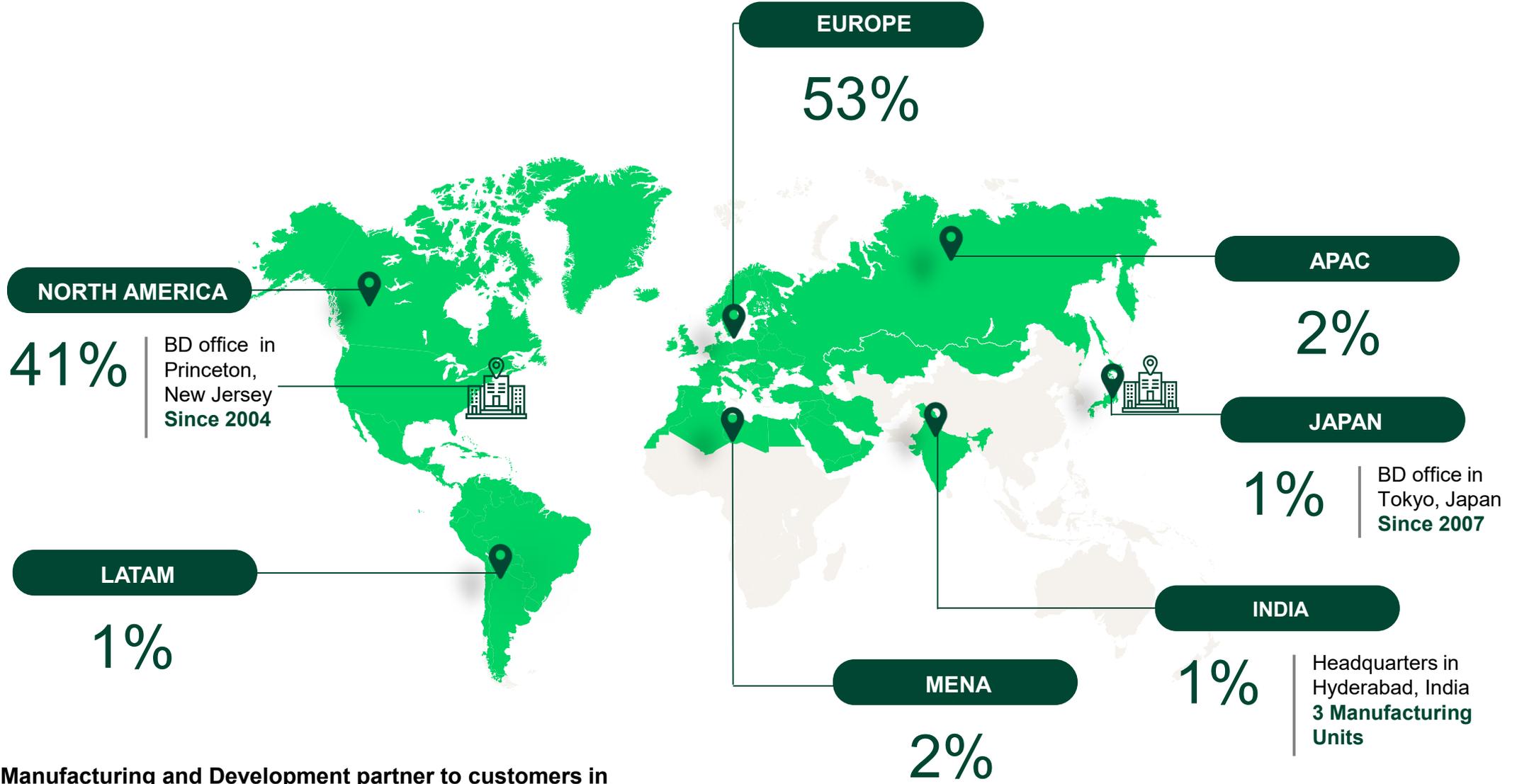


Successfully cleared 17 USFDA inspections

Multiple audits passed with Zero observations



Our Global Presence*



Manufacturing and Development partner to customers in over 80 Countries globally

* - Based on End-Market revenues – 9M FY26

Manufacturing Facilities Overview



UNIT - I

Bonthapally, Hyderabad 256 kL



UNIT - II

Pashamylaram, Hyderabad 381 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 of which 3 are for peptides.
- 70 Fume hoods
- Analytical Labs
- Dedicated Kilo Lab for Scale up
- Approvals for DSIR, Govt. of India and USFDA
- R&D Team of 428 People
- 600 MHz NMR



Neuland's R&D facility had been inspected by USDFA 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

- 1000+ Regulatory filings
- 300+ API processes developed
- 204+ patents filed
- 5 new US DMFs filed in FY25
- First Peptide DMF filed for Difelikefalin
- 1 new US DMF filed in 9M FY26

Regulatory Filings



73

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



284

ROW filings
including
Turkey, Mexico,
Brazil etc.



~499

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



30

CEPs received
for different
products



1000+

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 FY2016-2025



Rs. Cr

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Total Income	511.6	588.9	533.7	670.3	766.6	953.0	953.2	1,200.9	1,571.1	1,497.3
EBITDA	81.5	106.9	54.6	61.4	105.3	162.5	144.3	281.1	474.5	342.8
<i>EBITDA Margin</i>	<i>15.9%</i>	<i>18.1%</i>	<i>10.2%</i>	<i>9.2%</i>	<i>13.7%</i>	<i>17.1%</i>	<i>15.1%</i>	<i>23.4%</i>	<i>30.2%</i>	<i>22.9%</i>
PAT	26.4	46.4	11.8	16.1	15.9	80.3	63.5	163.1	299.6	259.4
<i>PAT Margin</i>	<i>5.2%</i>	<i>7.9%</i>	<i>2.2%</i>	<i>2.4%</i>	<i>2.1%</i>	<i>8.4%</i>	<i>6.7%</i>	<i>13.6%</i>	<i>19.1%</i>	<i>17.3%</i>
EPS	29.7	41.6	10.6	12.8	12.4	62.6	49.5	127.1	233.5	202.2
Current Ratio (x)	1.2	1.3	1.2	1.4	1.4	1.5	1.6	1.7	2.1	2.4
ROCE (%)	18.4%	15.9%	5.0%	4.7%	8.9%	13.5%	9.7%	21.3%	32.8%	17.9%
Fixed Asset Turnover (x)	3.7	3.8	3.2	2.9	2.3	2.4	2.1	2.7	3.1	2.3
Debt to Equity (x)	0.9	0.7	0.5	0.3	0.3	0.1	0.2	0.1	0.1	0.1

- FY25 revenues showed a slight decline due to the natural lifecycle of projects in the CMS business. The decline in revenues impacted other financial metrics as a result of the deleverage
- 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





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**



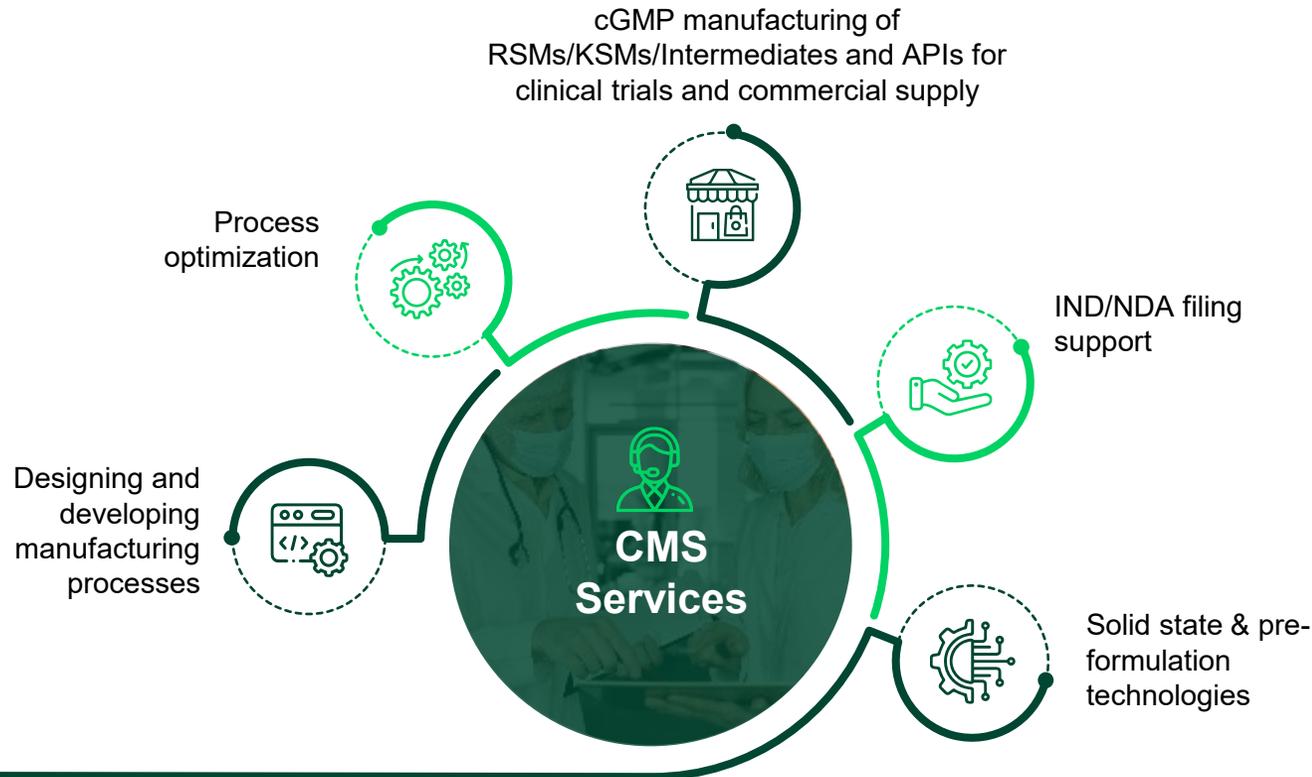
Three US FDA and
cGMP compliant
manufacturing facilities

100 APIs across 10
diverse areas



Total capacity of the reactor volume
12,18,000 liters

CDMO Services (CMS)



Chemistry & manufacturing capabilities

Synthetic portion of fermented molecules

Deuterated molecules

Peptides in solid, solution phase & hybrid technology

Cyanation, hydrogenation, bromination, cryogenic

Steroidal bile acids & vitamin D derivatives

Carbohydrate chemistry

Cyclic and PEGylated peptides

Organometallic carbon-carbon bond formation

Heterocyclic compounds

Chiral compounds manufacturing



Facilities & Capacity



Three US FDA and cGMP compliant manufacturing facilities

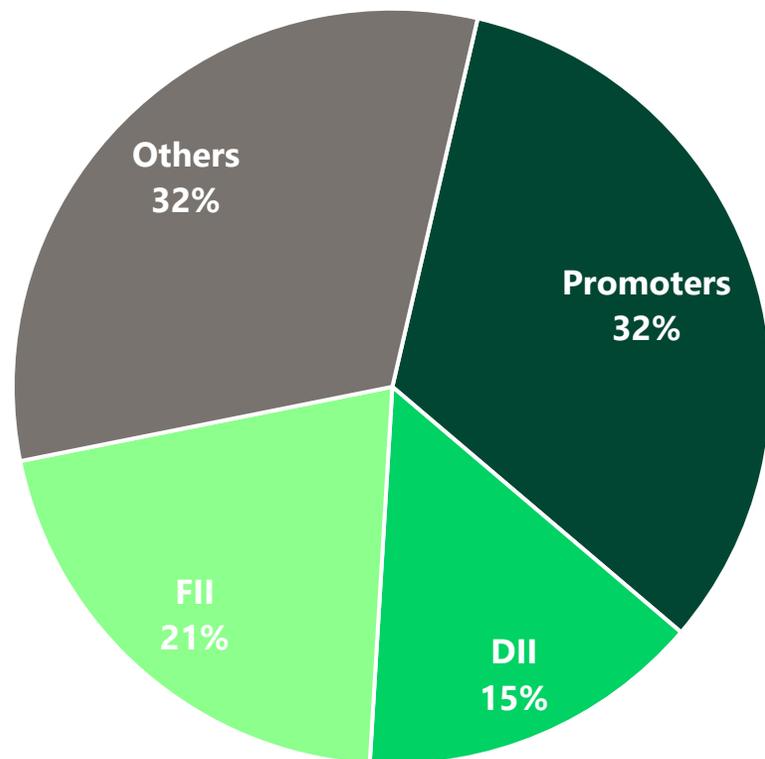


Total capacity of the reactor volume
12,18,000 liters



Shareholder Information

Shareholding Details



Share Information (as on 31st Dec 2025)

NSE Ticker	NEULANDLAB
BSE Ticker	524558
Market Cap (Rs. Cr)	19,314.29
% free-float	67.37%
Free-float market cap (Rs. Cr)	13,012
Shares Outstanding	1,28,29,889
3M Average Daily Traded Volume (ADTV) (Shares)*	62,150
3M Average Daily Traded Value (In Rs. Cr)*	104.13
Industry	Pharmaceuticals

* Source: BSE & NSE



Annexure

Profit & Loss Snapshot (Standalone)

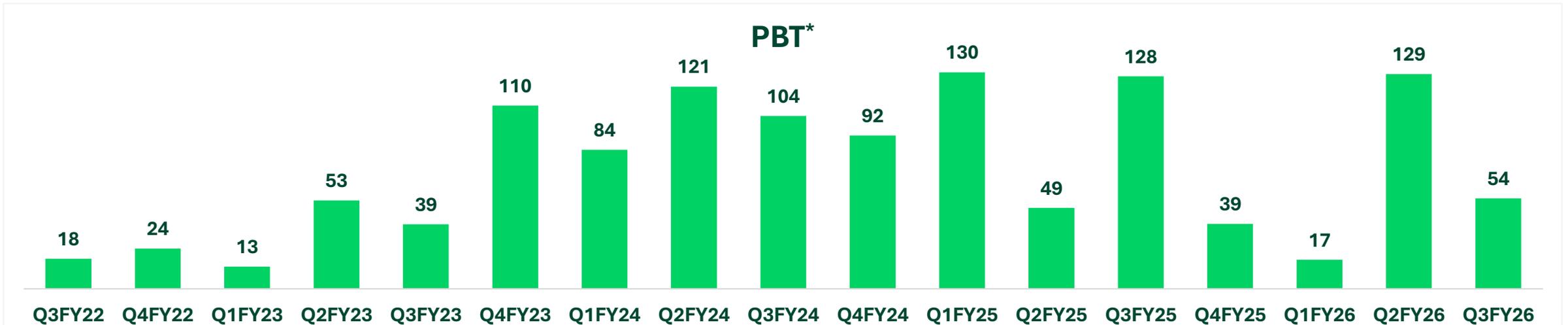
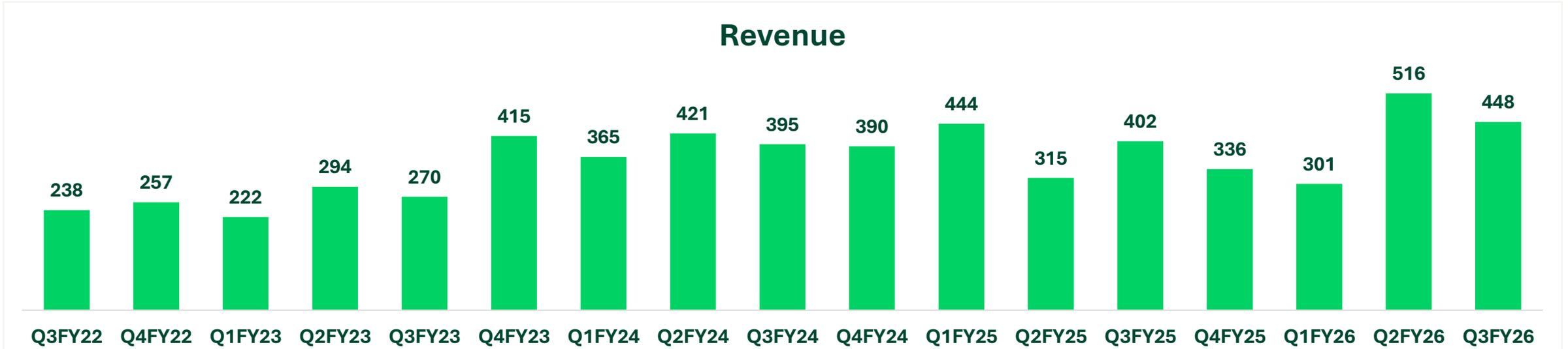


Particulars (Rs Cr)	Q3FY26	Q3FY25	YoY (%)	Q2FY26	QoQ (%)
Total Income	447.8	401.9	11.4%	516.1	-13.2%
EBITDA	85.0	90.3	-5.9%	156.9	-45.8%
EBITDA Margin	19.0%	22.5%	350 bps	30.4%	-1140 bps
Exceptional Item*	-	55.8	-	-	-
Profit Before Tax*	54.3	127.5	-57.4%	129.0	-57.9%
PBT Margin	12.1%	31.7%	-1960 bps	25.0%	-1290 bps
Profit After Tax	40.4	101.4	-60.2%	96.5	-58.1%
PAT Margin	9.0%	25.2%	-1618 bps	18.7%	-967 bps
EPS (Rs.)	31.5	79.0	-60.1%	75.2	-58.1%

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

Sustainability Framework: ESG commitment & Goals (1/2)



Dimension	Focus area	Our commitments	Key ESG goals (included in Balance Scorecard)
 Environment	Emissions and climate change	Reduce both direct (Scope 1 & 2) and indirect (Scope 3) emissions. Adopt cleaner technologies and improve energy efficiency.	<ul style="list-style-type: none"> <input type="checkbox"/> FY 2033-34: 58.8%* reduction in Scope 1 & 2 emissions (FY 2023-24 baseline) <input type="checkbox"/> FY 2049-50: Achieve Net Zero in absolute emissions (subject to residual ~10%) <input type="checkbox"/> FY 2033-34: 63.8% *reduction GHG emission reductions in indirect Scope 3 emissions (FY 2023-24 baseline) <input type="checkbox"/> 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.	<ul style="list-style-type: none"> <input type="checkbox"/> FY 2034-35: Achieve 25% water neutrality <input type="checkbox"/> 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	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain Zero Waste to Landfill <input type="checkbox"/> 100% co-processing of hazardous waste <input type="checkbox"/> Maintain ZLD status of effluents
	R&D and innovation	Drive sustainable R&D and technology innovation to reduce environmental impact.	<ul style="list-style-type: none"> <input type="checkbox"/> Adoption of Green Chemistry and aim to achieve Zero solvent carbon footprint <input type="checkbox"/> Commit to annual Life Cycle Analysis (LCA) of 2 molecules per annum from FY 2025-26
 Social	Occupational health and Safety	Committed to striving Goal Zero in terms of health and injuries	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain Zero Fatality <input type="checkbox"/> Maintain Nil Long-term Injury <input type="checkbox"/> Frequency Rate (LTIFR)

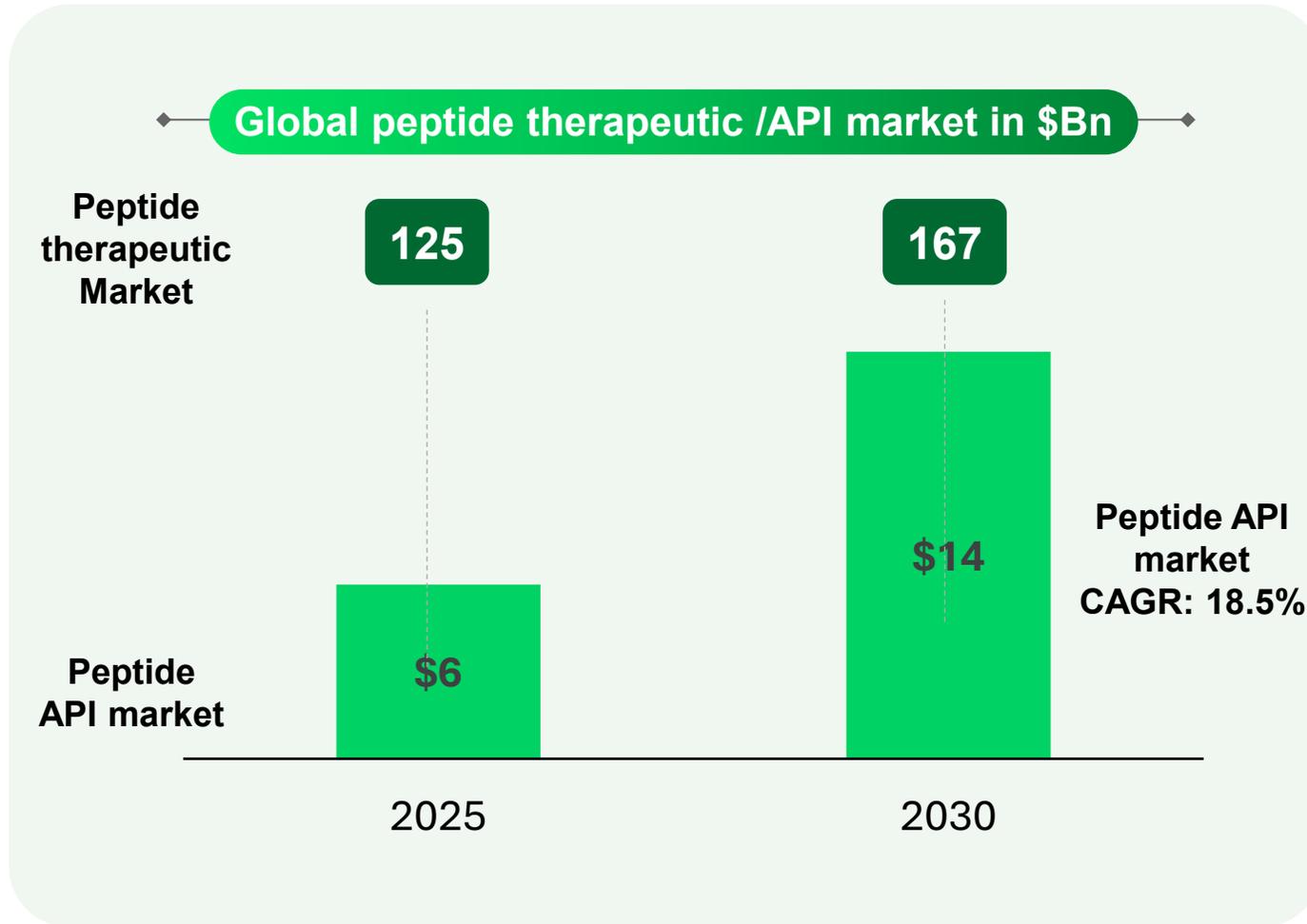
Sustainability Framework: ESG commitment & Goals (2/2)



Dimension	Focus area	Our commitments	Key ESG goals (included in Balance Scorecard)
 Social	Diversity and inclusion	Promote equal opportunity and build a more inclusive workplace	<input type="checkbox"/> FY 2029-30: 10% women in management <input type="checkbox"/> FY 2029-30: 16% of all hirings will be women <input type="checkbox"/> FY 2029-30: 0.5% of employees will be PwD and other genders (LGBTQIA+)
	Community well-being	Support health, education, and livelihood initiatives for underserved communities.	<input type="checkbox"/> Ensure >60% of social impact investments made on well-being of neighboring communities
 Governance	Ethics and compliance	Ensure integrity, fairness, and full legal compliance in all business practices.	<input type="checkbox"/> Ensure systems and processes in place to ensure continued Zero instances of bribery and corruption
	Business Continuity & Risk Management	Build resilience through enterprise-wide risk management, crisis readiness, and business continuity plans.	<input type="checkbox"/> Mature ERM program embracing strategic priorities, emerging risks and resilience
	Digitalisation	Digitise to Enable transparency, Compliance, Speed of decision-making & Ease of doing business, leveraging AI	<input type="checkbox"/> >90% of business process digitised across key functions by 2030
	Sustainable Supply Chain	Build a responsible and transparent supply chain that supports sustainability goals.	<input type="checkbox"/> Create a roadmap for a sustainable supply chain with clearly defined milestones



Global peptide API market is poised to reach \$14Bn by 2030.



Key market drivers



Peptide API market to scale by ~\$14 bn by 2030 driven mainly by rich peptide pipeline and increasing demand for GLP-1.

2/3rd of peptides in clinical pipeline are being developed by synthetic routes.

Patent cliff of peptides, broadening the availability of these drugs as volume increases expected to offset price declines



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

Vision and Values

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

Term	Description
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



Thank you

For further information contact

IR Desk
Neuland Labs
Contact: +91 40 6761 1600
Email: ir@Neulandlabs.com

Ravi Udeshi / Minakshi Machutre
EY IR
Contact: +91 22 6192 2000
Email: Ravi.udeshi@in.ey.com / Minakshi.Machutre@in.ey.com