October 2025

Initiating Coverage | Sector: Healthcare

Rubicon Research

Gains in the gale

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- Rubicon Research is a fast-growing research and development-led pharma manufacturing company with a focus on regulated markets.
- Over the past decade, Rubicon has built a sustainable moat through a) full spectrum capabilities for multiple dosage forms with a track record of successful specialty projects; b) building manufacturing capacities with a consistent compliance track record of supplying to US markets; and c) focus on commercial success.
- Over FY22-25, Rubicon's revenue had a CAGR of 60% to INR12.8b. From an operational loss of INR392m in FY22, it has posted EBITDA of INR2.5b in FY25 with a margin of 19.9%. Effectively, from a net loss of INR671m in FY22, it posted PAT of INR1.3b in FY25. Accordingly, Rubicon delivered ROE of 29% in FY25.
- Over FY25-28, we estimate a CAGR of 29%/32%/43% in revenue/EBITDA/PAT to INR28b/INR6b/INR4b, driven by a) new launches in generics, including nasal sprays; b) enhanced focus on prescription-led business in CNS therapy; c) stable R&D productivity; and d) curated approach toward supply chain management to maintain high commercialization rate/minimize supply failure.
- Considering a strong earnings CAGR of 43% over FY25-28 and 30%+ RoE (adj. for recent fresh issue), we believe Rubicon should command a premium valuation. Hence, we assign 35x (30% premium to sector multiple of 27x) 12M forward earnings to arrive at a TP of INR740. Initiate with BUY.

Rubicon Research

BSE Sensex	S&P CNX
84,997	26,054

CMP: INR607 **TP: INR740 (+22%)** **Buy**

Gains in the gale

- **Rubicon Research is a fast-growing research and development-driven pharmaceutical manufacturing company with a focus on regulated markets (particularly the US).**
- **Notably, over the past decade, Rubicon has built a sustainable moat through a) full spectrum capabilities across multiple dosage forms (oral solids, oral liquids, Nasal Sprays, Topicals) with a track record of successful specialty projects (170 scientist pool); b) building supporting manufacturing capacities with a consistent compliance track record of supplying to US markets; and c) focusing on commercial success.**
- **Over FY22-25, Rubicon's revenue has increased at a CAGR of 60% to INR12.8b. From an operational loss of INR392m in FY22, it has posted EBITDA of INR2.5b in FY25 with a margin of 19.9%. Effectively, from a net loss of INR671m in FY22, it has reported PAT of INR1.3b in FY25. Accordingly, Rubicon delivered ROE of 29% in FY25.**
- **Over FY25-28, we estimate a CAGR of 29%/32%/43% in revenue/ EBITDA/PAT to INR27.8b/INR5.8b/INR3.9b, driven by a) new launches in generics, including nasal sprays; b) enhanced focus on prescription-led business in CNS therapy; c) stable R&D productivity; and d) curated approach toward supply chain management to maintain high commercialization rate/minimize supply failure.**
- **Considering a strong earnings CAGR of 43% over FY25-28 and 30%+ RoE (adj. for recent fresh issue), we believe Rubicon should command a premium valuation. Rubicon scores well-ahead of peers in pharma space on ROE*earnings CAGR matrix (pls refer Exhibit 50). Hence, we assign 35x (30% premium to sector multiple of 27x) 12M forward earnings to arrive at a TP of INR740. Initiate with BUY.**

Rubicon scales despite US generics headwinds

- After enjoying prosperous US generics business opportunities over CY05-15, Indian pharma companies have faced multiple challenges since then, such as a) consolidation of PBMs/buyers, b) faster ANDA approvals increasing competition, and c) rising adverse inspection outcomes prolonging incremental approvals.
- Against this backdrop, Rubicon has achieved a commendable scale-up in business (from INR390m revenue in FY15 to INR12.8b in FY25), backed by a curated approach to R&D, product approvals, efficient manufacturing and sound compliance.

Scaled up portfolio with faster launches; 70 commercialized by Jun'25

- Rubicon has considerably scaled up its commercial product base from 18 in FY22 to 70 by Jun'25. It achieved a strong commercialization rate of 86.4% (conversion from approval to launches) as of Q1'FY26, reflecting efficient product launches.

Stock Info

Bloomberg	RUBICON IN
Equity Shares (m)	164
M.Cap.(INRb)/(USDb)	100/1.1
52-Week Range (INR)	-
1, 6, 12 Rel. Per (%)	-
12M Avg Val (INRM)	-

Financials Snapshot

Y/E MARCH	FY26E	FY27E	FY28E
Sales (INRb)	17.0	22.1	27.8
EBITDA (INRb)	3.5	4.5	5.8
Adj PAT (INRb)	2.2	2.9	3.9
EPS (INR)	13.1	17.8	24.0
EPS Gr. (%)	60.4	35.9	34.7
BV/Sh (INR)	73.0	88.7	109.9
Ratios			
RoE (%)	24.7	22.0	24.2
RoCE (%)	23.1	22.8	25.1
Payout (%)	11.8	11.8	11.8
Valuations			
P/E (x)	46.2	34.0	25.2
P/BV (x)	8.3	6.8	5.5
EV/EBITDA (x)	28.2	21.9	16.9
Div Yield (%)	0.2	0.3	0.4

Multiple dosage forms development capability

- Rubicon's current product portfolio spans four dosage forms -- oral solids (OS), oral liquids (OL), nasal sprays, and topicals. Revenue from OS increased at a 57% CAGR to INR11b over FY22-25. OL revenue scaled up from INR43m in FY22 to INR1.3b in FY25. OS/OL revenue grew 7%/25% YoY to INR3b/INR355m in 1QFY26. After product launches in FY24, Nasal spray dosage revenue was INR124m/INR80m in FY25/1QFY26.
- R&D spending of INR2.8b over FY24-1QFY26 indicates that Rubicon will sustain its product filing momentum going forward, providing increased certainty to revenue growth prospects over FY25-28. Notably, it has filed six ANDAs and received approval for six ANDAs in 1QFY26.

Nasal sprays – Promising growth driver

After 13 years, approval for Fluticasone Propionate generic in the industry was granted to Rubicon

- Nasal sprays' contribution to Rubicon's revenue has been increasing, 2.3%/1.0%/0.4% over 1QFY26/FY25/FY24, supported by the approval of the Ambernath nasal spray manufacturing facility in May'24.
- Nasal spray US generics industry is poised to be the fastest-growing formulations, projected to clock 9.5% CAGR over CY25-30, led by innovations in nasal drug delivery technologies and a growing patient preference for non-invasive, rapid-acting treatments.
- Nasal spray approvals remain relatively limited, with only a few companies securing ANDA approvals over the past five years. Rubicon distinguishes itself by obtaining four of the 25 nasal spray approvals granted over CY23-Jun'25.
- Among recent approvals, Fluticasone Propionate nasal spray, a corticosteroid used for allergic rhinitis, holds an estimated market size of USD1b, with nasal sprays contributing USD482m. Notably, Rubicon is the fourth generic company to receive approval, with the first two firms receiving approval in CY07/CY12. Ipratropium Bromide, an anticholinergic for rhinitis relief, has a total market size of USD247m in FY25, with nasal sprays accounting for USD65m. There are five generic companies having ANDA approval for this product, including Rubicon.

From ANDAs to Rx brands: Rubicon's CNS playbook

Raldesy – an easy-to-swallow oral solution

- Rubicon is implementing efforts toward building prescription-led business in CNS space. Rubicon has three branded products - Equetro, Raldesy, and Lopressor OS, which do not have any other AB-rated generics as of Jul'25.
- Raldesy is the first FDA-approved oral liquid formulation of Trazodone Hydrochloride, offering a novel dosage option in the antidepressant category.
- Equetro is the only FDA-approved carbamazepine formulation indicated as a mood stabilizer for bipolar I disorder.
- Lopressor OS, a liquid formulation of metoprolol tartrate, addresses the need for flexible dosing in conditions such as hypertension, heart failure, and post-MI care.
- In addition to enhanced offerings, we expect increased focus on marketing to drive better business prospects in this segment for Rubicon.

Enhanced focus on R&D; superior productivity

R&D turnover at 7.6x, considering annualized 1QFY26 revenue to FY23-FY24 R&D spent

- Rubicon's R&D spending stands at 11% of revenue, significantly higher than the industry median of 6%, highlighting its strategy of building a broad product portfolio rather than relying on a narrow range.
- The company demonstrated strong efficiency in converting R&D investments into revenue, with one of the highest R&D turnovers among peers, measured as US revenues relative to R&D spending from two years ago.
- With FY25 US revenue nearly 6x its FY22-23 R&D expenditure, Rubicon's disciplined product selection and development approach is delivering solid results.

- *Note: While some peers allocate R&D spending toward other geographies as well, we understand that the primary focus is on the US market, which aligns with our comparison of R&D to US sales.*

Amid rising USFDA scrutiny, Rubicon's record stays unblemished

- While India remains a cornerstone of global generic drug supply, the sector continues to face intensified regulatory scrutiny from the USFDA.
- India's share of non-US inspections increased significantly, from 5% in CY21 to 33% in 1HCY25, with 486 inspections conducted during CY23-24 and 40 facilities receiving OAI classifications.
- Rubicon's unblemished compliance record serves as a key differentiator. It has faced 10 USFDA inspections till date at its manufacturing site. It has never received an OAI classification, underscoring its disciplined quality systems, strong governance practices, and deep-rooted culture of regulatory integrity.

Valuation and view: Initiate coverage with BUY rating

Ambernath site received EIR in Dec'24; Satara site received EIR in Mar'23; Pithampur site received EIR in Jan'22

- The business models in the US pharma market have been evolving, considering limited buyers and a large number of global manufacturers supplying medicines. Companies like Sun Pharma have scaled up NCE-led prescription business, while other generic companies are building a complex to develop/manufacture products to overcome competitive pressures. This has led to a significant increase in R&D spending. With USFDA approval timelines being unpredictable, the return on investment and investor interest in this space are limited.
- We believe Rubicon is creating a robust business model with a multi-disciplinary, data-driven, RoI-centric product selection framework. The consistent compliance track record provides a strong backbone for superior growth in earnings and return ratios.
- **We model** a 29% revenue CAGR, 110bp margin expansion, and 43% PAT CAGR over FY25-28 under our **base case scenario**. We also assign a 35x 12M forward earnings multiple to arrive at our TP of INR740, implying a potential upside of 22%.
- **The bull case scenario** builds in 32% revenue CAGR with 220bp margin expansion, and 50% PAT CAGR over FY25-28, aided by a higher commercialization rate, a steady flow of product approvals, continued regulatory compliance, and a supportive market environment. This would lead to a TP of INR930, based on 38x 12M forward earnings multiple, implying a potential upside of 54%.
- **The bear case scenario** assumes 26% revenue CAGR with 50bp margin expansion due to a less favorable market, delays in product development, slower commercialization, and operational setbacks due to regulatory challenges. These factors would result in a TP of INR550, based on the 29x 12M forward earnings multiple, implying a potential downside of 10%.

Base case implies potential upside of 22%; Bull case implies potential upside of 54%; Bear case implies limited downside of 10%

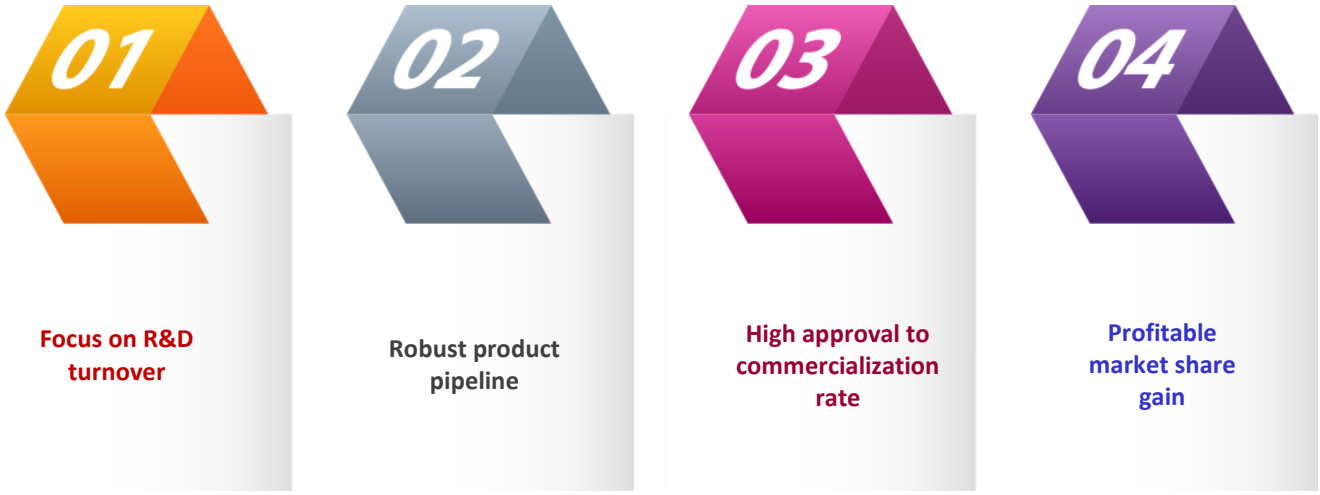
We initiate coverage on the stock with a BUY rating.

Key risks

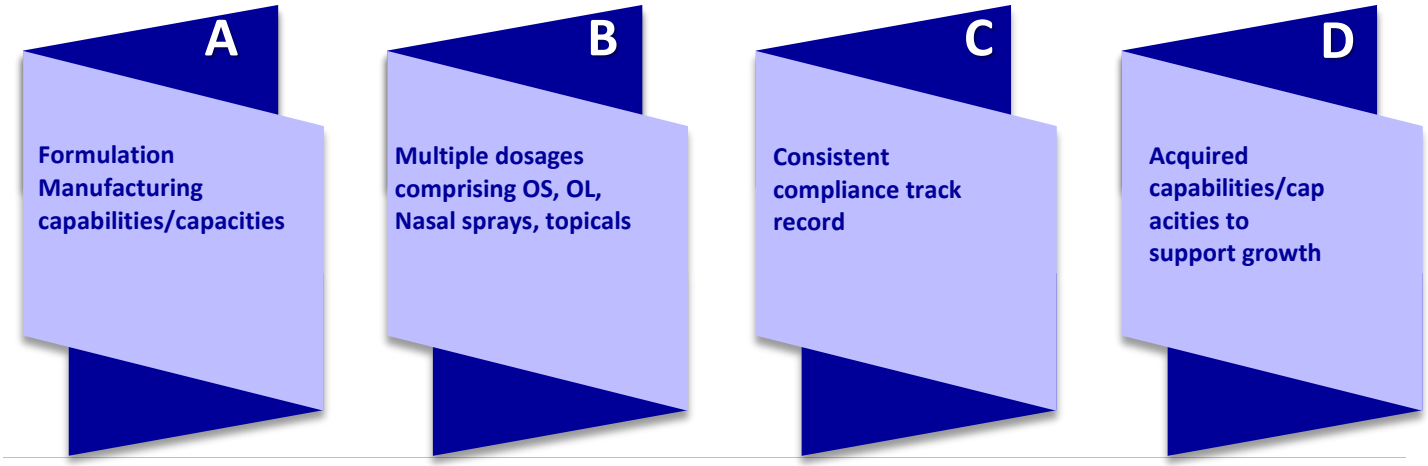
- Adverse policy changes affect pricing. Regulatory aspects may impact business performance.
- Adverse classification of inspections may prolong growth prospects of the company.
- Changes in regulatory guidelines for product approval may delay the business opportunity for Rubicon.
- Geopolitical conflicts involving major suppliers, including China, the US, or Europe, could disrupt supply chains and weigh on revenue growth.
- Lower-than-expected market share gains in commercialized products may affect the operating leverage of the company.

STORY IN CHARTS

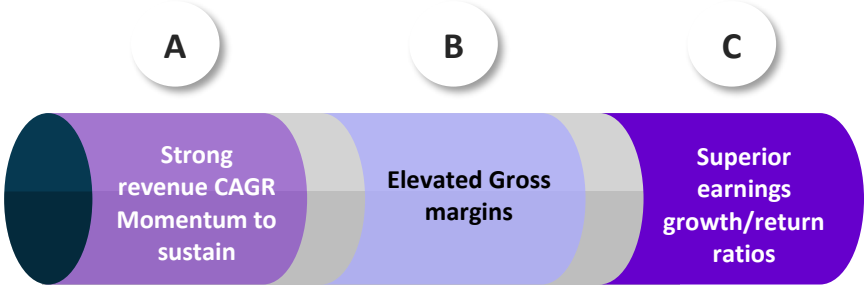
Differentiated product selection approach



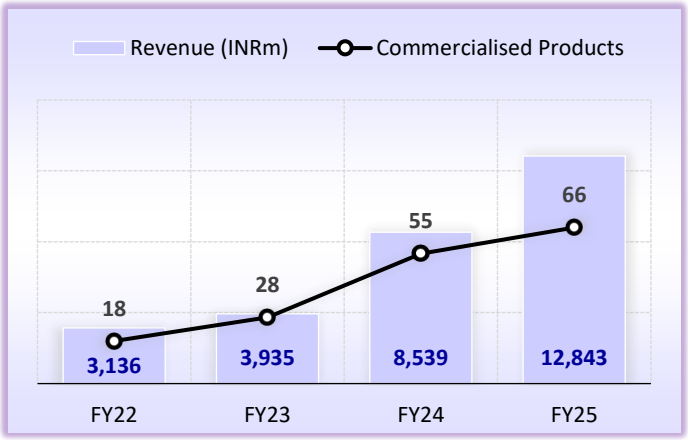
Calibrated asset base



Phenomenal Return ratios

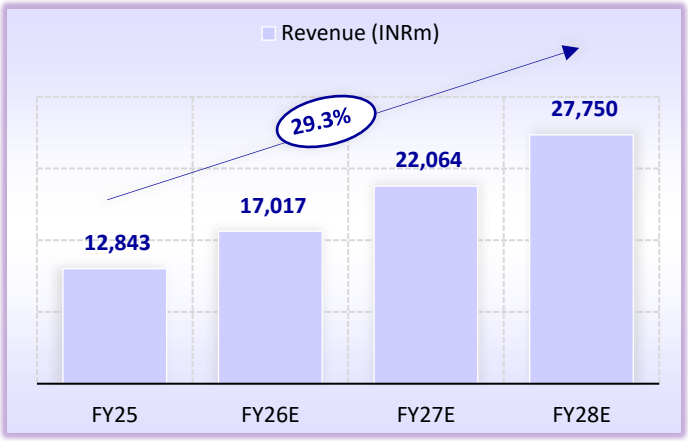


Revenue growth driven by expansion in commercialized products



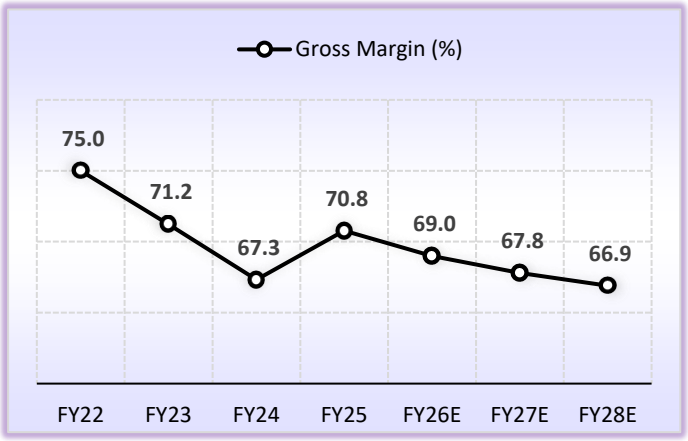
Source: MOFSL, RHP

Revenue to clock CAGR of 29%, supported by strong product pipeline



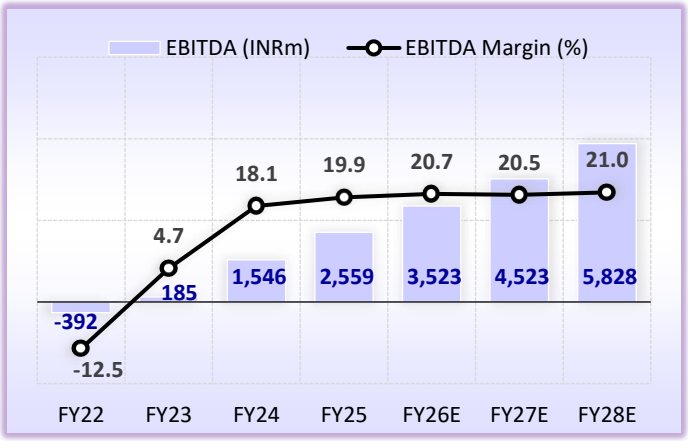
Source: MOFSL, RHP

Gross margins to remain stable at 66-68%



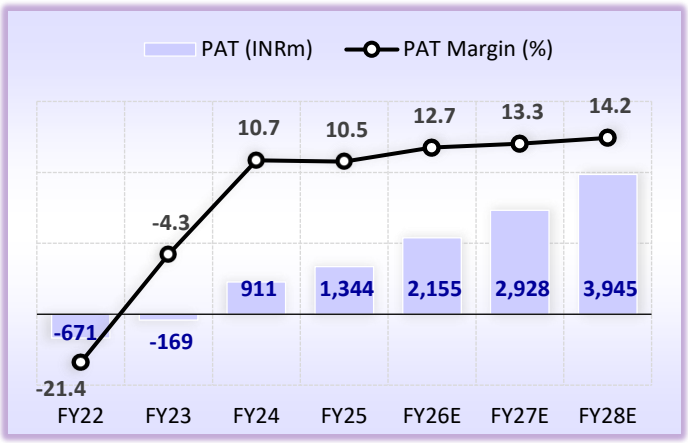
Source: MOFSL, RHP

EBITDA margin to rise by 110bp over FY25-28E



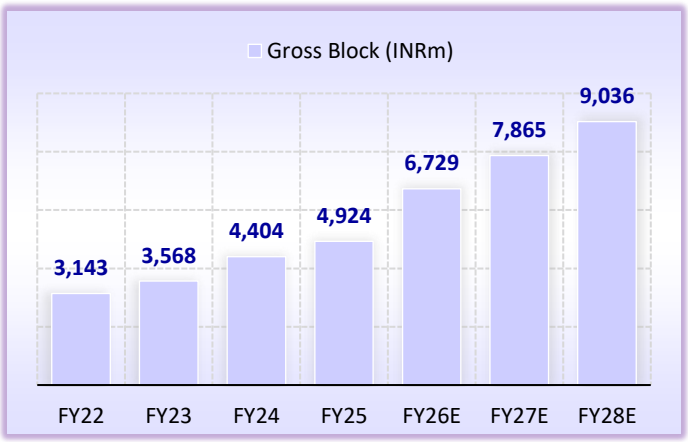
Source: MOFSL, RHP

PAT margin to reach 14% in FY28



Source: MOFSL, RHP

Investing INR2.4b over FY26-28 to build capabilities/capacities



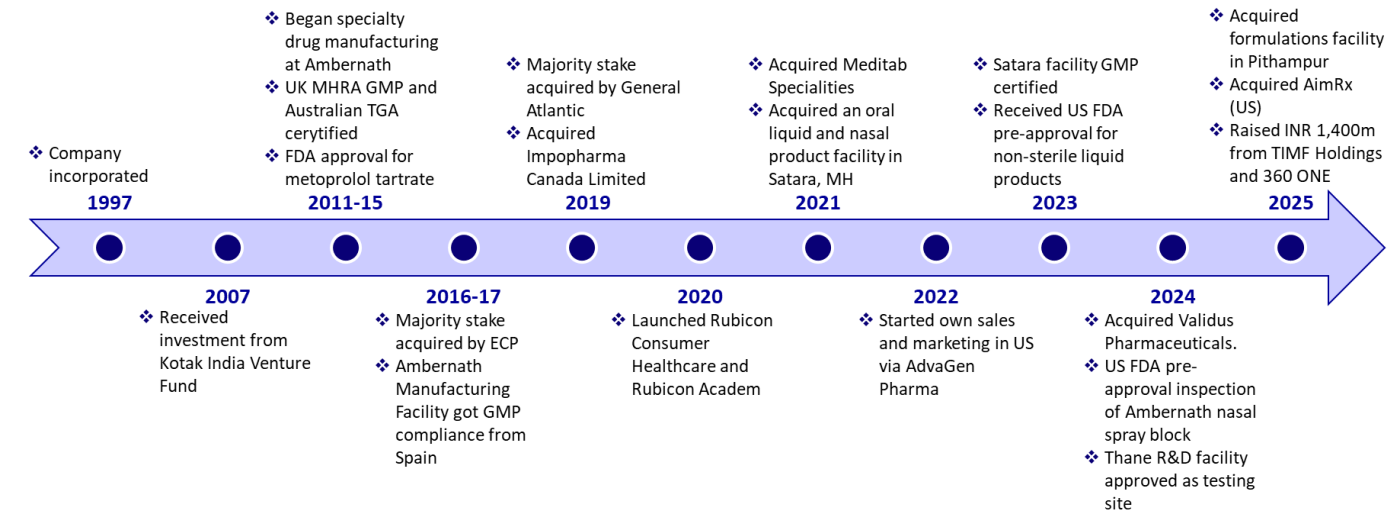
Source: MOFSL, RHP

R&D-led specialty pharma player

Rubicon's business is highly concentrated in the US, aided by a strong track record of product approvals over the past five years

- Incorporated in 1999, Rubicon is an innovation-led pharmaceutical company focused on specialty formulations and drug-device combination products, with a clear strategic orientation toward regulated markets, particularly the US.
- Rubicon generates a majority of its revenue from the US (98.5% in FY25), with smaller contributions from India (0.8%) and Switzerland (0.3%).
- It has delivered a CAGR of 81%/272% in revenue/EBITDA to INR12.8b/INR2.6b over FY23-25. Notably, the cumulative R&D spending by Rubicon has been INR3.2b over FY23-25. From a loss of INR169m in FY23, it delivered PAT of INR1.3b in FY25.
- Rubicon has 72 ANDAs/9 NDAs approved as of Jun'25, with a commercialization rate of 86.4%. Sales are diversified, with top 5/top 10 products contributing 33%/55% of revenue in 1QFY26.
- Rubicon believes in a multi-disciplinary, data-driven and ROI-centric product selection approach while identifying sustainable opportunities for product development.
- It has uniquely defined specialty products, with no competitors or with one competitor for a period of at least one year after the commercial launch. Specialty products' share in gross profit has increased from 13% in FY23 to 32.5% in 1QFY26.
- In addition to generic products, Rubicon is building a branded product franchise for regulated markets.
- Rubicon has two USFDA-inspected R&D facilities (one each in India and Canada) and three USFDA-approved manufacturing facilities (Ambernath, Satara, Pithampur).

Exhibit 1: Rubicon – Tracing the timeline



Source: Company RHP

- As of Jun'25, Rubicon employed 170 scientists across India and Canada, focused on formulation development and commercialization.

Exhibit 2: Manufacturing capacity/capability snapshot

Facility	Commencement Year	Dosage Form	Major Accreditations	Installed Capacity
Ambernath, Maharashtra	2009	❖ Oral solid dosages: tablets, capsules, dispersible tablets, powders, and hard gelatin capsules	❖ US FDA, MHRA UK, Health Canada, Food and Drugs Administration, Maharashtra (WHO-GMP accreditation) TGA Australia, Ministry of Health Cambodia	8,169m tablets p.a.
	2024	❖ Nasal dosages: sprays and drug device combinations	❖ US FDA	24.8m bottles/microvials p.a.
Satara, Maharashtra	2021 (Year of acquisition)	❖ Oral liquids: Oral syrups, suspensions, and solutions	❖ US FDA, MHRA UK, TGA Australia, Government Ministry of Health Vietnam	3,459 kiloliters p.a.
Pithampur, Madhya Pradesh	2025 (Year of acquisition)	❖ Oral solids, oral liquids, and topical ointments	❖ US FDA	2,057m tablets p.a.+ 4m tubes p.a.

Source: RHP

- In addition to product development/manufacturing, Rubicon has established its own distribution network to become working-capital efficient as well as have better control over overall supply chain management.
- Recently, the company acquired AimRx, a US-based provider of logistics services for pharmaceutical companies, holding licenses to distribute prescription pharmaceuticals across 45 states.

A rare blend of rapid growth and superior returns

Fastest growth in regulated markets	❖ Delivered an 81% revenue CAGR during FY23-25, far exceeding the industry median of about 10%. We expect a CAGR of 30%/32%/43% in revenue/EBITDA/PAT over FY25-28E.
Strong product approval and commercialization record	❖ 72 active ANDAs/9 active NDAs, including 12/6 approvals in FY25/1QFY26. Commendable commercialization rate (86% in FY25) reflecting strong execution and an ability to efficiently convert R&D efforts into commercial success.
Positive pricing growth	❖ Compared to a 5.2% price decline for the industry, Rubicon achieved 8% price growth at portfolio level by focusing on specialty products with limited competition.
High R&D efficiency	❖ Maintains the highest R&D spending among peers at 11% of revenue (median- 6%). It has delivered 6x returns on its FY22-FY23 R&D spending through FY25 revenue, demonstrating disciplined investment and efficient pipeline monetization. Investments in Nasal spray and branded franchise would further grow R&D productivity.
Healthy compliance record	❖ A flawless compliance record since inception ensures regulatory reliability and supports consistent supply and product launches.
Elevated return ratios	❖ With consistently strong gross margin and despite allocating 10.5% of sales for R&D, Rubicon delivered a robust 29% ROE in FY25. Adjusted for the recent equity issuance, RoE is expected to remain elevated at above 30%.
Strategic acquisitions drive scale and synergies	❖ Acquisitions are focused on adding capabilities. Validus Pharma provides in-roads into branded franchise; Alkem/Cipla plans boosted additional dosage/capacity. AIM Rx AIM Rx 3PL strengthened supply chain/logistics.

Outperforming peers with a proven track record

- **Being the fastest-growing regulated market-focused player, Rubicon delivered an exceptional 81% revenue CAGR over FY23-FY25, well ahead of both Indian and global peers.**
- **With superior pricing and portfolio execution, it achieved 8% price growth vs. industry-wide 5% erosion, supported by a differentiated specialty portfolio and strong commercialization track record.**
- **Growth is reinforced by strategic acquisitions, expanding manufacturing, distribution, and branded specialty presence in the US. This positions Rubicon well for continued leadership and margin expansion in regulated markets.**

Fastest-growing regulated market-focused player

- Rubicon has been the fastest-growing player among both Indian and global listed peers, delivering a robust 81% revenue CAGR over FY23-25, significantly outperforming the industry median of ~10%.
- This growth has been underpinned by consistent R&D investments, enabling a steady stream of product approvals and commercial launches.

Exhibit 3: 2Y and 3Y revenue CAGR of global and Indian pharmaceutical listed peers

Company	Revenue (CAGR %)	
	2Y (FY23-25)	3Y (FY22-25)
Rubicon	**81**	**60**
Indian		
Sun Pharmaceuticals	9	10
Aurobindo Pharma	13	11
Dr Reddy's Labs	16	15
Zydus	16	15
Lupin	16	12
Glenmark Pharma	7	3
Cipla	10	8
Alembic Pharma	9	8
Alkem Labs	6	7
Torrent Pharma	10	11
Ajanta Pharma	11	12
Median	**10**	**11**
Global		
Teva Pharma	5	1
Viatris Inc	-5	-6
Amneal Pharmaceuticals	12	10
Sandoz	6	2
Median	**5**	**2**
Overall Median	**10**	**10**

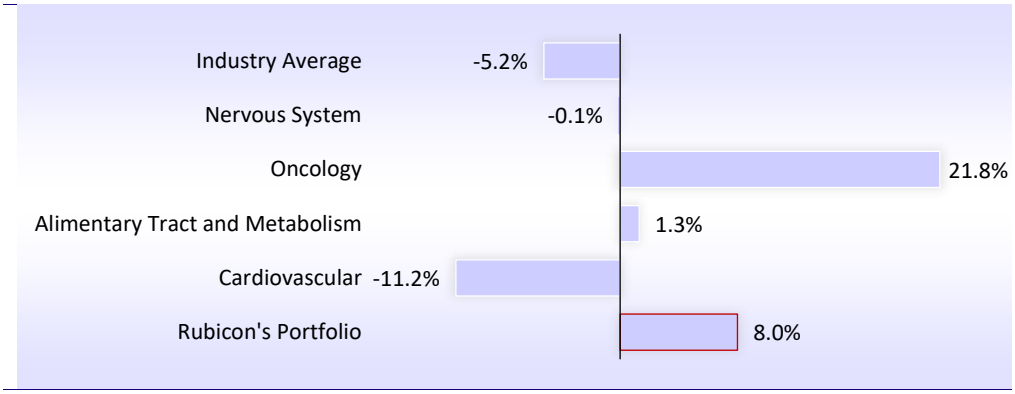
Source: MOFSL, Industry

- The company had 70/66 products commercialized in the US market in 1QFY26/FY25. In FY25, nine products commanded a value market share of more than 25%, compared with seven products in FY24 and two products in FY23. This reflects the company's ability to scale leadership positions in key products in a short span.
- The company marketed over 350 SKUs to 96 customers, including the three largest wholesalers in the US, who together account for more than 90% of wholesale drug distribution (as per Frost & Sullivan), as well as GPOs, national pharmacy chains, regional pharmacy chains and managed care organizations.

Rubicon delivered 8% price growth vs. 5.2% industry price erosion

- The company recorded an average per-unit price increase of 8% over FY22-25, in contrast to a 5.2% decline witnessed in the overall US generics market.
- This performance was largely driven by a selective product approach backed by efficient manufacturing as well as supply chain management.
- Rubicon has typically stayed away from the Day-1 launch strategy, which witnesses maximum price erosion, providing better price stability to its portfolio.
- As of Jun'25, the company marketed 16 specialty products, including two branded CNS therapy products marketed through Validus, which currently do not face generic substitutes.

Exhibit 4: Rubicon saw price growth of 8.0% over FY22-25



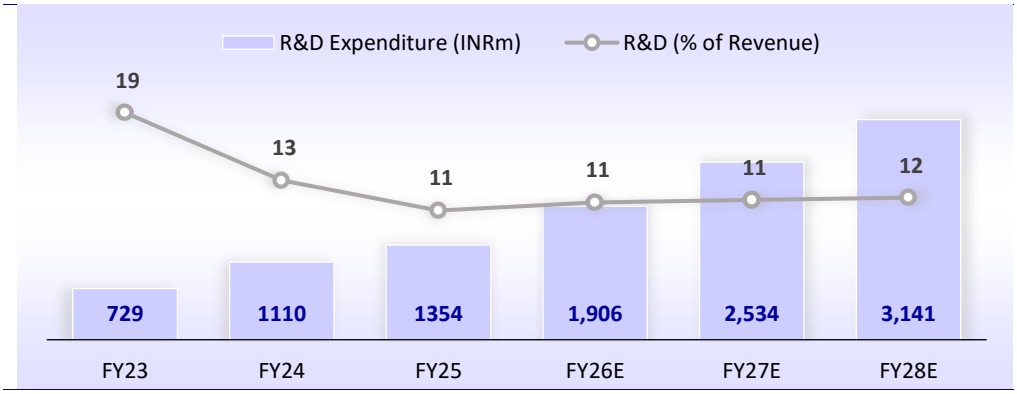
Source: Company, RHP

Rubicon's R&D spending at 11% of revenue, nearly twice the industry median, highlights its focus on portfolio diversification over product concentration.

Strong R&D investment underpinned by focus on sustained revenue growth

- Rubicon has steadily increased its R&D spending in recent years, supported by a strong ramp-up in revenue from its commercialized products.

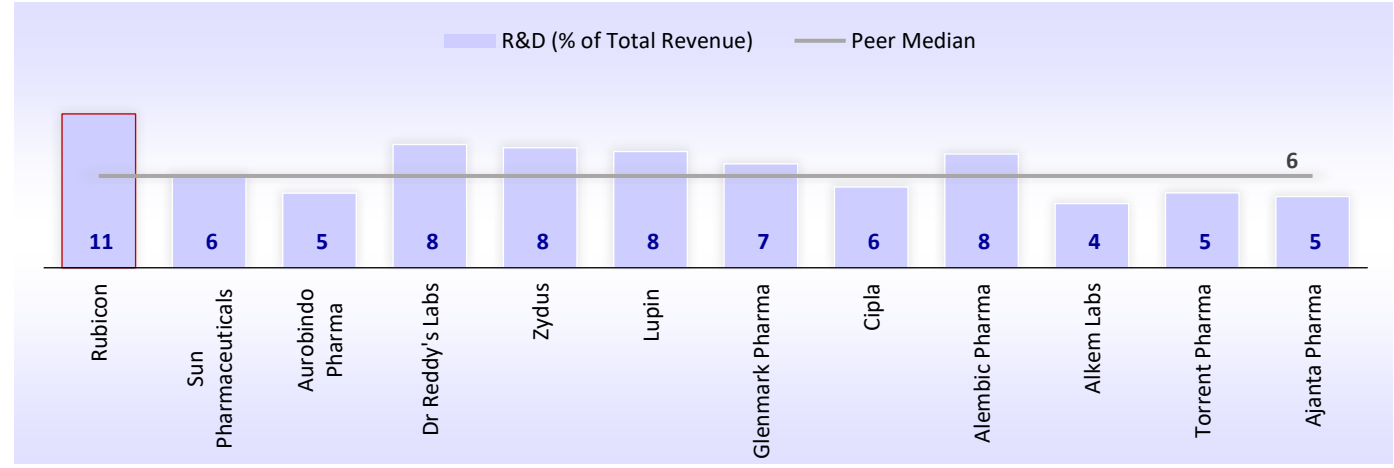
Exhibit 5: Continued focus on differentiated R&D spending



Source: MOFSL, RHP

- The company's R&D intensity, measured as a percentage of revenue, is the highest among peers at 11% compared to the industry median of 6%. This reflects a clear strategy of building a larger portfolio rather than relying on a narrow set of products.

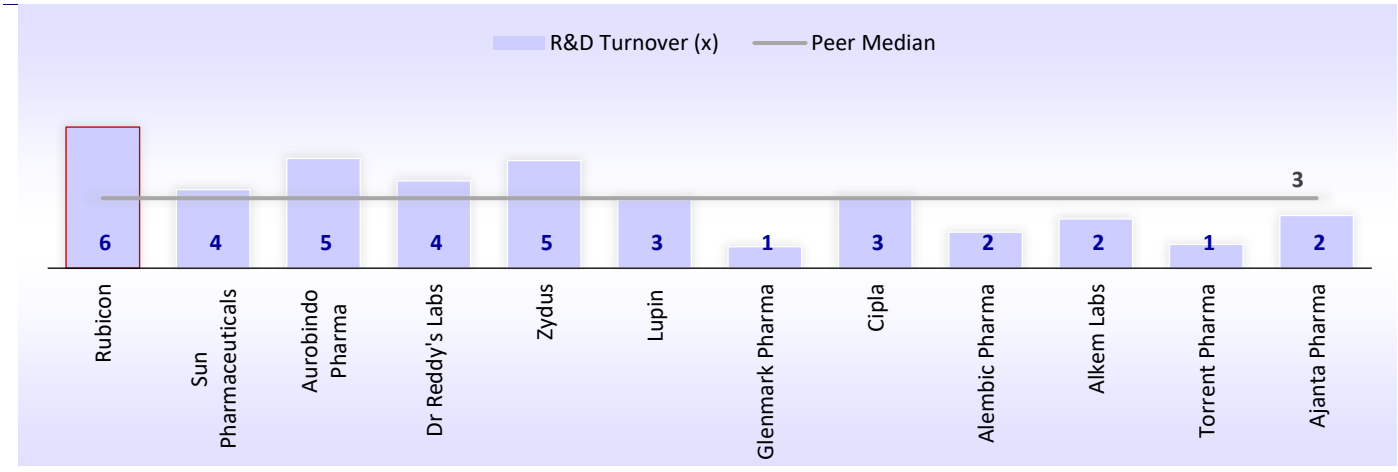
Exhibit 6: R&D intensity highest among peers in FY25



Source: MOFSL, RHP

- The company demonstrated strong efficiency in converting pipeline investments into revenue. Its R&D turnover, measured as US revenue relative to R&D expenditure incurred two years earlier, is among the best in its peer group.
- With FY25 US revenue already nearly 6x higher than its FY22 and FY23 R&D outlay, Rubicon's disciplined approach to product selection and development is yielding tangible results.

Exhibit 7: Rubicon has much higher R&D turnover than its peer in FY25



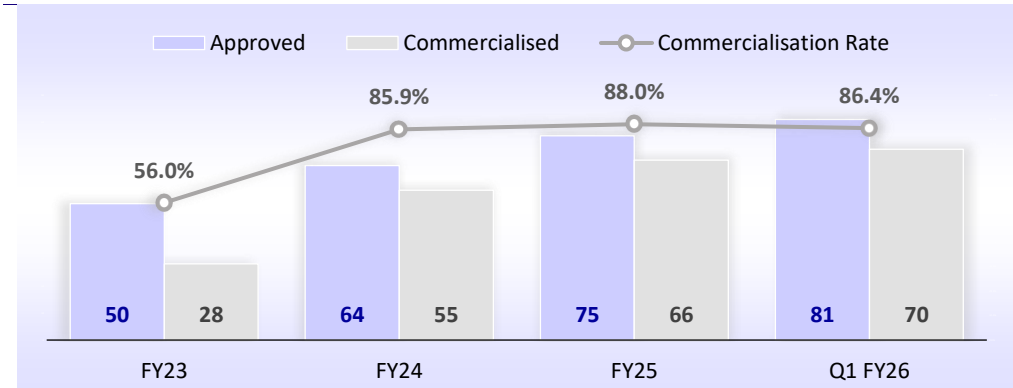
Note: 1) R&D Turnover: FY25 US Revenue/FY22-23 R&D; Source: MOFSL, RHP

- The typical development and approval process usually takes 2.5-4 years. Therefore, current R&D expenditure does not translate into immediate revenue but instead flows through with a lag of several years.
- Rubicon's willingness to sustain higher R&D capex compared to peers, together with its strong conversion track record, places it in a favorable position to continuously expand its US product base and maintain growth momentum.
- ***Normalized annual run-rate of FY26 revenue would be INR14b based on 1QFY26 revenue of INR3.5b. Rubicon had cumulative R&D spending of INR1.8b over FY23-FY24. Effectively, R&D turnover for FY26 turns out to be 7.6x.***

Strong focus on commercialization after approval

- Rubicon has built a healthy track record of product approvals and successful commercialization, supported by stable investments in R&D. After receiving 50 product approvals in FY23, Rubicon has received USFDA approval for 31 additional products as of 1QFY26, comprising 72 active ANDAs/9 active NDAs, including six approvals secured in 1QFY26.
- The company demonstrated a high commercialization rate of 86.4% in the US market, with 70 products launched out of 81 active FDA approvals. This ability to effectively convert approvals into marketed products enhances monetization of R&D spend and highlights execution strength.

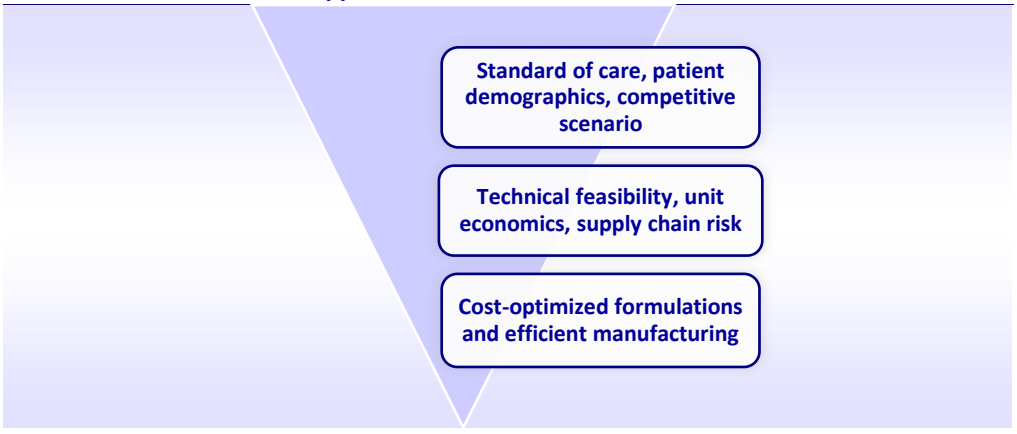
Exhibit 8: Rubicon maintaining strong commercialization rate of over 85%



Note: ANDAs/NDAs; Source: RHP

- Rubicon's multi-disciplinary, data-driven, and RoI-focused product selection framework has enabled the identification of sustainable opportunities for new product development. This disciplined approach has supported its high historical commercialization rate and positions the company well for continued value creation.

Exhibit 9: Product selection approach of Rubicon

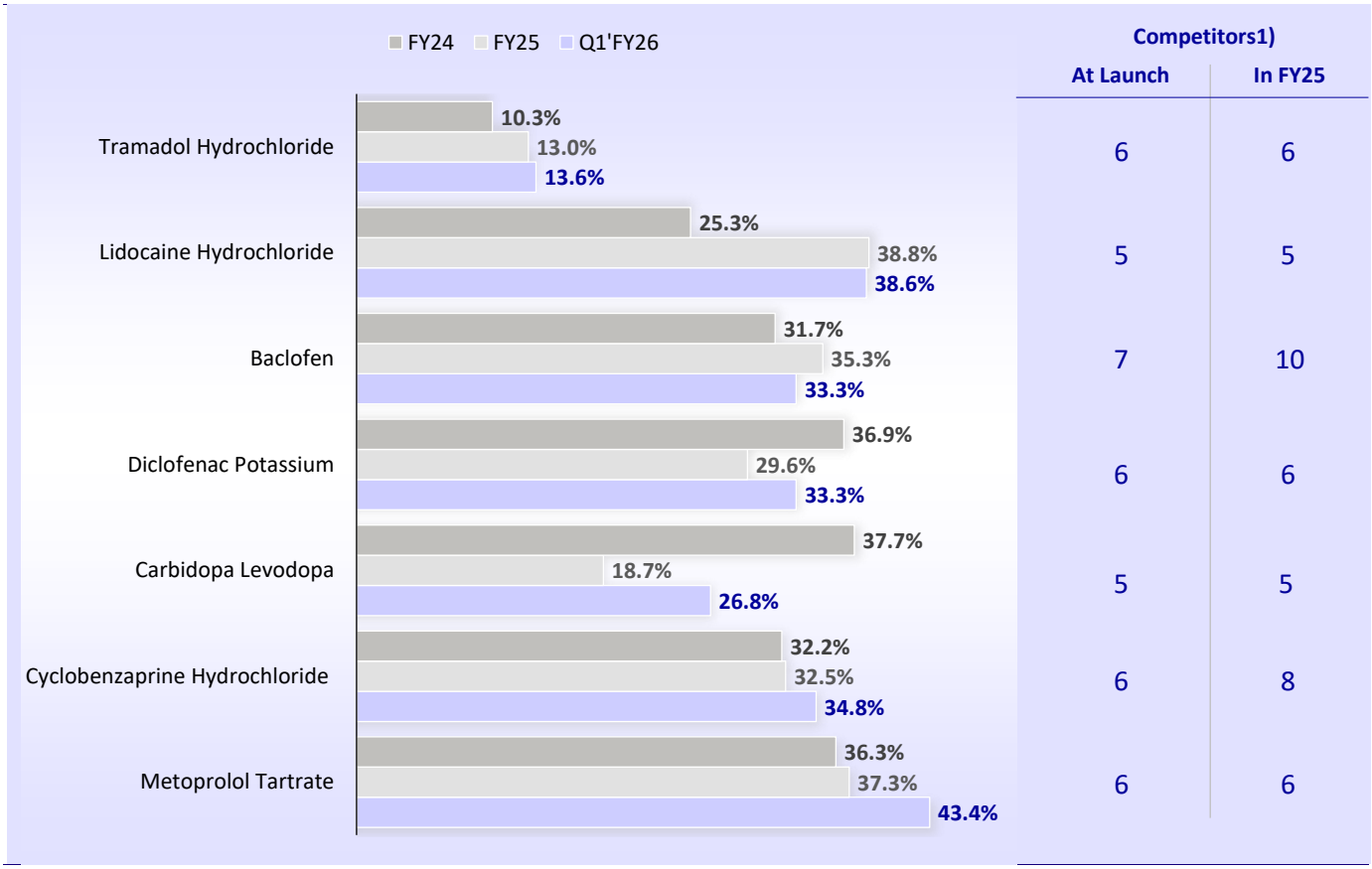


Source: RHP

Market share gain in multiple products despite competitive pressure

- Rubicon's direct customer relationships, combined with its robust distribution and supplier network, allow the company to anticipate and respond quickly to evolving customer needs, driving market share gains across most of its products.

Exhibit 10: Rubicon continues to strengthen and maintain its market share in multiple molecules



Note: Competitors refer to marketing companies with >1% share by volume; Source: F&S, RHP

- The acquisition of Validus has created a platform for Rubicon to expand into branded products. Validus' portfolio is distributed across 44 states in the US and has been actively promoted to CNS prescribers for over 11 years through dedicated medical representatives in the eastern and southern US.
- Rubicon will be able to leverage Validus' well-established prescriber relationships to accelerate the launch and promotion of new branded products, ensuring faster adoption once approvals are secured.

Differentiated itself with focus on products with limited competition and industry traction

- Rubicon's disciplined approach to selecting and executing on high-value opportunities has translated into tangible market share gains, with nine products capturing over 25% market share by value in FY25, up from two products just three years ago. This trajectory reflects not only a strong pipeline but also a strategic focus on products where Rubicon can meaningfully differentiate itself.
- Specialty products, defined differently by Rubicon as those facing zero or only one competitor for at least one year post-launch, have supported Rubicon to stand out among its peers. By Jun'25, the company had 16 specialty products, including a co-developed NDA, with these products driving a growing share of gross margin, from 13% in FY23 to 33% by mid-2025.
- Rubicon's execution in this highly selective segment was evident between 2019 and 2024, when it ranked 9th in the US in specialty product approvals,

highlighting its ability to identify and successfully commercialize high-potential opportunities.

Rubicon has 25%+ market share in nine products (FY25), driven by focus on differentiated niches.

- Beyond conventional formulations, Rubicon has also built a strong presence in complex drug-device combinations, particularly nasal sprays across CNS and other therapy areas. With two products under FDA review and 13 additional candidates in development, the company is well-positioned in a high-barrier segment where only a handful of players have succeeded.
- Rubicon was also one of the few companies which secured a total of eight CGT approvals between 2022 and Jun'25, of which four were eligible for a six-month exclusivity.
- Rubicon's growth story is further backed by its alignment with patent expiry opportunities. CNS and CVS products account for a substantial portion of its portfolio, and the company's focus on these categories, combined with strong prescription continuity, positions it to drive steady volume growth and market share gains as key drugs go off-patent.

Strong product strategy reflected in recent approvals

- Rubicon's recent product approvals demonstrate a focused approach toward niche, high-potential therapies, with approvals across three unique applications, including Fluticasone Propionate and Ipratropium Bromide.
- Fluticasone Propionate, a corticosteroid with potent anti-inflammatory properties, plays a vital role in managing allergic rhinitis and other nasal inflammatory disorders.
- The Fluticasone Propionate market is estimated at USD1.1b in FY25, of which nasal sprays contribute USD482m.
- Hikma/Apotex received USFDA approval for the generic version in CY06/CY07, and Chartwell Rxscience received approval in CY12. Rubicon would be the fourth company to receive approval. Interestingly, the USFDA approval for the generic version for Fluticasone Propionate Nasal spray came after 13 years.
- Akorn (third player) filed bankruptcy in CY23. Hence, the two companies hold a sizeable market share in this product (~94%). We expect Rubicon to scale up traction in this product over the medium term.
- The shift toward over-the-counter (OTC) formulations has further expanded patient access, allowing individuals to self-manage mild to moderate allergic conditions without physician intervention.
- This transition is fostering higher adoption, improved adherence, and expansion of overall market potential beyond prescription-led demand.

Inorganic route to add capabilities/capacities

- The company has undertaken a series of strategic acquisitions over the past 3-5 years, aimed at strengthening both its revenue and profitability. These acquisitions have been carefully targeted to expand and enhance product portfolios, sales and marketing reach, manufacturing capacity, and development capabilities. Collectively, they provide a strong foundation for sustainable growth across regulated markets.

Exhibit 11: Recent acquisitions of the company

Acquired Entity	Acquisition FY	Capability	Key Benefits
Meditab Specialities	2022	Manufacturing	❖ Oral liquids manufacturing business based out of Satara. ❖ USFDA-inspected facility with filling lines for oral liquid formulations and a block for the production of nasal inhalers.
Validus Pharmaceuticals	2024	Sales & Marketing	❖ Platform for US commercialization of CNS & CVS specialty products. ❖ Distribution network covering 44 of the 50 US states. ❖ Portfolio of 10 products with NDAs, including Equetro, Lopressor, and Lotensin HCT.
AIM Rx 3PL	2026	Logistics & Distribution	❖ In-house distribution removes recurring 3PL costs, retains distribution margin and improves EBITDA. ❖ Strengthens supply chain reliability, less dependence on external providers, and better predictable costs. ❖ Builds expertise and gives more access to US market with license to distribute in 45 states.
Pithampur Manufacturing Facility (from Alkem Laboratories)	2026	Manufacturing	❖ Portfolio expansion with steroids, hormones, high-potency products, and topical ointments ❖ Capacity expansion supporting long-term growth pipeline for US and other regulated markets. ❖ Enhance supply resilience and diversify risk from reliance on single plant or CMO.

Source: RHP

- The company has plans to deploy a portion of the net proceeds from its public issue toward further acquisitions, both in India and overseas. Its acquisition framework is guided by:
  - Attractiveness and competitive positioning of the target's market segment.
  - Strategic fit and synergies with existing businesses.
  - Potential to strengthen market share in existing geographies or facilitate entry into new ones.
  - Expected financial impact, including accretion to operating performance and long-term value creation.
  - Opportunities to build new capabilities in manufacturing or R&D.

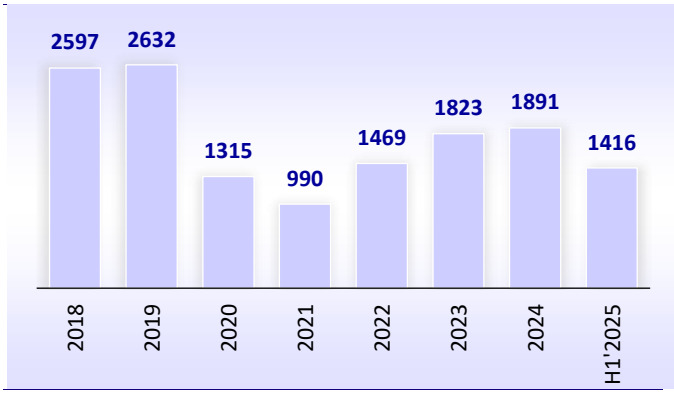
Culture of consistent compliance

- **USFDA has restored global inspection intensity to near pre-Covid levels, conducting over 2,800 ex-US inspections in CY23-25, with India's share rising sharply to 32%.**
- **Compliance lapses remain elevated, with higher OAI and warning letter issuances post pandemic, impacting leading Indian pharma players like Sun Pharma, Aurobindo, and Cipla.**
- **Rubicon stands out with a sound compliance record, with none of the facilities received OAI from USFDA since CY13.**

USFDA has tightened oversight as global inspections return to pre-Covid scale

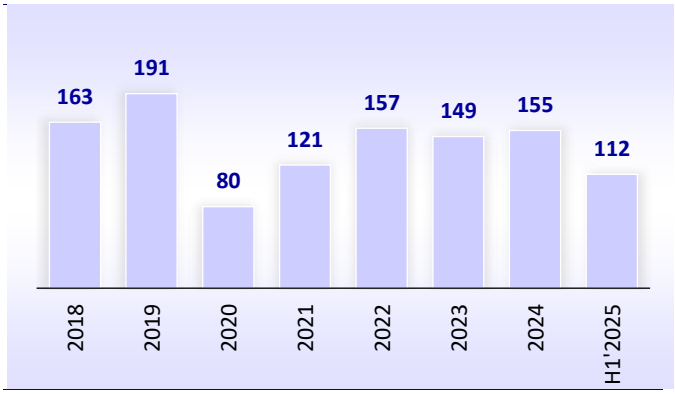
- The USFDA has ramped up its global inspection activities, with total inspections outside the US approaching pre-Covid levels. During the pandemic, international inspections had dropped sharply due to travel restrictions, but since CY23, the regulator has resumed normal operations, reflecting renewed focus on global compliance standards.
- Prior to Covid-19, in 2018, the USFDA conducted 1,116 overseas inspections. With the normalization of travel and stronger regulatory enforcement, inspection volumes have rebounded sharply, reaching 2,809 global (ex-US) inspections across CY23-25.
- The number of OAI classifications, a key proxy for severe non-compliance, has trended higher, rising from 80 in CY20 to 149/155 in CY23/24.

Exhibit 12: Global drug inspections are approaching pre-Covid levels



Source: USFDA

Exhibit 13: Frequency of OAI observations has increased post-pandemic

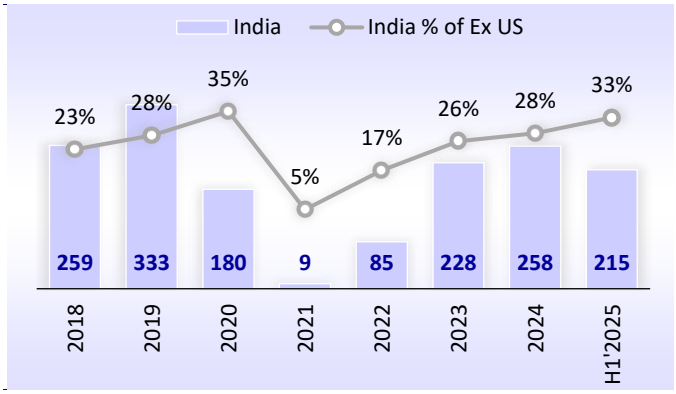


Source: USFDA

India's share on rise in number of USFDA inspections

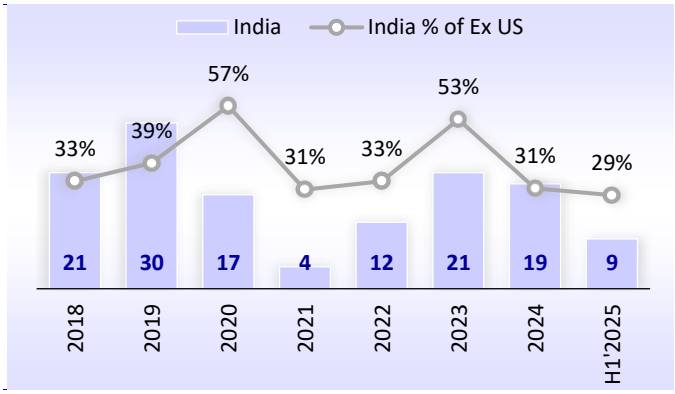
- India's share of non-US inspections has surged from 5% in CY21 to 33% in 1HCY25, underscoring the USFDA's intensified oversight of Indian manufacturing facilities post Covid. During CY23-24, India accounted for 486 inspections, with 40 facilities receiving OAI classifications. In 1HCY25, there were already 215 inspections, almost in line or higher than full-year numbers of previous years.
- Over CY18-25, India remained the most inspected country after the US, nearly double the inspection count of China, the next largest geography.

Exhibit 14: Inspections in India have increased sharply post Covid



Source: USFDA

Exhibit 15: India's contribution to OAI observations also remains elevated

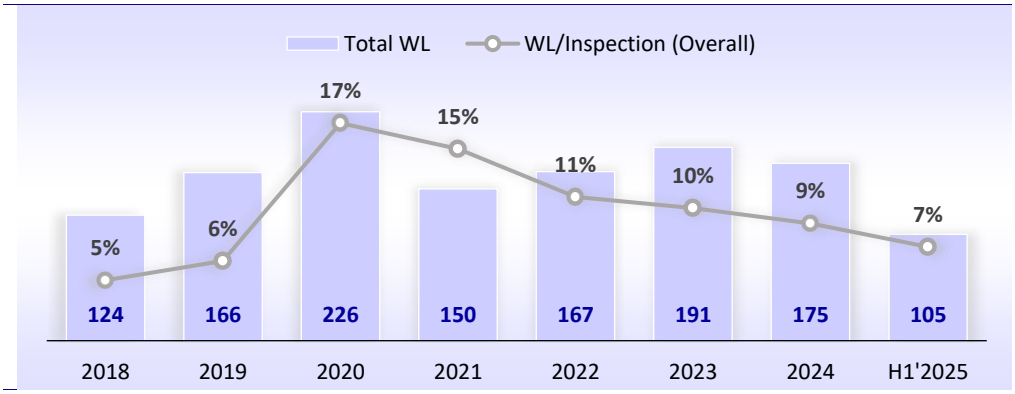


Source: USFDA

Escalation of inspection to issuance of WL also remains higher

- Warning letter issuance has also risen meaningfully, with 366 letters issued globally during CY23-24, including 31 in India. Such enforcement actions have resulted in product approval delays and supply disruptions for several leading Indian manufacturers.

Exhibit 16: Warning letter frequency and proportion of total inspections also remain elevated

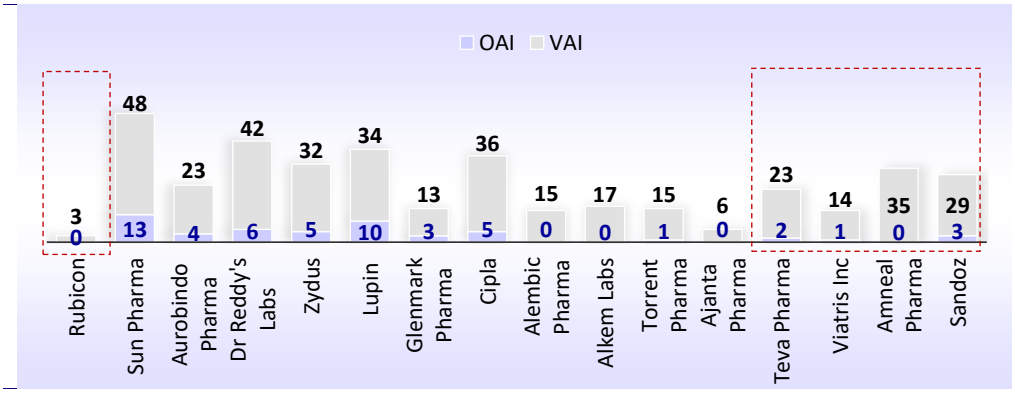


Source: USFDA

India listed space affected by OAIs from USFDA issue

- The Indian pharmaceutical industry, despite being a key global provider and the "pharmacy of the world," faces persistent and complex compliance challenges with USFDA.

Exhibit 17: Rubicon stands out with no OAI issued till date



Note: Data until H1CY25; Source: USFDA

- Sun Pharma's key manufacturing facility in Halol, Gujarat, has faced repeated FDA observations over time and remains under stringent regulatory scrutiny. Following an inspection conducted in Jun'25, the US FDA recently classified the facility as OAI, indicating non-compliance with certain Current Good Manufacturing Practices (CGMP). Consequently, the plant is under Import Alert, leading to the refusal of shipments into the US market from this site, except for specific exempted products addressing critical drug shortages.
- Cipla's Goa manufacturing facility also has a history of regulatory scrutiny, including a warning letter issued by the USFDA in FY20 for deficiencies like inadequate cleaning and aseptic process controls. The plant faced multiple observations over the years, with six Form 483 inspectional observations documented after the Jun'24 FDA inspection.

Exhibit 18: Major Indian pharma companies faced long operational halts (3–10 years) due to repeated compliance issues

Facility	Inspection Date	WL Issue Date	Resolution Time Taken (in Yrs)	Remark
Sun Pharma				
Halol, GJ	Sep-14	Dec-15	2+ (Jun-18)	❖ Received only brief compliance in Jun-18, but again issued OAI after inspection in Dec-19. Reinspected in Oct-23 and Jun-25, but issued warning letter and import alert
	May-22	Oct-23	2+ (In Progress)	
Cipla				
Goa	Sep-19	Feb-20	3+ (Oct-24)	❖ While site is under compliance, it took 3.5 years to resolve regulatory issues
Pithampur, MP	Feb-23	Nov-23	2.5+ (In Progress)	❖ Reinspection pending
Zydus				
Jarod, GJ	Apr-24	Aug-24	1+ (In Progress)	❖ Reinspection pending
Moraiya, GJ	May-19	Oct-19	3+ (Nov-22)	❖
Aurobindo				❖
Pashamylaram, TG (Eugia)	Feb-24	Aug-24	1+ (In Progress)	❖ Reinspection pending
Doultabad, TG	Aug-21	Jan-22	3+ (In Progress)	❖ Reinspection pending
IPCA				
Ratlam, MP	Jul-14	Feb-16	7+ (Oct-23)	❖ While the sites are now under compliance, it took 7+ years to resolve regulatory issues
Pithampur, MP	Jan-15	Feb-16	7+ (Oct-23)	
Silvassa, Dadra	Mar-15	Feb-16	7+ (Apr-23)	
Glenmark				
Colvale, Goa	May-22	Nov-22	3+ (In Progress)	❖ Reinspection pending
Pithampur, MP	Feb-25	Jul-25	In Progress	❖ Reinspection pending
Monroe, US	May-22	Jun-23	2+ (In Progress)	❖ Reinspected in Jun-25, ❖ classification pending

Note: Not exhaustive; Source: MOFSL, USFDA

Rubicon stands out with consistent compliance till date

Strong compliance culture reflected in flawless FDA track record.

- Rubicon has consistently differentiated itself through its healthy regulatory record, maintaining full compliance across all its manufacturing and R&D facilities. The company has never received an OAI classification from the USFDA, a distinction that underscores its robust quality culture and governance framework:
  - Ambernath (Oral Solids Facility): The site has gone through 7 FDA inspections, receiving 3 NAI and 4 VAI findings, with no OAI issued to date.
  - Ambernath (Nasal Sprays Facility): First inspected in Mar'24 for unit-dose and bi-dose capabilities, and received EIR in May'24. It was re-inspected in Nov'24 for multi-dose capabilities and received an EIR in Dec'24.
  - Satara (Oral Liquids Facility): Inspected in Jan'23 and received EIR within 45 days.
  - Pithampur (Newly Acquired Facility): Inspected in Jul'22 and received EIR in the same month.

Exhibit 19: Rubicon has clean track record of inspections

Inspection Facility	Inspection Date	Classification
R&D Facility (Thane)	Mar-25	NAI
Ambernath Site	Nov-24	NAI
	Mar-24	NAI
	Nov-17	NAI
	Mar-15	NAI
	Apr-13	VAI
R&D Facility (Canada)	Nov-23	NAI
	Oct-18	NAI
	Jul-16	VAI
Satara Site	Jan-23	VAI

Note: Not exhaustive; Source: RHP, USFDA

- The incomparable compliance history can be credited to its robust quality management system with over 400 employees across quality assurance (QA) and quality control (QC) functions. The system spanned business functions from procurement and manufacturing to supply chain and product delivery, ensuring end-to-end compliance with regulatory standards.
- QA teams at manufacturing facilities oversaw quality operations, while the corporate QA team regularly reviewed quality management systems and standard operating procedures. The QC team conducted comprehensive checks during and after production, and tested all incoming raw materials to ensure compliance with specifications and regulatory norms.
- Rubicon also performed regular audits and inspections across its manufacturing units and suppliers, continuously updating procedures to align with jurisdictional regulations. During 1QFY26 and FY23-25, the company conducted 92 audits and inspections at supplier facilities, reinforcing its focus on product quality and regulatory compliance.

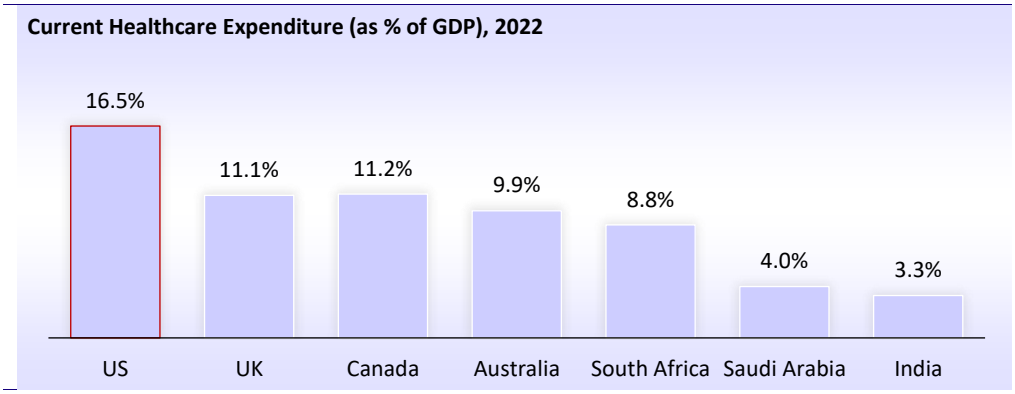
Industry tailwind in CNS therapy/drug-device combos

- **The US remains the global pharma powerhouse, with over 45% of global value, driven by strong R&D, regulatory support, and steady approvals.**
- **Generics continue to expand their market reach, with the CGT framework spurring entry into low-competition products with focus on CNS/CVS segments.**
- **Specialty pharma is emerging as a high-margin opportunity amid generic price erosion, while persistent drug shortages open space for more market gain.**
- **Innovation in formulations and drug-device combinations (DDCs), led by nasal sprays, is redefining patient-centric and advanced drug delivery.**

Regulated markets remain promising business opportunity

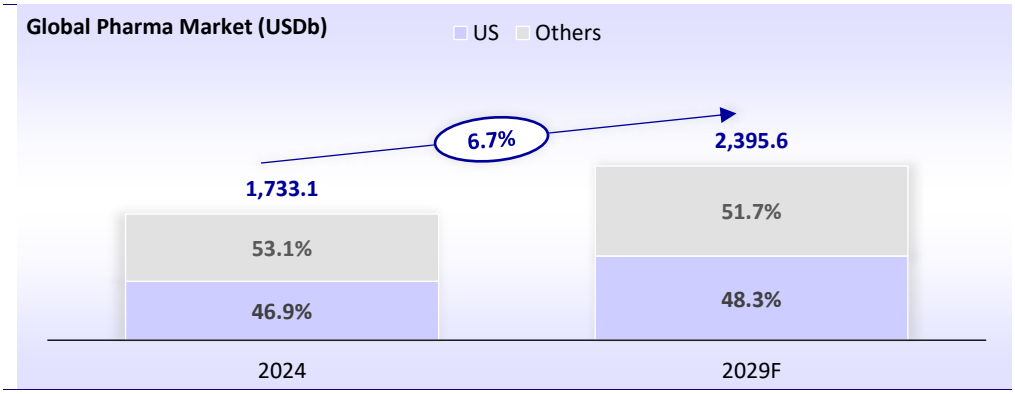
- The global pharmaceutical market is expected to grow at a 6.7% CAGR over CY24-29, supported by value expansion from new drug launches and volume growth from generic entries following a series of upcoming patent expirations. This shows strong demand across both branded and generic medicines.
- The US pharmaceutical industry remains the global benchmark due to favorable regulatory frameworks**,** advanced reimbursement systems**,** and high affordability. In FY25, the National Institutes of Health (NIH) allocated USD48b toward medical research, and during CY19-24**,** the USFDA approved 293 new molecular entities (NMEs), reflecting continued regulatory support.

Exhibit 20: US leads regulated markets in healthcare spending (as % of GDP)



Source: F&S

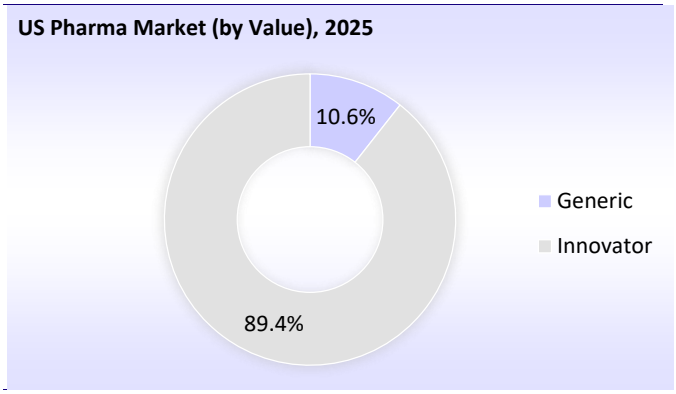
Exhibit 21: US to dominate the global pharma market with over 45% share



Source: F&S

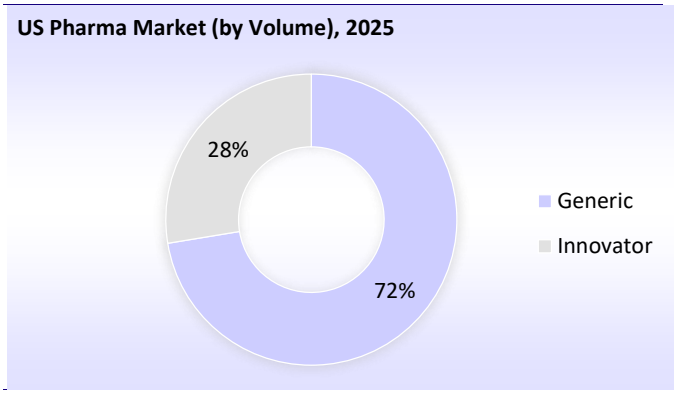
- Growth in the pharmaceutical market is driven not only by the launch of innovative products but also by the increasing penetration of generics. Generics play a critical role in improving market accessibility and affordability, enabling a broader patient base to access essential medications.
- In the overall US pharmaceutical landscape, generics represent a significant share of 10.6% of the market by value and 72.4% by volume in FY25. This expansion is supported by key drivers including patent expirations, rising demand for cost-effective therapies, and growing acceptance of generics among healthcare providers and patients.

Exhibit 22: Generics account for a small portion of pharma market value in the US…



Source: F&S

Exhibit 23: …but represent nearly 75% of US pharma market volume

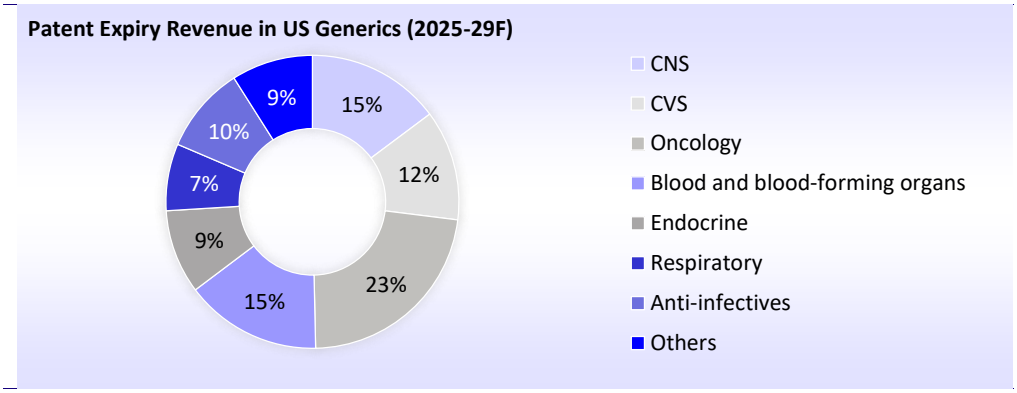


Source: F&S

CNS and CVS expected to stay dominant in generics, driven by several upcoming patent expiries

- CNS and CVS remain among the most resilient therapeutic segments, supported by their essential role in managing chronic and often lifelong conditions. This structural demand makes them key pillars of the global pharmaceutical market.
- The upcoming patent cliff is expected to unlock substantial opportunities for generic players. Drugs with a combined global revenue of USD94.8b in CY24 are projected to lose exclusivity over CY25-29, with CNS and CVS therapies accounting for roughly 15% and 12% of the value.

Exhibit 24: CNS and CVS set to benefit most from patent expiries

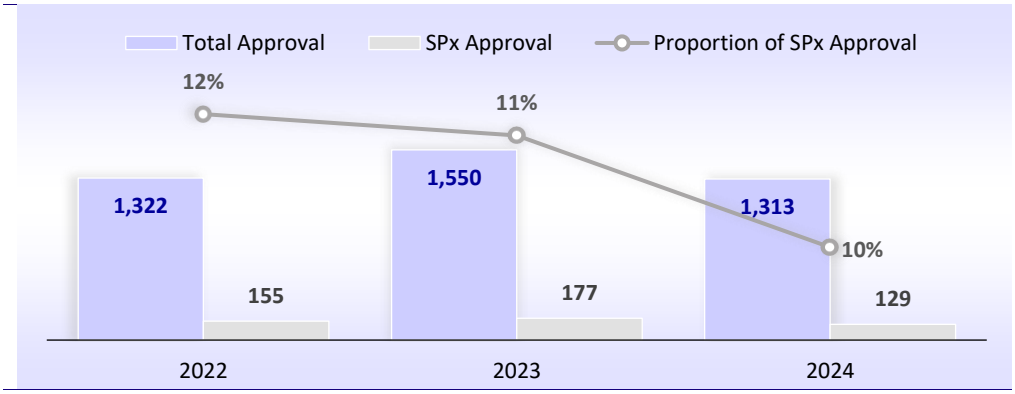


Source: F&S

Specialty pharma with limited competition expected to outperform in an era of generic price erosion

- The specialty pharmaceutical segment remains highly selective due to its complex product development requirements and unique formulations, creating high-value opportunities for companies with strong technical and regulatory expertise. During CY19-24, only 11.6% of FDA approvals were given for specialty products, underscoring the niche nature of this market.

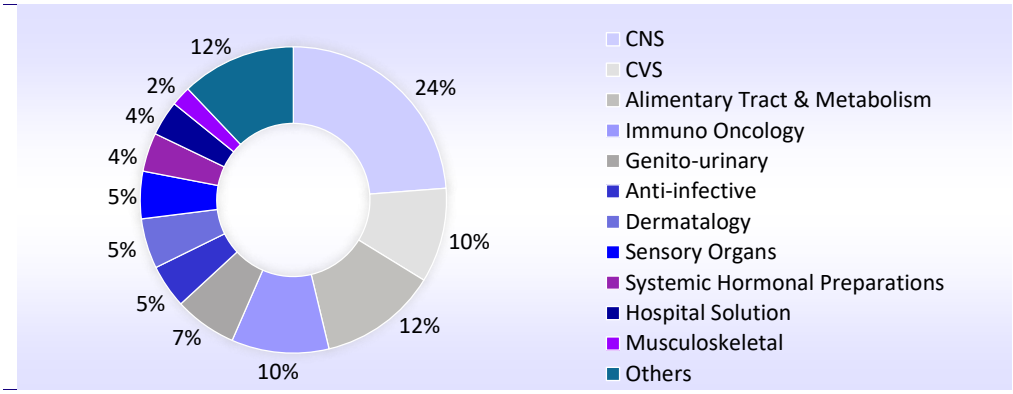
Exhibit 25: Limited numbers of SPx approvals by USFDA



Source: F&S

- During the same period, the USFDA granted approvals predominantly in CNS (23.8%), anti-infective/oncology (12.5%), and CVS (10.0%) therapy areas.

Exhibit 26: CNS and CVS were the focus areas for SPx approvals in 2019-24



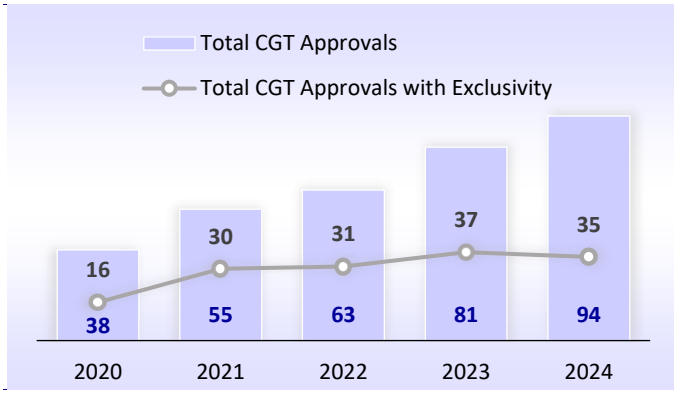
Source: F&S

CGT remains promising opportunity within generics space

- The Competitive Generic Therapy (CGT) pathway, introduced under the Food and Drug Administration Reauthorization Act (FDARA) of CY17, aims to stimulate competition in markets with limited or no generic presence. Through this framework, the USFDA designates certain products as CGTs when inadequate competition exists, thereby improving patient access to cost-effective therapies.
- Products qualifying for CGT designation benefit from a 180-day marketing exclusivity period, provided commercialization begins within 75 days of approval. This exclusivity window acts as a strong incentive for early market participation and targeted investment in niche or low-competition molecules.

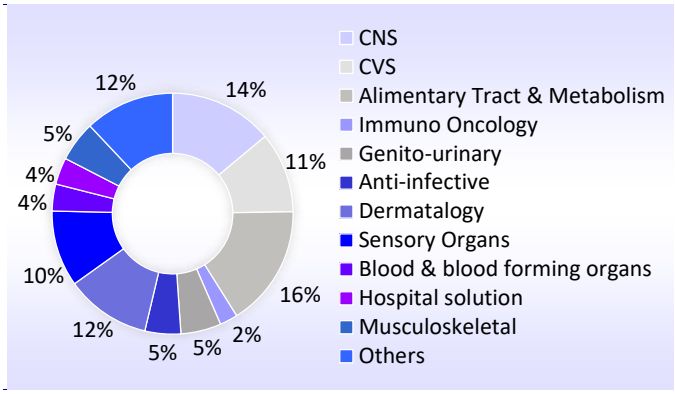
- During CY19-24, the USFDA granted 355 CGT designations with 47% (166 products) availing the exclusivity benefits. The Alimentary Tract & Metabolism (AT&M) segment led with 16.1% share of designations, followed by CNS at 13.9%, dermatology at 11.4%, and CVS at 10.8%.

Exhibit 27: CGT approvals have risen significantly in recent years



Source: F&S

Exhibit 28: CNS and CVS were the leading therapy areas for CGT approvals (2019-24)

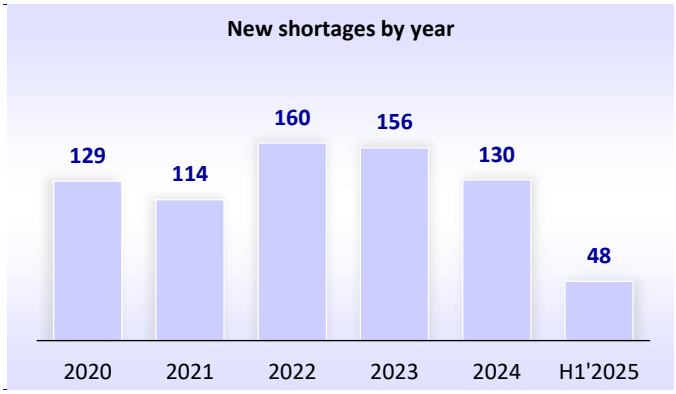


Source: F&S

Persistent drug shortages continue to challenge the US healthcare system

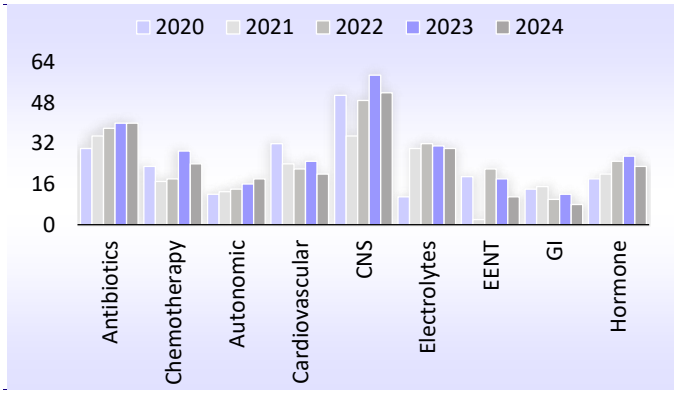
- Drug shortages remain a significant concern for the US healthcare sector. According to the American Society of Health-System Pharmacists (ASHP), 130 new drug shortages were reported in 2024, with 8% attributed to demand-supply mismatches and 17% linked to manufacturing disruptions. As of 1HCY25, there are 253 active drug shortages, significantly higher than the 191 reported a decade ago in 1HCY16.

Exhibit 29: New shortages in drugs emerge every year



Source: ASHP

Exhibit 30: CNS/CVS have the highest short supply of drugs



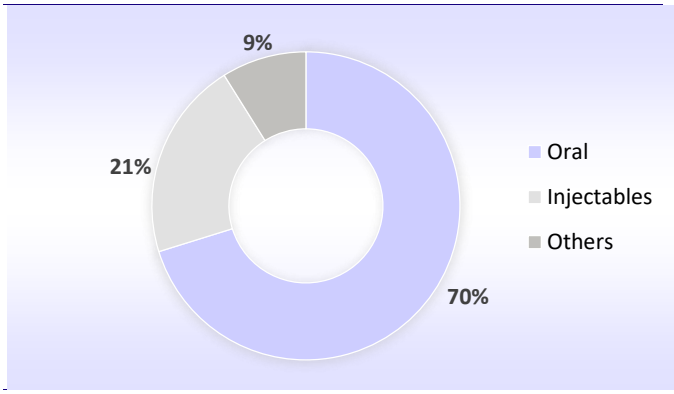
Source: ASHP

- Although generics continue to offer a more affordable alternative to brand-name therapies, the decline in generic drug prices has largely stabilized, with some categories even witnessing price increases since 1HCY24. This trend supports stable growth in the generics segment.
- Companies capable of scaling production, fortifying supply chains, and maintaining stringent quality standards are well-positioned to capitalize on shortage-driven demand, unlocking opportunities to gain meaningful market share.

Drug delivery remains promising opportunity within formulation space

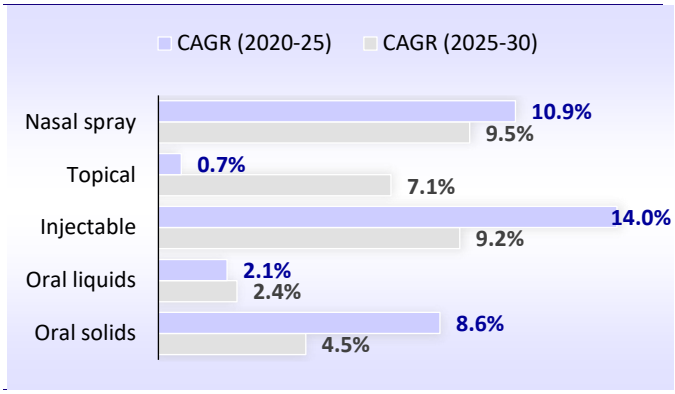
- Innovation in formulations remains a key growth driver, playing a critical role in improving drug delivery, enhancing efficacy, minimizing side effects, and boosting patient compliance.

Exhibit 31: Oral has the highest approval in formulations from 2019-24



Source: F&S

Exhibit 32: Nasal sprays set to be fastest-growing formulation segment



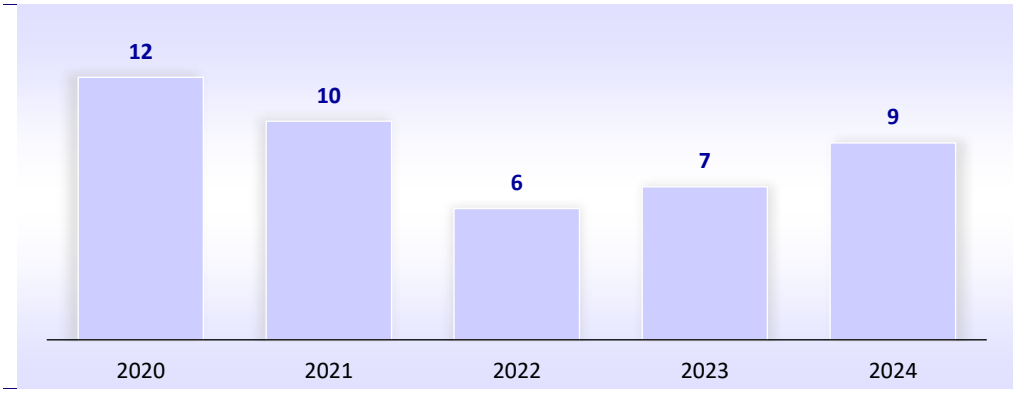
Source: F&S

- Solid dosage forms have historically dominated the global market due to well-established manufacturing capabilities, ease of administration, stability, and high patient adherence. As a result, solid dosage forms accounted for 37.8% of the global formulations market in FY25, maintaining their position as a core segment.
- Oral liquids, including syrups and solutions, serve pediatric and geriatric populations who may face challenges swallowing tablets or capsules. In FY25, the oral liquids market was valued at USD6.0b, with a more modest projected CAGR of 2.4% through FY30.
- Injectables, however, are poised to drive the fastest growth, with a projected expansion rate nearly twice that of oral solids over FY25-30. Their superior bioavailability, rapid absorption, and ability to deliver drugs to targeted sites underpin their rising adoption.

Nasal sprays set to be fastest-growing formulation segment over FY25-30

- Innovations in nasal drug delivery technologies, along with increasing patient preference for non-invasive and fast-acting treatments, are driving rapid growth in this segment.
- The segment is set to gain an additional growth dimension as products traditionally available as injectables are reformulated and approved as nasal therapies. A key example is Neffy, a nasal epinephrine spray developed as an alternative to the injectable EpiPen.

Exhibit 33: Limited approvals for nasal sprays



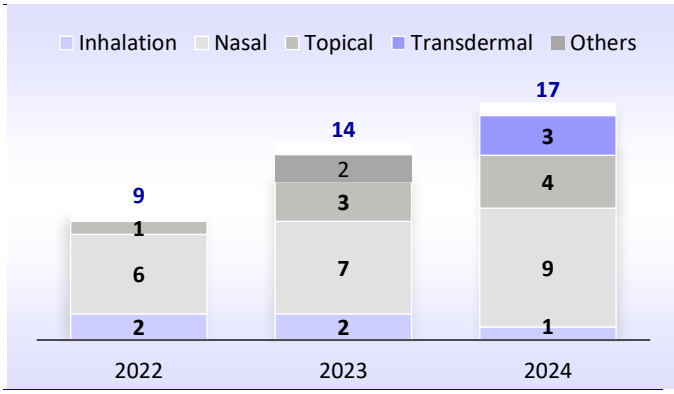
Source: RHP

- Despite the advantages of nasal spray technology, development requires significant technical and scientific expertise.
- Consequently, approvals remain limited, with only a few companies securing ANDA approvals over the past five years.

Rising importance of DDCs in enhancing treatment safety and effectiveness

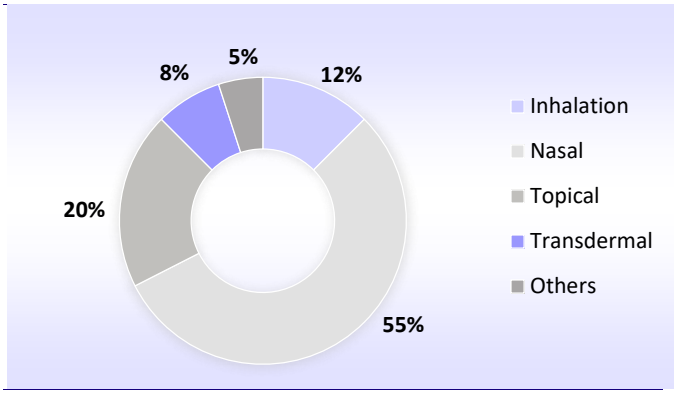
- DDCs integrate a medical device with a medicinal product and are categorized into integral products, where the device and medicinal product form a single, non-reusable unit, and co-packaged products, where they are packaged together but remain separate.

Exhibit 34: DDC approval has been increasing but still very limited



Source: RHP

Exhibit 35: Nasal was the prominent segment in DDC approvals from 2022-25



Source: RHP

- Strategic relevance of DDC products is rising, driven by their ability to enhance treatment safety and efficacy through controlled or targeted drug delivery.
- Development and manufacturing of DDCs require specialized capabilities and an experienced team, making them more complex than standard oral solids. Fewer players pursue DDC products due to this complexity.
- While 176 companies received approvals for oral capsules and 81 for extended-release tablets, only 28 companies secured approvals for nasal sprays during CY19-24.

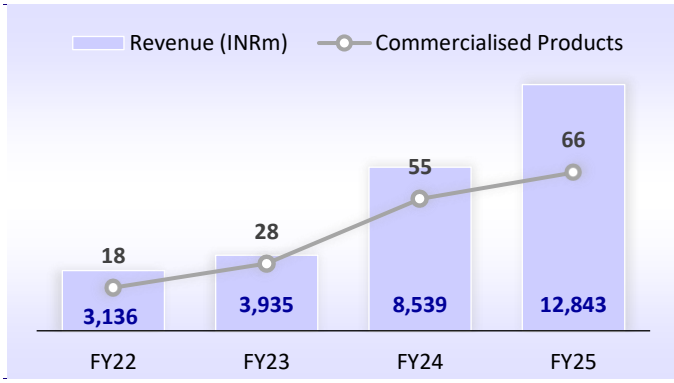
Earnings momentum poised to endure

- **Revenue increased at a CAGR of 60% during FY22-25, supported by the expansion of its commercialized product portfolio.**
- **PAT margin turned positive in FY24 (10.7%) after losses in FY22 and reached 10.5% in FY25.**
- **RoE improved from -19.8% in FY22 to 29% in FY25, RoCE from -14.2% to 20.1%, and RoIC from -19% to 19.4%, reflecting strong profitability growth.**
- **We expect 29% revenue CAGR, led by new launches/market share gain, driving 31%/42% CAGR in EBITDA/PAT over FY25-28.**

Consistent product commercialization - key revenue growth driver

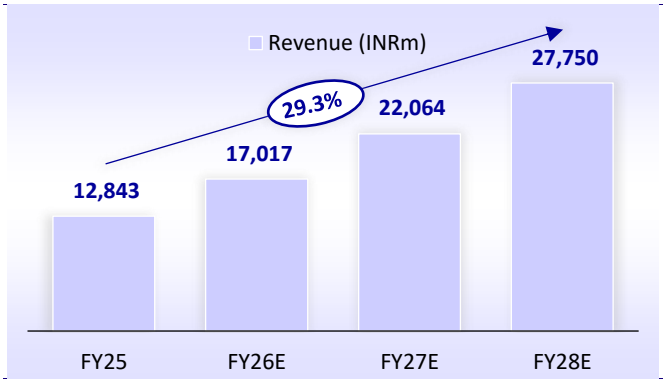
- Rubicon delivered a strong revenue CAGR of 60% over FY22-25, supported by a strong pipeline of 65+ commercialized products and steady approvals each year. The product portfolio expanded from 18 in FY22 to 66 in FY25.
- The company launched 5/11/19/10 products in 1QFY26/FY25/FY24/FY23. It contributed INR184.7m (4.7% of revenue) in FY23, INR1,085.5m (12.7%) in FY24, and INR273.4m (2.1%) in FY25.

Exhibit 36: Revenue growth driven by expansion in commercialized products



Source: RHP

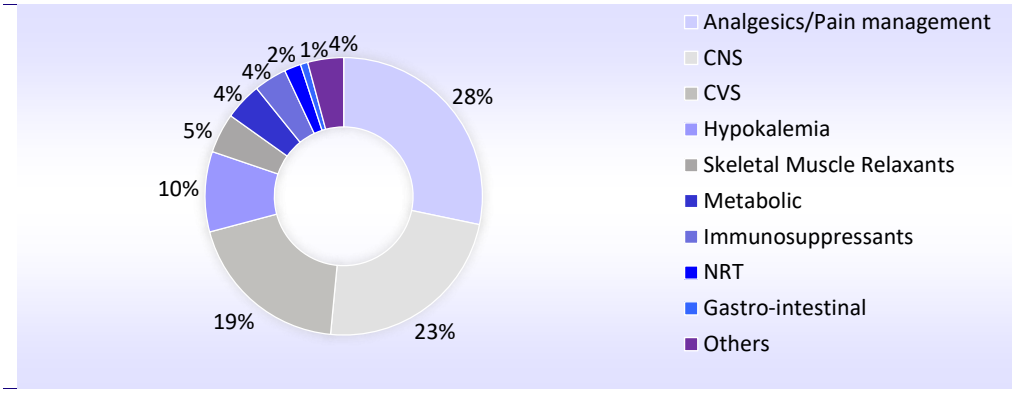
Exhibit 37: Revenue expected to clock CAGR of 29.3% over FY25-28E



Source: RHP, MOFSL

- CNS and CVS therapy segments remained the largest contributors, accounting for 38.1% (FY23), 40.7% (FY24), and 41.8% (FY25) of revenue, while the analgesics/pain management segment contributed 26.7% (FY23), 33.1% (FY24), and 27.8% (FY25), respectively.
- Product mix by dosage form has shown gradual diversification, with the share of oral solids in revenue declining from 93.2% in FY23 to 87.1% in FY25, while oral liquids rose from 2.4% to 10.1% and nasal formulations increased from nil to 0.9% during the same period.
- Revenue remains heavily concentrated in the US market, contributing 98.5%/97.4%/93.2% in FY25/24/23.

Exhibit 38: Analgesics, CNS and CVS contributed around 70% of product sales in FY25



Source: MOFSL, RHP

- We expect Rubicon's revenue to increase at a robust CAGR of 29.3% over FY25-28, increasing from INR12.8b in FY25 to INR27.8b in FY28, driven by strong product pipeline and high commercialization rate.

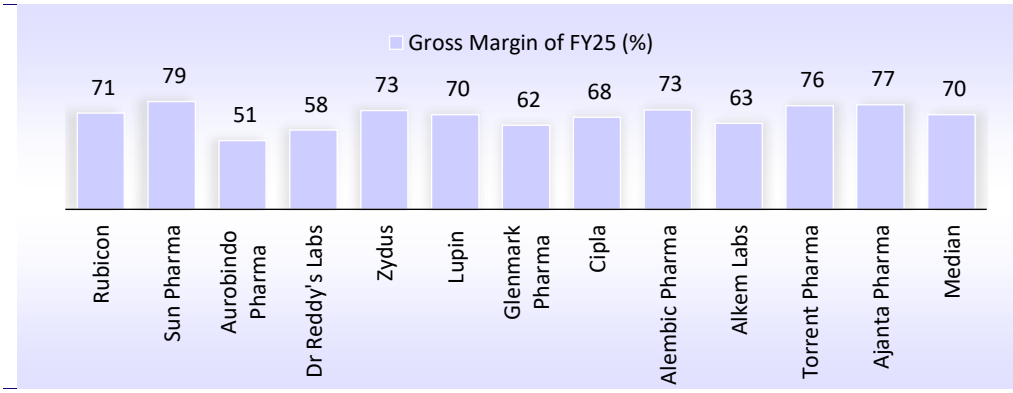
Commendable gross margin of ~70% in the generics space

- Rubicon has maintained ~70% gross margin over the past three years, comparable with most industry leaders.

Exhibit 39: Rubicon has one of the highest gross margin among listed peer

Some peers (SUNP/ZYDUS/LPC/CIPLA/ALKEM/ TRP) have exposure to DF business, driving better GM at consol level.

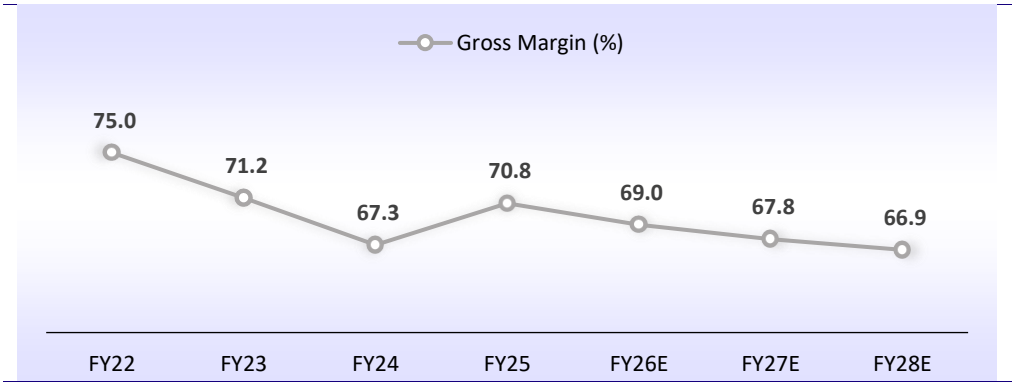
ARBP earns 83% of revenue from generics and 51% GM in FY25



Source: MOFSL, Industry

- Most of the peers have some exposure to domestic formulation (DF) branded business. This business typically has the highest gross margin, driving better GMs for peers. SUNP/ZYDUS/LPC/CIPLA/ALKEM/TRP earn 33%/25%/34%/42%/69%/56% revenue from the DF segment in FY25.
- ARBP have higher exposure to generics business, about 83% of revenue in FY25 with a gross margin of 51%. DRRD has about 63% of revenue from generics in FY25.
- Rubicon, which majorly has the generics business, earns a gross margin of 71%. This highlights Rubicon's superior product selection and efficient manufacturing strategy.
- We expect the gross margin to be maintained at ~66-68% over FY26-28.

Exhibit 40: Gross margins expected to remain stable in the 66-68% range

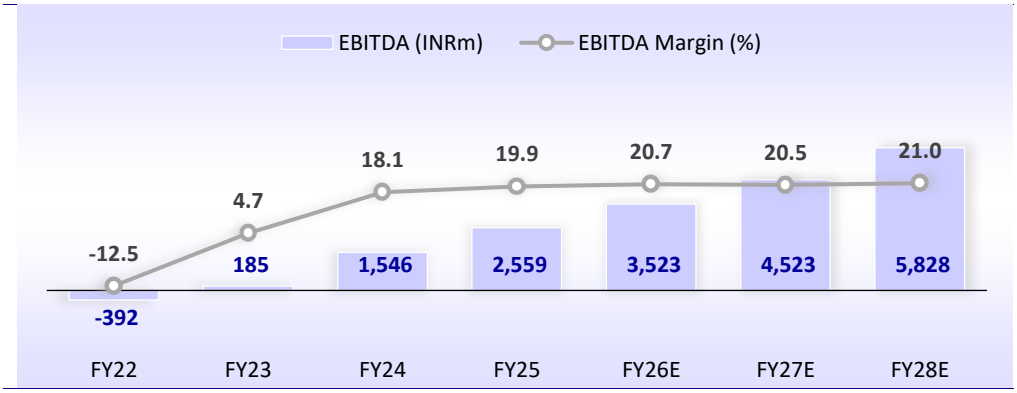


Source: MOFSL, RHP

Improving EBITDA margin due to better cost optimization and operating leverage

- EBITDA margin improved sharply from 4.7% in FY23 to 19.9% in FY25, supported by strong cost optimization and operating leverage.
- Rubicon shifted from a third-party distribution model to its own distribution platform in FY22 through its wholly owned subsidiary, AdvaGen Pharma, which temporarily weighed on its earnings performance in FY22-23.
- Employee costs rose at a 47.4% CAGR, well below the 80.6% CAGR in sales, with the employee cost-to-sales ratio declining from 25% in FY23 to 16.4% in FY25. This highlights effective cost control despite higher headcount and compensation.
- Other expenses increased at a 65.5% CAGR, materially lagging the 80.6% sales CAGR. This has supported margin expansion.
- We expect EBITDA margins to improve to 20.7%/20.5%/21.0% in FY26/27/28, supported by continued cost-optimization initiatives and efficiency gains from a more established in-house distribution network.

Exhibit 41: EBITDA margin likely to inch up by ~110bp over FY25-28E to reach 21%

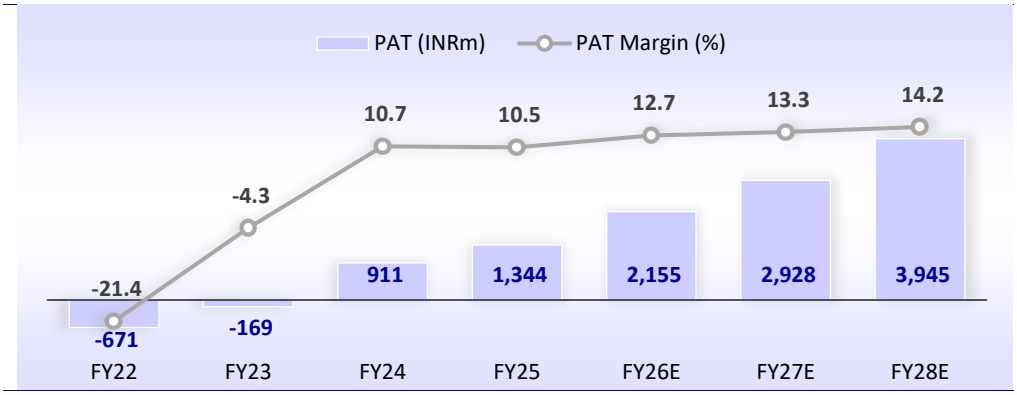


Source: MOFSL, RHP

Turnaround in profitability with strong revenue and EBITDA performance

- From a loss in FY23 to 10.5% PAT margin in FY25, supported by strong revenue growth and EBITDA margin expansion. The company turned profitable in FY24, posting a PAT of INR911m with 10.7% margin, after reporting losses in FY22 and FY23.
- In FY25, revenue and EBITDA registered healthy growth, while PAT margin remained flat due to a 408% YoY spike in tax expenses to INR602m (vs. INR118m in FY24). The surge in taxes outpaced revenue growth, limiting the expansion in net profitability. However, excluding this one-off tax normalization, underlying PAT margins remained strong.
- Finance costs increased 17.7% YoY to INR368m in FY25 (vs. INR313m in FY24), due to a higher interest outgo on working capital borrowings and term loans for capex.
- We anticipate PAT margin to improve to 14.2% (up 380bp) over FY25-28, driven by EBITDA expansion and lower finance costs.

Exhibit 42: PAT margin to reach 14.2% in FY28E

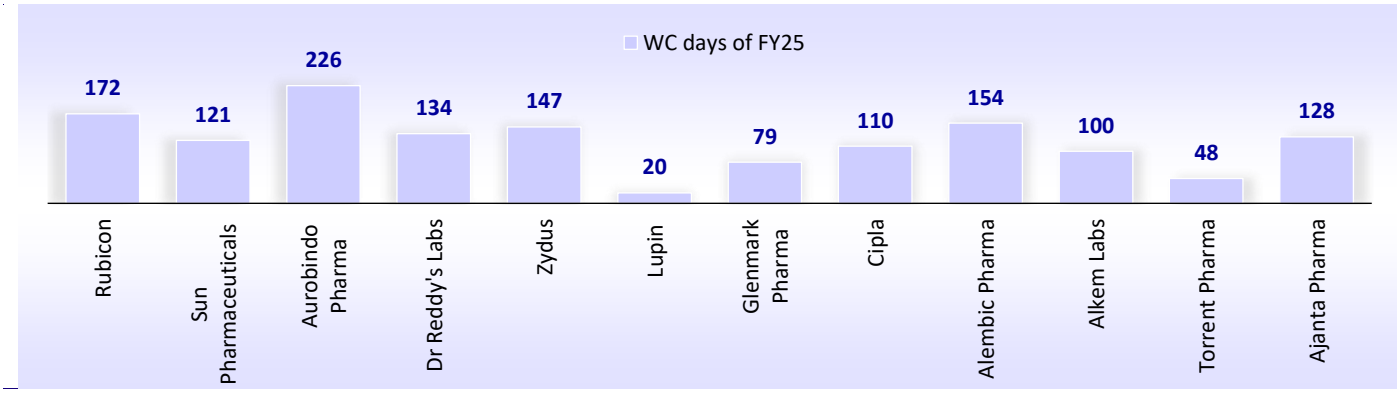


Source: MOFSL, RHP

Transition phase led to lower receivable days/higher inventory days

- The transition from third-party distribution to its own distribution led to a temporary increase in working capital days to 274 in FY23 from 200 in FY22.
- However, with transition being completed and business operations streamlined through newly established supply chain, working capital days declined to 172 in FY25.
- Given listed peers have exposure to domestic formulation markets, which have a lower working capital cycle, Rubicon's WC cycle is not directly comparable.

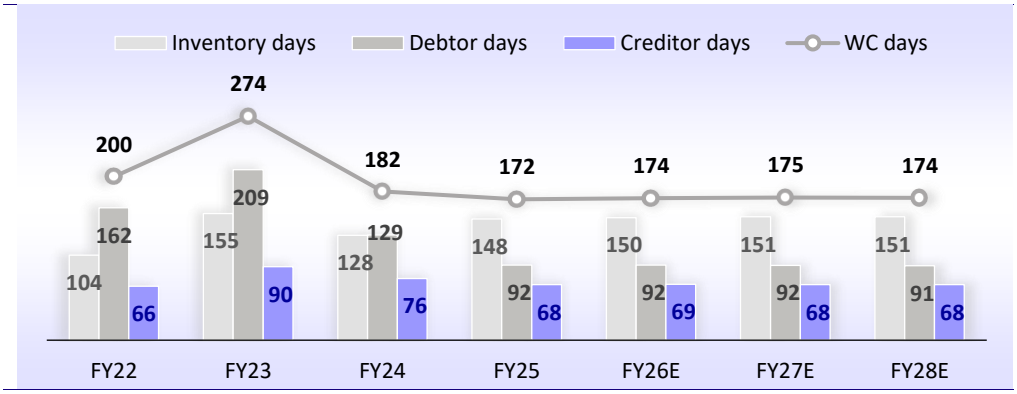
Exhibit 43: WC days of listed Indian pharmaceutical peers



Source: Industry, MOFSL

- Based on the interaction with industry experts, we understand that working capital cycle of Rubicon is in line with the industry in regulated markets.

Exhibit 44: Working capital days are expected to stay at the current level



Source: MOFSL, RHP

- Receivable days declined sharply from 209 in FY23 to 92 in FY25, reflecting stronger collection efficiency and improved payment discipline.
- Inventory days improved moderately from 155 in FY23 to 148 in FY25, supported by better inventory planning and control following the shift from a third-party to an own distribution model.
- Creditor days fell from 90 in FY23 to 68 in FY25. However, on a broader trend, they have remained largely stable (66 in FY22 vs. 68 in FY25).

Steady investments in capacity expansion and diversification

Capex of INR1.8b over FY22-25 drives capacity build-up and product diversification.

- Rubicon incurred a capex of ~INR1.8b during FY22-25, which included setting up a nasal spray manufacturing facility, capacity expansion at Ambernath and the acquisition of Validus.
- The company operates three USFDA-approved manufacturing facilities in Ambernath and Satara (Maharashtra) and Pithampur (Madhya Pradesh).
- In Jun'25, it acquired a formulation manufacturing facility in Pithampur for INR1.5b in an all-cash transaction; the acquisition not only enhances capacity but also strengthens supply chain integration and adds new capabilities in steroids, hormones, and high-potency products.

Exhibit 45: Oral solid dosage capacity build-up snapshot (Ambernath)

FY	Installed Capacity (million tablets per month)	Actual Production (m tablets per month)	Utilization (%)
FY23	5,653	2,453	43
FY24	5,653	3,479	62
FY25	8,169	5,247	64
1QFY26	8,169	1,312	16

Source: RHP

Exhibit 46: Nasal products' capacity snapshot at Ambernath

FY	Installed Capacity (million bottles/microvials per annum)	Actual Production (million bottles/microvials per annum)	Utilization (%)
FY23	25	0.0	0.0
FY24	25	0.0	0.0
FY25	25	0.2	0.8
1QFY26	25	0.5	1.8

Source: RHP

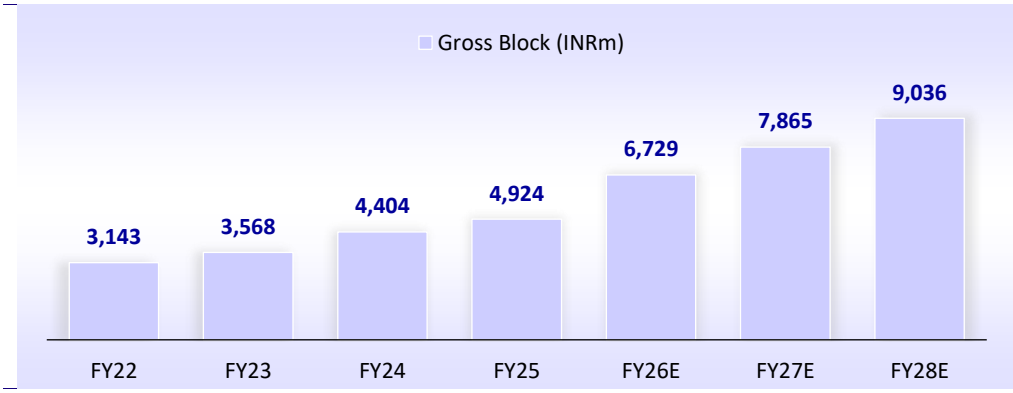
Exhibit 47: Oral liquid capacity snapshot at Satara

FY	Installed Capacity (kiloliters per annum)	Actual Production (kiloliters per annum)	Utilization (%)
FY23	3,459	2,293	66
FY24	3,459	1,644	48
FY25	3,459	884	26
1QFY26	3,459	153	4

Source: RHP

- As of Jun'25, installed capacity stood at 10,226 million tablets of oral solids per annum, 3,459KL of oral liquids per annum, 4.14 million tubes per annum, and 25 million bottles/microvials of nasal sprays per annum, on a three-shift basis.
- Capacity utilization at the Ambernath facility improved meaningfully, with oral solid dosage utilization rising from 43% in FY23 to 64% in FY25, and nasal products moving from 0% to 1.8% following commercialization in FY24. By contrast, utilization at the Satara facility declined from 66% in FY23 to 26% in FY25, likely due to elevated inventory build-up in FY22-23, as the site received FDA approval only at the end of FY23, with key sales materializing in FY24.

Exhibit 48: Gross block scaled up from INR3b in FY22 to ~INR5b in FY25

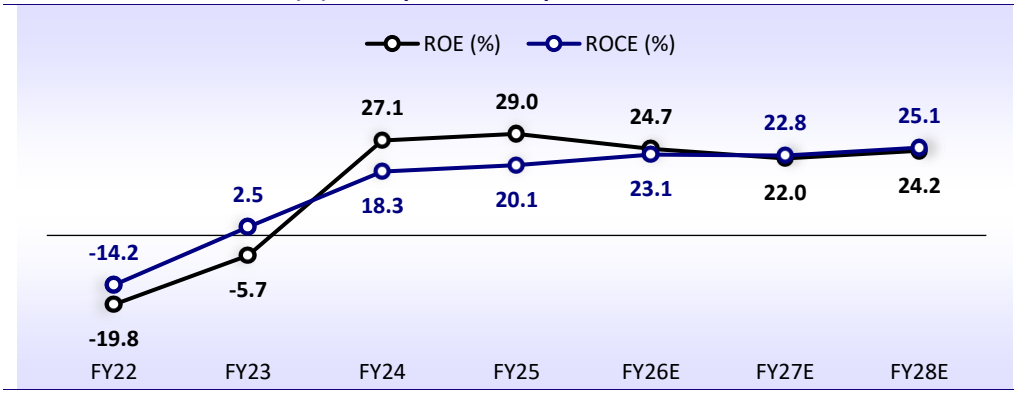


Note: Units in INRm; Source: MOFSL, RHP

RoCE to remain on rise over FY25-28E

- Rubicon has demonstrated a robust turnaround from FY22 to FY25, with ROE improving from -14% to 29.0%, ROCE from 2.2% to 18.1%, and ROIC from -5.7% to 19.4%.
- Sharp improvement in revenue (from INR4b in FY22 to INR12.8b in FY25), supported with stable gross margin and better operating leverage led to PAT of INR1.3b in FY25 from a loss before tax of INR661m in FY22.
- ROCE is expected to further improve from 20% to 25% over FY25-28, backed by product launches, market share gain in existing products and better capacity utilization.
- While reported ROE is expected to moderate from 29% in FY25 to 24% in FY28, it is primarily an optical decline. Given the nature of the pharma manufacturing business, most of the capex and product development investments have already been undertaken by Rubicon during FY23–26, which will continue to drive performance over FY26–28.
- The fresh equity infused from IPO proceeds would be utilized FY29 onward from the commercial perspective. Hence, adj. for fresh issue, ROE is expected to expand 400bp over FY25-28 to 33%.

Exhibit 49: ROE and ROCE (%) are expected to improve further in near term



Note: Usage of fresh equity infusion is not factored in est; Source: MOFSL, RHP

Rubicon scores well ahead of peers in pharma space in ROE*growth matrix

- While comparing with peers, we have built framework that allows to combine ROE as well as growth. We believe that a company with strong growth potential

and healthy ROE provides sustainable wealth creation for investors. Weakness in any factor or both considerably impacts wealth creation for investors.

- Considering this backdrop, we compared Rubicon with pharma peers. Rubicon has the maximum score of 10.4 in the peer set. It is followed by Torrent Pharma at 6.3. Interestingly, TRP trades at PE multiple of 42x/34x FY27/FY28.
- Notably, based on our estimates, Rubicon is expected to deliver a maximum earnings CAGR over FY25-28 in the peer set. Except Torrent Pharma and Ajanta Pharma, other companies are expected to deliver ROE sub-20% levels.

Exhibit 50: Rubicon has maximum PAT CAGR and highest ROE*growth

Companies	PAT CAGR (%)	ROE (%)	ROE x Growth	P/E		
	FY25-28	FY28		FY26	FY27	FY28
Ajanta Pharma	13.8	23.0	3.2	28.6	24.7	22.0
Alembic Pharma	21.4	14.5	3.1	25.9	19.9	17.3
Alkem Labs	5.0	15.6	0.8	26.5	29.9	26.1
Aurobindo Pharma	15.1	12.5	1.9	17.0	14.0	11.7
Cipla	5.2	12.8	0.7	24.5	23.0	20.7
Dr Reddy's Labs	0.6	12.3	0.1	18.6	20.3	18.7
Glenmark Pharma	24.1	18.8	4.5	33.3	25.2	21.5
Lupin	11.5	15.8	1.8	20.9	20.4	19.9
Rubicon	**43.2**	**24.2**	**10.4**	**46.2**	**34.0**	**25.2**
Sun Pharma	12.0	15.9	1.9	32.0	27.5	24.7
Torrent Pharma	21.7	29.2	6.3	51.0	42.1	34.2
Zydus Life	0.8	14.0	0.1	22.0	23.2	21.1

Source: MOFSL

Exhibit 51: ROE snapshot over FY22-28E

ROE (%)	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Ajanta Pharma	22.1	18.7	22.7	25.5	25.1	24.3	23.0
Alembic Pharma	13.9	8.3	13.5	11.5	12.4	14.4	14.5
Alkem Labs	20.6	14.3	19.7	19.4	19.2	15.1	15.6
Aurobindo Pharma	11.1	8.7	11.6	11.3	10.8	11.8	12.5
Cipla	14.5	13.3	15.9	16.2	13.9	13.0	12.8
Dr Reddy's Labs	16.0	19.3	20.7	18.2	15.8	12.7	12.3
Glenmark Pharma	12.1	6.3	0.8	16.1	17.2	19.2	18.8
Lupin	6.7	3.2	14.1	20.8	21.9	18.2	15.8
Rubicon	**-19.8**	**-5.7**	**27.1**	**29.0**	**24.7**	**22.0**	**23.8**
Sun Pharma	15.9	16.6	16.7	16.6	15.9	16.3	15.9
Torrent Pharma	19.7	20.7	24.4	27.1	28.3	28.6	29.2
Zydus	14.7	13.3	20.3	21.2	17.5	14.4	14.0

Note: Usage of fresh equity infusion is not factored in est while calc ROE for FY26/FY27/FY28 for Rubicon

Source: MOFSL

Better asset turn/improved profitability led to ROE expansion over FY22-25

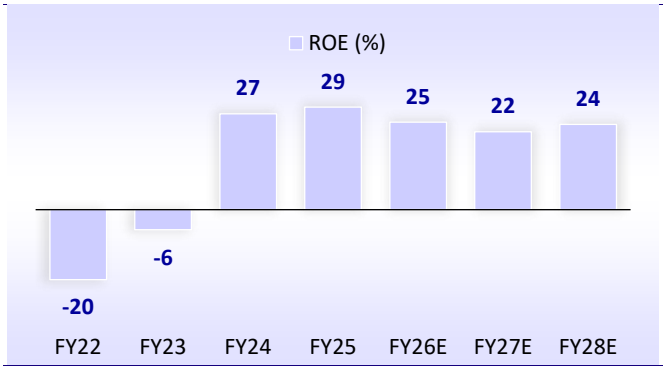
- Dupont analysis indicates better utilization of assets on the back of new launches and increased off-take of existing products. Subsequently, higher financial leverage further boosted ROE.
- Asset turnover improved from 0.6x in FY22 to 1x in FY25. From EBIT margin loss of 23%, the company has achieved 17% EBIT margin in FY25.
- Reduction in tax burden and higher financial leverage further supported ROE expansion over FY22-25.
- While revenue growth and margin expansion are expected to support ROE, the fresh equity infusion is expected to optically drag down ROE over FY25-28.
- In addition, the reduction in net debt would reduce financial leverage, further pulling ROE down over FY25-28.

Exhibit 52: DuPont analysis

Particulars	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Tax Burden (%)	102	153	89	69	73	73	74
Interest Burden (%)	90	63	89	89	98	102	103
EBIT Margin (%)	-23	-4	14	17	18	18	19
Asset Turnover Ratio	0.6x	0.6x	0.9x	1.0x	1.0x	1.0x	1.1x
Financial Leverage	1.6x	2.2x	2.8x	2.8x	2.0x	1.6x	1.6x
ROE (%)	-20	-6	27	29	25	22	24

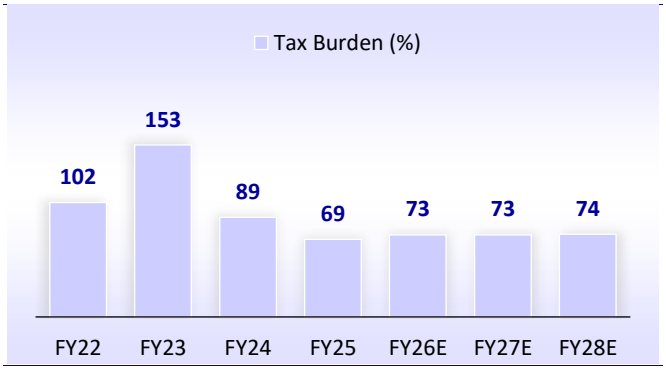
Note: Usage of fresh equity infusion is not factored in est; Source: MOFSL, RHP

Exhibit 53: RoE turned positive in FY24



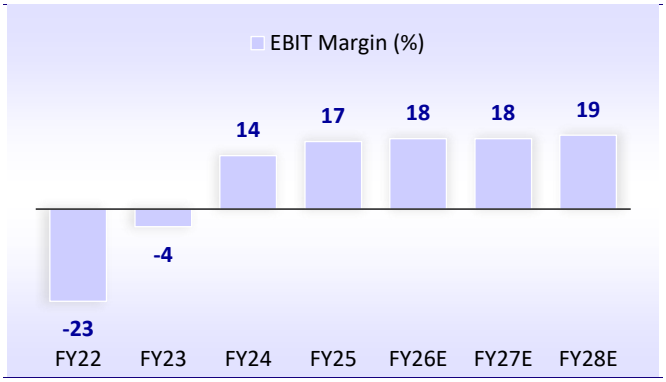
Note: Usage of fresh equity infusion is not factored in est; Source: MOFSL, RHP

Exhibit 54: Tax burden to stabilize over FY25-28



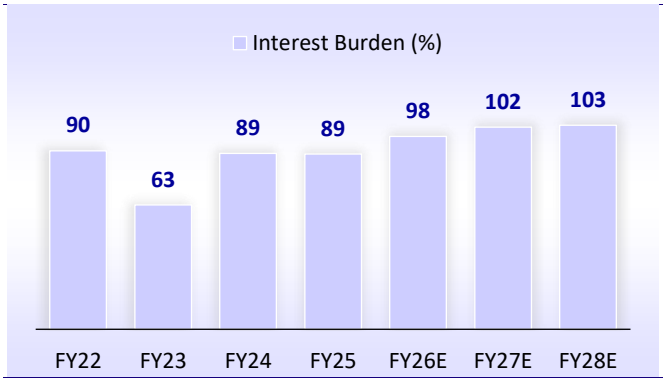
Source: MOFSL, RHP

Exhibit 55: EBIT margin to increase by 160bp over FY25-28



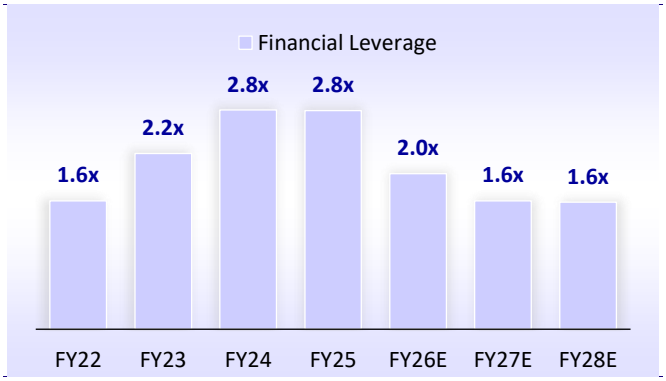
Source: MOFSL, RHP

Exhibit 56: Interest burden to improve over FY26-28



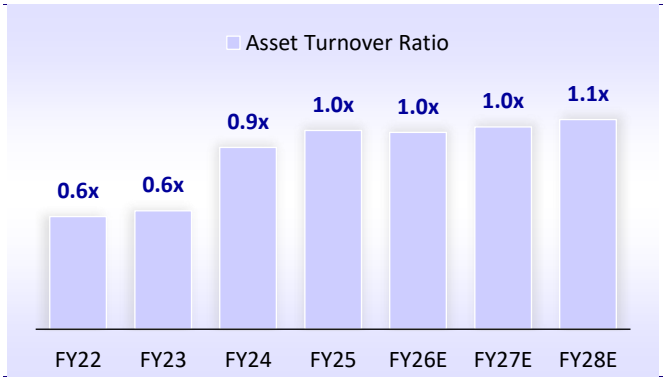
Source: MOFSL, RHP

Exhibit 57: Financial leverage to decrease over FY26-28



Source: MOFSL, RHP

Exhibit 58: Asset turnover improved till FY25



Source: MOFSL, RHP

Future EBITDA growth to be driven by notable product approvals

- Considering the incremental market share gains from the products commercialized till FY25 and the benefits of new launches in 1QFY26, we estimate 2QFY26 revenue at INR3.9b, with an EBITDA margin of 20.8%. EBITDA (excluding other income) is expected to be at INR800m.
- With key product approvals such as Fluticasone Propionate and Ipratropium Bromide, we anticipate EBITDA to further scale up to INR1.1b by 4QFY26.

Consolidated - Quarterly Highlights (INR m)

Particulars (INRm)	1QFY26	2QFY26E	3QFY26E	4QFY26E	FY26E
Sales	3,525	3,850	4,520	5,122	17,017
EBITDA	753	801	913	1,056	3,523
EBITDA Margin (%)	21	21	20	21	21
EBIT	702	721	815	948	3,186
PAT	433	443	580	699	2,155
EPS (INR)	**2.6**	**2.7**	**3.5**	**4.2**	**13.1**

Key risks

- Adverse policy changes impacting pricing or unfavorable regulatory developments may affect business performance.
- Adverse classification of inspections may prolong growth prospects.
- Changes in regulatory guidelines for product approval may delay the business opportunity for Rubicon.
- Geopolitical conflicts involving major suppliers, including China, the US, or Europe, could disrupt supply chains and weigh on revenue growth.
- Lower-than-expected market share gains in commercialized products may affect operating leverage.

SWOT analysis

Strengths

- Capital discipline with lean capex model; asset turn supportive for ROCE
- Complex-formulation capability
- High return profile/margin engine
- Clean regulatory record with no OAIs or warning letters
- Robust profitability despite outsourcing API

Weaknesses

- Revenue heavily concentrated in the US market
- Smaller revenue base vs. peers may lower negotiating power in procurement/channel
- Working capital cycle remains intense

Opportunities

- Rising global demand for complex generics and specialty formulations
- Expanding footprint in regulated markets
- Tapping nasal spray opportunity with sizeable investment in product development/manufacturing capacity
- Investing in branded portfolio for regulated markets

Threats

- Regulatory and compliance risks in key markets
- Pricing pressures in the US generics market
- Tariffs-related policy changes in the US market

Bull and Bear cases

Bull case

- ☑ We assume a 32% CAGR in total sales over FY25-28. Considering a stronger product pipeline and a higher commercialization rate, we factor in a 220bp margin expansion.
- ☑ Accordingly, we estimate a 50% earnings CAGR over FY25-28. We assign a 38x 12M forward earnings P/E multiple (41% premium to the pharma sector valuation of 27x on a 12M forward basis) to arrive at our TP of INR930, implying a potential upside of 54% from the current levels.

Bear case

- ☑ We assume a 26% CAGR in total sales over FY25-28. Considering a decline in the product pipeline and a lower commercialization rate, we factor in a 50bp margin expansion.
- ☑ Accordingly, we estimate a 38% earnings CAGR over FY25-28. We assign a 29x 12M forward earnings PE multiple (7% premium to pharma sector valuation of 27x on a 12M forward basis) to arrive at our TP of INR550, implying a potential downside of 10% from the current levels.

Exhibit 1: Sensitivity analysis implies 54% upside under bull case and 10% downside under bear case

Base case		Basis of assumptions
EPS (INR)	21	
Target PE multiple (x)	35	❖ 29% revenue CAGR over FY25-28E
12M forward target price (INR)	740	❖ 43% CAGR in adj. PAT over FY25-28E
CMP (INR)	607	
Potential upside/ (downside) (%)	**22**	

Bull case		Basis of assumptions
EPS (INR)	24	❖ 32% revenue CAGR over FY25-28E
Target PE multiple (x)	38	❖ 50% CAGR in adj. PAT over FY25-28E
12M forward target price (INR)	930	❖ 220bp EBITDA margin expansion vs. 110bp in Base Case
CMP (INR)	607	
Potential upside/ (downside) (%)	**54**	

Bear case		Basis of assumptions
EPS (INR)	19	❖ 26% revenue CAGR over FY25-28E
Target PE multiple (x)	29	❖ 38% CAGR in adj. PAT over FY25-28E
12M forward target price (INR)	550	❖ 50bp EBITDA margin expansion vs. 110bp in Base Case
CMP (INR)	607	
Potential upside/ (downside) (%)	**(10)**	

Source: MOFSL

Management team

Ms. Pratibha Pilgaonkar, Managing Director

She has been associated with the organization since 2000. Ms. Pratibha has previously worked with Sun Pharmaceutical Advanced Research Centre, Wyeth Laboratories, Hindustan CIBA-GEIGY and Burroughs Wellcome & Co. (India). She holds a diploma in operations research for management and a bachelor's degree in science (chemistry and pharmaceutical chemistry) from University of Bombay.

Mr. Parag Suganchand Sancheti, Executive Director and CEO

He has been associated with the organization since 2013. Mr. Parag has previously worked with Aavishkaar Venture Management Services and Tata Strategic Management Group, a division of Tata Industries. He holds a master's degree in arts from the Gokhale Institute of Politics and Economics and a bachelor's degree in commerce from Symbiosis Society's Arts and Commerce College.

Mr. Nitin Jajodia, CFO

He has been associated with the organization since 2021. Mr. Jajodia has previously worked with Marico, Cipla, and Hindustan Coca-Cola Beverages. He is a Chartered Accountant and holds a bachelor's degree in commerce from Maharishi Dayanand Saraswati University.

Mr. Sumant Sudhir Pilgaonkar, SVP - Operations

He has been associated with the organization since 2016. Mr. Sumant has previously worked with Esperion Therapeutics. He holds a master's degree in business administration and engineering from University of Michigan and a bachelor's degree in chemical engineering from University of Mumbai.

Ms. Surabhi Parag Sancheti, EVP - Business Development/Project Mgnt

She has been associated with the organization since 2009. She holds a master's degree in business administration from Case Western Reserve University, Ohio, and a master's degree in arts from Gokhale Institute of Politics and Economics.

Mr. Sarabjit Singh, SVP – R&D

He has been associated with the organization since 2020. He has previously worked with Panacea Biotec, Cipla, Lupin and J.K. Drugs and Pharmaceuticals. He holds a master's degree in pharmacy from Hamdard University and a bachelor's degree in pharmacy from Panjab University.

Financials and valuations

Consolidated - Income Statement (INRm)

Y/E March	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Total Income from Operations	**3,136**	**3,935**	**8,539**	**12,843**	**17,017**	**22,064**	**27,750**
Change (%)	-0.4	25.5	117.0	50.4	32.5	29.7	25.8
Raw Materials	783	1,132	2,791	3,754	5,275	7,105	9,185
Employees Cost	789	971	1,253	2,111	2,757	3,508	4,357
Other Expenses	1,956	1,647	2,949	4,419	5,462	6,928	8,381
Total Expenditure	**3,528**	**3,750**	**6,993**	**10,283**	**13,494**	**17,541**	**21,923**
% of Sales	112.5	95.3	81.9	80.1	79.3	79.5	79.0
EBITDA	**-392**	**185**	**1,546**	**2,559**	**3,523**	**4,523**	**5,828**
Margin (%)	-12.5	4.7	18.1	19.9	20.7	20.5	21.0
Depreciation	340	361	390	366	495	598	634
EBIT	**-732**	**-176**	**1,156**	**2,194**	**3,027**	**3,925**	**5,194**
Int. and Finance Charges	97	190	313	368	234	68	28
Other Income	169	255	185	119	158	154	194
PBT bef. EO Exp.	**-661**	**-110**	**1,029**	**1,945**	**2,952**	**4,011**	**5,360**
EO Items	0	0	0	0	0	0	0
PBT after EO Exp.	**-661**	**-110**	**1,029**	**1,945**	**2,952**	**4,011**	**5,360**
Total Tax	10	58	118	602	797	1,083	1,415
Tax Rate (%)	-1.5	-52.8	11.5	30.9	27.0	27.0	26.4
Minority Interest	0	0	0	0	0	0	0
Reported PAT	**-671**	**-169**	**911**	**1,344**	**2,155**	**2,928**	**3,945**
Adjusted PAT	**-671**	**-169**	**911**	**1,344**	**2,155**	**2,928**	**3,945**
Change (%)	NA	NA	NA	47.6	60.4	35.9	34.7
Margin (%)	-21.4	-4.3	10.7	10.5	12.7	13.3	14.2

Consolidated - Balance Sheet (INRm)

Y/E March	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Equity Share Capital	51	51	152	154	164	164	164
Total Reserves	3,003	2,813	3,698	5,256	11,843	14,427	17,908
Net Worth	**3,054**	**2,864**	**3,850**	**5,410**	**12,007**	**14,591**	**18,072**
Minority Interest	0	0	0	0	0	0	0
Total Loans	1,800	3,197	4,245	4,176	1,176	376	276
Deferred Tax Liabilities	39	15	-9	-18	-18	-18	-18
Capital Employed	**4,893**	**6,075**	**8,086**	**9,568**	**13,165**	**14,950**	**18,331**
Gross Block	3,143	3,568	4,404	4,924	6,729	7,865	9,036
Less: Accum. Deprn.	1,235	1,596	1,845	2,131	2,626	3,224	3,858
Net Fixed Assets	**1,908**	**1,972**	**2,559**	**2,793**	**4,103**	**4,641**	**5,177**
Goodwill on Consolidation	22	22	513	476	476	476	476
Capital WIP	26	245	97	69	357	463	583
Total Investments	**71**	**77**	**80**	**74**	**74**	**74**	**74**
Curr. Assets, Loans&Adv.	**3,617**	**5,181**	**7,837**	**11,084**	**14,710**	**17,765**	**22,673**
Inventory	896	1,672	3,005	5,216	6,993	9,128	11,480
Account Receivables	1,396	2,250	3,015	3,238	4,290	5,531	6,919
Cash and Bank Balance	526	589	584	1,162	1,482	585	1,103
Loans and Advances	800	670	1,233	1,468	1,945	2,522	3,171
Curr. Liability & Prov.	**752**	**1,422**	**3,000**	**4,928**	**6,555**	**8,470**	**10,652**
Account Payables	570	969	1,767	2,391	3,194	4,111	5,170
Other Current Liabilities	147	282	660	1,122	1,487	1,928	2,425
Provisions	35	171	573	1,415	1,875	2,431	3,058
Net Current Assets	**2,865**	**3,759**	**4,837**	**6,156**	**8,155**	**9,296**	**12,020**
Appl. of Funds	**4,892**	**6,075**	**8,086**	**9,568**	**13,166**	**14,950**	**18,331**

Financials and valuations

Ratios

Y/E March	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Basic (INR)							
EPS	**-4.1**	**-1.0**	**5.5**	**8.2**	**13.1**	**17.8**	**24.0**
Cash EPS	-2.2	1.3	8.5	11.1	16.1	21.4	27.8
BV/Share	20.1	18.8	25.3	35.1	73.0	88.7	109.9
DPS	0.0	0.0	0.0	0.0	1.3	1.8	2.4
Payout (%)	0.0	0.0	0.0	0.0	11.8	11.8	11.8
Valuation (x)							
P/E	-148.2	-589.1	109.2	74.0	46.2	34.0	25.2
Cash P/E	-277.9	479.9	70.8	54.5	37.5	28.2	21.7
P/BV	30.1	32.1	23.9	17.2	8.3	6.8	5.5
EV/Sales	10.2	8.5	11.2	7.5	5.8	4.5	3.6
EV/EBITDA	-81.4	180.0	61.9	37.6	28.2	21.9	16.9
Dividend Yield (%)	0.0	0.0	0.0	0.0	0.2	0.3	0.4
FCF per share	-23.1	-23.5	-2.3	5.9	-6.4	1.0	5.6
Return Ratios (%)							
RoE	-19.8	-5.7	27.1	29.0	24.7	22.0	24.2
RoCE	-14.2	2.5	18.3	20.1	23.1	22.8	25.1
RoIC	-18.8	-5.7	16.4	19.4	22.6	22.8	25.2
Working Capital Ratios							
Fixed Asset Turnover (x)	1.0	1.1	1.9	2.6	2.5	2.8	3.1
Asset Turnover (x)	0.6	0.6	1.1	1.3	1.3	1.5	1.5
Inventory (Days)	104	155	128	148	150	151	151
Debtor (Days)	162	209	129	92	92	92	91
Creditor (Days)	66	90	76	68	69	68	68
Leverage Ratio (x)							
Current Ratio	4.8	3.6	2.6	2.2	2.2	2.1	2.1
Interest Cover Ratio	-7.5	-0.9	3.7	6.0	12.9	57.9	182.3
Net Debt/Equity	0.4	0.9	0.9	0.5	0.0	0.0	0.0

Note: Usage of fresh equity infusion is not factored in est while calc ROE for FY26/FY27/FY28

Consolidated - Cash Flow Statement

Y/E March	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
OP/(Loss) before Tax	-662	-110	1,029	1,945	2,952	4,011	5,360
Depreciation	340	361	390	366	495	598	634
Interest & Finance Charges	97	190	313	368	234	68	28
Direct Taxes Paid	-85	-18	-181	-387	-797	-1,083	-1,415
(Inc)/Dec in WC	-156	-1,081	-1,351	-900	-1,680	-2,038	-2,207
CF from Operations	**-465**	**-660**	**199**	**1,391**	**1,204**	**1,556**	**2,400**
Others	-162	-88	11	200	-158	-154	-194
CF from Operating incl EO	**-627**	**-747**	**210**	**1,592**	**1,046**	**1,402**	**2,206**
(Inc)/Dec in FA	-545	-444	-560	-678	-2,094	-1,242	-1,290
Free Cash Flow	**-1,172**	**-1,192**	**-350**	**914**	**-1,048**	**160**	**916**
(Pur)/Sale of Investments	143	0	0	0	0	0	0
Others	-147	106	-125	30	158	154	194
CF from Investments	**-549**	**-338**	**-685**	**-648**	**-1,935**	**-1,087**	**-1,096**
Issue of Shares	0	0	0	81	4,696	0	0
Inc/(Dec) in Debt	729	1,405	736	-148	-3,000	-800	-100
Interest Paid	-93	-174	-298	-328	-234	-68	-28
Dividend Paid	-5	-3	-3	-3	-253	-344	-463
Others	0	0	0	0	0	0	0
CF from Fin. Activity	**631**	**1,228**	**436**	**-398**	**1,209**	**-1,212**	**-592**
Inc/Dec of Cash	**-546**	**142**	**-40**	**545**	**319**	**-897**	**518**
Opening Balance	842	526	589	584	1,163	1,482	585
Others	320	-64	36	31	0	0	0
Forex Impact/Others	90	15	1	-2	0	0	0
Closing Balance	**526**	**589**	**584**	**1,163**	**1,482**	**585**	**1,103**

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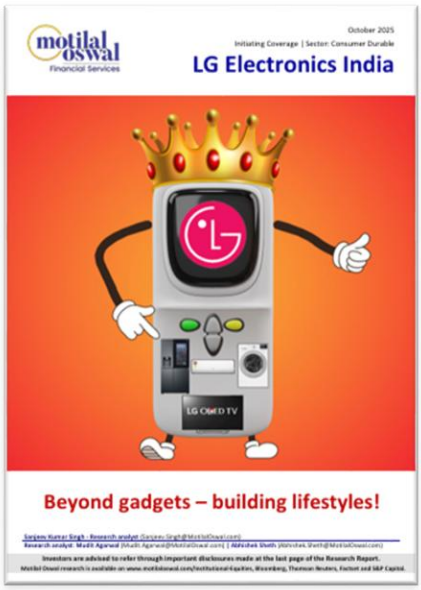

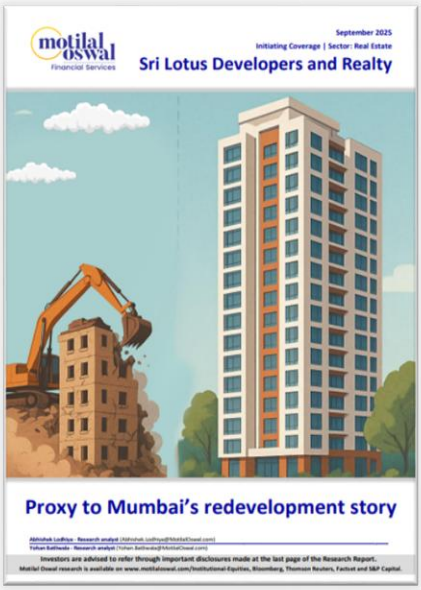

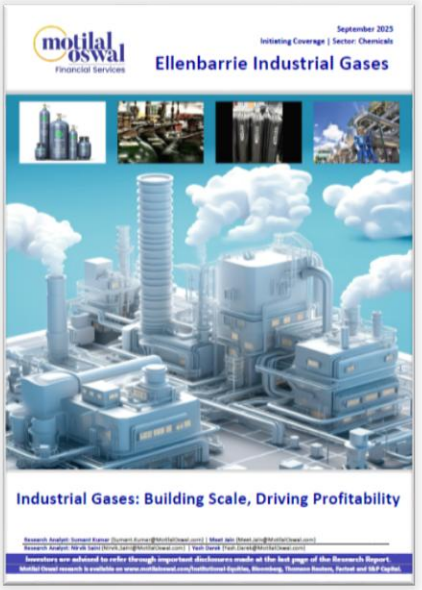

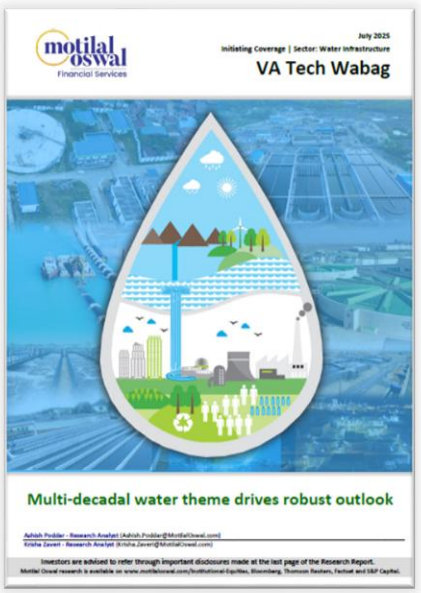

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