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IPO Note

October 08, 2025

Rubicon Research Ltd.

HDFC securities 25 YEARS
Powering India's Investments

Issue Snapshot:
Issue Open: October 09 – October 13, 2025

Price Band: Rs . 461 –485 (Employee Discount Rs 46 per share)

*Issue Size: Up to Rs 1,377.5 cr (Fresh Issue of upto Rs . 500 cr + Offer for Sale of up to 1,80,92,762 eq sh)

Reservation for:

QIB	atleast	75% eq sh
Non-Institutional	upto	15% eq sh
Retail	upto	10% eq sh

Face Value: Rs 1

Book value: Rs 38.52 (June 30, 2025)

Bid size: - 30 equity shares and in multiples thereof

100% Book built Issue

Capital Structure:

Pre Issue Equity:	Rs . 15.44 cr
*Post issue Equity:	Rs . 16.47 cr

Listing: BSE & NSE

Book Running Lead Manager: Axis Capital Limited, IIFL Capital Services Limited, JM Financial Limited, SBI Capital Markets Limited.

Sponsor Bank: Axis Bank Ltd, HDFC Bank Limited

Registrar to issue: MUFG Intime India Private Limited

Shareholding Pattern

Shareholding Pattern	Pre issue %	Post issue %
Promoter and Promoter Group	77.97	62.1
Public	22.03	37.9
Total	100.0	100.0

*=assuming issue subscribed at higher band
Source for this Note: RHP

Background & Operations:

Rubicon Research is a pharmaceutical formulations company, driven by innovation through focused research and development, with an increasing portfolio of specialty products and drug-device combination products targeting regulated markets, particularly the United States. Based on the peer set (of seven listed Indian companies assessed by F&S, and Rubicon Research), Company is the only Indian pharmaceutical player with a complete focus on regulated markets.

According to F&S, between Fiscals 2023 and 2025, Rubicon Research was the fastest growing Indian pharmaceuticals formulations company with a total revenue CAGR of 75.89%, which was over seven times higher than the average (of 11 companies) assessed by F&S. Accordingly, Rubicon Research's rate of growth is calculated on the basis of a relatively low base of total revenue from operations for Fiscal 2023 as compared to Fiscal 2025. According to F&S, in Fiscal 2025, Rubicon Research ranked among the top 12 Indian companies in terms of total Abbreviated New Drug Application ("ANDA") approvals. Company received 5 ANDA approvals and 1 New Drug Application ("NDA") approval from the US FDA in the three-month period ended June 30, 2025, 3 ANDA approvals in the three-month period ended June 30, 2024, 12 ANDA approvals in Fiscal 2025, 14 ANDA approvals in Fiscal 2024, and 12 ANDA approvals in Fiscal 2023. According to F&S, in Fiscal 2025, among Rubicon Research's 66 commercialized products ("Commercialized Products") in the US, the company held a market share of more than 25% by value for nine products, and in Fiscal 2024 and 2023, held a market share of more than 25% by value for seven products and two products, respectively. Furthermore, according to F&S, as of July 15, 2025, none of Rubicon Research's manufacturing facilities have received an "Official Action Indicated" ("OAI") status by the US FDA since 2013.

Rubicon Research's multi-disciplinary, data-driven, and return on investment ("ROI") centric product selection framework is geared towards identifying sustainable opportunities for new product development. The company identifies and pursues such opportunities in a manner that provides a competitive advantage by leveraging its development, manufacturing, and commercialization capabilities to create and grow its share of the market.

As of June 30, 2025, Rubicon Research – directly or through its Subsidiaries – collectively has 72 active ANDAs and nine active NDAs approved by, and one over-the-counter ("OTC") monograph listed with, the US FDA. According to F&S, Company's portfolio includes 66 Commercialized Products as of March 31, 2025, with a US generic pharmaceutical market size of USD 2,455.7 million, of which the company contributed USD 195 million in Fiscal 2025. These products are being marketed and are available for purchase by customers in the US. According to F&S, in June 2025, Rubicon Research had a commercialization rate of 86.4% in the US market, with 70 Commercialized Products out of a total of 81 active ANDA and NDA US FDA approvals. A high commercialization rate allows Rubicon Research to better monetize its expenditure on development of its products. As of June 30, 2025, the company has 17 new products awaiting US FDA ANDA approval and 63 product candidates in various stages of development.

Within Rubicon Research's Commercialized Products portfolio, products in the analgesics / pain management therapy area contributed 24.10% and 27.17% of revenue from operations in the three-month periods ended June 30, 2025 and 2024, respectively, and 27.79%, 33.08%, and 26.67% of revenue from operations in Fiscals 2025, 2024, and 2023, respectively. According to F&S, the growth of the analgesics market is supported by the incidence of chronic pain, the rising incidence of surgical procedures, and the aging population, who are more prone to conditions requiring pain management.

Rubicon Research's Commercialized Products in CNS and CVS therapy areas contributed 46.13% and 38.48% of revenue from operations in the three-month periods ended June 30, 2025 and 2024, respectively, and 41.85%, 40.71%, and 38.08% of revenue from operations in Fiscals 2025, 2024, and 2023, respectively. According to F&S, as of February 2024, there are an estimated 129 million individuals in the

United States affected by at least one major chronic disease, such as heart disease, cancer, diabetes, obesity, and hypertension. Also, in 2019, approximately half of the young adult population in the US reported suffering from at least one chronic condition, with obesity, depression, and high blood pressure being among the most common conditions reported. Further, unlike an antibiotic prescription for an acute bacterial infection that typically lasts only 7–14 days, chronic therapies are long-term treatments designed to manage ongoing health conditions, often requiring continuous medication over extended periods of time.

Rubicon Research's branded products, i.e. products prescribed by brand name, are marketed through its subsidiary, Validus Pharmaceuticals LLC ("Validus"). Non-branded products, i.e. those for which a prescription with the specific active ingredient (but not a specific brand name) is required, are marketed by its wholly-owned subsidiary AdvaGen Pharma Ltd. ("AdvaGen Pharma") and selectively via third-party distributors.

To strengthen its marketing and promotional channels for the branded products pipeline, Rubicon Research acquired Validus in 2024—a New Jersey-based marketer of brand-name formulation products in the United States. At the time of acquisition, Validus marketed two CNS therapy products: Equetro® and Marplan®. While Equetro® continues to be marketed by Validus, Marplan®—along with its associated trademark and inventory—was divested to a third party on June 2, 2025.

According to the F&S Report, Rubicon Research currently has three products—Equetro®, Raldesy®, and Lopressor® OS—that do not have any AB-rated generics as of July 15, 2025. In Fiscal 2025, Validus launched Raldesy®, an oral solution of Trazodone Hydrochloride, which is the first-ever oral liquid formulation of Trazodone Hydrochloride approved by the USFDA. Company jointly developed Raldesy® with its NDA holder and holds an exclusive worldwide license for its commercialization, while the NDA remains with the third-party joint developer. Both Equetro® and Raldesy® are promoted to prescribers through a combination of personal and non-personal promotional strategies.

In the three-month periods ended June 30, 2025 and 2024, and Fiscals 2025, 2024, and 2023, Rubicon Research's revenue expenditure on research and development ("R&D") expense as a percentage of total revenue from operations was 10.42%, 13.02%, 10.54%, 13.00%, and 18.52%, respectively. According to F&S, Rubicon Research's R&D expenses as a percentage of operating revenue were nearly two times the average of Indian peers assessed by F&S in Fiscal 2025. This reflects the company's strategy for continued revenue growth through portfolio expansion. Rubicon Research's product selection and development efforts are aimed at consistently increasing the number of commercialized products it offers.

Rubicon Research has two US FDA-inspected R&D facilities – one each in India and Canada – and three manufacturing facilities in India with accreditations from multiple regulatory agencies such as the US FDA, Food and Drugs Administration, Maharashtra (WHO-GMP accreditation), and Health Canada. These facilities are equipped with a range of drug development and manufacturing capabilities across dosage forms.

Objects of Issue:

The Offer is aggregating comprising of a Fresh Issue of face value Rs 1 each aggregating up to Rs. 500 cr by RRL and an Offer for Sale of an aggregate of up to 1,80,92,762 Equity Shares of face value Rs 1 by the Selling Shareholders.

Offer for Sale

Each of the Selling Shareholders will be entitled to their respective portion of the proceeds of the Offer for Sale, after deducting their respective portion of the Offer-related expenses and relevant taxes thereon. The Company will not receive any proceeds from the Offer for Sale. All expenses in relation to the Offer, other than the listing fees (which shall be borne by the Company), shall be shared among the Company and the Selling Shareholders on a pro rata basis, in proportion to the Equity Shares Allotted by the Company in the Fresh Issue and the respective portion of the Offered Shares sold by each Selling Shareholder in the Offer for Sale.

Object of the Fresh Issue

RRL proposes to utilize the Net Proceeds towards funding of the following objects:

- Prepayment or scheduled repayment of all or a portion of certain outstanding borrowings availed by the Company; and
- Funding inorganic growth through unidentified acquisitions and other strategic initiatives and General corporate purposes.

In addition to the aforementioned Objects, RRL will receive the benefits of listing of its Equity Shares on the Stock Exchanges including enhancement of the Company's brand name and creating a public market for Equity Shares in India.

Utilization of Net Proceeds

S.No	Particulars	Estimated Amount (Rs million)
1	Prepayment or scheduled repayment of all or a portion of certain outstanding borrowings availed by the Company	3,100.00
2	Funding inorganic growth through unidentified acquisitions and other strategic initiatives and General corporate purposes	*
	Total	*

Competitive Strengths

Rubicon Research is the fastest growing Indian pharmaceutical company amongst its peers and the only Indian company focused completely on the US market. According to F&S, Rubicon Research is the only Indian pharmaceutical player focusing completely on regulated markets, among seven listed Indian companies assessed by F&S, with operating revenue from the US market contributing 99.50% and 98.59% of revenue from operations in the three-month periods ended June 30, 2025 and 2024 respectively, and 98.49%, 97.40%, and 93.25% of revenue from operations in Fiscals 2025, 2024, and 2023 respectively. Moreover, according to F&S, between Fiscals 2023 and 2025, Company was the fastest growing Indian pharmaceuticals formulations company with a total revenue CAGR of 75.89%, which was over seven times higher than the average (of 11 companies) assessed by F&S. Accordingly, the company's rate of growth is calculated on the basis of a relatively low base of total revenue from operations for Fiscal 2023 as compared to Fiscal 2025. Rubicon Research has an established portfolio of Commercialized Products. According to F&S, in Fiscal 2025, among its 66 Commercialized Products in the US, the company held a market share by value of more than 25% for nine products in the US market, and in Fiscal 2024 and 2023, held a market share of more than 25% by value for seven products and two products, respectively. Company has successfully grown its market share in a number of products despite competition from larger and backward integrated companies. According to F&S, as on July 15, 2025, Rubicon Research ranked among the top 12 Indian companies in terms of total ANDA approvals. As on June 30, 2025, the company has 17 new products under review with the US FDA for ANDA approval.

Rubicon Research's data-driven product selection framework has allowed the company to build a product portfolio with a combination of new and specialty products, enabling it to withstand pricing pressures. Rubicon Research has a robust product selection framework based on a data-driven, multi-disciplinary, and ROI-centric selection approach, geared towards consistently identifying opportunities for new product development. The company identifies opportunities that leverage its competitive strengths, development, manufacturing, and commercialization capabilities, and pursues them in a timely manner to generate sustainable revenue and margins, often from establishing a first-mover or early-mover advantage.

According to F&S, Indian pharmaceutical companies possess several advantages over their US counterparts, notably lower manufacturing costs, and robust research and development capabilities. These factors enable them to maintain profitability within the fiercely competitive US generics market. However, according to F&S, an emerging trend among commercially savvy companies is the strategic pursuit of low-competition density generics and targeting therapy areas with lower-than-average price erosion. There is constant risk of price erosion owing to market dynamics such as increasing competition, customer consolidation, supply-demand gaps, and changes in reimbursement policies. According to F&S, companies such as Rubicon Research that can design an optimal product portfolio, incorporating a selection of complex and low-competition density drugs, can find insulation from pricing pressures, as lower competition results in reduced price erosion. For instance, while the overall US generic drug industry experienced an erosion of 5.2% between Fiscal 2022 and 2025, Company managed to enjoy an average per unit price growth of 8.0% during the same period.

Rubicon Research's R&D capabilities and continuing investment allow the company to pursue complex products that offer strong revenue opportunities. As on June 30, 2025, Rubicon Research had 170 scientists as part of its R&D teams based in India and Canada, focused on formulations development and commercialization. The company's R&D facility in Thane, Maharashtra, India covers an area of 38,421.72 square feet and houses three laboratories for general, sterile, and potent compounds. This facility is capable of handling multiple dosage forms and has been approved as a testing site of Drug Substance – Lead Test. It was most recently inspected by the US FDA in March 2025, and an EIR was issued in April 2025. Company's R&D facility in Ontario, Canada covers an area of 13,609.69 square feet, focusing on development programs with in-house analytical and characterization capabilities for nasal and inhalation products. This facility was last inspected in October–November 2023 by the US FDA. These facilities enable Rubicon Research to carry out product innovation and development activities in-house without material dependence on third parties.

Company has worked on various drug delivery technology platforms including barrier membrane technology, matrix systems, and osmotic systems. The company has developed nine proprietary technologies for drug delivery, with the two most notable among them being:

RubiSRL for the formulation of sustained release liquids using a combination of ion exchange and membrane diffusion controlled-release technologies; and RubiReten, a gastro-retentive system for drugs with poor solubility and a limited window of absorption.

As on June 30, 2025, Rubicon Research's proprietary technologies are backed by 10 patents in various countries including India and the US, which the company can leverage for the development of value-added specialty products.

Company is also focused on the development of nasal spray products that combine the usage of a drug along with a device. According to F&S, nasal sprays are expected to grow in prominence and witness a projected CAGR of 8.3% between Fiscals 2025 and 2030 (forecasted). Innovations in nasal drug delivery technologies, coupled with increasing patient preference for non-invasive and rapid-acting treatments, are key drivers behind the rapid expansion of this segment.

Rubicon Research's R&D facility in Canada is dedicated to the development of nasal and inhalation products including intra-nasal sprays. Its manufacturing facility in Ambernath, Maharashtra, India has separate filling lines for unit-dose, bi-dose, and multi-dose nasal sprays. This enables the company to progress a nasal spray product from its conception to development and up until its commercial supply. As of June 30, 2025, Rubicon Research has four approved nasal spray products that are drug-device combinations, and has two nasal spray products under review with the US FDA.

Company's sustained focus on research and development at scale has resulted in a robust portfolio comprising 72 active ANDAs and nine active NDAs as of June 30, 2025, including 12 ANDA approvals received in Fiscal 2025. In the same fiscal year, the US FDA approved an NDA application under the Section 505(b)(2) regulatory pathway for *Raldesy®*, filed by Rubicon Research's development partner and exclusively licensed and marketed by Validus Pharmaceuticals LLC.

As of June 30, 2025, Rubicon Research has 70 Commercialized Products actively marketed and sold in the US, including sixteen specialty products, one of which is a co-developed and licensed specialty NDA. Additionally, the company has 17 new applications under review by the US FDA for ANDA approval, further reinforcing its commitment to expanding its specialty and generics portfolio in regulated markets.

Rubicon Research has established robust sales and distribution capabilities in the US, anchored by its wholly-owned subsidiary, AdvaGen Pharma. AdvaGen markets non-branded prescription products to a diverse customer base that includes wholesalers, group purchasing organizations ("GPOs"), and pharmacy chains. Operating out of East Windsor, New Jersey, AdvaGen's team is actively engaged in launching new products, soliciting orders for both new and existing offerings, and providing customer service support.

Between Fiscal 2018 and 2021, Company relied on its distribution partner, TruPharma, for product distribution in the US. However, beginning in Fiscal 2022, the company transitioned to managing its own distribution activities through AdvaGen Pharma, enhancing control and responsiveness across its supply chain.

To strengthen its branded product sales and distribution capabilities, Rubicon Research acquired Validus Pharmaceuticals LLC, which markets branded prescription products and promotes them directly to healthcare practitioners. The company maintains inventories at three strategic locations across the US, leveraging specialized third-party logistics ("3PL") providers with expertise in handling pharmaceutical products. This infrastructure enables the company to ensure timely availability and efficient distribution of its portfolio across the US market.

AdvaGen Pharma, Rubicon Research's wholly-owned subsidiary, is licensed to sell products in 49 states across the US. Its in-house order-to-cash management systems enable real-time monitoring of customer orders, collections, rebate and chargeback claims from customers, wholesalers, and group purchasing organizations ("GPOs"). For a pharmaceutical company operating in the US market, this process is inherently complex due to the high volume of transactions and the need for real-time validation of electronic orders—where incorrect formats or mismatched product codes can lead to fulfilment failures.

As of June 30, 2025, Rubicon Research marketed over 350 SKUs to 96 customers, including the three major wholesalers who, according to F&S, account for more than 90% of wholesale drug distribution in the US. The company's customer base also includes GPOs, national and regional pharmacy chains, and managed care organizations, underscoring its extensive reach and operational sophistication in the US pharmaceutical distribution landscape.

Rubicon Research has demonstrated a strong track record of regulatory compliance, underpinned by its commitment to embedding quality as a core element of its organizational culture. This is reflected in the company's consistent performance during regulatory inspections across its manufacturing facilities, driven by robust quality systems and processes.

The oral solids manufacturing facility in Ambernath, Maharashtra, India has undergone seven inspections by the US FDA, including for current good manufacturing practices ("cGMP") and pre-approval reviews. Of these, three inspections resulted in a "No Action Indicated" ("NAI") classification and four in a "Voluntary Action Indicated" ("VAI") classification. Notably, the facility has never received an "Official Action Indicated" ("OAI") status since its initial approval. The most recent inspection took place in January 2023, with the establishment

investigation report ("EIR") issued within 45 days. This facility also holds accreditations from MHRA UK and the Food and Drugs Administration, Maharashtra (WHO-GMP).

Rubicon Research's nasal spray facility in Ambernath was inspected by the US FDA for its unit-dose and bi-dose capabilities in March 2024, receiving an EIR in May 2024. A subsequent inspection for multi-dose capabilities was conducted in November 2024, with the EIR issued in December 2024.

The oral liquids manufacturing facility in Satara, Maharashtra, India was inspected for the first time by the US FDA in January 2023, with an EIR issued within 45 days. Prior to this, the US FDA approved the company's first ANDA filing from the Satara site in October 2022, designating it as a finished product manufacturing, packaging, labeling, and quality control testing site. This facility is also accredited by MHRA UK and TGA Australia.

On June 23, 2025, Company acquired a manufacturing facility in Pithampur, Madhya Pradesh, equipped to produce steroids, hormones, and high-potency products including immune suppressants and oncology medications. While commercialization from this site is yet to commence, the facility was inspected by the US FDA in July 2022, with the EIR issued in the same month.

Rubicon Research is led by a seasoned and entrepreneurial management team with deep expertise in research and commercial operations. The leadership comprises members of the Promoter and Promoter Group, Key Managerial Personnel, and Senior Management, many of whom have longstanding associations with the Company and have held leadership roles in prominent multinational pharmaceutical organizations across India and globally. This team is supported by experienced senior managers with extensive industry knowledge, while the Board of Directors includes individuals with substantial experience in managing, advising, and investing in pharmaceutical businesses.

The strategic vision and operational expertise of Rubicon Research's executive leadership have been instrumental in driving the Company's long-term objectives of sustainable growth and superior profitability.

Rubicon Research's Corporate Promoter is part of the General Atlantic group, which has been the Company's majority shareholder since 2019. General Atlantic is a leading global growth investor with over four decades of experience supporting more than 500 growth companies across sectors including technology, life sciences, healthcare, financial services, consumer, and climate. Founded in 1980, General Atlantic partners with visionary entrepreneurs to deliver lasting impact through a collaborative global approach, sector-specific expertise, and a long-term investment horizon.

As of June 30, 2025, General Atlantic manages approximately USD 114 billion in assets across all products and employs more than 400 investment professionals globally. Its offices span major financial hubs including New York, Amsterdam, Beijing, Hong Kong, Jakarta, London, Mexico City, Miami, Mumbai, Munich, San Francisco, São Paulo, Shanghai, Singapore, Stamford, and Tel Aviv. General Atlantic Singapore RR Pte. Ltd. represents the group's presence in Singapore and is affiliated with company's corporate ownership.

Business Strategy:

Rubicon Research continues to grow its portfolio of specialty products and drug-device combinations, leveraging its expanding revenue base to allocate greater resources toward the development of complex, low-competition products.

These initiatives are expected to deliver sustained competitive advantage and long-term growth. The Company's specialty product strategy is centered on identifying and addressing meaningful unmet patient needs, with a focus on being a first or second entrant in targeted therapeutic areas. Specialty products typically offer an enhanced margin profile compared to substitutable generics, as their pricing reflects the added value delivered to patients through differentiated product features.

In addition to rigorous scientific and technical research, Rubicon Research conducts extensive market validation through engagement with prescribers and health benefit plan managers. This process helps assess the commercial viability of promising product candidates, gather prescriber feedback, and evaluate potential insurance coverage for the intended patient population.

As of June 30, 2025, Company has 17 new products under review with the US FDA for ANDA approval and 63 product candidates in various stages of development. The Company remains focused on expanding and commercializing its pipeline of specialty products in the CNS and CVS therapy areas, with branded products promoted by Validus Pharmaceuticals LLC through a combination of in-person engagement by medical representatives and non-personal promotion via digital channels.

Rubicon Research also maintains a pipeline of complex drug-device combination nasal spray products across multiple therapy areas, including CNS conditions. These products require specialized development and manufacturing capabilities, as well as an experienced team, and are therefore pursued by fewer companies compared to less-complex oral solids or injectable formulations. According to F&S,

Rubicon Research was one of only 28 companies to secure US FDA approvals for nasal sprays between 2019 and 2024, in contrast to 176 companies receiving approvals for oral capsules and 81 for extended-release tablets during the same period. As of June 30, 2025, Company has two drug-device combination products under review with the US FDA and an additional 13 drug-device combination product candidates in various stages of development.

Rubicon Research continues to pursue leadership in regulated markets for generic products through a disciplined, data-driven product development strategy. The Company employs a multi-disciplinary, ROI-centric selection framework that rigorously evaluates each product candidate based on its alignment with the standard of care, patient demographics and outlook, competitive landscape, unit economics, technical feasibility, and supply chain risk. Priority is given to candidates that capitalize on Rubicon Research's technological and manufacturing strengths or offer potential for patent protection.

The Company's generic product strategy is centered on developing cost-optimized formulations and manufacturing them efficiently at scale, thereby delivering a compelling value proposition to customers. Company aims to expand its product portfolio and secure market-share leadership positions by leveraging its manufacturing capabilities and established customer relationships.

As of June 30, 2025, Rubicon Research has 63 product candidates in various stages of development, as approved by its Board of Directors pursuant to a resolution dated August 18, 2025.

Rubicon Research aims to expand its presence in the US market and strategically leverage its intellectual property and product portfolio across other key regulated markets. According to F&S, the US accounted for 46.9% of the global prescription pharmaceuticals market in 2024 and is projected to maintain a share above 45% through 2029. The US market is expected to grow at a CAGR of 7.5%, from USD 845.7 million in Fiscal 2025 to USD 1,189.5 million by Fiscal 2030 (forecasted).

Further, F&S estimates that drugs generating cumulative revenue of USD 94.8 billion in 2024 are anticipated to go off patent between 2025 and 2029, presenting significant opportunities in the US generics pharmaceutical segment. CNS and CVS therapies represent 14.7% and 12.2% of this revenue, respectively, encompassing nearly 200 small-molecule drugs. Rubicon Research intends to capitalize on these opportunities by expanding its portfolio and reinforcing its leadership in high-value, low-competition therapeutic areas.

Rubicon Research has strategically aligned its operations to capitalize on evolving US market trends, with a focus on select regulated markets, targeted therapeutic areas, and differentiated specialty products. The Company aims to expand its marketing and sales efforts for branded products in the US through Validus Pharmaceuticals LLC, employing a mix of personal and non-personal promotional strategies including digital marketing, virtual sales interactions, and targeted communications campaigns. These initiatives are designed to broaden prescriber coverage and deepen engagement for company's branded specialty portfolio.

In parallel, the Company seeks to leverage its US FDA approvals and development expertise to access similarly regulated international markets such as the United Kingdom, Canada, Australia, and South Africa. For instance, Rubicon Research intends to utilize accelerated entry pathways—such as those available in the UK for US FDA-approved products—to enhance revenue potential and optimize returns on product development investments. The Company's manufacturing facilities are accredited by regulatory authorities in key markets including the UK, Canada, and Australia, enabling centralized production for aggregated demand pools and reinforcing its cost leadership and competitive positioning globally.

Rubicon Research, either directly or through third-party distribution partners, has registered or filed 48 product applications across Australia, the United Kingdom, Singapore, Saudi Arabia, Malaysia, Canada, Ukraine, Hong Kong, Macau, the Philippines, Belarus, Vietnam, Iran, Jordan, and the United Arab Emirates. Commercial activities in these markets are expected to commence upon receipt of regulatory approvals. Additionally, the Company provides contract manufacturing services to select customers in India, Australia, and New Zealand, further extending its global footprint and operational reach.

Rubicon Research continues to pursue synergistic business development and external innovation opportunities to complement its core capabilities and expand its commercial footprint. As of June 30, 2025, the Company markets three third-party products—Venlafaxine extended-release capsules, Mycophenolic Sodium delayed-release tablets, and Mycophenolate Mofetil tablets and capsules—for which it neither owns the ANDA nor undertakes manufacturing. Product selection is guided by customer requirements, the competitive advantage offered by the manufacturer, alignment with company's existing portfolio, and compatibility with its sales and marketing channels. These third-party products contributed 4.72% and 3.79% of revenue from operations for the three months ended June 30, 2025 and Fiscal 2025, respectively. Rubicon Research currently operates three manufacturing facilities and may expand its footprint through strategic acquisitions to enhance its manufacturing capabilities. The Company's proven expertise in product development, regulatory navigation, large-scale commercial manufacturing, and marketing of both branded and non-branded products positions it as an attractive co-development and commercialization partner for early-stage and pre-clinical companies.

In co-development arrangements, Rubicon Research collaborates with third parties under structured agreements that include shared development costs, milestone-based payments, and profit-sharing mechanisms. The Company either owns the intellectual property associated with these products or secures exclusive licenses, and typically leads the regulatory approval process. As of June 30, 2025, Company markets one approved product and has two products filed with the US FDA under such arrangements, with an additional product currently under filing.

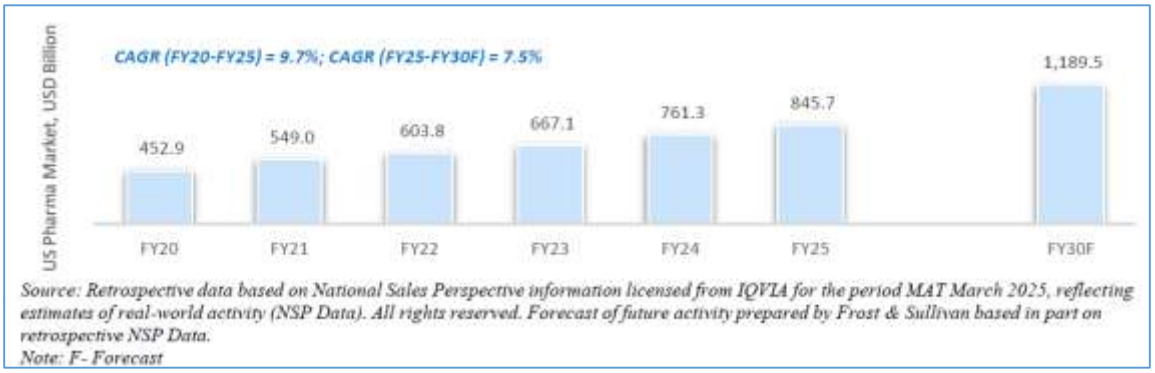
Looking ahead, Rubicon Research intends to actively seek opportunities to leverage its R&D capabilities to bring innovative products to market through commercial models designed to deliver substantial growth and profitability. The Company also plans to opportunistically expand its manufacturing infrastructure through acquisitions of facilities in India that hold existing regulatory approvals and offer complementary capabilities aligned with its product portfolio and pipeline, as approved by its Board pursuant to a resolution dated August 18, 2025.

Industry Overview

The US Pharma Market

The pharmaceutical market in the US ranks as the global leader, commanding a substantial share of the industry. This dominance is attributed to several factors, including a robust healthcare infrastructure, a favorable regulatory environment, an innovative reimbursement mechanism, significant investments in R&D, and a large population with high healthcare expenditure and affordability. The US pharmaceutical market is propelled by favorable government policies and robust healthcare infrastructure, with significant investments in R&D driving innovation. For instance, in fiscal year 2025, the National Institutes of Health (NIH) allocated USD 48 billion to enhance life and reduce illness and disability. This commitment to R&D is underscored by streamlined FDA regulatory policies, which facilitated the approval of 293 New Molecular Entities (NMEs) between 2019 and 2024. Additionally, the US leads in the share of first launches globally, with 65% of new medicines launched in 2021 being first launched in the US. Furthermore, expanding health insurance coverage through programs like Medicare and Medicaid has led to a surge in healthcare utilization, with the insured rate rising to 92.9% in 2023, encompassing 304.0 million people. These programs ensure access to essential medical services, including prescriptions, thereby driving demand within the healthcare market. Moreover, the widespread adoption of breakthrough technologies like telemedicine enhances accessibility and quality of care for patients nationwide.

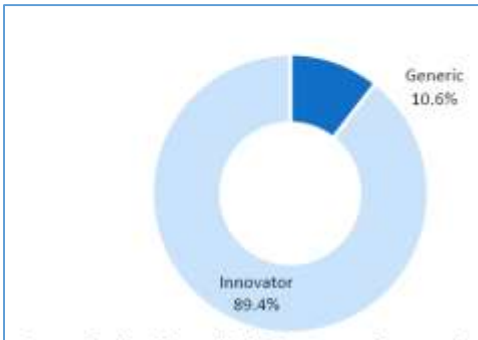
US Pharma Market, FY20-FY30F



Source: Retrospective data based on National Sales Perspective information licensed from IQVIA for the period MAT March 2025, reflecting estimates of real-world activity (NSP Data). All rights reserved. Forecast of future activity prepared by Frost & Sullivan based in part on retrospective NSP Data.
Note: F- Forecast

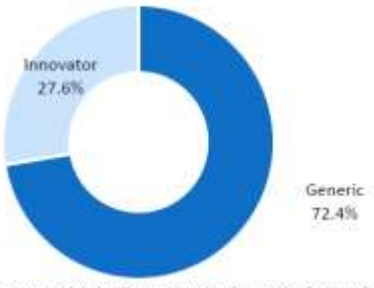
(Source: Company RHP)

US Pharma Market by Value by Innovation Type, FY25



Source: Based on National Sales Perspective information licensed from IQVIA for the period MAT March 2025, reflecting estimates of real-world activity. All rights reserved.
Note: Generics include branded generics and generics

US Pharma Market by Volume by Innovation Type, FY25



Source: Based on National Sales Perspective information licensed from IQVIA for the period MAT March 2025, reflecting estimates of real-world activity. All rights reserved.
Note: Generics include branded generics and generics

(Source: Company RHP)

Market Dynamics of the US Generics Market

US Specialty Pharma (SPx) Market

Specialty pharma (SPx) encompasses a specific category of generic drugs defined based on custom criteria of limited competition. Firstly, they have fewer than three companies in the market during the initial two years following the launch of the first specialty product approved under the ANDA/NDA pathway. This scarcity of competition distinguishes specialty pharma from more conventional generic medications. Additionally, specialty pharma also includes products developed through the 505(b)(2) regulatory pathway, included under the NDA, which allows for the approval of modifications or improvements to existing drugs based on clinical data, including safety and efficacy data from studies not conducted by the generic applicant. By leveraging this pathway, specialty pharma can offer novel formulations, delivery mechanisms, or indications compared to their brand-name counterparts or existing generic versions, further setting them apart within the generic drug landscape. The specialty pharma market is characterized by low competition, due to either the complexities of developing these products or the novelty of their formulations.

US Competitive Generic Therapy (CGT) Market

The Food and Drug Administration Reauthorization Act of 2017 introduced a new pathway for generic drug approval known as the Competitive Generic Therapy (CGT) designation. This designation is granted when the FDA determines there is inadequate generic competition. Under this pathway, applicants receive additional resources and guidance from the FDA throughout the approval process. CGT-designated drugs are eligible for a period of exclusivity, typically 180 days (if the applicant begins marketing within 75 days of approval), during which competing generic versions of the drug cannot be marketed. This exclusivity period allows companies to establish a foothold in the market and generate revenue without immediate competition, providing a valuable opportunity for market penetration and revenue growth. At the applicant's request, the FDA may also expedite developing and reviewing an ANDA for a drug designated as a CGT.

Between 2019 and 2024, a total of 355 products (unique ANDA numbers) received the CGT designation, of which 47% (166 products) were eligible for exclusivity. The therapeutic area with the highest traction was the AT&M, contributing 16.1% of the total approvals with exclusivity. This was followed by CNS (13.9%), Dermatology (11.4%), and CVS (10.8%). In total, 70 companies secured approvals with exclusivity, of which 27 were Indian headquarters companies. One of the Indian companies active in the domain is Rubicon Research, which secured a total of 8 approvals between 2022 and June 2025, of which 4 were eligible for a six-month exclusivity.

The US Pharma Market by Formulation Type.

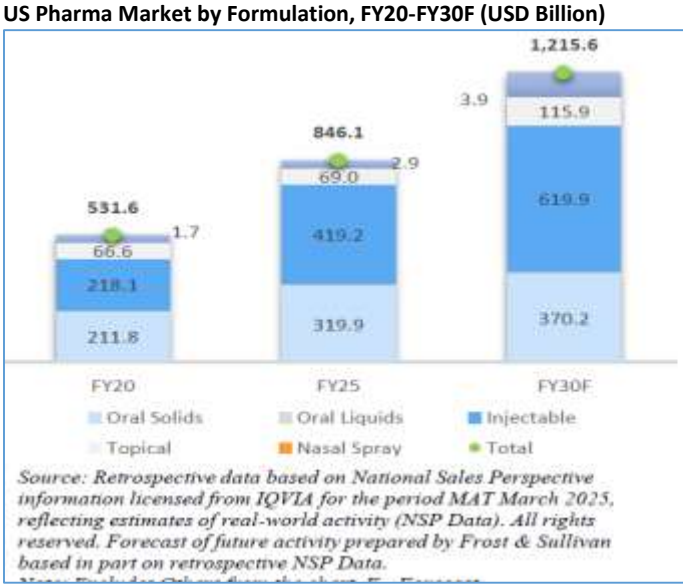
Injectables, the largest sub-segment driven by oncology and critical care business, likely to outpace the growth of oral solids with nearly 2x the CAGR between FY25 and FY30F, given the better bioavailability, rapid action, and dose customization capability; nasal sprays are expected to emerge as a lucrative segment with a forecasted growth rate of ~8% between FY25 and FY30F owing to their ability to directly deliver to the brain, offer faster action, and comfort through patient self-administration.

Innovation in formulations has been a key growth driver in the pharma market, crucial for improving drug delivery, enhancing drug efficacy, minimizing side effects, and improving patient compliance. Historically, solid dosage forms have dominated the global market due to existing manufacturing capabilities, ease of administration, stability, and high patient adherence rates. While tablets and capsules within oral solids dominate the market, innovations like orally disintegrating tablets, chewable, inlaid tablets, gummies, and tablet-in-tablets for sustained release are gaining popularity. Consequently, solid dosage forms held the second largest segment, accounting for 37.8% of the share in FY25.

Oral liquids, including syrups and solutions, cater predominantly to pediatric and geriatric populations who may experience difficulty swallowing tablets or capsules. In FY25, the market size for oral liquids was USD 6.0 billion, with a projected growth rate of 2.4% between FY25 and FY30. This segment's growth is driven by the development of palatable (flavor masking) and stable liquid formulations with enhanced bioavailability, and the rising demand for healthcare solutions tailored to pediatric and geriatric patients. The segment can also experience additional growth from the launch of first-time liquid versions of solid drugs.

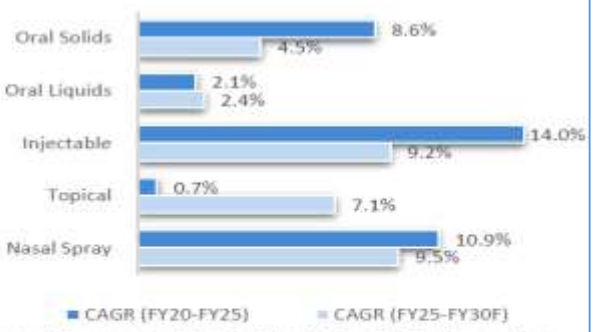
Growth in the injectables market over the next five years (FY25-FY30) is expected to be nearly twice as fast as in the oral solids segment, driven by injectables' higher bioavailability, better absorption rates, and rapid action due to the ability to deliver drugs to targeted areas. Additionally, injectables can be readily administered to patients unable to take medicines orally, particularly in acute and emergency care settings. While injectables are often the de facto route of administration for biologics, small-molecule injectables are crucial for conditions requiring immediate therapeutic effect, such as infections, pain management, and cardiovascular events. However, the predominant growth driver is that injectables have also found application in therapy areas like oncology and are used extensively in critical care setups, such as hospitals. Resultantly, injectables accounted for 49.6% of the US pharma market in FY25. In January 2025, 63% of the global R&D pipeline focused on injectables, while oral drugs contributed 27%, reflecting a similar trend in the US pharmaceutical market. As a result, the market is forecasted to grow at 9.2% between FY25 and FY30F.

US Pharma Market by Formulation, FY20-FY30F (USD Billion)



Source: Retrospective data based on National Sales Perspective information licensed from IQVIA for the period MAT March 2025, reflecting estimates of real-world activity (NSP Data). All rights reserved. Forecast of future activity prepared by Frost & Sullivan based in part on retrospective NSP Data.

Growth Rate of US Pharma Market by Formulation, FY20-FY30F



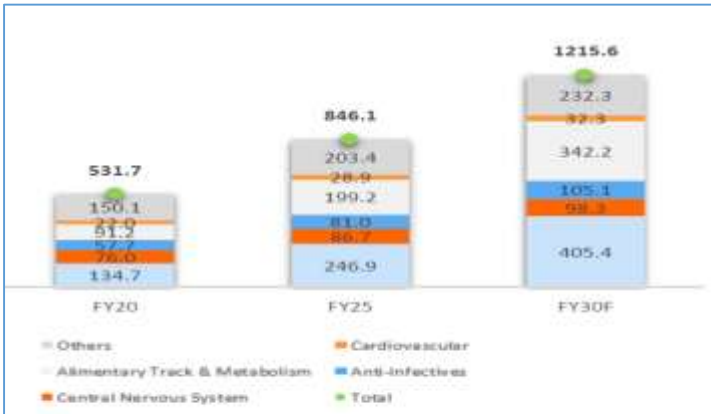
Source: Retrospective data based on National Sales Perspective information licensed from IQVIA for the period MAT March 2025, reflecting estimates of real-world activity (NSP Data). All rights reserved. Forecast of future activity prepared by Frost & Sullivan based in part on retrospective NSP Data.
Note: Excludes Others from the chart, F - Forecast

(Source: Company RHP)

The US Pharma Market by Therapy Area

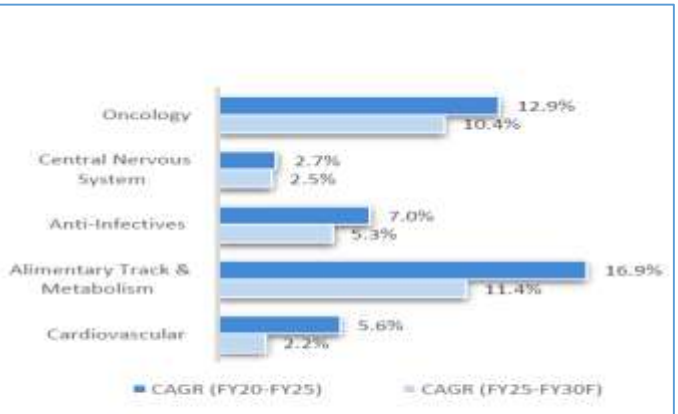
Diseases such as Oncology, Alimentary Tract & Metabolism (AT&M) dominate the US pharma market with a combined market share of 52.7% in FY25. CNS and CVS, largely marked by chronic indications, will likely sustain current growth momentum from repeat prescriptions.

US Pharma Market by Therapy Areas, FY20-FY30F (USD Billion)



Source: Retrospective data based on National Sales Perspective information licensed from IQVIA for the period MAT March 2025, reflecting estimates of real-world activity (NSP Data). All rights reserved. Forecast of future activity prepared by Frost & Sullivan based in part on retrospective NSP Data.
Note: Others include Dermatology, Gastrointestinal, etc., F - Forecast

Growth Rate of US Pharma Market by Therapy Areas, FY20-FY30F



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Note: Excludes Others from the chart, F - Forecast

(Source: Company RHP)

The US prevalence of chronic diseases has been on a steady rise in recent years, presenting a significant public health challenge. As of February 2024, an estimated 129 million individuals in the US are affected by at least one major chronic disease, such as heart disease, cancer, diabetes, obesity, and hypertension. Notably, five of the top ten leading causes of death in the US are either chronic diseases themselves or are strongly associated with preventable and treatable chronic conditions. Over the past two decades, the prevalence of chronic diseases has steadily increased, a trend expected to persist. An increasing proportion of Americans are grappling with multiple chronic conditions, with 42% having two or more, and 12% living with at least five chronic ailments. The impact of chronic diseases extends beyond personal health, significantly straining the US healthcare system. Approximately 90% of the annual USD 4.1 trillion healthcare expenditure is dedicated to managing and treating chronic diseases and mental health conditions, highlighting the substantial economic burden these conditions impose on the nation

US CNS Market

CNS is the third largest therapeutic segment, accounting for 10.2% of the share in FY25, and is expected to witness a high number of new generic launches in the next 5 years.

The CNS segment encompasses a broad range of disorders, including depression, anxiety, schizophrenia, epilepsy, PD, Alzheimer's disease, and multiple sclerosis, to name a few. The rising incidence of mental health issues and neurodegenerative diseases, driven by factors such

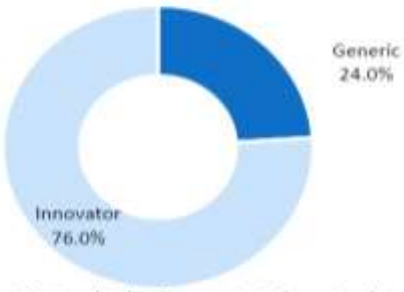
as aging populations and increased diagnosis rates, highlights the critical need for CNS drugs. According to the Centers for Disease Control and Prevention (CDC), more than 1 in 5 US adults live with a mental illness, and over 1 in 5 youth (ages 13-18) either currently or at some point during their lives have experienced a seriously debilitating mental illness. One of the key CNS segments is comprised of analgesics, valued at USD 4.8 billion in FY25, and is expected to witness measurable growth, particularly in the non-narcotic segment. One of the contributors to the growth of this segment is the incidence of chronic pain. According to the CDC, in 2016, an estimated 20.4% (50.0 million) of US adults had chronic pain, and 8.0% of US adults (19.6 million) had high-impact chronic pain. The analgesics market is also supported by the rising incidence of surgical procedures and the aging population, which is more prone to conditions requiring pain management. As a result, the US CNS segment is projected to reach USD 98.3 billion by FY30F. The market was pegged at USD 76.0 billion in FY20.

US CNS Market, FY20-FY30F

Source: Retrospective data based on National Sales Perspective information licensed from IQVIA for the period MAT March 2024, reflecting estimates of real-world activity (NSP Data). All rights reserved. Forecast of future activity prepared by Frost & Sullivan based in part on retrospective NSP Data.
Note: F - Forecast

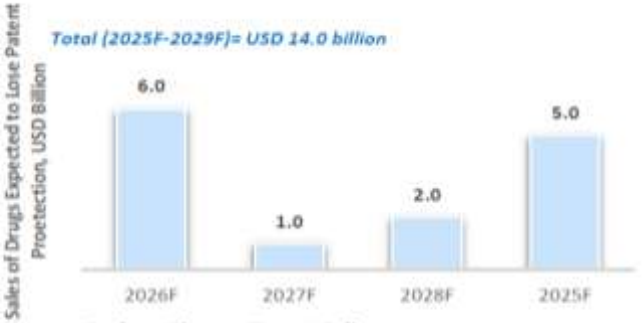
(Source: Company RHP)

US CNS Market by Value by Innovation Type, FY25



Source: Based on National Sales Perspective information licensed from IQVIA for the period MAT March 2024, reflecting estimates of real-world activity. All rights reserved.
Note: Generics include branded generics and generics

Upcoming Opportunities in the US CNS Generics Pharma Market, 2025F 2029F



Source: Evaluate Pharma, Frost & Sullivan
Note: Sales generated in 2024; the opportunity is indicative since patent litigation and other factors can delay or advance the launch of generics; current analysis based on last year of patent expiry, F - Forecast

(Source: Company RHP)

US CVS Market

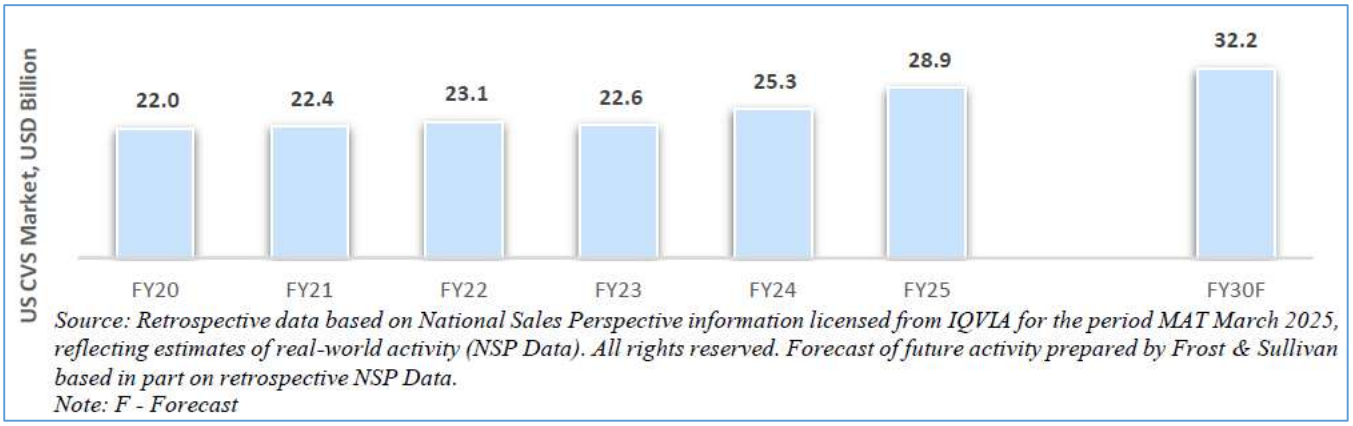
The US cardiovascular pharmaceutical market, valued at USD 28.9 billion in FY25, is projected to continue to grow at a CAGR of 2.2% from FY25 to FY30F, driven by factors such as the increasing prevalence of cardiovascular diseases, advancements in medical technology, and upcoming opportunities in the generic segment.

The CVD pharmaceutical treatment market encompasses a diverse range of conditions, including hypertension, atrial fibrillation, chronic ischemic heart disease, stroke, heart failure, angina, and myocardial infarction, among others.

Heart disease remains the leading cause of death in the US, with dire statistics showing that about 702,880 people died from heart disease in 2022 alone. The American Heart Association (AHA) reported that between 2020 and 2021, the direct and indirect costs of total CVD amounted to a staggering USD 417.9 billion. Resultantly, there is high dependence on drugs to effectively manage and, in some cases, slow down the progression of the disease.

The US CVD drug sales contributed USD 28.9 billion in FY25 and have seen steady growth at a CAGR of 5.6% between FY20 and FY25. The market is projected to continue growing, albeit at a slightly slower pace, with a CAGR of 2.2% from FY25 to FY30F. This growth trajectory is influenced by factors such as impending loss of protection (LoP) and generic entry, which may decrease overall market growth but boost the generic segment's growth. The anticipated loss of patent protection opens up an opportunity worth USD 11.6 billion for generics between 2025 and 2029, signaling a potential resurgence in this segment.

US CVS Market, FY20-FY30F



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Note: F - Forecast

(Source: Company RHP)

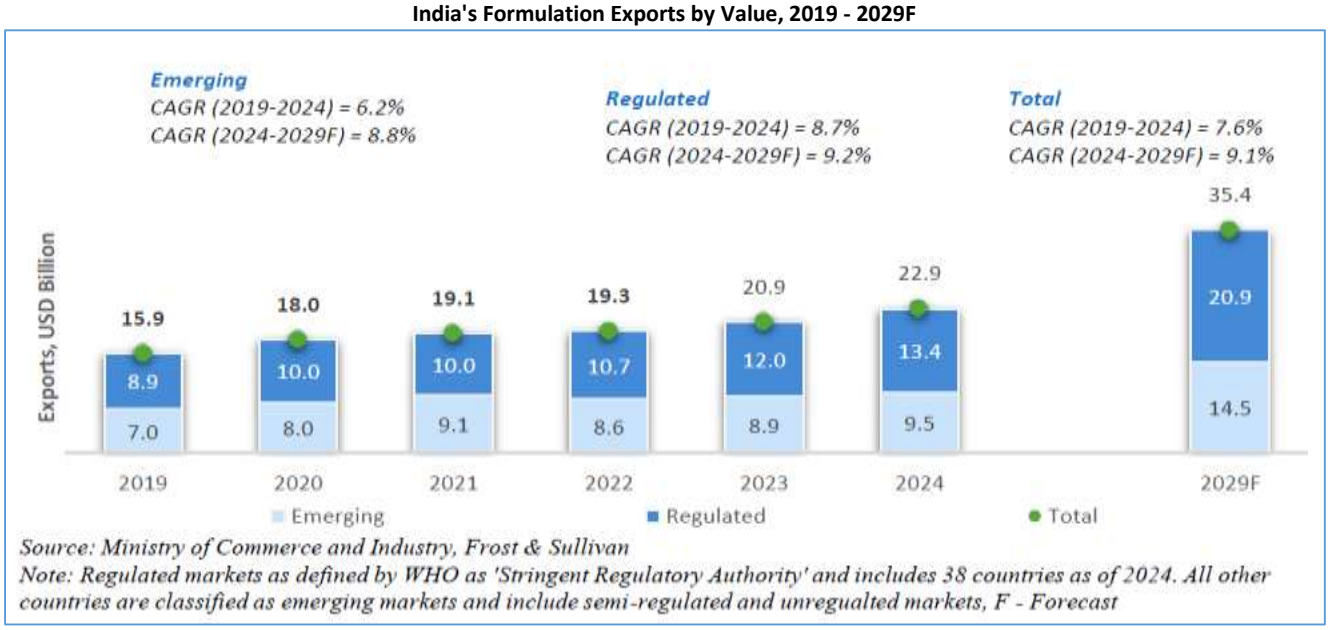
Contribution of Indian Pharma Companies to the Global Pharma Market

India has gained new strides in the export market, particularly since emerging as a reliable supplier during the pandemic. India has been aptly crowned the Pharmacy of the World, particularly for its manufacturing prowess and contributions to the global pharma sector. India is the largest provider of generic medicines worldwide, holding a 20% share in global supply by volume, encompassing a diverse range of 60,000 generic brands across 60 therapeutic categories.

The industry's global reach is underscored by the fact that India exports pharmaceuticals to over 200 countries, supplying over 50% of Africa's generic medicine needs, almost 40% of the generic demand in the US, and about 25% of all medicines in the UK35.

With a robust infrastructure, India boasts the highest number of US-FDA-compliant pharmaceutical plants outside the US. It houses over 3,000 pharmaceutical companies and has an extensive network of over 10,500 manufacturing facilities. The sector is further supported by a highly skilled resource pool, including 500 active pharmaceutical ingredient (API) manufacturers contributing approximately 4.2% to the global API Industry by value. The total pharmaceutical exports (API + FDF) for 2024 reached USD 27.7 billion (Rs 2,368.1 billion), highlighting the sector's global competitiveness.

India's Formulation Exports by Value, 2019 - 2029F



Source: Ministry of Commerce and Industry, Frost & Sullivan
Note: Regulated markets as defined by WHO as 'Stringent Regulatory Authority' and includes 38 countries as of 2024. All other countries are classified as emerging markets and include semi-regulated and unregualted markets, F - Forecast

(Source: Company RHP)

Globally, India is the 11th largest exporter of pharmaceutical finished formulations (FDF) by value. Formulation exports from India have grown from USD 15.9 billion , Rs 1,132.1 billion) in 2019 to USD 22.9 billion Rs 1,961.4 billion) in 2024 and are projected to grow to USD 35.4 billion Rs 3,026.3 billion) by 2029 at a CAGR of 9.1% from 2024 to 2029. Regulated markets account for more than 50% of the share by value, partly because of the comparatively high value per unit. In 2019, regulated markets contributed USD 8.9 billion (Rs . 631.1 billion) to total exports and grew at a CAGR of 8.7% (CAGR of 12.7% in absolute Rs . terms) from 2019 to 2024. Formulation exports to

emerging markets (unregulated and semi-regulated markets) were valued at USD 9.4 billion (Rs . 811.8 billion) in 2024, up from USD 7.0 billion Rs 501.0 billion) in 2019.

Contribution of Indian Companies to the US Pharma Market

Indian companies have the highest number of market authorizations granted by the US Food and Drug Administration (USFDA) so far, along with a steady increase in the registration of manufacturing sites registered with the US regulator. A significant portion of the US's demand for pharmaceuticals and other medicinal products is met through imports worldwide. For instance, in 2024, the US Imported Pharmaceutical formulations worth USD 212.7 billion (Rs 18,183.72 billion) and API worth USD 71.1 billion (Rs 6,078.4 billion). Moreover, the dependence on India has increased significantly in the last decade, with total imports of formulations and APIs from India increasing from USD 10.7 billion (Rs 762.7 billion) in 2019 to USD 16.4 billion (Rs 1,402.1 billion) in 2024, growing at a CAGR of 8.9% (CAGR of 12.9% in absolute Rs terms).

In addition to serving as trade partners, Indian companies have also proven their mettle in the US generics segment by gaining an increasing number of ANDA approvals. Eight of the top 10 companies with the highest ANDA approvals between 2019 and 2024 are Indian headquartered. Companies such as Aurobindo Pharma (along with its subsidiaries Eugia Pharma Specialties Limited and Aurolife Pharma LLC), Zydus Lifesciences Limited (Zydus Lifesciences), Alembic Pharmaceuticals Limited (Alembic Pharma), and Sun Pharma (including subsidiary Taro Pharmaceutical Industries Limited) have consistently been gaining the highest ANDA approvals. Not only have the Indian companies marked their presence with the highest number of ANDA approvals, but these companies have also started gaining the spotlight because of their ability to identify products with low competitive intensity. For example, Indian companies secured 30.1% of all SPx approvals in 2024 and a striking 46.8% of all CGT approvals with exclusivity. Similarly, India is the global leader with the highest number of FDA-approved plants, accounting for 27% of the share in 2024 (394 facilities), almost twice that of China and a little higher than the USA. Moreover, this share has increased since 2019, when Indian manufacturers accounted for 315 approved facilities equating to 24% of the total share.

Growth Drivers:

Growth Drivers for the US Generics Market

High and escalating costs of healthcare are dictating the adoption of low-cost alternatives like generic drugs:

In the US, more than 17% of GDP is spent on healthcare, which is nearly 1.5 times the global comparable, driving the need to contain costs by relying on cost-effective alternatives such as generic drugs. In 2023, health expenditures per person in the US crossed USD 13,000, surpassing other high-income nations by over USD 6,000. This stark contrast highlights the significant disparity in healthcare spending between the US and comparable countries, where the average expenditure per person is approximately USD 7,393—roughly half of what the US spends.

Over the past five decades, the gap in healthcare spending between the US and comparable Organization for Economic Co-operation and Development (OECD) countries has widened. While healthcare expenditure as a percentage of GDP was similar in the US and OECD nations around 6.2% in 1970, the US began to surpass its peers in the 1980s. Since then, healthcare spending in the US has grown at a faster rate compared to other countries.

The COVID-19 pandemic exacerbated this trend. Between 2019 and 2020, health spending as a share of GDP increased in both the US and comparable countries due to heightened healthcare needs and economic downturn. Despite the subsequent economic recovery, health spending as a percentage of GDP remains significantly higher in the US.

Retail pharmaceutical expenditure constitutes approximately 8-9% of the total National Health Expenditure (NHE). In 2018, the per capita prescription pharma expenditure was pegged at USD 1,024, which is forecasted to reach USD 1,887 by 2029. Of this expenditure, over 40% is funded by the government, while nearly 13% is paid out of pocket by individuals. The increasing cost of healthcare and a high proportion of spending by the government have led to the implementation of policies and initiatives aimed at cost control. These measures include negotiating drug prices and promoting the use of generic medications where available. Even patients with high dependence on out-of-pocket expenditure prefer a lower-cost alternative when available.

Notably, private insurance, which pays for the remaining 40%, is encouraging the use of generics through various strategies aimed at cost containment and improving healthcare affordability. One common approach is to offer lower copayments or coinsurance for generic medications compared to brand-name drugs. Additionally, some insurance plans include tiered formularies where generics are placed in lower-cost tiers, making them more accessible and affordable for patients. Some insurance companies also implement utilization management programs, such as step therapy or prior authorization requirements, which prioritize the use of generics before more expensive brand-name drugs. These measures not only help control costs for insurers but also contribute to lowering out-of-pocket expenses for patients, ultimately driving increased utilization of generic medications.

The upcoming patent cliff expected to create opportunities for new generics:
The forthcoming patent cliff presents a potentially large and lucrative window for the introduction of new generics into the pharmaceutical market. Drugs that generated cumulative revenue of USD 94.8 billion in 2024 are expected to go off patent between 2025 and 2029, with CNS and CVS drugs representing 14.7% and 12.2% of this revenue. This group comprises nearly 200 small-molecule drugs, with 40 of them classified as blockbuster products that each generated over a billion dollars in revenue in 2024. Moreover, upon entry into the market, generics typically capture an average market share of around 60-70% within the first year of launch, with some reaching this level in as little as 30 to 90 days. For example, research conducted by IQVIA reveals that in 2021, the FDA approved 93 first generic drugs. During that period, the top 10 new generics collectively attained an average market share of 70% of total prescriptions. The anticipated influx of new generics and typical rapid uptake is expected to reshape the market between 2025 and 2029 in the US, generating advantages for both consumers and generics-focused pharmaceutical companies alike.

Persistent drug shortages Likely to be mitigated by the increased supply of generics, serving as a significant growth driver for the generics market:
Generic drug manufacturers, with their competitive pricing and reliable supply chain, can address the drug shortages in the country by addressing the most dominant concerns, and at the same time, gaining market share.

The escalating prevalence of drug shortages within the US healthcare system has become a pressing concern, characterized by a persistent imbalance between reported shortages and resolved instances. According to the American Society of Health-System Pharmacists (ASHP), there were 128 new shortages reported in 2024, with 8% attributed to a demand-supply gap and 17% to manufacturing issues. As of June 2023, IQVIA's drug shortage analysis revealed that 102 molecules faced active shortages in the US market, predominantly affecting generic and injectable drugs, with 62% and 75% of shortages, respectively. These shortages impact various therapeutic sectors, notably pain/anesthesia, oncology, CNS, and infectious disease management.

In 8% of the cases reported in 2024, this imbalance was attributable to demand for pharmaceuticals exceeding the available supply, and another 8% were imputable to manufacturing issues. Some of these shortages stem from regulatory non-compliance issues, temporarily halting manufacturing, or from unforeseen natural events like tornadoes impacting inventory and supply. Additionally, 9% of the shortage is attributable to business decisions, often related to constrained profitability, raising concerns about excessively low generic drug prices that may undermine the long-term sustainability of the market. Despite being generally more affordable than brand-name drugs, the steady erosion of generic drug prices has stabilized, and in some cases, prices have increased since the first half of 2024. This trend further supports the growth of the generics segment and generic pharmaceutical companies. Generic pharmaceutical companies that can enhance production capacity, establish robust supply chains, and ensure high-quality products stand to capitalize on this shortage gap and capture significant market share.

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pipeline focused on injectables, while oral drugs contributed 27%, reflecting a similar trend in the US pharmaceutical market. As a result, the market is forecasted to grow at 9.2% between FY25 and FY30F.

The FDA is actively fostering the expansion of the generics industry:
The FDA, the key regulator for the US pharma industry, has introduced several acts, policies, and pathways conducive to the generics drug manufacturers. These initiatives collectively enhance the predictability, efficiency, and competitiveness of the generics market, ultimately leading to increased availability of lower-cost medications for consumers.

Key Concerns

- Rubicon Research derived Rs 3,507.36 million and 99.50%, and Rs 12,649.23 million and 98.49% of its revenue from operations from the United States for the three-month period ended June 30, 2025 and Fiscal 2025, respectively. Given this significant dependence on the US market, any adverse developments—such as the imposition of tariffs or changes in regulatory or trade policies—could materially impact the Company's business operations and financial performance.

- Company's manufacturing processes are technically complex and subject to stringent regulatory oversight. Product recalls, regulatory inspection failures, or operational shortcomings at its manufacturing facilities may reduce sales, adversely impact the Company's business, financial condition, and results of operations, delay the launch of new products, and in certain cases, result in facility closures.

- Rubicon Research has a history of net losses, negative earnings per share ("EPS"), and negative returns on capital employed and net worth. To achieve profitability, the Company must generate and sustain increased revenues while effectively managing its expenses. Failure to meet these objectives may adversely impact its business operations, financial results, cash flows, and overall financial condition.

- In Fiscals 2025, 2024, and 2023, Company derived 71.22%, 65.14%, and 62.99% of its revenue from sale of goods from its top five customers, respectively. For the three-month periods ended June 30, 2025 and 2024, the contribution from the top five customers stood at 77.04% and 70.46%, respectively. This high customer concentration underscores the importance of maintaining strong relationships with key accounts, and any loss of one or more such customers could materially impact the Company's business operations and future prospects.

- Rubicon Research's operations are subject to substantial working capital and capital expenditure requirements. Maintaining an optimal level of working capital and securing adequate financing is critical to supporting ongoing manufacturing, product development, and commercial activities. Any inability to efficiently manage these financial requirements may adversely affect the Company's operational continuity, growth initiatives, and overall financial performance.

- Rubicon Research anticipates allocating substantial resources toward research and development initiatives. While these efforts are central to the Company's innovation strategy, there is no assurance that they will result in commercially viable products. The inability to successfully bring new products to market could materially impact Company's business performance, financial condition, and overall results of operations.

- Any disruption, breakdown, or shutdown of Company's research and development and manufacturing facilities may have a material adverse effect on its business, financial condition, results of operations, and cash flows.

- Company is involved in certain legal proceedings. Any adverse decision in such proceedings may render the Company liable to liabilities or penalties and may adversely affect its business, financial condition, results of operations, and cash flows.

- Rubicon Research was and continues to be exposed to foreign currency fluctuation risks, particularly in relation to the translation of its financial statements and borrowings. The Company recorded negative foreign currency exposures as of June 30, 2025 and June 30, 2024, as well as March 31, 2025, 2024, and 2023. These exposures may adversely affect its results of operations, financial condition, and cash flows.

- Company has had negative cash flows from operating activities in prior periods and may continue to experience negative cash flows in the future.

- Rubicon Research's business has grown rapidly, including its revenue from operations, which increased by 11.30% to Rs 3,524.94 million in the three-month period ended June 30, 2025 from Rs 3,167.19 million in the three-month period ended June 30, 2024, by

50.40% to Rs 12,842.72 million in Fiscal 2025 from Rs 8,538.89 million in Fiscal 2024, and by 116.99% to Rs 8,538.89 million in Fiscal 2024 from Rs 3,935.19 million in Fiscal 2023. However, such growth may not be sustained in the future.

- Company's success depends on its ability to execute its growth strategies effectively. If the Company is unable to sustain or manage its growth, its business, results of operations, cash flows, and financial condition may be adversely affected.

- Company has pursued inorganic growth opportunities in the past, including the acquisition of Validus, for which the recorded goodwill exceeded the purchase price. The Company may encounter challenges in integrating acquired businesses and brands, and may be unable to realize the anticipated benefits of such inorganic growth initiatives. These difficulties could result in significant costs and may adversely impact Rubicon Research's brand, business, results of operations, and overall profitability.

- Rubicon Research's financing agreements contain covenants that limit its flexibility in operating its business. If the Company is not in compliance with certain of these covenants and is unable to obtain waivers from the respective lenders, the lenders may accelerate repayment schedules and enforce their respective security interests, which could lead to a material adverse effect on the Company's business and financial condition.

- Company depends on third parties for the supply of raw materials and the manufacture of certain products. If these third parties fail to meet their obligations, it could have a material adverse effect on the Company's business, results of operations, financial condition, and cash flows.

- Rubicon Research faces significant competitive pressures in its business from other pharmaceutical manufacturers. The Company's inability to compete effectively would be detrimental to its business and prospects for future growth.

- Company may utilize a portion of the Net Proceeds to undertake inorganic growth, even though the specific acquisition target has not yet been identified. If the Net Proceeds allocated for such initiatives are insufficient to cover the cost of the proposed inorganic acquisition, the Company may need to explore alternative forms of funding.

- Rubicon Research regularly works with hazardous materials and engages in activities that may pose safety risks. These operations can be hazardous and have the potential to cause injuries to individuals or damage to property.

- Company's manufacturing facilities, research facilities, business development and regulatory office, as well as its Registered and Corporate Office, are located on leasehold lands. If the Company is unable to renew existing leases or relocate its operations on commercially reasonable terms, it may face a material adverse effect on its business, financial condition, and operations.

- Rubicon Research is subject to various laws and extensive government regulations, which may become more stringent over time. If the Company fails to obtain, maintain, or renew its statutory and regulatory licenses, permits, and approvals required in the ordinary course of business—including those related to product safety, environmental standards, and health and safety regulations—its business, financial condition, results of operations, and cash flows may be adversely affected.

- The market in which the company operates is subject to consolidation and disruption. The Company's inability to effectively navigate such changes could adversely affect its business, financial condition, and results of operations.

- Rubicon Research is highly dependent on its Key Managerial Personnel and Senior Management for its business operations. The loss of, or the inability to attract or retain, such individuals could have a material adverse effect on the Company's business performance.

- Certain of Rubicon Research's corporate records and filings are not traceable. The Company cannot assure that regulatory proceedings or actions will not be initiated against it in the future, nor can it guarantee that it will not be subject to any penalties imposed by the competent regulatory authority in this regard.

- Rubicon Research's Corporate Promoter is a financial investor and does not possess adequate experience in the Company's line of business. This may have an adverse impact on the management and operations of the Company.

- Company derived 33.37% and 54.76% of its revenue from operations for the three-month period ended June 30, 2025 from its top five and top ten products, respectively. Any factors that negatively affect the sale of these products could adversely impact the Company's business, financial condition, and results of operations.

Profit & Loss

Particulars (Rs in million)	Q1FY26	FY25	FY24	FY23
Revenue from operations				
Revenue from operations	3524.9	12842.7	8538.9	3935.2
Other Income	44.5	119.5	185.0	254.8
Total Income	**3569.5**	**12962.2**	**8723.9**	**4190.0**
Total Expenditure	**2772.0**	**10283.3**	**6993.0**	**3750.3**
Cost of materials	1341.5	4536.0	2479.2	1510.1
Purchases of traded goods	33.7	790.2	841.8	114.5
Changes in inventories of finished goods and work-in-progress	-345.9	-1572.2	-530.1	-492.4
Employee benefits expense	582.1	2110.5	1253.4	971.2
Other expenses	1160.7	4418.8	2948.7	1646.9
PBIDT	**797.4**	**2678.9**	**1730.9**	**439.7**
Interest	106.2	367.8	312.6	189.6
PBDT	**691.3**	**2311.1**	**1418.3**	**250.1**
Depreciation and amortization	95.7	365.9	389.7	360.6
Exceptional Items	0.0	0.0	0.0	0.0
PBT	**595.6**	**1945.2**	**1028.6**	**-110.5**
Tax (incl. DT & FBT)	**117.9**	**601.6**	**118.5**	**58.4**
Current tax	140.2	612.6	133.1	83.2
Excess provision of tax relating to earlier years		10.8	0.5	
Deferred tax charge /(credit)	22.3	-21.8	-15.1	-24.8
PAT	**433.0**	**1343.6**	**910.1**	**-168.9**
EPS (Rs .)	2.8	8.8	6.0	-1.1
Face Value	1	1	1	1
OPM (%)	21.4	19.9	18.1	4.7
PATM (%)	12.3	10.5	10.7	-4.3

Source: Company, RHP

Balance Sheet

Particulars (Rs in million) As at	30-Jun-25	31-Mar-25	31-Mar-24	31-Mar-23
Non-current assets				
Property, plant and equipment	3,493.1	2,369.6	2,119.2	1,686.3
Capital WIP	256.1	66.7	95.8	245.1
Right of use assets	921.9	323.9	353.3	101.9
Intangible assets	95.3	99.5	86.4	183.9
Intangible assets under development	8.1	2.4	1.0	
Goodwill	477.1	476.1	513.3	21.7
Financial assets				
Investments-in others	0.5	0.5	0.5	0.5
Other Financial Assets	49.1	73.8	79.1	76.2
Non-Current tax assets (net)	65.0	95.3	47.6	69.8
Deferred tax assets (net)		17.7	9.3	
Other non-current assets	116.8	355.2	157.7	95.8
Total non-current assets	**5,482.7**	**3,880.7**	**3,463.2**	**2,481.2**
Current assets				
Inventories	5,740.8	5,216.1	3,004.9	1,672.1
Financial assets				
Trade receivables	3,128.7	3,237.9	3,014.7	2,249.8
Cash and cash equivalents	977.7	1,049.8	506.1	544.3
Bank balances, other than above	140.6	112.6	77.9	44.9
Other financial assets	245.3	220.1	236.6	163.5
Other current assets	760.3	797.2	791.5	341.4
Total current assets	**10,993.3**	**10,633.7**	**7,631.7**	**5,015.9**
Total assets	**16,476.0**	**14,514.3**	**11,094.9**	**7,497.0**
EQUITY & LIABILITIES				
Equity				
Equity share capital	154.1	154.1	152.1	50.7
Other equity	5,782.6	5,255.7	3,697.9	2,813.1
Non-controlling interest	0.0			

Total equity	**5,936.7**	**5,409.8**	**3,850.0**	**2,863.8**
Liabilities				
Non-current Liabilities				
Financial Liabilities				
Borrowings	1,799.0	644.7	926.1	972.8
Lease liabilities	399.8	165.7	220.4	
Other Financial liabilities	337.8	338.3	329.6	
Provisions	107.4	95.5	43.9	32.8
Deferred tax liabilities (net)	3.4			14.5
Total non-current liabilities	**2,647.4**	**1,244.2**	**1,519.9**	**1,020.1**
Current liabilities				
Financial liabilities				
Borrowings	3,158.7	3,287.0	3,038.1	2,206.3
Lease liabilities	94.9	78.7	60.7	17.5
Trade payables				
Total outstanding dues of micro enterprises and small enterprises	27.1	25.0	24.8	15.6
Total outstanding dues of creditors other than micro enterprises and small enterprises	2,064.4	2,366.2	1,742.6	953.2
Other Financial liabilities	550.8	393.2	227.2	174.9
Other current liabilities	56.8	72.5	67.3	16.8
Provisions	1,504.2	1,319.7	528.8	138.5
Current tax liabilities (net)	435.0	318.1	35.5	90.4
Total current liabilities	**7,891.9**	**7,860.3**	**5,725.0**	**3,613.2**
Total liabilities	**10,539.3**	**9,104.5**	**7,244.9**	**4,633.3**
Total equity and liabilities	**16,476.0**	**14,514.3**	**11,094.9**	**7,497.0**

Source: Company, RHP

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