

# Emcure Pharma



## A multi-engine growth story

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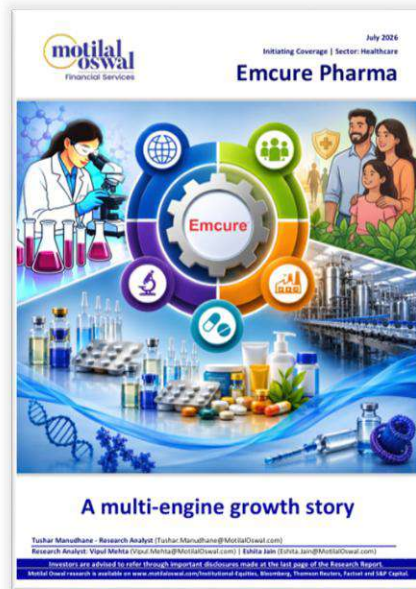
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## A multi-engine growth story

- ❖ Emcure has built a scaled, diversified international franchise with a presence in Europe, Canada and ROW through a wide and complex portfolio, strong India-based manufacturing, and enhanced commercial presence.
- ❖ Emcure has built a diversified, chronic-focused domestic franchise anchored to women's health leadership and expanded into cardiology, CNS, Anti-diabetes, HIV and oncology through a) strong brand-building, b) continued investments in field force and physician coverage and c) asset-light, high-ROCE partnerships (Sanofi in cardiovascular, Novo Nordisk in diabetes/obesity, Roche for Nephrology/transplant portfolio).
- ❖ Over FY23-26, Emcure delivered a revenue CAGR of 15% to INR92b. In FY26, EBITDA stood at INR17.9b, margin at 19.4% and adjusted PAT at INR8.9b. Accordingly, Emcure delivered ROE of 19% in FY26.
- ❖ Considering i) a differentiated product pipeline supporting the manufacturing base and ii) an efficient commercial channel network, we expect a CAGR of 14%/20%/28% in revenue/EBITDA/PAT over FY26-28 to INR119b/INR26b/INR14.5b.
- ❖ Given Emcure's robust growth prospects, we value the company at 28x 12-month forward earnings to arrive at a TP of INR2260. Initiate with BUY.

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# Emcure Pharma

BSE Sensex  
78,151

S&P CNX  
24,334

**CMP: INR1,783**

**TP: INR2,260 (+27%)**

**Buy**

# Emcure®

## Stock Info

|                       |             |
|-----------------------|-------------|
| Bloomberg             | EMCURE IN   |
| Equity Shares (m)     | 190         |
| M.Cap.(INRb)/(USDb)   | 338.2 / 3.5 |
| 52-Week Range (INR)   | 1944 / 1260 |
| 1, 6, 12 Rel. Per (%) | 2/20/33     |
| 12M Avg Val (INRM)    | 380         |

## Financials Snapshot

| Y/E MARCH      | FY26  | FY27E | FY28E |
|----------------|-------|-------|-------|
| Sales (INRb)   | 92.0  | 104.5 | 119.3 |
| EBITDA (INRb)  | 17.9  | 21.3  | 25.9  |
| Adj PAT (INRb) | 8.9   | 11.1  | 14.6  |
| EPS (INR)      | 49.3  | 61.2  | 80.7  |
| EPS Gr. (%)    | 30.2  | 24.2  | 31.8  |
| BV/Sh (INR)    | 261.1 | 319.5 | 396.5 |

## Ratios

|            |      |      |      |
|------------|------|------|------|
| RoE (%)    | 19.0 | 20.1 | 21.5 |
| RoCE (%)   | 17.0 | 18.0 | 19.8 |
| Payout (%) | 0.0  | 0.0  | 0.0  |

## Valuations

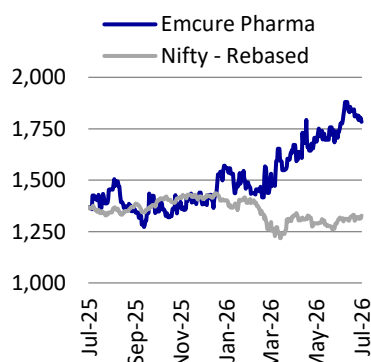
|               |      |      |      |
|---------------|------|------|------|
| P/E (x)       | 36.2 | 29.1 | 22.1 |
| P/BV (x)      | 6.8  | 5.6  | 4.5  |
| EV/EBITDA (x) | 19.7 | 16.2 | 13.0 |
| Div Yield (%) | 0.0  | 0.0  | 0.0  |

## Shareholding pattern (%)

| As On    | Mar-26 | Dec-25 | Mar-25 |
|----------|--------|--------|--------|
| Promoter | 77.9   | 77.9   | 77.9   |
| DII      | 6.1    | 6.1    | 3.4    |
| FII      | 3.4    | 3.6    | 3.1    |
| Others   | 12.7   | 12.4   | 15.6   |

FII includes depository receipts

## Stock performance (one-year)



## A multi-engine growth story

- Since its inception in 1981, Emcure Pharmaceuticals (Emcure) has evolved into an R&D-driven diversified pharma franchise with a meaningful global scale built over the past decade through calibrated organic and inorganic investments across markets, platforms and capabilities.
- Emcure has built a scaled, diversified international franchise with a presence in Europe, Canada, and ROW through a wide and complex portfolio, strong India-based manufacturing, and enhanced commercial presence. The company delivered a 21% revenue CAGR over FY24-26 to INR52b (FY26), with EU outperforming the market by ~500bp and Canada emerging as its fastest-growing and most profitable market on the back of the Marcan/Mantra platforms, and we expect this multi-market engine to sustain a 16-18% CAGR across EU, Canada and ROW over FY26-28.
- Emcure has built a diversified, chronic-focused domestic franchise anchored to women's health leadership and expanded into cardiology, CNS, Anti-diabetes, HIV, and oncology through strong brand-building, continued investments in field force/physician coverage, and asset-light, high-ROCE partnerships (Sanofi in cardiovascular, Novo Nordisk in diabetes/obesity, Roche for Nephrology/transplant portfolio). We expect the domestic business to sustain an 11% sales CAGR over FY26-28E, reaching revenue of INR49b by FY28E.
- After moderate financial performance over FY23 and FY24 due to high investments, Emcure has delivered a superior financial performance in FY25/FY26 on the back of healthy traction in international markets, partly supported by inorganic means and currency tailwinds.
- Considering a differentiated product pipeline supporting the manufacturing base and an efficient commercial channel network, we expect a CAGR of 14%/20%/28% in revenue/EBITDA/PAT over FY26-28 to INR119b/INR26b/INR14.5b.
- The diversified earnings base with a 20% average RoE over FY26-28 leads us to assign an industry-level PE multiple of 28x to Emcure and arrive at a TP of INR2,260. Initiate coverage with BUY.

## International segment: Complexity, Reach, Markets - the three pillars of Emcure's scale-up

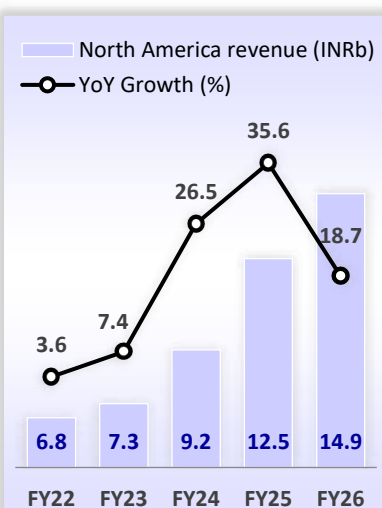
- In the past decade, Emcure has scaled up its international business with a sizeable exposure to Europe, Canada and ROW markets. Notably, it delivered a 21% revenue CAGR over FY24-26 to INR52b (FY26; 56% of sales).
- Combining the organic/inorganic route, Emcure has built its international segment through a) wide portfolio, including complex products; b) a strong manufacturing base in India; and c) an enhanced commercial presence.
- Specifically, in EU, Emcure has outperformed the market by ~500bp in revenue growth over FY23-26.
- Emcure was the first to launch g-Amphotericin B (USD270m market size) and has other complex products in the pipeline (Ferric Carboxymaltose, Doxorubicin). This, supported by Marketing Authorizations (MAs) from Manx acquisition, would drive 16% sales CAGR in the EU to reach INR25b over FY26-28.
- Emcure has systematically built its Canadian franchise by acquiring Marcan (FY16) to establish a national platform and Mantra Pharma (FY24) to gain access to Quebec, creating a pan-Canadian commercial presence.

**EU operations  
outperformed the  
market by ~500bp in  
revenue growth during  
FY23-26**

**Over FY23-26, international  
revenue delivered CAGR of  
21% YoY**



**Over FY23-26, Canada  
segment delivered CAGR of  
26.8%**



- It is now leveraging this front-end to drive growth through complex generics, injectables, OTC launches and market share gains, making Canada one of its fastest-growing and most profitable international markets.
- While Emcure has expanded its differentiated portfolio with 50+ products in the pipeline, it has broadened its reach, strengthened pharmacy relationships and geographic coverage, and improved its commercial execution. Accordingly, we expect a 14% sales CAGR in Canada business to reach INR19.4b over FY26-28.
- Likewise, we expect ROW sales to reach INR26b at an 18% CAGR over FY26-28.

#### **DF: Brands, breadth, bandwidth – Emcure's domestic playbook**

- Over the past decade, Emcure has built a diversified, chronic-focused domestic formulation franchise by creating leadership in women's health and expanding into cardiology, CNS, Anti-Diabetes, HIV, oncology, and other specialty therapies through strong brand building and differentiated product launches.
- Strategic leadership hires across the chronic/acute and specialty segments, coupled with the buyout of the minority stake in Zuventus, position Emcure to drive stronger domestic execution and portfolio synergies.
- It has continuously invested in field-force expansion, physician coverage, and front-end productivity while selectively strengthening its portfolio through partnerships such as the Sanofi cardiovascular and OAD brands. It has partnered with Novo Nordisk as well for a strategic collaboration in the diabetes/obesity segment.
- Such partnerships follow an asset-light high-ROCE strategy that significantly strengthens Emcure's franchise in the respective therapeutics.
- Considering new launches and improving traction in base products, we expect an 11% sales CAGR to reach INR49b in revenue over FY26-28.

#### **Acquire, Integrate, Expand: Emcure's M&A-led scale-up**

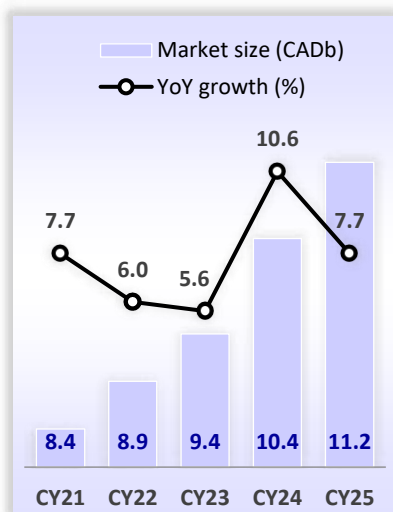
- Emcure has spent an aggregate of ~INR10b to enhance its value chain through an inorganic route.
- Through acquisitions, it has not only established its presence in Canada/EU markets but also enabled Emcure to scale up its offerings and reach in these markets. Specifically, the acquisition of the Manx portfolio in the UK added 120+ marketing authorizations, intellectual property, and current inventory. Almost 50+ products are yet to be commercialized. Emcure's commercial platform would drive better growth prospects through the portfolio addition.
- Emcure has transformed Mantra from a Quebec-focused acquisition into the cornerstone of its Canadian strategy. By integrating Mantra with Marcan, acquiring the remaining minority stake, and using Mantra to acquire Cutimed, Emcure has built a fully owned, scalable commercial platform with a nationwide reach, strong cross-selling opportunities, and an expanding specialty portfolio.
- Even in India, it has entered into partnerships to broaden its offerings. Its national presence provides a compelling proposal to companies with unique products but limited presence in the Indian pharma market.

#### **New Platforms, New Barriers: Emcure's diversification beyond core**

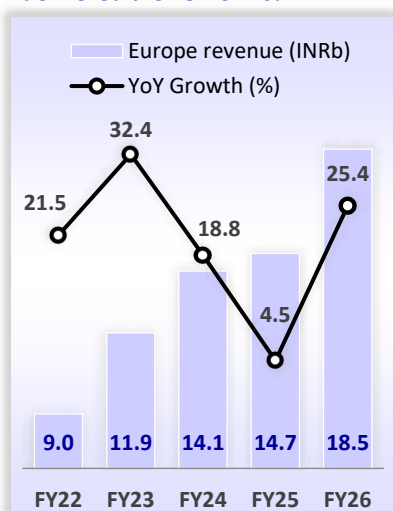
- In addition to scaling up its business in existing therapies, Emcure has built a dedicated dermatology platform (Emcutix) with a focus on prescription dermatology, cosmetology, and skin care for the DF market.
- Emcure has entered adjacent consumer wellness categories through brands like Arth and Galact, diversifying beyond prescription medicines in the DF segment.
- Emcure is building a dedicated Super Specialty platform to diversify beyond its traditional branded generics business. The strategy is anchored to Ophthalmology

**Integrated biologics manufacturing across Mammalian, Microbial and mRNA platforms provides a scalable platform for future growth.**

**Overall Canada generic market size over CY21-CY25**



**Over FY23-26, Europe segment delivered a CAGR of 16%**



(starting with a differentiated ready-to-use Bevacizumab for wet AMD) and Oncology (led by recombinant Asparaginase and a broader biologics pipeline).

- The company has also established integrated biologics capabilities across Mammalian, Microbial and mRNA production platforms, providing a scalable foundation for future specialty and biosimilar launches.
- Together with an experienced leadership team, these high-entry-barrier therapies are expected to become meaningful long-term growth drivers and support margin expansion.

**Valuation and view: Initiate coverage with a BUY rating**

- Emcure is implementing efforts to enhance differentiated offerings to both DF and international markets through its own R&D and acquired products.
- Further, it is well-placed in terms of its manufacturing base and established commercial channel to drive revenue growth and improve profitability with better efficiency across the value chain.
- This strategy would effectively help Emcure sustain a healthy RoE of 20%. Interestingly, within our healthcare coverage universe of 29 companies, only seven companies (incl. Emcure) have an RoE of ~20%.
- Considering Emcure's robust growth prospects and healthy return ratios, we value the company at 28x 12-month forward earnings, in line with the pharma universe. Under our **base-case scenario**, we model a 14% revenue CAGR, 230bp margin expansion, and 22% PAT CAGR over FY26-28, arriving at a TP of INR2,260, implying a potential upside of 27%.
- **The bull case scenario** builds in a 20% revenue CAGR with 255bp margin expansion and a 37% PAT CAGR over FY26-28, aided by a superior execution in focus markets of EU, Canada and DF. This would lead to a TP of INR2,770, based on a 30x 12-month forward earnings multiple, implying a potential upside of 55%.
- **The bear case scenario** assumes a 9% revenue CAGR with 175bp margin expansion due to a delay in approvals and inferior market share gains, driving a 17% earnings CAGR over FY26-28. These factors would result in a TP of INR1,691, based on the 25x 12-month forward earnings multiple, implying a potential downside of 5%.

**We initiate coverage on the stock with a BUY rating.**

**Key risks**

- Adverse regulatory actions or unfavorable inspection outcomes may impact growth prospects.
- Changes in regulatory guidelines across jurisdictions may delay product approvals or commercialization opportunities.
- Dependence on global supply chains exposes the company to geopolitical risks and disruptions.
- Intense competition in the DF market may limit market share gains.
- Loss of key management or scientific talent could disrupt operations and the R&D pipeline.

## STORY IN CHARTS

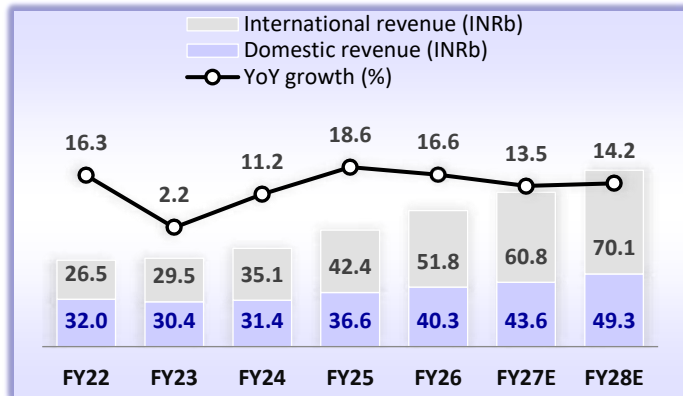
### Growth push: differentiation, productivity, new segment



### Scaling up growth levers

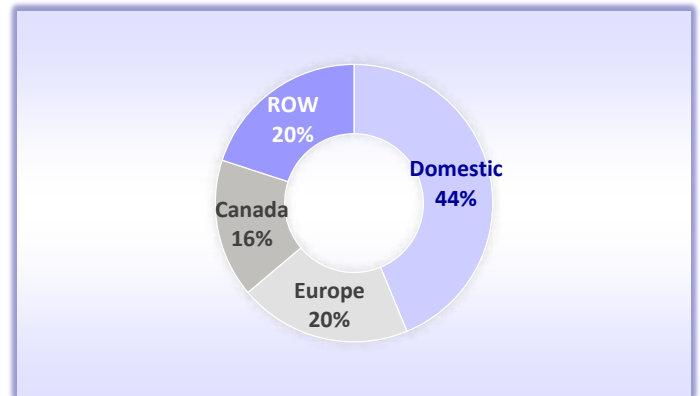
|  |                                  |                                                                                                                                                                                                                                                                                                                                 |
|--|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <b>Innovation-led pipeline</b>   | ❖ Emcure continues to build a differentiated pipeline across complex injectables, biologics and specialty therapies, supported by a strong internal R&D platform, positioning the company to capture opportunities in high-growth therapeutic segments.                                                                         |
|  | <b>International presence</b>    | ❖ Emcure is strengthening its international presence via deeper penetration in Canada, expanding European momentum via niche complex generics and scaling up emerging market growth, driven by biologics and differentiated injectables.                                                                                        |
|  | <b>Consumer health foray</b>     | ❖ Entered the fast-growing consumer health segment under the Arth brand, targeting lifestyle and wellness categories with science-backed formulations.                                                                                                                                                                          |
|  | <b>Women's health leadership</b> | ❖ It established a strong leadership position in the women's health segment and played a pivotal role in shaping anemia management in India, introducing Ferric Carboxymaltose / Ferrous Ascorbate in the market. Expanded women's health portfolio with new launches addressing under-served areas such as PCOS and menopause. |
|  | <b>In-licensing partnerships</b> | ❖ Emcure has strengthened its specialty portfolio through in-licensing partnerships with global innovators such as Sanofi (for cardiovascular therapy) Novo Nordisk (for semaglutide), Roche (for nephrology and transplant therapies) expanding its presence in high-growth CKD, anemia, obesity and cardiac segments.         |

### Revenue growth driven by international segment



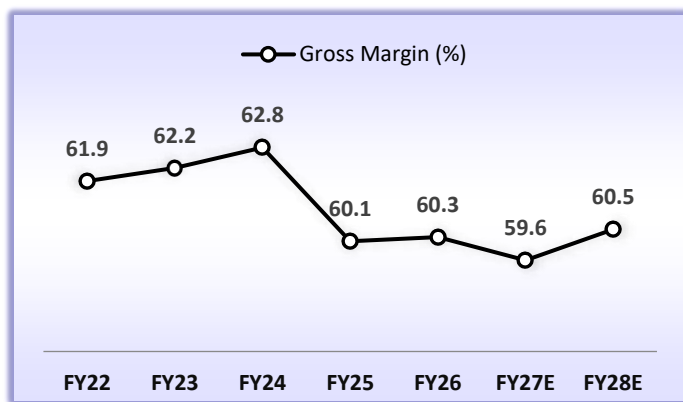
Source: MOFSL, Company

### Diverse geographical revenue contributions in ~FY26



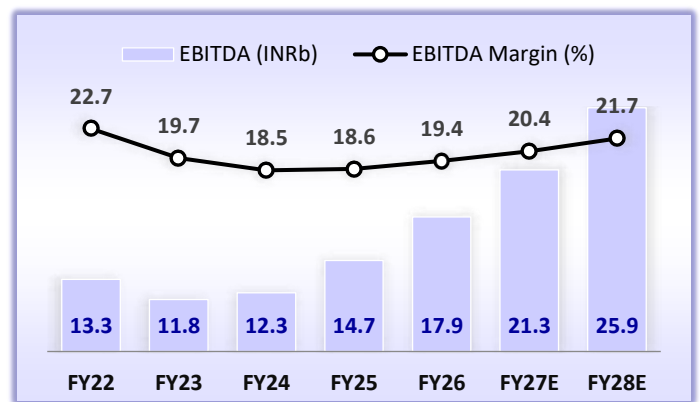
Source: MOFSL, Company

### Gross margins in the range of 60-61%



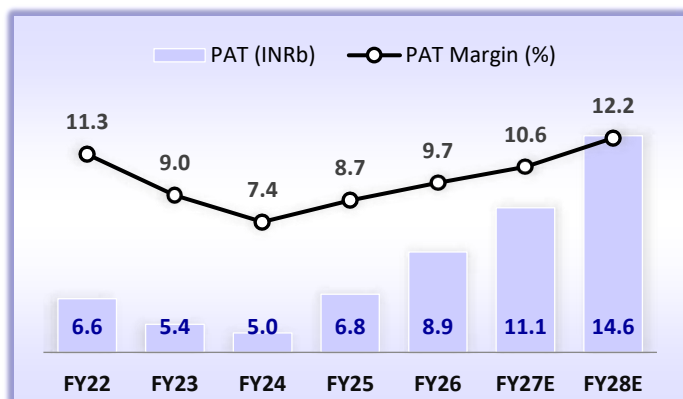
Source: MOFSL, Company

### EBITDA margin on a rising trajectory; to reach 21.7% by FY28



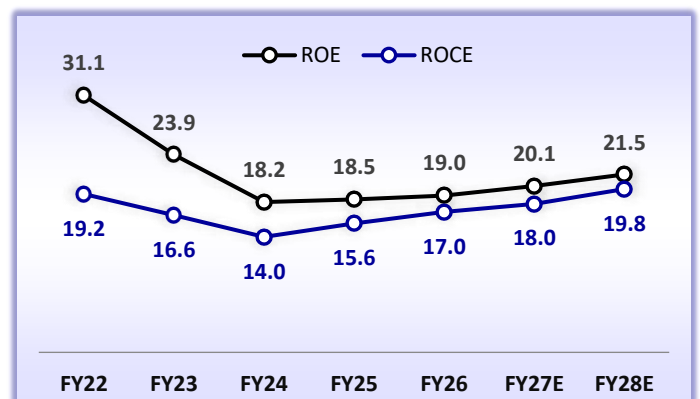
Source: MOFSL, Company

### PAT margin to reach by 12% by FY28



Source: MOFSL, Company

### Return ratios to increase



Source: MOFSL, Company

Emcure's business is geographically balanced, with focus on gynecology and cardiology therapy.

## Diversified pharma company with global scale

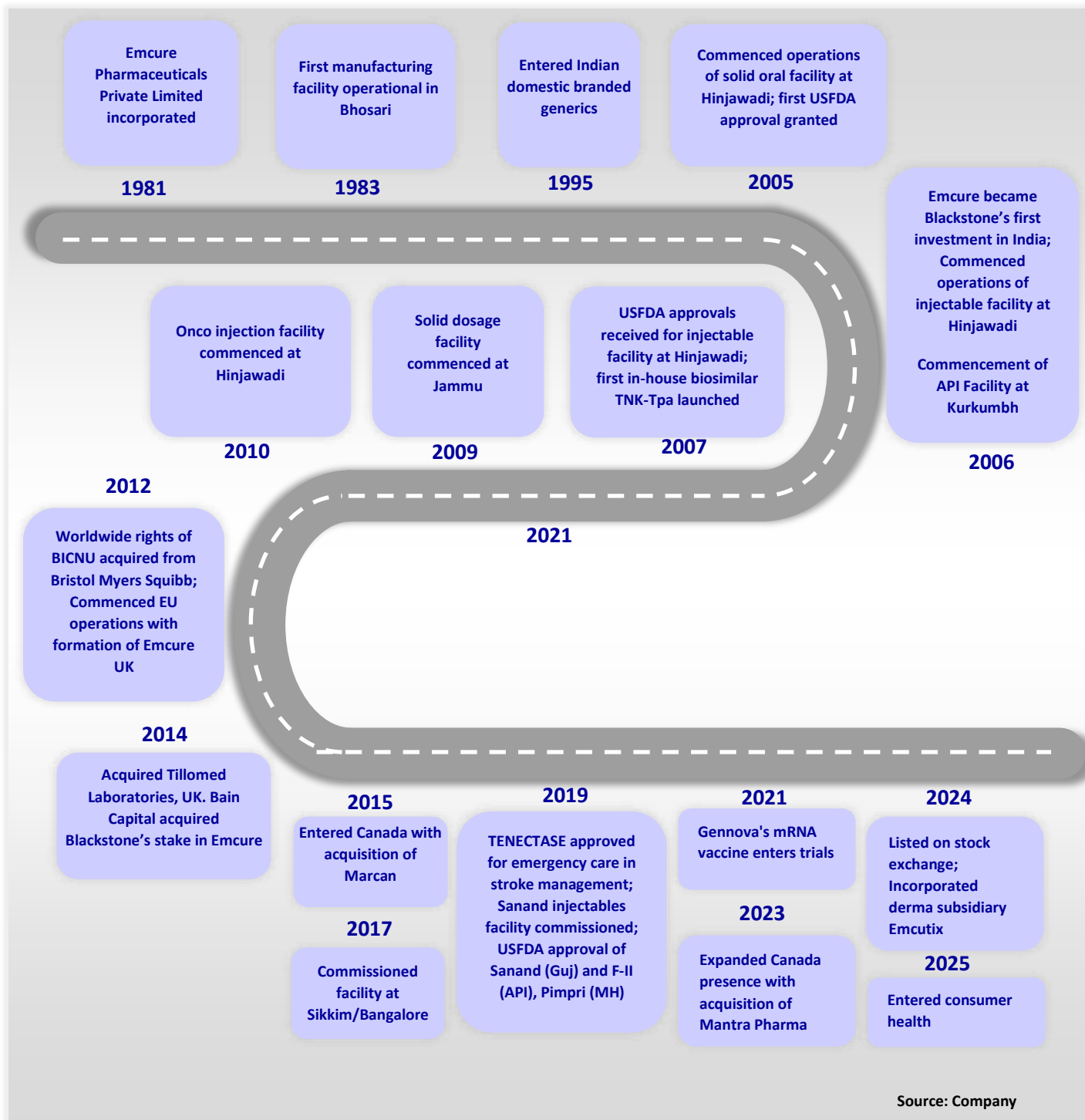
- Incorporated in 1981, Emcure is a leading pharmaceutical company with a strong presence in branded generics, specialty products including complex injectables and biologics.
- It has a balanced business mix in domestic/international markets, contributing ~44%/56% of FY26 revenue. Among international markets, revenue contribution is led by Europe/ROW (20% in FY26 each) and Canada (16%) in FY26.
- It develops, manufactures and markets products across dosage forms (including oral solids, oral liquids, injectables including liposomal/lyophilized injectables), biotherapeutics and complex APIs (chiral molecules/iron molecules/ cytotoxics).
- Emcure delivered 50%/30% revenue share from complex products through domestic/international market, including iron, chiral, biotherapeutics, injectables and photo-chemistry products in FY25.
- It has delivered a CAGR of 15%/17%/22% in revenue/EBITDA/PAT over FY23-26. Notably, the momentum accelerated in FY26 with growth in revenue, EBITDA and PAT rising 17%/29%/42% YoY to INR92b/INR19.1b/INR9.8b.
- A strategic agreement with Roche to market and distribute CellCept, Mircera and Neorecormon in India from Apr'26, targeting CKD/transplant therapy markets. It has partnered exclusively with Novo Nordisk for semaglutide (GLP-1) in India, providing an early lead in the fast-growing obesity/metabolic therapy opportunity.
- The company has five R&D centers and 13 manufacturing facilities for orals, APIs, biologics and formulations in Hinjawadi, Kurukumbh, Pimpri, Kadu, Sanand, Jammu, Sikkim, Bangalore and Mehsana. The facilities are accredited by regulatory bodies, including USFDA, UK MHRA, Health Canada, EDQM (Europe) and ANVISA Brazil.

### Exhibit 1: Manufacturing capacity/capability snapshot

| Facility               | Dosage Form                               | Major Accreditations                                                | Installed Capacity                                 |
|------------------------|-------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------|
| Pune, Maharashtra      | Solid Orals (Formulations)                | Health Canada; NIPN Hungary; TGA Australia; GCC; cGMP India; ANVISA | 2,128m tablets/capsules                            |
| Pune, Maharashtra      | Injectables (Biotech formulations)        | cGMP India                                                          | 7.9m vials                                         |
| Ahmedabad, Gujarat     | General Injectables                       | USFDA; Health Canada; NIPN Hungary; cGMP India                      | 46.1m vials                                        |
| Ahmedabad, Gujarat     | Oncology Injectables                      | Health Canada; NIPN; ANVISA Brazil                                  | 10.4m vials                                        |
| Surendranagar, Gujarat | Solid Orals                               | cGMP India; USFDA; MCAZ Zimbabwe                                    | 507.9m tablets/capsules                            |
| Mehsana, Gujarat       | Solid Orals and General Injectables       | cGMP India; Malta; PPB Kenya                                        | 548m tablets/capsules; 11.9m vials                 |
| Jammu 1, J&K           | Solid and Liquid Orals                    | MCAZ Zimbabwe; PPB Kenya; cGMP                                      | 1,415m tablets/capsules; 18.66m bottles            |
| Pune, Maharashtra      | API Manufacturing                         | USFDA; EDQM (Europe); cGMP India                                    | 264.4m tons                                        |
| Pune, Maharashtra      | API Manufacturing                         | USFDA; cGMP India                                                   | 13.5m tons                                         |
| Jammu 2, J&K           | Solid Orals, Liquid Orals and Injectables | cGMP India; NDA Uganda; PPB Kenya; Ethiopian FDA                    | 131.8m tablets/capsules; 20.2m vials; 1.8m bottles |
| East Sikkim            | Solid and Liquid Orals                    | cGMP India; NDA Uganda; PPB Kenya; Ethiopian FDA                    | 799.8m tablets/capsules; 4.3m bottles              |
| Rural Karnataka        | Liquid Orals                              | State FDA; NDA Uganda; PPB Kenya;                                   | 42.3m bottles                                      |
| Pune, Maharashtra      | Injectables (Biotech formulations)        | MCAZ Zimbabwe; PPB; TFDA Tanzania; NDA Uganda; NMRA                 | 6.3m vials                                         |

Source: RHP

## Emcure Pharma: Major events and milestones for the company



## Scaling up growth levers

|                                                                                   |                                  |                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <b>Innovation-led pipeline</b>   | ❖ Emcure continues to build a differentiated pipeline across complex injectables, biologics and specialty therapies, supported by a strong internal R&D platform, positioning the company to capture opportunities in high-growth therapeutic segments.                                                                         |
|  | <b>International presence</b>    | ❖ Emcure is strengthening its international presence via deeper penetration in Canada, expanding European momentum via niche complex generics and scaling up emerging market growth, driven by biologics and differentiated injectables.                                                                                        |
|  | <b>Consumer health foray</b>     | ❖ Entered the fast-growing consumer health segment under the Arth brand, targeting lifestyle and wellness categories with science-backed formulations.                                                                                                                                                                          |
|  | <b>Women's health leadership</b> | ❖ It established a strong leadership position in the women's health segment and played a pivotal role in shaping anemia management in India, introducing Ferric Carboxymaltose / Ferrous Ascorbate in the market. Expanded women's health portfolio with new launches addressing under-served areas such as PCOS and menopause. |
|  | <b>In-licensing partnerships</b> | ❖ Emcure has strengthened its specialty portfolio through in-licensing partnerships with global innovators such as Sanofi (for cardiovascular therapy) Novo Nordisk (for semaglutide), Roche (for nephrology and transplant therapies) expanding its presence in high-growth CKD, anemia, obesity and cardiac segments.         |

## International segment: Complexity, reach and scale

- Accelerating European momentum with new product introductions, especially niche injectables like Liposomal Amphotericin.
- Deepening Canadian market penetration via increased market share and new complex generics launches.
- Insulated from exposure to US generics mitigates tariff and pricing volatility, enabling Emcure to focus on more stable and profitable international markets.
- Expanding presence in emerging markets via biologics (Tenecteplase, r-Asparaginase, Bevacizumab), complex generics (Liposomal Amphotericin) and select front-end presence.

## International: Complex injectables/biosimilars to drive global expansion

- Emcure's innovation-led pipeline is increasingly centered on complex injectables, biosimilars and NDDS-based formulations, which carry higher entry barriers and offer better pricing resilience compared to conventional generics.
- It is gaining traction in RoW markets with differentiated hospital products (Liposomal Amphotericin B), while biosimilars Tenecteplase/Peg-Asparaginase are strengthening its presence in high-value specialty therapies.
- Regulatory progress is also improving visibility, with Emcure becoming the first company to secure EU approval for Liposomal Amphotericin B, highlighting its capabilities in complex formulation development.
- The acquisition of Manx Healthcare's 100+ product portfolio further enhances near-term revenue visibility while providing a broader base to scale up its differentiated pipeline globally.
- Additionally, it is probably the only Indian generic company with a pan-Canadian presence, including in French-speaking Quebec, providing it a key differentiation in a largely generic market.
- Overall, the company's increasing focus on high-barrier therapies and specialty hospital products is expected to support sustainable global growth and an improved margin profile over the medium term.

Complex products and diversified geographies to drive the next phase of international growth.

## Exhibit 2: Global pipeline portfolio across Canada/ROW/Europe

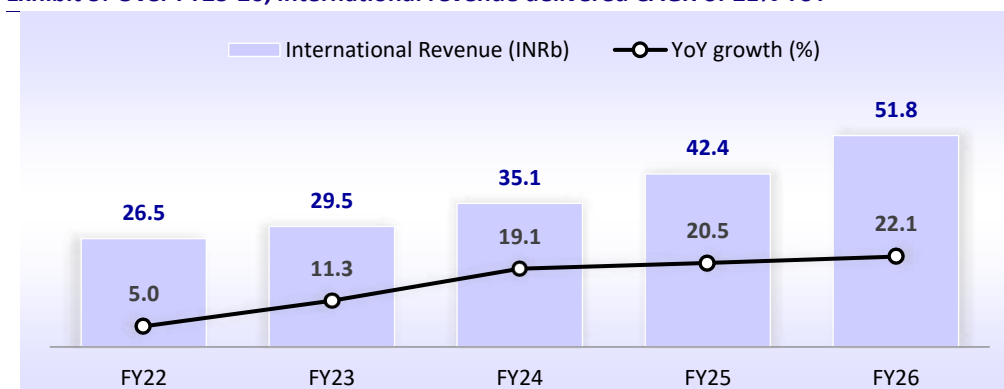
| Canada                        | ROW                   | Europe                |
|-------------------------------|-----------------------|-----------------------|
| <i>Injectables</i>            | <i>Injectables</i>    | <i>Injectables</i>    |
| Amphotericin B                | Amphotericin B        | Doxorubicin           |
| Semaglutide                   | Ferric CarboxyMaltose | Ferric CarboxyMaltose |
| Treosulfan                    | Lenacapavir           |                       |
| Treprostini                   | Enoxaparin            |                       |
| <i>Generics</i>               | <i>Biosimilars</i>    |                       |
| Amantadine                    | Tenecteplase          |                       |
| Sulfamethoxazole/Trimethoprim | Bevacizumab           |                       |
| Nortriptyline                 |                       |                       |

Source: MOFSL, Company

## International segment leading revenue acceleration

- The international segment remains the key earnings driver, accounting for ~56% of consolidated revenue in FY26. While the segment posted a 21% revenue CAGR over FY23-26, growth accelerated to ~22% YoY in FY26, in line with the 3-year historical CAGR.

**Exhibit 3: Over FY23-26, international revenue delivered CAGR of 21% YoY**



Source: MOFSL, Company

- The expansion was driven by strong momentum across key geographies; Canada (26.8% CAGR) was supported by portfolio expansion and the integration of Mantra Pharma, while ROW (21.2% CAGR) was aided by traction in differentiated generics.

**Exhibit 4: Revenue trend over FY22-FY26**

| Particulars (INRb)   | FY22        | FY23        | FY24        | FY25        | FY26        | 3YR CAGR (%) | 2YR CAGR (%) |
|----------------------|-------------|-------------|-------------|-------------|-------------|--------------|--------------|
| <b>International</b> | <b>26.5</b> | <b>29.5</b> | <b>35.1</b> | <b>42.4</b> | <b>51.8</b> | <b>20.6</b>  | <b>21.4</b>  |
| YoY growth (%)       | 5.0         | 11.3        | 19.1        | 20.6        | 22.1        |              |              |
| <b>Canada</b>        | <b>6.8</b>  | <b>7.3</b>  | <b>9.2</b>  | <b>12.5</b> | <b>14.9</b> | <b>26.8</b>  | <b>26.9</b>  |
| YoY growth (%)       | 3.6         | 7.4         | 26.5        | 35.6        | 18.7        |              |              |
| <b>Europe</b>        | <b>9.0</b>  | <b>11.9</b> | <b>14.1</b> | <b>14.7</b> | <b>18.5</b> | <b>15.9</b>  | <b>14.5</b>  |
| YoY growth (%)       | 21.5        | 32.4        | 18.8        | 4.5         | 25.4        |              |              |
| <b>ROW</b>           | <b>10.7</b> | <b>10.3</b> | <b>11.8</b> | <b>15.1</b> | <b>18.4</b> | <b>21.2</b>  | <b>24.8</b>  |
| YoY growth (%)       | -4.8        | -3.9        | 14.3        | 27.9        | 21.8        |              |              |
| <b>Total sales</b>   | <b>58.6</b> | <b>59.9</b> | <b>66.6</b> | <b>79.0</b> | <b>92.0</b> | <b>15.4</b>  | <b>17.6</b>  |
| YoY growth (%)       | 16.3        | 2.2         | 11.2        | 18.6        | 16.6        |              |              |

Source: MOFSL, Company

**Exhibit 5: Inorganic strategy to enhance portfolio and increase reach**

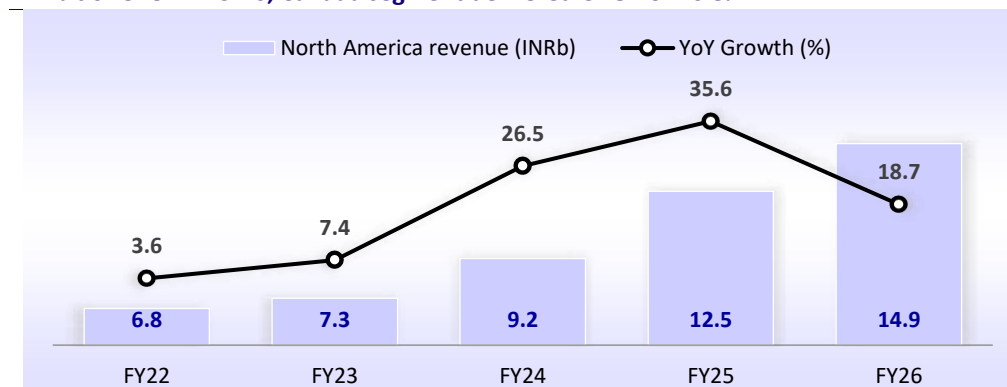
| DOA       | Acquiree                            | Acquired By           | Geographical Presence | Stake Acquired (%)    | Consideration       | Remarks                                                                                                                                                  |
|-----------|-------------------------------------|-----------------------|-----------------------|-----------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1-Apr-26  | Cutimed Inc                         | Mantra Pharma Inc     | Canada                | 100                   | CAD5m               | ❖ To strengthen group portfolio in the Canadian dermatological and cosmetic product segment                                                              |
| 4-Apr-25  | Manx Healthcare (product portfolio) | Tillomed Laboratories | UK / Europe           | Portfolio acquisition | GBP19.7m            | ❖ Acquisition of <b>100+ product dossiers/ marketing authorizations</b> , expected to drive <b>near-term revenue growth and expand European pipeline</b> |
| 6-Nov-23  | Mantra Pharma Inc                   | Marcan Pharma         | Canada                | 100                   | CAD57.1m (~INR3.5b) | ❖ Created <b>pan-Canada presence</b> , expanding portfolio and strengthening market access in a high-value regulated market                              |
| 29-Sep-16 | Laboratorios Tillomed Spain         | Emcure                | Spain                 | 100                   | EUR3,000 (~INR0.3m) | ❖ Expanded <b>European regulatory and marketing footprint</b> , strengthening Tillomed's EU operations                                                   |
| 12-Jan-16 | Tillomed Pharma GmbH                | Emcure                | Europe/RoW            | 100                   | EUR3.8m (~INR348m)  | ❖ Strengthened <b>European generics footprint</b> and supported product registration and commercialization in EU markets                                 |
| 9-Nov-15  | Marcan Pharma                       | Emcure                | Canada / RoW          | 100                   | CAD47.2m (~INR3b)   | ❖ Entry platform into the <b>Canadian generics market</b> , enabling front-end presence and regulatory filings in a key regulated market                 |
| 16-Apr-14 | Tillomed Laboratories               | Emcure                | UK/Europe/ RoW        | 100                   | GBP8.7m (~INR916m)  | ❖ Established <b>European front-end platform</b> and distribution network to market Emcure's generics portfolio in regulated markets.                    |

Source: MOFSL, Company

### North America: Deepening Canada presence/minimal US tariff pressure

- Currently, the Canada business contributes ~16% of consolidated revenue. It posted a 26.8% revenue CAGR over FY23-26, with 18.7% YoY growth in FY26.
- Canada continues to represent one of Emcure's most attractive international growth markets owing to its favorable industry structure, predictable pricing environment and increasing focus on complex generics.

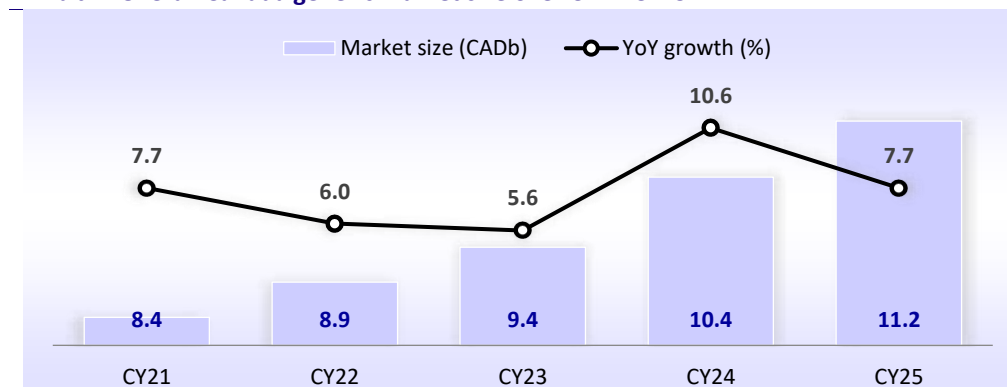
**Exhibit 6: Over FY23-26, Canada segment delivered CAGR of 26.8%**



Source: MOFSL, Company

- The Canada generics market exhibited strong structural growth, expanding at a ~9.2% CAGR over CY23-25, supported by high generic penetration at ~75% of prescription volumes.

**Exhibit 7: Overall Canada generic market size over CY21-CY25**



Source: MOFSL, Company

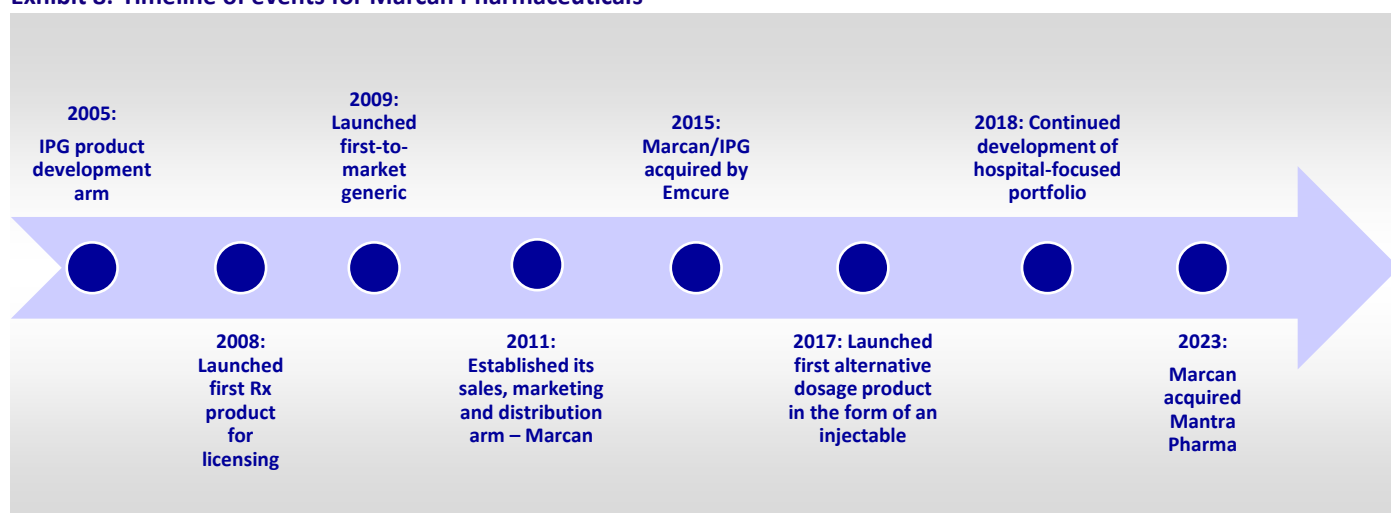
- The market benefits from a stable, policy-driven framework that ensures consistent volume growth, underpinned by an aging population (~median age is 40 years), rising chronic disease burden (~44% of adults with at least one chronic disease) and ongoing patent expiry.
- Within this context, Emcure with revenue of CAD236m is well-positioned to scale up its presence through a focused portfolio strategy, particularly in complex generics and niche segments.
- Notably, Canada offers a stable and predictable operating environment compared to the US generics market with lower pricing volatility, aligning well with Emcure's strategy of prioritizing steady-margin, regulated markets.
- Emcure has minimal exposure to the US market (~2-3% of revenue), insulating the business from potential US tariff risks, pricing pressure and generics volatility while enabling greater strategic focus on stable regulated markets.

- Additionally, Mantra Pharma partnered with DRRD to commercialize g-Semaglutide in Quebec, providing immediate exposure and enabling participation in early market share gains. Over the medium term, Emcure continues to advance its own semaglutide filing, which could facilitate a broader pan-Canada rollout and strengthen its proprietary presence in the GLP-1 segment.

### Canada playbook | Phase I (2015): Acquiring the Marcan platform

- Emcure's success in Canada has largely been driven by a well-executed inorganic expansion strategy. The foundation was established in 2015 with the acquisition of Marcan and International Pharmaceutical Generics (IPG), providing an entry platform into the Canadian generics market.
- The acquisition enabled Emcure to leverage regulatory and product development synergies with its European operations, particularly via cross-filing opportunities, thereby expanding the portfolio at relatively low incremental development costs.
- Since the acquisition, Marcan's portfolio has expanded from ~60 products to over 170 products distributed across more than 12,500 pharmacies nationwide.

**Exhibit 8: Timeline of events for Marcan Pharmaceuticals**



Source: MOFSL, Company

### Canada playbook | Phase 2 (2023): Acquiring the Mantra platform

- The second phase of growth came via the acquisition of Mantra Pharma in Nov'23, complementing the foundation laid by Marcan following its acquisition in 2015.
- While Marcan provided Emcure with a regulatory and commercialization platform across English-speaking Canada, Mantra strengthened its presence in Quebec, Canada's second-largest pharmaceutical market.
- Through the acquisition, Emcure gained access to an established Quebec-focused sales force, strong relationships with pharmacists, physicians, healthcare institutions, a dedicated scientific affairs team, and a fully integrated logistics infrastructure, including Voltimage and a 35,000 sq. ft. distribution facility in Levis.

## Exhibit 9: Rx/OTC product portfolio of Mantra Pharma

| Prescription (Rx) Portfolio                                               | OTC / Consumer Healthcare Portfolio                                    |
|---------------------------------------------------------------------------|------------------------------------------------------------------------|
| <b>Cardiovascular:</b> Amlodipine, Irbesartan, Perindopril, Diltiazem     | <b>Bone Health:</b> mcal® Calcium, mcal® D400/D800/D1000               |
| <b>Anticoagulants:</b> Apixaban, Rivaroxaban, Ticagrelor, Clopidogrel     | <b>Vitamins &amp; Supplements:</b> Vitamin B1, B6, B12, Vitamin D      |
| <b>Dyslipidemia:</b> Rosuvastatin, Atorvastatin, Ezetimibe                | <b>Iron Supplements:</b> Fer Fumarate, Fer Sulfate, Fer Polysaccharide |
| <b>Diabetes:</b> Metformin, Metformin XR, Dapagliflozin                   | <b>Electrolytes &amp; Minerals:</b> Potassium and Magnesium products   |
| <b>CNS/Neurology:</b> Pregabalin, Levetiracetam, Escitalopram, Sertraline | <b>Oral Care:</b> Denta Gel, Denta Rinse, Denta Gum, Denta Mint        |
| <b>Gastrointestinal:</b> Pantoprazole, Esomeprazole, Lansoprazole         | <b>Dermatology:</b> Eczederm, Urederma, Hydrocortisone creams          |
| <b>Anti-infectives:</b> Amoxiclav, Azithromycin, Clarithromycin           | <b>GI &amp; Constipation Care:</b> PEG 3350, Senna, Docusate           |
| <b>Ophthalmology:</b> Latanoprost, Dorzolamide-Timolol                    | <b>Cardiovascular Wellness:</b> Cardiosmile                            |
| <b>Women's Health:</b> Progesterone, Dienogest                            |                                                                        |
| <b>Specialty Products:</b> Pirfenidone, Cinacalcet, Teriflunomide         |                                                                        |

Source: MOFSL, Company

Successful integration of Mantra Pharma and a strong pipeline of injectables (Amphotericin-B/Semaglutide/Treosulfan/Trep rostinil) to drive growth in Canada.

### Canada playbook | Phase 3 (2026): Acquiring the Cutimed platform

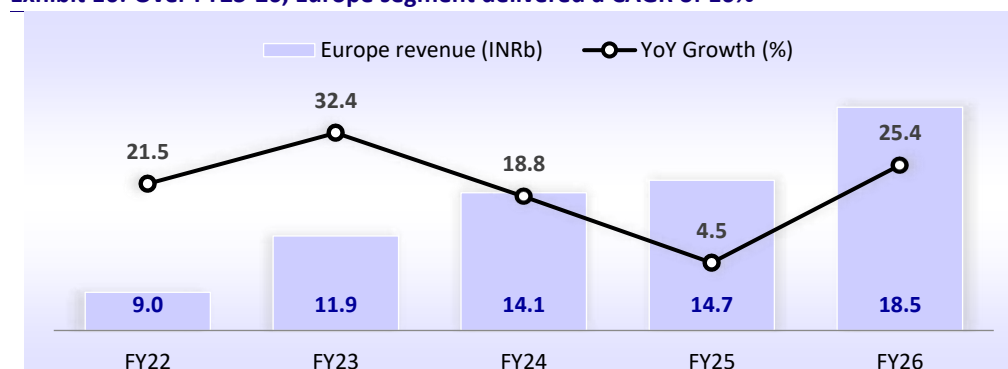
- The acquisition of Cutimed Inc. marked Emcure's entry into the Canadian dermatology and personal care segment, representing an extension of its broader healthcare portfolio beyond traditional prescription generics.
- It helped gain access to an established portfolio of dermatological products, including creams, cleansers and lip-care formulations targeted at the Canadian consumer market.
- The acquisition aligned well with Emcure's dermatology expertise in India via its Emcutix franchise, creating potential opportunities to introduce additional skincare and dermatology products into Canada over time.
- The pipeline is focused on high-value complex injectables (**Amphotericin-B/Semaglutide/Treosulfan/Treprostinil**) and select oral generics (**Amantadine/Sulfamethoxazole/Trimethoprim/Nortriptyline**), supporting stable growth through differentiated and first-to-market product launches.

*Canada is expected to remain a key growth engine, driven by the successful integration of Mantra Pharma, a pan-Canada commercial platform, and a strong pipeline of injectables, complex generics, and OTC products. With ~116 products already commercialized and 65+ pending approvals, alongside continued market share gains and new product launches, the business is well positioned to deliver sustainable growth.*

### Europe: Growth to accelerate on Manx pipeline/complex injectables and Amphotericin B

- Currently, the Europe segment contributes ~20% of consolidated revenue. While the segment posted a 16% revenue CAGR over FY23-26, the growth remained strong at ~25.4% YoY in FY26, ahead of the historical revenue trajectory.

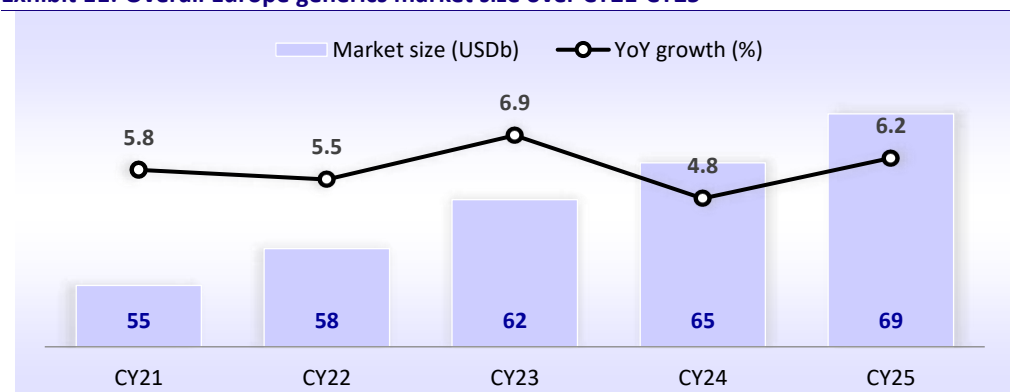
#### Exhibit 10: Over FY23-26, Europe segment delivered a CAGR of 16%



Source: MOFSL, Company

- European generics market expanded at ~5.5% CAGR over CY23-25, supported by generic penetration with ~40% of prescription volumes.
- Europe's generics market is highly competitive and tender-driven with pricing largely dictated by large distributors and government procurement systems, leading to moderate but stable growth.
- Emcure has established a diversified commercial model across both retail and hospital channels, leveraging a combination of its own front-end infrastructure and strategic partnerships. In the UK, its largest European market, Emcure has a comprehensive presence across both channels, while operations in the rest of Europe are primarily focused on the hospital segment, providing a strong platform for expanding its complex injectables and specialty portfolio.
- However, complex generics and injectables are gaining prominence, offering higher entry barriers, limited competition, and superior margin potential compared to commoditized oral generics.

**Exhibit 11: Overall Europe generics market size over CY21-CY25**



Source: MOFSL, Company

Ramp-up of Amphotericin-B via Tilomed to drive growth in Europe.

- Emcure's European business is witnessing strong momentum, driven by a combination of structural growth drivers and execution-led catalysts. At the core is the ramp-up of Liposomal Amphotericin B, a highly complex injectable where Emcure (via Tilomed) is among the first generic entrants, addressing a niche market of EUR100m+.

### **Liposomal Amphotericin B: A high-barrier, hospital-driven growth engine in Europe's complex generics market**

- Amphotericin B, particularly its liposomal form, is emerging as a structurally strong growth driver in the European hospital generics market, underpinned by a unique combination of clinical indispensability and high entry barriers.
- Despite the availability of new antifungals, Amphotericin B remains the gold standard for treating life-threatening invasive fungal infections such as cryptococcal meningitis and aspergillosis, ensuring a non-discretionary and hospital-driven demand profile.
- The ongoing clinical shift from conventional deoxycholate formulations toward liposomal and lipid-based variants driven by significantly lower nephrotoxicity and improved patient outcomes is accelerating value growth, with the liposomal segment expanding at ~6% CAGR across key European markets.

**Exhibit 12: Value migration (Volume vs. Value shift) of Amphotericin-B**

| Segment       | Share (2018)            | Share (2026)         | Comments                           |
|---------------|-------------------------|----------------------|------------------------------------|
| Conventional  | High volume / Low value | Declining            | Toxicity concerns                  |
| Lipid Complex | Niche                   | Stable               | Limited use cases                  |
| Liposomal     | Moderate                | Dominant value share | Better safety, hospital preference |

Source: MOFSL, Company

**Exhibit 13: Competitive intensity vs. margin profile of Amphotericin-B**

| Segment      | No. of Players | Entry Barrier | Pricing Power | Margin Profile |
|--------------|----------------|---------------|---------------|----------------|
| Conventional | 10+            | Low           | Weak          | Low            |
| Liposomal    | 4-5            | Very High     | Strong        | High           |

Source: MOFSL, Company

- Although the core European patents expired in CY08, supplementary protection certificates (SPCs) in several European countries extended effective exclusivity until CY16.
- Notwithstanding the expiry of IP protection, meaningful generic entry did not materialize until 2024-2025, reflecting the significant technical and regulatory barriers associated with liposomal drug delivery systems.
- Unlike small molecules generics/conventional injectable generics, Liposomal Amphotericin B is a highly complex formulation requiring **specialized liposome manufacturing technology** and **sterile injectable capabilities** to establish equivalence with the reference product.
- Additionally, **over 80% of Amphotericin B sales in Europe are routed via centralized hospital tenders** where supplier reliability and supply continuity often outweigh price considerations.
- Geographically, growth is concentrated in high-volume markets such as Germany, the UK and Italy, where early adoption of complex generics and aging populations are driving higher incidences of hospital-acquired fungal infections. Meanwhile, regions like Spain/France are increasingly opening procurement systems to specialized generic entrants, creating incremental opportunities.

**Exhibit 14: Peer analysis of Liposomal Amphotericin B**

| Company         | Brand / Product | Geographic Presence                                            | Market Position            | Key Strengths                                                                                           | Commentary                                                                                                                                                                                                                                                                                                        |
|-----------------|-----------------|----------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gilead Sciences | Innovator       | Pan-European (Germany, France, Italy, Spain, UK, Nordics, CEE) | Market Leader              | ❖ Established clinical evidence, physician familiarity, strong hospital formulary access                | ❖ Continues to dominate European liposomal amphotericin B usage despite generic entry.                                                                                                                                                                                                                            |
| Sun Pharma      | Generic         | UK and major EU markets through hospital tender channels       | Leading Generic Challenger | ❖ Competitive pricing, established sterile injectable manufacturing, European commercial infrastructure | ❖ One of the most significant generic competitors to Gilead. Sun's entry has increased competitive intensity in hospital tenders, particularly where procurement decisions are heavily price-driven. Likely to gain share in cost-sensitive markets such as Eastern Europe and selected Western European tenders. |
| CPSC            | Generic         | Initial rollout expected across select EU markets              | Entrant; select EU market  | ❖ Cost-efficient manufacturing, growing complex injectable capabilities                                 | ❖ Commercial penetration will depend on successful hospital tender wins and supply reliability.                                                                                                                                                                                                                   |

Source: MOFSL, Company

- **The product's gradual rollout across ~23 approved countries (already commercialized in the UK/Italy) with launches planned in France/Germany provides a multi-year growth runway for Emcure, with meaningful scale-up expected from FY27 onward.**

#### Deepening portfolio presence via targeted inorganic expansion

- Emcure's European journey began with the acquisition of Tillomed in FY14, providing a strategic foothold.
- Over the last decade, Tillomed evolved from a two-product company into a 150+ product platform with operations across the UK, Germany, Spain and Italy, serving as a primary vehicle for European expansion.
- Building on this platform, Tillomed acquired selected assets from Manx Healthcare in Apr'25, adding a portfolio of established generic/OTC products along with associated marketing authorizations and dossiers/IP.
- Tillomed has evolved into Emcure's European growth platform, further strengthened by the strategic acquisition of selected Manx Healthcare assets.
- The acquisition strengthened its presence in the UK while broadening its therapeutic coverage across pain management, anti-infectives, gastrointestinal care and other consumer health categories.
- The Manx portfolio acquisition, which provided access to 120+ marketing authorizations, nearly half of which are yet to be commercialized, thereby significantly strengthens the launch pipeline and doubling the UK portfolio.
- Notably, the acquisition adds a strong inorganic lever contributing 5-6% but significantly strengthening the medium-term pipeline via yet-to-be-commercialized dossiers.
- Additionally, Emcure's 55+ product EU pipeline, focused on complex generics and hospital products, ensures sustained visibility of new launches. Additionally, the pipeline is focused on complex injectables (**Ferric Carboxymaltose and Doxorubicin**) to support growth.

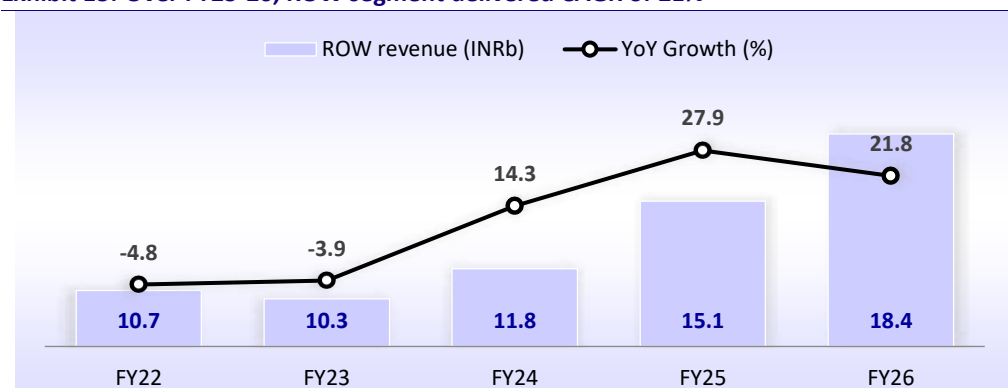
Tillomed has evolved into a European growth platform, strengthened by the strategic acquisition of selected Manx healthcare assets.

**Overall, the growth is being driven by a combination of new product launches (Amphotericin B), base portfolio traction and pipeline expansion via Manx.**

#### ROW: Momentum to be driven by complex injectables/biosimilars

- Currently, the ROW segment contributes ~20% of consolidated revenue. While the segment posted a 21% revenue CAGR over FY23-26, the growth remained strong at ~22% YoY in FY26, marginally ahead of the historical revenue trajectory.

**Exhibit 15: Over FY23-26, ROW segment delivered CAGR of 21%**



Source: MOFSL, Company

Lenacapavir strengthens  
Emcure's ARV runway  
through participation in the  
evolving long-acting HIV  
and PrEP market.

- The RoW segment's growth is supported by scale, a diversified portfolio, and structural market opportunities. Growth remains broad-based across both ARV and non-ARV segments, reducing concentration risk and supporting sustainable growth.
- The ARV segment witnessed normalization after channel destocking, with underlying demand remaining intact, while Emcure's backward integration and in-house manufacturing provide a structural cost advantage in highly price-sensitive, tender-driven markets, supporting volume-led growth.
- A healthy order book provides near-term revenue visibility, while the Lenacapavir DMF filing and potential dossier filings in FY27 position Emcure well to participate in the next generation of long-acting HIV therapies.
- Although the timing of commercialization remains uncertain, Lenacapavir's once-every-six-month dosing and expanding opportunity in both HIV treatment and pre-exposure prophylaxis (PrEP) could significantly enlarge the addressable market. As a complex injectable, it also has the potential to enhance the ARV portfolio's profitability and support margin expansion over the medium term.
- A key pillar of growth is the scale-up of the non-ARV portfolio, where Emcure is leveraging its India portfolio and regulated-market product basket to address unmet demand across emerging markets.
- During FY26, the company filed 80+ molecules and secured 30+ product registrations across international markets, strengthening its launch pipeline and expanding its addressable market.
- Beyond conventional generics, the next phase of growth is expected to be led by differentiated and complex products. Biosimilars such as Tenecteplase/Peg-Asparaginase continue to gain traction, while Liposomal Amphotericin B is poised to emerge as a key growth catalyst from FY27.
- Given the technological complexity associated with liposomal formulations and the limited number of global competitors, the product is expected to support both revenue growth and margin accretion.
- Additionally, the company continues to expand into new geographies while deepening its presence in existing markets, thereby reducing its dependence on any single product category or region.
- The increasing scale across manufacturing facilities and front-end infrastructure should also unlock operating leverage, supporting margin expansion over the medium term.
- We expect the RoW business to sustain healthy growth, driven by volume expansion, an improving product mix led by complex and differentiated products, and continued operating leverage.
- The growth outlook is further supported by a robust pipeline of **high-value injectables (Amphotericin B, Ferric Carboxymaltose, Lenacapavir, and Enoxaparin) and biosimilars (Tenecteplase and Bevacizumab)**, which should strengthen the company's presence across key RoW markets.

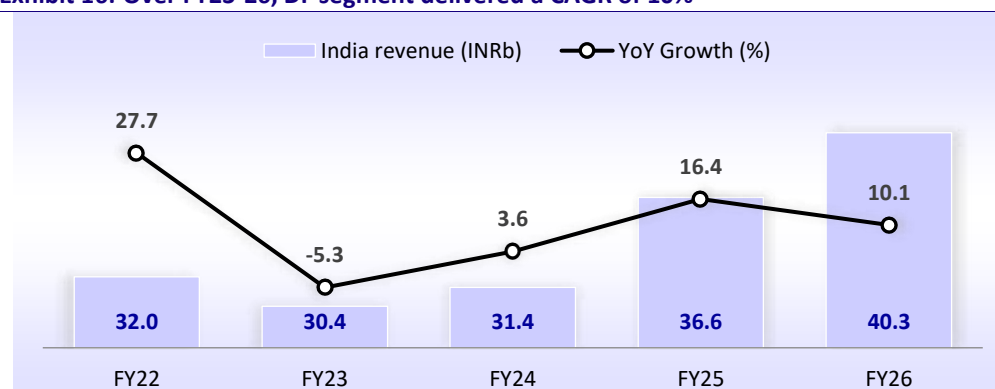
## DF: Deepening core therapies; seeding future growth

- Market leadership in women's health and a growing innovation portfolio (including the Iron franchise) position Emcure for sustained growth.
- Zuventus' innovation-led portfolio and strong physician connect create a differentiated growth platform. Following a restructuring and field-force realignment, growth normalization and productivity gains are expected from FY27 onward.
- PCPM increased to ~INR700k in FY26, supported by portfolio optimization and improving chronic therapy mix.
- It is strengthening its specialty presence via premium aesthetic dermatology and b-Bevacizumab in ophthalmology. These franchises provide access to attractive, underpenetrated growth markets.
- EMCURE is leveraging Arth/Galact to tap the expanding nutraceutical market, enhancing portfolio diversification and creating a new long-term growth driver.

## Domestic segment: FCM patent expiry/organizational restructuring impacted growth

- The DF segment remains the key earnings driver, accounting for ~44% of consolidated revenue. While the segment posted a 10% revenue CAGR over FY23-26, growth accelerated to ~10.1% YoY in FY26, in line with the 3-year historical CAGR.

**Exhibit 16: Over FY23-26, DF segment delivered a CAGR of 10%**



Source: MOFSL, Company

- Over FY24-26, the confluence of FCM patent expiry, portfolio integration and organizational restructuring created near-term headwinds, which temporarily impacted growth, with these investments expected to set the stage for improved execution.

**Exhibit 17: Three-year transition; building for the next growth phase**

| Year        | Key Event                                                 | Impact                                                              | View                                                                                                                                                                                                   |
|-------------|-----------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>FY24</b> | FCM patent expiry                                         | Loss of exclusivity led to competitive intensity and portfolio drag | ❖ Marked the beginning of a portfolio transition cycle                                                                                                                                                 |
| <b>FY25</b> | FCM erosion + Sanofi CV integration                       | Continued impact from FCM alongside integration-related disruptions | ❖ Despite portfolio headwinds, the domestic business delivered 16.4% growth, supported by new launches, therapeutic diversification, strategic partnership and strong execution of the base portfolio. |
| <b>FY26</b> | Zuventus field-force restructuring and management changes | Temporary disruption to sales productivity and execution            | ❖ A deliberate investment phase focused on organizational realignment and productivity enhancement, laying the groundwork for improved execution                                                       |

Source: MOFSL, Company

### Women's health leadership reinforced by strong brand franchise

- Emcure has established a strong leadership position in women's health products, ranking 2nd in gynaecology, supported by a portfolio of well-entrenched brands.
- The franchise is led by flagship multiple brands of size including Orofer XT (INR2b), Pause Injection and Orofer FCM (INR1b each), Ferium (INR500m), and Dydrofem (INR250m). Notably, Orofer FCM/Ferion XT maintained strong growth momentum, registering 23%/34% YoY growth, as per IQVIA MAT Jun-26.
- Its deep engagement with gynaecologists, coupled with high brand recall across iron supplementation, hormonal therapies and women's wellness, provides a durable competitive moat and a strong platform for market expansion.

### Strong leadership/restructuring changes in Zuventus; ready to take the next leap

Zuventus' innovation-led portfolio, built on first-in-India launches and differentiated technology platforms, provides a sustainable competitive advantage via stronger physician adoption.

- Zuventus has built a differentiated business model where scientific innovation serves as the foundation for sustainable growth. By introducing first-in-India products and leveraging proprietary technologies, the company gains early physician adoption and trust.
- This translates into strong brand equity for products such as Bevon, Eslo, Maxtra, and Zostum, driving higher prescription share and market leadership. The resulting brand strength enhances pricing power and product mix, supporting superior realizations and margins. **Consequently, Zuventus' competitive advantage is driven by innovation-led differentiation rather than merely expanding its sales force.**
- A key pillar of Zuventus strategy is emphasis on technology-based differentiation. The company pioneered the introduction of Amlodipine through Eslo, leveraged complex peptide capabilities for products such as Oxyptadil/Tosiban and developed advanced delivery systems through products like Troxip OD/Myotop-DSR.

#### Exhibit 18: Technology platform driving differentiation

| Technology Platform           | Key Brands                | Strategic Benefits                 |
|-------------------------------|---------------------------|------------------------------------|
| Chiral Technology             | ❖ Eslo, Kimet XL, Setolac | ❖ Better efficacy and tolerability |
| Complex Peptides              | ❖ Oxyptadil, Tosiban      | ❖ High entry barriers              |
| Advanced Drug Delivery        | ❖ Troxip OD, Myotop DSR   | ❖ Improved compliance              |
| Stabilized Probiotics         | ❖ Floristore, Florimax    | ❖ Product differentiation          |
| Ultra-Purification Technology | ❖ Netromax, Feronia       | ❖ Enhanced quality and consistency |

Source: MOFSL, Company

- The first-mover strategy introduced several products; Eslo/Efnocar/Troxipide/Tuloplast/Maxiliv/Floristore/Myotop/Oxyptadil and Tosiban ahead of competitors in the Indian market. Being the first entrant allowed Zuventus to establish relationships with physicians before the market becomes crowded, creating long-term prescription stickiness.
- Consequently, even when competitors enter the category later, the original brand often retains a meaningful share due to years of accumulated physician trust and clinical familiarity.
- Another important aspect of the portfolio is the company's focus on specialized and difficult-to-replicate formulations. Through its transdermal patch platform, Zuventus has developed products such as Ketoplast, Dicloplast, Bupreplast, and Tuloplast, offering consistent drug delivery and improved patient convenience.

**Exhibit 19: Key growth brands of Zuventus**

| Brand   | Therapy                | Strategic Importance                  |
|---------|------------------------|---------------------------------------|
| Bevon   | ❖ Multivitamins        | ❖ Flagship nutraceutical brand        |
| Maxtra  | ❖ Cough & Cold         | ❖ Strong respiratory franchise        |
| Eslo    | ❖ Hypertension         | ❖ Market-leading cardiovascular brand |
| Zostum  | ❖ Anti-infectives      | ❖ Established antibiotic franchise    |
| Feronia | ❖ Iron Supplementation | ❖ Women's health and nutrition        |
| Myotop  | ❖ Pain Management      | ❖ Leadership in muscle relaxants      |
| Maxiliv | ❖ Liver Care           | ❖ Innovative specialty product        |

Source: MOFSL, Company

Zuventus' restructuring under new leadership is transitioning from disruption to execution, with higher sales productivity and operating leverage expected from 1QFY27 onward.

- **Following the acquisition of the minority stake and the induction of a new leadership team in 2HFY26, management undertook a comprehensive overhaul of the business, encompassing portfolio rationalization, divisional realignment, and field-force restructuring across the franchise.**
- The exercise triggered elevated attrition of more than >30% in 4QFY26 and short-term execution disruptions, particularly in the acute segment, where prescription momentum is closely linked to field-force continuity.
- This resulted in domestic growth moderating to ~5% in 4QFY26. Excluding the Zuventus impact, the segment sustained ~9-10% growth trajectory.
- The disruption was primarily concentrated in 3QFY26/4QFY26, following which management reported a meaningful recovery, with Apr-26 performance tracking in line with internal targets.
- With the organizational reset into the execution phase, Zuventus' overhang is expected to ebb from 1QFY27, paving the way for normalization of growth, improved sales productivity, and realization of operating leverage.
- With limited scope for manufacturing synergies owing to the distinct therapeutic focus of Emcure and Zuventus, the integration strategy is centered on commercial efficiencies, sales force optimization, and marketing synergies.
- Emcure is leveraging the complementary nature of its chronic-care franchise and Zuventus' acute-care portfolio to optimize divisional structures, sharpen field-force deployment, and streamline sales and marketing support functions.

**PCPM: Zuventus' restructuring and higher chronic mix to drive productivity**

A restructured Zuventus portfolio, coupled with higher chronic exposure, is expected to drive the next leg of PCPM growth.

- Currently, the domestic MR strength stands at ~4,100 with a PCPM of 700k. Notably, ~ 40% of the total MR strength belongs to Zuventus.
- While the PCPM posted a 14% revenue CAGR over FY24-26, growth accelerated to ~11% YoY in FY26, trailing the two-year historical CAGR due to the restructuring of the Zuventus portfolio (**FY24/FY25 PCPM: 540K/630K**).
- Emcure expanded its field force by ~1,800 MRs between 2HFY23 and FY25, while maintaining a stable MR base with no incremental additions in FY26.
- **The PCPM growth story is likely to unfold in two phases.** In the near term, productivity gains should emerge from the ongoing transformation of the Zuventus portfolio and reallocating promotional efforts toward faster-growing, higher-value products.
- This should improve the quality of doctor interactions, raise prescription conversion rates, and enhance revenue generation from the existing physician universe.
- Notably, deepening presence in cardiology, diabetes, and gynecology shall emerge as a key driver of PCPM expansion. These therapies are characterized by high prescription persistence, superior patient retention, and longer treatment durations.

- The benefits of Zuentus shall converge with the rising chronicity of the portfolio, structurally supporting a higher PCPM trajectory.

### Ophthalmology: b-Bevacizumab to lead the franchise

- b-Bevacizumab for wet AMD represents Emcure's strategic entry into the ophthalmology market. Consistent with its playbook across women's health, cardiology, and diabetes, Emcure intends to use a flagship product to establish specialist relationships and subsequently expand the portfolio.
- It has received endorsement from CDSCO's SEC with a commercial launch targeted in 1HFY27, subject to final approval. Notably, the use of a patented delivery device could provide meaningful differentiation in terms of product handling and administration convenience for retinal specialists.
- The opportunity is particularly compelling given the unique dynamics of India's anti-VEGF market. While premium therapies such as Ranibizumab/Aflibercept cost INR25k-45k per injection, Bevacizumab is available at INR5-8k per injection, making it the most affordable anti-VEGF option.

Positioned in the lowest-cost anti-VEGF segment, b-Bevacizumab is well placed to drive volume-led growth by addressing India's large affordability-driven market while expanding access across Tier-2/3 cities.

#### Exhibit 20: Pricing economics of anti-VEGF therapies in India

| Biosimilar   | Cost per Injection | Relative positioning                       |
|--------------|--------------------|--------------------------------------------|
| Bevacizumab  | INR5-8k            | ❖ Value leader; volume-driven              |
| Ranibizumab  | INR25-45k          | ❖ Premium therapy                          |
| Aflibercept  | INR25-45k          | ❖ Premium therapy with superior durability |
| Brolucizumab | INR27-35k          | ❖ Emerging premium alternative             |

Source: MOFSL, Company

- Consequently, despite being an oncology-derived molecule used off-label in retinal disorders, Bevacizumab is estimated to account for nearly 70-80% of anti-VEGF injections in India.
- Clinical evidence suggests broadly comparable visual acuity outcomes versus premium therapies in many patients, making affordability and accessibility the primary drivers of adoption in a largely out-of-pocket healthcare market.
- While premium therapies such as Aflibercept/Ranibizumab are increasingly preferred by retinal specialists for their superior durability and lower injection burden, their higher cost limits accessibility for a large patient population.
- Consequently, Bevacizumab remains well positioned to drive volume-led growth, particularly across price-sensitive markets and non-metro regions, where treatment affordability often outweighs incremental clinical benefits.

#### Exhibit 21: Positioning of biosimilars – wet AMD

| Parameters             | Bevacizumab               | Ranibizumab                  | Aflibercept                 |
|------------------------|---------------------------|------------------------------|-----------------------------|
| Origin                 | ❖ Oncology antibody       | ❖ Designed for ophthalmology | ❖ Next-generation anti-VEGF |
| Innovator Brand        | ❖ Avastin                 | ❖ Lucentis                   | ❖ Eylea                     |
| Cost                   | ❖ Lowest                  | ❖ High                       | ❖ Highest                   |
| Physician preference   | ❖ Cost-sensitive patients | ❖ Established option         | ❖ Increasingly preferred    |
| Biosimilar opportunity | ❖ Large                   | ❖ Moderate                   | ❖ Emerging                  |

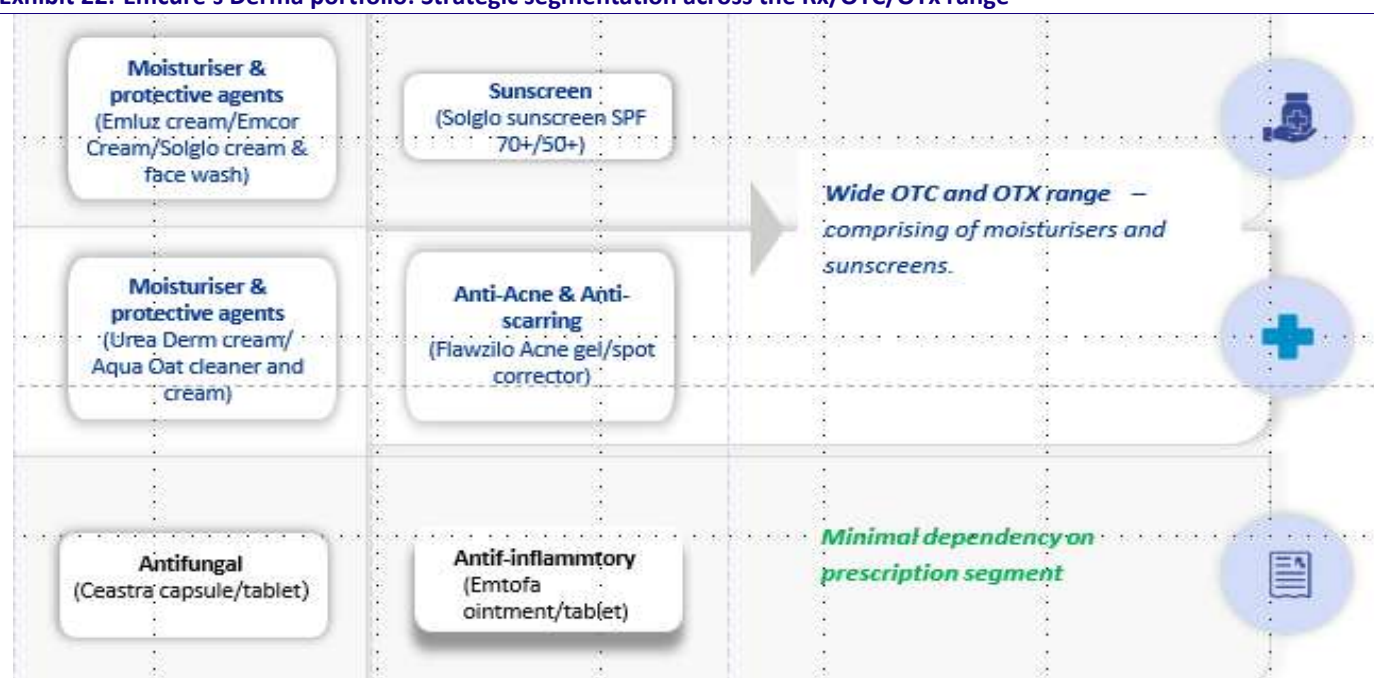
Source: MOFSL, Company

- Emcure's differentiation rests on four pillars: 1) participation in the lowest-cost anti-VEGF category, where the majority of treatment volumes currently reside; 2) leveraging physician familiarity with Bevacizumab to accelerate adoption; 3) expanding access to retinal therapy in Tier-2 and Tier-3 markets where affordability remains a key treatment constraint; and 4) utilizing Bevacizumab as a platform to build a broader ophthalmology franchise.

### Dermatology: Strategic diversification beyond Rx

- India's prescription dermatology market remains structurally attractive, with ~65-70% of revenues anchored in medical dermatology (infection-led, chronic therapies) growing at ~8-10%, while cosmetic/dermo-cosmetic segments (emollients/sunscreens/pigmentation) are expanding faster at ~15-18%, albeit with increasing competition from low-entry-barrier OTX products.
- Against this backdrop, Emcure's derma portfolio appears skewed toward the cosmetic/adjacent segment, with only the anti-fungal (Ceastra/Emluz) and anti-inflammatory (Emtofa/Emcor) segments being prescription-driven.
- The rest of the portfolio: anti-acne (Flawlizo), moisturizers (Urea Derm and Aqua Oat), and sunscreens/skin brightening (Solglo range) largely sits in the OTC/OTX-led dermo-cosmetic space, targeting faster-growth categories but with relatively lower entry barriers and higher competitive intensity.

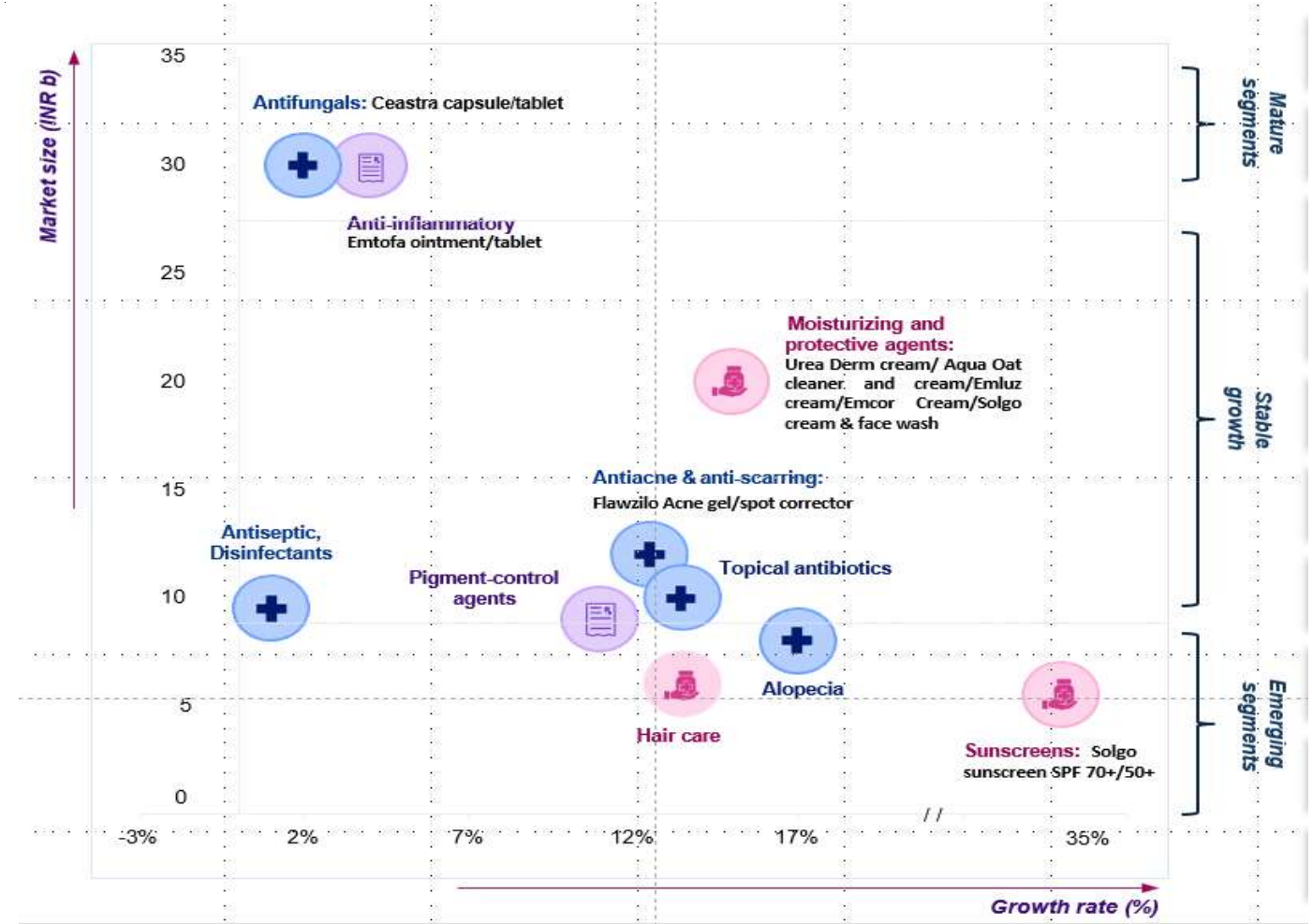
**Exhibit 22: Emcure's Derma portfolio: Strategic segmentation across the Rx/OTC/OTx range**



Source: MOFSL, Company

- **From a portfolio construct standpoint, Emcure has a presence in mature categories (antifungal/anti-inflammatory) that provide stability, while also participating in select emerging segments such as sunscreens.** However, the absence of a haircare portfolio and limited exposure to high-growth therapeutic categories, topical antibiotics, and advanced pigment control agents (12-17% growth segments) highlight clear white spaces.
- Overall, the company's strategy reflects a hybrid positioning, but with an under-indexation to core prescription-heavy segments, implying that scaling will likely depend on enhancing Rx presence while expanding selectively into high-growth, science-backed dermo-cosmetic adjacencies.

**Exhibit 23: Emcure's Derma portfolio: Strategic segmentation across Mature/Stable/Emerging markets**



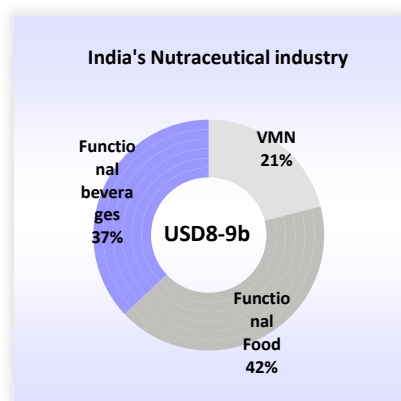
Source: KPMG, MOFSL, Company

### Premiumization in progress: Emcure taps the aesthetic dermatology segment

- Emcure is now strategically pivoting toward high-end aesthetic dermatology, as evidenced by its subsidiary, Emcutix Biopharmaceuticals, entering into an exclusive in-licensing agreement with WiQo for PRX-PLUS, a patented skin-tightening solution.
- This product, positioned as a non-invasive, needle-free injectable topical booster with clinically backed firming and rejuvenation benefits, marks Emcure's entry into the premium aesthetic dermatology segment, which is currently a small part of the market and is witnessing rapid adoption among urban consumers and dermatologists.
- With global validation (40,000+ dermatologists using the product), PRX-PLUS enhances Emcure's ability to participate in high-value procedures and clinic-led dermatology, moving beyond mass OTC offerings.

### Foray into consumer health: Strategic diversification beyond Rx

- From a strategic standpoint, the foray enables Emcure to participate in the structural shift toward preventive healthcare and premium wellness consumption in India, while also reducing reliance on the doctor-driven Rx model.



- We believe Arth to be a strategic adjacency offering long-term optionality, though execution in a highly competitive OTC landscape (dominated by players such as HUL/Abbott) remains critical.
- Near-term earnings contribution is negligible, but successful scaling could support diversification and incremental re-rating over the medium term.

### Leveraging VMN's entry into a large and growing nutraceutical opportunity

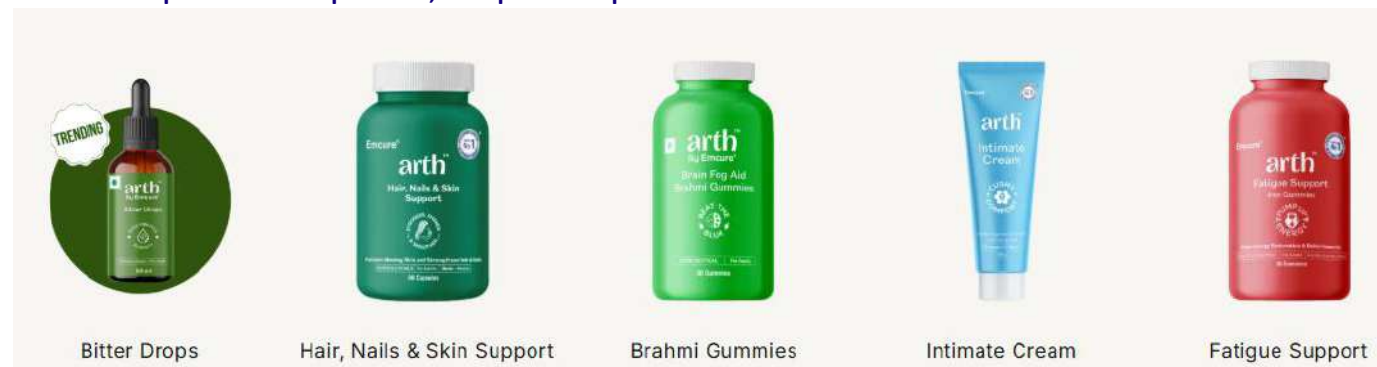
- India's nutraceutical market is witnessing strong structural tailwinds, with the industry projected to expand from USD8-9b currently to ~USD20-30b by CY30, implying a 15-18% CAGR.
- Rising health awareness, preventive healthcare adoption, and premiumization among urban consumers are driving growth. Within this, the VMN segment (~USD1.7b) offers a relatively high-margin, formulation-driven opportunity compared to the larger functional foods & beverages segment (~USD6.3b), which is more commoditized and FMCG-heavy.

### Leveraging VMN entry within a large and growing nutraceutical opportunity

- Against this backdrop, Emcure's Arth portfolio, comprising over 28 SKUs, is positioned within the VMN space with a strong emphasis on nutraceutical supplements, which constitute ~85-90% of the portfolio, and limited exposure to functional beverages. In contrast, Emcure's Galact portfolio, comprising five SKUs, is focused on lactation support for breastfeeding mothers.
- The product range spans key lifestyle-led categories such as sleep, cognition, fatigue, PCOS, weight management, skin/hair, and women's health, reflecting a problem-solution-based approach rather than therapy depth.
- Notably, the portfolio demonstrates a women-centric positioning (perimenopause, PCOS, intimate care), supported by beauty & mental wellness. From a format standpoint, the emphasis on gummies alongside capsules & powders indicates a premium, convenience-driven strategy targeting urban consumers.
- Pricing across the portfolio is largely in the INR450-900 range, with select specialized products (for PCOS/Liver health/Collagen/Glutathione) priced at INR1,000-INR1,100+, while functional beverages are positioned at INR300-INR400. This places Arth firmly in the premium OTC/D2C bracket, suggesting a focus on margin maximization over volume play in line with new-age nutraceutical peers.



**Exhibit 24: Snapshot of select products; Arth portfolio spans more than 28 SKUs**



## In-licensing deals: High-share legacy brands driving stability while strengthening doctor connect

### Building a therapy-driven franchise through targeted in-licensing

Emcure's inorganic strategy is focused on expanding therapeutic presence and deepening specialist access.

- Currently, domestic in-licensing revenue accounts for ~6-7% of consol. sales.
- Emcure's recent in-licensing deals with Sanofi/Novo Nordisk/Roche reflect a well-sequenced portfolio build-out, combining near-term scale and long-term growth optionality.

#### Exhibit 25: Snapshot of the in-licensing deals

| Month  | Partner      | Therapy            | Key Products                                 |
|--------|--------------|--------------------|----------------------------------------------|
| Apr-26 | Roche        | Nephrology         | ❖ CellCept/Mircera/Neorecormon               |
| Dec-25 | Novo Nordisk | Obesity            | ❖ Povitzra                                   |
| Jul-25 | Sanofi       | Oral Anti-Diabetic | ❖ Amaryl/Cetapin                             |
| Mar-24 | Sanofi       | Cardiac            | ❖ Cardace/Clexane/Targocid/Lasix/Lasilactone |

Source: MOFSL, Company

- Notably, the strategy is not centered on individual product growth but on enhancing therapeutic presence and strengthening doctor access across key specialties, thereby creating a scalable platform for future growth.
- The Roche alliance added a niche specialty-care growth lever in nephrology and transplant therapies; while the initial portfolio comprises only 2-3 brands with an estimated annual revenue potential of < INR500m from FY27 onwards, it enhances Emcure's specialist engagement and strengthens its presence in the high-value chronic care segment.
- The Sanofi integration emerged as a strategic chronic-care expansion for Emcure. The acquired cardiovascular portfolio, with revenue of ~INR5b at acquisition, declined 10-12% YoY to INR4.4m in FY25 due to product shortages and limited promotional support.
- In response, Emcure focused on stronger KOL engagement, scientific initiatives, portfolio rationalization, and field-force expansion, which benefited the cardiology segment.
- Within Sanofi, the oral antidiabetic portfolio (Amaryl/Cetapin), despite low-to-mid single-digit growth, plays a far more strategic role. The key value lies in enhancing Emcure's access to diabetologists/consulting physicians, thereby strengthening its cardio-diabetology franchise depth.
- While the Sanofi portfolio is expected to grow broadly in line with industry trends rather than materially outperform the market, the acquisition deepens Emcure's chronic-care franchise, improves doctor reach, enhances field-force productivity, and reinforces management's strategy of increasing exposure to structurally faster-growing chronic therapies.
- This creates a "halo effect" for its broader portfolio (including vildagliptin) and positions the company ahead of GLP-1 scale-up (semaglutide), where prescriber access will be a key differentiator.

The Sanofi acquisition and Roche alliance strengthen cardiology, diabetology, nephrology franchises, enhancing doctor reach, field-force productivity positioning for future portfolio cross-selling.

- The partnership with Novo for Semaglutide provides exposure to the high-growth GLP-1 segment, one of the fastest-expanding therapy areas globally. While the opportunity is large, it is expected to be highly competitive, with pricing pressure implying that success will depend less on molecule differentiation and more on depth of doctor access and execution capability.
- While tirzepatide is perceived to have superior weight loss efficacy, management highlighted that **recent higher-dose semaglutide data indicate comparable outcomes, supported by a stronger and more established cardiovascular profile**. This underpins semaglutide's positioning as a more holistic therapy, particularly in patients with cardiometabolic comorbidities.
- **Emcure is leveraging its cardiology strength to expand beyond Novo's core diabetology base into the cardio segment, where GLP-1 CV benefits are increasingly relevant. This cross-specialty push (cardio + diabetology) along with increasing relevance in Gastro (MASH indication approval) is expected to intensify prescription reach and aid penetration.**
- The initial launch response has been encouraging, with early traction in line with expectations. **Two large divisions, with about 1,000 MRs, have been deployed for promotion and medical education, ensuring broad physician coverage and pan-India availability.**

## Execution, M&A, and currency tailwinds fuel robust earnings growth

- Emcure clocked a revenue CAGR of 15% during FY23-26, aided by the international and domestic segments, which experienced a 21% and 10% CAGR, respectively.
- EBITDA margin is likely to expand to ~21-22% over FY26-28, supported by faster global scale-up along with improving MR productivity.
- Emcure's PAT margin reached the normal level of ~10% in FY26.
- We expect a 14% revenue CAGR, led by new launches and market share gains, driving 20%/28% CAGR in EBITDA/PAT over FY26-28.

## Multi-geography growth to drive revenue, led by acquisition-driven synergies/in-licensing portfolio/traction of new launches

- Currently, the domestic/international segments account for ~44%/56% of revenue, delivering growth of 10.1%/22.1% YoY.
- Over FY23-26, Emcure posted a revenue CAGR of 15.4%, with growth accelerating to ~16.6% YoY in FY26, well ahead of the revenue trajectory of the past.

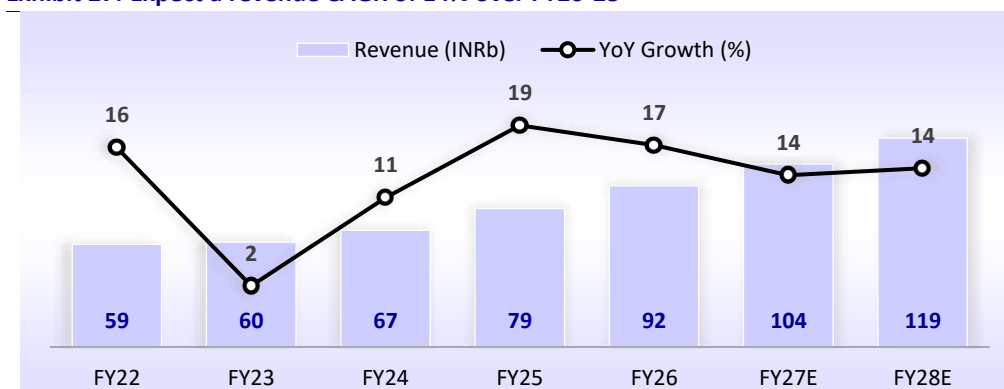
Exhibit 26: Revenue trend over FY22-28

| Geography-wise sales (INR b) | FY22        | FY23        | FY24        | FY25        | FY26        | FY28         | 3-yr CAGR (%) (FY23-26) | 2-yr CAGR (%) (FY26-28) |
|------------------------------|-------------|-------------|-------------|-------------|-------------|--------------|-------------------------|-------------------------|
| <b>Domestic</b>              | <b>32.0</b> | <b>30.4</b> | <b>31.4</b> | <b>36.6</b> | <b>40.3</b> | <b>49.3</b>  | <b>9.9</b>              | <b>10.6</b>             |
| % YoY Growth                 | 27.7        | -5.3        | 3.6         | 16.4        | 10.1        | 12.9         |                         |                         |
| <b>International</b>         | <b>26.5</b> | <b>29.5</b> | <b>35.1</b> | <b>42.4</b> | <b>51.8</b> | <b>70.1</b>  | <b>20.6</b>             | <b>16.3</b>             |
| % YoY Growth                 | 5.0         | 11.3        | 19.1        | 20.6        | 22.1        | 15.2         |                         |                         |
| Europe                       | 9.0         | 11.9        | 14.1        | 14.7        | 18.5        | 24.9         | 15.9                    | 16.1                    |
| % YoY Growth                 | 21.5        | 32.4        | 18.8        | 4.5         | 25.4        | 16.3         |                         |                         |
| Canada                       | 6.8         | 7.3         | 9.2         | 12.5        | 14.9        | 19.4         | 26.8                    | 14.4                    |
| % YoY Growth                 | 3.6         | 7.4         | 26.5        | 35.6        | 18.7        | 14.9         |                         |                         |
| ROW                          | 10.7        | 10.3        | 11.8        | 15.1        | 18.4        | 25.7         | 21.2                    | 18.2                    |
| % YoY Growth                 | -4.8        | -3.9        | 14.3        | 27.9        | 21.8        | 14.3         |                         |                         |
| <b>Total sales</b>           | <b>58.6</b> | <b>59.9</b> | <b>66.6</b> | <b>79.0</b> | <b>92.0</b> | <b>119.3</b> | <b>15.4</b>             | <b>13.9</b>             |
| % YoY Growth                 | 16.3        | 2.2         | 11.2        | 18.6        | 16.6        | 14.2         |                         |                         |

Source: MOFSL, Company

- Over FY23-26, the international segment mainly drove growth, achieving a CAGR of ~20.6%, compared to the domestic segment, which recorded a CAGR of ~10%.
- FY24 growth was broad-based in Europe, Canada, and emerging markets, offset by domestic headwinds arising from the FCM patent expiry and restructuring of the acquired Sanofi cardiac portfolio.
- The momentum in FY25 was sustained, with growth broadening across domestic/ international markets. While the Sanofi portfolio provided an incremental impact on domestic revenue, the core business continued to deliver a healthy ~8-9% YoY growth (excluding FCM/Sanofi). Internationally, Canada emerged as a key growth engine, supported by the Mantra acquisition and strong execution in the base business, while emerging markets sustained momentum across both ARV and non-ARV portfolios.
- The growth in FY26 was led by international markets emerging as the key growth driver (>20% YoY), supported by new launches such as Liposomal Amphotericin B in Europe, acquisition-led synergies from Manx/Mantra, and robust demand across emerging markets. However, domestic growth was temporarily impacted by Zuentus restructuring, though continued progress in Sanofi integration and specialty portfolio expansion strengthened the chronic-care franchise.

**Exhibit 27: Expect a revenue CAGR of 14% over FY26-28**



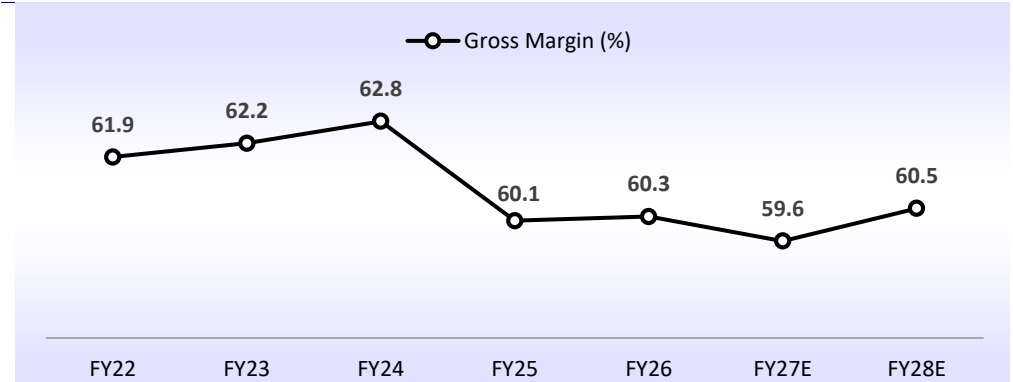
Source: MOFSL, Company

- We expect Emcure's revenue to clock a robust CAGR of 14% over FY26-28, increasing from INR92b in FY26 to INR119b in FY28, led by continued momentum across Canada (complementary Marcan + Mantra platform), Europe (traction of Amphotericin-B, ramp-up of Manx portfolio), EM (complex injectables & differentiated products), and India (increasing chronic mix, in-licensing portfolio).

#### **Gross margin to remain range-bound at ~60-61%, with product mix-led moderation**

- Over FY22-24, the gross margin improved to reach the ~62% range, indicating a structurally strong portfolio mix. This improvement was partly due to the declining revenue share of in-licensed partnerships from 12.8% in FY22 to 10.7% in FY24.
- However, gross margin moderated over FY25-26, i.e., 60.1%/60.3%, due to adverse product mix impact from the integration of the lower-margin Sanofi portfolio and higher ARV contribution. The faster growth from international markets, offset by a lower share of in-licensed products (e.g., the Sanofi portfolio), has led to dilution.
- Going forward, we expect international business to continue outpacing domestic growth, which could exert a modest drag on consolidated gross margins due to an adverse geographic mix. However, this challenge would be partly offset by a gradual ramp-up of complex/differentiated products, which will keep gross margins broadly range-bound around current levels.
- We anticipate that the gross margin will be maintained at ~60-61% over FY26-28.

**Exhibit 28: Gross margin to remain within the range of 60-61% over FY26-28**

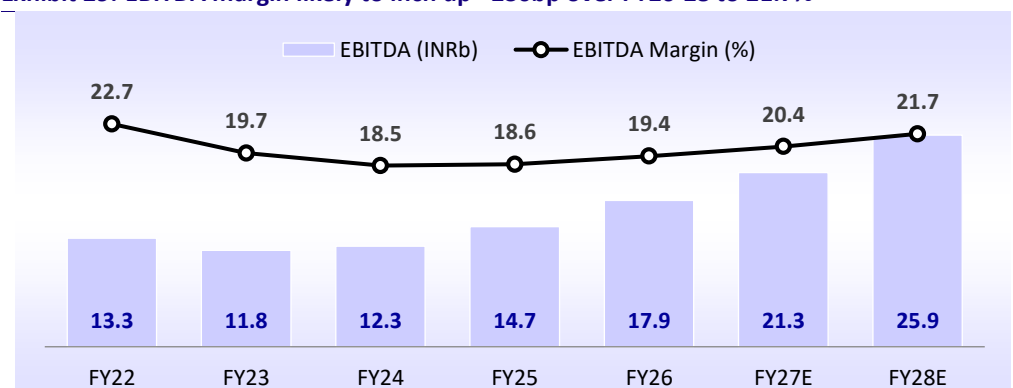


Source: MOFSL, Company

### Improving EBITDA margin due to better operating leverage

- EBITDA margin contracted 400bp to 18.6% in FY25 from 22.7% in FY22.
- Notably, the FY26 margins spiked to 19.4%, driven by operating leverage across both domestic/international markets. However, EBITDA margins in FY25 remained stable due to productivity gains offset by the Sanofi OAD addition.
- Over FY23-26, the employee cost CAGR was 12%, well below the sales CAGR of 15.4%, leading to a dip in the employee cost-to-sales ratio to 16.9% in FY26. This highlights effective cost control despite higher headcount and compensation.
- Other expenses clocked a 16% CAGR, in line with sales CAGR of 15.4%.
- Looking ahead, we expect EBITDA margins to expand to ~21-22% over FY26-28, supported by supply chain efficiencies, faster global scale-up, operating leverage, and improving MR productivity.
- Additionally, a favorable shift in product mix toward complex injectables, biosimilars, and specialty products, particularly in international markets, shall support margin expansion.

**Exhibit 29: EBITDA margin likely to inch up ~230bp over FY26-28 to 21.7%**

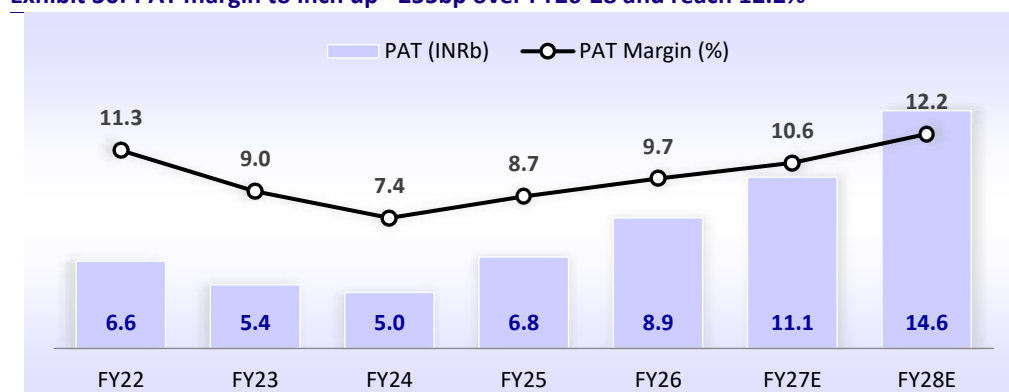


Source: MOFSL, Company

### Sustained momentum in profitability with strong EBITDA performance offset by higher interest charges

- Over FY22-24, Emcure's PAT trajectory reflected earnings volatility driven by margin compression, followed by a recovery in FY25.
- PAT declined from INR6.6b in FY22 to INR5b in FY24 (down 34% over two years), before rebounding sharply to INR6.8b in FY25 (up 38% YoY).
- Consequently, PAT margin contracted from 11.3% in FY22 to a trough of 7.4% in FY24 (~385bp dip) before reviving to 8.7% in FY25. Over FY22-24, the dip was led by rising interest costs, indicating higher pre-IPO leverage and a sharp increase in depreciation, which reflects capacity additions and investments.
- Post-debt repayment from the IPO proceeds, there was a substantial reduction in interest cost (from INR2.3b in FY24 to INR1.7b/1.4b in FY25/FY26).
- However, the near-term re-leveraging is likely to reverse the benefit of lower finance costs, leading to an uptick in interest expenses over FY26-28. With net debt expected to rise post-IPO levels to a peak of ~INR15b, interest costs are likely to increase in line with higher average debt levels, driven by Manx portfolio buyout and payout of the minority stake acquisition in Zuventus.
- We anticipate the PAT margin to improve to 12.2% (up 255bp) over FY26-28, driven by EBITDA expansion offset by higher interest charges.

**Exhibit 30: PAT margin to inch up ~255bp over FY26-28 and reach 12.2%**



Source: MOFSL, Company

### Strategic re-leveraging post-IPO; strong cash flows to drive net debt reduction to near zero by 1HFY29

- Emcure's debt trajectory reflects a two-phase strategy: IPO-led deleveraging followed by growth-led re-leveraging with a defined path back to zero net debt.
- Post-IPO in Jul'24, Emcure utilized INR8b of fresh proceeds to repay debt, resulting in a sharp reduction in net debt from ~INR15.5b (pre-IPO) to ~INR8.5b (post-IPO) and further to ~INR4.9b by the end of FY25, driven by strong internal accruals.
- Initially, management guided that net debt would approach near zero by FY26. However, this guidance has been temporarily disrupted due to strategic investments, resulting in a re-leveraging phase.
- In FY26, debt increased due to the Zuventus stake acquisition and Manx-related milestone payouts (acquisition), with net debt rising to ~INR10.5b in FY26 and

expected to peak at ~INR15.5b (including ~INR3.5b final earnout payout related to the Mantra acquisition in 1QFY27).

- As a result, the deleveraging timeline has been extended by ~18-24M, with management guiding for net debt reduction supported by operating cash flows.
- Notably, EMCURE retains a clear roadmap to deleverage, targeting net debt to reduce from ~INR15.5b peak (May-26) to near-zero by 1HFY29, contingent on steady earnings growth and no further acquisitions.
- Overall, the near-term leverage shall increase due to growth investments, with strong visibility on medium-term deleveraging backed by cash flow generation.

### RoE moderates over FY22-25 due to margin compression and lower financial leverage

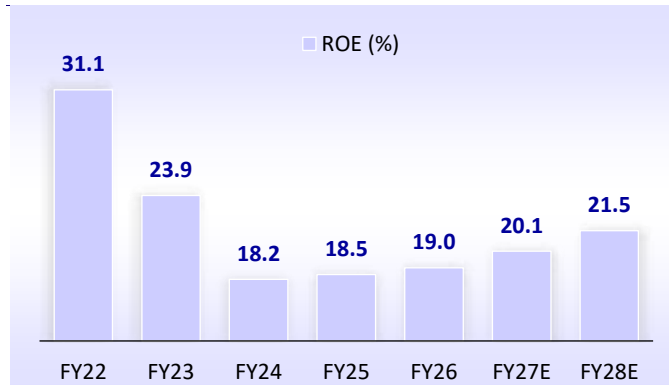
- Return on Equity (RoE) for Emcure declined 1,000bp over FY22-FY26 from 31% to ~21%, primarily due to compression in operating margin (-300bp) and reduction in financial leverage (-1.2x), offset by lower tax burden (+800bp).
- The tax burden remained broadly stable (~68-71%), indicating a consistent effective tax rate over FY22-25. However, it normalized to ~69% in FY26. The interest burden weakened from 90% in FY22 to 79% in FY24, reflecting higher finance costs amid elevated leverage, before improving to ~90%/94% in FY25/FY26 after IPO-led deleveraging.
- EBIT margin dipped to ~14% in FY25 from 19% in FY22 due to higher employee and other expenses because of front-loaded investments for expanding into domestic and international markets. Notably, the margin improved to ~15% in FY26. The asset turnover ratio remained broadly stable (~0.9-1x), indicating no material change in asset utilization.
- Meanwhile, financial leverage reduced from 3.0x in FY22 to 2.1x/1.9x in FY25/FY26, reflecting balance sheet deleveraging and equity base expansion post IPO. Overall, the decline in ROE over FY22-FY26 was largely driven by margin compression and lower leverage.
- Further, we expect RoE to inch up 250bp over FY26-28.

### Exhibit 31: DuPont analysis

| Particulars          | FY22  | FY23  | FY24  | FY25  | FY26  | FY27E | FY28E |
|----------------------|-------|-------|-------|-------|-------|-------|-------|
| Tax Burden (%)       | 68    | 72    | 68    | 71    | 69    | 73    | 74    |
| Interest Burden (%)  | 90    | 81    | 79    | 90    | 94    | 89    | 94    |
| EBIT Margin (%)      | 19    | 15    | 14    | 14    | 15    | 16    | 18    |
| Asset Turnover Ratio | 0.93x | 0.96x | 0.93x | 1.00x | 1.05x | 1.03x | 1.03x |
| Financial Leverage   | 3.0x  | 2.8x  | 2.6x  | 2.1x  | 1.9x  | 1.8x  | 1.7x  |
| ROE (%)              | 31.1  | 23.9  | 18.2  | 18.5  | 19.0  | 20.1  | 21.5  |

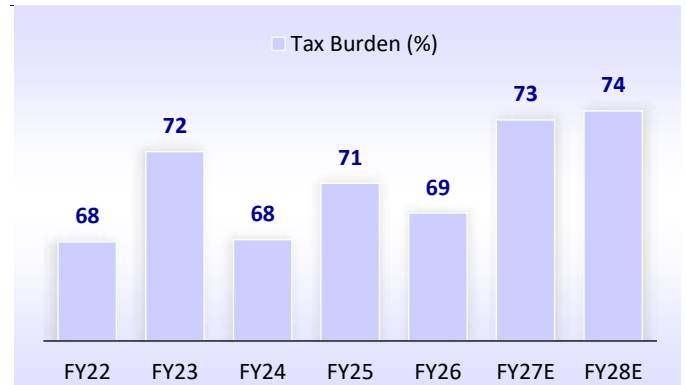
Source: MOFSL, RHP

**Exhibit 32: RoE to remain in the range of 20-21%**



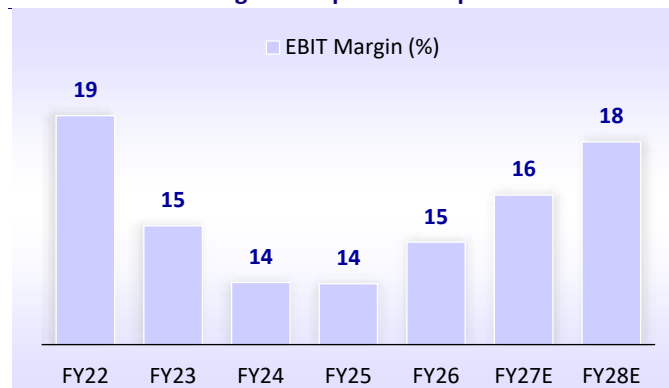
Source: MOFSL, RHP

**Exhibit 33: Tax burden to stabilize over FY27-28**



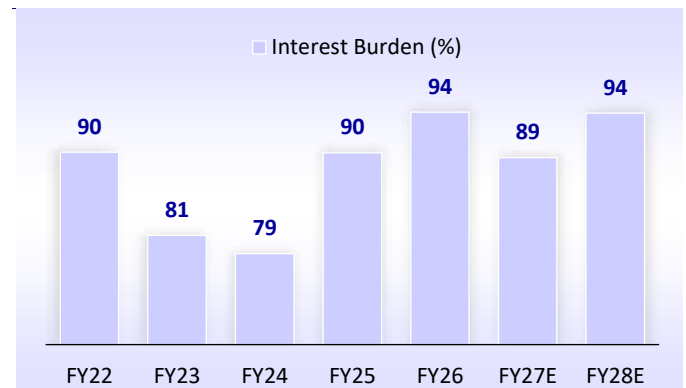
Source: MOFSL, RHP

**Exhibit 34: EBIT margin to improve 285bp over FY26-28**



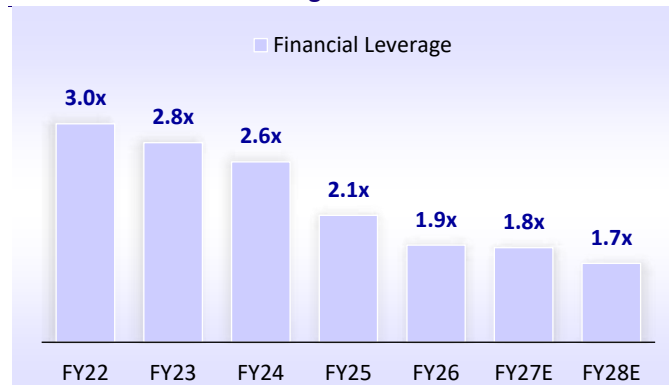
Source: MOFSL, RHP

**Exhibit 35: Interest burden to remain stable over FY26-28**



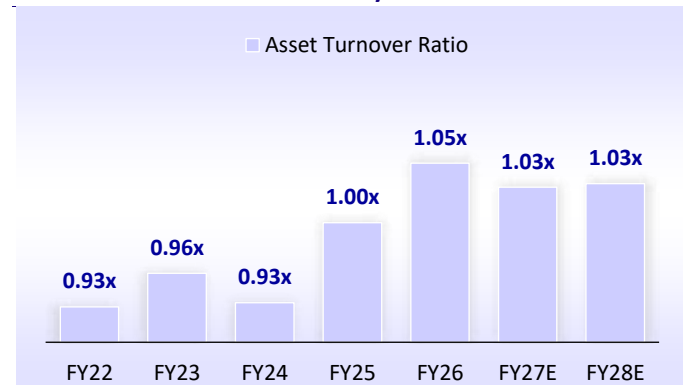
Source: MOFSL, RHP

**Exhibit 36: Financial leverage to decrease over FY26-28**



Source: MOFSL, RHP

**Exhibit 37: Asset turnover to stay above 1x over FY26-28**



Source: MOFSL, RHP

## Valuation

- Emcure is implementing efforts to enhance differentiated offerings to both DF and international markets through its own R&D and acquired products.
- Further, it is well-placed in terms of its manufacturing base and established commercial channel to drive revenue growth and improve profitability with better efficiency across the value chain.
- This strategy would effectively help Emcure sustain a healthy RoE of 20%. Interestingly, within our healthcare coverage universe of 29 companies, only seven companies (incl. Emcure) have RoE of ~20%.
- Considering Emcure's robust growth prospects and healthy return ratios, we value the company at 28x 12-month forward earnings, in line with the pharma universe. Under our base case, we model a 14% revenue CAGR, a 230bp margin expansion, and a 22% PAT CAGR over FY26-28E, arriving at a TP of INR2,260, implying a potential upside of 27%.
- The bull case builds in a 20% revenue CAGR, a 255bp margin expansion and a 37% PAT CAGR over FY26-28, aided by a superior execution in focus markets of EU, Canada and DF. This would lead to a TP of INR2,770, based on 30x 12-month forward earnings multiple, implying a potential upside of 55%.
- The bear case assumes a 9% revenue CAGR and a 175bp margin expansion due to a delay in approvals and inferior market share gains, driving a 17% earnings CAGR over FY26-28. These factors would result in a TP of INR1,691, based on the 25x 12-month forward earnings multiple, implying a potential downside of 5%.

## ESG initiatives



### Environment

- Emcure undertakes tree plantation drives to enhance green cover and improve local biodiversity across communities.
- The company conducts river clean-up campaigns and awareness programs aimed at protecting water bodies and promoting environmental conservation.
- It promotes recycling initiatives by supporting the production and adoption of recyclable products, encouraging responsible waste management.
- Sustainability awareness workshops are organized to educate employees and communities on resource conservation and environmentally responsible practices.
- Environmental stewardship forms a key pillar of Emcure's CSR strategy, alongside healthcare and education.

### Social

- Emcure conducts health awareness camps, free health check-ups and medical support programs to improve healthcare access in underserved communities.
- The company supports healthcare institutions through medical infrastructure development, including advanced equipment and research facilities.
- Education initiatives include scholarships, vocational training, digital literacy programs, school kit distribution, and financial assistance for postgraduate students.
- Regular blood donation camps encourage employee participation in community healthcare initiatives.
- Emcure also promotes community engagement by supporting NGOs and creating livelihood opportunities through the sale of handmade products made by children.

### Governance

- Emcure has a Board-level CSR Committee responsible for overseeing CSR strategy, implementation and monitoring in line with statutory requirements.
- The company follows a formal CSR Policy aligned with the Companies Act, 2013, with annual action plans and periodic Board review.
- CSR spending focuses primarily on healthcare, preventive healthcare, education and environmental sustainability, reflecting a structured approach to social investment.
- Emcure emphasizes ethical business practices, stakeholder value creation and responsible corporate citizenship as part of its governance philosophy.
- The company has established governance frameworks for monitoring, reporting and evaluating CSR initiatives to ensure accountability and regulatory compliance.

### Key risks

- Adverse regulatory actions or unfavorable inspection outcomes may impact growth prospects.
- Changes in regulatory guidelines across jurisdictions may delay product approvals or commercialization opportunities.
- Dependence on global supply chains exposes the company to geopolitical risks and disruptions.
- Intense competition in the domestic formulations market may limit market share gains.
- Loss of key management or scientific talent could disrupt operations and the R&D pipeline.

## SWOT analysis



### Strengths

- ❖ Strong India franchise
- ❖ Diversified international footprint
- ❖ Complex formulation capabilities (oncology injectables, biologics, chiral molecules, and iron compounds)
- ❖ Experienced management team with continuity and strong R&D base (500+ scientists)
- ❖ Accredited manufacturing facilities with global regulatory approvals



### Weaknesses

- ❖ Inconsistent domestic growth track record vs. peers
- ❖ Exposure to legal risks from drug price-fixing and past litigations
- ❖ Lower operating margins than peers



### Opportunities

- ❖ Rising demand for complex generics and specialty formulations globally
- ❖ Expansion into new therapies such as dermatology and consumer wellness in the DF segment
- ❖ Improving off-take of existing portfolio through increased reach
- ❖ Better business prospects through strategic partnerships/acquisitions including Sanofi, Mantra
- ❖ Productivity improvements from expanded field force and higher utilization of new facilities



### Threats

- ❖ Regulatory and compliance risks across multiple jurisdictions
- ❖ Intensifying competition in domestic and regulated markets
- ❖ Currency fluctuations from international operations, which may affect profitability
- ❖ Higher-than-expected attrition, which would drag overall operational performance

## Bull and Bear case



### Bull case

- ✓ We assume a 20% CAGR in total sales over FY26-28. Considering a stronger product pipeline and a higher commercialization rate, we factor in a 250bp EBITDA margin expansion.
- ✓ Accordingly, we estimate a 37% earnings CAGR over FY26-28. We assign a 30x 12M forward earnings P/E multiple, an **7% premium to the 10-year pharma sector P/E multiple on a 12M forward basis**, to arrive at our TP of INR2,770, implying a potential upside of 55% from the current levels.



### Bear case

- ✓ We assume a 9% CAGR in total sales over FY26-28. Considering a decline in the product pipeline and a lower commercialization rate, we factor in a 175bp margin expansion.
- ✓ Accordingly, we estimate a 17% earnings CAGR over FY26-28. We assign a 25x 12M forward earnings PE multiple (**11% discount to pharma sector valuation on a 12M forward basis**) to arrive at our TP of INR1,691, implying a potential downside of 5% from the current level.

### Exhibit 1: Sensitivity analysis implies 55% upside under the bull case and 5% downside under the bear case scenario

| Base case                               |            | Basis of assumptions |                                                      |
|-----------------------------------------|------------|----------------------|------------------------------------------------------|
| EPS (INR)                               | 80.7       |                      |                                                      |
| Target PE multiple (x)                  | 28         | ❖                    | 14% revenue CAGR over FY26-28E                       |
| 12M forward target price (INR)          | 2,260      | ❖                    | 28% CAGR in adj. PAT over FY26-28E                   |
| CMP (INR)                               | 1,784      |                      |                                                      |
| <b>Potential upside/ (downside) (%)</b> | <b>27</b>  |                      |                                                      |
| Bull case                               |            | Basis of assumptions |                                                      |
| EPS (INR)                               | 92.5       | ❖                    | 20% revenue CAGR over FY26-28E                       |
| Target PE multiple (x)                  | 30         | ❖                    | 37% CAGR in adj. PAT over FY26-28E                   |
| 12M forward target price (INR)          | 2,770      | ❖                    | 255bp EBITDA margin expansion vs. 230bp in Base Case |
| CMP (INR)                               | 1,784      |                      |                                                      |
| <b>Potential upside/ (downside) (%)</b> | <b>55</b>  |                      |                                                      |
| Bear case                               |            | Basis of assumptions |                                                      |
| EPS (INR)                               | 67.8       | ❖                    | 9% revenue CAGR over FY26-28E                        |
| Target PE multiple (x)                  | 25         | ❖                    | 17% CAGR in adj. PAT over FY26-28E                   |
| 12M forward target price (INR)          | 1,691      | ❖                    | 175bp EBITDA margin expansion vs. 230bp in Base Case |
| CMP (INR)                               | 1,784      |                      |                                                      |
| <b>Potential upside/ (downside) (%)</b> | <b>(5)</b> |                      |                                                      |

Source: MOFSL

## Management team



### **Mr. Satish Ramanlal Mehta, CEO & MD**

He has been associated with the organization since 1981. Mr. Satish Mehta is a first-generation entrepreneur and Founder of Emcure Pharmaceuticals and has led the company's growth into a global pharmaceutical organization with a presence in over 70 countries. He holds a Postgraduate degree in Chemistry from Pune University and a PGDM from the Indian Institute of Management, Ahmedabad (IIM- A).



### **Mr. Berjis Minoo Desai, Chairman, Non-Executive Non-Independent Director**

He has been associated with the organization since 1997. Mr. Berjis Minoo Desai has over 45 years of experience in transactional and dispute resolution laws and previously served as the Managing Partner of JSA, a national law firm. He holds a Master of Laws degree (ranked first) from the University of Cambridge.



### **Mr. Tajuddin Sabir Shaikh, CFO**

He has been associated with the organization since 2003. Mr. Tajuddin Shaikh previously worked with S.R. Batliboi & Associates (Ernst & Young) and has been involved in various strategic initiatives, including M&A, group restructuring, and capital raising. He is a Chartered Accountant from the Institute of Chartered Accountants of India, a Cost Accountant from the Institute of Cost Accountants of India, and has completed the Senior Management Programme from IIM Ahmedabad.



### **Mr. Samit Satish Mehta, CEO of Gennova**

He has been associated with the organization since 2003 and currently serves as Executive Director - Operations of the Company and is also the Chief Executive Officer and Director on the Board of Gennova Biopharmaceuticals Ltd. Mr. Samit Mehta has previously worked as a Management Consultant (Strategy) at Ernst & Young LLP (India). He completed his graduation and post-graduation in Commerce from Pune University and holds an MBA from The Wharton School, University of Pennsylvania. (India).

## Management team



### **Mr. Sanjay Rajanikant Mehta, President, Emerging Markets**

He has been associated with the organization since 1989. Mr. Sanjay Mehta oversees Emerging Markets and is on the Board of Zuventus Healthcare and Emcure's international subsidiaries, with responsibilities including commercial operations and procurement. He holds a Bachelor's degree in Commerce from Pune University.



### **Mr. Vikas Madan Thapar, President, Corporate Development, Strategy & Finance**

He has been associated with the organization since 2006. Mr. Vikas Thapar has over 23 years of work experience and previously worked with eBay/PayPal and Agilent Technologies in the USA in finance roles. He holds a Bachelor's degree in Management Science from the University of California, San Diego, and an MBA from the USC Marshall School of Business, University of Southern California.



### **Mr. Deepak Gondaliya, President, Technical Operations**

He has been associated with the organization since 2013. Dr. Deepak Gondaliya has previously worked with reputed pharmaceutical companies in India, where he held positions of responsibility in developing products for global markets. He holds a Ph.D. in Pharmacy (Pharmaceutics and Pharmaceutical Technology).



### **Ms. Namita Vikas Thapar, Whole-Time Director**

She has been associated with the organization since 2006. Ms. Namita Thapar previously worked with Guidant Corporation, USA, before joining Emcure as Chief Financial Officer and later managing the India Business. She holds an MBA from the Fuqua School of Business and is a Chartered Accountant from ICAI.

## Financials and valuations

| Y/E March                           | FY22          | FY23          | FY24          | FY25          | FY26          | FY27E          | FY28E          |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|
| <b>Total Income from Operations</b> | <b>58,554</b> | <b>59,858</b> | <b>66,583</b> | <b>78,960</b> | <b>92,035</b> | <b>104,473</b> | <b>119,316</b> |
| Change (%)                          | 16.3          | 2.2           | 11.2          | 18.6          | 16.6          | 13.5           | 14.2           |
| Raw Materials                       | 22,332        | 22,605        | 24,754        | 31,466        | 36,571        | 42,204         | 47,151         |
| Employees Cost                      | 10,118        | 11,173        | 12,921        | 14,463        | 15,522        | 16,757         | 19,013         |
| Other Expenses                      | 12,805        | 14,268        | 16,610        | 18,342        | 22,057        | 24,191         | 27,255         |
| <b>Total Expenditure</b>            | <b>45,255</b> | <b>48,046</b> | <b>54,285</b> | <b>64,271</b> | <b>74,149</b> | <b>83,151</b>  | <b>93,419</b>  |
| % of Sales                          | 77.3          | 80.3          | 81.5          | 81.4          | 80.6          | 79.6           | 78.3           |
| <b>EBITDA</b>                       | <b>13,299</b> | <b>11,812</b> | <b>12,297</b> | <b>14,689</b> | <b>17,886</b> | <b>21,321</b>  | <b>25,898</b>  |
| Margin (%)                          | 22.7          | 19.7          | 18.5          | 18.6          | 19.4          | 20.4           | 21.7           |
| Depreciation                        | 2,449         | 2,601         | 3,124         | 3,841         | 4,150         | 4,322          | 4,676          |
| <b>EBIT</b>                         | <b>10,851</b> | <b>9,211</b>  | <b>9,173</b>  | <b>10,848</b> | <b>13,735</b> | <b>17,000</b>  | <b>21,221</b>  |
| Int. and Finance Charges            | 1,760         | 2,136         | 2,371         | 1,758         | 1,437         | 2,001          | 1,523          |
| Other Income                        | 635           | 459           | 438           | 673           | 127           | 144            | 164            |
| <b>PBT bef. EO Exp.</b>             | <b>9,725</b>  | <b>7,534</b>  | <b>7,240</b>  | <b>9,763</b>  | <b>12,425</b> | <b>15,142</b>  | <b>19,863</b>  |
| EO Items                            | 0             | -61           | 32            | -49           | 445           | 0              | 0              |
| <b>PBT after EO Exp.</b>            | <b>9,725</b>  | <b>7,472</b>  | <b>7,271</b>  | <b>9,714</b>  | <b>12,870</b> | <b>15,142</b>  | <b>19,863</b>  |
| Total Tax                           | 2,700         | 1,854         | 1,997         | 2,639         | 3,459         | 4,069          | 5,264          |
| Tax Rate (%)                        | 27.8          | 24.8          | 27.5          | 27.2          | 26.9          | 26.9           | 26.5           |
| Minority Interest                   | 403           | 298           | 294           | 261           | 169           | 0              | 0              |
| <b>Reported PAT</b>                 | <b>6,623</b>  | <b>5,320</b>  | <b>4,981</b>  | <b>6,814</b>  | <b>9,243</b>  | <b>11,073</b>  | <b>14,599</b>  |
| <b>Adjusted PAT</b>                 | <b>6,623</b>  | <b>5,366</b>  | <b>4,958</b>  | <b>6,849</b>  | <b>8,917</b>  | <b>11,073</b>  | <b>14,599</b>  |
| Change (%)                          | 28.3          | -19.0         | -7.6          | 38.1          | 30.2          | 24.2           | 31.8           |
| Margin (%)                          | 11.3          | 9.0           | 7.4           | 8.7           | 9.7           | 10.6           | 12.2           |

### Consolidated - Balance Sheet

(INR M)

| Y/E March                           | FY22          | FY23          | FY24          | FY25          | FY26          | FY27E         | FY28E         |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Equity Share Capital                | 1,809         | 1,809         | 1,812         | 1,895         | 1,896         | 1,896         | 1,896         |
| Total Reserves                      | 18,067        | 23,203        | 27,711        | 42,567        | 47,604        | 58,677        | 73,277        |
| <b>Net Worth</b>                    | <b>19,875</b> | <b>25,011</b> | <b>29,523</b> | <b>44,462</b> | <b>49,500</b> | <b>60,573</b> | <b>75,173</b> |
| Minority Interest                   | 1,266         | 1,485         | 1,695         | 1,954         | 266           | 266           | 266           |
| Total Loans                         | 20,836        | 21,949        | 23,350        | 10,227        | 15,212        | 14,212        | 9,212         |
| Deferred Tax Liabilities            | -735          | -602          | 406           | 90            | -414          | -414          | -414          |
| <b>Capital Employed</b>             | <b>41,243</b> | <b>47,844</b> | <b>54,974</b> | <b>56,733</b> | <b>64,565</b> | <b>74,638</b> | <b>84,238</b> |
| Gross Block                         | 32,838        | 36,126        | 47,133        | 51,170        | 56,080        | 60,712        | 65,658        |
| Less: Accum. Deprn.                 | 14,568        | 16,836        | 19,676        | 22,880        | 27,031        | 31,352        | 36,029        |
| <b>Net Fixed Assets</b>             | <b>18,269</b> | <b>19,292</b> | <b>27,459</b> | <b>28,290</b> | <b>29,050</b> | <b>29,359</b> | <b>29,629</b> |
| Goodwill on Consolidation           | 2,174         | 2,177         | 3,787         | 3,678         | 4,143         | 4,143         | 4,143         |
| Capital WIP                         | 3,199         | 4,114         | 1,591         | 1,774         | 2,727         | 2,995         | 3,149         |
| <b>Total Investments</b>            | <b>728</b>    | <b>896</b>    | <b>3,181</b>  | <b>954</b>    | <b>197</b>    | <b>197</b>    | <b>197</b>    |
| <b>Curr. Assets, Loans&amp;Adv.</b> | <b>35,104</b> | <b>39,255</b> | <b>41,076</b> | <b>46,522</b> | <b>58,615</b> | <b>72,157</b> | <b>85,866</b> |
| Inventory                           | 14,494        | 13,830        | 15,251        | 19,318        | 23,979        | 28,050        | 32,363        |
| Account Receivables                 | 13,085        | 16,483        | 18,588        | 20,022        | 25,627        | 29,481        | 33,343        |
| Cash and Bank Balance               | 3,133         | 4,583         | 2,324         | 1,653         | 1,475         | 7,312         | 11,808        |
| Loans and Advances                  | 4,392         | 4,359         | 4,913         | 5,529         | 7,534         | 7,313         | 8,352         |
| <b>Curr. Liability &amp; Prov.</b>  | <b>18,231</b> | <b>17,890</b> | <b>22,120</b> | <b>24,484</b> | <b>30,166</b> | <b>34,213</b> | <b>38,747</b> |
| Account Payables                    | 11,252        | 10,861        | 13,094        | 14,796        | 18,078        | 21,467        | 24,190        |
| Other Current Liabilities           | 6,119         | 6,232         | 8,136         | 8,667         | 10,939        | 11,492        | 13,125        |
| Provisions                          | 860           | 798           | 891           | 1,021         | 1,149         | 1,254         | 1,432         |
| <b>Net Current Assets</b>           | <b>16,873</b> | <b>21,365</b> | <b>18,956</b> | <b>22,038</b> | <b>28,449</b> | <b>37,944</b> | <b>47,119</b> |
| <b>Appl. of Funds</b>               | <b>41,243</b> | <b>47,844</b> | <b>54,974</b> | <b>56,733</b> | <b>64,565</b> | <b>74,638</b> | <b>84,238</b> |

## Financials and valuations

### Ratios

| Y/E March                     | FY22        | FY23        | FY24        | FY25        | FY26        | FY27E       | FY28E       |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Basic (INR)</b>            |             |             |             |             |             |             |             |
| <b>EPS</b>                    | <b>36.6</b> | <b>29.7</b> | <b>27.4</b> | <b>37.9</b> | <b>49.3</b> | <b>61.2</b> | <b>80.7</b> |
| Cash EPS                      | 50.2        | 44.1        | 44.6        | 56.4        | 68.9        | 81.2        | 101.7       |
| BV/Share                      | 109.9       | 138.3       | 163.0       | 234.6       | 261.1       | 319.5       | 396.5       |
| Payout (%)                    | 0.0         | 0.0         | 0.0         | 0.0         | 0.0         | 0.0         | 0.0         |
| <b>Valuation (x)</b>          |             |             |             |             |             |             |             |
| P/E                           | 48.7        | 60.1        | 65.1        | 47.1        | 36.2        | 29.1        | 22.1        |
| Cash P/E                      | 35.6        | 40.5        | 40.0        | 31.6        | 25.9        | 22.0        | 17.5        |
| P/BV                          | 16.2        | 12.9        | 10.9        | 7.6         | 6.8         | 5.6         | 4.5         |
| EV/Sales                      | 5.8         | 5.7         | 5.2         | 4.4         | 3.8         | 3.3         | 2.8         |
| EV/EBITDA                     | 25.6        | 28.8        | 28.0        | 23.6        | 19.7        | 16.2        | 13.0        |
| FCF per share                 | 4.1         | 19.1        | 44.2        | 25.1        | 21.1        | 45.9        | 57.3        |
| <b>Return Ratios (%)</b>      |             |             |             |             |             |             |             |
| RoE                           | 31.1        | 23.9        | 18.2        | 18.5        | 19.0        | 20.1        | 21.5        |
| RoCE                          | 19.2        | 16.6        | 14.0        | 15.6        | 17.0        | 18.0        | 19.8        |
| RoIC                          | 22.0        | 19.1        | 15.5        | 15.8        | 17.9        | 20.0        | 23.4        |
| <b>Working Capital Ratios</b> |             |             |             |             |             |             |             |
| Fixed Asset Turnover (x)      | 1.8         | 1.7         | 1.4         | 1.5         | 1.6         | 1.7         | 1.8         |
| Asset Turnover (x)            | 1.4         | 1.3         | 1.2         | 1.4         | 1.4         | 1.4         | 1.4         |
| Inventory (Days)              | 90          | 84          | 84          | 89          | 95          | 98          | 99          |
| Debtor (Days)                 | 82          | 101         | 102         | 93          | 102         | 103         | 102         |
| Creditor (Days)               | 70          | 66          | 72          | 68          | 72          | 75          | 74          |
| <b>Leverage Ratio (x)</b>     |             |             |             |             |             |             |             |
| Current Ratio                 | 1.9         | 2.2         | 1.9         | 1.9         | 1.9         | 2.1         | 2.2         |
| Interest Cover Ratio          | 6.2         | 4.3         | 3.9         | 6.2         | 9.6         | 8.5         | 13.9        |
| Net Debt/Equity               | 0.9         | 0.7         | 0.6         | 0.2         | 0.3         | 0.1         | 0.0         |

### Consolidated - Cash Flow Statement

| Y/E March                        | FY22          | FY23          | FY24          | FY25          | FY26           | FY27E         | FY28E         |
|----------------------------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|
| OP/(Loss) before Tax             | 9,725         | 7,472         | 7,272         | 9,714         | 12,870         | 15,142        | 19,863        |
| Depreciation                     | 2,449         | 2,601         | 3,124         | 3,841         | 4,150          | 4,322         | 4,676         |
| Interest & Finance Charges       | 1,760         | 2,136         | 2,371         | 1,758         | 1,437          | 2,001         | 1,523         |
| Direct Taxes Paid                | -3,112        | -2,005        | -2,237        | -2,469        | -3,681         | -4,069        | -5,264        |
| (Inc)/Dec in WC                  | -2,919        | -2,922        | 505           | -4,243        | -5,301         | -3,658        | -4,679        |
| <b>CF from Operations</b>        | <b>7,903</b>  | <b>7,282</b>  | <b>11,036</b> | <b>8,602</b>  | <b>9,475</b>   | <b>13,738</b> | <b>16,119</b> |
| Others                           | -221          | 186           | -64           | -84           | -40            | -144          | -164          |
| <b>CF from Operating incl EO</b> | <b>7,682</b>  | <b>7,469</b>  | <b>10,972</b> | <b>8,517</b>  | <b>9,435</b>   | <b>13,594</b> | <b>15,955</b> |
| (Inc)/Dec in FA                  | -6,939        | -4,021        | -2,963        | -3,763        | -5,434         | -4,900        | -5,100        |
| <b>Free Cash Flow</b>            | <b>743</b>    | <b>3,448</b>  | <b>8,009</b>  | <b>4,754</b>  | <b>4,001</b>   | <b>8,694</b>  | <b>10,855</b> |
| (Pur)/Sale of Investments        | -1,058        | -708          | -2,659        | 2,103         | -6,497         | 0             | 0             |
| Others                           | 109           | 52            | -1,502        | 720           | 1              | 144           | 164           |
| <b>CF from Investments</b>       | <b>-7,888</b> | <b>-4,677</b> | <b>-7,125</b> | <b>-940</b>   | <b>-11,931</b> | <b>-4,756</b> | <b>-4,936</b> |
| Issue of Shares                  | 0             | 0             | 77            | 7,792         | 66             | 0             | 0             |
| Inc/(Dec) in Debt                | 659           | 775           | 1,190         | -14,645       | 4,884          | -1,000        | -5,000        |
| Interest Paid                    | -1,553        | -1,786        | -2,082        | -1,287        | -948           | -2,001        | -1,523        |
| Dividend Paid                    | -624          | -444          | -624          | 0             | -569           | 0             | 0             |
| Others                           | 0             | 0             | -202          | 0             | 0              | 0             | 0             |
| <b>CF from Fin. Activity</b>     | <b>-1,519</b> | <b>-1,454</b> | <b>-1,642</b> | <b>-8,140</b> | <b>3,434</b>   | <b>-3,001</b> | <b>-6,523</b> |
| <b>Inc/Dec of Cash</b>           | <b>-1,724</b> | <b>1,338</b>  | <b>2,205</b>  | <b>-563</b>   | <b>939</b>     | <b>5,837</b>  | <b>4,496</b>  |
| Opening Balance                  | 5,245         | 3,132         | 4,582         | 2,324         | 1,653          | 1,475         | 7,312         |
| Forex Impact/Others              | 388           | -112          | 4,463         | 109           | 1,117          | 0             | 0             |
| <b>Closing Balance</b>           | <b>3,132</b>  | <b>4,582</b>  | <b>2,324</b>  | <b>1,653</b>  | <b>1,475</b>   | <b>7,312</b>  | <b>11,808</b> |

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|----------------------------------|----------------------------------------------------------------------------------------------|
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| NEUTRAL                          | < - 10 % to 15%                                                                              |
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