July 2026

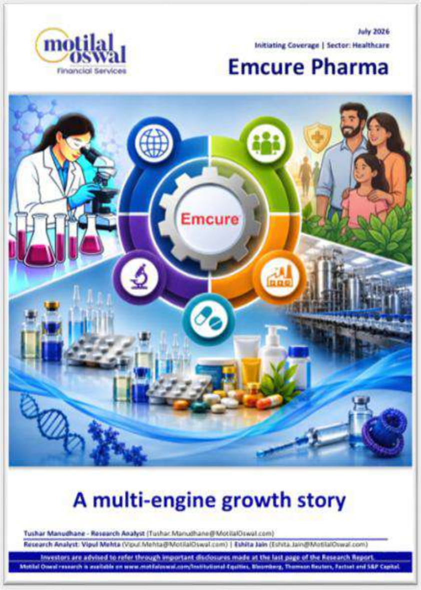
Initiating Coverage | Sector: Healthcare

Emcure Pharma

A multi-engine growth story

Tushar Manudhane - Research Analyst (Tushar.Manudhane@MotilalOswal.com)

Research Analyst: Vipul Mehta (Vipul.Mehta@MotilalOswal.com) | **Eshita Jain** (Eshita.Jain@MotilalOswal.com)



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.

Emcure Pharma

BSE Sensex	S&P CNX
78,151	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

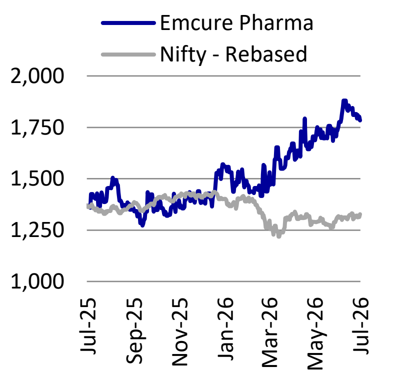
Y/E MARCH	FY26	FY27E	FY28E
Sales (INRb)	92.0	104.5	119.3
EBITDA (INRb)	17.9	21.3	25.9
Adj PAT (INRb)	8.9	11.1	14.6
EPS (INR)	49.3	61.2	80.7
EPS Gr. (%)	30.2	24.2	31.8
BV/Sh (INR)	261.1	319.5	396.5
Ratios			
RoE (%)	19.0	20.1	21.5
RoCE (%)	17.0	18.0	19.8
Payout (%)	0.0	0.0	0.0
Valuations			
P/E (x)	36.2	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

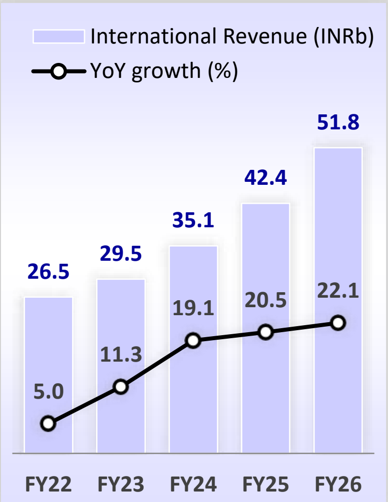
- **Since its inception in 1981, Emcure Pharmaceuticals (Emcure) has evolved into an R&D-driven diversified pharma franchise with a meaningful global scale built over the past decade through calibrated organic and inorganic investments across markets, platforms and capabilities.**
- **Emcure has built 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

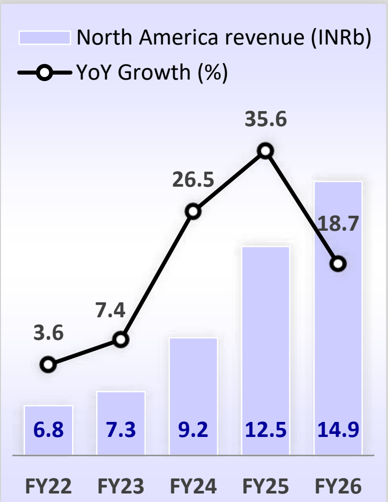
- In the past decade, Emcure has scaled up its international business with a sizeable exposure to Europe, Canada and ROW markets. Notably, it delivered a 21% revenue CAGR over FY24-26 to INR52b (FY26; 56% of sales).
- Combining the organic/inorganic route, Emcure has built its international segment through 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.

(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

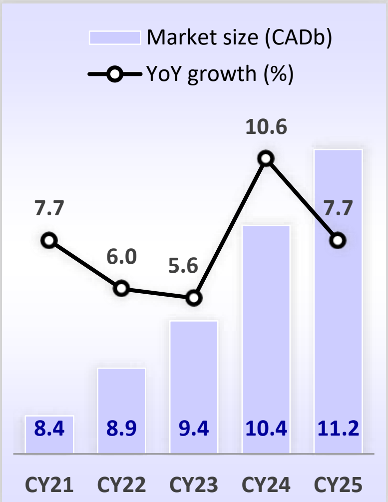
- Emcure is implementing efforts to enhance differentiated offerings to both DF and international markets through its own R&D and acquired products.
- Further, it is well-placed in terms of its manufacturing base and established commercial channel to drive revenue growth and improve profitability with 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.

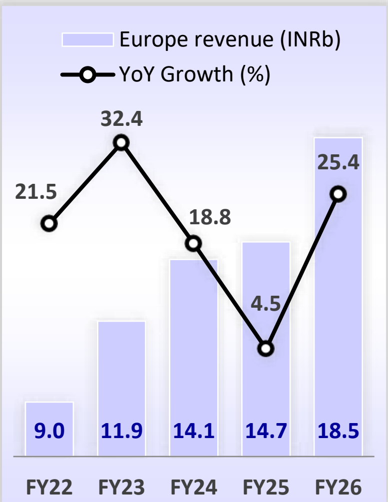
Key risks

- 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.

Overall Canada generic market size over CY21-CY25



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



STORY IN CHARTS

Growth push: differentiation, productivity, new segment

01 Focus on in-licensing deals

02 Launch of Amphotericin-B to drive international growth

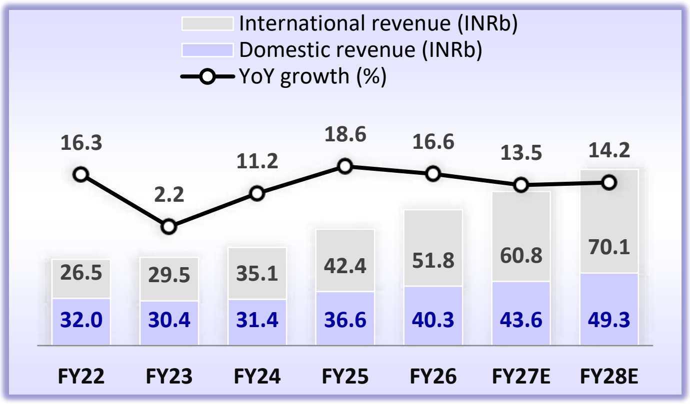
03 Improving PCPM to boost domestic productivity

04 Consumer health foray

Scaling up growth levers

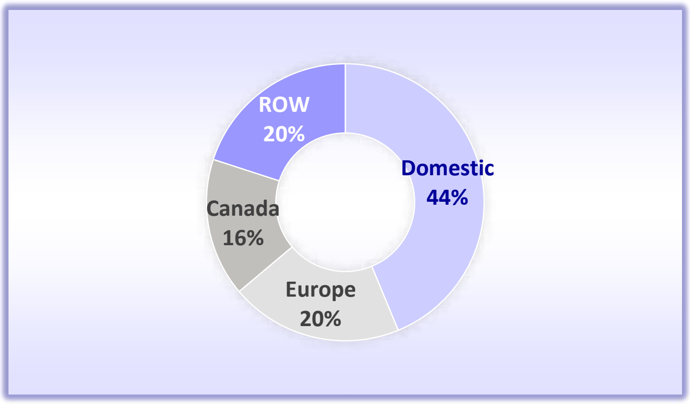
Innovation-led pipeline	❖ Emcure continues to build a differentiated pipeline across complex injectables, biologics and specialty therapies, supported by a strong internal R&D platform, positioning the company to capture opportunities in high-growth therapeutic segments.
International presence	❖ Emcure 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.
Consumer health foray	❖ Entered the fast-growing consumer health segment under the Arth brand, targeting lifestyle and wellness categories with science-backed formulations.
Women's health leadership	❖ 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.
In-licensing partnerships	❖ 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



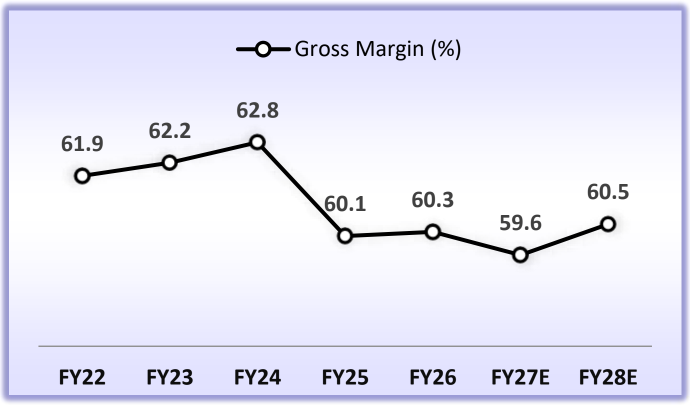
Source: MOFSL, Company

Diverse geographical revenue contributions in ~FY26



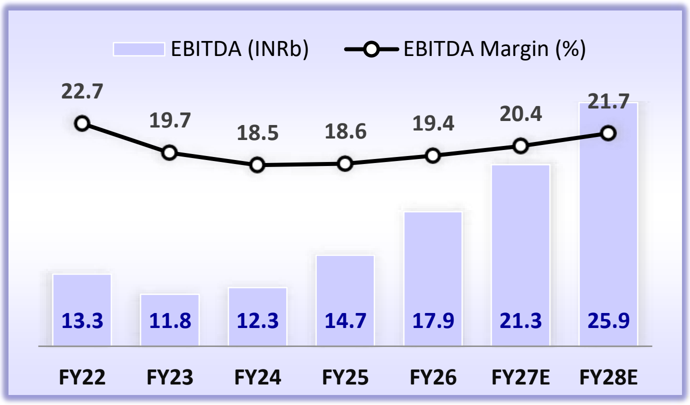
Source: MOFSL, Company

Gross margins in the range of 60-61%



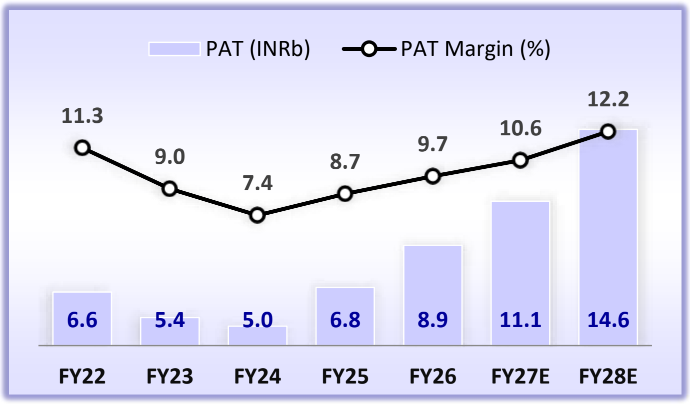
Source: MOFSL, Company

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



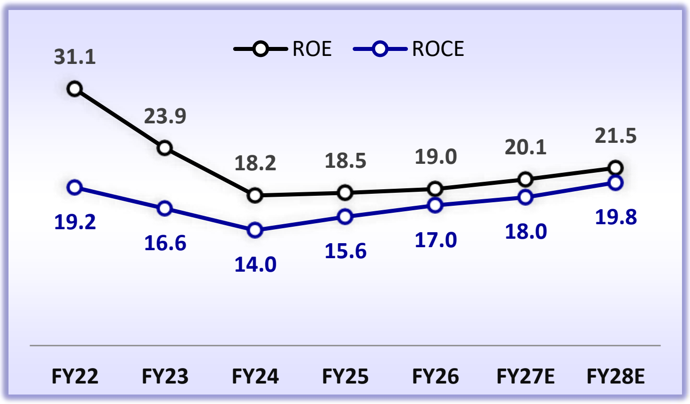
Source: MOFSL, Company

PAT margin to reach by 12% by FY28



Source: MOFSL, Company

Return ratios to increase



Source: MOFSL, Company

Diversified pharma company with global scale

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

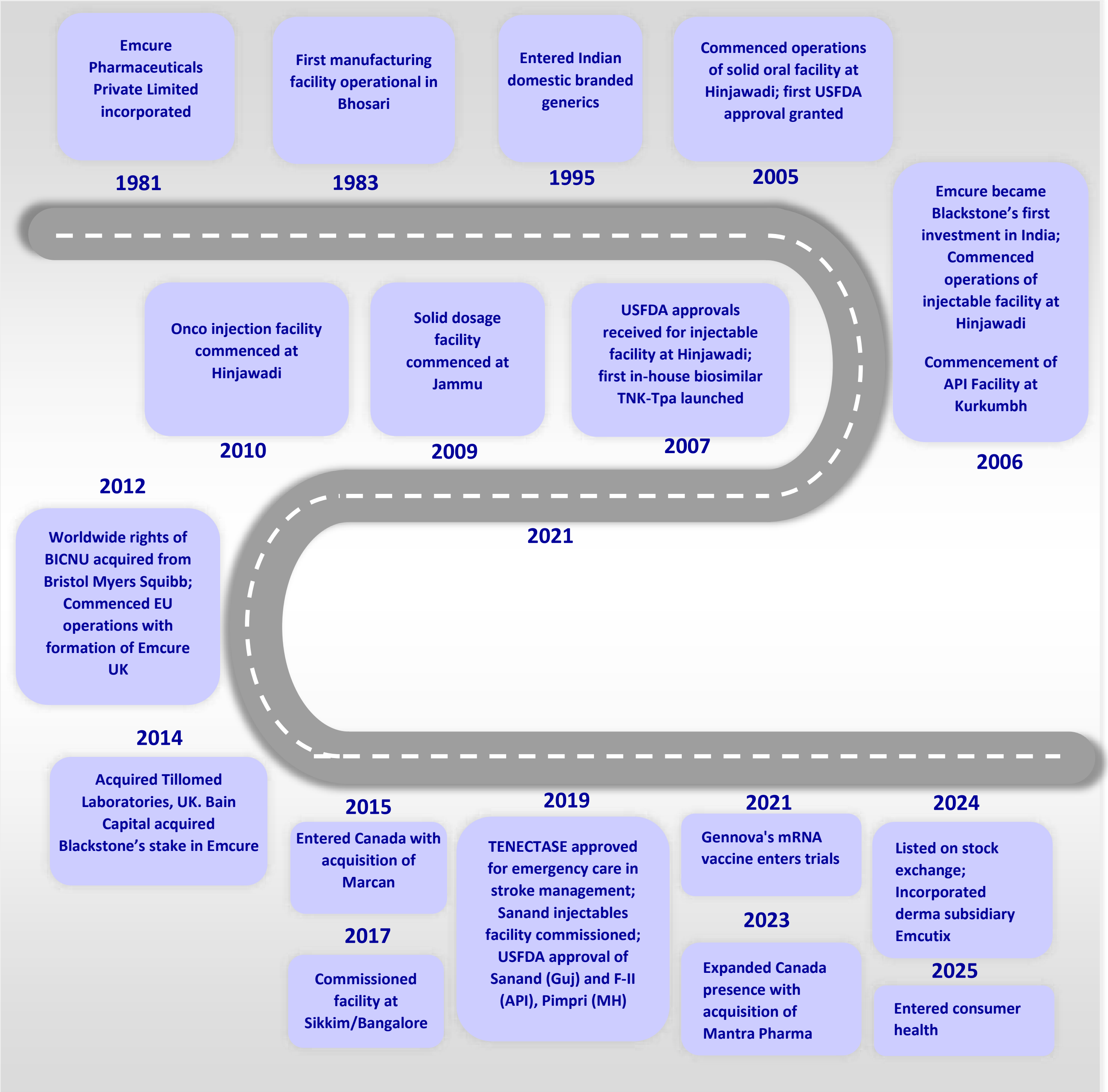
- Incorporated in 1981, Emcure is a leading pharmaceutical company with a strong presence in branded generics, specialty products including complex injectables and biologics.
- It has a balanced business mix in domestic/international markets, contributing ~44%/56% of FY26 revenue. Among international 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, Pimpari, 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



Source: Company

Scaling up growth levers

	Innovation-led pipeline	❖ 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.
	International presence	❖ 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.
	Consumer health foray	❖ Entered the fast-growing consumer health segment under the Arth brand, targeting lifestyle and wellness categories with science-backed formulations.
	Women's health leadership	❖ 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.
	In-licensing partnerships	❖ 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 (Tenectaplase, r-Asparaginase, Bevacizumab), complex generics (Liposomal Amphotericin) and select front-end presence.**

International: Complex injectables/biosimilars to drive global expansion

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

- 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.

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

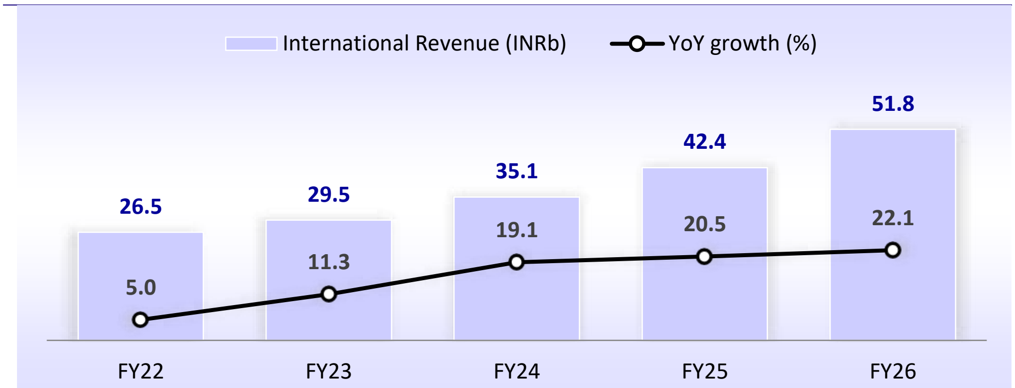
Canada	ROW	Europe
Injectables	*Injectables*	*Injectables*
Amphotericin B	Amphotericin B	Doxorubicin
Semaglutide	Ferric CarboxyMaltose	Ferric CarboxyMaltose
Treosulfan	Lenacapavir	
Treprostini	Enoxaparin	
Generics	*Biosimilars*	
Amantadine	Tenectaplase	
Sulfamethoxazole/Trimethoprim	Bevicazumab	
Nortriptyline		

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 (%)
International	**26.5**	**29.5**	**35.1**	**42.4**	**51.8**	**20.6**	**21.4**
YoY growth (%)	5.0	11.3	19.1	20.6	22.1		
Canada	**6.8**	**7.3**	**9.2**	**12.5**	**14.9**	**26.8**	**26.9**
YoY growth (%)	3.6	7.4	26.5	35.6	18.7		
Europe	**9.0**	**11.9**	**14.1**	**14.7**	**18.5**	**15.9**	**14.5**
YoY growth (%)	21.5	32.4	18.8	4.5	25.4		
ROW	**10.7**	**10.3**	**11.8**	**15.1**	**18.4**	**21.2**	**24.8**
YoY growth (%)	-4.8	-3.9	14.3	27.9	21.8		
Total sales	**58.6**	**59.9**	**66.6**	**79.0**	**92.0**	**15.4**	**17.6**
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

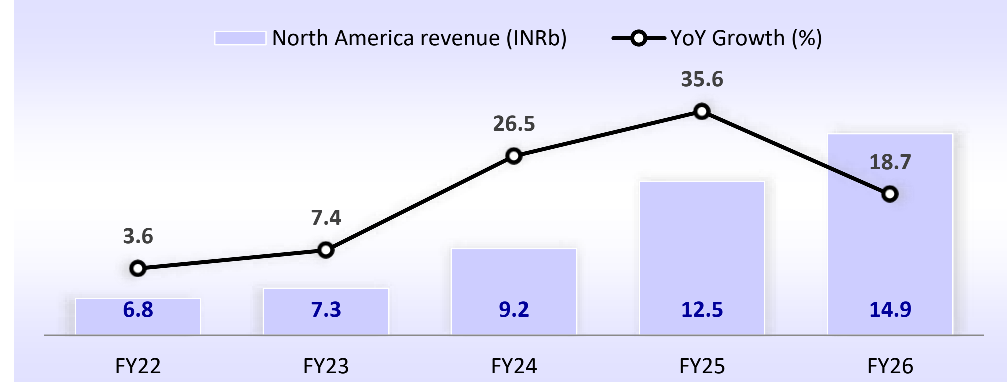
DOA	Acquiree	Acquired By	Geographical Presence	Stake Acquired (%)	Consideration	Remarks
1-Apr-26	Cutimed Inc	Mantra Pharma Inc	Canada	100	CAD5m	❖ To strengthen group portfolio in the Canadian dermatological and cosmetic product segment
4-Apr-25	Manx Healthcare (product portfolio)	Tillomed Laboratories	UK / Europe	Portfolio acquisition	GBP19.7m	❖ Acquisition of **100+ product dossiers/ marketing authorizations**, expected to drive **near-term revenue growth and expand European pipeline**
6-Nov-23	Mantra Pharma Inc	Marcan Pharma	Canada	100	CAD57.1m (~INR3.5b)	❖ Created **pan-Canada presence**, 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 **European regulatory and marketing footprint**, strengthening Tillomed's EU operations
12-Jan-16	Tillomed Pharma GmbH	Emcure	Europe/RoW	100	EUR3.8m (~INR348m)	❖ Strengthened **European generics footprint** 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 **Canadian generics market**, 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 **European front-end platform** 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.

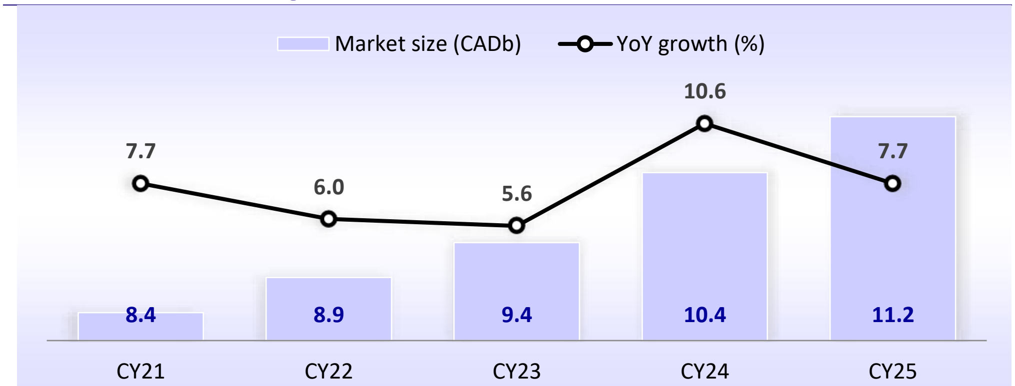
Exhibit 6: Over FY23-26, Canada segment delivered CAGR of 26.8%



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

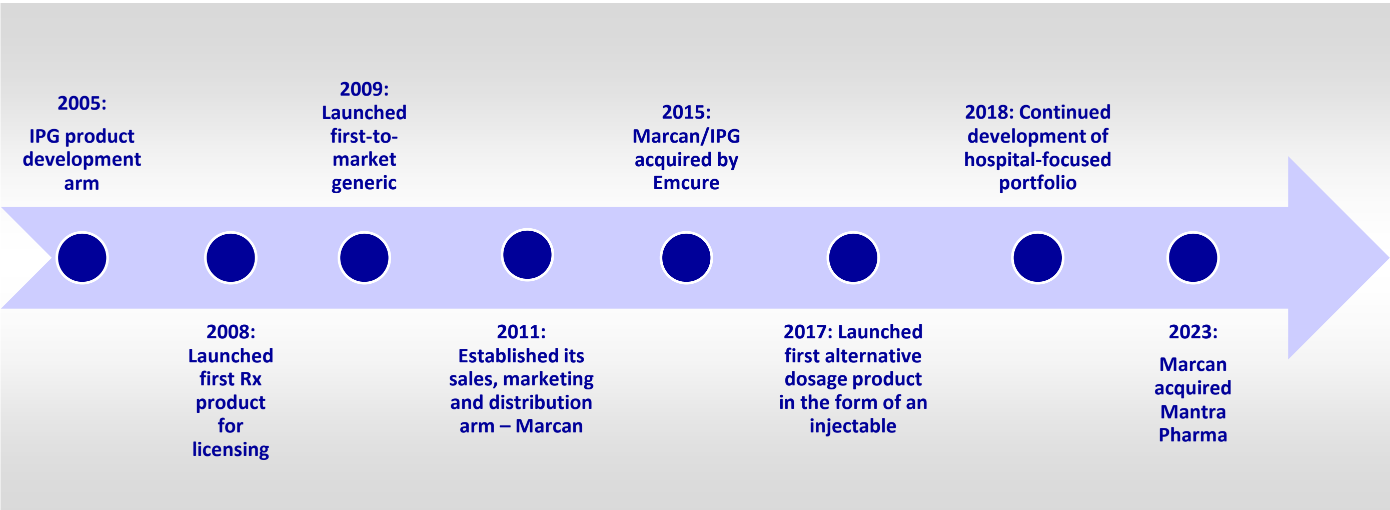
- The market benefits from a stable, policy-driven framework that ensures consistent volume growth, underpinned by an aging population (~median age is 40 years), rising chronic disease burden (~44% of adults with at least one chronic disease) and ongoing patent expiry.
- Within this context, Emcure with 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
Cardiovascular: Amlodipine, Irbesartan, Perindopril, Diltiazem	**Bone Health:** mcal® Calcium, mcal® D400/D800/D1000
Anticoagulants: Apixaban, Rivaroxaban, Ticagrelor, Clopidogrel	**Vitamins & Supplements:** Vitamin B1, B6, B12, Vitamin D
Dyslipidemia: Rosuvastatin, Atorvastatin, Ezetimibe	**Iron Supplements:** Fer Fumarate, Fer Sulfate, Fer Polysaccharide
Diabetes: Metformin, Metformin XR, Dapagliflozin	**Electrolytes & Minerals:** Potassium and Magnesium products
CNS/Neurology: Pregabalin, Levetiracetam, Escitalopram, Sertraline	**Oral Care:** Denta Gel, Denta Rinse, Denta Gum, Denta Mint
Gastrointestinal: Pantoprazole, Esomeprazole, Lansoprazole	**Dermatology:** Eczederm, Urederma, Hydrocortisone creams
Anti-infectives: Amoxiclav, Azithromycin, Clarithromycin	**GI & Constipation Care:** PEG 3350, Senna, Docusate
Ophthalmology: Latanoprost, Dorzolamide-Timolol	**Cardiovascular Wellness:** Cardiosmile
Women's Health: Progesterone, Dienogest	
Specialty Products: Pirfenidone, Cinacalcet, Teriflunomide	

Source: MOFSL, Company

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

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

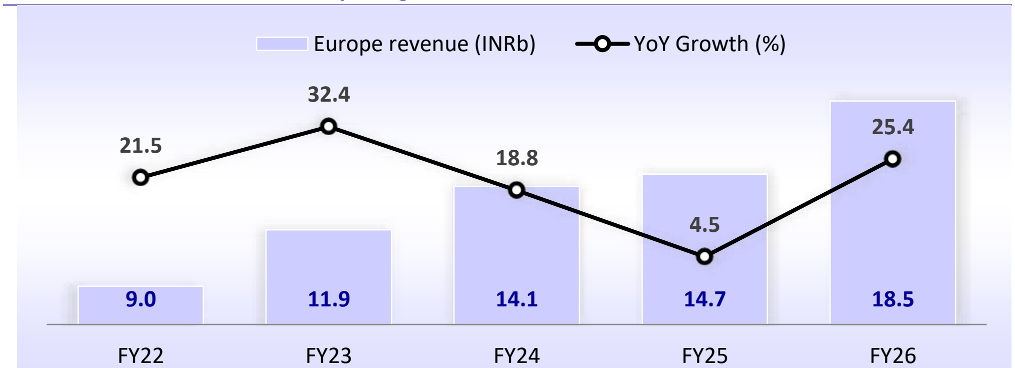
- The acquisition of Cutimed Inc. marked Emcure's entry into the Canadian dermatology and personal care segment, representing an extension of its broader healthcare portfolio beyond traditional prescription generics.
- It helped gain access to an established portfolio of dermatological products, including 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.

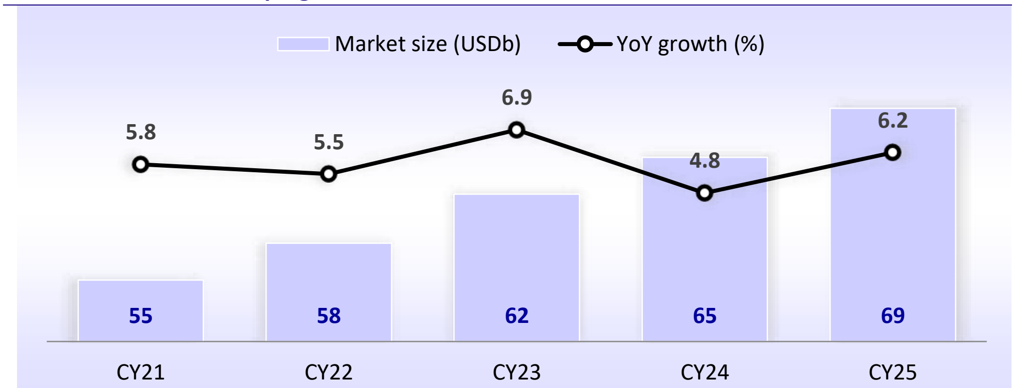
Exhibit 10: Over FY23-26, Europe segment delivered a CAGR of 16%



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 Amphotercin 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.

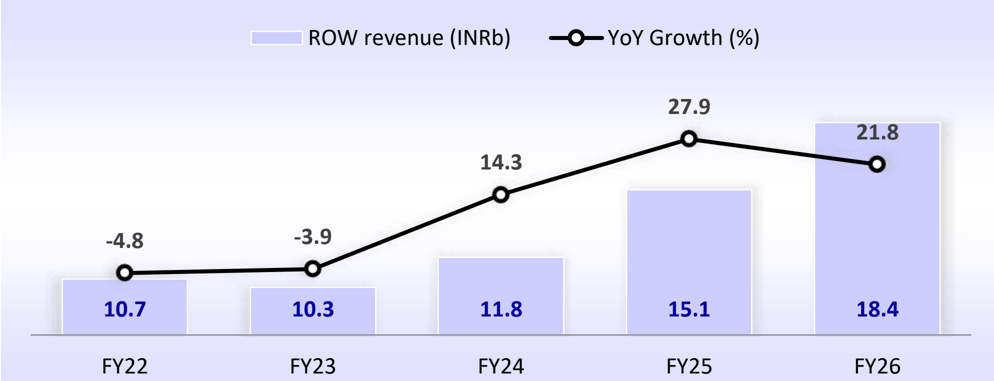
Tillomed has evolved into a European growth platform, strengthened by the strategic acquisition of selected Manx healthcare assets.

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

- 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.

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

- 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.

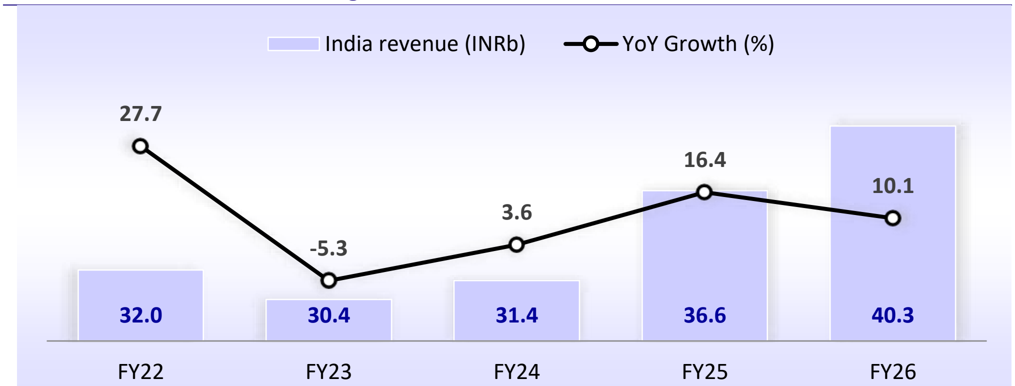
DF: Deepening core therapies; seeding future growth

- **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
FY24	FCM patent expiry	Loss of exclusivity led to competitive intensity and portfolio drag	❖ Marked the beginning of a portfolio transition cycle
FY25	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.
FY26	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/Feronia 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 Q4FY26. 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 Zuventus 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

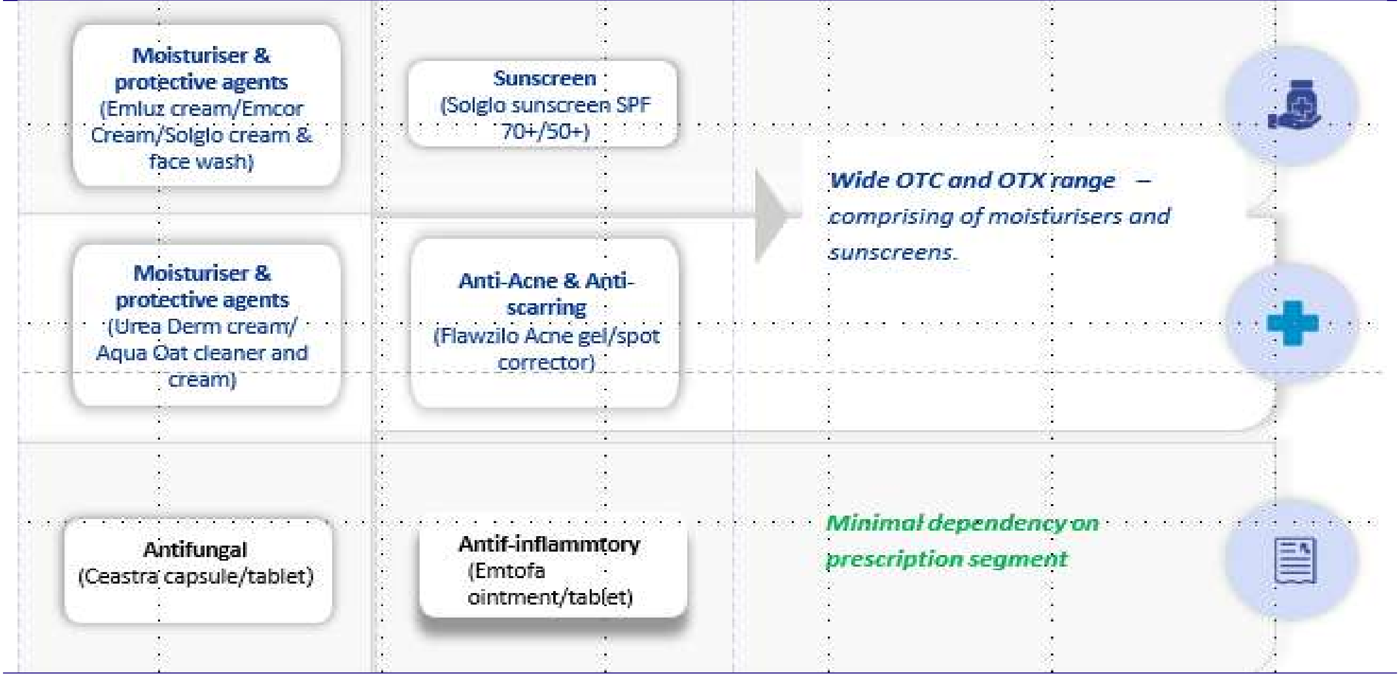
Source: MOFSL, Company

- 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.

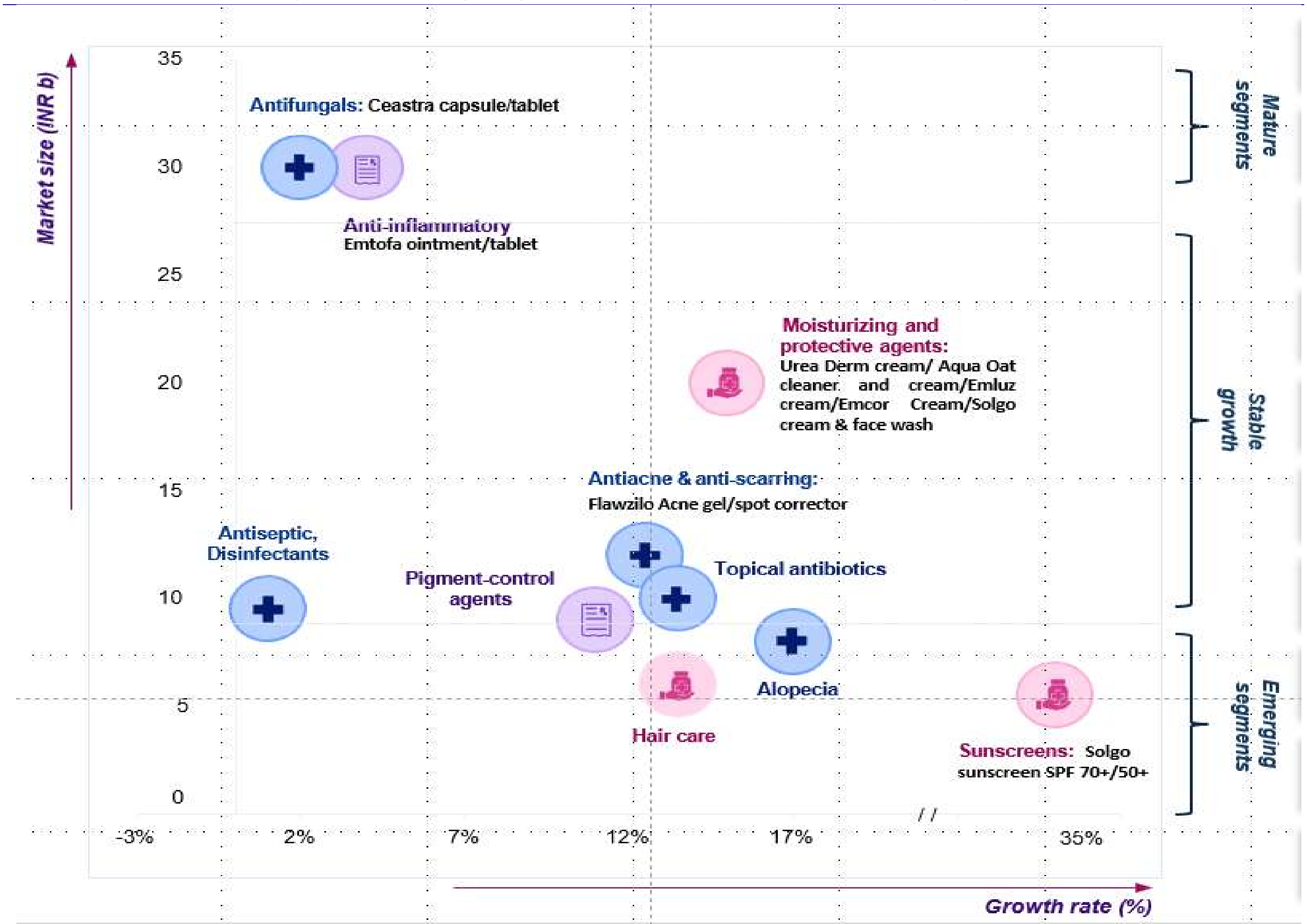
Exhibit 22: Emcure's Derma portfolio: Strategic segmentation across the Rx/OTC/OTx range



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



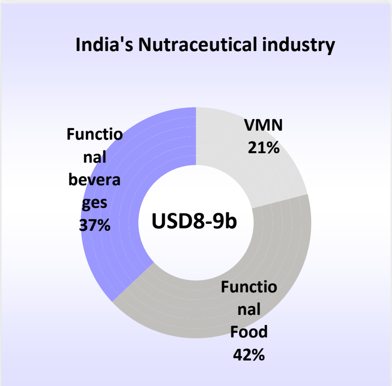
Source: KPMG, MOFSL, Company

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.

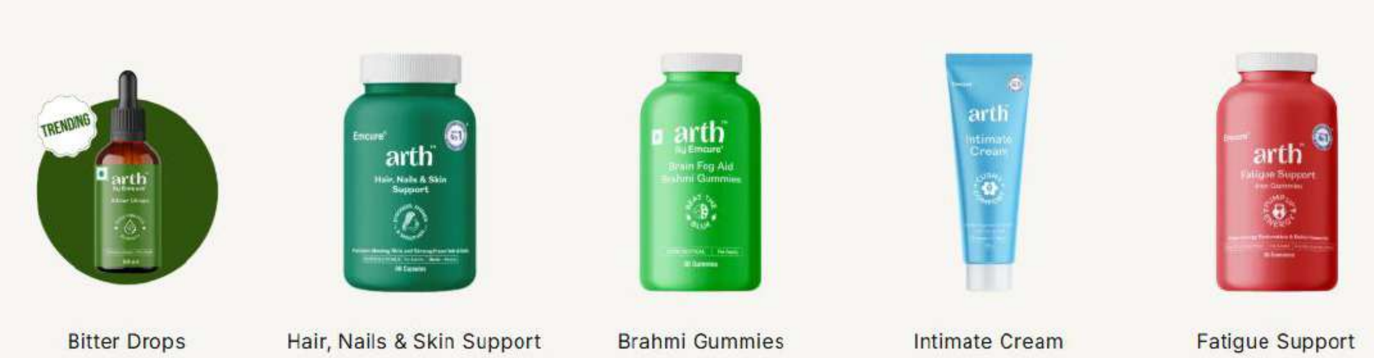
Leveraging VMN's entry into a large and growing nutraceutical opportunity

- 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 (peri-menopause, 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.

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

- 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 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.

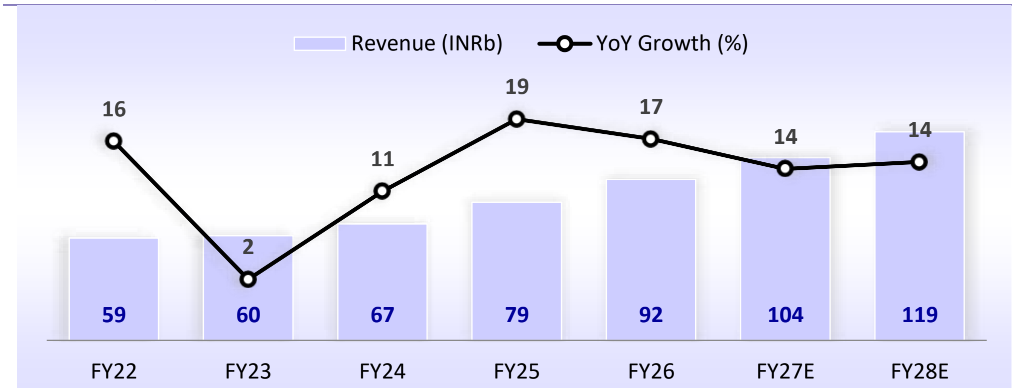
Exhibit 26: Revenue trend over FY22-28

Geography-wise sales (INR b)	FY22	FY23	FY24	FY25	FY26	FY28	3-yr CAGR (%) (FY23-26)	2-yr CAGR (%) (FY26-28)
Domestic	**32.0**	**30.4**	**31.4**	**36.6**	**40.3**	**49.3**	**9.9**	**10.6**
% YoY Growth	27.7	-5.3	3.6	16.4	10.1	12.9		
International	**26.5**	**29.5**	**35.1**	**42.4**	**51.8**	**70.1**	**20.6**	**16.3**
% 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		
Total sales	**58.6**	**59.9**	**66.6**	**79.0**	**92.0**	**119.3**	**15.4**	**13.9**
% 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 Zuventus 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



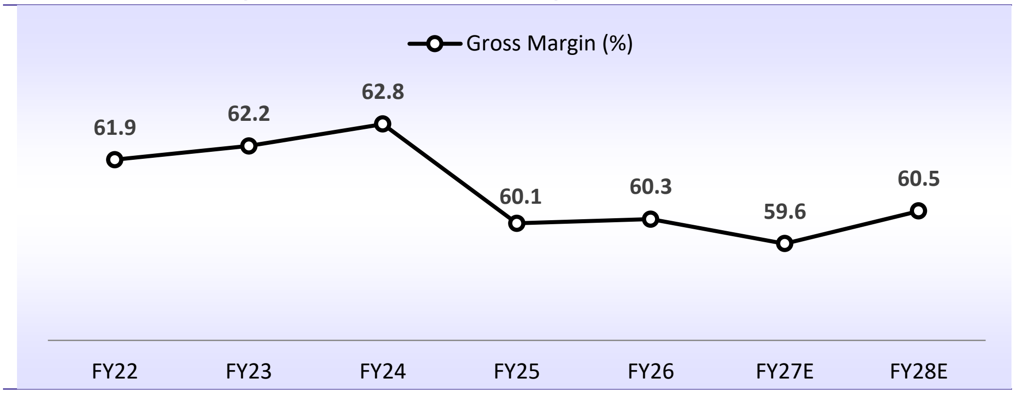
Source: MOFSL, Company

- 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

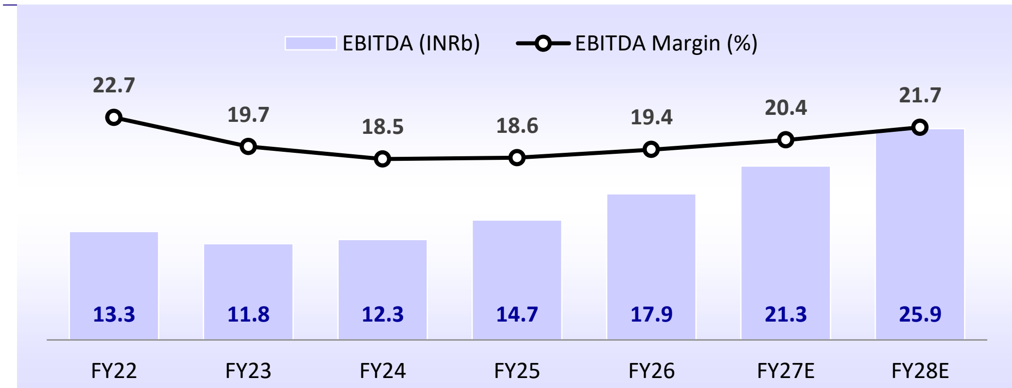


Source: MOFSL, Company

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%

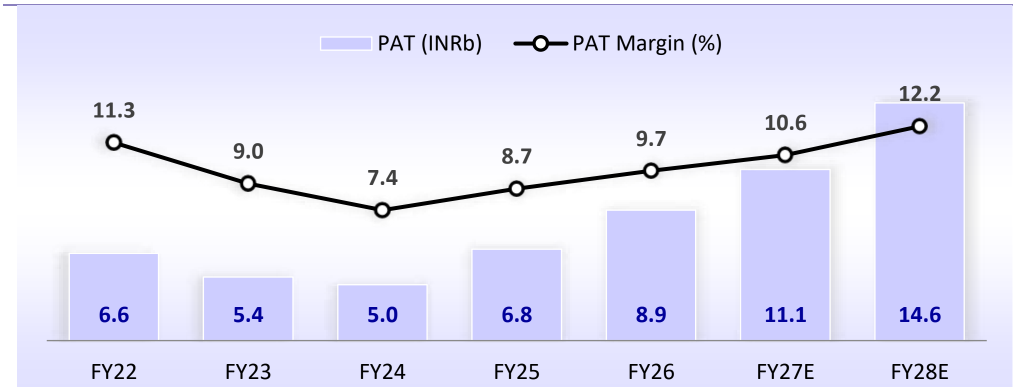


Source: MOFSL, Company

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

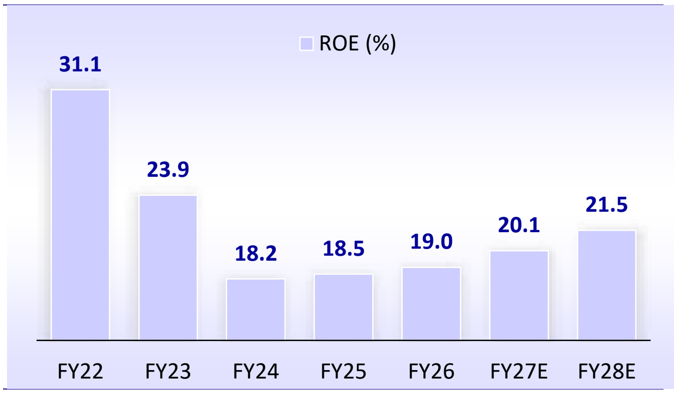
- Return on Equity (RoE) for Emcure declined 1,000bp over FY22-FY26 from 31% to ~21%, primarily due to compression in operating margin (-300bp) and reduction in financial leverage (-1.2x), offset by lower tax burden (+800bp).
- The tax burden remained broadly stable (~68-71%), indicating a consistent 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**

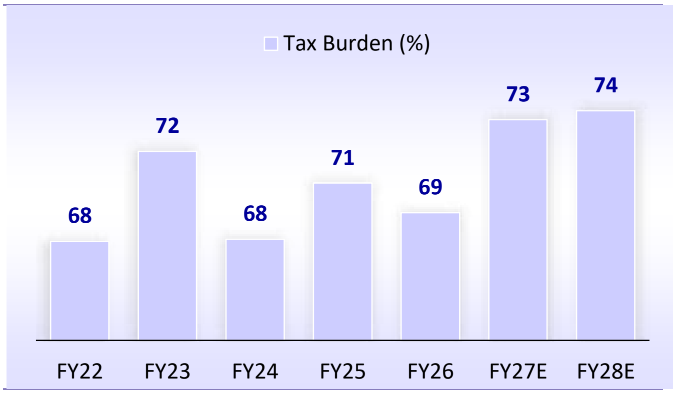
Source: MOFSL, RHP

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



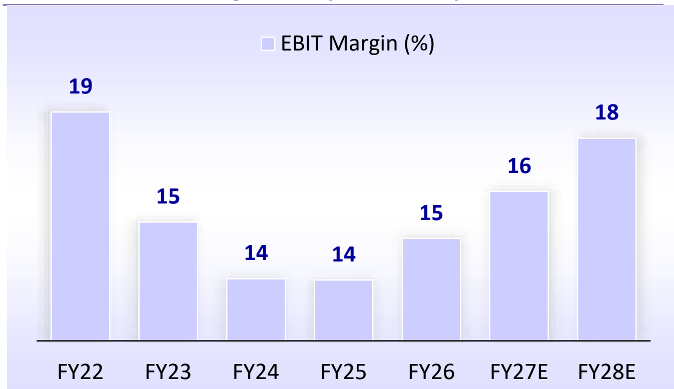
Source: MOFSL, RHP

Exhibit 33: Tax burden to stabilize over FY27-28



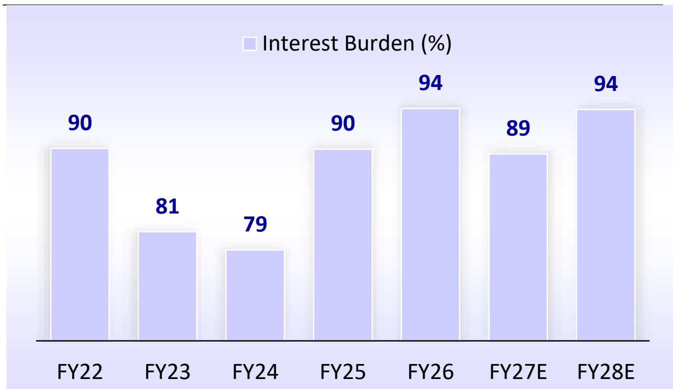
Source: MOFSL, RHP

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



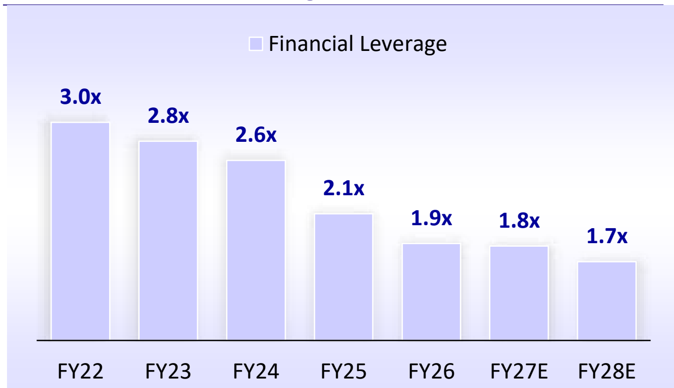
Source: MOFSL, RHP

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



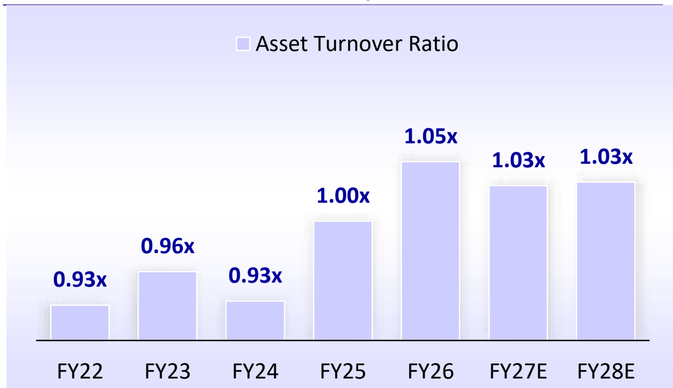
Source: MOFSL, RHP

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

S

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

W

Weaknesses

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

O

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

T

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	
Potential upside/ (downside) (%)	**27**	

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	
Potential upside/ (downside) (%)	**55**	

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	
Potential upside/ (downside) (%)	**(5)**	

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
Total Income from Operations	**58,554**	**59,858**	**66,583**	**78,960**	**92,035**	**104,473**	**119,316**
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
Total Expenditure	**45,255**	**48,046**	**54,285**	**64,271**	**74,149**	**83,151**	**93,419**
% of Sales	77.3	80.3	81.5	81.4	80.6	79.6	78.3
EBITDA	**13,299**	**11,812**	**12,297**	**14,689**	**17,886**	**21,321**	**25,898**
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
EBIT	**10,851**	**9,211**	**9,173**	**10,848**	**13,735**	**17,000**	**21,221**
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
PBT bef. EO Exp.	**9,725**	**7,534**	**7,240**	**9,763**	**12,425**	**15,142**	**19,863**
EO Items	0	-61	32	-49	445	0	0
PBT after EO Exp.	**9,725**	**7,472**	**7,271**	**9,714**	**12,870**	**15,142**	**19,863**
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
Reported PAT	**6,623**	**5,320**	**4,981**	**6,814**	**9,243**	**11,073**	**14,599**
Adjusted PAT	**6,623**	**5,366**	**4,958**	**6,849**	**8,917**	**11,073**	**14,599**
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
Net Worth	**19,875**	**25,011**	**29,523**	**44,462**	**49,500**	**60,573**	**75,173**
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
Capital Employed	**41,243**	**47,844**	**54,974**	**56,733**	**64,565**	**74,638**	**84,238**
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
Net Fixed Assets	**18,269**	**19,292**	**27,459**	**28,290**	**29,050**	**29,359**	**29,629**
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
Total Investments	**728**	**896**	**3,181**	**954**	**197**	**197**	**197**
Curr. Assets, Loans&Adv.	**35,104**	**39,255**	**41,076**	**46,522**	**58,615**	**72,157**	**85,866**
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
Curr. Liability & Prov.	**18,231**	**17,890**	**22,120**	**24,484**	**30,166**	**34,213**	**38,747**
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
Net Current Assets	**16,873**	**21,365**	**18,956**	**22,038**	**28,449**	**37,944**	**47,119**
Appl. of Funds	**41,243**	**47,844**	**54,974**	**56,733**	**64,565**	**74,638**	**84,238**

Financials and valuations

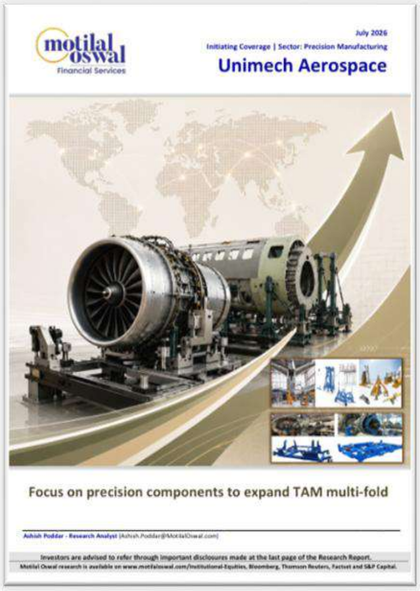
Ratios

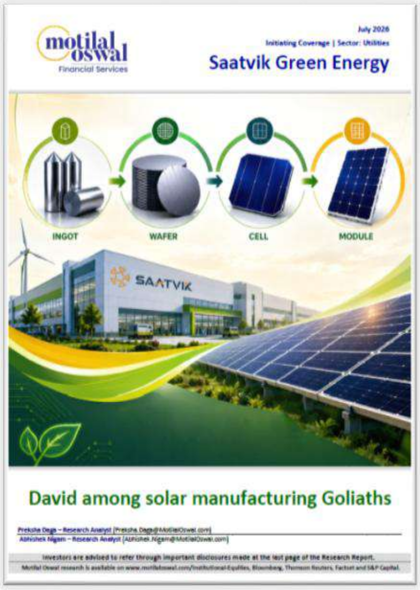
Y/E March	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Basic (INR)							
EPS	**36.6**	**29.7**	**27.4**	**37.9**	**49.3**	**61.2**	**80.7**
Cash EPS	50.2	44.1	44.6	56.4	68.9	81.2	101.7
BV/Share	109.9	138.3	163.0	234.6	261.1	319.5	396.5
Payout (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Valuation (x)							
P/E	48.7	60.1	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
Return Ratios (%)							
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
Working Capital Ratios							
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
Leverage Ratio (x)							
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

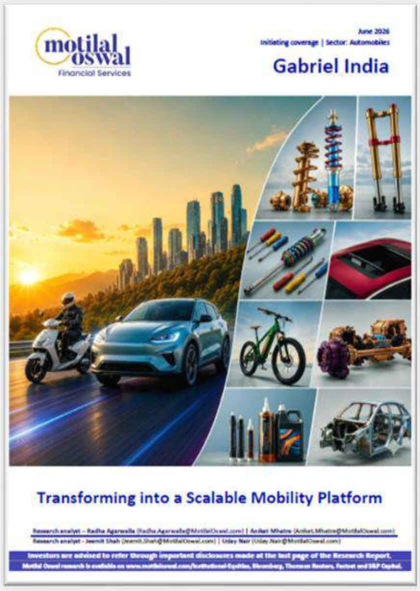
Consolidated - Cash Flow Statement

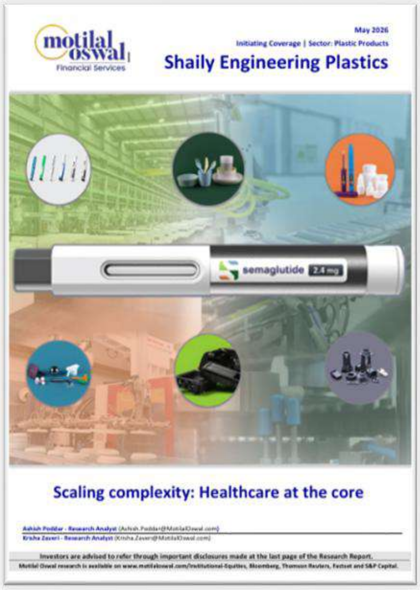
Y/E March	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
OP/(Loss) before Tax	9,725	7,472	7,272	9,714	12,870	15,142	19,863
Depreciation	2,449	2,601	3,124	3,841	4,150	4,322	4,676
Interest & Finance Charges	1,760	2,136	2,371	1,758	1,437	2,001	1,523
Direct Taxes Paid	-3,112	-2,005	-2,237	-2,469	-3,681	-4,069	-5,264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

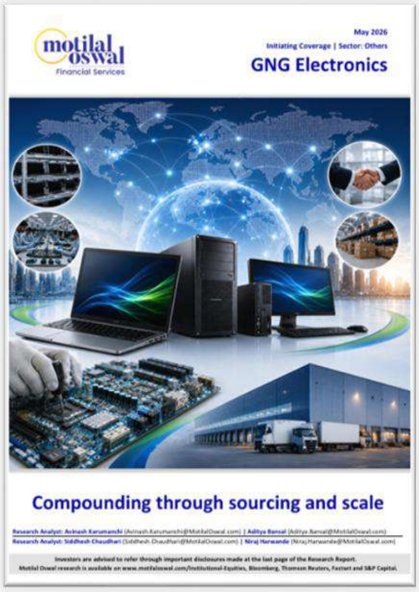
RECENT INITIATING COVERAGE REPORTS











NOTES

Explanation of Investment Rating	
Investment Rating	**Expected return (over 12-month)**
BUY	>=15%
SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation

*In case the recommendation given by the Research Analyst is inconsistent with the investment rating legend for a continuous period of 30 days, the Research Analyst shall be within following 30 days take appropriate measures to make the recommendation consistent with the investment rating legend.

Disclosures

The following Disclosures are being made in compliance with the SEBI Research Analyst Regulations 2014 (herein after referred to as the Regulations).

Motilal Oswal Financial Services Ltd. (MOFSL) is a SEBI Registered Research Analyst having registration no. INH000000412. MOFSL, the Research Entity (RE) as defined in the Regulations, is engaged in the business of providing Stock broking services, Depository participant services & distribution of various financial products. MOFSL is a listed public company, the details in respect of which are available on www.motilaloswal.com. MOFSL (erstwhile Motilal Oswal Securities Limited - MOSL) is registered with the Securities & Exchange Board of India (SEBI) and is a registered Trading Member with National Stock Exchange of India Ltd. (NSE) and Bombay Stock Exchange Limited (BSE), Multi Commodity Exchange of India Limited (MCX) and National Commodity & Derivatives Exchange Limited (NCDEX) for its stock broking activities & is Depository participant with Central Depository Services Limited (CDSL) National Securities Depository Limited (NSDL),NERL, COMRIS and CCRL and is member of Association of Mutual Funds of India (AMFI) for distribution of financial products and Insurance Regulatory & Development Authority of India (IRDA) as Corporate Agent for insurance products. Details of associate entities of Motilal Oswal Financial Services Limited are available on the website at http://onlinereports.motilaloswal.com/Dormant/documents/List%20of%20Associate%20companies.pdf

MOFSL and its associate company(ies), their directors and Research Analyst and their relatives may; (a) from time to time, have a long or short position in, act as principal in, and buy or sell the securities or derivatives thereof of companies mentioned herein. (b) be engaged in any other transaction involving such securities and earn brokerage or other compensation or act as a market maker in the financial instruments of the company(ies) discussed herein or act as an advisor or lender/borrower to such company(ies) or may have any other potential conflict of interests with respect to any recommendation and other related information and opinions.; however the same shall have no bearing whatsoever on the specific recommendations made by the analyst(s), as the recommendations made by the analyst(s) are completely independent of the views of the associates of MOFSL even though there might exist an inherent conflict of interest in some of the stocks mentioned in the research report.

MOFSL and / or its affiliates do and seek to do business including investment banking with companies covered in its research reports. As a result, the recipients of this report should be aware that MOFSL may have a potential conflict of interest that may affect the objectivity of this report. Compensation of Research Analysts is not based on any specific merchant banking, investment banking or brokerage service transactions. Details of pending Enquiry Proceedings of Motilal Oswal Financial Services Limited are available on the website at https://galaxy.motilaloswal.com/ResearchAnalyst/PublishViewLitigation.aspx

A graph of daily closing prices of securities is available at www.nseindia.com, www.bseindia.com. Research Analyst views on Subject Company may vary based on Fundamental research and Technical Research. Proprietary trading desk of MOFSL or its associates maintains arm's length distance with Research Team as all the activities are segregated from MOFSL research activity and therefore it can have an independent view with regards to Subject Company for which Research Team have expressed their views.

Regional Disclosures (outside India)

This report is not directed or intended for distribution to or use by any person or entity resident in a state, country or any jurisdiction, where such distribution, publication, availability or use would be contrary to law, regulation or which would subject MOFSL & its group companies to registration or licensing requirements within such jurisdictions.

For Hong Kong:

This report is distributed in Hong Kong by Motilal Oswal capital Markets (Hong Kong) Private Limited, a licensed corporation (CE AYY-301) licensed and regulated by the Hong Kong Securities and Futures Commission (SFC) pursuant to the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) "SFO". As per SEBI (Research Analyst Regulations) 2014 Motilal Oswal Securities (SEBI Reg. No. INH000000412) has an agreement with Motilal Oswal capital Markets (Hong Kong) Private Limited for distribution of research report in Hong Kong. This report is intended for distribution only to "Professional Investors" as defined in Part I of Schedule 1 to SFO. Any investment or investment activity to which this document relates is only available to professional investor and will be engaged only with professional investors." Nothing here is an offer or solicitation of these securities, products and services in any jurisdiction where their offer or sale is not qualified or exempt from registration. The Indian Analyst(s) who compile this report is/are not located in Hong Kong & are not conducting Research Analysis in Hong Kong.

For U.S.

Motilal Oswal Financial Services Limited (MOFSL) is not a registered broker - dealer under the U.S. Securities Exchange Act of 1934, as amended (the"1934 act") and under applicable state laws in the United States. In addition MOFSL is not a registered investment adviser under the U.S. Investment Advisers Act of 1940, as amended (the "Advisers Act" and together with the 1934 Act, the "Acts), and under applicable state laws in the United States. Accordingly, in the absence of specific exemption under the Acts, any brokerage and investment services provided by MOFSL, including the products and services described herein are not available to or intended for U.S. persons. This report is intended for distribution only to "Major Institutional Investors" as defined by Rule 15a-6(b)(4) of the Exchange Act and interpretations thereof by SEC (henceforth referred to as "major institutional investors"). This document must not be acted on or relied on by persons who are not major institutional investors. Any investment or investment activity to which this document relates is only available to major institutional investors and will be engaged in only with major institutional investors. In reliance on the exemption from registration provided by Rule 15a-6 of the U.S. Securities Exchange Act of 1934, as amended (the "Exchange Act") and interpretations thereof by the U.S. Securities and Exchange Commission ("SEC") in order to conduct business with Institutional Investors based in the U.S., MOFSL has entered into a chaperoning agreement with a U.S. registered broker-dealer, Motilal Oswal Securities International Private Limited. ("MOSIPL"). Any business interaction pursuant to this report will have to be executed within the provisions of this chaperoning agreement.

The Research Analysts contributing to the report may not be registered /qualified as research analyst with FINRA. Such research analyst may not be associated persons of the U.S. registered broker-dealer, MOSIPL, and therefore, may not be subject to NASD rule 2711 and NYSE Rule 472 restrictions on communication with a subject company, public appearances and trading securities held by a research analyst account.

For Singapore

In Singapore, this report is being distributed by Motilal Oswal Capital Markets (Singapore) Pte. Ltd. ("MOCMSPL") (UEN 201129401Z), which is a holder of a capital markets services license and an exempt financial adviser in Singapore.This report is distributed solely to persons who (a) qualify as "institutional investors" as defined in section 4A(1)(c) of the Securities and Futures Act of Singapore ("SFA") or (b) are considered "accredited investors" as defined in section 2(1) of the Financial Advisers Regulations of Singapore read with section 4A(1)(a) of the SFA. Accordingly, if a recipient is neither an "institutional investor" nor an "accredited investor", they must immediately discontinue any use of this Report and inform MOCMSPL .

In respect of any matter arising from or in connection with the research you could contact the following representatives of MOCMSPL. In case of grievances for any of the services rendered by MOCMSPL write to grievances@motilaloswal.com.

Nainesh Rajani
Email: nainesh.rajani@motilaloswal.com
Contact: (+65) 8328 0276

.

Specific Disclosures

1. Research Analyst and/or his/her relatives do not have a financial interest in the subject company(ies), as they do not have equity holdings in the subject company(ies).
   MOFSL has financial interest in the subject company(ies) at the end of the week immediately preceding the date of publication of the Research Report: Yes.
   Nature of Financial interest is holding equity shares or derivatives of the subject company
2. Research Analyst and/or his/her relatives do not have actual/beneficial ownership of 1% or more securities in the subject company(ies) at the end of the month immediately preceding the date of publication of Research Report.
   MOFSL has actual/beneficial ownership of 1% or more securities of the subject company(ies) at the end of the month immediately preceding the date of publication of Research Report:No
3. Research Analyst and/or his/her relatives have not received compensation/other benefits from the subject company(ies) in the past 12 months.
   MOFSL may have received compensation from the subject company(ies) in the past 12 months.
4. Research Analyst and/or his/her relatives do not have material conflict of interest in the subject company at the time of publication of research report.
   MOFSL does not have material conflict of interest in the subject company at the time of publication of research report.
5. Research Analyst has not served as an officer, director or employee of subject company(ies).
6. MOFSL has not acted as a manager or co-manager of public offering of securities of the subject company in past 12 months.
7. MOFSL has not received compensation for investment banking /merchant banking/brokerage services from the subject company(ies) in the past 12 months.
8. MOFSL may have received any compensation for products or services other than investment banking or merchant banking or brokerage services from the subject company(ies) in the past 12 months.
9. MOFSL may have received compensation or other benefits from the subject company(ies) or third party in connection with the research report.
10. MOFSL has not engaged in market making activity for the subject company.

The associates of MOFSL may have:
- financial interest in the subject company
- actual/beneficial ownership of 1% or more securities in the subject company at the end of the month immediately preceding the date of publication of the Research Report or date of the public appearance.
- received compensation/other benefits from the subject company in the past 12 months
- any other potential conflict of interests with respect to any recommendation and other related information and opinions.; however the same shall have no bearing whatsoever on the specific recommendations made by the analyst(s), as the recommendations made by the analyst(s) are completely independent of the views of the associates of MOFSL even though there might exist an inherent conflict of interest in some of the stocks mentioned in the research report.
- acted as a manager or co-manager of public offering of securities of the subject company in past 12 months
- be engaged in any other transaction involving such securities and earn brokerage or other compensation or act as a market maker in the financial instruments of the company(ies) discussed herein or act as an advisor or lender/borrower to such company(ies)
- received compensation from the subject company in the past 12 months for investment banking / merchant banking / brokerage services or from other than said services.
- Served subject company as its clients during twelve months preceding the date of distribution of the research report.

The associates of MOFSL has not received any compensation or other benefits from third party in connection with the research report

Above disclosures include beneficial holdings lying in demat account of MOFSL which are opened for proprietary investments only. While calculating beneficial holdings, It does not consider demat accounts which are opened in name of MOFSL for other purposes (i.e holding client securities, collaterals, error trades etc.). MOFSL also earns DP income from clients which are not considered in above disclosures.

Analyst Certification

The views expressed in this research report accurately reflect the personal views of the analyst(s) about the subject securities or issues, and no part of the compensation of the research analyst(s) was, is, or will be directly or indirectly related to the specific recommendations and views expressed by research analyst(s) in this report.

Terms & Conditions:

This report has been prepared by MOFSL and is meant for sole use by the recipient and not for circulation. The report and information contained herein is strictly confidential and may not be altered in any way, transmitted to, copied or distributed, in part or in whole, to any other person or to the media or reproduced in any form, without prior written consent of MOFSL. The report is based on the facts, figures and information that are considered true, correct, reliable and accurate. The intent of this report is not recommendatory in nature. The information is obtained from publicly available media or other sources believed to be reliable. Such information has not been independently verified and no guaranty, representation of warranty, express or implied, is made as to its accuracy, completeness or correctness. All such information and opinions are subject to change without notice. The report is prepared solely for informational purpose and does not constitute an offer document or solicitation of offer to buy or sell or subscribe for securities or other financial instruments for the clients. Though disseminated to all the customers simultaneously, not all customers may receive this report at the same time. MOFSL will not treat recipients as customers by virtue of their receiving this report.

Disclaimer:

The report and information contained herein is strictly confidential and meant solely for the selected recipient and may not be altered in any way, transmitted to, copied or distributed, in part or in whole, to any other person or to the media or reproduced in any form, without prior written consent. This report and information herein is solely for informational purpose and may not be used or considered as an offer document or solicitation of offer to buy or sell or subscribe for securities or other financial instruments. Nothing in this report constitutes investment, legal, accounting and tax advice or a representation that any investment or strategy is suitable or appropriate to your specific circumstances. The securities discussed and opinions expressed in this report may not be suitable for all investors, who must make their own investment decisions, based on their own investment objectives, financial positions and needs of specific recipient. This may not be taken in substitution for the exercise of independent judgment by any recipient. Each recipient of this document should make such investigations as it deems necessary to arrive at an independent evaluation of an investment in the securities of companies referred to in this document (including the merits and risks involved), and should consult its own advisors to determine the merits and risks of such an investment. The investment discussed or views expressed may not be suitable for all investors. Certain transactions -including those involving futures, options, another derivative products as well as non-investment grade securities - involve substantial risk and are not suitable for all investors. No representation or warranty, express or implied, is made as to the accuracy, completeness or fairness of the information and opinions contained in this document. The Disclosures of Interest Statement incorporated in this document is provided solely to enhance the transparency and should not be treated as endorsement of the views expressed in the report. This information is subject to change without any prior notice. The Company reserves the right to make modifications and alternations to this statement as may be required from time to time without any prior approval. MOFSL, its associates, their directors and the employees may from time to time, effect or have effected an own account transaction in, or deal as principal or agent in or for the securities mentioned in this document. They may perform or seek to perform investment banking or other services for, or solicit investment banking or other business from, any company referred to in this report. Each of these entities functions as a separate, distinct and independent of each other. The recipient shall take this into account before interpreting the document. This report has been prepared on the basis of information that is already available in publicly accessible media or developed through analysis of MOFSL. The views expressed are those of the analyst, and the Company may or may not subscribe to all the views expressed therein. This document is being supplied to you solely for your information and may not be reproduced, redistributed or passed on, directly or indirectly, to any other person or published, copied, in whole or in part, for any purpose. This report is not directed or intended for distribution to, or use by, any person or entity who is a citizen or resident of or located in any locality, state, country or other jurisdiction, where such distribution, publication, availability or use would be contrary to law, regulation or which would subject MOFSL to any registration or licensing requirement within such jurisdiction. The securities described herein may or may not be eligible for sale in all jurisdictions or to certain category of investors. Persons in whose possession this document may come are required to inform themselves of and to observe such restriction. Neither the Firm, not its directors, employees, agents or representatives shall be liable for any damages whether direct or indirect, incidental, special or consequential including lost revenue or lost profits that may arise from or in connection with the use of the information. The person accessing this information specifically agrees to exempt MOFSL or any of its affiliates or employees from, any and all responsibility/liability arising from such misuse and agrees not to hold MOFSL or any of its affiliates or employees responsible for any such misuse and further agrees to hold MOFSL or any of its affiliates or employees free and harmless from all losses, costs, damages, expenses that may be suffered by the person accessing this information due to any errors and delays.

This report is meant for the clients of Motilal Oswal only.

Investment in securities market are subject to market risks. Read all the related documents carefully before investing.

Registration granted by SEBI and certification from NISM in no way guarantee performance of the intermediary or provide any assurance of returns to investors.

Registered Office Address: Motilal Oswal Tower, Rahimtullah Sayani Road, Opposite Parel ST Depot, Prabhadevi, Mumbai-400025; Tel No.: 022 - 71934200 / 71934263; www.motilaloswal.com.

Correspondence Address: Palm Spring Centre, 2nd Floor, Palm Court Complex, New Link Road, Malad (West), Mumbai- 400 064. Tel No: 022 71881000. Details of Compliance Officer: Neeraj Agarwal, Email Id: na@motilaloswal.com, Contact No.:022-40548085.

Grievance Redressal Cell:

Contact Person	Contact No.	Email ID
Ms. Hemangi Date	022 40548000 / 022 67490600	query@motilaloswal.com
Ms. Kumud Upadhyay	022 40548082	servicehead@motilaloswal.com
Mr. Ajay Menon	022 40548083	am@motilaloswal.com

Registration details of group entities.: Motilal Oswal Financial Services Ltd. (MOFSL): INZ000158836 (BSE/NSE/MCX/NCDEX); CDSL and NSDL: IN-DP-16-2015; Research Analyst: INH000000412 . AMFI: ARN .: 146822. IRDA Corporate Agent – CA0579. Motilal Oswal Financial Services Ltd. is a distributor of Mutual Funds, PMS, Fixed Deposit, Insurance, Bond, NCDs and IPO products.

Customer having any query/feedback/ clarification may write to query@motilaloswal.com. In case of grievances for any of the services rendered by Motilal Oswal Financial Services Limited (MOFSL) write to grievances@motilaloswal.com, for DP to dpgrievances@motilaloswal.com.