Rubicon Research Ltd.

October 07, 2025

IPO Note

Rubicon Research Limited is a pharmaceutical formulations company with a strong innovation-led approach, driven by focused research and development and an expanding portfolio of specialty and drug–device combination products for regulated markets, particularly the United States. The company is the only Indian player, among its assessed peers, with an exclusive focus on regulated markets. As of Q1FY26, Rubicon and its subsidiaries have secured approvals for 72 ANDAs, nine NDAs, and one OTC monograph from the USFDA, with 17 ANDA applications pending approval and 63 product candidates under development. The company derives the majority of its revenues from the US market, with non-branded formulations contributing 95.05% and branded products 4.95% of revenue for Q1FY26, underscoring its strong presence in the generic segment.

Investment Rationale:

Fastest-Growing Indian Pharma Player with Data-Driven Product Strategy:

- US revenues 93-98% of total; deep penetration in largest pharma market.
- Revenue CAGR 80.7%; 66 US products, >25% market share in 9 products.
- Targets complex, low-competition drugs; per-unit price up 8% vs. industry decline.
- Portfolio: 16 specialty products, 1 licensed NDA; commercialization 86%, margins >70%.

Strong R&D Capabilities Driving Complex and High-Value Product Development:

- 170 scientists; Thane & Ontario centers enable end-to-end development.
- 9 proprietary drug delivery technologies, 10 patents; focus on specialty products and nasal sprays.
- Nasal spray pipeline: 4 USFDA-approved, 2 under review; CAGR 8.3%.
- Regulatory success: 72 ANDAs, 9 NDAs; 70 US commercialized products (16 specialty), 86% commercialization.
- Proprietary Drug Delivery Technologies – 9 including RubiSRL and RubiReten.
- 25+ in-house regulatory experts accelerate approvals; 17 ANDAs under review.

Robust US Sales and Distribution Capabilities in US:

- AdvaGen Pharma: direct sales to wholesalers, GPOs, pharmacy chains; licensed in 49 states.
- 350+ SKUs to 96 customers, including 3 major wholesalers (>90% US distribution).
- Market shares: Metoprolol Tartrate 43.4%, Cyclobenzaprine HCl 34.8%, Lidocaine HCl 38.6% as of Q1FY26.
- Validus acquisition strengthens branded product promotion across 44 states.
- Advanced order-to-cash system ensures real-time monitoring of orders, collections, rebates, chargebacks.
- Strong customer and supplier network ensures supply flexibility and rapid product rollout.

Strong Track Record of Compliance and Cost-Effective Manufacturing:

- Multiple US FDA inspections across Ambernath, Satara, and Pithampur facilities; no OAI status; MHRA, TGA accredited.
- R&D facilities in India & Canada FDA-inspected; Canadian facility also Health Canada approved.
- Indian manufacturing 30-40% cheaper than US; proprietary processes reduce time and cost.
- Baclofen 35.3% and Metoprolol Tartrate 37.3% (FY25), reflecting strong market positioning.
- Strong compliance and cost efficiency support market share growth.

Focused Growth Strategy on Specialty Products, Generics, and Global Expansion:

- Developing specialty products, drug-device combinations, and cost-efficient generics.
- 17 US FDA products under review; 63 candidates in pipeline.
- Expanding US presence via Validus; targeting patent expiries.
- Leveraging approvals for regulated markets (UK, Canada, Australia, South Africa).
- 48 global product applications filed; contract manufacturing drives international growth.

Strong Financial Performance and Robust Growth Trajectory:

- Total income more than tripled from ₹4,190M (FY23) to ₹12,962M (FY25).
- EBITDA surged 6× to ₹2,559M; margins expanded from 4.7% to 19.9%.
- Turned net loss of ₹169M (FY23) to PAT of ₹1,344M (FY25); PAT margin 10.46%.
- ROCE improved from 1.35% to 26.45%, reflecting higher capital efficiency.

Valuation and Outlook: The global pharmaceutical market is projected to grow at a CAGR of 6.7% from USD 1,733.1 billion in FY24 to USD 2,395.6 billion in FY29, outpacing historical growth of 6.3% during FY19-FY24. Rubicon Research, one of the fastest -growing Indian pharma players, has established a dominant presence in the US, which contributes 93-98% of revenues, achieving a revenue CAGR of 80.7% with 66 products in the US and over 25% market share in nine products, reflecting deep penetration in the world's largest pharmaceutical market. The company targets complex, low-competition drugs, achieving per -unit price growth of 8% versus industry decline, while its portfolio of 16 specialty products and one licensed NDA is 86% commercialized with gross margins above 70%. Robust R&D capabilities, proprietary drug delivery technologies, and a growing pipeline of specialty and drug-device combination products underpin sustained innovation and regulatory success, supported by an experienced in-house team accelerating approvals in the US and other regulated markets. Rubicon holds leading market shares across key molecules, demonstrating strong commercial execution. Its FDA-, MHRA-, TGA-, and Health Canada-accredited manufacturing facilities in India ensure cost-effective and compliant production. Through AdvaGen and Validus, the company has established a strong US sales and distribution platform, serving major wholesalers, GPOs, and pharmacy chains, enabling rapid rollout of new products. Rubicon continues to expand its US presence, leverage upcoming patent expiries, and capitalize on approvals to enter other regulated markets including the UK, Canada, Australia, and South Africa, with 48 global product applications filed and contract manufacturing supporting international growth. Financial performance underscores its trajectory, with total income more than tripling from ₹4,190M (FY23) to ₹12,962M (FY25), EBITDA surging sixfold to ₹2,559M with margins rising from 4.7% to 19.9%, a turnaround from a net loss of ₹169M (FY23) to PAT of ₹1,344M (FY25) and ROCE improving from 1.35% to 26.45%, reflecting strong operational and capital efficiency. We recommend subscribing to the issue as a good long-term investment, backed by Rubicon's strong US market leadership, high-margin specialty portfolio, and expanding presence across regulated markets, with capacity utilization expected to ramp up as new products receive regulatory approvals, potentially enabling revenue to double over the next 2-3 years.

Key Financial & Operating Metrics (Consolidated)								
In INR mn	Revenue	YoY (%)	EBITDA	EBITDA %	PAT	EPS	ROE	ROCE
FY23	3935.19	25.50	184.92	4.7	-168.88	-1.11	-5.98	1.35
FY24	8538.89	116.99	1,545.93	18.1	910.12	5.91	28.75	18.62
FY25	12,842.72	50.40	2,559.46	19.93	1,343.61	8.68	30.68	26.45

Issue Snapshot

Issue Open	09-Oct-25
Issue Close	13-Oct-25
Price Band	INR 461 - 485
Issue Size (Shares)	2,84,02,041
Market Cap (mln)	INR 79902

Particulars

Fresh Issue (INR mln)	INR 5000
OFS Issue (INR mln)	INR 8774.99
QIB	75%
Non-institutionals	15%
Retail	10%

Capital Structure

Pre Issue Equity	15,44,37,251
Post Issue Equity	16,47,46,529
Bid Lot	30 Shares
Minimum Bid amount @ 461	INR 13830
Maximum Bid amount @ 485	INR 14550

Share Holding Pattern	Pre Issue	Post Issue
Promoters	77.67%	61.83%
Public	22.33%	38.17%

Particulars

Face Value	INR 1
Book Value	INR 63.19
EPS, Diluted	INR 8.16

Objects of the Issue

1. Prepayment and/or Repayment of Borrowings - INR 3100 million

2. Funding Inorganic Growth through Unidentified Acquisitions and other Strategic Initiatives and General Corporate Purposes

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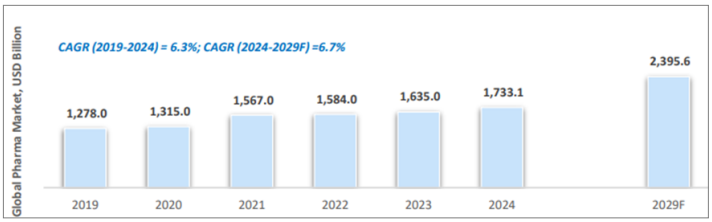
Rubicon Research Limited is a pharmaceutical formulations company with a strong innovation-led approach, driven by focused research and development and an expanding portfolio of specialty and drug–device combination products for regulated markets, particularly the United States. The company is the only Indian player, among its assessed peers, with an exclusive focus on regulated markets. As of Q1FY26, Rubicon and its subsidiaries have secured approvals for 72 ANDAs, nine NDAs, and one OTC monograph from the USFDA, with 17 ANDA applications pending approval and 63 product candidates under development. The company derives the majority of its revenues from the US market, with non-branded formulations contributing 95.05% and branded products 4.95% of revenue for Q1FY26, underscoring its strong presence in the generic segment.

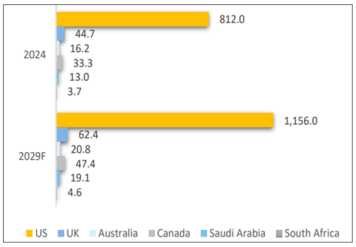
Industry Overview:

The global pharmaceutical market is poised for sustained growth, supported by strong supply-side drivers such as the launch of new therapies and a rising wave of generic introductions from the impending patent cliff, alongside demand-side factors including an aging population, higher prevalence of chronic diseases, and greater healthcare prioritization. Between FY24 and FY29, the market is projected to grow at a CAGR of 6.7% from USD 1,733.1 billion to USD 2,395.6 billion, outpacing the historical 6.3% growth seen during FY19-FY24. The United States remains the largest prescription pharmaceutical market with a 46.9% share in FY24, underpinned by its strong healthcare infrastructure, favourable regulatory and reimbursement frameworks, significant R&D spending, and high healthcare affordability.

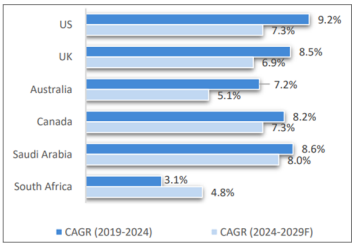
Global Pharma Market, FY19-FY29, USD Billion



Global Pharma Market, FY19-FY29, USD Billion



Growth Rate of Global Pharma Market by Region, FY19-FY29



The United States remains the global leader in the pharmaceutical market, supported by a robust healthcare infrastructure, favourable regulatory environment, innovative reimbursement mechanisms, and high healthcare affordability. Significant R&D investments, such as the USD 48 billion NIH allocation in FY25, have fueled innovation, with the FDA approving 293 New Molecular Entities between FY19 and FY24. The US also leads in global drug launches, accounting for 65% of first launches in FY21. Expanding health insurance coverage, with 92.9% of the population insured in FY23 under programs like Medicare and Medicaid, has further boosted healthcare utilization and prescription demand. In addition, the rapid adoption of technologies like telemedicine has enhanced accessibility and quality of care, reinforcing the US market's dominant position.

Exhibit 3.1: US Pharma Market, FY20-FY30F

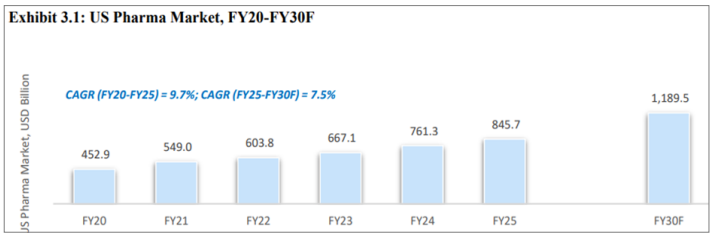


Exhibit 3.11: Upcoming Opportunities in the US Generics Pharma Market by Therapy Area, 2025F - 2029F

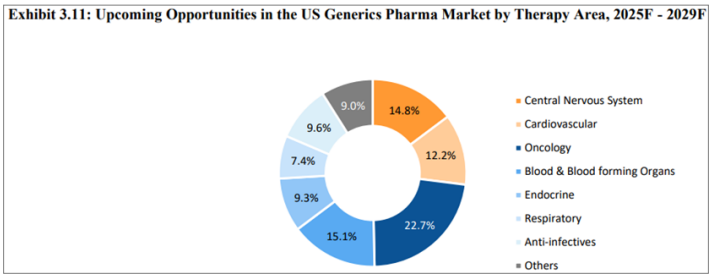


Exhibit 3.2A: US Pharma Market by Value by Innovation Type, FY25

Exhibit 3.2B: US Pharma Market by Volume by Innovation Type, FY25

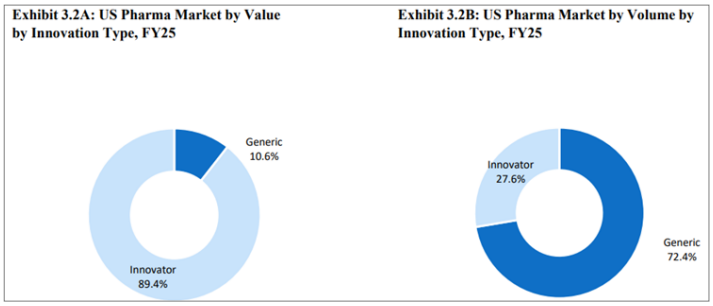


Exhibit 3.13A: US Pharma Market by Formulation, FY20-FY30F (USD Billion)

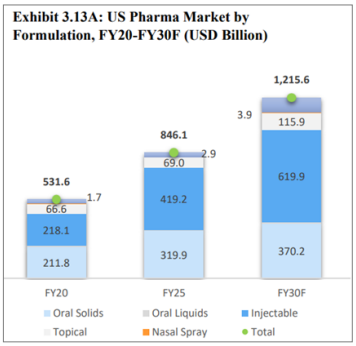
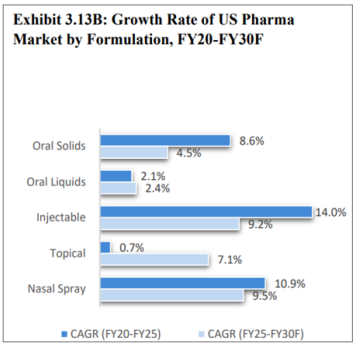


Exhibit 3.13B: Growth Rate of US Pharma Market by Formulation, FY20-FY30F



Overall, the pharmaceutical industry presents a favourable long-term outlook, supported by sustained demand for affordable healthcare solutions, growing acceptance of generics, and continuous innovation in therapies and delivery mechanisms. With regulated markets offering significant opportunities, companies with strong R&D capabilities, diversified product portfolios, and established regulatory track records are well positioned to capture growth and create lasting value.

Exhibit 3.16A: US Pharma Market by Therapy Areas, FY20-FY30F (USD Billion)

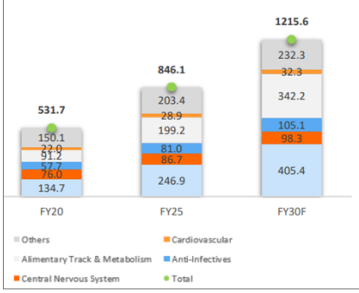
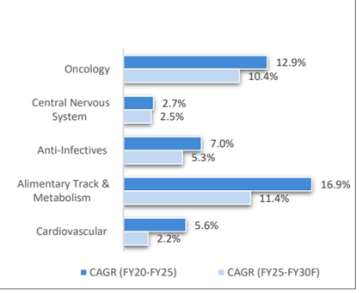


Exhibit 3.16B: Growth Rate of US Pharma Market by Therapy Areas, FY20-FY30F



Investment Rationale:

Fastest-Growing Indian Pharma Player with Data-Driven Product Strategy: Rubicon Research stands out as the fastest-growing Indian pharmaceutical formulations company among its peers and the only Indian player with a complete focus on the US and other regulated markets. Revenues from the US market accounted for 98.49%, 97.40%, and 93.25% of total operating revenue in FY25, FY24, and FY23 respectively, underscoring its deep penetration in the world's largest pharmaceutical market. Between FY23 and FY25, the company achieved an exceptional revenue CAGR of 80.65%, over seven times higher than the peer average reflecting its rapid scale-up from a relatively low base and strong market execution. Rubicon's established portfolio of 66 commercialized products in the US demonstrates meaningful market presence, with over 25% market share in nine products in FY25 compared to seven in FY24 and two in FY23, despite competition from larger and backward-integrated players.

IPO Note

The company's data-driven, ROI-centric product selection framework enables it to identify and develop commercially viable products with a focus on complex and low-competition density drugs that are less prone to price erosion. This strategic approach helped Rubicon achieve average per-unit price growth of 8.0% between FY22 and FY25, even as the broader US generics industry witnessed a 5.2% price decline. The company's portfolio includes sixteen specialty products, including two CNS therapy brands marketed by Validus that currently face no generic competition, alongside one co-developed and licensed specialty NDA. With a high commercialization rate of 86.42% of its active approved products and consistent gross margins above 70%, Rubicon's strong research orientation and disciplined product selection process have positioned it among the top 12 Indian companies in total ANDA approvals and ninth in specialty product approvals in the US from FY19 to FY24. As of Q1FY26, the company has 17 new products under USFDA review, reflecting continued momentum in innovation-driven growth.

Strong R&D Capabilities Driving Complex and High-Value Product Development: Rubicon Research's robust R&D ecosystem underpins its growth and innovation strategy, enabling the development of complex, high-value pharmaceutical products. As of June 30, 2025, the company employed 170 scientists across India and Canada focused on formulation development and commercialization. Its 38,421.72 sq. ft. Thane, Maharashtra facility houses specialized laboratories for general, sterile, and potent compounds, and is approved as a testing site for Drug Substance - Lead Test. The facility successfully cleared a USFDA inspection in March FY25, receiving the Establishment Inspection Report (EIR) in April 2025. Complementing this, Rubicon's 13,609.69 sq. ft. R&D center in Ontario, Canada focuses on nasal and inhalation products, equipped with in-house analytical and characterization capabilities, and also successfully completed a USFDA inspection in FY23. These centers enable end-to-end product development with minimal third-party dependence.

Rubicon has developed nine proprietary drug delivery technologies, including RubiSRL, a sustained-release liquid formulation technology, and RubiReten, a gastro -retentive system for drugs with poor solubility. Supported by 10 patents across India, the US, and other jurisdictions, these technologies provide a strong platform for specialty product development. The company's focus on nasal spray products, a segment expected to grow at a CAGR of 8.3% between FY25 and FY30 is supported by the Canada R&D center and Ambernath manufacturing facility, enabling seamless progression from concept to commercial supply with dedicated filling lines for unit-dose, bi-dose, and multi-dose formats. As of Q1FY26, Rubicon had four USFDA-approved nasal spray drug-device combination products and two under review, highlighting its specialization in complex dosage forms.

Rubicon has built a diversified and high-value product portfolio driven by R&D and regulatory expertise. As of Q1FY26, it had 72 active ANDAs and nine active NDAs, with 12 ANDA approvals in FY25 alone, reflecting consistent regulatory progress. Notably, the US FDA approved an NDA under the 505(b)(2) pathway for Raldesy®, exclusively licensed and marketed by Validus, demonstrating effective collaboration with global partners. As of June 30, 2025, Rubicon had 70 commercialized products in the US, including 16 specialty products, representing a commercialization rate of 86.4% and highlighting its ability to monetize R&D investments. With 17 new ANDA applications under review by the US FDA, the company is well-positioned to expand its product base and sustain growth in regulated markets.

A strong in-house regulatory affairs team, comprising over 25 professionals in India and the US, accelerates approvals across key markets, including the US, UK, Australia, and Canada. The team includes subject matter experts in complex areas such as drug-device combinations, ensuring compliance with evolving global frameworks. This capability enables Rubicon to efficiently navigate regulatory processes, accelerate time-to-market, and capitalize on growth opportunities.

Rubicon's Investment in R&D

Particulars	For three month period ended June 30		For Fiscal		
	2025	2024	2025	2024	2023
Revenue expenditure on R&D expenses (₹ million)	367.41	412.22	1,353.56	1,110.22	728.80
As a percentage of total revenue from operations (%)	10.42%	13.02%	10.54%	13.00%	18.52%

Track Record of Applications and Approvals for ANDAs

Particulars	For three month period ended June 30		For Fiscal		
	2025	2024	2025	2024	2023
Number of ANDAs / NDAs approved during the period / year	6*	3	12	14	12
Number of ANDAs / NDAs filed during the period / year	6	5*	11*	17	7

Robust US Sales and Distribution Capabilities in US: Rubicon Research has established a strong marketing, sales, and distribution platform in the US through its wholly-owned subsidiary, AdvaGen Pharma, which markets non-branded prescription products to wholesalers, group purchasing organizations (GPOs), and pharmacy chains. Based in East Windsor, New Jersey, AdvaGen's team introduces new products to customers, solicits orders for new and existing products, and provides customer service. From FY18 to FY21, Rubicon relied on distribution partner TruPharma, but from FY22, it initiated direct distribution through AdvaGen Pharma, enhancing control and efficiency.

Rubicon's Investment in R&D

Molecule	Dosage Form	% market share in Q1 Fiscal 2026	% market share in Fiscal 2025	Year of Launch of Our Product	Number of marketing companies with >1% share by volume in the year of launch of our product	Number of marketing companies with >1% market share by volume in Fiscal 2025	Market share of top 3 marketing companies (excluding Rubicon), Fiscal 2025
Metoprolol Tartrate	Regular Tablet	43.4%	37.3%	FY20	6	6	Company 1 - 20.6% Company 2 - 15.8% Company 3 – 14.8%
Cyclobenzaprine Hydrochloride	Regular Tablet	34.8%	32.5%	FY20	6	8	Company 1 - 31.3% Company 2 - 12.2% Company 3 - 11.5%
Carbidopa-Levodopa	Regular Tablet	26.8%	18.7%	FY23	5	5	Company 1 - 24.3% Company 2 - 18.7% Company 3 - 18.7%
Diclofenac Potassium	Regular Tablet	33.3%	29.6%	FY22	6	6	Company 1 - 26.4% Company 2 - 19.9% Company 3 – 11.8%
Baclofen	Regular Tablet	33.3%	35.3%	FY20	7	10	Company 1 - 18.2% Company 2 - 13.3% Company 3 – 9.3%
Rabeprazole Sodium	Regular Tablet	6.1%	11.0%	FY22	5	6	Company 1 – 39.4% Company 2 – 20.6% Company 3 – 14.6%
Lidocaine Hydrochloride	Oral Solution	38.6%	38.8%	FY24	5	5	Company 1 – 44.7% Company 2 – 16.3% Company 3 – 0.3%
Tramadol Hydrochloride	Regular Tablet	13.6%	13.0%	FY20	6	6	Company 1 – 40.8% Company 2 – 29.2% Company 3 – 9.7%

The company strengthened its branded product capabilities with the acquisition of Validus, which markets branded prescription products and promotes them to healthcare practitioners. Rubicon maintains inventories across three US locations through specialized third-party logistics providers (3PLs) experienced in pharmaceutical handling. AdvaGen Pharma is licensed to sell in 49 US states, and its in-house order-to-cash management system enables real-time monitoring of customer orders, collections, rebate, and chargeback claims, a critical capability given the high volume and complexity of US pharmaceutical distribution.

As of June 30, 2025, Rubicon marketed over 350 SKUs to 96 customers, including the three major wholesalers that account for over 90% of US wholesale drug distribution, as well as GPOs, national and regional pharmacy chains, and managed care organizations. Direct relationships with customers, coupled with an extensive supplier network, allow the company to respond promptly to evolving market needs. While Rubicon is not vertically integrated and does not manufacture APIs, it sources quality APIs from multiple suppliers, ensuring supply flexibility and minimizing disruption risks.

IPO Note

Through Validus, Rubicon gains a platform to launch branded products, with distribution in 44 US states and over 11 years of promotion to CNS prescribers via medical representatives in the eastern and southern US. The company aims to leverage these established relationships to rapidly roll out and promote new branded products upon approval, enhancing its growth potential in the US market.

Strong Track Record of Compliance and Cost-Effective Manufacturing: Rubicon Research emphasizes quality as a core element of its operations and has consistently demonstrated regulatory compliance across its manufacturing and R&D facilities. Its oral solids manufacturing facility at Ambernath, Maharashtra, has undergone seven US FDA inspections, including cGMP and pre-approval inspections, with three "No Action Indicated" (NAI) and four "Voluntary Action Indicated" (VAI) classifications, and has never received an OAI status. The facility is also accredited by MHRA UK and certified by FDA Maharashtra (WHO-GMP).

The nasal sprays facility at Ambernath was inspected by the US FDA for unit-dose and bi-dose capabilities in March 2024 and for multi-dose capabilities in November 2024, receiving EIRs in May 2024 and December 2024, respectively. The oral liquids facility at Satara, Maharashtra, was inspected by the US FDA in January 2023, with the EIR issued within 45 days; it is also accredited by MHRA UK and TGA Australia. The Pithampur facility (acquired June 23, 2025) is equipped to manufacture steroids, hormones, high-potency products, including immunosuppressants and oncology drugs, and received a US FDA inspection in July 2022.

Rubicon's R&D facilities in India and Canada are also US FDA inspected, with the Thane facility receiving an EIR in April 2025. The Canadian R&D facility is additionally inspected by Health Canada. To date, none of Rubicon's manufacturing or R&D facilities have received an OAI status.

All manufacturing facilities are based in India, where cost of manufacturing is 30-40% lower than in the US, enabling competitive pricing in developed markets while maintaining strong margins. Proprietary manufacturing processes further reduce process time and cost for specific products. This cost competitiveness, coupled with a strong compliance track record, has contributed to Rubicon's growth, market share, and position even in mature product segments.

Top Commercialized Products with Market Share

1. **Baclofen – Regular tablet**

Dosage Form	Volume (Million Units)	Share in Fiscal 2025[1], %
Regular tablet	***859.3***	**97.9%**
Rubicon Research (TruPharma / AdvaGen Pharma)	303.1	35.3%
Company 1	157.5	18.3%
Company 2	115.1	13.4%

2. **Diclofenac Potassium – Regular tablet**

Dosage Form	Volume (Million Units)	Share in Fiscal 2025[1], %
Regular Tablet	***41.5***	**96.6%**
Rubicon Research (AdvaGen Pharma)	12.3	29.7%
Company 1	11.0	26.4%
Company 2	8.3	19.9%

3. **Metoprolol Tartrate – Regular tablet**

Dosage Form	Volume (Million Units)	Share in Fiscal 2025[1], %
Regular Tablet	***2,294.7***	**98.5%**
Rubicon Research (TruPharma / AdvaGen Pharma)	856.4	37.3%
Company 1	604.6	26.4%
Company 2	473.8	20.6%

4. **Carbidopa-Levodopa – Regular tablet**

Dosage Form	Volume (Million Units)	Share in Fiscal 2025[1], %
Regular Tablet	***775.4***	**79.7%**
Company 1	163.6	21.1%
Company 2	163.4	21.1%
Rubicon Research (TruPharma/AdvaGen Pharma)	145.2	18.7%

Focused Growth Strategy on Specialty Products, Generics, and Global Expansion: Rubicon Research pursues a multi-pronged growth strategy centred on developing specialty products, complex drug-device combinations, and cost-optimized generics to achieve sustained competitive advantage. Its specialty products strategy targets meaningful unmet patient needs, prioritizing first- or second-entry opportunities with higher margin potential. This approach is supported by extensive scientific, technical, and market research, including prescriber feedback and insurance coverage assessments. As of June 30, 2025, Rubicon had 17 new products under US FDA review and 63 product candidates in development, including drug-device combinations in CNS and other therapy areas, with two currently under FDA review and 13 more in development. Rubicon's generic products strategy leverages technological and manufacturing expertise to deliver cost-efficient formulations at scale, aiming for market-share leadership.

Rubicon is also focused on expanding its US market presence and leveraging intellectual property and product portfolios in other regulated markets. With the US representing nearly 47% of the global prescription pharmaceuticals market and significant upcoming patent expiries, the company plans to grow branded specialty products through Validus using both personal and digital promotion. Rubicon intends to capitalize on its US approvals to enter similarly regulated markets such as the UK, Canada, Australia, and South Africa, using accelerated entry pathways where available. Its manufacturing facilities are accredited to serve these markets, while centralized production enables cost leadership. Globally, Rubicon has 48 product applications filed or registered across multiple countries and also provides contract manufacturing services for select markets, positioning the company for sustained international growth.

Strong Financial Performance and Robust Growth Trajectory: Rubicon Research has demonstrated a strong turnaround between FY23 and FY25, with total income more than tripling from ₹4,189.99 million in FY23 to ₹12,962.19 million in FY25. EBITDA surged over sixfold from ₹184.92 million to ₹2,559.46 million, with margins expanding sharply from 4.7% to 19.93%, reflecting improved operating efficiency and scale benefits. The company swung from a net loss of ₹168.88 million in FY23 to a profit of ₹1,343.61 million in FY25, translating into a healthy PAT margin of 10.46%. Return on capital employed (ROCE) also improved significantly from 1.35% in FY23 to 26.45% in FY25, underscoring enhanced capital productivity. Additionally, Rubicon strengthened its product portfolio with commercialized products in the US rising from 28 in FY23 to 66 in FY25, while USFDA-approved products grew from 45 to 77, highlighting the company's consistent focus on innovation and regulated market growth.

Valuation and Outlook: The global pharmaceutical market is projected to grow at a CAGR of 6.7% from USD 1,733.1 billion in FY24 to USD 2,395.6 billion in FY29, outpacing historical growth of 6.3% during FY19-FY24. Rubicon Research, one of the fastest-growing Indian pharma players, has established a dominant presence in the US, which contributes 93-98% of revenues, achieving a revenue CAGR of 80.7% with 66 products in the US and over 25% market share in nine products, reflecting deep penetration in the world's largest pharmaceutical market. The company targets complex, low-competition drugs, achieving per-unit price growth of 8% versus industry decline, while its portfolio of 16 specialty products and one licensed NDA is 86% commercialized with gross margins above 70%. Robust R&D capabilities, proprietary drug delivery technologies, and a growing pipeline of specialty and drug-device combination products underpin sustained innovation and regulatory success, supported by an experienced in-house team accelerating approvals in the US and other regulated markets. Rubicon holds leading market shares across key molecules, demonstrating strong commercial execution. Its FDA-, MHRA-, TGA-, and Health Canada-accredited manufacturing facilities in India ensure cost-effective and compliant production. Through AdvaGen and Validus, the company has established a strong US sales and distribution platform, serving major wholesalers, GPOs, and pharmacy chains, enabling rapid rollout of new products. Rubicon continues to expand its US presence, leverage upcoming patent expiries, and capitalize on approvals to enter other regulated markets including the UK, Canada, Australia, and South Africa, with 48 global product applications filed and contract manufacturing supporting international growth. Financial performance underscores its trajectory, with total income more than tripling from ₹4,190M (FY23) to ₹12,962M (FY25), EBITDA surging sixfold to ₹2,559M with margins rising from 4.7% to 19.9%, a turnaround from a net loss of ₹169M (FY23) to PAT of ₹1,344M (FY25) and ROCE improving from 1.35% to 26.45%, reflecting strong operational and capital efficiency. We recommend subscribing to the issue as a good long-term investment, backed by Rubicon's strong US market leadership, high-margin specialty portfolio, and expanding presence across regulated markets, with capacity utilization expected to ramp up as new products receive regulatory approvals, potentially enabling revenue to double over the next 2-3 years.

Rubicon Research Ltd.

October 07, 2025

Revenue by Product

Particulars	Q1FY26 Revenue (₹ million)	Q1FY26 % of Revenue	FY25 Revenue (₹ million)	FY25 % of Revenue	FY24 Revenue (₹ million)	FY24 % of Revenue	FY23 Revenue (₹ million)	FY23 % of Revenue
Analgesics / Pain Management	849.6	24.56	3568.86	28.28	2824.63	33.63	1049.48	27.88
CVS	665.42	19.23	2442	19.35	2112.19	25.15	1208.49	32.11
CNS	960.73	27.77	2932.53	23.24	1364.04	16.24	289.93	7.70
Hypokalemia	257.64	7.45	1180.97	9.36	487.39	5.80	20.5	0.54
Skeletal Muscle Relaxants	124.92	3.61	584.54	4.63	417.11	4.97	258.18	6.86
NRT	12.87	0.37	244.19	1.93	337.81	4.02	608.68	16.17
Gastrointestinal	18.46	0.53	109.09	0.86	160.13	1.91	44.25	1.18
Metabolic	170.6	4.93	548.46	4.35	128.9	1.53	-	-
Immunosuppressant	162.05	4.68	482.95	3.83	116.22	1.38	-	-
Others	237.37	6.86	527.38	4.18	449.9	5.36	284.16	7.55
Total	**3459.66**	**100**	**12620.97**	**100**	**8398.32**	**100**	**3763.67**	**100**

Geographical Revenue

Particulars	Q1FY26 Revenue (₹ million)	Q1FY26 % of Revenue	FY25 Revenue (₹ million)	FY25 % of Revenue	FY24 Revenue (₹ million)	FY24 % of Revenue	FY23 Revenue (₹ million)	FY23 % of Revenue
US	3444.06	99.55	12468.46	98.79	8202.65	97.67	3576.26	95.02
India	11.72	0.34	94.98	0.75	107.1	1.28	106.03	2.82
Malaysia	3.4	0.1	3.47	0.03	-	-	-	-
Saudi Arabia	0.46	0.01	8.26	0.07	0.47	0.01	-	-
Australia	-	-	4.19	0.03	-	-	-	-
Canada	-	-	12.16	0.1	4.97	0.06	6.05	0.16
New Zealand	-	-	-	-	69.48	0.83	64.87	1.72
Singapore	-	-	8.45	0.07	-	-	-	-
Switzerland	-	-	21.01	0.17	13.64	0.16	10.46	0.28
Total	**3459.64**	**100**	**12620.99**	**100**	**8398.32**	**100**	**3763.67**	**100**

Capacity Utilisation

Manufacturing Units	Q1FY26 Installed capacity	Q1FY26 Actual Capacity	Q1FY26 Utilization (%)	FY25 Installed capacity	FY25 Actual Capacity	FY25 Utilization (%)	FY24 Installed capacity	FY24 Actual Capacity	FY24 Utilization (%)	FY23 Installed capacity	FY23 Actual Capacity	FY23 Utilization (%)
Ambernath, Maharashtra - Solid Oral Dosages	8169.02	1311.68	16.06	8169.02	5246.8	64.23	5652.45	3478.18	61.53	5652.45	2452.91	43.4
Ambernath, Maharashtra - Nasal Products	24.83	0.45	1.83	24.83	0.21	0.85	24.83	-	-	24.83	-	-
Satara, Maharashtra - Oral Liquid	3459.08	153.3	4.43	3459.08	883.99	25.56	3459.08	1643.5	47.51	3459.08	2293	66.29
Pithampur, MP - Oral Solids & Ointments	2057.59(s) +4.14(t)	-	-	-	-	-	-	-	-	-	-	-

Peer Comparison

Name of the company	Diluted EPS 2025 (₹)	Price as on Oct 03, 2025	P/E (x)
Rubicon Research Ltd	8.68	485	55.88
Sun Pharmaceuticals Industries Ltd	45.6	1631.2	35.77
Aurobindo Pharma Ltd	59.81	1093.3	18.28
Zydus Lifesciences Ltd	44.97	988.3	21.98
Strides Pharma Science Ltd	44.05	832.35	18.90
Dr Reddy's Laboratories Ltd	67.79	1248.1	18.41
Alembic Pharmaceuticals Ltd	29.68	910.4	30.67
Lupin Ltd	71.69	1973.6	27.53

Particulars FY25	Unit	Rubicon Research Ltd	Sun Pharmaceuticals Industries Ltd	Aurobindo Pharma Ltd	Zydus Lifesciences Ltd	Strides Pharma Science Ltd	Dr Reddy's Laboratories Ltd	Alembic Pharmaceuticals Ltd	Lupin Ltd
Total Income	₹ million	12962.19	545434.8	323455.8	235111	46240.57	337412	67146.3	229037.2
EBITDA	₹ million	2559.46	165588.8	71729.5	71662	9280.32	96661	10645.3	54791.3
EBITDA Margin	%	19.93	30.36	22.18	30.48	20.07	28.65	15.85	23.92
PAT	₹ million	1343.61	109801	34835.7	46726	4094.05	57252	5820.1	33062.6
PAT Margin	%	10.46	20.13	10.77	19.87	8.85	16.97	8.67	14.44
ROCE	%	26.45	26.8	15.62	32.5	23.6	29.83	12.36	24.9
R&D % of Total Income	%	10.44	5.96	1.53	7.89	1.6	8.11	7.52	7.72

Rubicon Research Ltd.

October 07, 2025

IPO Note

Income Statement

Y/E (INR mn)	FY23	FY24	FY25
Revenue	3,935.19	8,538.89	12,842.72
Expenses:			
Cost of goods sold	1510.08	2479.24	4535.96
Employee Cost	971.19	1253.35	2110.51
Total Expenses	3,750.27	6,992.96	10,283.26
EBITDA	184.92	1,545.93	2,559.46
EBITDA Margin %	4.7	18.1	19.93
Interest	189.60	312.60	367.82
Depreciation	360.61	389.73	365.88
Other Income	254.80	184.97	119.47
PBT	-110.49	1,028.57	1,945.23
PAT	-168.88	910.12	1,343.61
EPS	-1.11	5.91	8.68

Balance Sheet

Y/E (INR mn)	FY23	FY24	FY25
Source of funds			
Equity Share Capital	50.70	152.10	154.13
Reserves	2813.05	3697.93	5225.71
Total Share holders funds	2863.75	3850.03	5409.85
Total Debt	3,179.11	3,964.11	3,931.72
Curent Liabilities	3,613.15	5,724.99	7,860.30
Trade Payables	968.72	1767.35	2391.15
Total Non-Current Liabilities	1,020.14	1,519.86	1,244.17
Total Liabilities	7,497.04	11,094.88	14,514.32
Application of funds			
Fixed Assets	1686.27	2119.19	2369.56
Capital Work in Progress	245.06	95.82	66.69
Cash and Bank	589.12	583.90	1162.32
Current Assets	5015.87	7631.68	10633.67
Trade Receivables	2249.80	3014.71	3237.94
Other current assets	341.35	791.53	797.18
Total Assets	7,497.04	11,094.88	14,514.32

Cash Flow

Y/E (INR mn)	FY23	FY24	FY25
Profit Before Tax	-110.49	1028.57	1,945.23
Adjustment	462.32	713.09	934.04
Changes In working Capital	-1081.09	-1350.84	-900.01
Cash Flow after changes in Working Capital	-729.26	390.82	1,979.26
Tax Paid	-18.23	-180.73	-387.49
Cash From Operating Activities	-747.49	210.09	1591.77
Cash Flow from Investing Activities	-338.21	-685.13	-648.09
Cash from Financing Activities	1228.14	435.53	-398.1
Net Cash Inflow / Outflow	142.44	-39.51	545.58
Opening Cash & Cash Equivalents	401.83	545.56	504.19
Closing Cash & Cash Equivalent	544.27	506.05	1049.77

Key Ratios

Y/E (INR mln)	FY23	FY24	FY25
Growth Ratio			
Net Sales Growth(%)	25.50	116.99	50.40
EBITDA Growth(%)	-	736.00	65.56
PAT Growth(%)	74.84	638.92	47.63
Margin Ratios			
EBITDA	4.7	18.1	19.93
PBT	-2.81	12.05	15.15
PAT	-4.29	10.66	10.46
Return Ratios			
ROA	-2.58	9.80	10.50
ROE	-5.98	28.75	30.68
ROCE	1.35	18.62	26.45
Turnover Ratios			
Asset Turnover(x)	0.60	0.92	1.00
Inventory Turnover(x)	3.06	3.65	3.12
Fixed Asset Turnover (x)	1.17	2.01	2.49
Solvency Ratios			
Debt/Equity(x)	1.11	1.03	0.73
Current Ratio(x)	1.39	1.33	1.35
Quick Ratio(x)	0.93	0.81	0.69
Interest Cover(x)	0.42	4.29	6.29
Valuation Ratios			
P/E	-	-	55.88
P/B	-	-	7.68
EV/EBITDA	-	-	32.30
EV/Sales	-	-	6.44

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