



INNOVATION | QUALITY | CARE

Date: May 29, 2026

To,
BSE Limited
Listing Department
Phiroze Jeejeebhoy Towers
Dalal Street – Fort
Mumbai 400 001
Scrip Code: 544578

To,
National Stock Exchange of India Limited
Listing Department
Exchange Plaza, 5th floor, Plot no. C/1, G Block
Bandra Kurla Complex, Bandra (East),
Mumbai - 400 051
NSE Symbol: RUBICON

ISIN: INE506V01022

Sub: Investor Presentation

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith the Investor Presentation dated May 29, 2026.

This intimation is also being uploaded on Company's website and can be accessed at www.rubicon.co.in under the Investors Section.

Kindly take the above information on record.

Thanking you,

Yours faithfully,
For Rubicon Research Limited
(Formerly known as Rubicon Research Private Limited)

Deepashree Tanksale
Company Secretary
M. No. A28132

Encl. as above

Rubicon Research Limited (formerly known as Rubicon Research Private Limited) | CIN: L73100MH1999PLC119744

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Rubicon Research Limited

Investor Presentation
Q4 FY 2025-26

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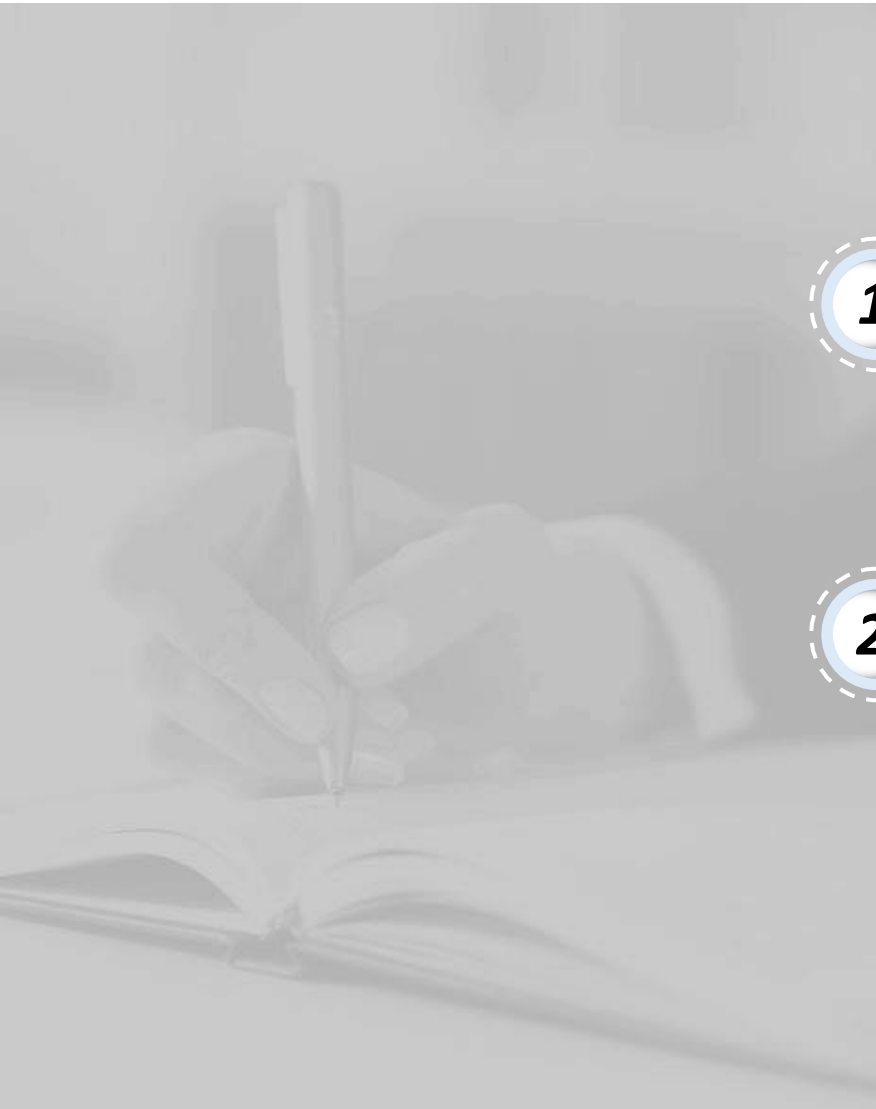
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Agenda



1

Consolidated Financial Overview

4-14

2

Company Overview

15-34



01

Consolidated Financial Overview

Q4 Financial Highlights (₹ millions)

	Revenue from Operations	EBITDA	PAT
Q4FY26	5,139	1,213	768
Q4FY25	3,581	726	362
Y-o-Y	43.5% ↑	67.2% ↑	111.8% ↑

Summary Income Statement

₹ in Million	Q4 FY26	Q4 FY25	% Growth	Q3 FY 26	FY26	FY25	% Growth
Revenue from Operations	5,139	3,581	43.5% ↑	4,755	17,540	12,843	36.6% ↑
Gross Profit	3,332	2,405	38.6% ↑	3,126	11,661	8,867	31.5% ↑
Operating Pre-R&D EBITDA	1,781	1,086		1,604	5,938	3,967	
<i>Pre-R&D EBITDA (%)</i>	34.7%	30.3%		33.7%	33.9%	30.9%	
R&D Expense	594	361		523	1,935	1,325	
<i>R&D Expense (%)</i>	11.6%	10.1%		11.0%	11.0%	10.3%	
Operating EBITDA (A)	1,187	725	63.8% ↑	1,081	4,002	2,643	51.5% ↑
<i>Operating EBITDA Margin (%)</i>	23.1%	20.2%		22.7%	22.8%	20.6%	
Other Income (B)	26	1		38	77	36	
EBITDA (A + B)	1,213	726	67.2% ↑	1,119	4,080	2,679	52.3% ↑
<i>EBITDA Margin %</i>	23.6%	20.3%		23.5%	23.3%	20.9%	
PBT	987	511	93.3% ↑	906	3,205	1,945	64.8% ↑
PAT	768	362	111.8% ↑	728	2,467	1,344	83.6% ↑
EPS (Fully diluted)	4.60	2.34	97.0% ↑	4.41	15.31	8.68	76.3% ↑

Summary Balance Sheet

₹ in Million	31-Mar-26	31-Mar-25
Shareholders Funds	12,888	5,410
Borrowings	2,594	3,932
Sources of Funds	15,482	9,342
Fixed Assets	5,726	3,338
Cash & Cash Equivalents*	3,460	1,162
Net Non-current Assets / (Liabilities)	133	(57)
Inventory (At Cost)	7,290	5,216
Trade Receivables	5,087	3,238
Trade Payables	(3,775)	(2,391)
Other current Liabilities (net of assets)	(2,440)	(1,165)
Net Working Capital	6,163	4,898
Application of Funds	15,482	9,342
Days of Net Working Capital	126	137
ROACE (Annualized, pre-tax)	36%	30%

*Cash & Cash Equivalent includes other bank balances of ₹1603Mn

Summary Cash Flow Statement

₹ in Million	FY2026	Q4 FY2026	FY2025
Cash flows from operating activities:			
Profit before tax	3,205	987	1,945
Non-Cash / Non operating items	1,076	372	934
Operating cash flows before working capital changes	4,282	1,359	2,879
Working Capital Changes	(1,146)	(202)	(900)
Cash generated from operating activities	3,135	1,157	1,979
Net Income tax paid	(1,085)	(501)	(387)
Net cash flow generated from operating activities	2,050	656*	1,592
Cash flows used in investing activities	(4,097)#	(697)^	(648)
Cash flows from / (used in) financing activities	2,831**	(437)	(398)
Net increase in cash and cash equivalents	784	(479)	546

* After Income tax payment of ₹ 501 Mn

#Includes Pithampur acquisition of ₹ 1490 Mn, Bank Deposits (net of interest) of ₹ 1426 Mn, Capex of ₹ 800 Mn, Investment in Gen1e Lifesciences of ₹ 188 Mn, Validus deferred acquisition payment ₹ 171Mn.

^ Includes Bank Deposits (net of interest) of ₹ 587 Mn, Capex of ₹ 96 Mn

**Net IPO proceeds ~₹ 4700 Mn, Net Debt repayment out of IPO proceeds ~₹ 2650 Mn

Revenue Growth

- 43% revenue growth YoY, broad based as
 - Top 5 products – 39% of revenue in Q4 vs 34%/30%/35% in Q1/Q2/Q3 FY26
 - Top 10 products – 57% of revenue in Q4 vs 56%/51%/ 53% in Q1/Q2/Q3 FY26
- Pricing continues to remain stable driven by our focus on specialty / differentiated products
- Continue to see strong revenue visibility in coming quarters

USD revenue

- USD revenue of \$56 mn for Q4 FY26, up by 35% YoY (\$41mn Q4 FY25) and up 4% QoQ (\$53 mn Q3 FY26). ~98% of our revenue is USD denominated

Cash Flow

- Cash flow from operations for the quarter is INR 656 Mn* reflecting our culture of strong focus on cash flow generation.

Approvals

- Received 12 product approvals in FY26 and 24 products were under review by USFDA as of 31 March. Commercialisation rate continues to be strong as 92% of approved products are commercialised
- Specialty portfolio's contribution to gross profit for the quarter is 32.8%. Specialty focus underpinned by a robust pipeline.

Dividend Distribution

- Board has recommended dividend of 150% which is Rs 1.50 per share. This amounts to ~10% payout ratio.

* After Income tax payment of ₹ 501 Mn in Q4FY26 vs ₹ 123 Mn in H1FY26 and ₹ 460 Mn in Q3FY26

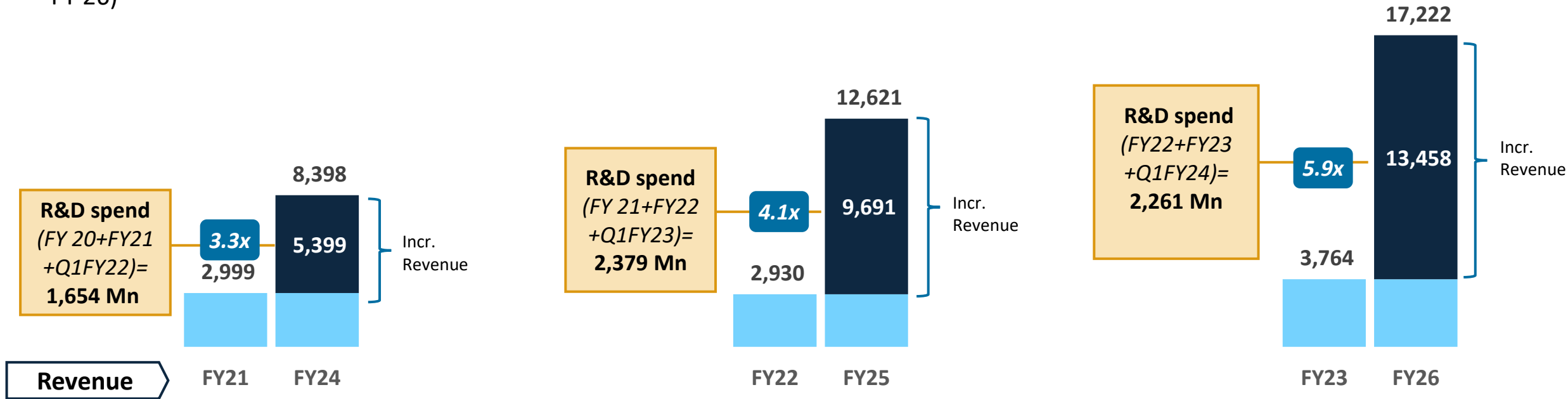
Q4 Performance Summary (continued)

Gross Margin and EBITDA

- Slight drop in sequential gross margin @66.3% (vs 66.5% in Q3). We had flagged off in our Q3FY 26 update that strong revenue traction coupled with own manufacturing capacity constraint had led to a larger reliance on outsourced manufacturing since the last quarter
- Though gross margins contracted slightly sequentially, Operating EBITDA continues to hold in the 22-23% range, as guided, and was @ 23.1% in Q4FY26 (rose slightly on sequential basis)
- Revenue traction is likely to continue to be stronger than anticipated, which in turn would require commensurate increase in revenue from outsourced manufacturing as compared to what we had previously envisaged
- Such larger than anticipated reliance on outsourced manufacturing could further contract GM% in the near term by a little more but Operating EBITDA margin will sustain in current 22-23% range even in that scenario
- Company continues to evaluate tactical measures with respect to own manufacturing , which from a 2-3 quarter perspective would reduce reliance on outsourced manufacturing and hence be GM accretive even in the light of continued strong revenue traction
- We have qualified the Pithampur site and filed product with USFDA. Inspection date is awaited from US FDA. We expect to ramp up production from Pithampur in Q1 CY27 which would be GM% accretive.

R&D spends and their impact on revenue growth

- R&D expenses were 11.6 % of operating revenue for Q4 FY26
- R&D spend is a lead indicator of future revenue in our business
- We measure R&D productivity as incremental revenue to lagging total R&D spend (given typical timeline involved for R&D spend to translate into revenues)
- Incremental revenue multiple on lagging R&D spend has been on an increasing trend as explained below (3.3x FY 24, 4.1x- FY 25, 5.9x - FY 26)



- Company remains on track for its guided INR 5,000 Mn+ R&D spend over 9 quarters (1,935 Mn of FY26+ expected R&D spend of FY27 & Q1 FY28) which will be fully expensed through P&L account.
- Coupled with our expectation of R&D productivity remaining at similar levels as above, this provides strong visibility for FY29/30 & beyond

- Board approved a proposal to create an ESOP pool, subject to shareholders approval
- The P&L impact of the same is factored in the EBITDA guidance

Recent acquisition: Arinna Lifesciences

CNS focused India formulations company

- EV: 200 Cr (cash and debt free)
- 85% stake acquired for ~₹ 176 Cr at ₹158.53 per share



LEADERSHIP

Vivek Seth

Founder, continues as Managing Director

30+ Years' experience in Indian chronic pharma

Prior to Arinna, Vivek led the expansion of an Indian company's CNS franchise, scaling revenues from INR 20 crore to INR 600 crore and building a 2,400- member team

ROADMAP FOR ARINNA

Phase 1

Putting growth drivers in place

Phase 2

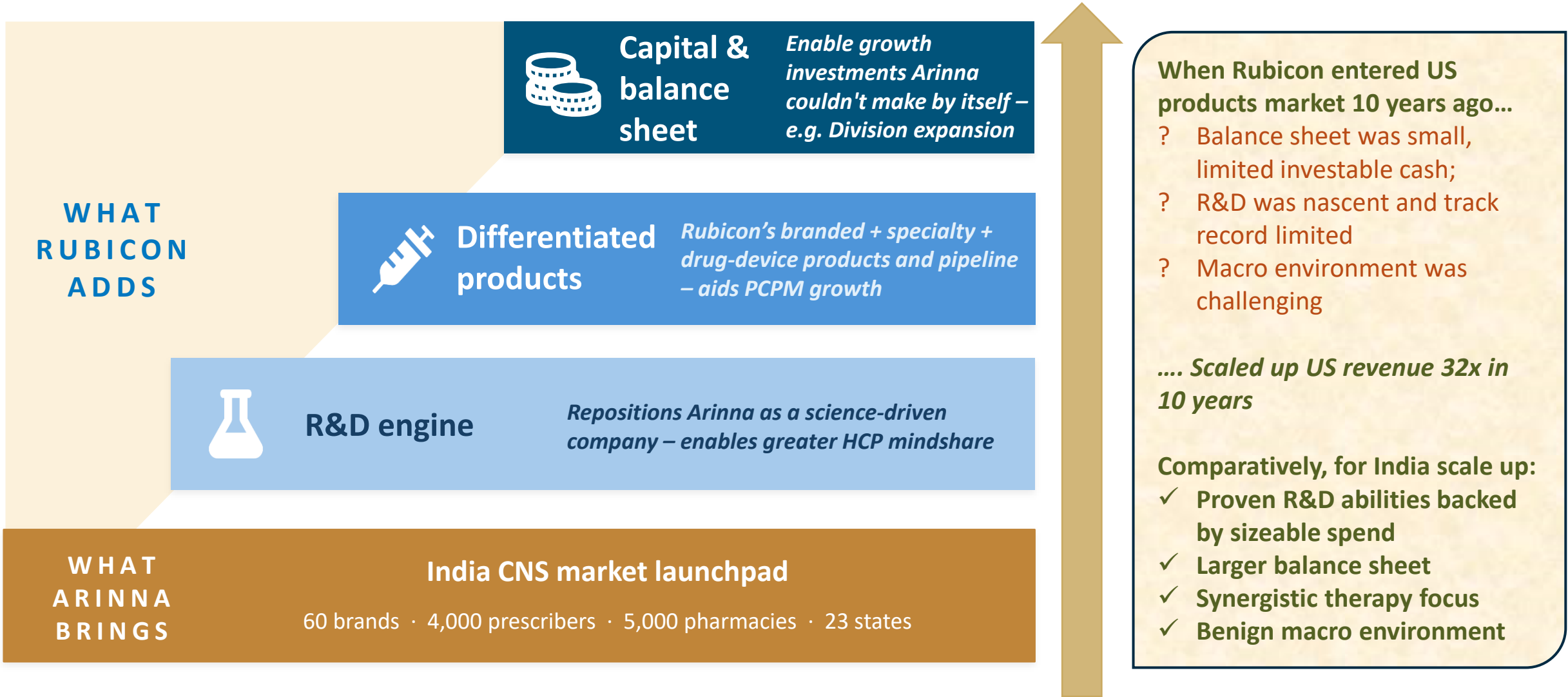
Focus on revenue growth that outperforms IPM

Phase 3

Focus on profitability

EBITDA margin range indicated on preceding slides is after incorporating lower EBITDA of Phase 1 & 2

Building on Arinna's India market platform





02

Company Overview

Rubicon Research – At a Glance

Rubicon[®]
RESEARCH
INNOVATION | QUALITY | CARE

An R&D driven,
formulations
manufacturing and
marketing company
focused on
regulated markets



Full Spectrum Capabilities



Specialty products, drug-device combinations and complex generics



Wide basket of **76 active ANDAs and 8 active NDAs** approved across multiple therapies¹



Robust Pipeline of products under review with US FDA and under development



Sales and marketing capabilities for **branded** and **non-branded** products in the US market



Branded, Specialty & Complex Generics Portfolio



Specialty products delivered gross profit of INR 3,767 Mn- being **32.3% of total gross profit in FY26**



3 branded products - Raldesy[®], Equetro[®], Lopressor[®] OS with **no AB rated generic** alternatives¹



Five approved nasal spray drug-device combination



Robust Manufacturing Sites & R&D Capabilities



3 manufacturing sites for **oral solids, oral liquids, ointment** and **drug-device combination nasal spray** products



2 USFDA inspected R&D facilities across India and Canada



- **Ambernath & Satara** sites inspected by multiple global regulators, including USFDA
- **Pithampur** site previously inspected by USFDA



Experienced Leadership



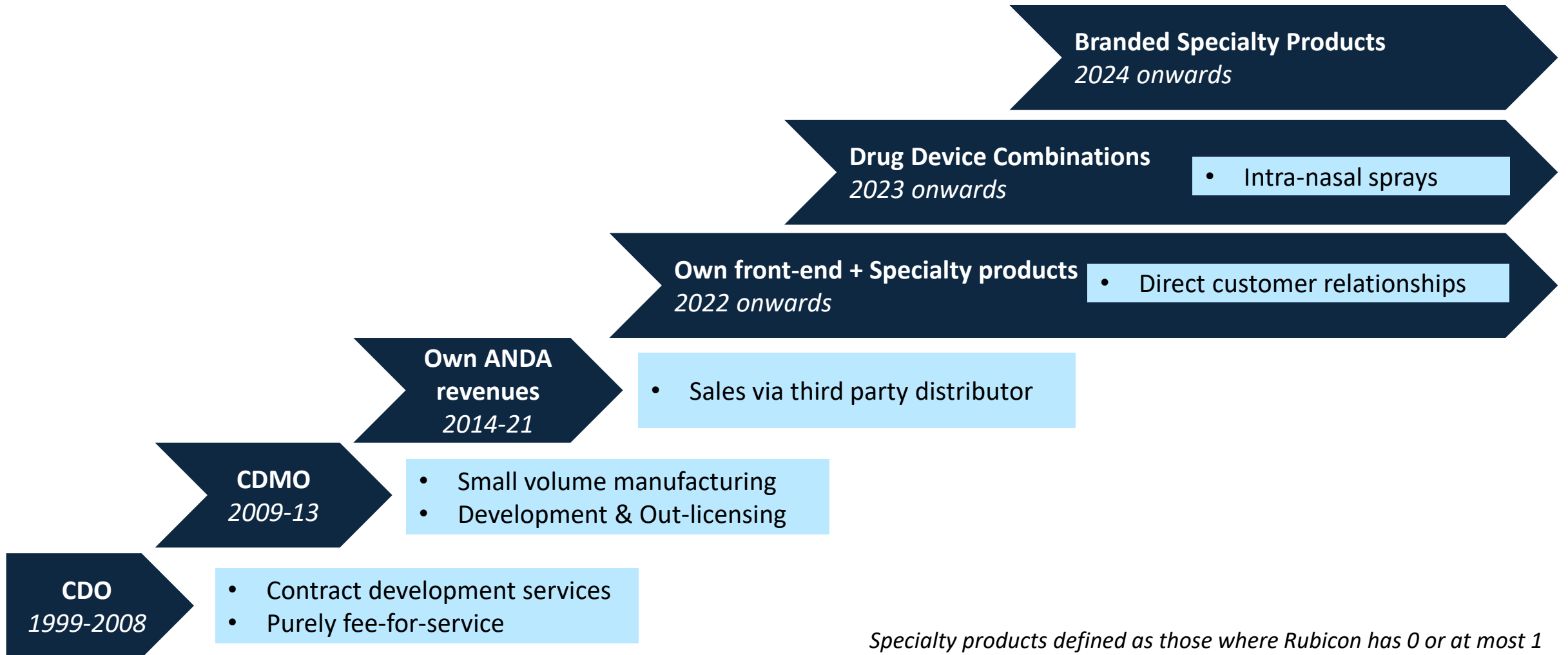
Founded by seasoned professionals with extensive leadership experience in research and commercial operations



Experienced senior management team with industry expertise

1. As of Mar 31, 2026

Our Evolution from a service provider to a specialty products company



Specialty products defined as those where Rubicon has 0 or at most 1 competitor for a period of at least 1 year from launch of its product

Leadership and Pivots: Consistently moving up the value chain

Led Sun Pharma's US market foray and portfolio development in the late 1990's



Pratibha Pilgaonkar *
Founder

- Led R&D at Sun Pharma & SPARC
- Led India R&D at Ciba (Novartis)



Narendra Borkar

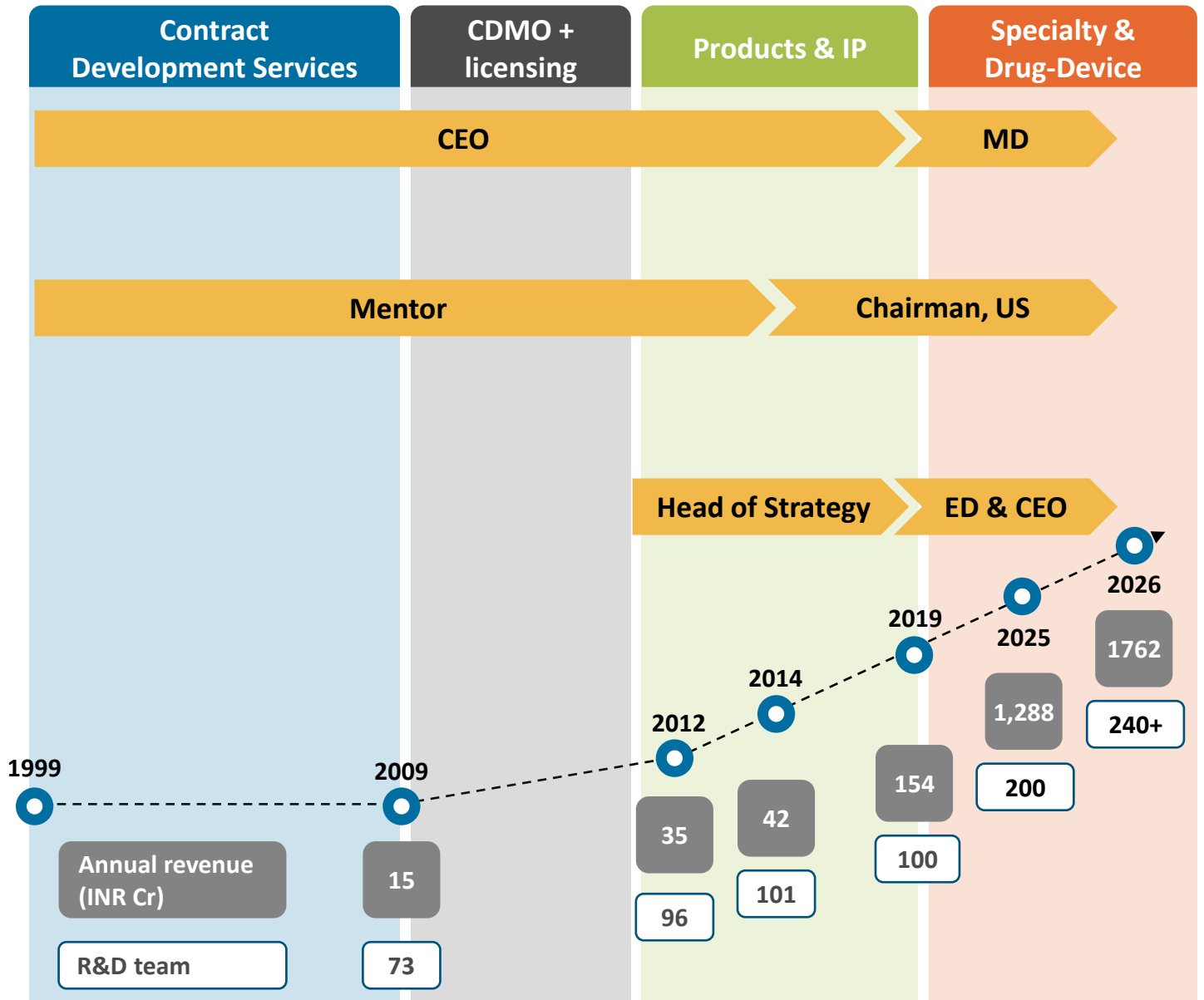
- Set up and scaled Sun, Aurobindo and McLeods' US formulations
- Led Ciba (Novartis) in India



Parag Sancheti *

- Economist and management consultant
- Previously with Tata Strategic Management Group

* Promoter family holding over 25% equity since 2016, diluted to c24% due to IPO primary raise. Promoters did not participate in IPO-OFS



Decadal Financial Performance

₹ in Million	FY15	FY17	FY19	FY21	FY24	FY25	FY26
Revenue from Operations	392	489	1,538	3,147	8,539	12,843	17,540
Gross Margin	-50*	-12*	937	2,476	5,564	8,867	11,661
Operating EBITDA Pre R&D	128	105	698	1,863	2,618	3,967	5,938
<i>% of Operating Revenue</i>	<i>33%</i>	<i>22%</i>	<i>45%</i>	<i>59%</i>	<i>31%</i>	<i>30%</i>	<i>34%</i>
R&D Expense	17	19	385	946	1,072	1,325	1,935
<i>% of Operating Revenue</i>	<i>4%</i>	<i>4%</i>	<i>25%</i>	<i>30%</i>	<i>13%</i>	<i>10%</i>	<i>11%</i>
Operating EBITDA	111	86	314	917	1,546	2,643	4,002
<i>% of Operating Revenue</i>	<i>28%</i>	<i>18%</i>	<i>20%</i>	<i>29%</i>	<i>18%</i>	<i>21%</i>	<i>23%</i>
Net Profit after Tax	27	12	184	307	910	1,344	2,467
ROACE %**	10%	3%	14%	20%	21%	30%	36%

* Gross margin is on product sales which represented a small proportion of total sales in FY15 and FY17, the majority being services income

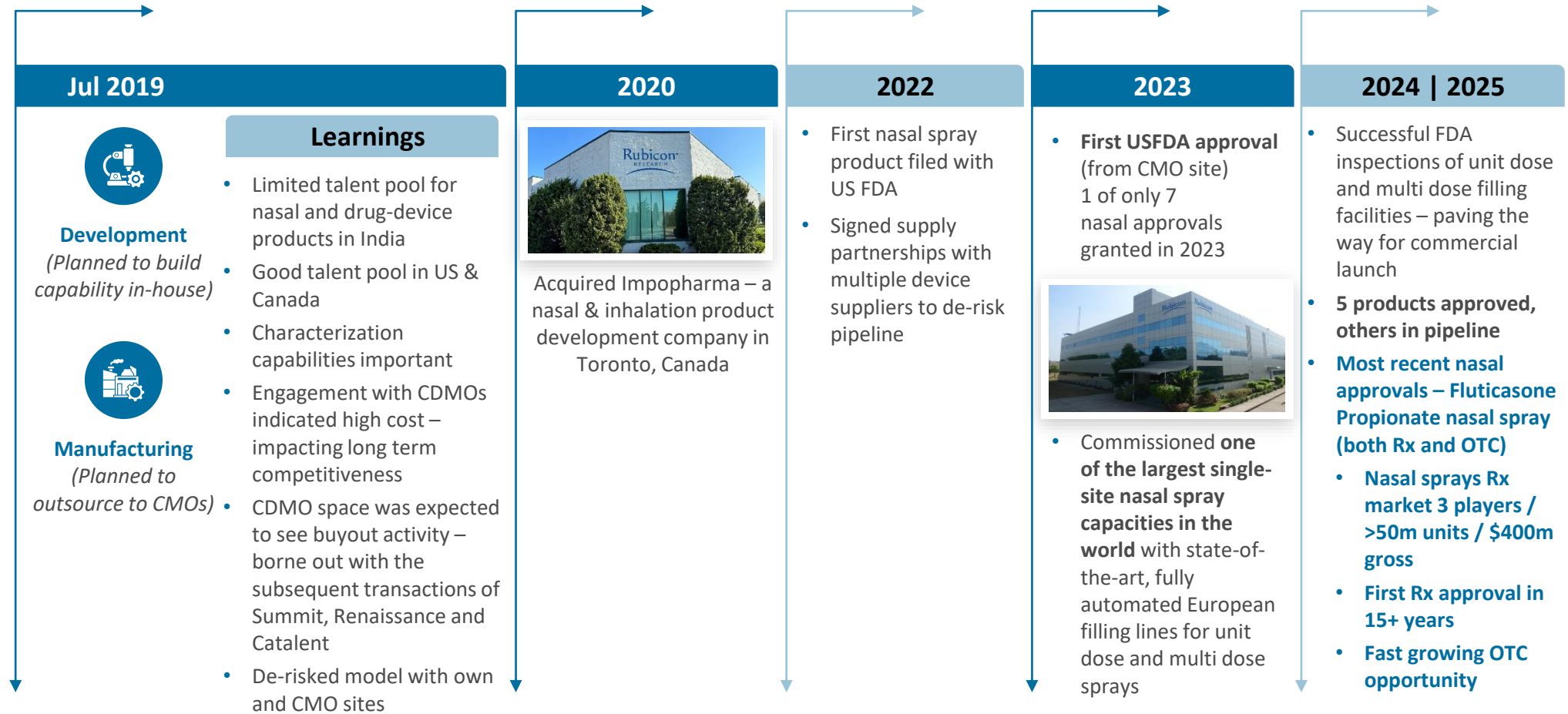
** Pre tax, on Average Capital, excluding Cash in hand

Ability to rapidly move strategies from the drawing board to the P&L

Case study: drug-device combination capabilities

Identified intra-nasal drug delivery as a growth area

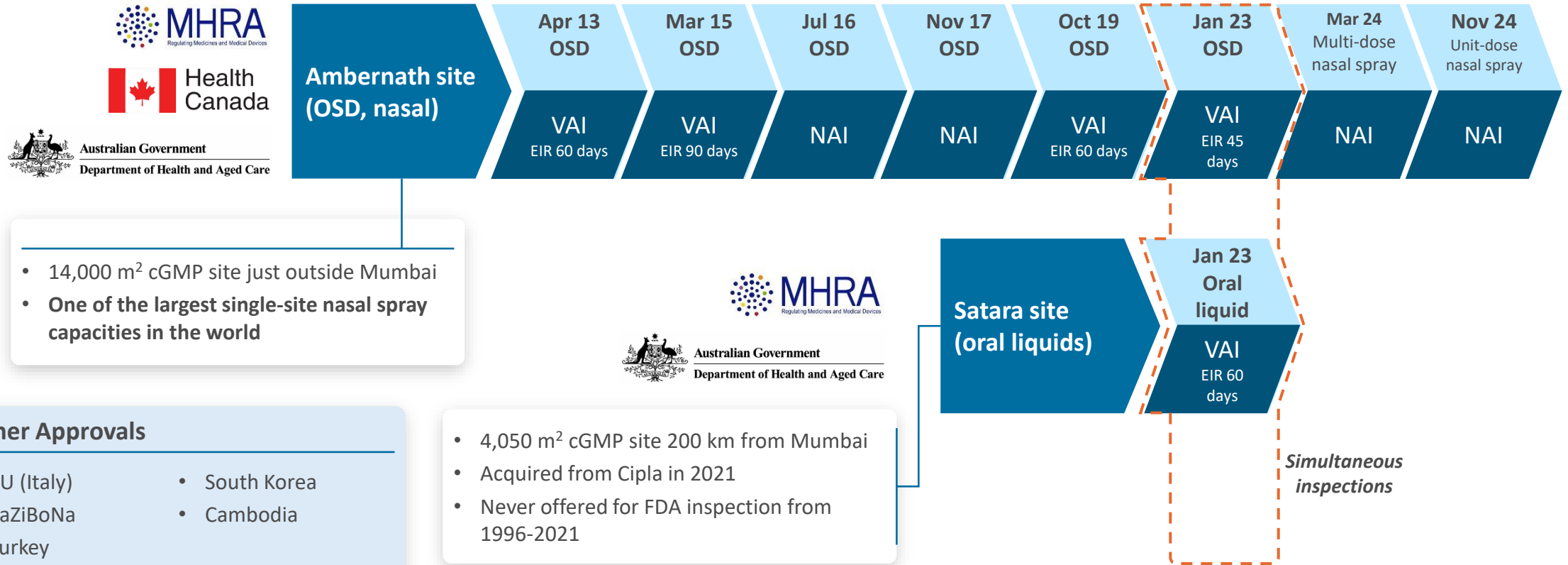
- Targeted drug delivery
- Rapid onset of action
- Potential for CNS application
- Limited competition



Expect to benefit from an early mover advantage coupled with captive supply chain

Moats around the business - ① Compliance

Consistent regulatory track record, underpinned by a robust quality culture



- 14,000 m² cGMP site just outside Mumbai
- One of the largest single-site nasal spray capacities in the world

- 4,050 m² cGMP site 200 km from Mumbai
- Acquired from Cipla in 2021
- Never offered for FDA inspection from 1996-2021

- Other Approvals**
- EU (Italy)
 - ZaZiBoNa
 - Turkey
 - South Korea
 - Cambodia

Most recent FDA inspections - Canada R&D in April 2026 and Thane R&D HQ in March 2025, each with zero observations

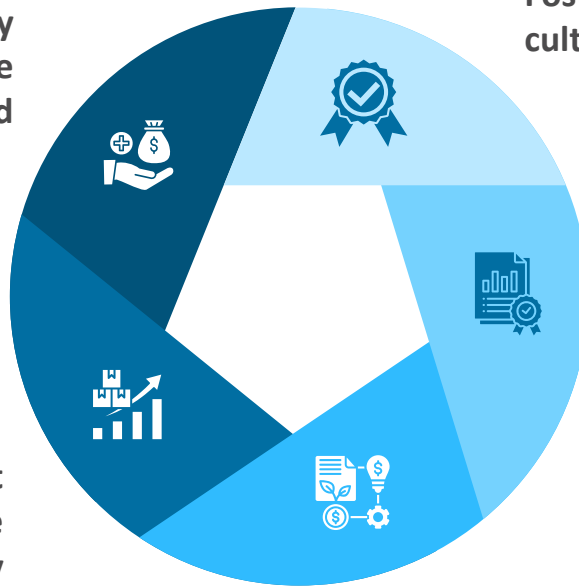
Moats around the business - ① Compliance

Deep engagement with the US FDA – Shaping future regulation

US FDA's Quality Management Maturity (QMM) Program

FDA's Center for Drug Evaluation and Research (CDER) program to promote quality management maturity (QMM) at drug manufacturing establishments in order to:

Identify incentives for companies with pro-active quality management practices vs those merely compliance focused



Foster a strong quality culture mindset

Recognize establishments that have advanced quality management practices

Minimize risks to product availability to assure reliable market supply

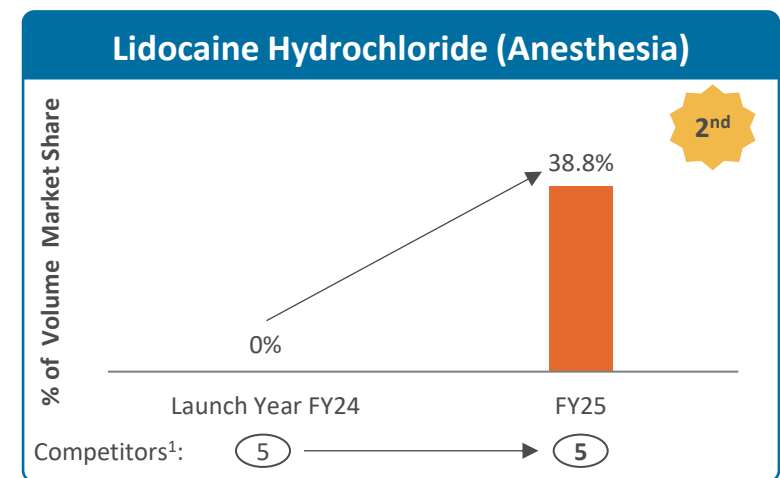
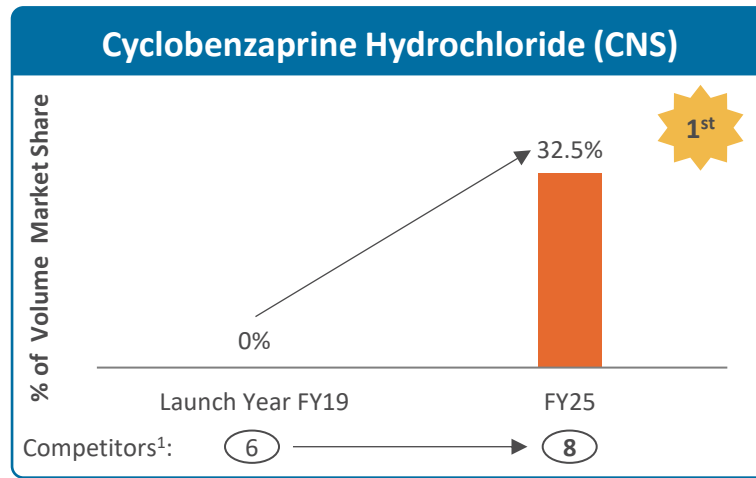
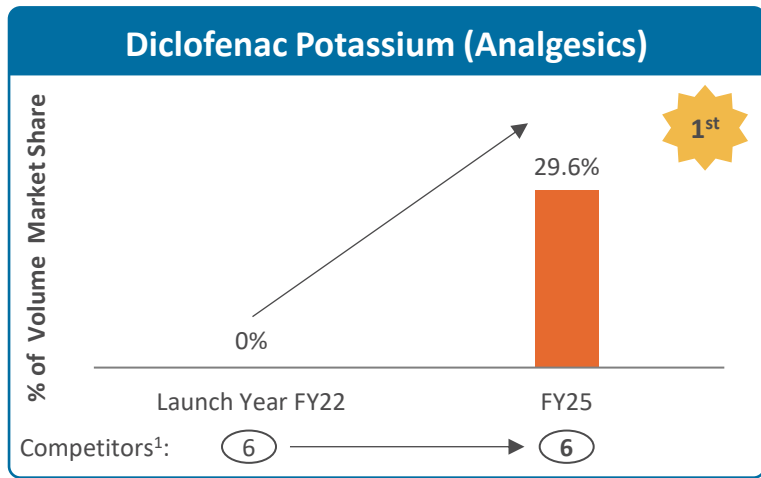
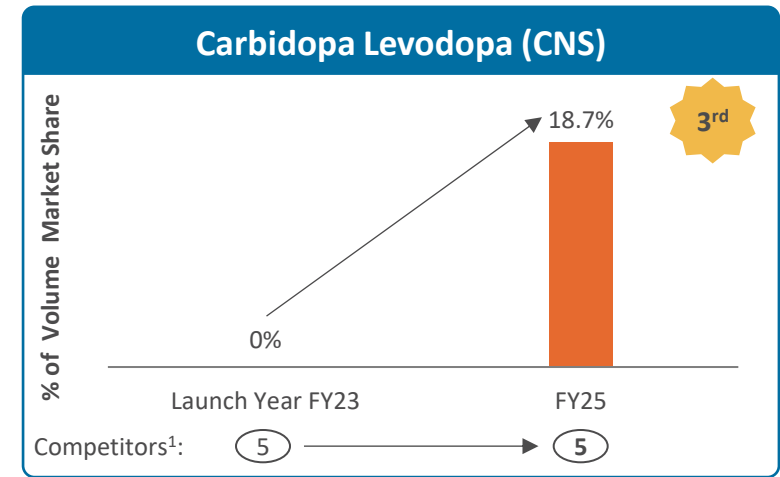
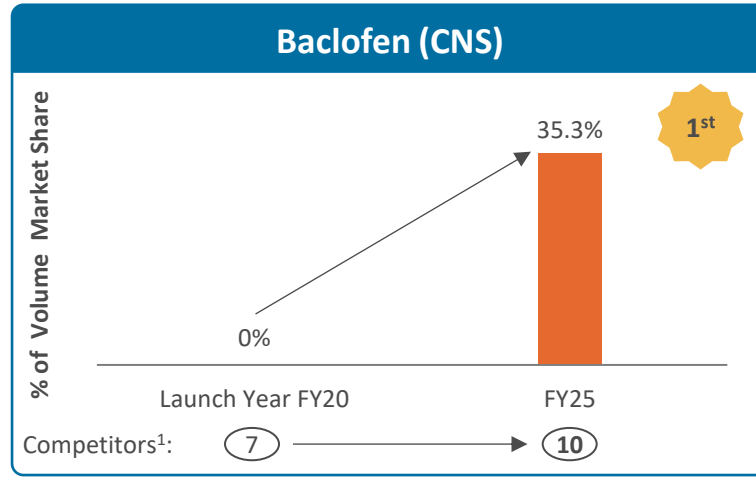
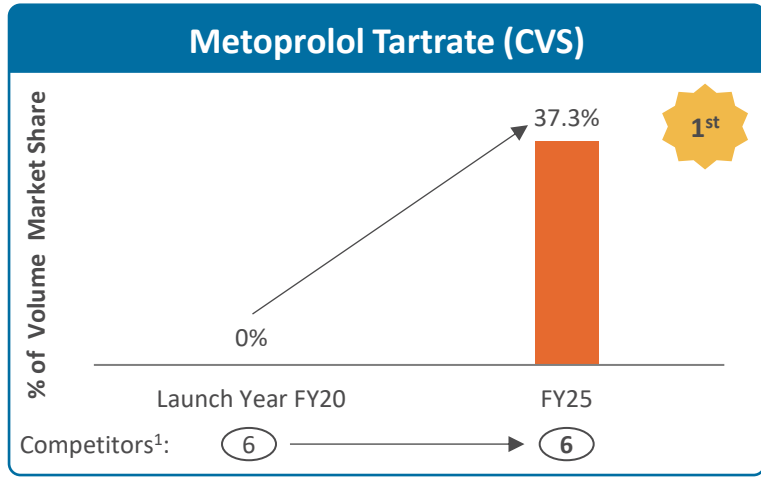
Identify areas where quality management practices can be enhanced and provide suggestions for growth opportunities

One of only
9 sites across
innovators and
generics selected
globally to
participate in
this program in
2024



Moats around the business – ② Market Share Execution

Successfully built leading positions even as a late entrant in mature, competitive products



Proven execution capability is a force multiplier in first-mover / early entrant opportunities

1. Number of marketing companies with more than 1% volume market share

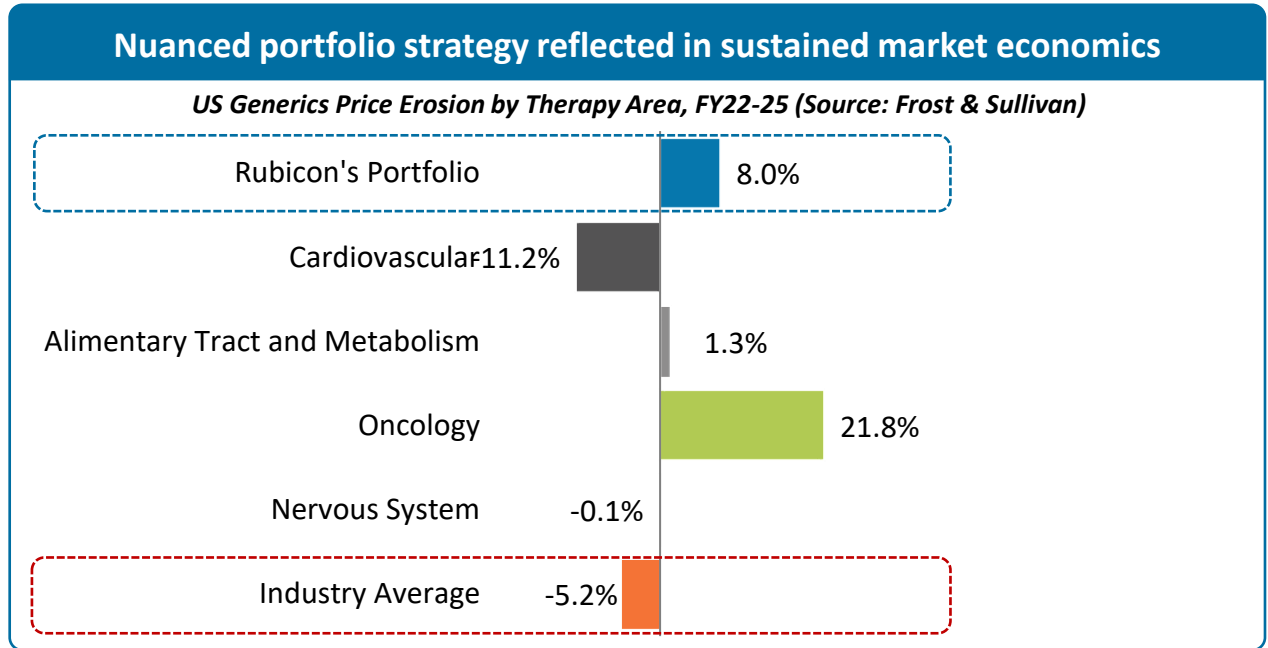
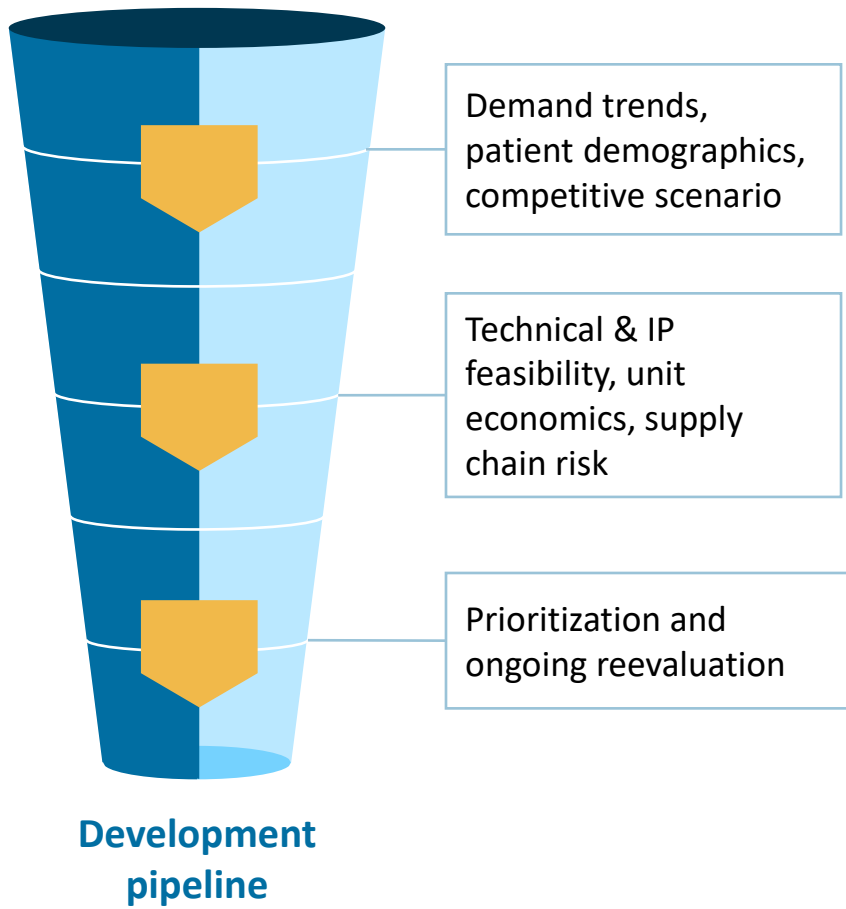
Market share rank

Source: F&S report

If the launch of the product was prior FY20, FY20 has been taken as the base year because of data availability; Volume market share has been used because values do not reflect company-specific rebates

Moats around the business – 3 Portfolio Selection

Proprietary algorithm for product selection that combines science and economics

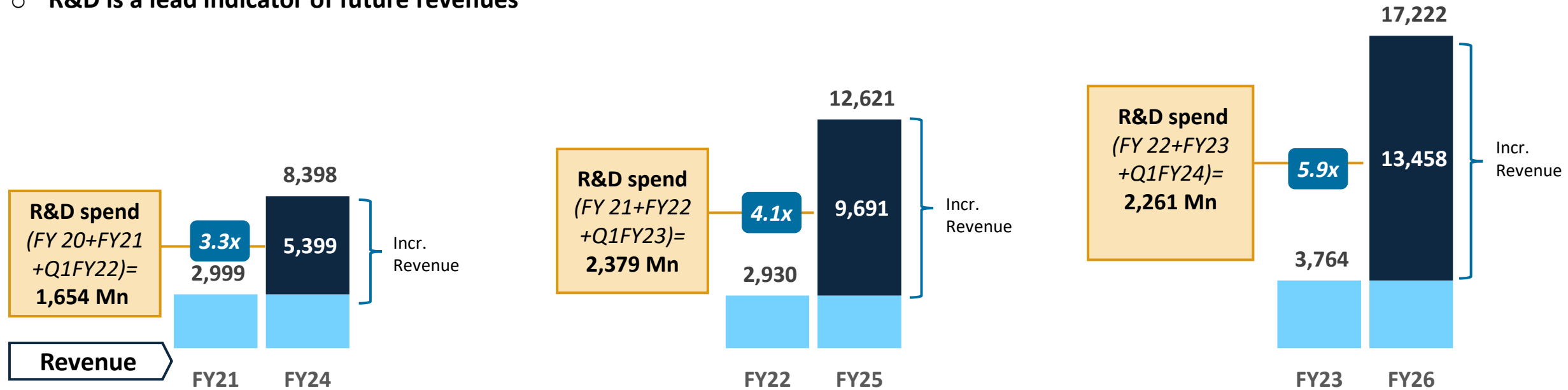


Our product portfolio saw an average unit price increase of + 8.0% between FY22-25, against overall industry erosion of -5.2%

91.7% of all approved products have been commercialized

Moats around the business – 4 Efficient R&D ROI driven approach across the development lifecycle

- R&D is a lead indicator of future revenues



- Company strives to maintain similar R&D productivity in the coming years which coupled with total expected R&D spend of 5,000 Mn+ in FY26+FY27+Q1FY28 gives strong visibility for FY29/30 & beyond

R&D expenses are fully charged to P&L (no capitalization of self generated intangibles)

Product selection drives longevity of lifecycle and returns on R&D spend

US specialty play - combines strong development capabilities with economic research

- Specialty products defined as those with **0 or 1 competitor for at least 1 year from launch**
 - Specialty classification linked only to competitive intensity that impacts ability to price – and not product complexity or regulatory pathway
- Addressing unmet needs validated via extensive physician + payer research to assess expected reimbursement and coverage levels
- Therapy discipline enables higher ROI on sales efforts with multiple opportunities targeting the same prescriber audience

Validus Pharmaceuticals (100% subsidiary) – platform for branded CNS launches in the US



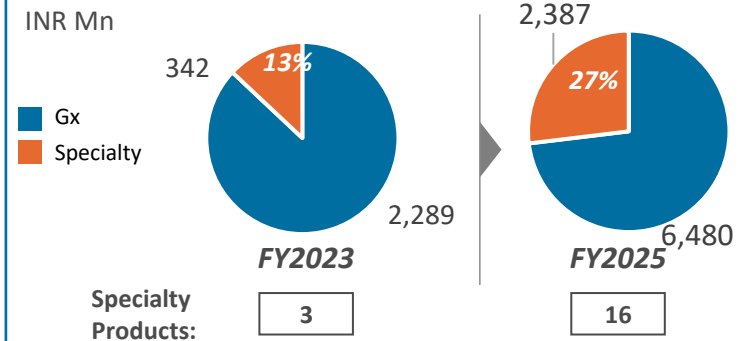
CNS prescriber coverage in the eastern and southern US - **provides the ability to generate scripts and generate insights on patient needs to shape product pipeline**

Licensed in 43 states with products distributed via specialty channels and all major US wholesalers – **ability to provide broad reach for new branded launches from day 1**



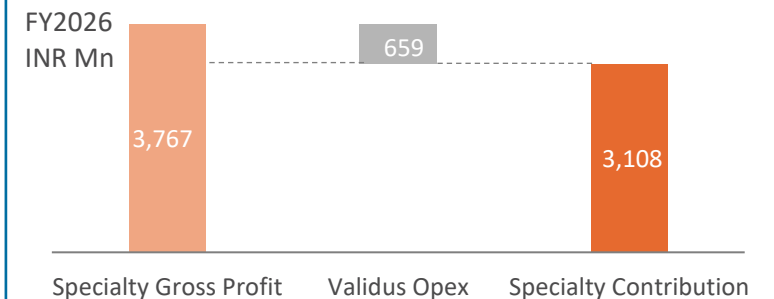
Deploying specialty product cash flows to build a strong branded platform

Increasing gross profit share of specialty products



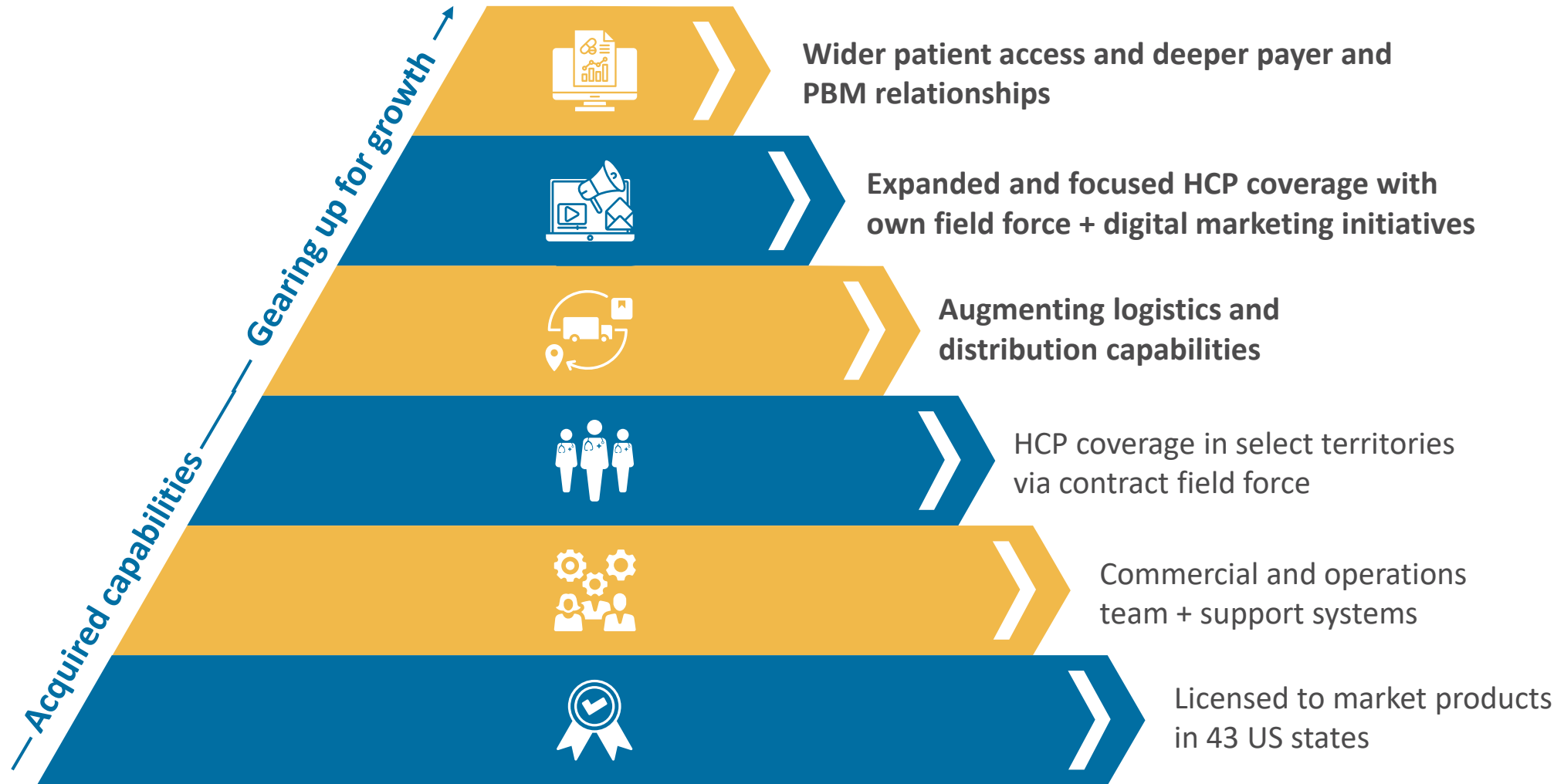
contributed 32.3% of gross profit in FY2026

Specialty business is profit positive at group level



Validus standalone financials are not representative of specialty segment due to transfer pricing rules vis-à-vis Rubicon India

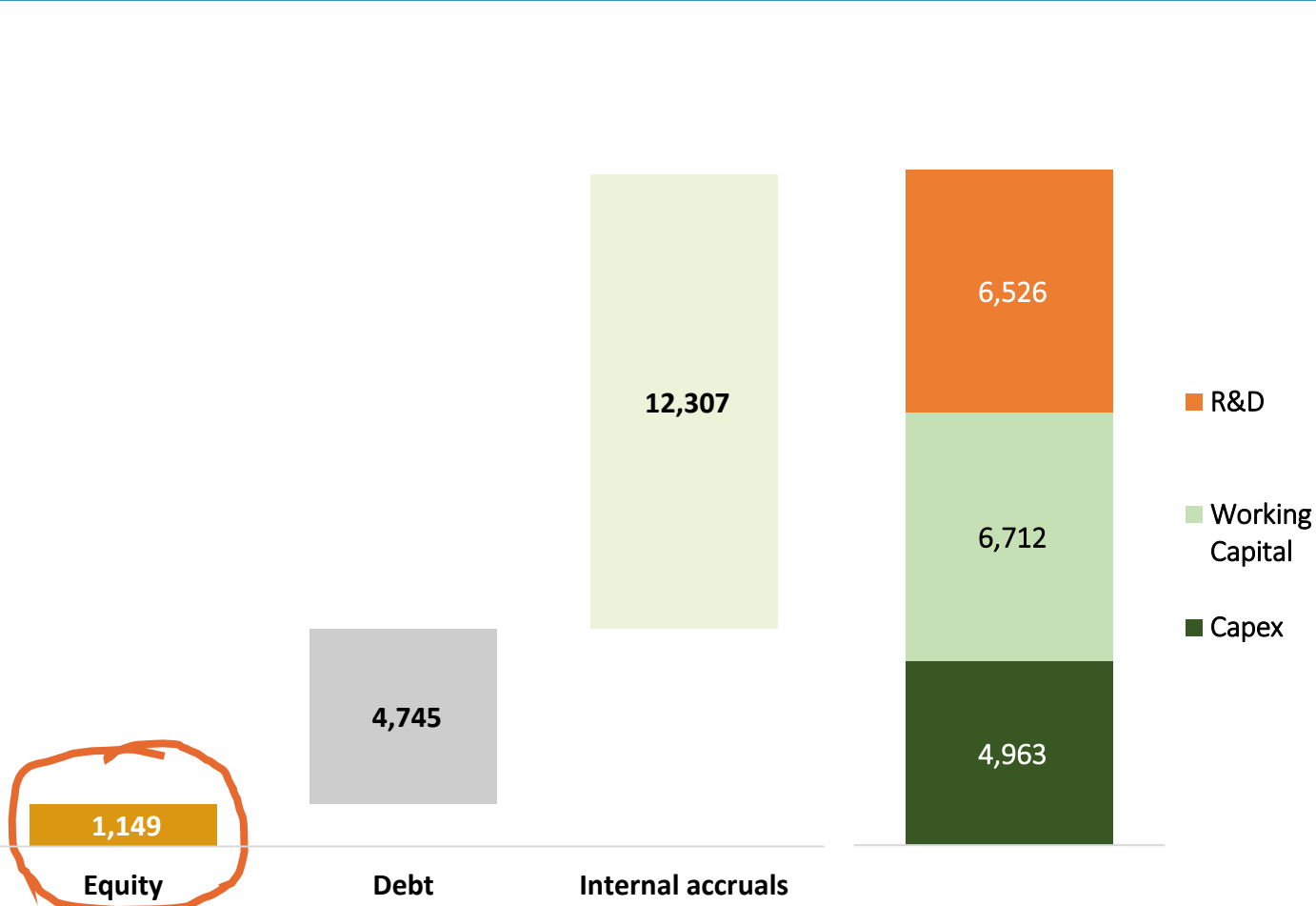
Validus – capability building ahead of branded specialty products launch



Buildout and expansion costs fully captured in the consolidated P&L

Moats + disciplined capital allocation driving industry-leading capital efficiency

Sources of funds and deployment – FY2020 to IPO in October 2025 (₹ Millions)



- Limited equity capital raised:
 - ✓ Only USD ~25 million since inception (1999) till IPO in Oct'25
 - ✓ Only INR 1,149 million (USD ~15 million) equity raised from FY2020 till IPO
- Entire R&D spend and most of growth investments funded by internal accruals
- Debt financing mainly for working capital

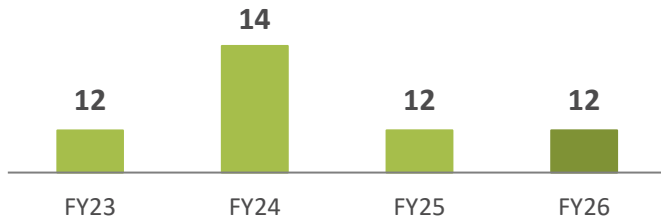
	FY2024	FY2025	FY26
ROACE (pre-tax)	21%	30%	36%

Approvals, Sales and Distribution

Number of products approved

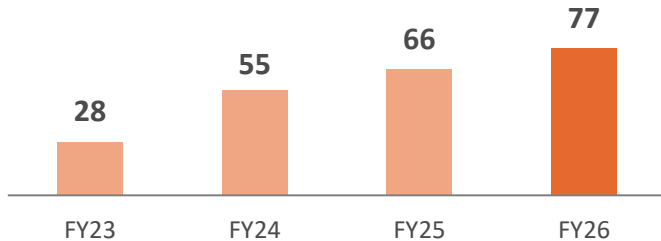
84 Active approved products as of 31 Mar 2026

24 products under review with USFDA



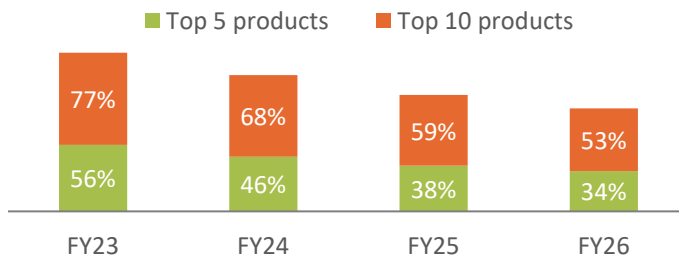
Number of products commercialized

91.7% commercialization rate in the US as of 31 Mar 2026 (77 of 84)



...Reduction in Product Concentration

Steadily broad-based portfolio and growth over time



US Sales and marketing companies (wholly owned subsidiaries)



ADVAGEN

Established marketing, sales, and distribution platform in the US

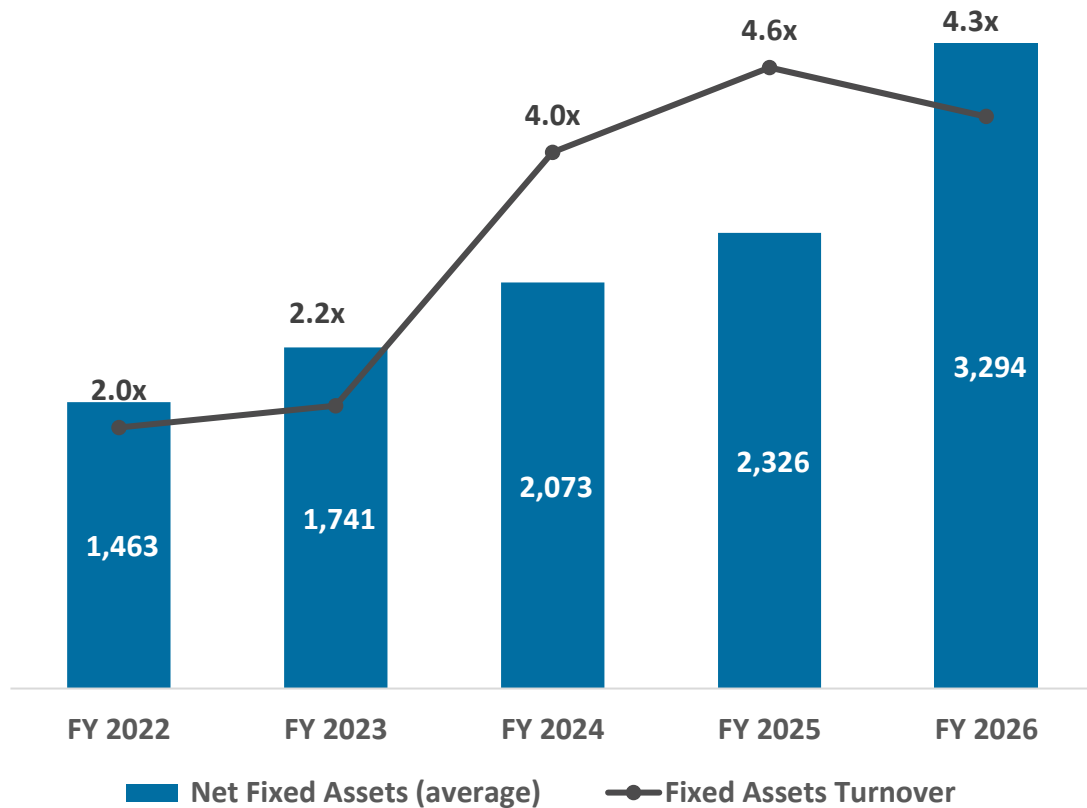
markets **non-branded prescription products** to customers who include wholesalers, group purchasing organizations and pharmacy chains.



Sales and marketing platform for Rubicon's **branded prescription products**.

As of 31 Mar 2026, Validus markets **3 brands** (Raldesy, LopressorOS and Equetro) that have no US FDA approved substitutable generics.

Efficient use of infrastructure reflected in Fixed Asset Turnover



- ✓ Capacity optimization through planning and cost-effective debottlenecking
- ✓ Proprietary process technologies that enable consistency and reduce batch times
- ✓ Large batch sizes enabled by continuous focus on manufacturing efficiency and innovation – enabling reduced down-time
- ✓ Increasing contribution of specialty products driving higher revenue per unit
- ✓ Pithampur acquisition in FY2026 – yet to be commercialised

Manufacturing capabilities

Robust platform with substantial headroom for expansion

USFDA inspected
Manufacturing Sites

Ambernath



Oral Solids – Over 6 Bn units per year
Tablets, Capsules, Powders in bottles, blisters or sachets



Nasal Sprays – Over 50 Mn vials per year
Solutions and Suspensions in Multi Dose and Unit Dose Presentation

- High Level of Digitization – Paperless Operation target by 2026
 - Quality Management, Document Management and Maintenance Modules already implemented
 - Manufacturing and Laboratory Operations under way

Satara



Oral Liquids – Solutions and Suspensions
High Potent including Oncology
Unit Dose Cups



Nasal Sprays - Solutions and Suspensions
in Multi Dose Format

- Automated machinery with recipe-based working to ensure consistency and efficiency in manufacturing/ testing operations
- Operational Dashboards and Real Time Analytics enable pro-active approach to OTIF achievement

Pithampur, Indore



Oral Solids
- Tablets, Capsules, Powders in bottles, blisters or sachets
- Hormones / Steroids



- High Potency, incl Oncology
Topicals - creams and ointments in tubes

Manufacturing
Excellence

R&D engine driving growth

Wide ranging capabilities with deep expertise

USFDA inspected
R&D centres in India
& Canada



- 35,000 sft facility in Thane
- 3 separate laboratories for general, sterile and potent compounds
- Wide dosage capabilities - oral, injectable, ophthalmic, topical

FDA March 2025, Zero 483s



- 13,000 sft nasal & inhalation center of excellence in Toronto
- In-house analytical and characterization capabilities for drug-device combinations

FDA Health Canada April 2026, Zero 483s

Team of over
180+
professionals



>200 scientists and > 40 regulatory professionals in a matrix structure



Experienced R&D leadership with no key-man dependence



Subject matter experts in chosen focus areas

Capabilities for
differentiated
dosage forms



- Immediate and Modified Release formats
- Oral Solutions, Suspensions, Concentrates and Oral BFS products



- Solutions, suspensions and gels with mono actives or fixed dose combinations
- Preservative-free dosage forms



- Aseptically manufactured and terminally sterilized Solutions, Suspensions, Emulsions
- Lyophilized Injectables, Vials, PFS, Autoinjectors



- Nasal sprays, nebulers, dry powder inhalers, pressurized metered dose inhalers
- Specialty and generic products for indications in CNS, Opioid Abuse, Asthma, COPD and other Neural Disorders

M&A initiatives have focused on adding new capabilities

Development



Impopharma Canada Ltd. (FY 2020)

- Ontario based development center for drug device nasal spray products
- USFDA & Health Canada inspected

Manufacturing



Meditab's Satara manufacturing site (FY 2022)

- Oral liquids manufacturing facility in Maharashtra
- Accredited by MHRA UK and TGA Australia
- Inspected by the USFDA in January 2023

Sales & Marketing



Validus Pharmaceuticals LLC (FY 2024)

- Portfolio of 10 NDA-approved products, including Equetro for CNS therapy at the time of acquisition
- CVS products include Lopressor® and Lotensin HCT®

Logistics & Distribution



AimRx 3PL LLC (FY 2026)

- US based provider of logistic services to pharmaceutical companies with a warehouse in East Brunswick, NJ
- Licensed to distribute prescription pharmaceuticals in 45 states

Manufacturing



Alkem's Pithampur manufacturing site (FY 2026)

- US FDA inspected production facility for steroids, hormones and high potency products
- Total plot area of 125,000 m² with built up area of approx 16,000 m²

Domestic Formulation



Arinna Lifesciences Pvt. Ltd. (April 2026)

- CNS focused India formulations company
- 60 Brands (CNS Portfolio)
- ~160 sales rep
- 3 Sales divisions
- 5000+ Pharmacies: 600+ stockists
- 4000 active prescribers

Board of Directors



Pratibha Pilgaonkar | Managing Director

- Focus primarily on the growth of R&D activities
- Promoter, with 25 years of experience at Rubicon
- Previously associated with Sun Pharmaceutical Advanced research Center , Wyeth Laboratories, Hindustan CIBA – GEIGY.



Parag Sancheti | Executive Director & CEO

- Responsible for providing the organizational leadership and formulating the growth strategy
- 12 years at Rubicon.
- Previously associated with Aavishkaar Venture Management Services and Tata Strategic Management Group



Shantanu Rastogi | Non-Executive (Nominee) Director

- Experience in the financial services, technology, healthcare and consumer sectors



Varun Talukdar | Non-Executive (Nominee) Director

- Experience in the finance sector.
- Previously associated with Bank of America Securities, Lehman Brothers Holdings and Premji Invest



K G Ananthkrishnan | Independent Director

- Experience in the pharmaceutical sector.
- Previously associated with Pfizer India, Pharmacia & Upjohn India and Schering Plough India



Venkat Changavalli | Independent Director

- Experience in the pharmaceutical sector
- Previously associated with Lupin Laboratories, Star Textile Engineering Works, Patel Roadways and Drachem Specialty Chemicals



Pradnya Saravade | Independent Director

- Medical doctor, having done her MBBS and MS (General Surgery) & former IPS officer
- Independent Director of Jio Finance Ltd & Jio Payments Bank



Milind Patil | Independent Director

- Experienced finance professional with pharma industry experience
- Previously associated with Pfizer, Novartis Healthcare, Johnson and Johnson and Siemens



Thank You

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