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**BSE Limited
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Dalal Street,
Mumbai – 400001**

**National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla complex
Bandra(E) Mumbai- 400051**

Code No: 531146

Symbol: MEDICAMEQ

Sub: Announcement under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 - **Expansion into Regulated Markets and Long-Term Vision**

Dear Sir/ Ma'am,

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, this is to inform you that Medicamen Biotech Limited is pleased to announce significant progress in its strategic expansion into key regulated markets, coupled with the release of a comprehensive document outlining the company's achievements and vision for 2030:

KEY HIGHLIGHTS

- **Regulatory Approvals:**

The company has successfully obtained approvals from the European Union (EU) and the United States Food and Drug Administration (USFDA) for its manufacturing plants. This milestone opens up significant opportunities for the company to expand its reach in both emerging and regulated markets.

- **Expansion into Canada and Australia:**

Medicamen has filed the necessary documentation for desktop approvals in Canada and Australia. The company anticipates site approvals within the next six months.

The company is actively engaged in discussions with potential buyers in these territories to establish strong market presence.

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- **Fostering global partnerships:**

- Partnering with international firms for marketing products in the US, Canada, Europe and Australia.
- Partnerships in other emerging geographies.
- Empanelment with global bodies, such as UN, UNICEF, etc.

- **Vision 2030 Document:**

To provide a clear understanding of the company's achievements to date and its strategic vision for 2030, a detailed document is being released. This document outlines the company's growth trajectory, strategic initiatives, and long-term objectives. It is for the better understanding of all the stakeholders.

Kindly take the information on record.

Thanking You

**Yours truly,
For Medicamen Biotech Limited**

**Parul Choudhary
Company Secretary
ACS: 44157**



MB MEDICAMEN
Biotech Limited

GROWTH PLAN
MEDICAMEN BIOTECH LTD.



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OBJECTIVE OF THE PRESENTATION

- **Medicamen Biotech LTD.** (MBL), since coming under the wings of **Shivalik Rasayan's** leadership, has transitioned into a high growth business
- The team undertook **multiple initiatives** to **transform MBL's business operations** to make it future ready to compete with **global players**
- The business topline has grown at a 10.1% CAGR over last five years, and has also turned profitable generating positive EPS for investors
- The **objective** of this presentation is to provide a **comprehensive view of our accomplishments, capabilities and capacities built to fuel the future growth plans**
- The presentation also **covers group vision** for next 5 years, outlining the strategic plan for growth



Mr. RAHUL BISHNOI

Chairman, Medicamen Biotech Ltd.

CHAIRMAN MESSAGE

I would like to start by thanking our investors who have believed in our capabilities and always stood by us. Over the years my team has worked relentlessly and diligently to turnaround Medicamen business, which was struggling financially and operationally at the time we took over.

We have made significant investments to position ourselves as future-ready, with focused product developments driving expansion into new therapeutic areas and geographies.

Our strengthened infrastructure, capabilities, and resources are aligned to capitalise on emerging opportunities and ensure sustainable growth and global competitiveness.

Further, our planned entry into regulated markets and strategic expansions will unlock new growth opportunities and bolster investor confidence.

We have fulfilled our promises to build a solid foundation of the business for MBL.

CHAIRMAN MESSAGE

We stick to business basics and focus on the following building blocks



Human Capital

People are our growth engine, and we have done significant investment in picking right people from the industry. We have built a team of seasoned professionals to provide strategic directions, design and implement efficient processes in each sphere of the group



Innovation and end to end pharma value chain

One of our most significant achievements has been the establishment of a fully integrated pharmaceutical value chain. From cutting-edge R&D to high-quality APIs, advanced formulation, and state-of-the-art production facilities, we have built robust capabilities that span the entire spectrum of pharmaceutical manufacturing. This end-to-end approach enables us to deliver superior products while maintaining stringent quality standards, cost efficiency, and scalability



Capacity upgrades and expansion

Post takeover of MBL, one of our key focus was to design, build and manage infrastructure adhering to the global standards. We invested more than ₹170 Cr to install world class machines, equipment, processes and people enabling us to get access to regulated markets. These capacities have made us future ready to achieve our 2030 goal



Accreditations for Geographical Expansion

Our relentless focus on quality and compliance has been validated by prestigious accreditations from leading regulatory bodies, including the US FDA, EU and PICS (Brazil - ANVISA). Australia and Canada approval expected shortly. These certifications reaffirm our commitment to meeting the highest global standards and pave the way for expanding our footprint in regulated markets. We keep expanding to newer regulated markets

CHAIRMAN MESSAGE

We set out to define our vision and mission to provide clarity to our investors on company's aim and the goals it set out in 2025 to be achieved by 2030

Vision

To establish a globally recognised pharma company by expanding in regulated markets and emerging markets delivering high-quality, innovative products

Mission

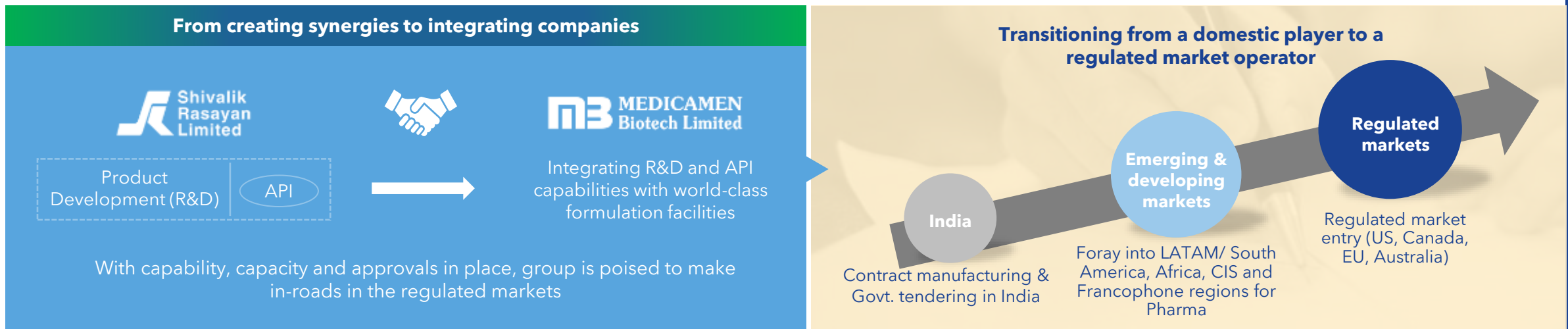
- To obtain product registrations and establish strategic partnerships in key global markets for the distribution and promotion of our products
- To develop and expand Medicamen's proprietary brand in the domestic market, focusing on high-growth therapies such as Diabetes, Cardiovascular, and Oncology
- To leverage our R&D expertise to strengthen our CDMO capabilities and establish it as a key profit centre
- To continuously enhance our product portfolio by identifying and incorporating high-value products entering the market

By leveraging the combined strengths of SRL and MBL, we are well-positioned to drive significant value for all stakeholders

CHAIRMAN MESSAGE

Integration of the API and Medicamen business has created a combination that provides value addition to the Pharma industry

MBL has transitioned from a solely domestic government business to a global supplier, expanding its presence in ROW and emerging markets. With EU and USFDA plant approvals, the company is now well-positioned to access regulated markets like the US, EU, Australia and Canada



Very few pharma firms in India have complete value chain capabilities from R&D, API, formulation to marketing

Our investments in capacity built up and regulatory approvals (US FDA and EU certifications) for plants, implies our commitment to create global footprint

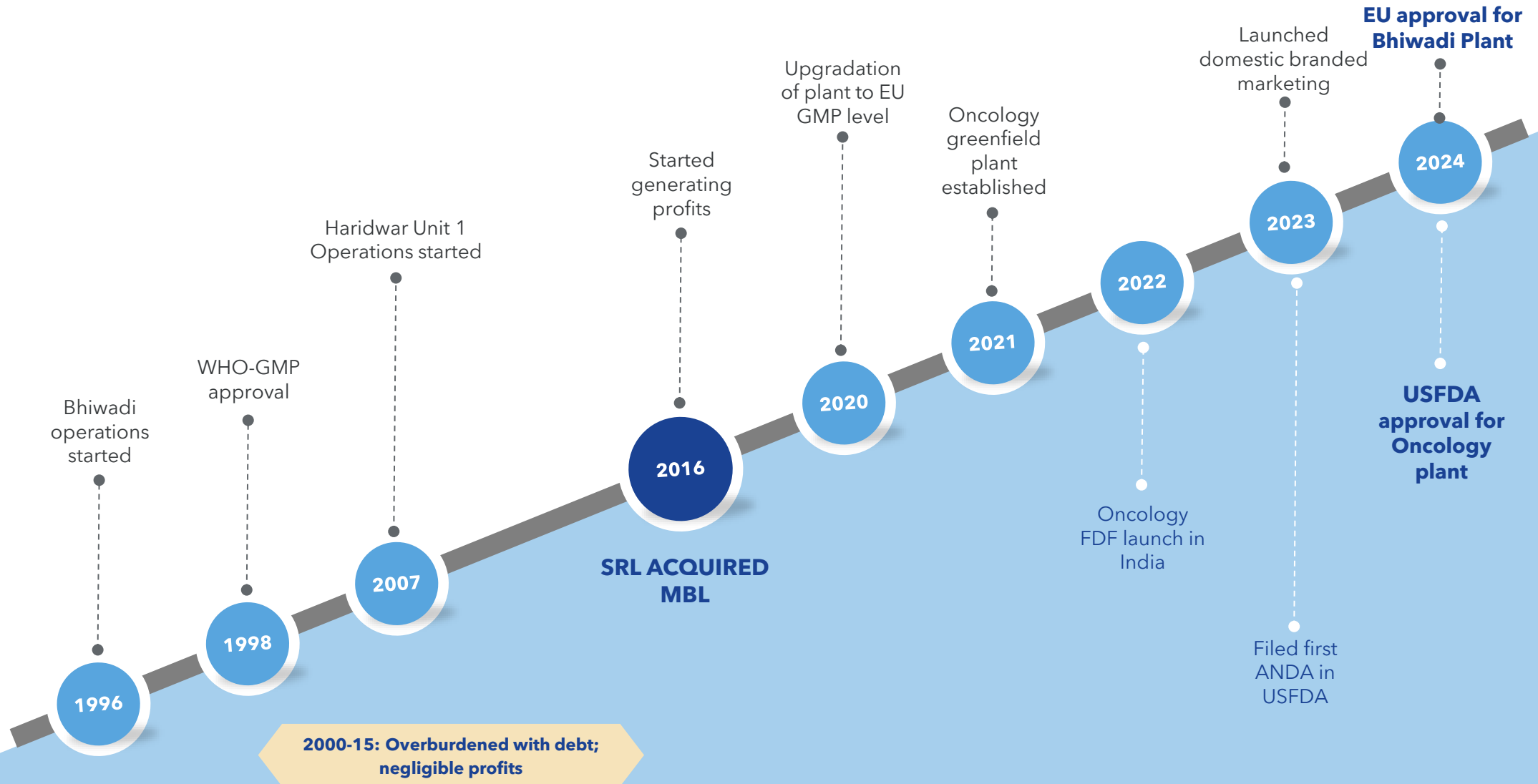
We aim to present our accomplishments and provide growth strategy for the next five years in this presentation in detail...



THE JOURNEY SO FAR

THE JOURNEY-KEY MILESTONES

A strategic acquisition helping the group to enhance its capabilities in the pharmaceutical space



MBL JOURNEY

MBL has undergone a remarkable transformation, evolving from a struggling enterprise into a thriving and profitable business. The company's journey is marked by strategic decisions and key milestones that have contributed to its sustained growth and innovation. The major highlights of this inspiring journey is covered in the next section:

Human Capital Enrichment



R&D Investment



Production Capacity Upgrades



Product Portfolio Expansion



Geographic & Market Expansion



Business Growth



HUMAN CAPITAL ENRICHMENT

The team consists of industry veterans with proven leadership, integrity, and expertise to guide the company forward

Strategy & Growth

R&D

Operations

Regulatory

Marketing & Sales



Rajesh Madan, CEO

Gold Medalist B. Pharma with 34+ years of experience; expertise in pharmaceutical manufacturing and marketing



Dr. V K Singh, R&D Head

Scientist with 28+ years of experience in API, formulation, and analytical technology development. Expertise in ANDA/DMFs and regulatory approvals. Inventor of 30+ global patents/applications



Dr. V K Sherawat, Director

A renowned name in the pharma community with 30+ years of experience in R&D, QA/QC, & PM; leads in Onco and Generic APIs



Prashant Kumar, Oncology Head

17 years of experience in oncology pharma formulation, leading projects from initiation to production. Expertise in aseptic SVP & OSD, successfully managing USFDA audits and handling core technical roles



Jai Prakash Narula, AVP, Manufacturing

Highly experienced (28+ Years) pharma professional with expertise in managing USFDA, EU, ANVISA, and TAG-approved plants. Currently working in a highly regulated USFDA-approved facility



Dr. Manu, Regulatory head

a PhD in Pharma and 20+ years of experience in formulation development, project management, and regulatory affairs. As a SME, he leads regulatory strategy at Medicamen Biotech



Kamal Pahwa, Director


32 years of marketing and sales experience across therapies and top Indian pharma companies like Cadilla and Ranbaxy. Experience of handling product Portfolio of INR 2K Cr

Key Facts



400+ Employees


60 R&D Scientists


110 Pharmacists


75 QAs


20 Regulatory Team


175 Medical Representatives

R&D INVESTMENT

Invested ₹50 Cr in building state of art R&D centre to develop in-house API and COMPLEX formulations

2019 -----> 2024


Commitment

Set-up to develop APIs and formulation Centre of Excellence

Backed by strong human capital, the R&D centre is equipped with world-class technology

Approved by the Department of Scientific & Industrial Research (DSIR), Govt. of India

₹ **50 Cr**
Investment

 **12,000 sq. ft**
Area

 **R&D Centre**

 **60**
highly experienced Scientists

Capability

Three core Research Development areas of the R&D centre

Chemical Research Development

Ability to develop any API/ Complex chemicals

Analytical Research Development

Development and validation of Analytical methods for API and formulations

Formulations Research Development

Ability to develop any Complex formulations

Impact

Operational

Improve regulatory filing capability

Improve data integrity backed by R&D

Expertise in Para IV filings with diverse API polymorphs

Inhouse intellectual property (IP) and patent filing

Offer high quality medicines

Business

Ability to offer CDMO services internationally

Enabled entry into regulated market












Facilitate partnerships with int'l players on R&D

New drug delivery systems (NDDS)

PRODUCTION CAPACITY UPGRADES

Invested ₹175 Cr (incl. R&D) in developing world class manufacturing facilities with ample capacity to meet market demands

- Post SRL acquisition in 2016, MBL has invested in **upgrading and modernizing** its existing plants to **EU, GMP levels**
- Established a Greenfield oncology plant in Haridwar for highly Regulated market of **US, Europe and Japan**

		Capacity Utilisation	Facility Details	Approvals
Bhiwadi: 1996 	▶	15% utilisation (2016)  35% utilisation (2024)	210,000 sq.ft, eight blocks Tablets, Capsules, Dry syrups, Liquid Orals, Betalactum	 EU approved  Brazil (Anvisa) 30 African and LATAM countries
Haridwar Unit 1: 2007 	▶	5% utilisation (2016)  15% utilisation (2024)	32,000 sq.ft. facility Tablets, Ointments, Liquid Orals	 WHO GMP  FDA Ethiopia
Haridwar Unit 2: 2021 	▶	0% utilisation (2016)  10% utilisation (2024)	35,000 sq.ft. facility Injectables including Lyophilized, OSDs	 US FDA

PRODUCT PORTFOLIO EXPANSION












New product launches and portfolio diversification backed by R&D led to accelerated business growth

Till 2015

- Purely a formulation company with no R&D backup
- Products catering to limited export markets & Govt supplies
- Fewer customers
- Limited long-term contracts
- High customer churn

Portfolio expansion: 2016-2024

- Established R&D which helped develop new molecules that spearheaded our product registrations in new countries across Latin America and ROW, along with registrations in regulated market
- Along with increasing SKUs in the existing therapy areas, MBL introduced multiple new therapy areas
- Also entered the domestic branded market in Oncology, CVD and anti-diabetes segments

Therapy Areas		SKUs	Existing Therapy Areas		SKUs	Existing Therapy Areas		SKUs
	Antibiotics	20		Antibiotics	50		Iron products for UNICEF and exports	30
	Cardiovascular	15		Cardiovascular	75		Oncology Formulations	40
	Diabetics	10		Diabetics	60		Ointments & Creams	30
	General Pain Management	25		General Pain Management	55			



GEOGRAPHIC & MARKET EXPANSION

Strategic focus has transitioned from being a local market player to becoming a global pharma company for regulated markets

- MBL spread its wings beyond Indian boundaries and ventured into emerging geographies
- Backed by inhouse R&D capabilities, upgraded production units and experienced team, MBL successfully started its journey into Emerging & regulated markets
- Started Branded Marketing in India for Oncology, CVS & Diabetic Therapies

Till 2015 - Government & RoW

- Focused on third party contract manufacturing in India
- Targeted government tenders for business growth
- Started catering to the 'Rest of the World' market, including the African, Caribbean, South Asian, and CIS countries
- Limited exposure to high growth emerging markets

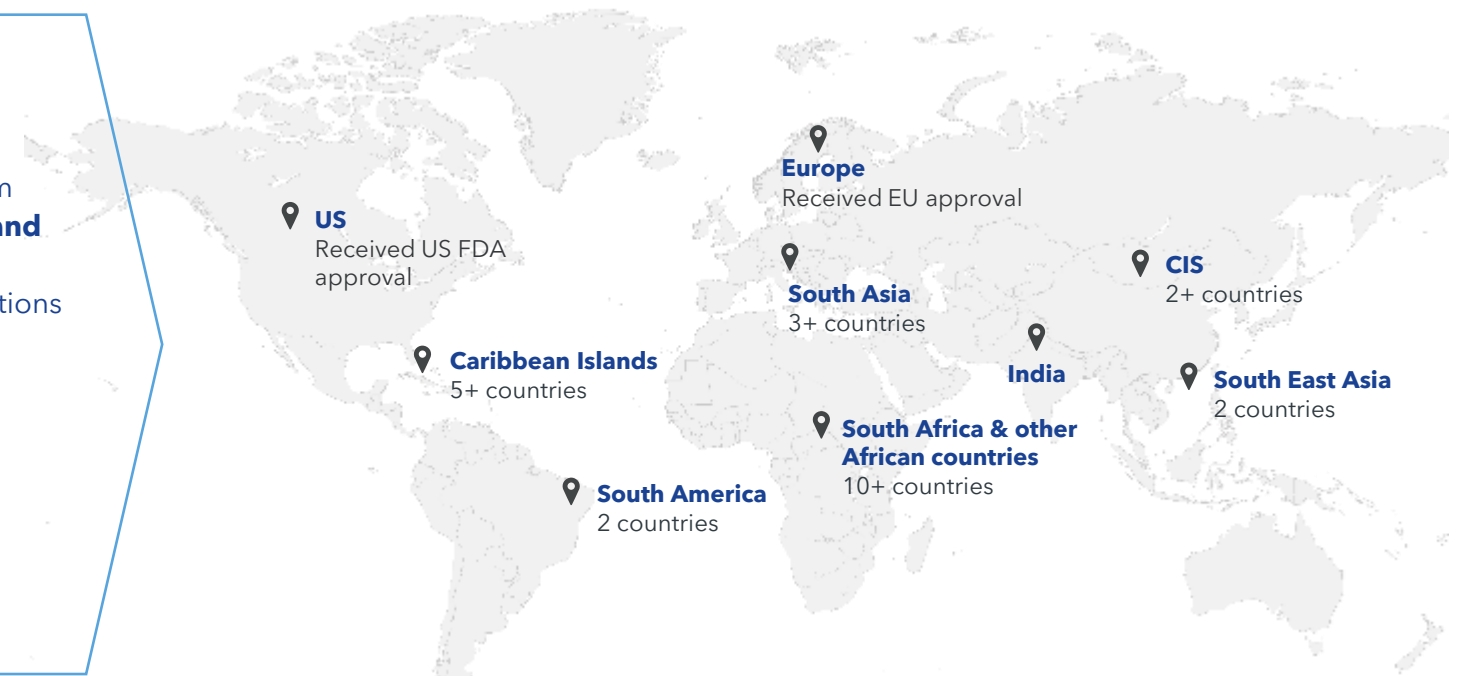
20% export revenue

Regulated Market 2016 - 2024

Received approvals from regulated markets (**US and EU**) and has multiple products under registrations for sale and distribution

Awaiting approval from **Australia and Canada**

80% export revenue



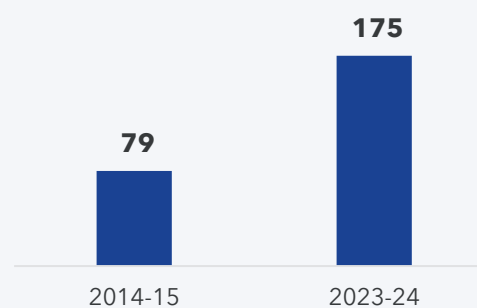
BUSINESS GROWTH

Strategic Investments have been done in building a global ready company

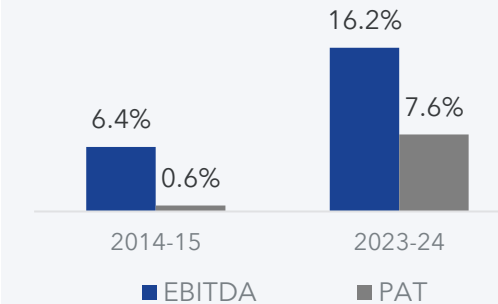
- Given the 3-5-year gestation period for pharmaceutical product development and approval, MBL is currently in the growth phase of the product lifecycle
- For most of our products, we have surpassed this gestation period and now positioned to capitalise on it
- Significant initiatives across the product development, human capital and capacity build-up have been concluded
- The regulatory compliances and brand building expenses have impacted our margin in medium term

On track to achieve breakeven on the investments (done in last 5 years) within the next two years. Future investments to bring in economies and access to new markets improving margins in long term

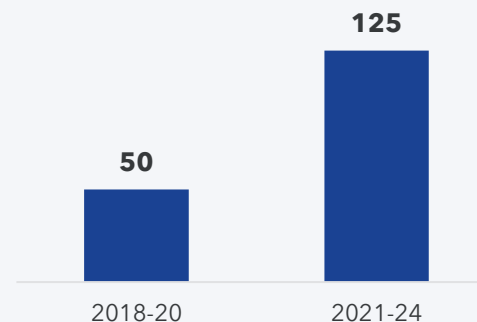
Revenue growth (₹ Cr)



Profitability build-up (Margins)

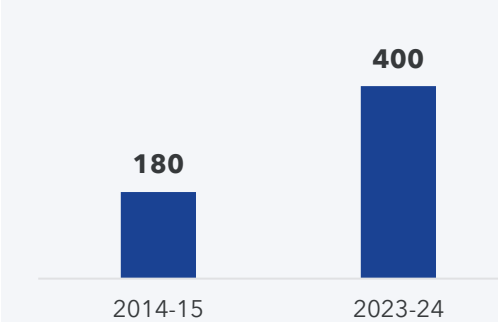


Investments (₹ Cr)



Includes greenfield Oncology plant

Human Capital (#)





BUILDING BLOCKS OF GROWTH STRATEGY

MANAGEMENT MESSAGE FOR FUTURE



Rahul Bishnoi, Chairman

After making a strong foundation of the business, now our future growth strategy is governed by our vision, mission and commitment to build a high performing global pharma company

With all the building blocks in place now, we are ready to take-off for future

Going forward, we strive to maintain robust margins

Since the business turnaround, we have prioritised building the right infrastructure and investing in R&D, human resources and product development

While this has impacted current margins, we remain committed to achieving high margins through entry in regulated markets

We are now at an inflection point, where there is only one way, to grow upwards. Our future growth strategy is outlined in the following sections of the presentation



Rajesh Madan, CEO

Strong foothold in select geographies

- 1
 - Entry into Regulated Market - US, Canada, Europe and Australia
 - Emerging regions - South Africa, MENA and LATAM
 - Developing branded marketing in India

Fostering global partnerships

- 2
 - Partnering with int'l firms for marketing products in the US, Canada, Europe and Australia
 - Partnerships in Franc region, and other emerging geographies
 - Empanelment with global bodies, such as UN, UNICEF, etc.

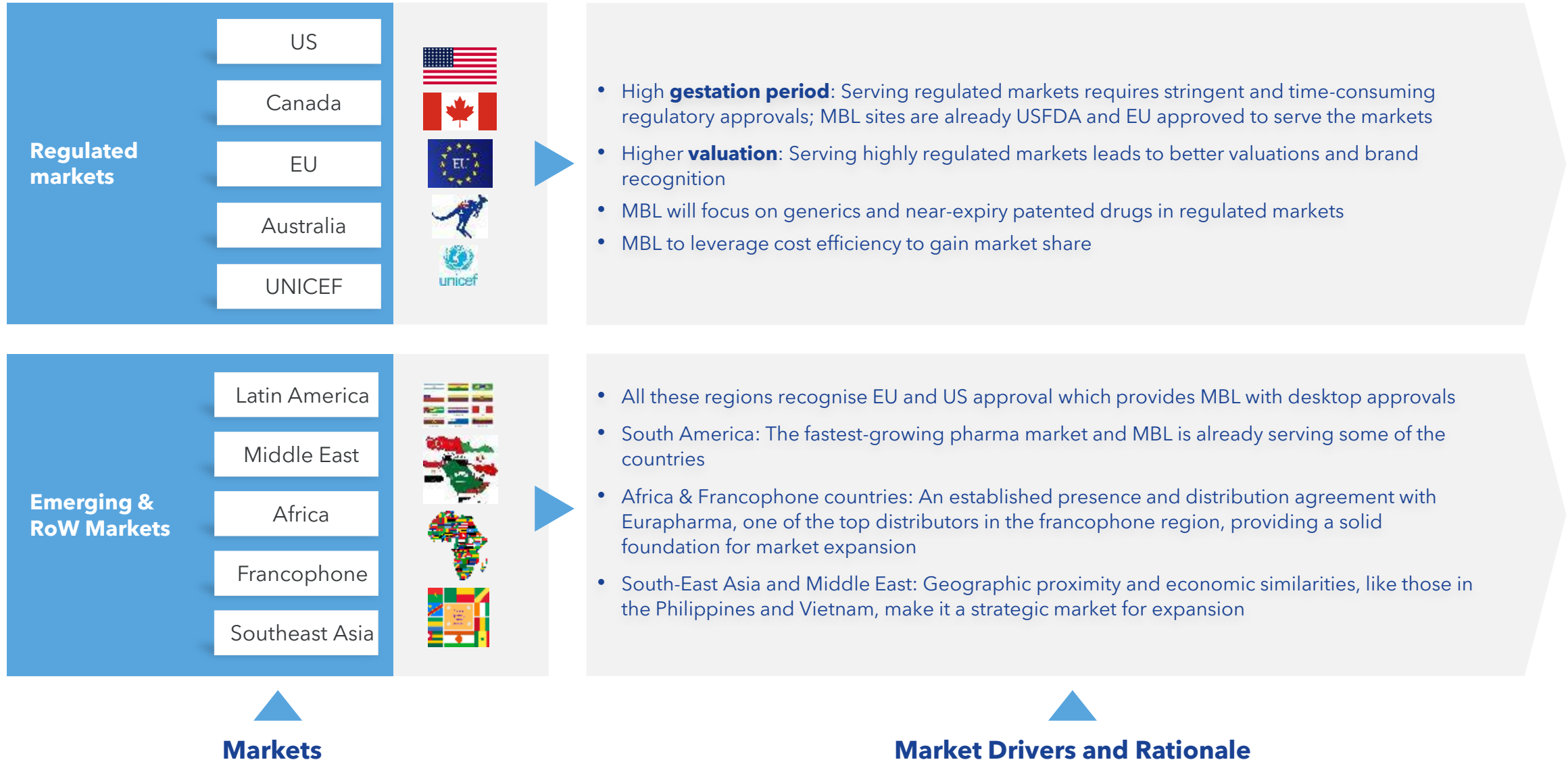
Leveraging R&D and strengthening portfolio

- 3
 - CDO/ CDMO for international client
 - Build R&D as profit centre

Tap unutilised capacities

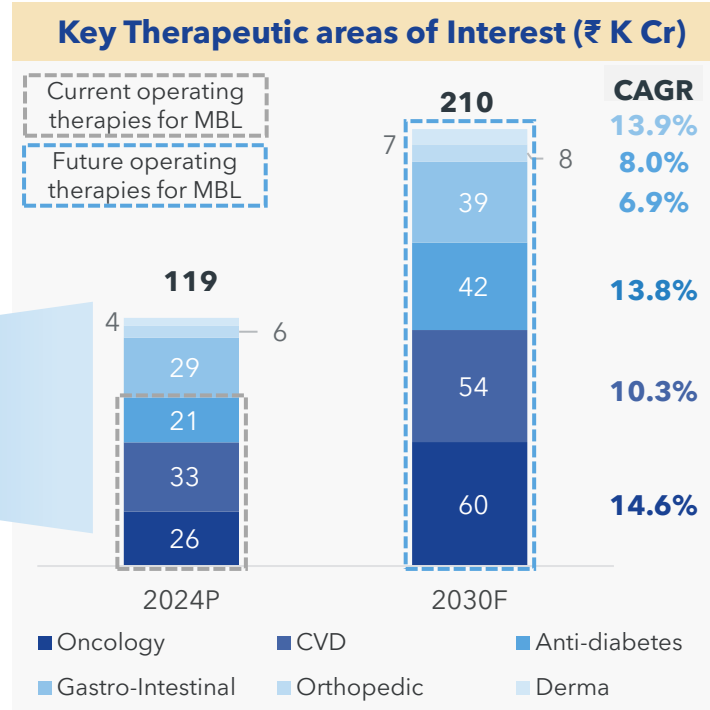
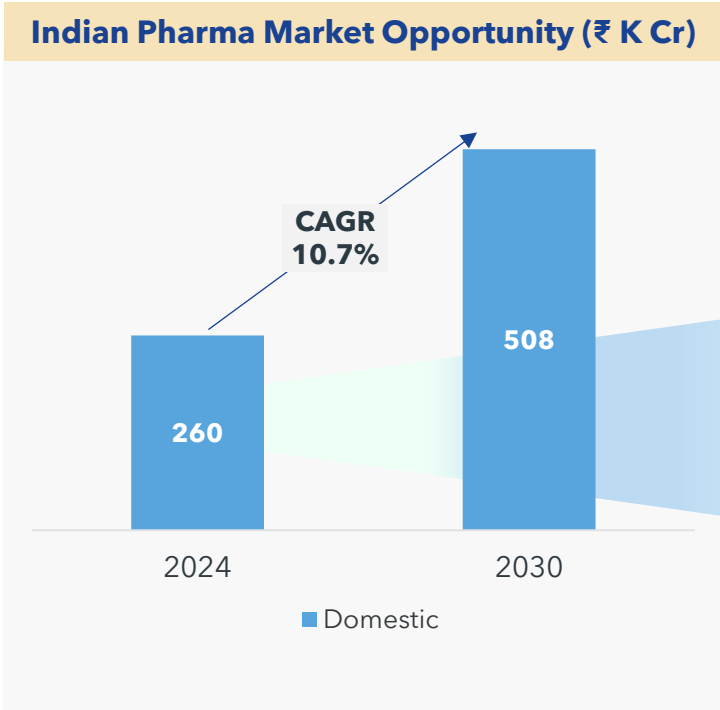
- 4
 - Increase in utilisation across plants
 - Expand capacities, if required

KEY EXPORT MARKETS OF INTEREST



BRANDING: INDIAN PHARMA MARKET

India is one of the fastest-growing and sizable pharma markets, offering significant opportunities for exploration



- Second fastest growing pharma market globally, Indian Pharma market (IPM) is projected to double from Rs.2.6L Cr to ₹5.1L Cr by 2030
- MBL has strategically chosen lifestyle diseases which are increasing exponentially in the Indian population
 - Lifestyle issues leading to higher growth in Chronic therapies (10%) than Acute therapies (7%)#
- MBL has selected high growth therapies including Oncology, CVD and Diabetes, account for >25% of total market size growing with a CAGR of 12%
 - All the three therapeutic areas are high-value, high-growth segments with Oncology forecast to grow at 15% CAGR, followed by Anti-diabetes (13.8%) and CVD (10.3%)

How is MBL positioned for IPM growth

- With a portfolio in the largest chronic segments, MBL is well positioned to exploit the IPM growth opportunity
- With branded drugs (ethical substitutes), MBL focuses on tapping the growing pie of the market
- In-house developments received strong market acceptance, resulting in significant demand
- Hence, it makes strong business case for MBL to expand in the Indian Pharma market



FUTURE PLAN & STRATEGY

GEOGRAPHY & PRODUCT MIX



Geographic specific market strategies aligning to market dynamics and our areas of interest



US & Canada

- First ANDA for Bortezomib 3.5mg inj. (approval expected April 2025)
- Partnerships to collaborate in the region for generic drug market
- Entered into a definite agreement with a Canadian company for site transfer & CDMO of its products



EU



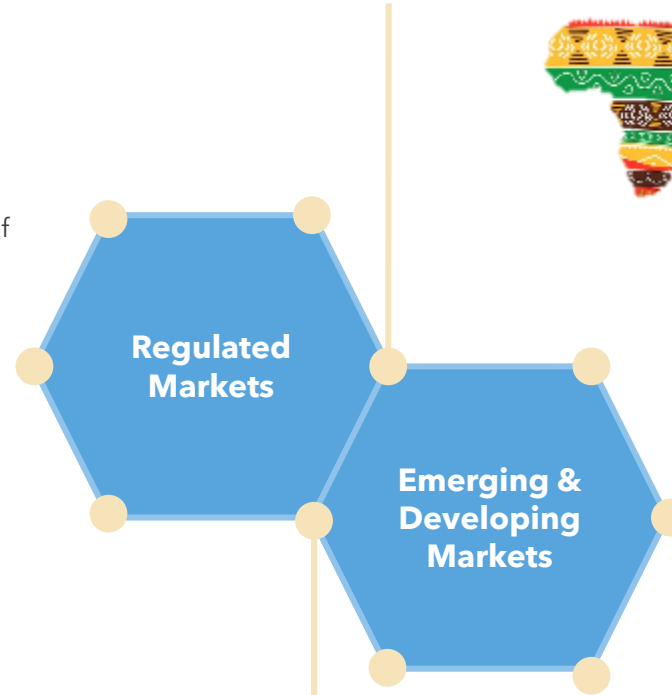
- Entered into a definite agreement for CDMO of 7 products with a Danish company
- Two marketing authorisations filed in Denmark (approval expected by Dec 2025)
- 50 SKUs under development for Onco and CVD (approval expected by 2027/28)
- Discussion underway with EU partner to repurpose a drug and file patent

UN

- MBL empaneled by UNICEF as SRA (stringent regulatory authority) approved facility
- LTA in place from UNICEF for Iron syrup
- 7 nutritional supplement dossiers filed for approval
- 3 products (specific to UN) under development

Australia

- TGA approval expected by Sep-25
- 10 product Dossiers ready for filing; registration expected by 2027/28



Africa

- 64 products already registered in Ethiopia and 40 under registration
- ~50 products registered in Francophone countries; 400 under registration
- Entered into a definitive distribution agreement with Eurapharma, a French company, to distribute MBL's products in 10 Francophone countries
- 30 products registered in North Africa and ~50 products under filing



South Africa

- A definite exclusive agreement for strategic alliance with a South-African company to develop & market products in the country



Brazil

- 5 products registered
- 3 new products filed for registration (approval expected by 2027/28)
- 10 new products under development



LATAM, CIS & Southeast Asia

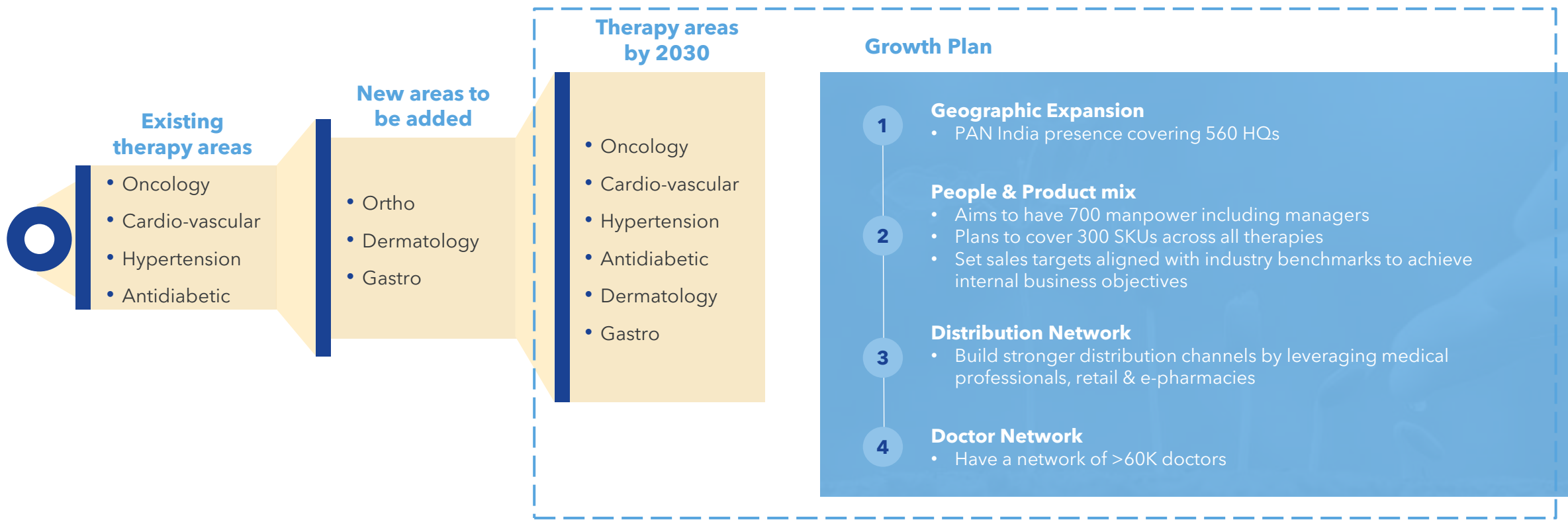
- Discussion underway for marketing agreement with a leading marketing company for MBL's general & onco products
- Filing of 22 product dossiers for Onco and General each, in Vietnam & Philippines

INDIA PORTFOLIO



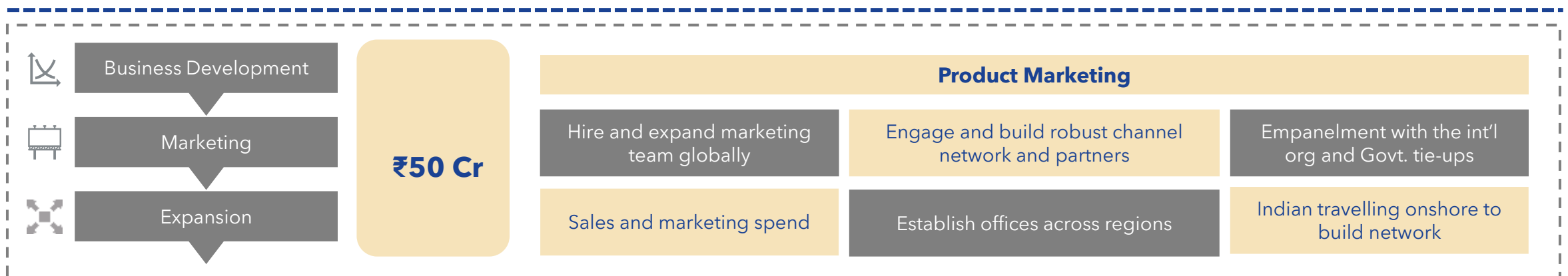
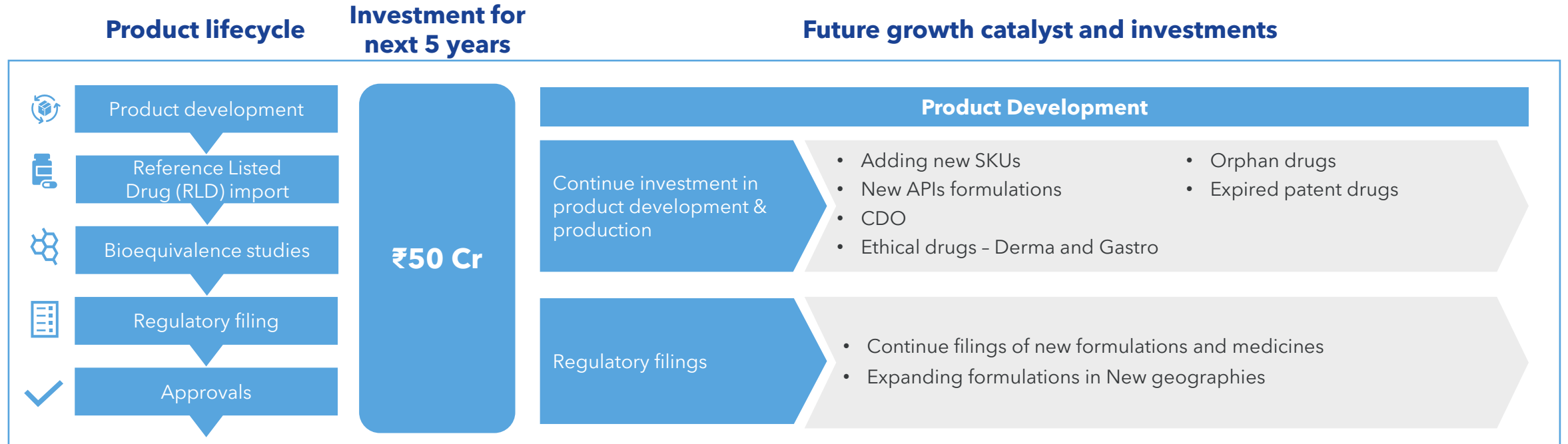
MBL is poised to establish strong domestic brands in ONCOLOGY, CVD and anti-diabetic therapies

- Launched its subsidiary **Medicamen Life Sciences Ltd.** to market brand in the chronic segments, especially Cardio-vascular & Diabetes
- MBL has chosen largest chronic lifestyle segments and plans to expand into additional therapy areas by 2030, with a focus on ortho, dermatology and gastroenterology
- By entering these high-potential markets, the strategy aligns with long-term growth objectives while addressing critical healthcare needs



CRITICAL SUCCESS FACTORS

Future investment will be in the areas to expand the business



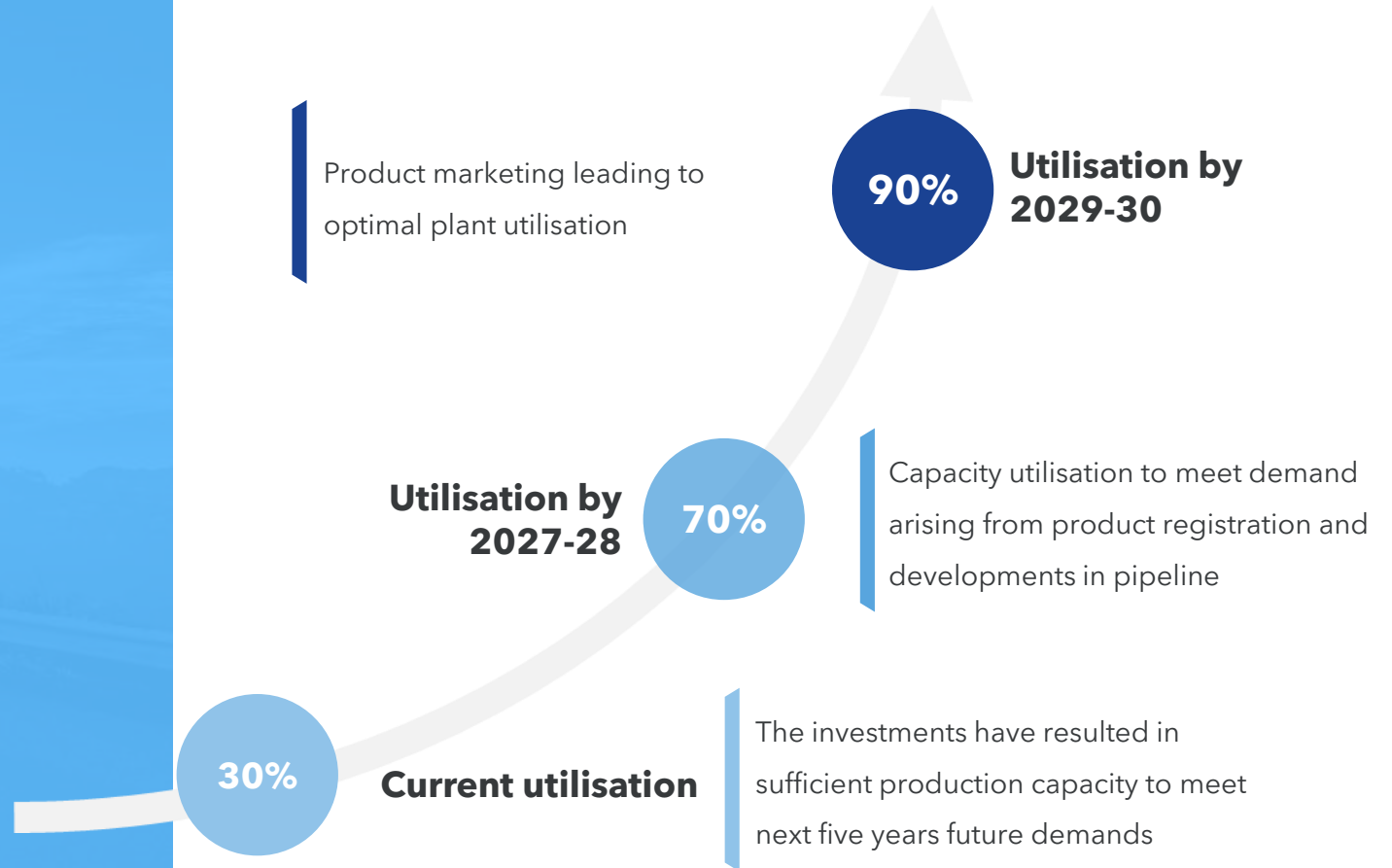
CAPACITY UTILISATION ROADMAP

Given our growth plan, we aim to utilise our capacity to its fullest in next five years

Investments leading to capacity utilisation

The capacity built up in the last few years will help in meeting the upcoming demands.

Future investments in product development and marketing would help optimise facility utilisation to achieve the revenue targets





THANK YOU

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