

January 16, 2025

BSE Ltd.
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai 400 001

BSE Scrip Code: 506943 Stock Symbol: JBCHEPHARM

Dear Sir,

**Subject: Presentation** 

Enclosed please find the presentation proposed to be made by the Company at the JP Morgan Healthcare Conference in San Francisco, USA on January 16, 2025 (PST). The presentation is for your records.

Thanking you,

Yours faithfully,

For J.B. Chemicals & Pharmaceuticals Limited

Sandeep Phadnis
Vice President – Secretarial
& Company Secretary



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# JB Pharma - Rich Legacy of 5 Decades of Building Strong Brands and Global Reliability





1st brick in the foundation laid by late Mr. J.B. Mody by incorporating J. B. Mody Chemicals and **Pharmaceutical** s Limited

1976



Forayed into the cardiac segment with the revolutionary product **Nicardia** 

1985



**Iconic** product Rantac introduced

1986



**Received first FDA** approval for our Panoli Plant: T10

2003



BI#TECH

Made a strategic investment in a company in South Africa called Biotech Laboratories

2008

Ranked 32nd in the Industry (IQVIA) with 5 brands: Rantac Metrogyl, Nicardia and Cilacar-T featuring in top 300 brands of the Indian pharmaceutical market





2020

# J.B. CHEMICALS & PHARMACEUTICALS LTD

1977

Introduced the product Metrogyl, that went on to become the 'gold standard' in the industry

Got publicly listed and expanded from **API to Formulations** 



2000

Introduced brands in Russia, that went on to become leading OTC products in the cough and cold segment

2007

Launched the product Cilacar that became a leading brand in cardiology and nephrology



2016

Received a silver award from the United States Pharmacopeia (USP) for participation in the Monograph **Development & Upgradation Program,** and preparation and distribution of USP reference substance



# With Unprecedented Growth & Value Creation in the Last 4 Years...



**Acquisition of JB** by Kohlberg Kravis Roberts & Co. Inc. (KKR) in Aug'20



Introduced OneJBWay, a leadership transformational programme which became the culture of JB

ONE BWAY



25th rank company in IPM from #32 in FY20



Scaling-up of R&D in JB with strengthened systems, technology and capex in Thane,



Launch of the new identity of the company from JBCPL to "JB Pharma- Good **People for Good** Health"



Razel **Portfolio** 

Acquisition of 4 pediatric brands from Dr. Reddy's and Razel (rosuvastatin) franchise from Glenmark in lipid management

6 brands featuring in the Top 300 IPM brands as per IQVIA.



JB Pharma entered in a contract licensing agreement with Novartis for its Ophthalmology portfolio

**FY21 FY22 FY24 FY23** 



A new go-to-market strategy to drive its domestic business transformation comprising of 4000 employees



Foray into new therapeutic categories Diabetes, Nephrology, Peadiatric, Respiratory, Virology



2 big-ticket acquisitions of Sanzyme's portfolio (Sporlac, Lobun and Oxalo) and the brand Azmarda from Novartis.



Launch of JB Pharma's maiden Sustainability Report, initiating its **ESG** journey.



Milestone revenue achievement of INR 30 Billion revenue for JB Pharma with South Africa accomplishing 500 **Mn Rand landmark** 





JB becomes the fastest-growing cardiology company amongst the Top 10 players in Cardiology in the India Pharma Market



JB Pharma was recognised as Company of the year; the CEO was recognised as the CEO of the Year for the 2nd consecutive year at the **Economic Times Pharma Awards (Times Group)** 

# Rooted in the Purpose of 'Enriching Patients' Lives'

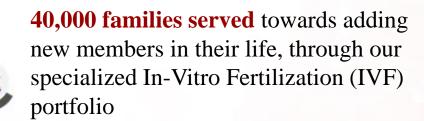


10 million hypertensive patients treated with our anti-hypertension product range and services, accounting for 1 out of every 3 hypertensive patients in India

8 million troubled guts revived with our Gastro-Intestinal (GI) care portfolio

1 billion cold and cough lozenges reach consumers globally every year

**250,000 HCPs** covered in India for JB's products





**200,000 Heart Failure patients reached** with our heart failure drug Azmarda



in India for domestic formulations business (MAT Sep'24 (IQVIA))



Multiple HCP practice enhancing and therapy awareness initiatives

# JB Pharma's Purpose & Core Values





# **OUR PURPOSE**

is to contribute to healthcare, support healthcare providers and enrich patients' lives, creating significant and sustainable value for our key stakeholders.



# This Is US... The Journey Has Just Begun...





**One of the Fastest Growing Domestic Pharma Companies** 



Track Record of Building **Large Brands with Big Brands Getting Bigger** 



**Increasing Chronic Presence with ~2 Times Outperformance to IPM\*** 



**World-class Manufacturing Facilities** with Capabilities across Multiple Dosage Forms

as per **IQVIA:**  #16

**Prescription Rank** (FY24)

54%

Domestic Revenue Contribution (FY24)

Brands in Top 150 IPM Brands (MAT Sep'24)

48%

FY24 Chronic Contribution % to Domestic Business\*\* Top 5

CDMO of Lozenges Globally



**Strong GTM Model with** Pan India Presence and **Consistently Improving Productivity** 

INR 34,840 Mn

FY24 Revenue

18%

Revenue CAGR (FY20-24)







**Diversified International Business with home markets** in Russia, South Africa, **UAE & Phillipines** 

Operating EBITDA CAGR (FY20-24)\*\*\*

26%

27%

ROCE (FY24)



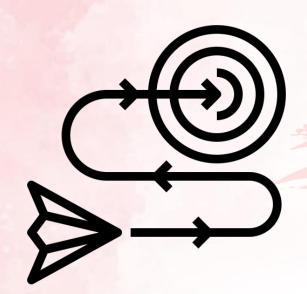
Track Record of **Synergistic Acquisitions** with Ability to Scale Up Rapidly 07

<sup>\*</sup> India Pharma Market

<sup>\*\*</sup> excluding Opthal

<sup>\*\*\*</sup> Operating EBITDA is after non-cash ESOP charge





# Strategy Overview

# Strong Progress Towards Achieving our Medium-Term Goals for Key Strategic Pillars



#### **Key Strategic Pillars**



#### **Excellence in Domestic Business**

IPM\* rank improvement with scale Field-force productivity growth New Launches



#### **Medium Term Goals**

- ➤ Rank in IPM Top #15 Companies
- ➤ 60% contribution to total revenue.
- ➤ Productivity improvement of 10-12% YoY



- ✓ Ranked in **IPM Top #25 companies**, gain of 7 ranks
- ✓ ~60% contribution to Total Revenue, up from 44% in FY21
- ✓ Productivity at **INR 0.70 Mn in FY24** vs INR 0.46 Mn in FY21



#### **Contribution from Chronic Therapies**

Rank improvement in Chronic Therapies in IPM Expansion into adjacent chronic therapies



#### > ~60% contribution to overall domestic sales

- > Top 5 in overall India Chronic Market
- > Expansion into complimenting chronic therapies
- ~54% contribution to overall domestic sales
- Rank #8 in Cardiac covered market in India; gain of 5 ranks since FY21
- ✓ Foray into **heart failure, diuretics, statins,** metabolic drugs etc



#### CDMO business revenues of over USD 100 Mn

New Launches/ Concepts ~ Innovation Key Account Addition



### > Expand focus on high-potential lozenges segment

- ➤ Life Cycle Management by expanding marquee client relationships and creating ✓ opportunities in new geographies
- CDMO business touching USD 51 Mn in FY24
- New concept development in motion sickness, sleep disorders, immunity and wellness etc
  - New clientele added in an enhanced business development engine



#### Focused DTMs\*\* & New Frontier Markets

Expansion into new DTMs
Product portfolio expansion with 8-10 dossier filings/year in progressive therapies



#### > Venture into focused new DTMS

- Dossier filings in newer and progressive categories
- ➤ New channel capability creation

- ✓ Deeper penetration in existing markets like MENA; direct presence now in Philippines and UAE
- ✓ More than 30 new filings completed by September FY25 in cardio-metabolic, opthalmology and progressive categories



#### Process Excellence & Good Governance

Network Optimization Strategy Capacity Expansion ESG Implementation



- > Network Optimization Strategy
- ➤ Capacity Expansion in Liquids/Lozenges
- Good Governance according to global ESG standards
- ✓ Continuous Alternate Vendor Development and Efficiency Optimization in last 4 years
- ✓ Enhanced Capacity of **2 Bn Lozenges and 1 Bn Liquid units** now
- ✓ Instituted **best-in-class governance** standards with an independent Board of Directors and compliance frameworks in place 09

Note: Financial Year is considered for the period April to March. For e.g.; FY25 pertains to the period from April 2024 to March 2025.

Market data as per IQVIA \* India Pharma Market \*\*Direct-To-Market



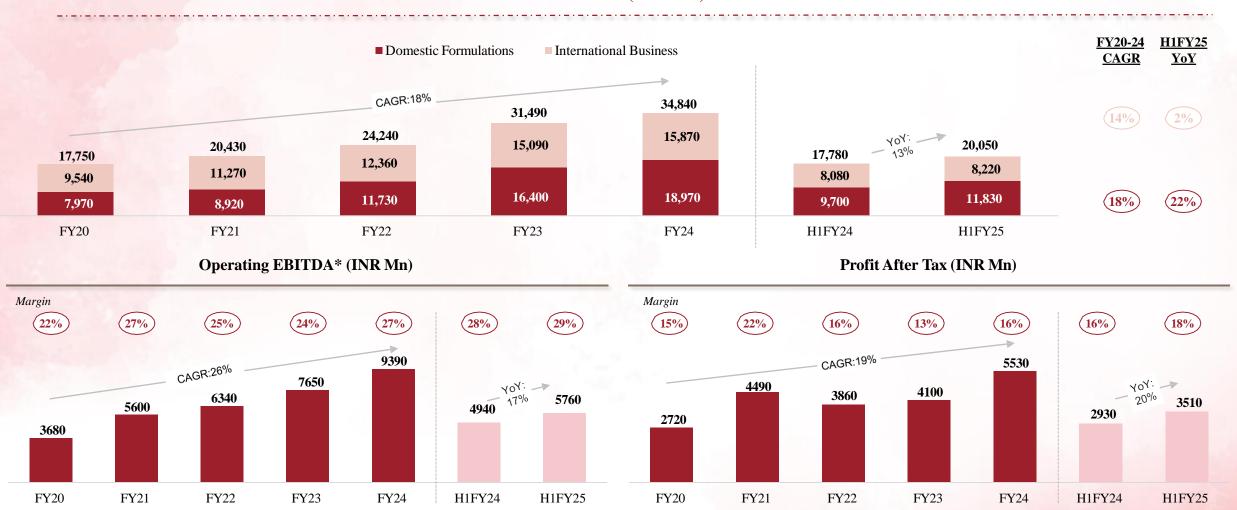


# Financials

## Consistent Revenue / EBITDA Growth over the Years

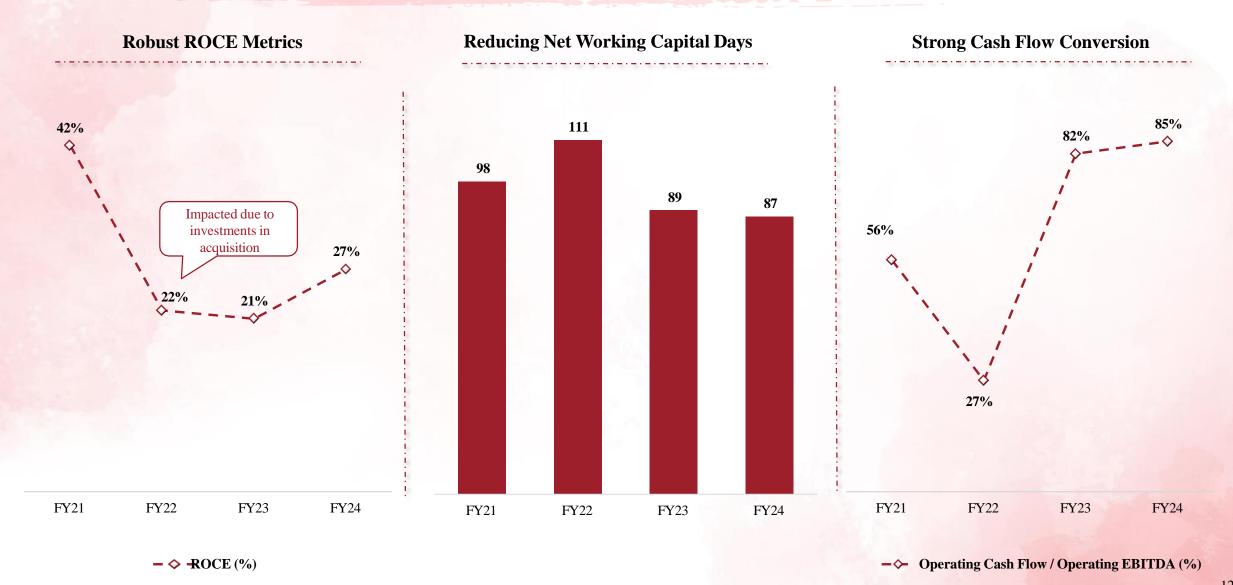


#### **Total Revenues (INR Mn)**

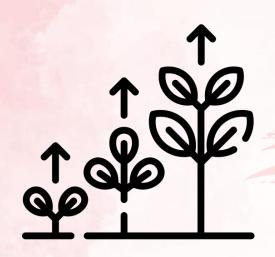


# With Constantly Improving Capital Efficiency and Free Cash Flow Profile









# Key Pillars for Growth



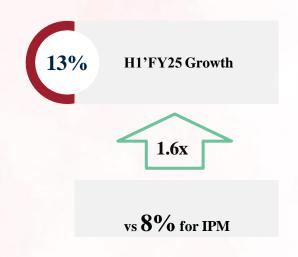


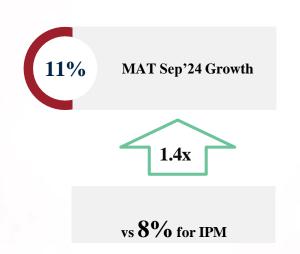
# Domestic Business Driving Growth, Gaining Momentum

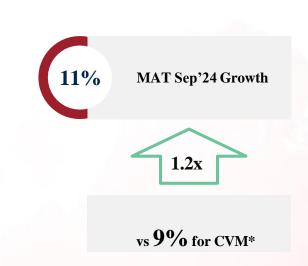
# One of the Fastest Growing Domestic Pharma Companies



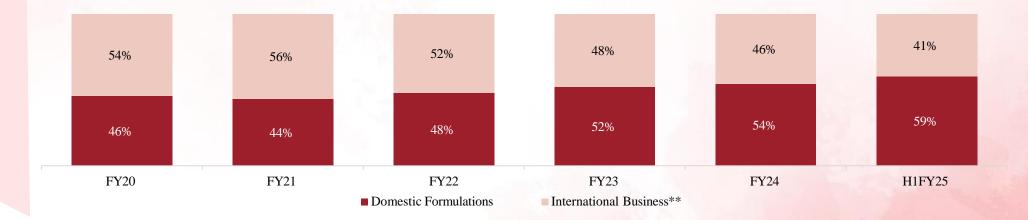
One of the Fastest Growing Domestic Pharma Companies







Increasing Share of Domestic Revenue



Note: Market data as per IQVIA

<sup>\*</sup> Covered Market

<sup>\*\*</sup> International business = International Formulations + CDMO + API

# With Strong Prescription Business Driving Growth for Progressive Therapeutic Categories with Specialist HCPs



**Prescription Volume Growth Outperforming IPM\*** 

14%



11%

**IPM** 



**Strong Prescriber Connect across Specialities** 

23,000 Gynaecologists



30,000 Dentists



20,000 Ophthalmologists



20,000 Pediatricians



8,400 Cardiologists







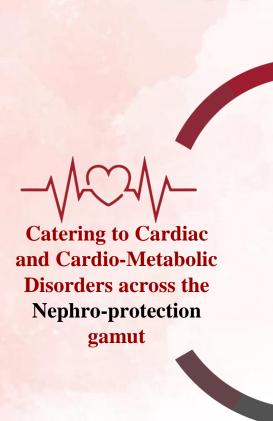
2,500 Gastroenterologists





# Meaningful Offerings in Cardio-Vascular Disease (CVD)







Hypertension



Ischemic Heart Disease



**Heart Failure** 



Dyslipidemia and ASCVD



Chronic Metabolic Disorders

**Primary and Secondary Hypertension** 

**Resistant Hypertension** 

**Diabetic Hypertension** 

Coronary Arterial Disease (CAD)/ Coronary Heart Disease (CHD)





**Primary Dyslipidemia** 

Athero-Sclerotic CardioVascular Disease (ASCVD)

**Type 2 Diabetes** 

**Diabetic Kidney Disease (DKD)** 



#1 Rank in **Resistant Hypertension Market** with robust CCB\* Nifedipine



#2 Rank in **Diabetic Hypertension market** with CCB Cilnidipine & combinations



#1 Rank in CCB + Beta-Blocker combination





#3 Rank in Heart Failure (Sacubitril/ Valsartan)





#7 Rank in the competitive Rosuvastatin market





Unique sIRNA\*\* to treat high levels of LDL cholesterol



Unique SGLT2 Inhibitors & DPP-4 Inhibitors that reduce progression of kidney disease

Foray into adjacent new therapies



GLP-1\*\*\* Agonists to treat CVD factors like T2D, Obesity



Diabetic Retinopathy



Anti-coagulants and Anti-platelet therapies



New age non-steroidal mineralocorticoid receptor antagonist (MRA) for treating DKD and Heart Failure

## Offering the Gastro-Intestinal (GI) Health Continuum: **Paediatric to Geriatric**





in H2RA for **GERD** 



Market

#### **RANTAC®**

- ➤ JB's **GERD range** includes H2-Receptor Antagonist (H2RA) for GERD -Ranitidine & PPIs\* - Rabeprazole
- > Strong brand franchise built catering to multiple upper & lower GI conditions and to adult and paediatric conditions.

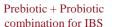
**Gastro-Esophageal Reflux Disease (GERD)** 



- > House of JB offers a range of probiotic combinations to treat Functional GI Disorders ranging from Dyspepsia to Bloating and Abdominal Pain, with primarily Lactobacillus strains
- > Probiotic brand franchise **SPORLAC** offers solutions towards maintaining GUT HEALTH by targeting various symptoms of Gut Dysbiosis\*\*

**Irritable Bowel** Syndrome (IBS)







Lactobacillus Coagulans, B.Clausii & combinations



Rhamnosus

**Functional Abdominal Pain** 

#### Large Brand Franchises built through Lifecycle Management to treat prevalent FUNCTIONAL GI DISORDERS AND DYSBIOSIS

#### Hyperacidity/ **Dyspepsia**

- > JB offers **ANTACID** salts like Calcium, Sodium salts with Simethicone and Magaldrate combinations under the brand franchise **RANTAC** in liquid formats.
- > GI remains one of the fastest growing categories in India, owing to the increasing prevalence of GI symptoms.



Used for relieving acidity, heartburn, stomach ulcers & **GERD** 

#### GI Infections/ **Amoebiasis**

- ➤ Metronidazole & combinations used for treating amoebic dysentery, gastrointestinal bacterial infections and associated diarrhoea
- > The brand franchise **METROGYL** franchise has grown to include solutions for treating upper and lower GI tract conditions including oral infections to Inflammatory Bowel Disease (IBD) & Colon infections

metrogyl°

#### Constipation

**Paediatric** Laxative Polyethylene Glycol 4000 PEG is used to treat constipation in children from 7 months to

adolescence.

> JB's unique





#### Diarrhoea

> JB's range of paediatric products for **treatment** and management of diarrhoea include probiotic (L.Rhamnosus strain) and Zinc supplements for Immunity & Diarrhoea Management





## Catering to Acute and Chronic Ophthalmological Conditions



Increase in aging population, increasing computer usage, growing prevalence of ocular allergies linked to environmental factors, increasing accessibility to advanced surgical treatments make the Ophthalmologic pharmaceutical market, a fast growing sector

## Fastest Growing Ophthal Player in India, Ranked 6 in Total Ophthal Market





#### Anti-Glaucoma

- ✓ Glaucoma High IOP\*
- **✓** Post-care Refractive Surgery (Lasik, Surface Ablation)





#### **Anti-Infectives**

- ✓ Pre & Post Cataract and **Retinal Surgery**
- ✓ Ulcers & Bacterial Infections
- **✓** Conjuctivitis







#### Tear Substitutes

- **✓** Dry-eye
- **✓** Bacterial and Viral Infections





#### **Anti-Allergy**

**✓** Allergic Conjuctivitis





#### **NSAID**

- ✓ Diabetic Macular Edema
- **✓** Episcleritis
- ✓ Pre & Post Cataract & Refractive Surgery

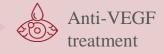


5 out of 11 brands are market leaders in their respective categories

Potential to expand in adjunct and progressive categories



Retina Care





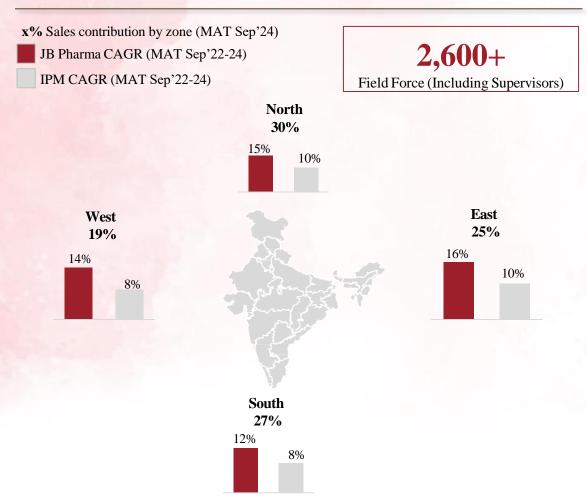


Wet Age-related Macular Degeneration (AMD)

# Pan India Go-To-Market Model with Consistent Productivity Improvement

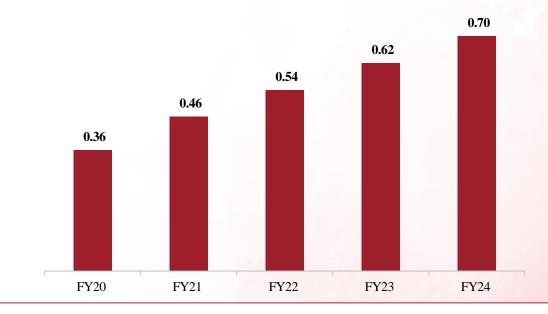


#### Pan India Presence



#### **Sustained Improvements in Field Force Productivity**

 $Field\ Force\ Productivity-Per\ Capita\ Per\ Month\ (INR\ Million)*$ 



- Restructured GTM led to unlocking of prescriber synergies when new management took over
- Existing field force deployed for new therapeutic categories like Nephrology, Pedia, Respiratory, Diabetes and acquired brands
- ✓ Productivity poised to improve 10-12% annually in the short to medium term horizon

# With Synergistic Brand Acquisitions bolstering Chronic and Progressive Therapy Presence



New /

|      |                                   | Key Brands Acquired   | Rationale   | <b>Existing TAs</b> |
|------|-----------------------------------|---|---|---------------------|
| FY22 | Probiotic and IVF Portfolio       | ■ Sporlac, Lobun, Gynogen, Pubergen                                     | <ul> <li>Overlap in the prescriber base (more than 70% of prescribers are General Physicians / Consulting Physicians who are key prescribers base for JB)</li> <li>Strong complementarity with gastro portfolio along with strong distribution upsides</li> </ul> |                     |
|      | Cardiology Brand (Heart Failure)  | ■ Azmarda   | ■ Presence across the 3 most progressive cardiology segments (i.e., hypertension, heart failure and lipid lowering)   |                     |
| FY23 | Cardiology<br>Brand (Statins)     | ■ Razel   | <ul> <li>Leapfrogged JB's position to #8 from #15 in FY20 in the cardiology segment in India</li> <li>Cardiac coverage increased to 78%</li> </ul>  |                     |
|      | 4 Pediatrics<br>Brands            | ■ Z&D, Pedicloryl, Pecef  | <ul> <li>Complements JB's existing pediatric field force leading to minimal additional costs</li> <li>Strengthens presence across all major pediatrics areas</li> </ul>   |                     |
| FY24 | Ophthalmology<br>Brand Portfolio* | <ul> <li>Simbrinza, Travatan, Vigamox,<br/>Nevanac, Travacom</li> </ul> | <ul> <li>High growth therapy segment</li> <li>Access to a patient pool comprising of cataract and over 3 million glaucoma patients</li> </ul>   |                     |

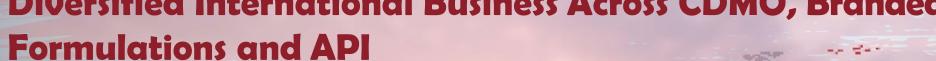
✓ Enter new TAs ✓ Strengthen presence in existing TAs





# International Business A Strategically Differentiated Business adding to our Global Equity

# Diversified International Business Across CDMO, Branded







Wide range of export solutions: Tablets, Capsules, Herbal Syrups, API, Lozenges & Injectables

4 International Subsidiaries -Russia, South Africa, UAE and Phillipines with direct presence



0

ALGERIA

MIDDLE

0 AFRICA

0

**SOUTH AFRICA** 

Distributor Relationships in the US, Asia, Africa and LatAm with longterm marquee clients



DIRECT FRONT-END PRESENCE

RUSSIA

SOUTH EAST ASIA

**AUSTRALIA** 

Leading Global Position in the INR 391 Bn Lozenges Market Opportunity



Kazakhstan

Azerbaijan

Malaysia

Thailand

Myanmar

Singapore Hong Kong

Sri Lanka

**Strong Technical** Capabilities with substantial available capacities to drive future growth

**International Business Revenues (FY24)** INR 15,870 Mn

Exports to over **40**+

regulated markets

regulated and semi-

4320 Mn

11.550 Mn

Ethiopia

Sudan

Tanzania

**Ivory Coast** 

Nigeria

CDMO 27%

Formulations and API 73%

## Among the Top 5 CDMOs Globally for Lozenges



#### **Key Highlights**



Top 5 global manufacturers of medicated and herbal lozenges



Marquee Clientele and Brands across globally renowned consumer health and Pharma MNCs



Approvals from all global markets including US, Europe and other regulated markets



#### Multiple dosage capabilities

- Centre-filled soft-centre and Powder lozenges
- Herbal and Medicated Lozenges



Preferred development partner – majority business through own IP



Significant spare capacity available to support growth

#### **Key Enablers**



State-of-the-art Manufacturing Infrastructure Approved by Global Regulators

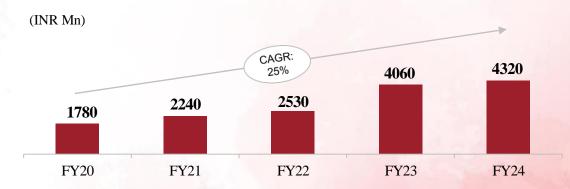


Best-in-class
Equipment and
Systems
Adhering to
Global Pharma
Standards
Standards
Strong R&D
and Unique
Analytical
Capabilities in
Lozenges
Development
and
Manufacturing



Tenured
Customer
Relationships
Enabling Ease
of Collaboration
and Co-creation
of Products

#### **Track Record of Strong Revenue Growth**



**CDMO Business Continues to be a Priority Area with Focus on ROCE and Good Operating Margins** 

# look what we've done with simple Jozenges



Among the top 5 manufacturers of lozenges globally



**Unmatched technological** lead in customising herbal & medicated lozenges



Centre-filled and powder-filled lozenges



Processes developed for analytical method markers of herbal lozenge products



Innovative concepts developed

for sleep disorder, pain management, immunity-boosters and anti-inflammatory









#### **Customised for your unique needs**

Myriad flavours to suit all needs





















Mixed Fruit

**Shapes produced** under stringent quality control measures











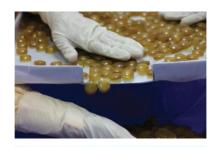
Our experience of 2 decades in manufacturing lozenges has led us to export to 40+ countries and be the partners of choice for leading MNCs







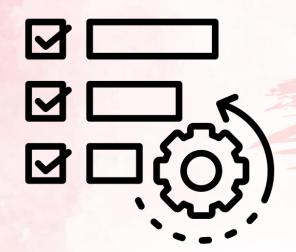
Our lozenges are made from well-researched formulations under precise manufacturing techniques and stringent quality control methods



Our lozenges plant in Daman is fully automated, with state-of-the-art machines from Germany, GMP compliant, and has EU GMP, SAHPRA, TGA (Australia) and EA EU accreditations







# Organizational Strengths

# manufacturing & research excellence



Manufacturing to the world's highest standards across 8 facilities



Our manufacturing facilities are approved by 27 leading international regulatory authorities



World's largest manufacturers and suppliers of Diclofenac API



Innovative packaging delivery formats including sachets, stick packs, etc.



Producing a wide array of dosage forms































At the heart of our success lies the alchemy of innovation. Our R&D brilliance is spread across 3 centres which are approved by the Department of Scientific and Industrial Research (DSIR) and Good Laboratory Practices (GLP)



A fully automatic pilot plant/machine dedicated for research and development purposes

#### Quality for us is a driving force, in processes, practices, products and people

| SR<br>NO. | HEALTH<br>AUTHORITY     | FACILITY<br>APPROVED FOR   |
|-----------|-------------------------|--|
| 1         | US FDA                  | Tablets, APIs, Capsules  |
| 2         | EU GMP                  | Tablets, Capsules, Lozenges,<br>Ointments, Gel, Creams, Liquid                                 |
| 3         | SAHPRA, South<br>Africa | Tablets, Lozenges, Injectables,<br>Creams, Ointment, Liquid, Hard<br>shell Capsules, Eye drops |
| 4         | TGA, Australia          | Tablets, Lozenges, Liquid,<br>Ointments, Gel, Creams   |
| 5         | PIC/S (MOH,<br>Ukraine) | Tablets, Lozenges, Injectables,<br>Ointments, Gel, Creams, Liquid,<br>Powder                   |
| 6         | MOH, Japan              | API  |
| 7         | EAEU                    | Tablets, Hard shell Capsules,<br>Lozenges, Injectables,<br>Ointments, Gel, Cream, Liquid       |
| 8         | ANVISA, Brazil          | API, Injectables   |
| 9         | Health Canada           | Liquid, Lozenges   |
| 10        | MOH, Korea              | API  |

#### 8 state-of-the-art manufacturing plants



ate-of-the-art T20 US FDA accredited solid sage manufacturing facility at Panoli, Gujarat



osage manufacturing facility at Panoli, Gujarat



State-of-the-art D9 US FDA accredited API facility at Panoli, Gujarat



ite-of-the-art Solid Dosage & Lozenges anufacturing facility at Kadaiya, Daman







Multi-layer tableting technology



Wurster Technology





Centre-filled, powder-filled lozenges



Extrusion/Spheronization techniques



Delayed/Extended release delivery systems



Laser-drill Osmotic Drug Delivery System (OROS)

We use innovative and advanced techniques to deliver highly efficacious and superior quality drugs for enhancing treatment outcomes





Our cutting-edge facilities and skilled expertise are well-equipped to handle novel drug delivery techniques that are focused on delivering the molecule in the most convenient form to patients







# **Our ESG Imperative**

# building a sustainable future for good health









### ESG GOALS & TARGETS

To meet 40% of power demand from renewable energy by FY 2026-27 and 100% by FY 2032-33.

Carbon neutral in direct operations (Scope 1 and 2 emissions) by FY 2032-33.

Zero Liquid Discharge (ZLD) for all plant location.

Achieve **Zero Waste to Landfill** by
FY 2032-33

Achieve **Water Positivity** by
FY 2032-33

Enhance women
representation in workforce
(permanent) to 15% by FY2627 & across cadres to 25% by
FY 2032-33

25 average learning hours per employee

by FY 2026-27

# **Reaching Out & Giving Back**



At JB Pharma, we believe in nurturing a healthier world for all. From social to environmental, we have been a steadfast supporter whenever critical issues arise and will always be a force for good, shaping a healthier, brighter future for all our stakeholders – patients, communities and the environment we share.

The objective of our CSR Policy is to create and encourage, directly or indirectly, a positive impact on society at large through CSR activities undertaken by the company

JB Pharma undertakes CSR activities directly or through not-for-profit organizations in the areas of healthcare, education, environment, alleviation of poverty or as a humane response to any other cause presented by the external environment





#### Feeding the Future!

Partnering with Akshaya Patra Foundation, we provide wholesome mid-day meals to more than 3000 students of 16 public schools in Silvassa and Ahmedabad



We are transforming lives in the rural and tribal areas of Madhya Pradesh through the 'Vision Restoration Program' in collaboration with Parivaar Education Society, by organizing eye camps, diagnosing numerous patients and contributing to vision

restoration surgeries



#### **Combatting Child Malnutrition**

In collaboration with the Centre for Microfinance, we launched efforts to enhance access to quality health and nutrition for women and children across 50 villages in Reodar block, Rajasthan



## For a Better Tomorrow

Our efforts towards contributing to education have resulted in hands-on practical science education through mobile science labs for children studying in 40 public schools in Bharuch district, Gujarat and 20 public schools in Daman through Agastya International Foundation 30

# Looking Ahead to Sustainable Growth



#### **Domestic business to consistently outperform market growth driven by**

- O Big brands becoming bigger and strengthening brand franchises
- O Market share & prescription gains in acquired portfolio of probiotics, heart-failure, paediatric and cardiology
- O Enhanced focus on chronic and high growth portfolios

#### **Sustained thrust on cost optimization initiatives**

- O Deliver EBITDA margins in the range of 26% 28%, despite inflationary pressure & external market uncertainties
- O Cost savings continue to be area of focus

Domestic and CDMO business should account for 75% - 80% of total revenue in the mid-term. Both businesses generate high operating ROCE and margins

#### Continued growth momentum in International business

- Maintain growth momentum for CDMO business aided by new launches, new partners and expansion into newer geographies
- Focus on building progressive portfolio for the long term in ROW markets

#### Continue building culture of governance & strong compliance

- Increased focus on business sustainability by strengthening ESG, governance and compliance standards
- O Continue to build upon One JB Way culture and corporate identity

Domestic business should continue to deliver market-beating growth; Focus on increasing chronic business share to 60% within domestic business in the mid-term



# THANK YOU!