

COHANCE LIFESCIENCES INVESTOR PRESENTATION

DECEMBER, 2022



DISCLAIMER





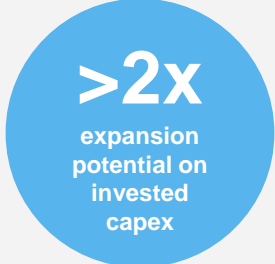

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ABOUT COHANCE

- One of leading, diversified CDMO + merchant API platform in India with ~INR 1.3Kcr revenue and ~INR 365cr EBITDA in FY22; for pharmaceuticals and specialty chemicals customers across the globe

Leading player	Global leadership	Innovator CDMO ³	Leading metrics ⁴	Capex invested	Top management
 <p>One of Top Indian CDMO+ Merchant API</p> <p><i>One of India's top CDMOs + merchant API¹</i></p>	 <p>8/10 top molecules with global leadership</p> <p><i>Leadership (top 3 position)² in key molecules driven by deep cost position due to backward integration</i></p>	 <p>30%+ share of CDMO in total revenue</p> <p><i>Substantial share of CDMO in business with growth faster (35%+ CAGR) than other segments</i></p>	 <p>21%+ revenue CAGR of overall business</p> <p><i>Industry leading financial metrics - growth (~22%), EBITDA margins (~28%), and return on capital employed (~33%)</i></p>	 <p>>2x expansion potential on invested capex</p> <p><i>Fully invested in capex with current capacity at 7 plants - enough to support 2x current scale</i></p>	 <p>~10 CXOs hired from top global companies</p> <p><i>Top tier management team with experience of handling businesses 2-3x the size of Cohance</i></p>

Built on back of deep chemistry capabilities (incl. ADCs, HPAPI) and with deep focus on Safety, Quality & Compliance

Note: 1. Basis market work by independent consulting organizations taking into account revenues from CDMO segment of leading CDMO/API players

2. Ranking based on data from IQVIA

3. Innovators refer to customers classified as customers engaged in R&D/manufacturing/marketing of new molecules in the pharmaceutical and/or specialty chemical industries; and CDMO includes revenue from innovators on their on-patent or genericized molecules custom manufacturing of intermediates and specialty chemicals

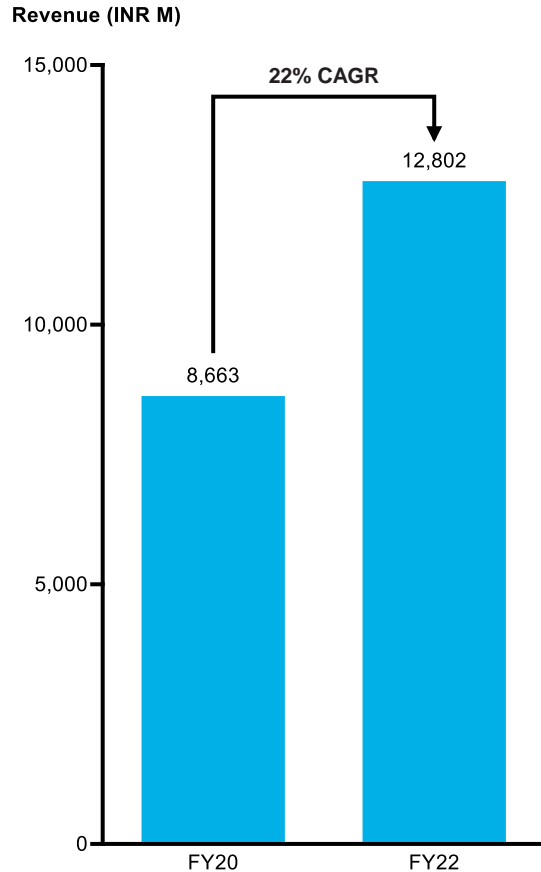
4. Revenue growth refers to FY ending March 2020 – March 2022; EBITDA % and RoCE figures pertain to FY ending March 2022; ROCE = EBIT/Closing capital employed [Net PPE+ Net trade and non-trade WC];

5. Financials are Pro-forma combination of financials of RA Chem, ZCL and Avra; Adjusted EBITDA is EBITDA adjusted out for one time expenses

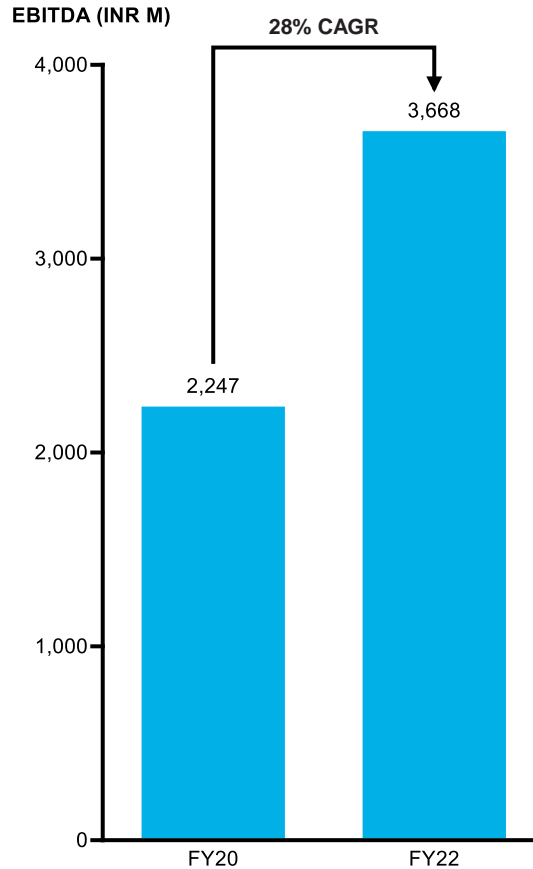
COHANCE'S FINANCIAL HIGHLIGHTS

- Cohance has delivered consistent revenue growth (22% CAGR), EBITDA growth (28% CAGR) with strong FCF conversion of c. 30%

Revenue¹



Adjusted EBITDA¹



Profitability and Cash Generation



~30%

Strong cash flow generation²



~33%

Return on Capital Employed³



28%+

Industry leading EBITDA Margins (FY22)⁴



19%+

Industry leading PAT Margins (FY22)⁴

Note: 1) Financials are Pro-forma combination of financials of RA Chem, ZCL and Avra; Adjusted EBITDA is EBITDA adjusted out for one time expenses and income 2) Free Cash Flow Generation as % of EBITDA for average of FY20, FY21, and FY22 adjusted for one time expenses & income 3) ROCE = EBIT/Closing capital employed [Net PPE+ Net trade and non-trade WC] and is for FY22A; 4) EBITDA & PAT margin is for FY22

INVESTMENT THESIS: COHANCE

- One of India's leading contract developer and manufacturer (CDMO) and merchant API player serving marquee customers across Pharmaceuticals and Specialty Chemicals



Focused portfolio and market leadership in low-mid volume, specialty APIs with low competitive intensity

1

~30% business contribution through innovator CDMO arm; growing at >35% CAGR

2

Global leadership in 8/top 10 molecules driven by deep cost position due to backward integration

3

Amongst India's leading manufacturer of high purity electronic chemicals

4

Complex chemistry capabilities, including expertise in controlled substances, ADCs, HPAPIs, etc.

5

Scale manufacturing with 7 facilities across India; fully invested in capex to drive 2x growth

6

Deep focus on safety, quality and regulatory compliance

7

Strong financial profile having grown >21% CAGR (2Y), with 28% EBITDA and 33% RoCE

8

Expanding pipeline of molecules, growing lifecycle management for innovators and fine chemicals

9

Note: 1) Financials are Pro-forma combination of financials of RA Chem, ZCL and Avra; Adjusted EBITDA is EBITDA adjusted out for one time expenses and income 2) Free Cash Flow Generation as % of EBITDA for average of FY20, FY21, and FY22 3) ROCE = EBIT/Closing capital employed [Net PPE+ Net trade and non-trade WC] and is for FY22A; 4) PAT margin is for FY22 for all 3 entities

COHANCE – API+ SEGMENT PHILOSOPHY

- **API+ Segment: Focus on select low-mid volume molecules, taking global market share, backed by deep cost position and robust chemistry capabilities**

1 Uniquely curated portfolio

- Focus on low-mid volume, high value specialty APIs with low competitive intensity
- Built deep cost position through backward integration
- Top 3 players by global market share¹ across most top molecules

2 Diversified business mix

- Diversified mix of customers & molecules
- Balanced presence across regulated and high-quality emerging markets



PHILOSOPHY FOR API

3 Complex chemistry capabilities

- Expertise in handling multi-step complex chemistry: Onco APIs, etc.
- Capability to handle and develop HPAPIs
- State-of-the art Analytical labs with NMR, ICP - OES HPLC, UPLC, GC, GC-HS, GC-MS/MS

4 Robust molecule selection process

- Launch select 5-6 molecules only every year
- Focus on molecules where we can build deep cost position and gain global market leadership

Note: 1. Market share based on data from IQVIA

COHANCE – CDMO SEGMENT PHILOSOPHY

- **CDMO Segment: >30% business contribution through CDMO arm across Pharma and Specialty Chemical Innovators; growing at >35% CAGR**

1 Deep innovator relationships

- Relationships with ~25 pharma and spec chem innovators
- Delivered 125+ innovator projects from gram to multi kilo scale¹

2 Complex chemistry capabilities

- Handle complex, multi-step chemistries: intermediates for ADC warheads, cross coupling, carbon monoxide, cryogenic reactions, etc.
- Leverage synthetic camptothecin platform capabilities



PHILOSOPHY FOR CDMO

3 Lifecycle management of molecules

- Capabilities to handle a drug end-to-end throughout its lifecycle
- Working on various lifecycle molecules for Innovators





































4 Specialty Chemicals segment

- Amongst India's leading manufacturer of high purity electronic chemicals
- Expanding portfolio of fine chemicals

Note: 1. Pertains to projects in the last 5 years only

COHANCE'S SPECIALIZED MANUFACTURING CAPABILITIES

- Total capacity to go upto 1,500 KL for API and Intermediates by 2024 through capex already invested in Cohance

	Plant	State	About the facility	Approvals	Markets
1	 Ankaleshwar	Gujarat	68 reactors with >420KI capacity	 	 US  Europe  Emerging markets
2	 Jaggayapet	Andhra Pradesh	~120 reactors, >520KI capacity	 	  
3	 Atchutapuram	Andhra Pradesh	46 reactors with >140KI capacity		
4	 Nacharam	Telangana	60+ reactors Unit with Oncology facility	 	  
5	 Parwada	Andhra Pradesh	API plant with >130KI capacity		 
6	 Nacharam FDF	Telangana	250M OSDs, 180MT PFI per annum	 	  
7	 Jadcherla	Telangana	Pellets: 480MT per annum	 	 

Note: 1. Markets refer to sales made of both pharma and specialty chemicals; approvals only for pharma

COHANCE HAS A HIGHLY EXPERIENCED MANAGEMENT TEAM

- Led by experienced, high quality management team who has handled 2-3x the scale of Cohance's business before joining our platform

Strong Management Team with both MNC and Indian pharma company experience

Dr. Prasada Raju



Chief Executive Officer

Experience

- 28+ years experience in the CDMO and API industry
- Ex Executive Director, Granules, various leadership positions with Dr Reddy's
- Strong techno commercial expertise
- Experience across Growth strategy, R&D, Quality, IP, Projects
- Education: PhD, PG Dip in patents law, IIMc and trained in Material Sciences in IIT, Chicago, USA



Jayantt M.

Chief Financial Officer
28+ years of experience
Ex CFO, Sai Life Sciences
Ex CFO Mahindra Lifespaces
Education: CA, CS, CWA



Sunil U

Chief Operating Officer
27+ years in Pharma; Ex VP Ops, Sun Pharma; Director of Manufacturing, Emcure, Cluster Head Cipla
Education: BITS Pilani, ICFAI



K. Nagendra Babu
Chief Quality & Compliance Officer

25+ years of experience, Ex Quality Dir., Mylan; Head of Global Compliance, Granules; GSK; Education: PhD



Saswata Lahiri

CDMO Head, Avra
20+ years of experience
Ex Sr. VP, PI Industries
Head, API, Fresenius Kabi
Education: PhD, IICIT



Swaminathan N.

Chief Supply Chain Officer
30+ years of experience
Ex VP, Granules, Nippon Paints, Pidilite Industries, ICI India, Mafatal, Brooke Bond; Education: Grad in Mathematics



Sidhartha Das

CHRO
23+ years of experience
Ex Global HR Lead, Sai Life Sciences
Ex Head HR, Marico Bangladesh
Education: XLRI, MSU



Pushkar Lakhekar

Chief Transformation Officer
22+ years; Ex Head, Strategic Mfg, Glenmark LS; Associate Director, Dr Reddy's; Education: Chem Engg (UDCT); IIM Indore



Venkat Srinivas

Chief Information Officer
20+ years of experience
Ex APAC Hub Lead, Apotex India Manager, Megaware Tech
Education: MBA, BE (CSE)



Kunal Botadra

Head – Mergers & Acquisitions
18+ years of experience
Ex Strategy & M&A, TCPL, Cipla VP, Investment Banking, RBS
Education: CA, CFA

Industry veterans on the Board and guiding the Cohance journey

Abhijit Mukherjee



Operating Partner

Experience

- 40+ years of experience (20 in Pharma)
- Ex COO, DRL India
- Board member - ICE, Slayback Pharma, RA Chem, ZCL, BSV

Bhasker Iyer



Operating Partner

Experience

- ~40 years of experience in Pharma
- Ex Head, Abbott India
- Board Member - Themis Medicare, RPG life sciences, RA Chem, ZCL, BSV

Anil Chanana



Independent Director

Experience

- 40+ years of experience
- Former CFO, HCL Technologies
- Board member – Medi Assist, DFM Foods, RA Chem, ZCL