

CSD/BSE&NSE/BM/2026-27
May 12, 2026

To
The Manager
Department of Corporate Services
BSE Limited
25th Floor, P. J. Towers,
Dalal Street, Mumbai - 400 001

Scrip Code: 543064

To
The Manager
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla Complex
Bandra (E), Mumbai – 400 051

Scrip Symbol: COHANCE

Dear Sir/Madam,

Sub: Investor Presentation

Please find annexed investor presentation on the audited financial results of the Company for the quarter and year ended March 31, 2026.

This is for your information and record.

Thanking you.

Yours faithfully,
For **Cohance Lifesciences Limited**
(Formerly, Suven Pharmaceuticals Limited)

Sisir k. Mishra
Company Secretary & Compliance Officer

Encl: as above

Cohance Lifesciences Limited
(Formerly, Suven Pharmaceuticals Limited)

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CIN: L24299MH2018PLC422236 | Website: www.cohance.com | Company Email: reachus@cohance.com



Cohance



INVESTOR PRESENTATION

Financial Year 2026 and Q4

May 12, 2026

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Executive summary

04

Business wise Strategy

15

Business and Financial performance

07

Annexure

25

EXECUTIVE SUMMARY



FY26: RE-ALIGNING THE PLATFORM FOR EXECUTION-LED GROWTH IN FY27

- **Leadership structure strengthened under Mr. Umang Vohra**, bringing an owner-manager mindset, global operating discipline and sharper execution focus
- Strengthened leadership, improved customer engagement and intense execution discipline position Cohance for recovery
- Q4 performance was aligned with our guidance, FY27 is expected to be a year of growth
- FY26 represents a transition year, impacted by portfolio mix changes, customer-led inventory normalisation, regulatory-related disruptions and timing shifts across select programmes
- Functional depth enhanced across Business Development, Quality, Regulatory, R&D and Operations, with clear accountability across business units
- Strengthened Core technology capabilities across platforms in Small Molecules, ADCs and Oligonucleotides remain differentiated, with strong customer relevance

BUSINESS SEGMENT MOMENTUM

Pharma CDMO (Strategic Growth Engine)

- Q4 delivery stabilised, with improving execution across Small Molecules and ADC; Strengthening engagement with large innovator pharma and emerging biotech customers
- Pipeline remains robust with consistent RFP inflows 2x across small molecules. ADC and complex chemistries continue to reinforce pipeline strength; ongoing efforts are focused on enhancing win rates in laterals (late stage pipeline)
- **Expanding pipeline across:**
 - **Small Molecules (late-stage and commercial programmes):** Expanded pipeline with now **10 Phase III** molecules progressing across our high-value therapeutic areas across platform
 - Two products have entered initial commercial supply including one where orders have been received for 4 intermediates, while orders for second programme are expected soon
 - Added one Phase III lateral programme from a large innovator customer, while one programme each in ADCs and oligonucleotides advanced into Phase III
 - One programme remains under priority review and another awaits late CY26 clinical data readout

- **ADC (Payloads, Linkers & Bioconjugation):** Advancing customised payload development and expanding capabilities through the NJ Bio platform
 - Progress on customised/ adjacent payload programmes supporting late-stage clinical programmes in ADC payload
 - NJ Bio milestones: completion of 5 GMP bioconjugation batches and delivery of an end-to-end ADC drug product for a Phase I programme
 - Strategic AJICAP® technology collaboration with Ajinomoto, strengthening site-specific conjugation capabilities
- **Oligonucleotides (Sapala platform):** repeat customer engagement and recent order visibility increasing pipeline build-up in phase III

API+

- Continued leadership in niche APIs with strong cost positioning, backward integration and diversified customer base
- **FDF business in recovery phase**, supported by improving order book, new product pipeline and customer engagements
 - Nacharma formulation plant is back to operational levels however full normalisation may take another quarter, US supplies have resumed
 - Focus on completing CAPA implementation timelines (expected to be audit ready by end of FY27)

Specialty Chemicals (Diversification Platform)

- AgChem engagement continues across advance intermediates and new AI registration samples with global innovators across US, Japan and EU
- Performance Chemicals remained relatively stable in photochromic coating applications; OLED business is in product-cycle transition
- Early-stage engagement seen in electronic materials and semiconductor-linked chemistries. FY27 to be a qualification year

External Advisory Board continues to strengthen **governance, scientific depth and customer engagement**

FY27 OUTLOOK: GROWTH YEAR, WEIGHTED TOWARDS 2H, Q1 WEAK

- **In FY27 growth will return from 2HFY27;** Q1FY27 likely to be the low point for both revenue and EBITDA; Q1 impacted by shipment phasing towards 2H, Middle East-led escalation in logistics/input costs and higher operating costs. Business moving towards bottoming-out phase with recovery from 2HFY27 onwards. EBITDA improvement expected in 2H driven by volume recovery, customer conversions, reloads, improved product mix and better utilisation across the platform.

**BUSINESS AND FINANCIAL
PERFORMANCE**



FY26 performance:

- FY26 revenues stood at INR 22.68 Bn despite the business navigating de-stocking in two large commercial products, product-specific challenges in the API business and pricing pressure in the Specialty Chemicals segment
- Adjusting for the de-stocking in our Pharma CDMO segment the underlying growth remained in early single digit, largely on account of subsidiary consolidation
- Our Niche technology share contributed 16.2% of revenues in FY26, and 18.8% of revenues in Q4
- API+ segment declined 8.0% YoY, due to shipment delays and demand softness in select products and temporary phasing impact related to regulatory remediation at Nacharam formulation plant. The total impact of disruption at Nacharam plant in FY26 stood at INR 610 Mn
- Specialty Chemicals revenue declined marginally by 2.1% YoY, impacted by customer programme phasing, regulatory timing, and generics pressure in Agro Chemicals
- Gross margins improved to 70.8%, up 209 basis points YoY, supported by product mix and the consolidation of subsidiaries and INR depreciation
- Adjusted EBITDA for FY26 was INR 4.8 Bn, with margins at 21%. However, standalone Adjusted EBITDA margins stood at 24.6%, highlighting the impact of subsidiary consolidation and muted operating leverage

Sturdy cash generation FY26

- Free cash flow of INR 1.73 Bn generated during the year. Cash on books stood at INR 3.22 Bn, maintaining a healthy liquidity position
- Capex deployed during the year stood at INR 2.15 Bn, primarily towards Oligo Nacharam facility expansion, Suryapet capacity expansion and some high-containment capabilities upgradations including Parawada, Vizag

Note:

- Adjusted EBITDA is after One-time adjustment for ESOP, One time inventory provisions, Merger and acquisition costs of INR 449 Mn in FY26 Vs INR 632 Mn in FY25
- Adjusted PAT is after One-time adjustment for ESOP, Merger and acquisition costs (Net of tax)

FY26 Financial Highlights

(13.0%)

Revenue growth (YoY)

(2.1%)

Spec Chem growth (YoY)

(3.5%)

Revenue growth (YoY) excluding de-stocking

INR 22.7 Bn

Total Revenue

INR 4.8 Bn*

Adjusted EBITDA

INR 1.8 Bn*

Adjusted Profit after Tax

21.0%

EBITDA% excl. one time

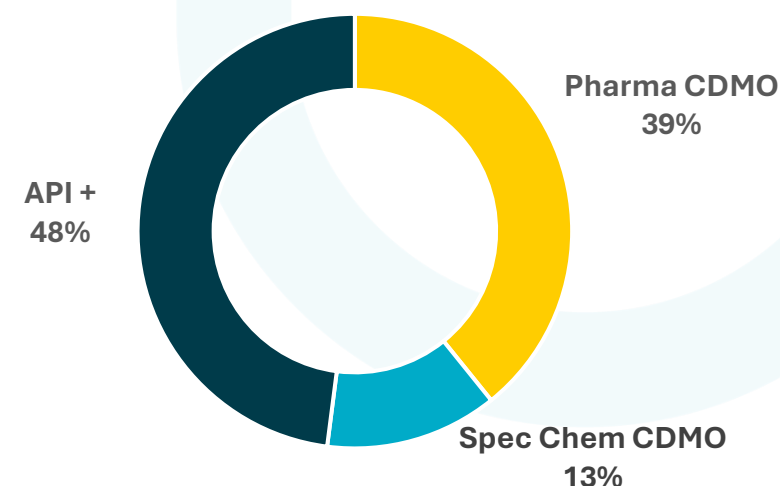
8.1%

Adjusted PAT %

16.2%

Niche Tech as % of revenue

Segmental Revenue FY26 – CDMO share at 52%



Q4FY26 CONSOLIDATED FINANCIAL RESULTS – STANDALONE ADJUSTED

EBITDA MARGINS at 25.5%

INR Mn

| Particulars | Q4FY25 | Q4FY26 | YoY |
|--|--------------|--------------|---------------|
| Revenue from Operations | 8,404 | 6,191 | -26.3% |
| Material costs / COGS | (3,000) | (2,144) | |
| Material Margin | 5,404 | 4,047 | -25.1% |
| <i>Material Margin %</i> | <i>64.3%</i> | <i>65.4%</i> | |
| Manufacturing Expenses | (1,022) | (1,021) | |
| Employee Cost | (1,385) | (1,290) | |
| Other Expenses | (730) | (734) | |
| Total Expenses | (3,138) | (3,045) | |
| EBIDTA (Reported) | 2,266 | 1,002 | -55.8% |
| <i>EBIDTA (Reported) %</i> | <i>27.0%</i> | <i>16.2%</i> | |
| FX MTM gain | 66 | (35) | |
| Onetime expenses | 303 | 330 | |
| EBIDTA (Adjusted) | 2,635 | 1,298 | -50.8% |
| <i>EBIDTA (Adjusted) %</i> | <i>31.4%</i> | <i>21.0%</i> | |
| Depreciation & Amortization | (542) | (512) | |
| Finance costs | (104) | (92) | |
| Other income | 80 | 2 | |
| PBT (Adjusted before exceptional items) | 2,070 | 696 | -66.4% |
| Exceptional Items | (158) | (165) | |
| Adjusted PBT | 1,912 | 530 | -72.3% |
| Tax(Adjusted) | (505) | (200) | |
| PAT (Adjusted) | 1,407 | 330 | -76.5% |
| <i>PAT Margin %</i> | <i>16.7%</i> | <i>5.3%</i> | |
| PAT(Reported) | 1,204 | 194 | |
| <i>PAT Margin %</i> | <i>14.3%</i> | <i>3.1%</i> | |

- In Q4, CDMO share was 54%, all the business segments witnessed revenue decline. Spec Chem segment was impacted due to high base in Q4 last year
- Standalone gross margins continued to be better Vs base year by 135 bps reflecting the product mix higher share of niche tech which stood at 18.8%. Significant improvement sequentially given the seasonally strong quarter
- Standalone Adjusted EBITDA margins were at 25.5%, highlighting the impact of subsidiary consolidation and muted operating leverage
- The quarter continued to reflect investments towards strengthening leadership, customer-facing teams, technical capabilities and execution infrastructure, as the Company remains focused on improving delivery predictability, pipeline conversion and sustainable growth visibility across businesses

Note:

- 1) Q4FY25 consolidated figures are restated pursuant to Merger
- 2) Adjusted EBITDA is after One-time adjustment for ESOP, One time inventory provisions, Merger and acquisition costs of INR 303 Mn in Q4FY25 and INR 330 Mn in Q4FY26
- 3) Exceptional item for Q4FY26 INR 165 Mn represents commercial settlement claims.
- 4) Adjusted PAT is after One-time adjustment for ESOP, One time inventory provisions, Merger and acquisition costs (Net of tax)
- 5) PAT(Reported) is after considering Loss attributable to NCI INR 33 Mn in Q4FY25 and INR 112 Mn in Q4FY26 for Sapala & NJ BIO

FY26 CONSOLIDATED FINANCIAL RESULTS – GROSS MARGINS at 70.8%

INR Mn

| Particulars | FY25 | FY26 | YoY |
|--|---------------|---------------|---------------|
| Revenue from Operations | 26,085 | 22,686 | -13.0% |
| Material costs / COGS | (8,165) | (6,626) | |
| Material Margin | 17,920 | 16,059 | -10.4% |
| <i>Material Margin %</i> | <i>68.7%</i> | <i>70.8%</i> | |
| Manufacturing Expenses | (3,217) | (4,058) | |
| Employee Cost | (4,478) | (5,077) | |
| Other Expenses | (2,257) | (2,604) | |
| Total Expenses | (9,952) | (11,739) | |
| EBIDTA (Reported) | 7,968 | 4,320 | -45.8% |
| <i>EBIDTA (Reported) %</i> | <i>30.5%</i> | <i>19.0%</i> | |
| FX MTM gain | 183 | 6 | |
| Onetime expenses | 632 | 449 | |
| EBIDTA (Adjusted) | 8,783 | 4,775 | -45.6% |
| <i>EBIDTA (Adjusted) %</i> | <i>33.7%</i> | <i>21.0%</i> | |
| Depreciation & Amortization | (1,668) | (1,873) | |
| Finance costs | (411) | (372) | |
| Other income | 511 | 286 | |
| PBT (Adjusted before exceptional items) | 7,216 | 2,815 | -61.0% |
| Exceptional Items | (158) | (295) | |
| Adjusted PBT | 7,058 | 2,521 | -64.3% |
| Tax(Adjusted) | (1,735) | (677) | |
| PAT (Adjusted) | 5,323 | 1,844 | -65.4% |
| <i>PAT Margin %</i> | <i>20.4%</i> | <i>8.1%</i> | |
| PAT(Reported) | 4,873 | 1,793 | |
| <i>PAT Margin %</i> | <i>18.7%</i> | <i>7.9%</i> | |

- FY26 revenues were impacted by de-stocking in two large commercial products, product-specific issues in API+, generic pricing pressure in Specialty Chemicals and the Nacharam-related disruption in formulations
- Adjusted EBITDA margins stood at 21.0%, impacted by lower operating leverage, continued platform investments and consolidation of subsidiaries. However, standalone adjusted EBITDA margins stood at 24.6%.
- Depreciation cost increased largely due to subsidiary consolidation

INR Mn

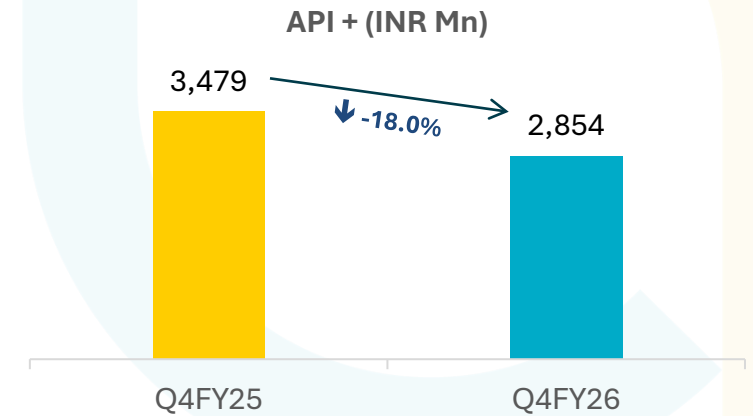
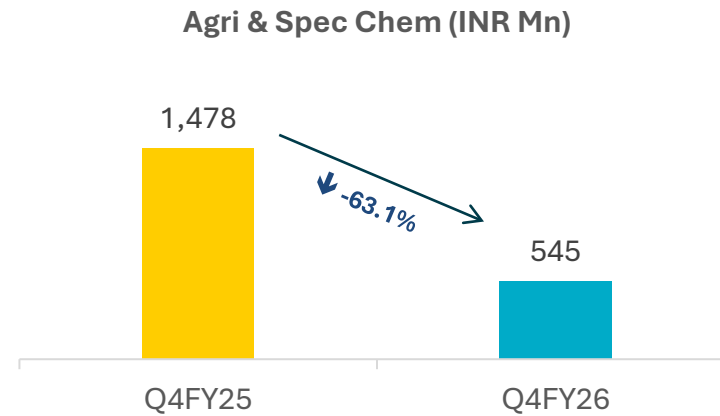
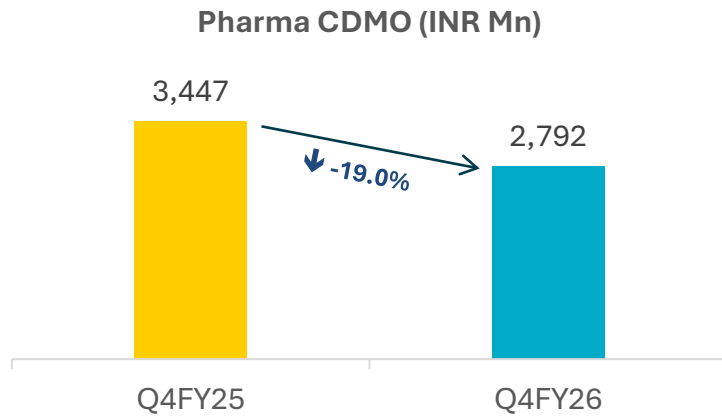
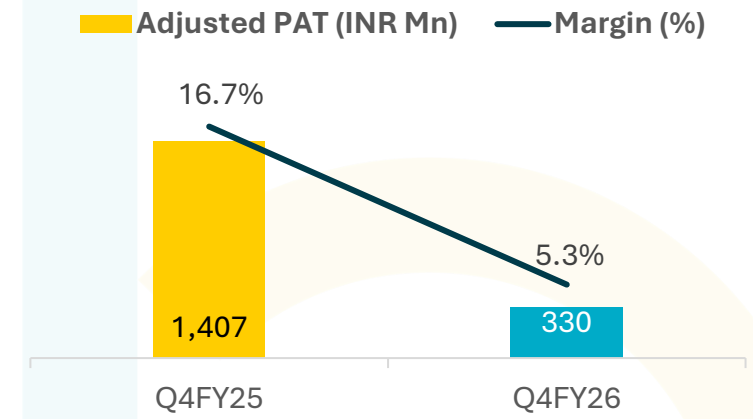
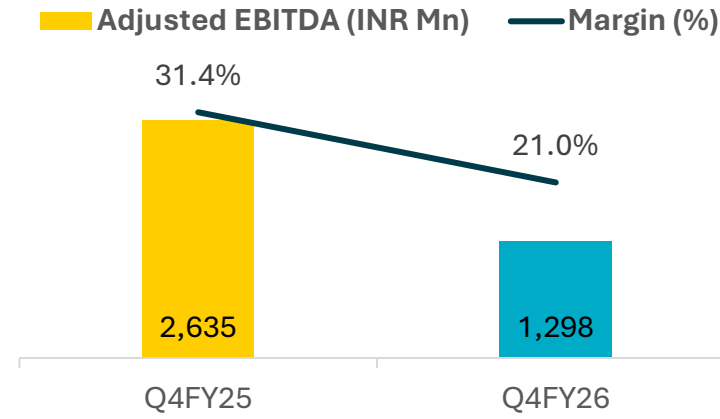
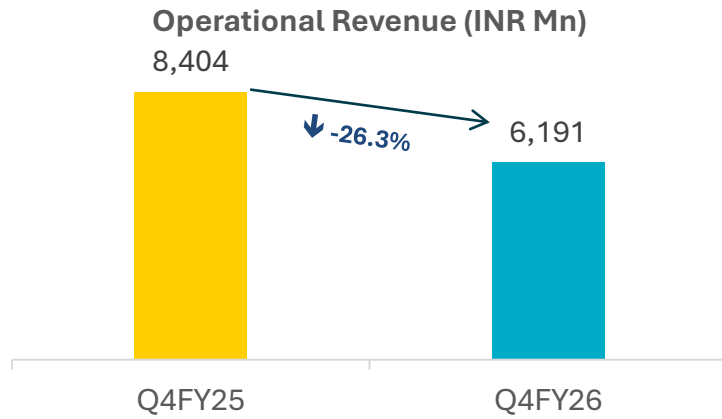
| Balance Sheet Highlights | |
|----------------------------------|---------------|
| As on 31st March 2026 | |
| Shareholders' funds | 39,113 |
| Non-Controlling Interests | 1,225 |
| Net Fixed assets | 35,782 |
| Other net assets ¹ | 3,029 |
| Net cash/(debt) ² | 1,527 |
| Total Use of Funds | 40,338 |

1) Other assets calculated as Inventories + Trade receivables + Non-current investments + Current tax assets + Other assets less Trade payables + deferred tax liabilities + Other liabilities + Forward liability at the end of the period . 2) Net cash/(debt) calculated as the cash & cash equivalents (cash and bank balances + current Investments) less Total debt (Short-term and Long-term borrowings) at the end of the period.

Note:

- 1) FY25 consolidated figures are restated pursuant to Merger and include part period consolidation of NJ BIO (Acquired on 20th Dec-24) and Sapala (Acquired on 11th Jul 24)
- 2) Adjusted EBITDA is after One-time adjustment for ESOP, One time inventory provisions, Merger and acquisition costs of INR 632 Mn in FY25 and INR 449 Mn in FY26
- 3) Exceptional items for FY26 represents commercial settlement claims INR 165 Mn, impact due to actuarial valuation of gratuity INR 49 Mn (triggered by new labour code) and restructuring cost due to merger INR 81 Mn,
- 4) Adjusted PAT is after One-time adjustment for ESOP, One time inventory provisions, Merger and acquisition costs (Net of tax)
- 5) PAT(Reported) is after considering Loss attributable to NCI INR 31 Mn in FY25 and INR 292 Mn in FY26 for Sapala & NJ BIO

Consolidated Financials

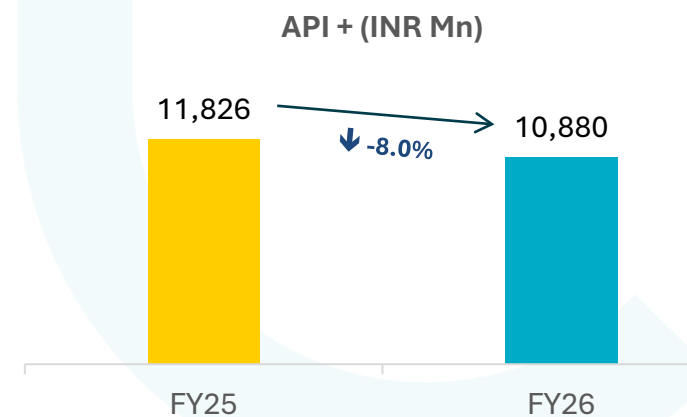
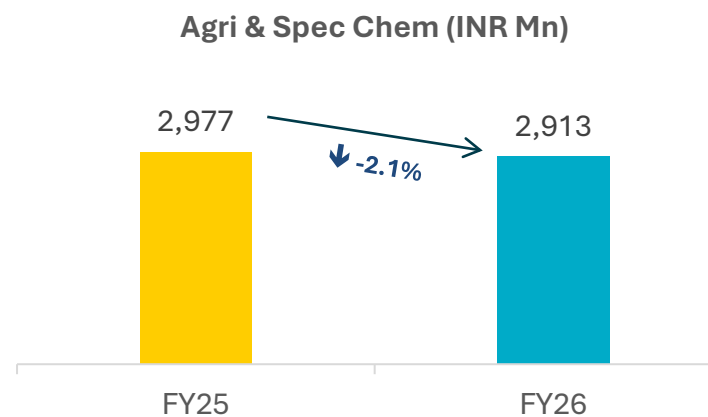
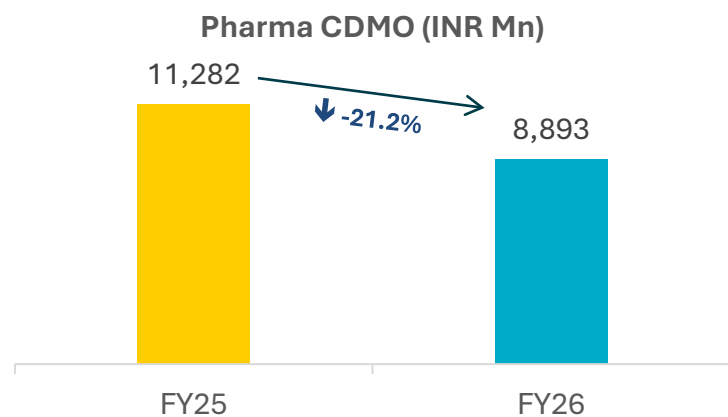
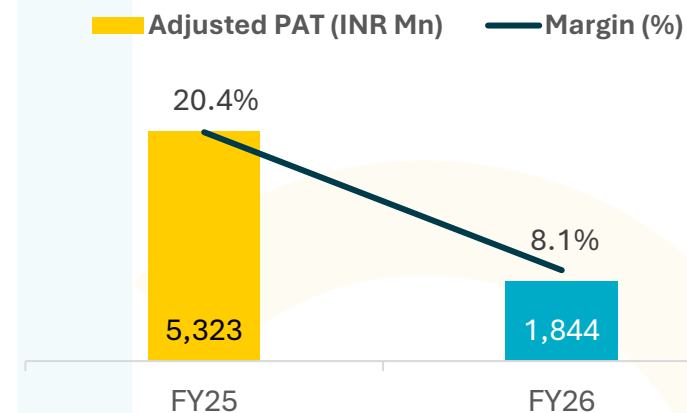
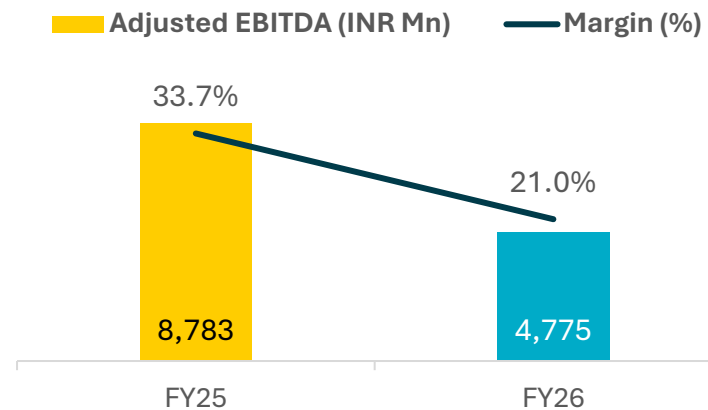
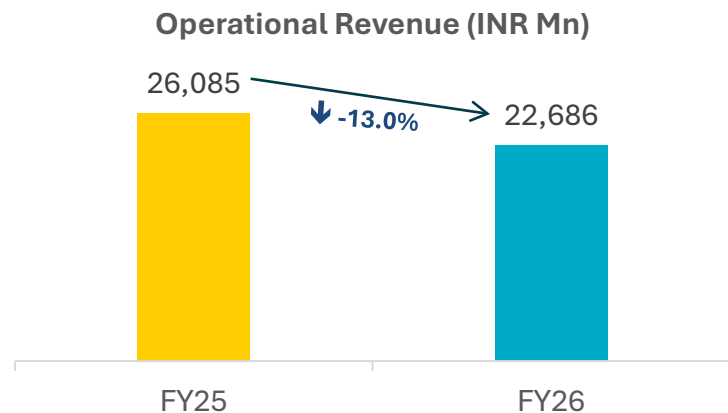


Due to the lumpy nature of the CDMO Industry, Quarterly comparisons are not reflective of consistent performance

Note:

- 1) Segment revenue's are restated
- 2) Adjusted EBITDA is after One-time adjustment for ESOP, One time inventory provisions, Merger and acquisition costs of INR 303 Mn in Q4FY25 and INR 330 Mn in Q4FY26
- 3) Adjusted PAT is after One-time adjustment for ESOP, One time inventory provisions, Merger and acquisition costs (Net of tax)

Consolidated Financials



Note:

- 1) Segment revenues are re-stated
- 2) Adjusted EBITDA is after One-time adjustment for ESOP, One time inventory provisions, Merger and acquisition costs of INR 632 Mn in FY25 and INR 449 Mn in FY26
- 3) Adjusted PAT is after One-time adjustment for ESOP, One time inventory provisions, Merger and acquisition costs (Net of tax)

BALANCE SHEET AS ON MARCH 31, 2026

INR Mn

| Balance Sheet Snapshot | FY24 | FY25 | FY26 |
|--|---------------|---------------|---------------|
| Property, plant and equipment (PPE) | 10,649 | 15,583 | 17,907 |
| Right of use asset (RoU) | 762 | 2,418 | 2,311 |
| Capital work-in-progress | 4,082 | 3,316 | 1,732 |
| Intangible Assets | 6,982 | 13,453 | 13,832 |
| Net Fixed Assets | 22,474 | 34,770 | 35,782 |
| Inventories | 5,986 | 4,674 | 5,622 |
| Trade receivables | 6,469 | 7,721 | 6,810 |
| Trade payables | (2,418) | (2,684) | (2,846) |
| Core Net Working Capital (Core NWC) | 10,037 | 9,710 | 9,587 |
| Other net assets | 1,002 | (433) | 398 |
| Forward Liability | - | (6,519) | (6,955) |
| Borrowings | (5,274) | (2,584) | (1,697) |
| Cash and Cash equivalents (including liquid investments) | 9,440 | 2,983 | 3,224 |
| Net (debt) / cash | 4,167 | 400 | 1,527 |
| Net assets | 37,680 | 37,929 | 40,338 |
| Shareholder's funds | 37,680 | 36,488 | 39,113 |
| Non Controlling Interests | | 1,441 | 1,225 |

Note:

- 1) FY24 Numbers are Proforma numbers for merged entity
- 2) FY25 consolidated figures are restated pursuant to Merger
- 3) PPE includes assets held for sale -As per SPA of SapalaRs.317Mn

- The balance sheet remained strong and net cash positive as on 31 March 2026, despite continued investments towards acquisitions, integration and capacity expansion across key growth platforms
- Net fixed assets increased to INR 35.8 Bn, reflecting investments in manufacturing infrastructure, technology capabilities and integration of acquired businesses
- Gross borrowings reducing to INR 1.7 Bn, supporting healthy liquidity and financial flexibility. Balance sheet remained steady, with total shareholders' funds at INR 39.1 Bn and net cash position of INR 1.5 Bn as on 31 March 2026
- The Company continues to maintain a disciplined capital allocation approach, supported by strong internal accruals and a steady balance sheet position

| Key Ratios(Adjusted) [#] | FY24 | FY25 | FY26 | Basis |
|---|-------|-------|-------|--|
| Net Working Capital (as days of sales) | 153 | 136 | 154 | NWC / Revenue * 365 days |
| PPE (as % of sales) | 42.9% | 57.2% | 81.7% | PPE / Revenue |
| Capex spend during the year (INR Mn) | 2,607 | 3,147 | 2,154 | |
| Capex spend (as % of sales) | 10.9% | 12.1% | 9.5% | Capex spend / Revenue |
| (Net Debt)/ Net Cash to adjusted EBITDA (x times) | 0.49x | 0.05x | 0.32x | Net Debt / Adjusted EBITDA |
| ROCE (%) | 30.8% | 26.9% | 10.8% | Adjusted EBIT / Avg. Capital employed |
| ROE (%) | 21.0% | 19.1% | 7.0% | Adjusted PAT / Avg Shareholder's funds |

Note:

- 1) FY24 Numbers are Proforma numbers for merged entity
- 2) The above ratios for FY25 & FY26 are after considering Sapala and NJBIO consolidation
- 3) Key ratios (Adjusted) are computed on LTM basis considering Net fixed assets, Other net assets and shareholders funds excluding goodwill and fair value changes in assets & liabilities on account of mergers/acquisitions

BUSINESS WISE STRATEGY



Pharma CDMO

39%
of Sales



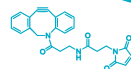
Small Molecules

- **17 Commercial** Patented molecules
- **20/20 Top** innovator relations; contributing >85% revenues
- **10 molecules in Phase-3;** RFQs growing 2x



Oligonucleotides

- Amongst few CDMOs globally specialized in Oligonucleotide and mRNA building blocks including specific delivery systems and Tri-cyclo-DNA
- cGMP block ready; customer audits to validated the plant being scheduled



ADC* Payload-linker – Bioconjugation

- **Two unique** commercial ADCs payload supplies to Large Innovators
- **Expanding payloads portfolio and Clinical Collaborations** – working with other **3** Large Pharma Innovators. Developing new customized payloads and dedicated capacities. Supplied an adjacent payload order from EU partner.
- **Drug Discovery to commercial** full chain exposure added 17 new customers in NJ Bio in FY26, including 2 large innovator pharma companies.

Specialty Chemicals

13%
of Sales



- Strategic Business Unit to focus on growth acceleration by adding new customers and new products
- Dedicated site (Vizag), Available space for future expansion
- Relationships with innovators in AgChem, Electronic Chemicals and Performance coatings
- **AgChem:** relationship strengthening with strategic partner, getting better traction in AIs RFQ
- Good progress with new AgChem partners from Japan and EU
- **Performance Chem:** Relationship with existing partners advancing to next generation products
- Good progress in initiating discussion with other Innovators in similar electronics application

API+

48%
of Sales



- Focused portfolio and market leadership in low-mid volume, specialty APIs with low competitive intensity
- Ongoing augmentation of new product pipeline
- Built deep cost position through backward integration
- Top 3 player in 8 out of 10 top molecules in the API portfolio
- Offering end to end vertically integrated solutions including pellets and formulations
- We have more nearly 50 product families in the APIs and formulation business has nearly 50 ANDAs as partnered and owned put together

Cohance

PHARMA CDMO



MEDIUM TO LONG TERM STRATEGIC APPROACH

Our 30+ year relationships with global innovators and proven expertise in scaling up hazardous chemistry, complex chiral and multi step synthesis offer us a significant and unique advantage.

- **Customer Centricity and Readiness:**

- Customer at the core of all initiatives — delivering reliability, speed, and quality
- Expanded technology base, both organically and inorganically, to support customer programs in complex chemistries (e.g., Flow Chemistry)
- Deepening strategic partnerships with large pharma; leveraging existing networks and the EAB to accelerate growth in the next 12–18 months
- Partnering with select biotech innovators on emerging modalities to stay ahead of technological advancements

- **Strengthening our tech modalities**

- ADC & Oligo: Cross-sell within existing customer base and acquire new customers through niche modalities
- Expand Flow Chemistry and Peptide capabilities organically and inorganically over the next 12–24 months

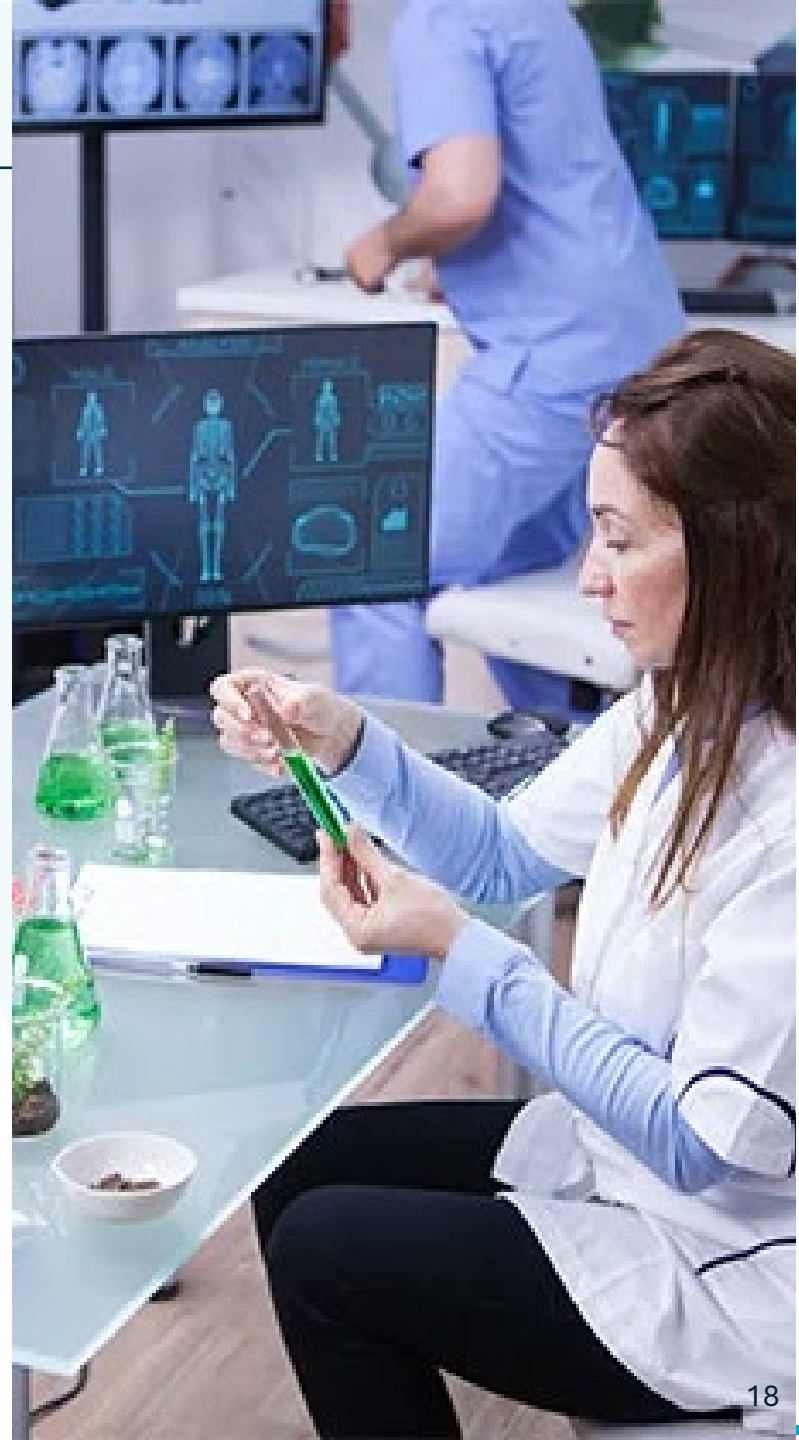
- **Quality of RFP and conversions**

- Continue to diversify the customer base from our strategic relationship to get high quality RFPs and improve conversions (specifically laterals)

- **Strong Process R&D capability for speed, Quality and continuous improvement**

- **Execution & Capacity Expansion to deliver on time**

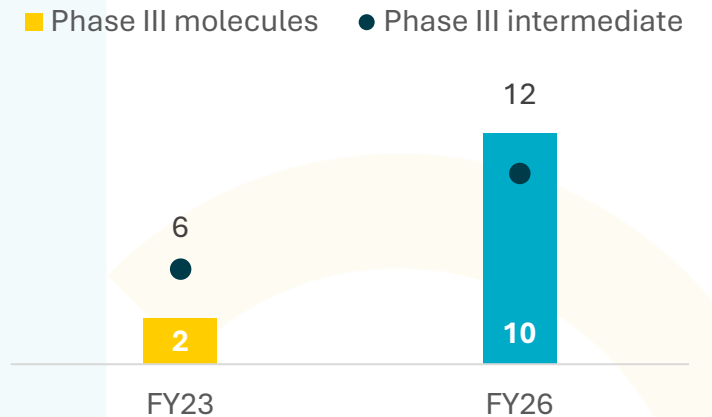
- Strong Quality track record in US FDA approved sites
- Expand capacities and improve assets for our customers (eg new capacity)



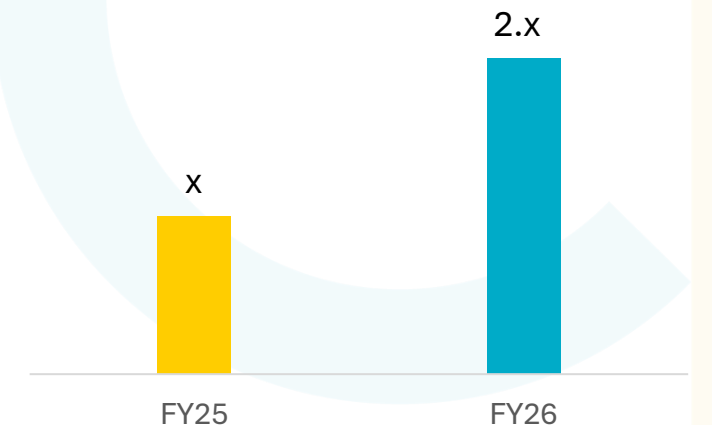
Small Molecules

- Performance over the year has been impacted by customer-led inventory adjustments and delays in reloads across certain commercial and late-stage programmes
- Quality of the portfolio remains strong, with commercial sales continuing to contribute over 70% of the standalone business, providing a stable base of repeat and late-lifecycle revenues
- 140+ active projects across the Pharma CDMO portfolio spanning both development-stage and commercial programmes, offering a strong platform for future growth
- **Strong customer engagement:**
 - Progressive discussions with several large & mid-pharma; along with positive feedback post biotech audits/visits by high level delegations
 - Large number of leads; including potential new customers identified at DCAT 2026 post intensive discussions
- **Commercial pipeline progressing:**
 - 10 Phase III molecules across high-value therapeutic areas, including cardio-metabolic, pulmonary, CNS and oncology-linked segments. 4 expected to enter commercial supply over next 12–18 months
 - In Q4, we supplied Phase III quantities for a lateral project with one of our recently added large innovator customers. The engagement with this customer continues to expand across platforms
 - We have supplied to a large innovator programme in ADCs which has entered phase 3.
 - On Sapala platform, we have received a follow-on purchase order for the orphan drug under pipeline

Phase III pipeline



RFQs Inflow



ADC

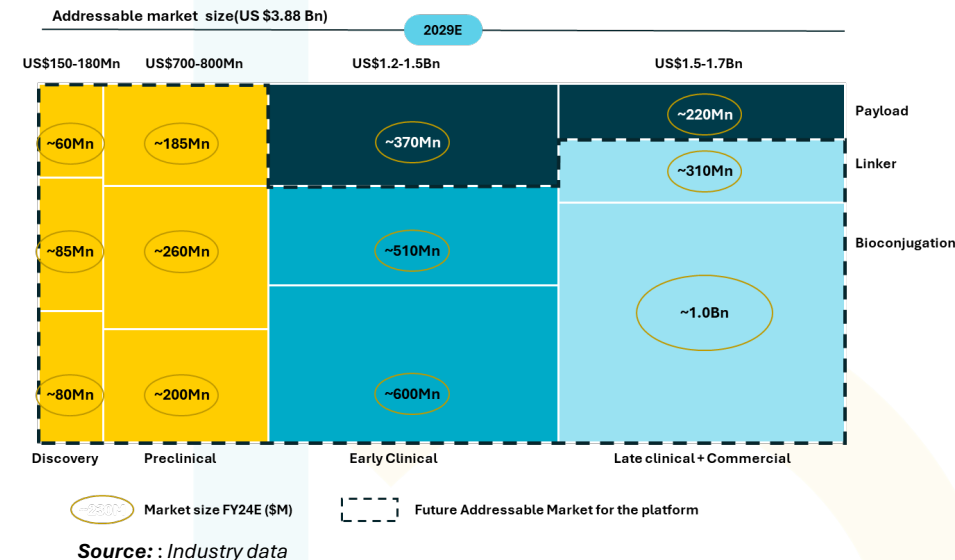
Near-term demand influenced by biotech funding cycles, though customer programs remain active

RFP inflows showing good traction post recent DMF filings for newer payload platforms, including Exatecan-based payloads

One new ADC payload DMF filed; three additional payload filings progressing as planned

USD 10m US-based cGMP expansion underway, enabling ADC supply up to Phase 2b by FY27

Completion of GMP bioconjugation batches and delivery of an end-to-end ADC product for a clinical-stage programme, further validates our integrated ADC capability

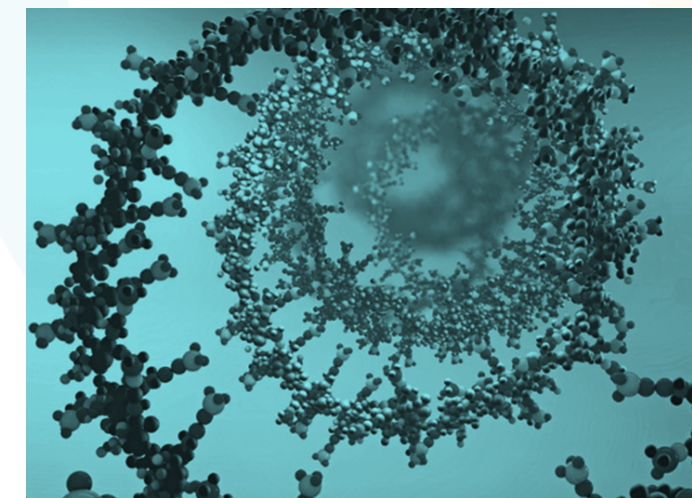
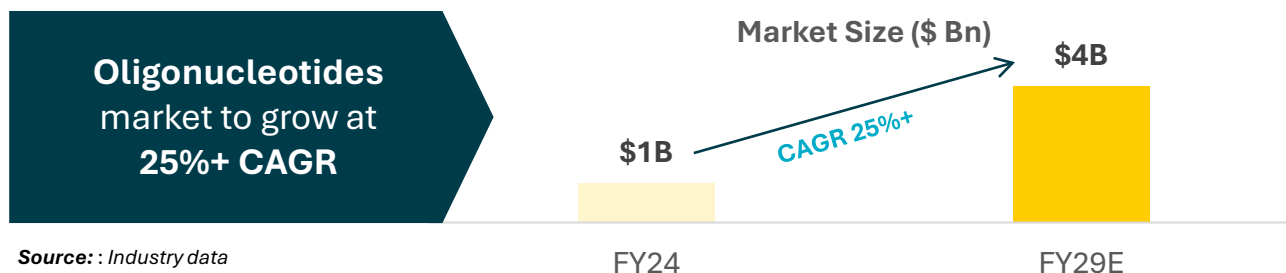


Oligonucleotides

cGMP oligonucleotide building-block facility at Nacharam operational

Continued repeat engagement from U.S. and European biotech customers, including specialised and orphan-disease-linked programmes.

Platform positioned to scale as customer programmes advance into later stages



Cohance



API+



API+ CONTINUES TO TRACK GROWTH

Near-term moderation driven by shipment timing and pricing adjustments in select mature products. Most issues have been resolved or are close to normalisation



Steady demand across therapies. Growth being driven primarily by volume expansion, supported by cost competitiveness, backward integration and execution



DMF & CEP filings on track. In FY26

- 10 filings completed (API)
- Validated 6 products



Our top 15 leadership products contribute around half of API revenues, while 8 of our top 10 molecules continue to hold top-three market positions globally



FY27 expected to offer better visibility and a more predictable contribution



Cohance

SPECIALTY CHEMICAL



FY26 impacted by regulatory timing and longer qualification cycles, inherent to the business model



Agro Chemicals

Emphasis on strengthening participation across active ingredient programmes and advanced intermediates, gradually moving up the value chain



Performance Chemicals Thrust on building a differentiated niche presence in coatings, photochromic applications, OLED and electronic materials



Focus remains on disciplined conversion — translating RFQs into revenue through stronger execution and commercial follow-through



FY27 expected to remain a transition year, with improvement as qualifications convert

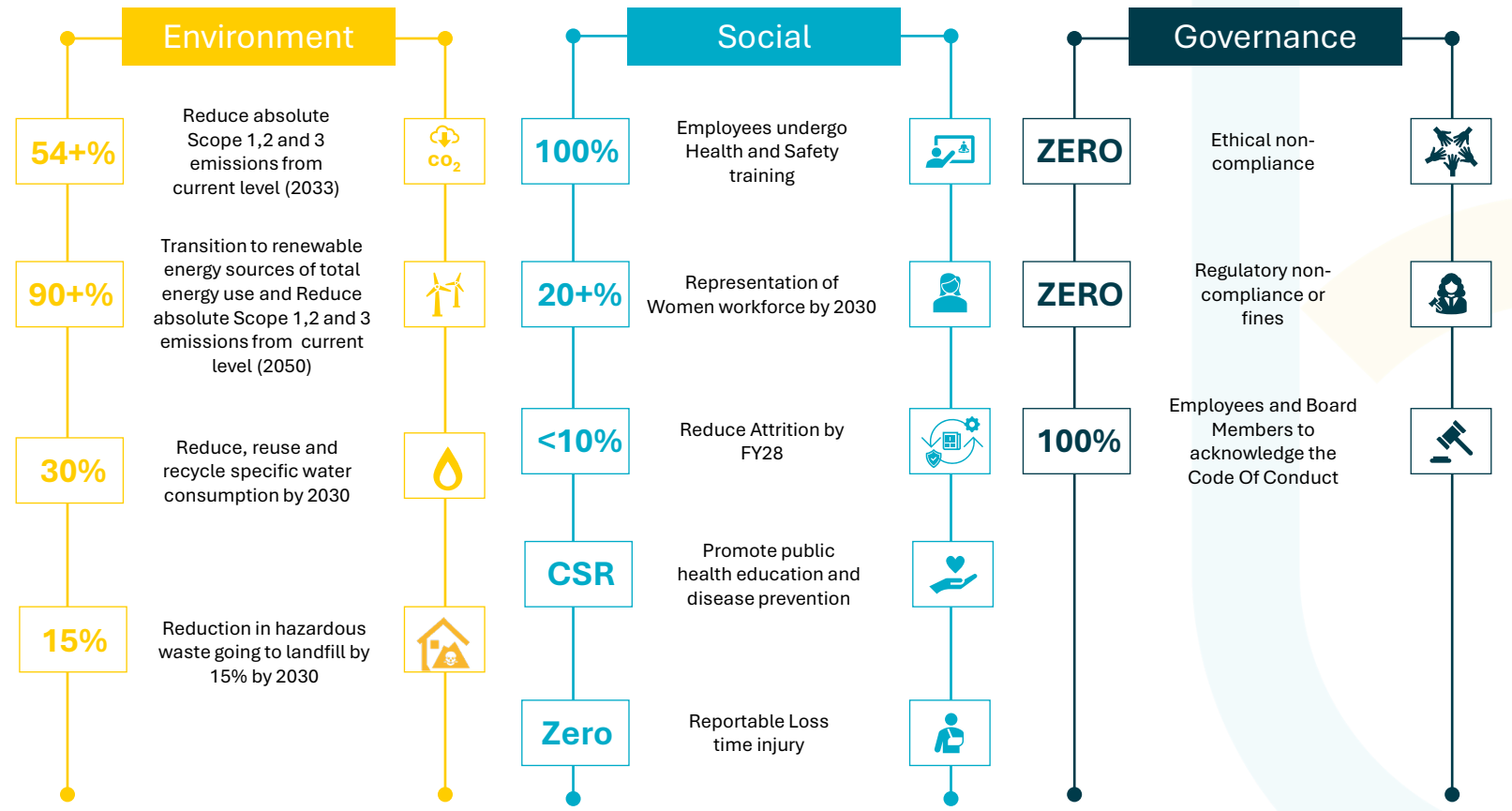
ANNEXURES



We have set multi-dimensional ESG goals

Our achievement

- Achieved **B** rating in Climate Change and **A-** Water in 2025
- Gold** in EcoVadis Sustainability assessment for Cohance.
- Installation of 7 MWp solar power plant under Group Captive (GC) model is completed for Ankleswar site.
- *Targets have been **approved** by SBTi for CDMO Suen sites
- Pharmaceutical Supply Chain Initiative (PSCI) **Supplier Partner** – 2025
- UNGC - Yearly CEO commitments given to implement universal sustainability principles
- 97%** score in TFS audit
- British Safety Council's International Safety Awards (ISA) 2026. (Merit)
- All facilities are certified with ISO 14001, ISO 45001, ISO 37001, ISO 27001, ISO 20400, ISO 50001, ISO 22307. ISO 9001.



ESG Profile

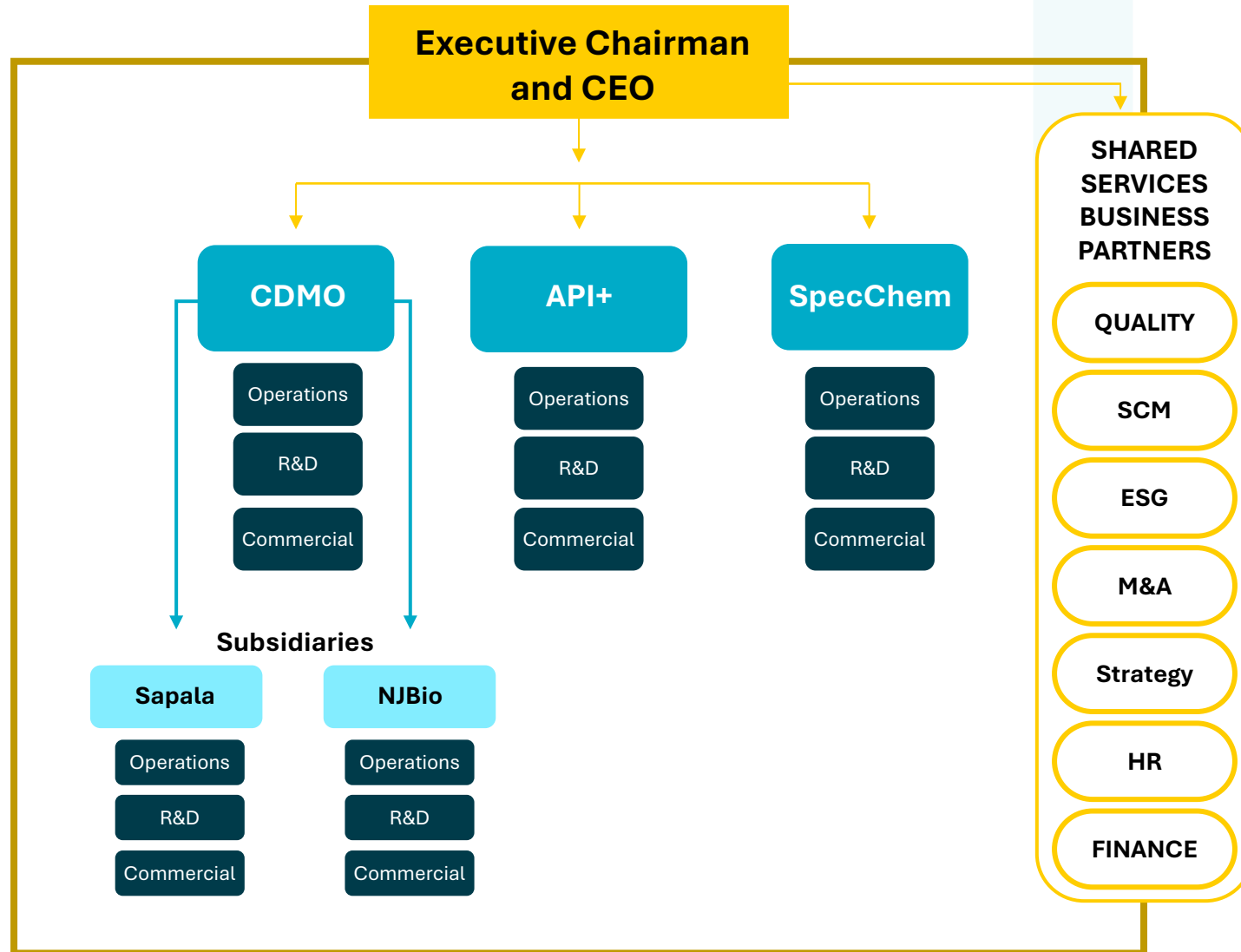


Up coming milestones

- Platinum in Eco Vadis Sustainability assessment – 2026
- Signing third party purchase agreement for renewable power for all the facilities
- SBTi combined entity targets to be submitted for approval-2026.
- British safety council **five-star** certification and sword of honor-2026

*Note: The current targets are based on Cohance (erstwhile Suen's) approved SBTi targets and combined ESG report. These will be revised once the consolidated ESG report is published and SBTi targets for the merged entity are approved.

*Baseline Year FY 2022-23



Expanded and strengthened Business Development, Quality & R&D functions

R&D function bolstered with large number of PhD additions

Onboarded Plant Heads & Regional Business Managers

All CXO positions in place

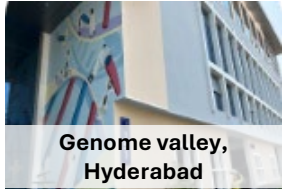
Most new hires from leading Indian pharma companies

Established processes and systems to optimize decision making and opportunity identification

Lab & Kilo scale

Pilot and Commercial scale (~3,000+ kL capacity)

Pharma CDMO



Genome valley, Hyderabad



Nacharam, Hyderabad (Oligo CoE)



Princeton, New Jersey



Suryapet, Telangana



Jeedimetla, Hyderabad



Pashamylaram, Hyderabad



Vizag, Andhra Pradesh



Nacharam, Hyderabad

API+



Patancheru, Hyderabad



Atchutapuram, Andhra Pradesh



Jaggaihpeta, Andhra Pradesh

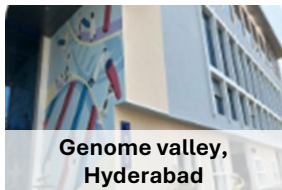


Ankleshwar, Gujarat



Jadcherla, Telangana

Spec Chem



Genome valley, Hyderabad



Vizag, Andhra Pradesh



Vizag, Andhra Pradesh

FDF



Nacharam, Hyderabad



Pashamylaram-R&D, Hyderabad



Pashamylaram, Hyderabad



Casper Pharma, Hyderabad



Nacharam, Hyderabad



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Cohance



THANK YOU