

07 November 2025

To National Stock Exchange of India Limited Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (E), Mumbai - 400 051 NSE Scrip Symbol: SaiLife	To BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street Mumbai - 400001 BSE Scrip Code: 544306
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Sub: Investor Presentation for the quarter and half year ended on 30 September 2025.

Dear Sir/ Madam,

With reference to the above subject, we enclose herewith the Investor Presentation for the quarter and half year ended on 30 September 2025.

We request you to take note of the same and oblige.

Thank you.

For **Sai Life Sciences Limited**

Runa Karan
Company Secretary & Compliance Officer
Membership No.: A13721

Encl: As above

Sai Life Sciences Limited (CIN: L24110TG1999PLC030970)

Corporate office

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Sai Life Sciences Limited

Investor Presentation

November 07, 2025

Safe Harbour

Except for the historical information contained herein, statements in this presentation and the subsequent discussions, which include words or phrases such as "will", "aim", "will likely result", "would", "believe", "may", "expect", "will continue", "anticipate", "estimate", "intend", "plan", "contemplate", seek to, "future", "objective", "goal", "likely", "project", "should", "potential", "will pursue", and similar expressions of such expressions may constitute "forward-looking statements". These forward looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. These risks and uncertainties include but are not limited to our ability to successfully implement our strategy, our growth and expansion plans, obtain regulatory approvals, our provisioning policies, technological changes, investment and business income, cash flow projections, our exposure to market risks as well as other risks. The Company does not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date thereof.

The CRDMO industry is a Service Business with value drivers different from generic pharma companies



- R&D investments in drug discovery / development program translate to revenue opportunities for CRDMOs – irrespective of whether it receives approval or not
- Stage-gating decisions rest with the innovator (clients)
- Given the multitude of factors involved, the success or failure of a molecule is never directly attributed to the CRDMO.
- CRDMOs are purely judged by the quality of work they render within the scope of the defined project

“As a CRDMO, our value doesn’t hinge on drug approvals - we’re not in the business of binary outcomes. We generate consistent, scalable value through scientific depth, execution reliability, and long term client partnerships.”

- Krishna Kanumuri, MD & CEO

Executive Summary

Message from Managing Director & CEO



Mr. Krishna Kanumuri
MD & CEO

“ We are pleased to report another strong quarter, supported by healthy demand across our discovery, development, and manufacturing services. The performance was driven by consistent execution, growing client relationships, and continued traction in late-stage and commercial programs.

As the industry evolves toward more complex and diversified science, we continue to invest in new modalities, advanced technologies, and capacity expansion to strengthen our long-term competitiveness. These investments are enabling us to address a broader range of client needs, enhance efficiency across the value chain, and build deeper scientific capabilities for the future.

Looking ahead, our priorities remain centered on scaling responsibly, advancing technology-led innovation, and deepening client collaborations. With a strong foundation, expanding infrastructure, and scientific excellence at the core of our strategy, Sai Life Sciences is well positioned to deliver sustainable growth and long-term value. ”

Message from Whole-time Director and Chief Financial Officer



Mr. Siva Chittor

*Whole-time Director
& CFO*

“ We sustained our positive momentum this quarter, maintaining growth across our business and keeping Sai Life Sciences firmly on track toward its long-term aspirations.

Total revenue for Q2FY26 stood at ₹537 Cr, up 36% year-on-year, driven by healthy performance across both the CRO and CDMO services. EBITDA for the quarter was ₹156 Cr, with margins at 29%, supported by improved operating leverage, better utilization and continued cost discipline.

We incurred capex of ₹248 Cr during H1, primarily directed toward expanding our R&D capacity, and advancing our offerings in new modalities and technologies. These investments are aligned with our strategy to enhance scientific depth and build scalable capacity to support future growth.

We remain focused on maintaining financial discipline, driving margin improvement, and deploying capital effectively to sustain long-term, profitable growth. ”

Business Highlights

Deepening Capabilities In New Technologies and Modalities

- “Following-the-molecule” in peptides, the company is complementing existing discovery capability with development and scale-up capability.
- Successfully completed photo-flow chemistry scale-up at plant scale for a large pharma client
- Working on a large pharma collaboration on ADC chemistry & have completed bioconjugation at the discovery stage for a large pharma client; building OEB-6 labs for Discovery and CMC to strengthen ADC capabilities.
- Validating a phosphoramidite process for a commercial oligonucleotide molecule

Quality and Compliance Excellence

- Successfully completed 35 customer and 3 regulatory audits across manufacturing and R&D units in the past 12 months, with zero data integrity deviations and zero critical observations

Building R&D Capacity

- Completed phase 2 expansion of Vivarium, Hyderabad R&D Centre - added 12,000 sq. ft. (total 27,000 sq. ft.) with expanded preclinical and assay capabilities

Integrated CMC Partnership

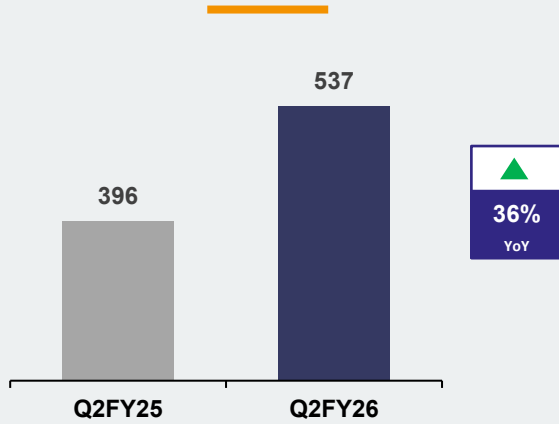
- Partnered with Agility Life Sciences (UK) and Centrix Pharma (UK) to provide end-to-end CMC services from API development to drug product manufacturing and first-in-human trials

Sustainability & Inclusion Commitments

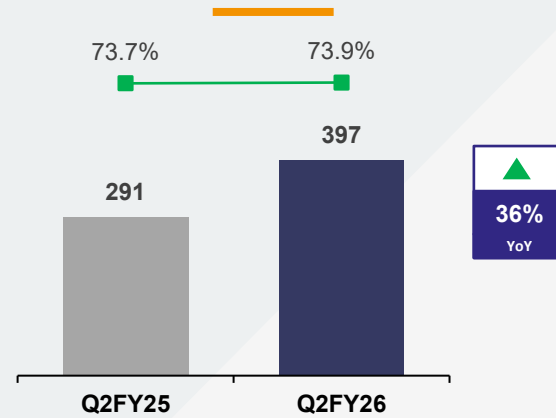
- Near-term GHG reduction targets were validated by SBTi reinforcing climate-aligned growth
- Signed UN Women’s Empowerment Principles (WEPs) - strengthens focus on gender equality and inclusive workplace practices

Consolidated Financial Highlights (Quarterly)

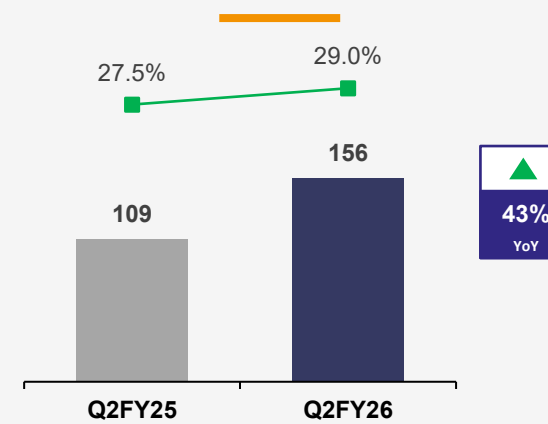
Revenue (₹ Cr)



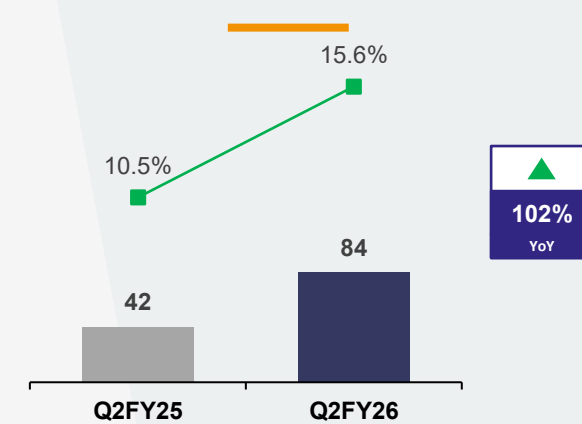
Material Margin (₹ Cr) and Margin (%)



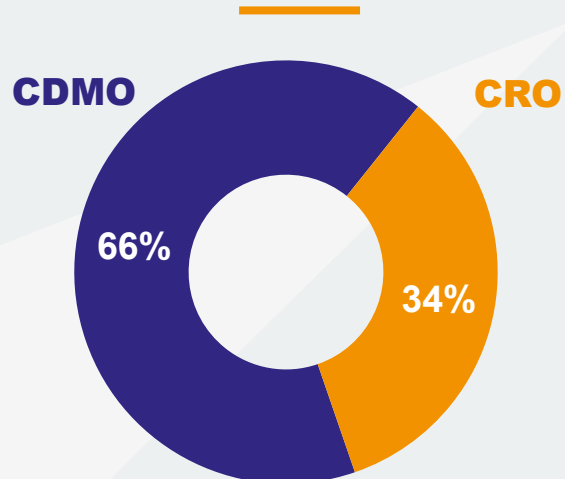
EBITDA (₹ Cr) and Margin (%)



PAT (₹ Cr) and Margin (%)



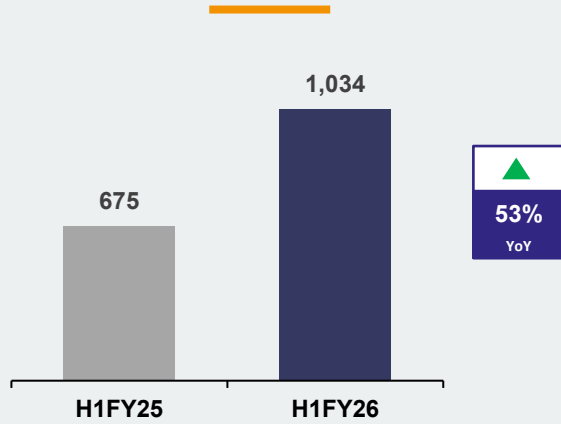
Q2FY26 Revenue Contribution



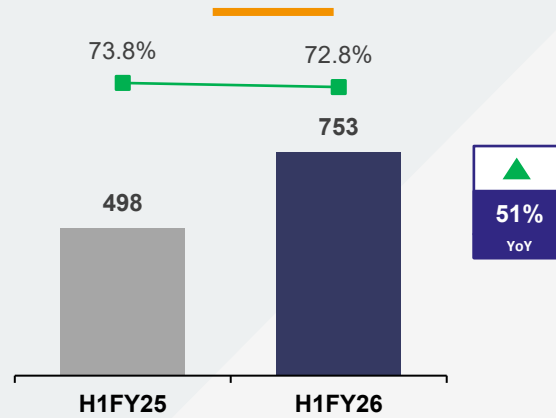
- Revenue for Q2FY26 was ₹537 crore, a 36% increase over ₹396 crore in Q2FY25, driven by strong growth both in CRO and CDMO services
- CDMO** recorded revenues of **₹352 Cr in Q2FY26**, up **37%** from ₹240 Cr in Q2FY25
- CRO** recorded revenues of **₹185 Cr in Q2FY26**, up **19%** from ₹156 Cr in Q2FY25
- EBITDA for Q2FY26 stood at ₹156 Cr compared to ₹109 Cr in Q2FY25, an increase of 43%
- EBITDA margin improved by 150 bps to 29% in Q2FY26
- PAT for Q2FY26 stood at ₹84 crore.

Consolidated Financial Highlights (Half Yearly)

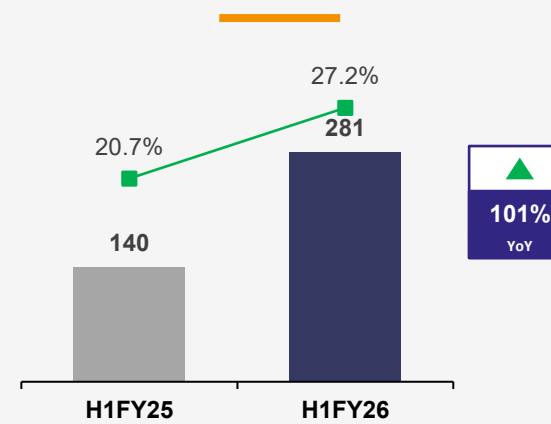
Revenue (₹ Cr)



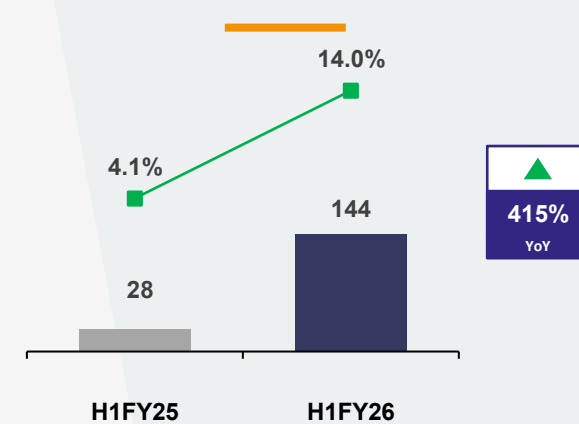
Material Margin (₹ Cr) and Margin (%)



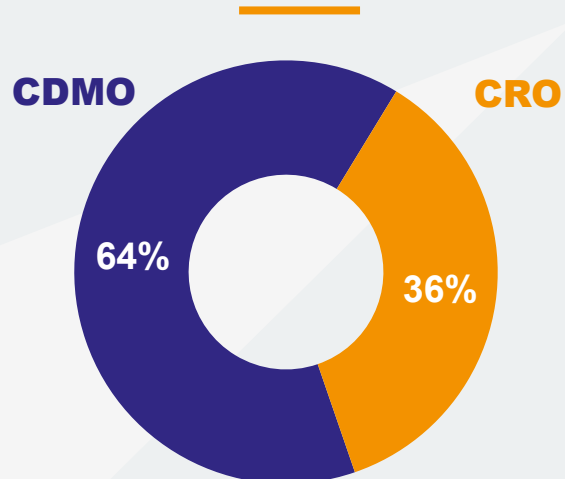
EBITDA (₹ Cr) and Margin (%)



PAT (₹ Cr) and Margin (%)



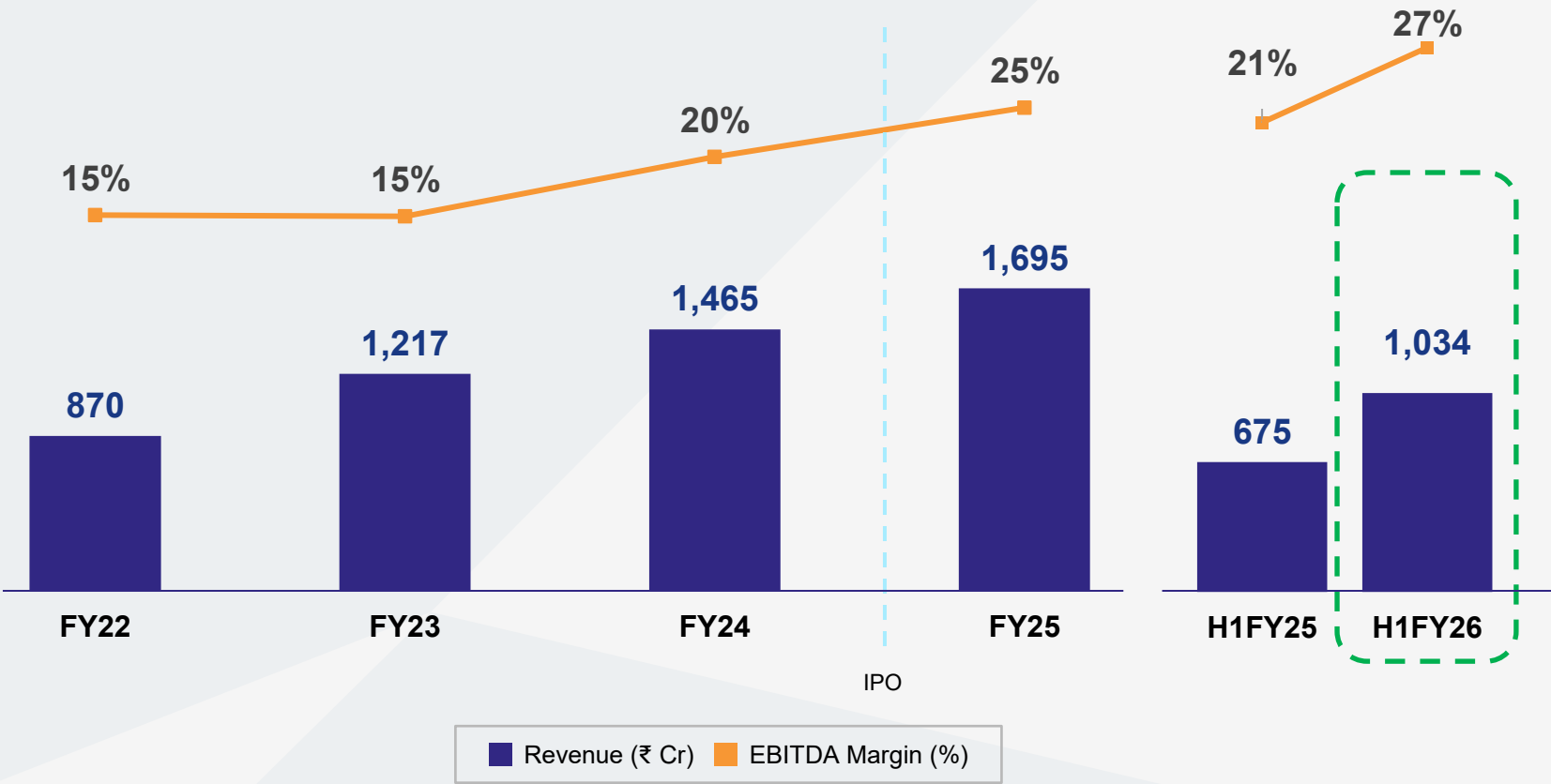
H1FY26 Revenue Contribution



- Revenue for H1FY26 was ₹1,034 crore, a 53% increase over ₹675 crore in H1FY25
- CDMO** recorded revenues of **₹667 Cr in H1FY26, up 72%** from ₹387 Cr in H1FY25
- CRO** recorded revenues of **₹367 Cr in H1FY26, up 28%** from ₹288 Cr in H1FY25
- EBITDA for H1FY26 stood at ₹281 Cr compared to ₹140 Cr in H1FY25, an increase of 101%
- EBITDA margin expanded by 652 bps YoY to 27.2% in H1FY26
- PAT for H1FY26 stood at ₹144 crore.
- Invested ₹248 crore in capital expenditure, against a plan of ₹700 Cr for FY26

Sustained Growth Momentum with Expanding Profitability

(Consolidated)



Positioned to achieve 15-20% revenue CAGR over 3-5 years & 28 - 30% EBITDA margins in the next 2-3 years

Delivered consistent revenue growth and expanding profitability, with EBITDA margins rising from 15% in FY22 to 25% by FY25 and maintaining positive momentum in H1FY26, keeping Sai on track towards its longer-term growth aspirations

Company Overview

Sai Life Sciences: At a Glance



25+ Years of Expertise

Founded in 1999, Sai Life Sciences has transformed into an integrated CRDMO, delivering value across the pharma lifecycle from early discovery to commercial manufacturing



Global Partner of Choice

Trusted by 300+ global clients, including 18 of the top 25 global pharma companies across the US, UK, EU, and Japan



Expansive Infrastructure

World-class R&D and manufacturing facilities across Hyderabad, Bidar, Manchester, and Boston, with ~700 KL of installed capacity



Innovation-Led Growth

Focused investments in next-gen modalities like Peptides, ADCs, Oligos and TPDs; empowered by digital transformation, automation, and AI/ML to accelerate delivery and differentiation

Key Highlights

25+

Years of experience
(Incorporated in 1999)

**One-stop
platform**

for discovery,
development and manufacturing

3,400+

Total employees

300+

Active customers across US, UK, EU,
Japan

USFDA, PMDA

100% successful track record of
regulatory inspections across our R&D
and manufacturing facilities.

**Diverse
therapy areas**

Oncology, CNS, Inflammation, Antivirals,
Rare diseases and more

10+

Years: Enduring customer relationships

18/25

of the largest pharmaceutical
companies are customers

>65%

Integrated Drug Discovery Services

18 months

Demonstrated time from Hit to IND

30

Commercial
molecules

6

Phase III/
pre-registration

40+

Programs advanced
to IND or
Phase I/II/III

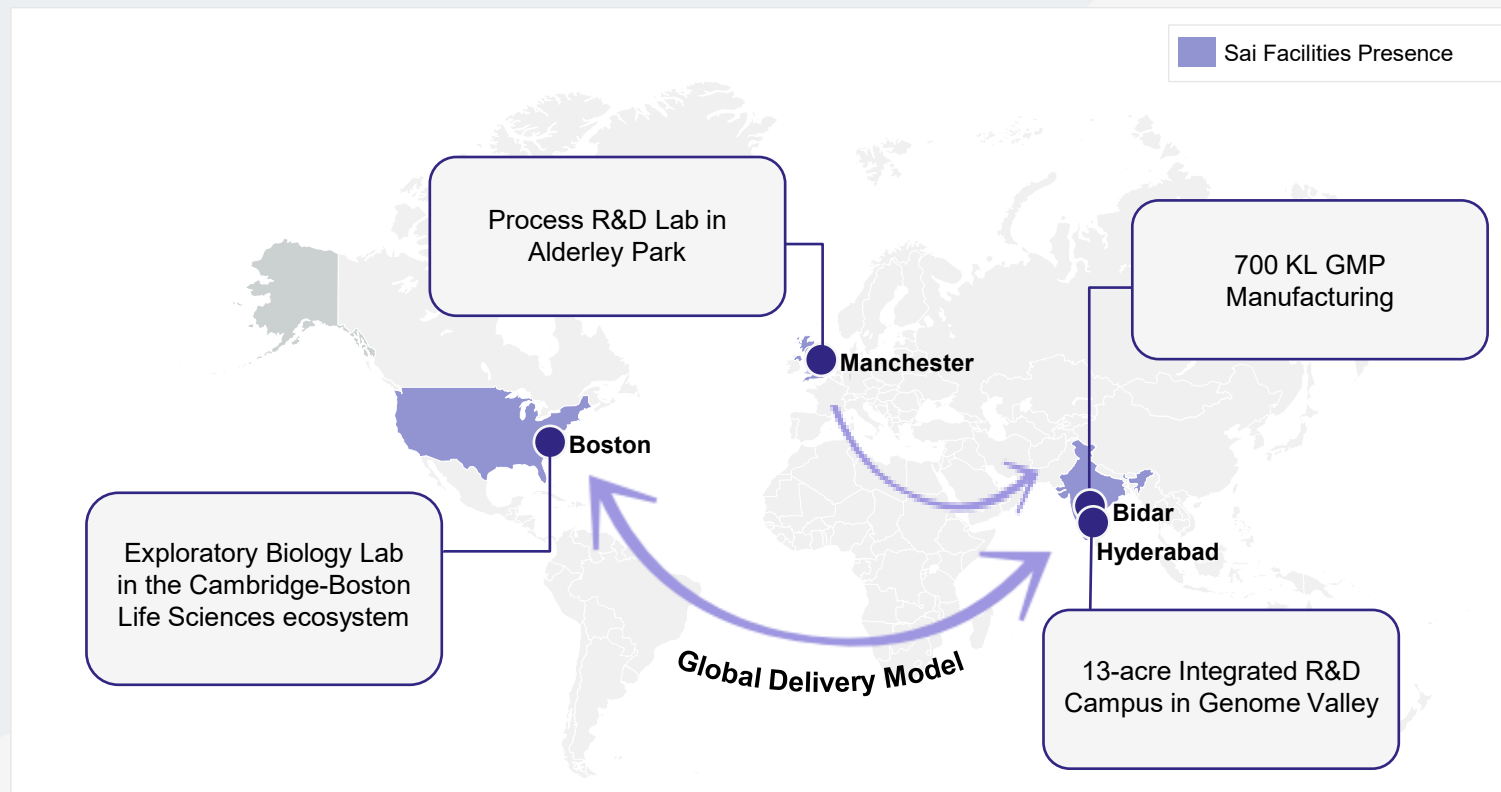
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Molecules from
discovery
to market

Global Presence



Research laboratories for discovery and development located near overseas innovation hubs in **Greater Boston, US** and **Manchester, UK**, complemented by large-scale research laboratories and manufacturing facilities in cost competitive locations in **India**



Strategically located to combine innovation access, client proximity, and cost efficiency

Our Growth Journey



1999 - 2008

Founding & Early Biotech Foray

- Incorporated in 1999; began as a medicinal chemistry partner to US biotech firms
- Expanded into Process R&D and small-scale manufacturing aligned with the needs of Biotech clients

2009 – 2013

CDMO Pivot

- First USFDA approval of Unit IV
- Expanded R&D (Unit II) to enable large-scale pharma CDMO services
- Added 100 KL capacity at Unit IV
- Animal facility received AAALAC accreditation

2014 – 2018

CDMO Consolidation, Biology Foray

- Cleared USFDA & PMDA audits at multiple sites
- Integrated Biology services; becoming end-to-end Discovery partner
- Added >120 KL (PB-07) and >170 KL (PB-08) blocks at Unit IV

2019 – 2023

Globalization, Scaled-up Integrated CRDMO

- Entered global markets: labs in Manchester & Boston
- Commissioned Clean Room, Amidites, and HPAPI blocks at Unit IV
- Strategic partnership with Schrödinger to enhance discovery science
- Continued regulatory track record and expansion of global footprint

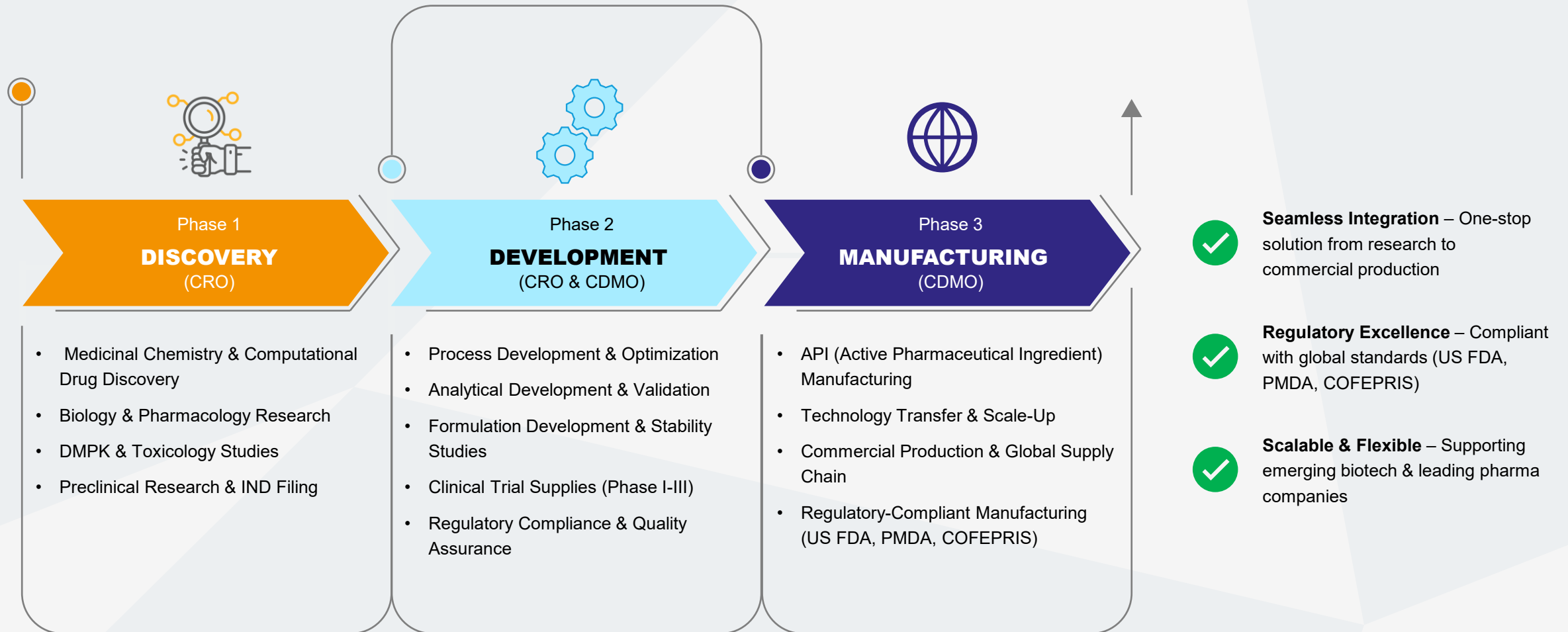
2024 – Present

Increasing Capacity & Strengthening New-Age Modalities

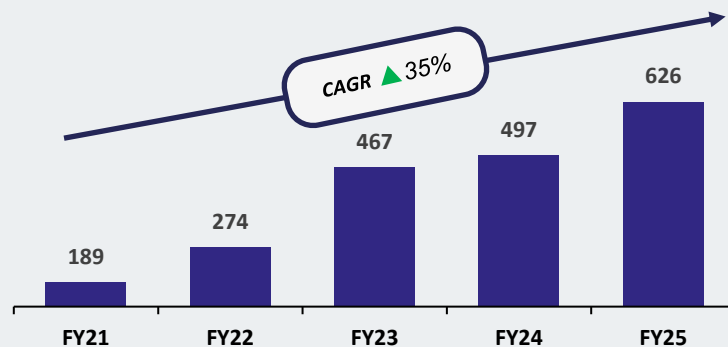
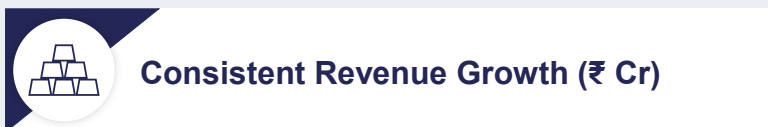
- Listed on NSE & BSE
- Construction underway for new MedChem block with 200 fume hood capacity
- Broke ground for a new Process R&D Block at Unit 2 Hyderabad, nearly doubling PRD capacity and adding capabilities in early phase peptide development and clinical formulations
- Commenced work on building additional 200kL production capacity at Unit IV, Bidar

A leading CRDMO with scaled operations across both verticals

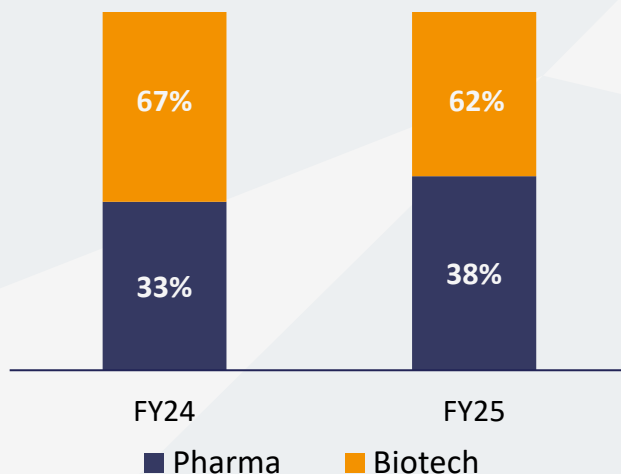
Sai Life Sciences operates as both a CRO and a CDMO, offering an end-to-end platform for global pharmaceutical and biotech companies



Discovery Services (CRO)



Customer Split %



Client Stickiness

>65% Revenues from customers in FY23-25 who availed more than one Discovery services⁽²⁾



Dedicated Facility

Among the few CROs with a dedicated facility for a global innovator, now scaled up by 30% to support growing demand and deeper integration.



Modalities Expansion

Expanding capabilities in ADCs, TPDs, Peptides, CGTs, Oligos, and more.



Discovery Services: Scaling Innovation, Driving Impact

>65% of Discovery programs are now integrated, with active use of next-gen biology, automation, and AI to accelerate development and improve outcomes



Expanded Core Capabilities

Scaled Chemistry, Biology, DMPK, and In Vivo labs delivering faster, parallelized research



Colocalized & Global Teams

Hyderabad campus and Boston Biology Lab enable seamless collaboration and rapid tech transfer



Tech-Enabled Drug Discovery

AI-enabled retrosynthesis tools High-throughput Experimentation DMPK automation CADD in silico tools



Specialized Modalities

Peptides, ADC payloads, Oligos, TPDs and driving high-value Discovery growth



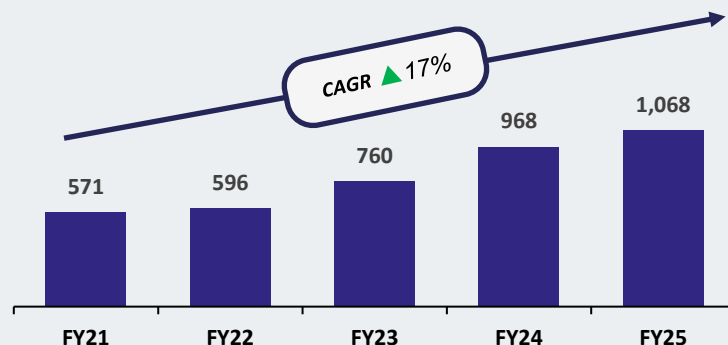
Next-Gen Preclinical Models

Organoids and spheroids enable predictive, FDA-aligned efficacy and toxicity testing

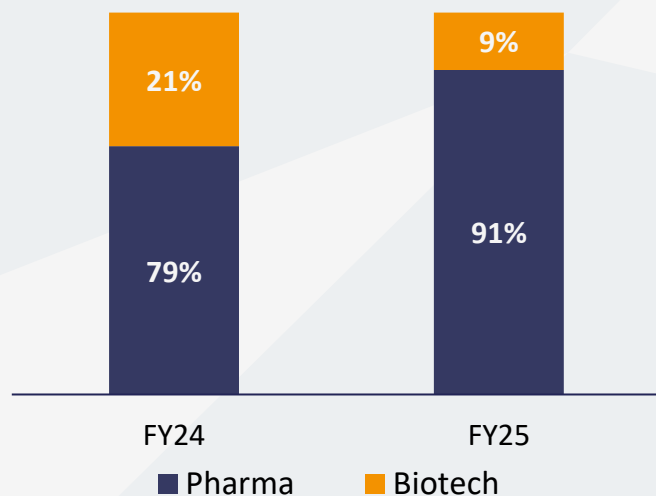
Technology advancements are transforming Sai's Discovery platform into a scalable, high-value growth engine

CMC Services (CDMO)

Consistent Revenue Growth (₹ Cr)

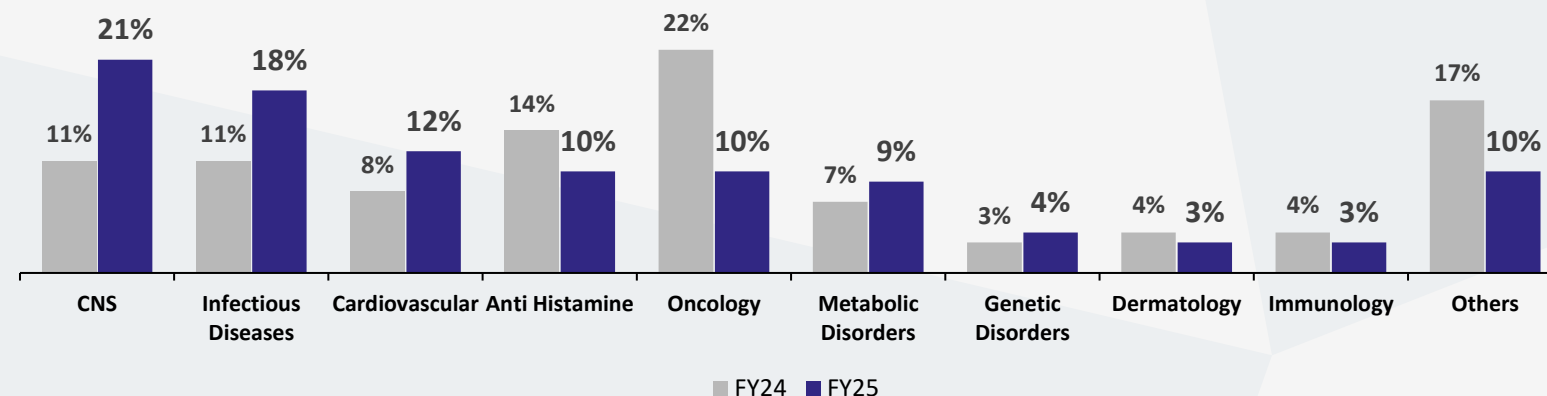


Customer Split %




- End-to-End capabilities from **IND through to commercialization**
- Focus on **Complex Chemistry**, ADC Payloads & Linkers
- **Modern, GMP-compliant facilities** across UK and India
- **Flexibility** to support both small-scale clinical supplies and large-scale commercial production.
- Proven track record of **commercializing NCEs**
- **Robust regulatory record** with USFDA and PMDA
- **160 Programs** in the pipeline across multiple therapy areas
- **Clear Regulatory Record:** USFDA, PMDA
- At the forefront of **digitalization, automation and sustainability**

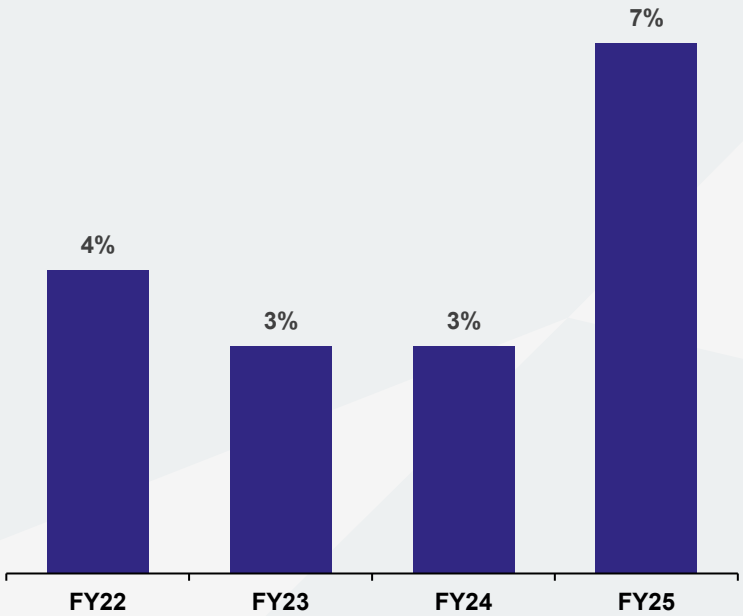
Business Mix Revenue Contribution – By Therapy (%)



Note: Therapy area contribution varies year-to-year based on client portfolio mix and project timelines. Not indicative of overall market trends

New Modalities: Fortifying foundation to build scale

 **New Modalities Revenue Contribution (%)**



Peptides

Complement peptide discovery with process and scale-up facilities for clinical supplies; focus on commercial supply of fragments before evolving to full-scale peptide manufacturing.



Antibody-Drug Conjugates

Enhancing conjugation in Discovery; upgrading to class 6 containment for end-to-end support. Evaluating clinical conjugation and fill-finish for clinical supply



Oligonucleotides

Involved in multiple projects with Pharma from development to commercial; to focus only on making amidites.



Lipids

Involved in supplying lipids for last few years; looking to expand capacity

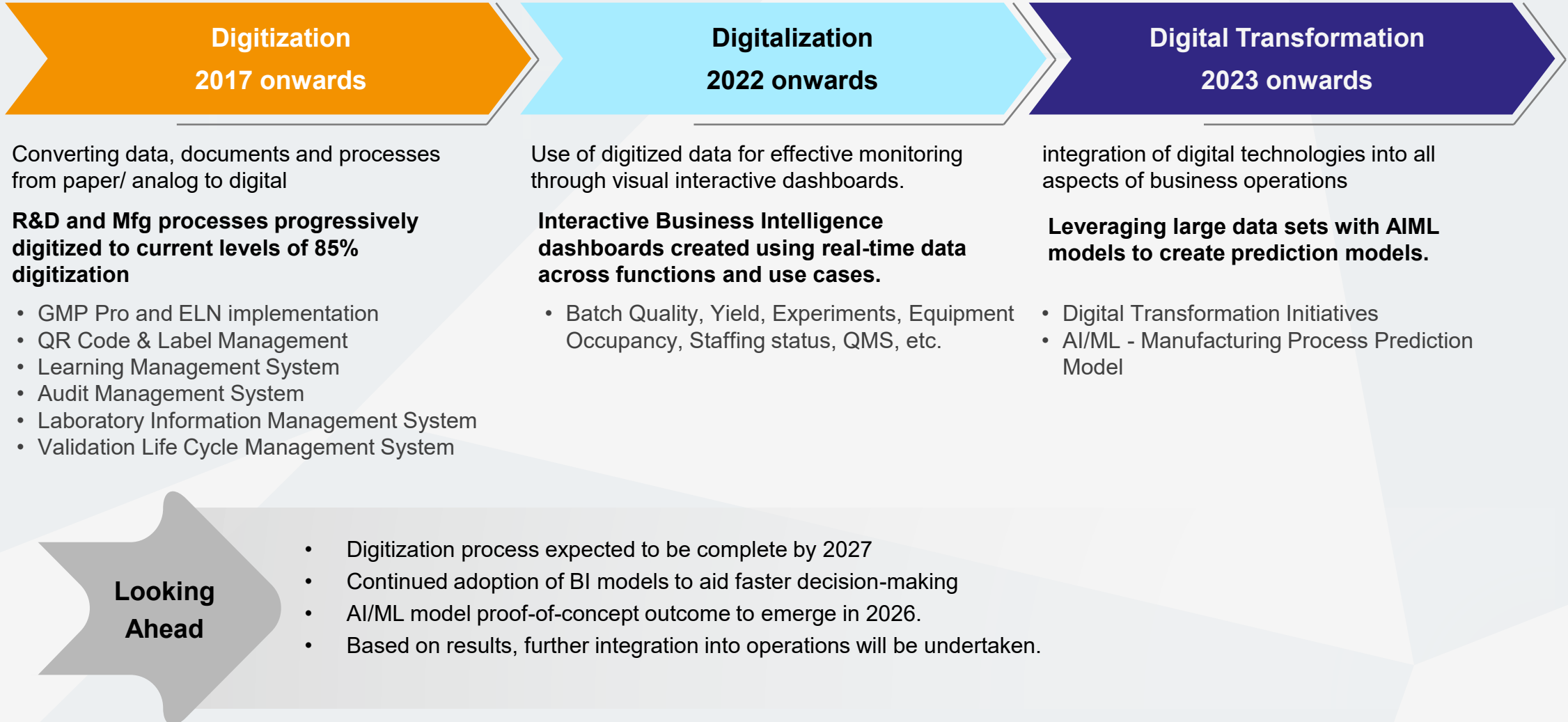


Our Strengths

Strategic Growth Levers & Competitive Edge



Information Technology - Driven Excellence: Digitization & Beyond



Global-Standard Operations, End-to-End



Quality Assurance

- 285+ QA/QC professionals across sites
- Integrated e-systems: LIMS, e-QMS
- QA independent; reports to CEO
- Audited by USFDA, EMA, PMDA, Indian regulators
- Focus on data integrity & global compliance



Sustainability Leadership

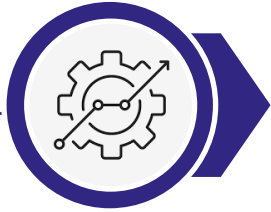
- 89% renewable energy at Bidar site
- Zero Liquid Discharge: water-neutral ops
- Carbon roadmap approved by SBTi
- Low-emission logistics via DHL



Safety & EHS Leadership

- Embedded Process Safety from quote to execution phase; rigorous lifecycle safety assessments.
- Plant Intermediates areas & lab fume cupboards validated down to 1 µg/ m³ containment
- First Indian company to join the PSCI membership; >30 PSCI Audits over the past 7 years
- Silver rating by EcoVadis

Key Drivers for Growth



Scaling Capacity & Infrastructure

- The company continue to make strategic capital investments in line with its annual capex plan of ~ ₹700 Cr for FY26 to enhance manufacturing and R&D infrastructure, including development of a second manufacturing site in Hyderabad.
- These strategic investments will nearly double Sai's overall manufacturing capacity by FY27, while diversifying its footprint and reducing concentration risk



Diversifying Portfolio

- 36 active molecules* –30 commercial, with 6 Phase III / pre registration
- 160 in early phase development
- Established model for a dedicated partnerships
- Average tenure of large pharma relationships is ~10 years
- 200+ clients, 60+ integrated collaboration under discovery

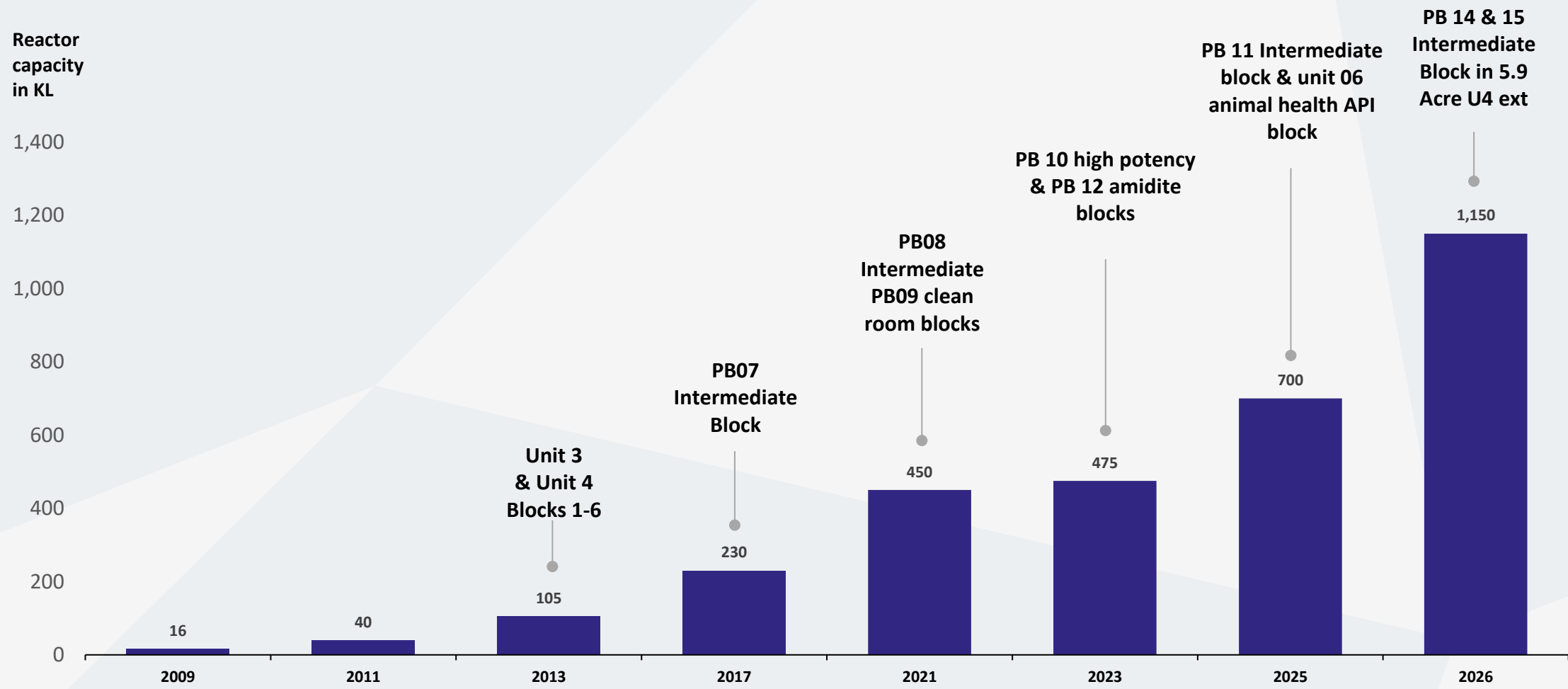


Scientific & Talent Leadership

- Driving global program transfers to India across discovery, development & manufacturing
- Rapidly expanding leadership bench with experts from top CDMOs and global pharma
- Strengthening capabilities in new modalities, enabling pipeline expansion and stickier client relationships
- Building future-ready teams aligned to Sai's scale-up and innovation roadmap

Expansion Plans

Capacity Expansion Underway: Scaling from 700 KL to 1,150 KL by 2026



CMC Process R&D Block



Sai Life Sciences has commenced construction of a new CMC Process R&D Center at its Hyderabad campus, targeted for completion by September 2026. The facility will **double Process R&D capacity**. Designed to support both **FTE and DPC engagement models**, it will offer flexible collaboration for global innovators across early to late-stage CMC programs.



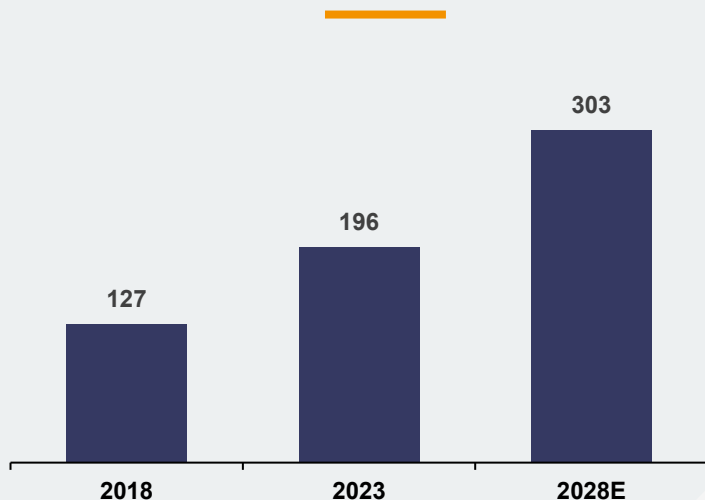
- Specialized labs for peptides and Amidites
- Kilo Lab for early clinical supplies
- NCE Formulation Development & Early Phase Clinical Supplies
- Designed to meet OEL 4 (1 µg/m³) band
- Process R&D lab and Scale up Lab
- ~140 process chemistry fume hoods with satellite analytical lab
- Buildup area ~100K Sq.Ft across 5 floors with Green building Certification
- 25,000 sft of Analytical Lab under a single roof

Note: FTE- Full Time Equivalent. DPC- Discovery Process Chemistry

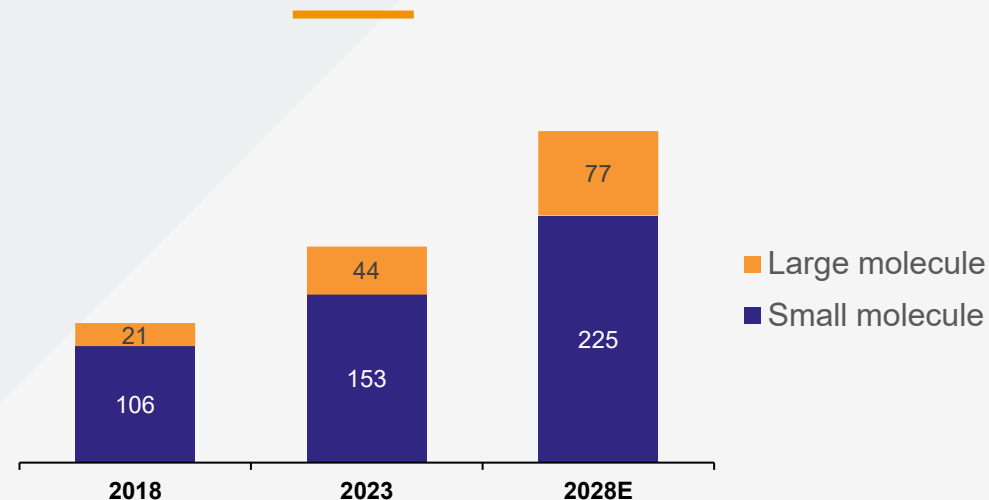
Industry Overview

Global CRDMO Industry Set to Cross USD 300 Bn by 2028

Global CRDMO Market (USD Bn)



Global CRDMO Market by Modality (USD Bn)

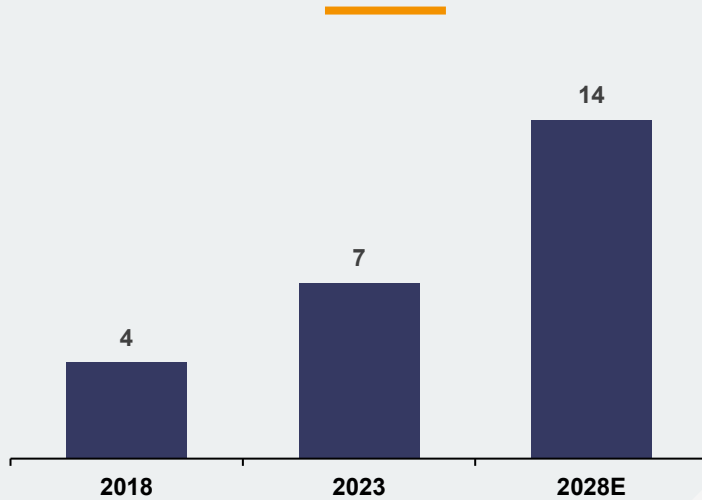


With growing investments in Peptides, Oligos & ADCs, Sai Life Sciences is positioned to capture growth in the fastest-expanding CRDMO segments globally

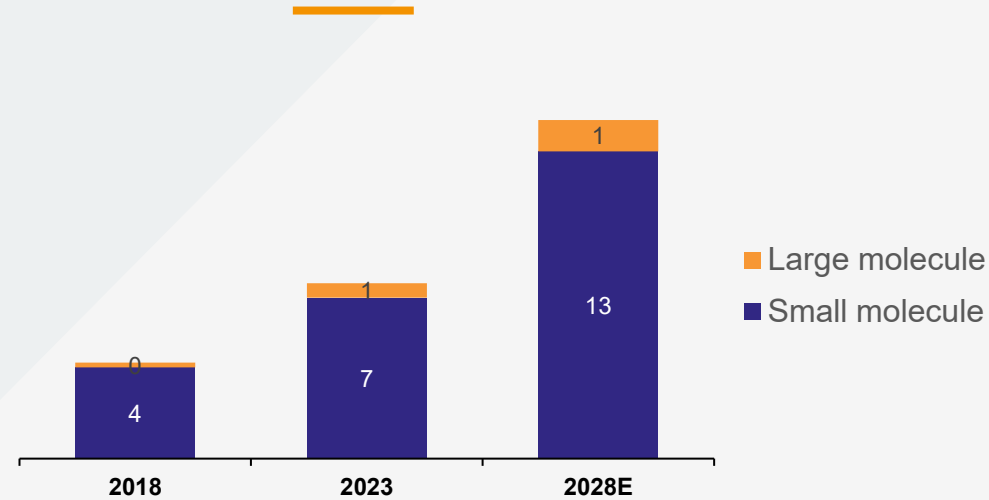
- Global CRDMO market projected to reach **USD 303 Bn by 2028 (9% CAGR 2023-2028)**
- **50%+ of pharma R&D budgets** outsourced to CRDMOs, driving structural growth
- **Biologics, peptides, and oligonucleotides** expected to drive ~40% of total growth by 2028
- **Large molecule CRDMO segment growing fastest (12% CAGR 2023 - 28)**, supported by biologics demand
- Asia-Pacific market projected to grow at **12% CAGR (2023–28)** - the fastest among all regions, **outpacing Europe (10%) and North America (5%)**

India Rising as a Strategic CRDMO Hub

Indian CRDMO Market (USD Bn)



Global CRDMO Market by Modality (USD Bn)



Sai Life Sciences is scaling capacity, innovation, and specialty modalities to leverage India's rising global CRDMO share and China-to-India outsourcing shift.

- **Indian CRDMO industry is among the fastest-growing worldwide**, projected to grow at 14% CAGR (2023–28)
- By 2028, **CDMO is expected to contribute ~75%** of India's USD 14 Bn CRDMO market, growing to USD 11 Bn, while CRO expands to USD 3 Bn
- **Cost efficiency (30–40%)** with global-standard quality is making India the **preferred outsourcing destination for pharma sponsors**

Annexure

Consolidated Statement of Profit and Loss

Particulars (₹ Cr)	Q2FY26	Q1FY26	Q2FY25	H1FY26	H1FY25	FY25
Revenue from operations	537	496	396	1,034	675	1695
Other income	5	6	4	11	7	18
Total income	543	502	399	1045	682	1712
Expenses						
Cost of materials consumed and changes in inventories	140	141	104	281	177	466
Employee benefits expense	163	161	135	323	265	549
Other expenses	89	74	55	162	105	274
Forex (gain)/loss	(10)	(4)	(6)	(14)	(11)	(19)
EBITDA	156	125	109	281	140	425
<i>EBITDA Margin</i>	<i>29%</i>	<i>25%</i>	<i>27%</i>	<i>27%</i>	<i>21%</i>	<i>25%</i>
Finance costs	9	12	21	22	42	76
Depreciation and amortisation expense	40	38	36	77	67	139
Profit before tax	112	81	55	193	37	228
Tax expense	28	20	14	49	9	58
Profit after tax	84	60	42	144	28	170

Consolidated Balance Sheet

Assets (₹ Cr)	Mar 25	Sept 25
Non Current Assets		
Property, Plant, and Equipment	1,185	1,337
Right of Use of Assets	292	276
Capital Work in Progress	124	115
Intangible Assets	11	9
Financial assets		
- Investments	2	2
- Other Financial Assets	5	25
Deferred Tax Assets	14	14
Non Current Tax Assets (Net)	8	2
Other Non-current Assets	13	61
Total Non-current Assets	1,655	1,842
Current Assets		
Inventories	119	122
Financial Assets		
- Trade Receivables	355	492
- Cash and Bank Balances	464	306
- Other Financial Assets	80	60
Other Current Assets	487	509
Total Current Assets	1,505	1,489
TOTAL Assets	3,160	3,331

Equity and Liabilities (₹ Cr)	Mar 25	Sept 25
Equity		
Equity Share Capital	21	21
Reserves and Surplus	2,108	2,249
Total Equity	2,128	2,270
Non Current Liabilities		
Financial Liabilities		
- Lease Liabilities	165	146
Provisions	23	30
Deferred Tax Liabilities (Net)	111	110
Total Non-current Liabilities	299	286
Current Liabilities		
Financial Liabilities		
- Borrowings	129	215
- Lease Liabilities	59	56
- Trade Payables	323	245
- Other Current Financial Liabilities	75	90
Other Current Liabilities	128	133
Provisions	11	19
Current Tax Liabilities (Net)	8	17
Total Current Liabilities	732	775
TOTAL Equity and Liabilities	3,160	3,331

Awards Certificates & Accreditations

ISO 14001:2015, ISO 45001:2018
& ISO 50001:2018 certification



Certificate of Registration:
Information Security Management
System – ISO/IEC 27001:2013



Affiliations with Leading Industry
organizations:



Signatory of United Nations
Global Compact (UNGC)



Eco Vadis Silver Medal
for Sustainability



CII-SR EHS
Excellence
Award for 5
Years



GSK's Environmental
Sustainability Supplier
award 2021 in 'Primary
Manufacturing'
category



Glossary

APIs	Active pharmaceutical ingredients
Biotechs	Biotechnology companies, often referred to as biotech companies, are largely startups in the pharmaceutical sector which typically focus on developing innovative drugs and drug development technologies to address unmet medical needs
Blockbuster End Molecules	Blockbusters are drug products with annual sales of over US\$1 billion in the Financial Year 2023
CDSCO	Central Drug Standards Control Organization, India
CMC / CDMO	Chemistry, Manufacturing and Control / Contract Development and Manufacturing Organization
CMO	Contract Manufacturing Organization
COFEPRIS Mexico	Federal Commission for the Protection against Sanitary Risk of Mexico
CRDMO	Contract Research, Development, And Manufacturing Organization
CRO	Contract Research Organization
DMPK	Drug metabolism and pharmacokinetics
GATT	General Agreement on Tariffs and Trade
Generic drugs	Refer to pharmaceutical drugs that have the same chemical composition as the original innovator drug and can be sold by companies after the patent on the original drug expires
Innovation Clusters/Hubs	Nine regions identified by Frost and Sullivan including Boston/Cambridge in Massachusetts, Manchester/London/Cambridge in UK, Chicago in Illinois, New Jersey, New York, Paris in France, Switzerland and Japan. In 2022, approximately 57% of global R&D spending were in these nine pharma hubs
Innovator Drugs	Refer to first drugs created containing specific active ingredients and undergo approval or patent process for use
Large Molecule	Have a large molecular weight and made of proteins that are complex in structure compared to small molecule drugs. Costly to manufacture and, at this time, in most cases can only be administered by injection or infusion. Typically manufactured biologically, i.e. extracted from living organisms, but often include certain synthetic chemistry processes
Large Pharma Companies	Pharma companies with revenues > USD 10 billion
Mid Pharma Companies	Pharma companies with revenues in range of USD 500 million to USD 10 billion
NCE	New chemical entities
PMDA	Pharmaceuticals and Medical Devices Agency, Japan
Small Molecule	Organic compound with low molecular weight, small molecule drugs are known for their affordability, ease of administration (largely orally), and broad therapeutic coverage. Typically manufactured using synthetic chemistry processes
Small Pharma Companies	Pharma companies with revenues lower than USD 500 million
TRIPS	Trade-Related Aspects of Intellectual Property Rights
UNIT IV	Manufacturing facility at Bidar
USFDA	United States Food and Drug Administration

Thank You

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