

06 February 2026

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 third quarter and nine months ended on 31 December 2025.

Dear Sir/ Madam,

With reference to the above subject, we enclose herewith the Investor Presentation for the third quarter and nine months ended on 31 December 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

February 06, 2026

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.



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Executive Summary

Message from Managing Director & CEO



Mr. Krishna Kanumuri
MD & CEO

“ Q3 FY26 marked continued progress in building Sai Life Sciences into a science-led, globally relevant CRDMO. During the quarter, we strengthened our technology platforms through greater adoption of digital, AI-enabled and modern chemistry approaches, enhancing our ability to support increasingly complex programs for global innovator clients.

In parallel, we continued to build organizational depth by adding experienced scientific and leadership talent, ensuring our teams scale in step with our expanding capabilities. Our capacity expansion plans remain firmly on track, with manufacturing scale-up and process development infrastructure progressing in line with our long-term roadmap. These investments are being guided by the evolving scientific contours of next-generation medicines and the changing needs of our customers.

Looking ahead, we remain confident in sustaining our growth momentum in the coming year. With disciplined execution and a clear strategic direction, Sai Life Sciences is well positioned to support the next phase of innovation while creating long-term value for all stakeholders. //

Message from Whole-time Director and Chief Financial Officer



Mr. Siva Chittor

*Whole-time Director
& CFO*

“ We have delivered a robust growth in Q3FY26 which outperformed the broader CRDMO industry trend, with improved operating performance, driven by disciplined execution and healthy momentum across our businesses.

For the quarter, total revenue stood at ₹556 Cr, representing a 27% year-on-year increase, supported by sustained demand and healthy volume growth across key service lines. EBITDA grew by 54% year-on-year to ₹191 Cr, with margins expanding by 605 bps to 34%, supported by improved capacity utilization, operational efficiencies, and ongoing cost optimization initiatives.

As of date, we have invested ₹405 Cr in capital expenditure, aligned with our long-term strategy to strengthen capabilities and expand capacity. This investment remains in line with our guided FY26 capex plan and reinforces our commitment to building scalable, future-ready infrastructure.

We continue to focus on prudent capital allocation and margin discipline while investing selectively in areas that enhance our differentiated value proposition. With strengthened capabilities, a solid order pipeline, and a more resilient operating foundation, we are well positioned for another year of strong and profitable growth, creating enduring value for our stakeholders. **”**

Business Highlights

Global macros continue to favour India as an outsourcing destination

- Significant increase in strategic conversations with large pharma innovators; expect a healthy growth trend to continue into the next year

CRO Business Growth and Technology Advancement

- The CRO business continues to maintain strong growth momentum, supported by focus on increasing contributions from large pharma
- Investing in new technology capabilities to accelerate Discovery

CDMO Growth and Pipeline Strengthening

- The CDMO business continues to perform well, with 90%+ of contributions coming from pharma
- Larger pool of late phase and commercial molecules help business offset impact of volume variability on individual molecules that are outside the control of a CDMO
- Added 7 molecules to the late phase and commercial pipeline during the year, taking the total to 43 molecules

Capex Progress Inline with the plan

- Invested ₹405 Cr as on date in capital expenditure, against a plan of ₹700 Cr for FY26
- **R&D facilities**
 - Additional MedChem capacity (200 fume hoods) to be commissioned in Q4FY26
 - Process R&D Lab structure completed – commissioning by Sep 26
 - Peptide process and pilot plants commissioning scheduled for Sep 26 and will help expand our work in the peptide space from Discovery to Process & scale up
 - OEB 6 labs for Discovery (phase 1 completed); OEB 6 labs for process development underway and expected to completed in October 26; these labs will expand our work in the new gen ADCs
- **Manufacturing**
 - ~450KL capacity expansion ongoing, one production block with 225 KL capacity to be commissioned by Q2FY27; 2nd block by end of FY27
 - Phase I Animal health expansion to be completed by Mar 27; expect to begin validation for a commercial launch shortly thereafter

Business Highlights

AI & Digital Platforms

- Working on building out an end-to-end AI-driven pharma services business to sustain competitive advantage; details to be shared at an appropriate time
- Applied AI driven retrosynthetic analysis to ML generated compounds, accelerating route design and improving synthetic efficiency
- Successfully delivered a full library of AI designed macrocyclic peptides, demonstrating AI's role in complex modality generation

Technology Adoption & Infrastructure Scale-Up

- Created a centralized group for Photochemistry and Electrochemistry, enabling broader adoption of modern reaction technologies
- Strengthened Flow capabilities across Discovery & CMC; successfully scaled late-phase photo flow bromination; next GMP plug-flow step commencing

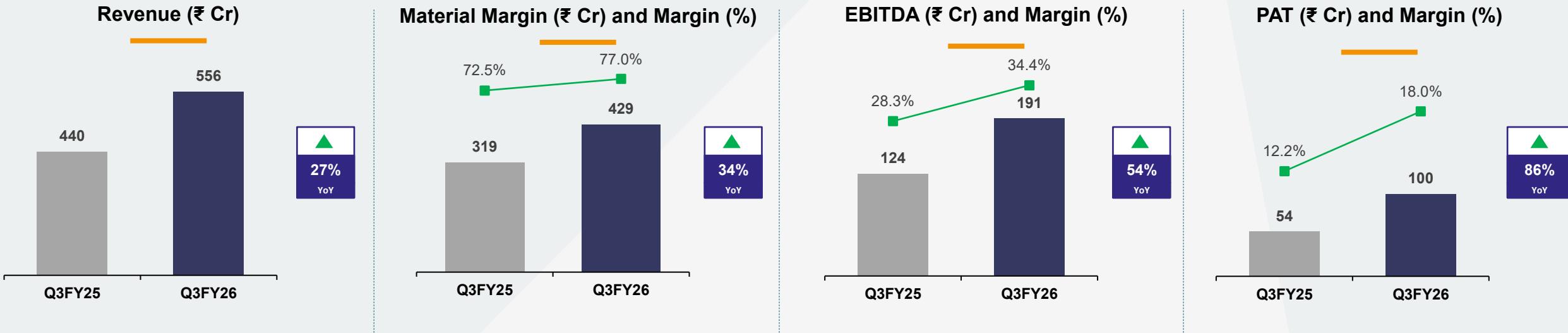
Quality and Compliance Excellence

- Successfully completed 8 customer audits across manufacturing and R&D units, with zero data integrity deviations and zero critical observations

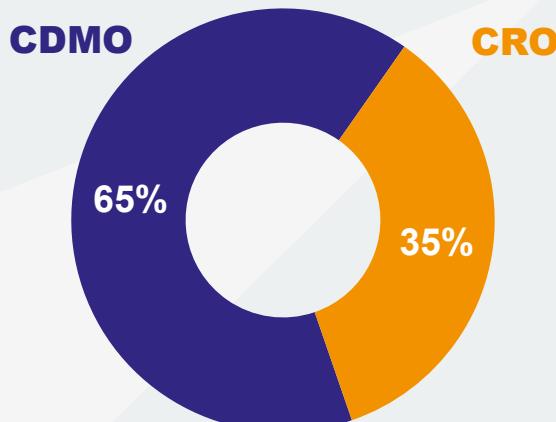
Sustainability

- Released 6th Sustainability Report 2024-25, outlining progress against ESG priorities
- Achieved My Green Lab (MGL) Green-level certification for two Process R&D laboratories and two Medicinal Chemistry laboratories, with over 98% compliance - the highest standard under the MGL framework
- Published a joint sustainability case study with Bayer on The Climate Drive, highlighting the increased adoption of a hybrid solar–wind captive power model at the Bidar manufacturing site under a long-term power purchase agreement (PPA)

Consolidated Financial Highlights (Quarterly)

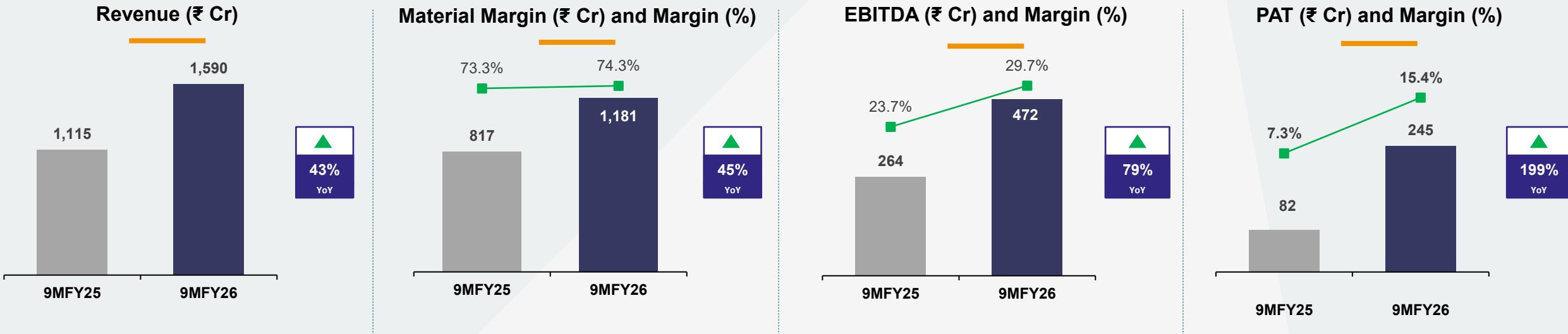


Q3FY26 Revenue Contribution

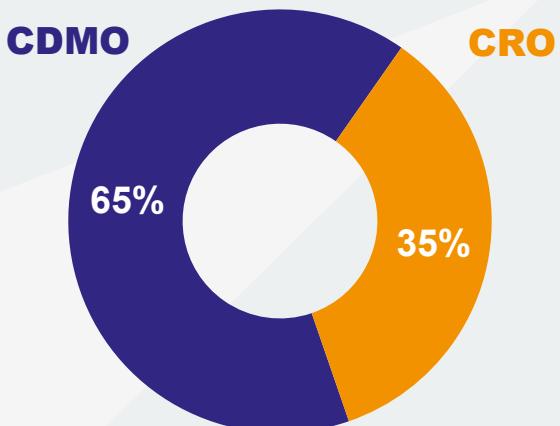


- Revenue for Q3FY26 was ₹556 Cr, a 27% increase over ₹440 Cr in Q3FY25, driven by strong growth both in CRO and CDMO services
- CDMO** recorded revenues of ₹361 Cr in Q3FY26, up 31% from ₹276 Cr in Q3FY25
- CRO** recorded revenues of ₹195 Cr in Q3FY26, up 19% from ₹164 Cr in Q3FY25
- EBITDA for Q3FY26 stood at ₹191 Cr compared to ₹124 Cr in Q3FY25, an increase of 54%
- EBITDA margin improved by 605 bps to 34% in Q3FY26
- PAT for Q3FY26 increased to ₹100 crore, registering a growth of 86% YoY as compared to ₹54 crore in Q3FY25

Consolidated Financial Highlights (Nine Months)



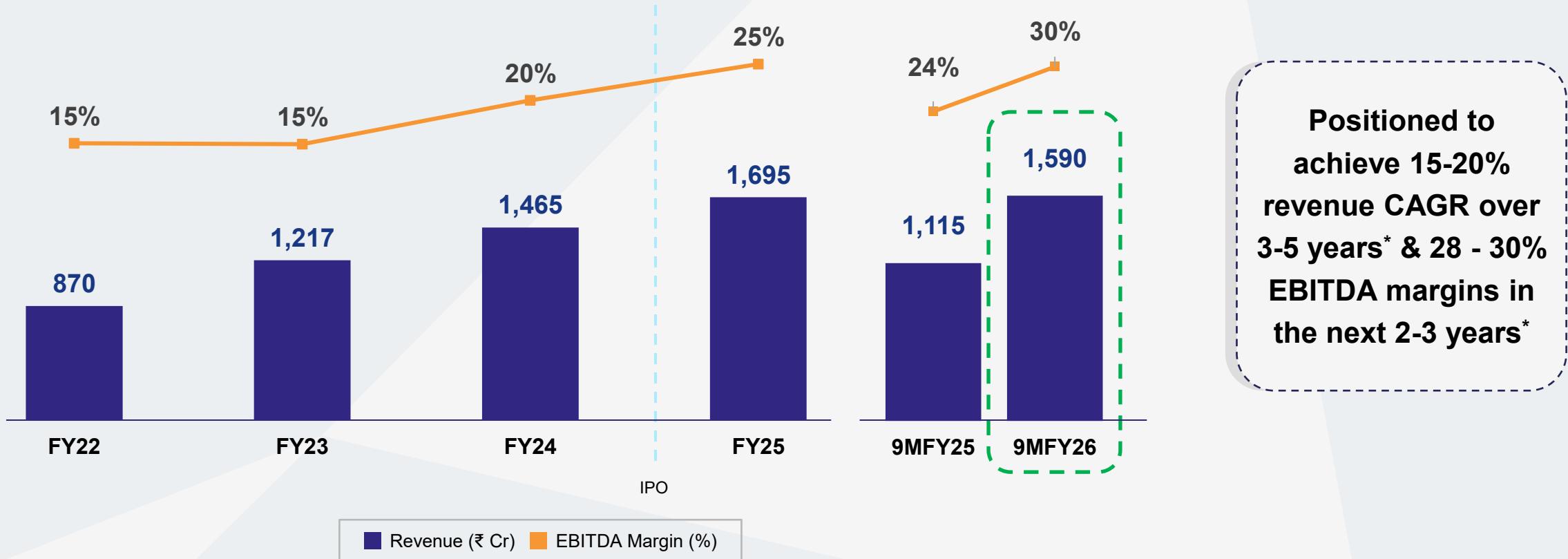
9MFY26 Revenue Contribution



- Revenue for 9MFY26 was ₹1,590 Cr a 43% increase over ₹1,115 Cr in 9MFY25
- CDMO** recorded revenues of ₹1,028 Cr in 9MFY26, up 55% from ₹663 Cr in 9MFY25
- CRO** recorded revenues of ₹562 Cr in 9MFY26, up 24% from ₹452 Cr in 9MFY25
- EBITDA for 9MFY26 rose to ₹472 Cr compared to ₹264 Cr in 9MFY25, an increase of 79%
- EBITDA margin expanded by 601 bps YoY to 30% in 9MFY26 mainly due to operating leverage on employee costs 450 bps and material margin 100 bps
- PAT for 9MFY26 increased to ₹245 crore, registering a growth of 199% YoY as compared to ₹82 crore in Q3FY25.
- Invested ₹405 crore in capital expenditure, against a plan of ₹700 Cr for FY26

Sustained Growth Momentum with Expanding Profitability

(Consolidated)



With 9MFY26 EBITDA at 30%, we are on course to achieving our stated goal of 28-30% EBITDA ahead of schedule. We expect to sustain this margin range (28-30%) to enable us maximise growth while managing growth related challenges and optimising margins.



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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

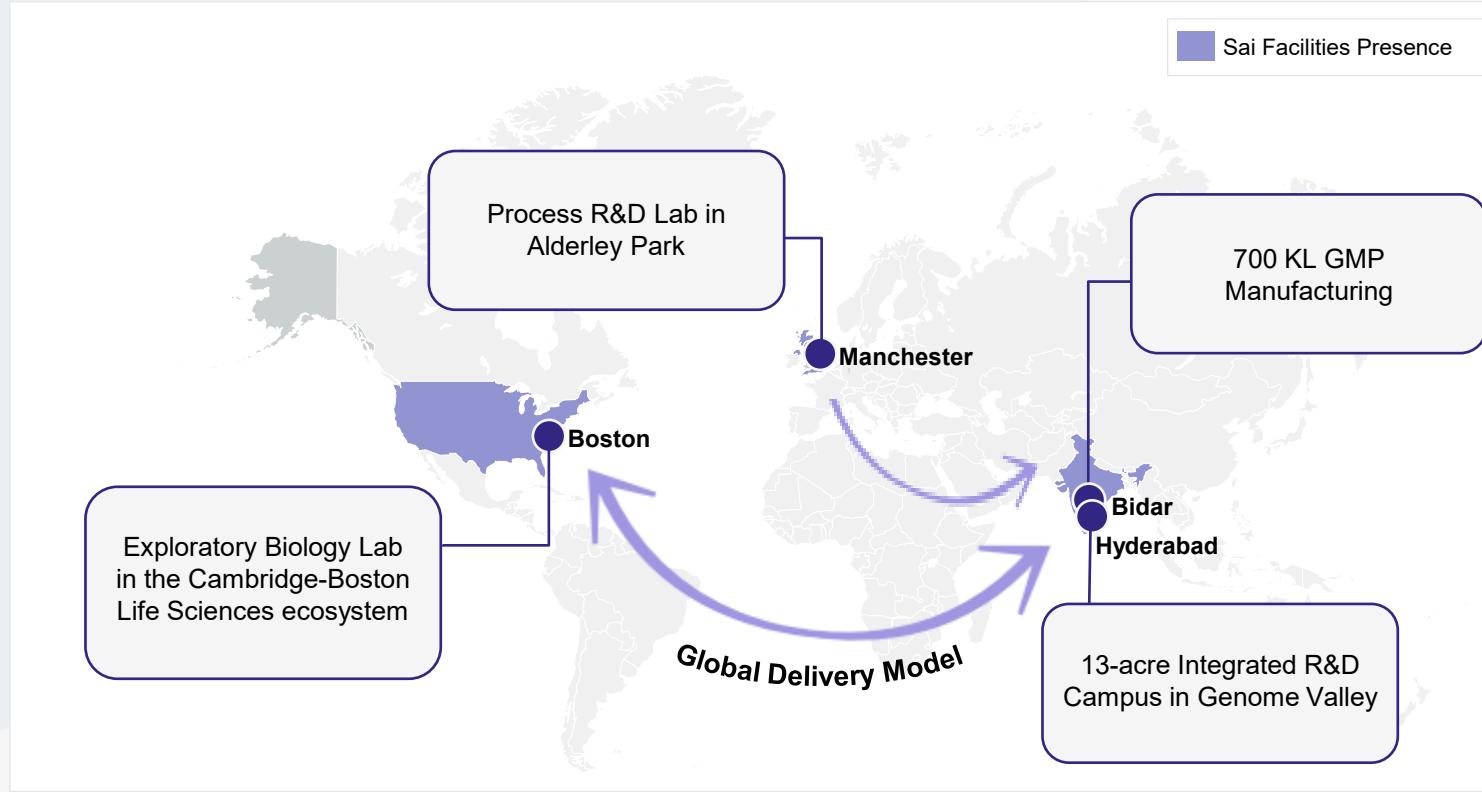
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Molecules from
discovery
to market

Global Presence

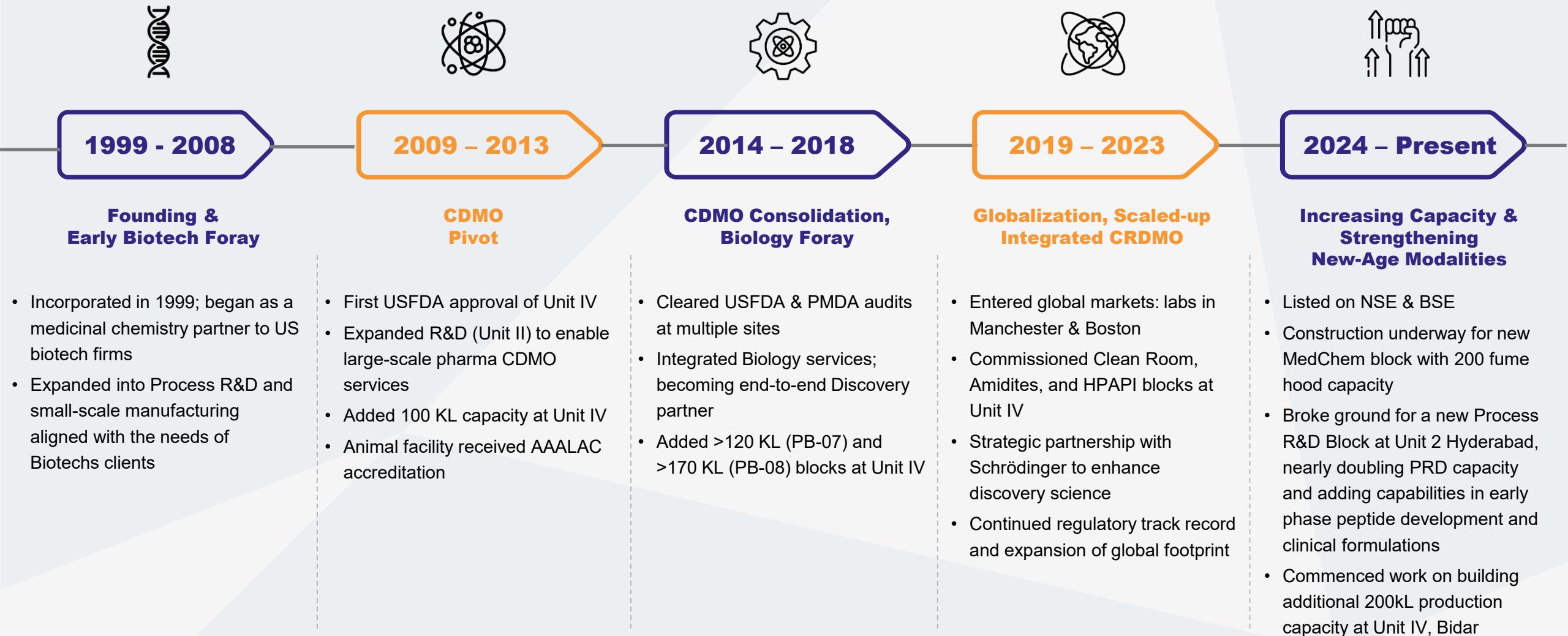


Research laboratories for discovery and development located near overseas innovation hubs in **Greater Boston, US** and **Manchester, UK**, complemented by large-scale research laboratories and manufacturing facilities in cost competitive locations in **India**



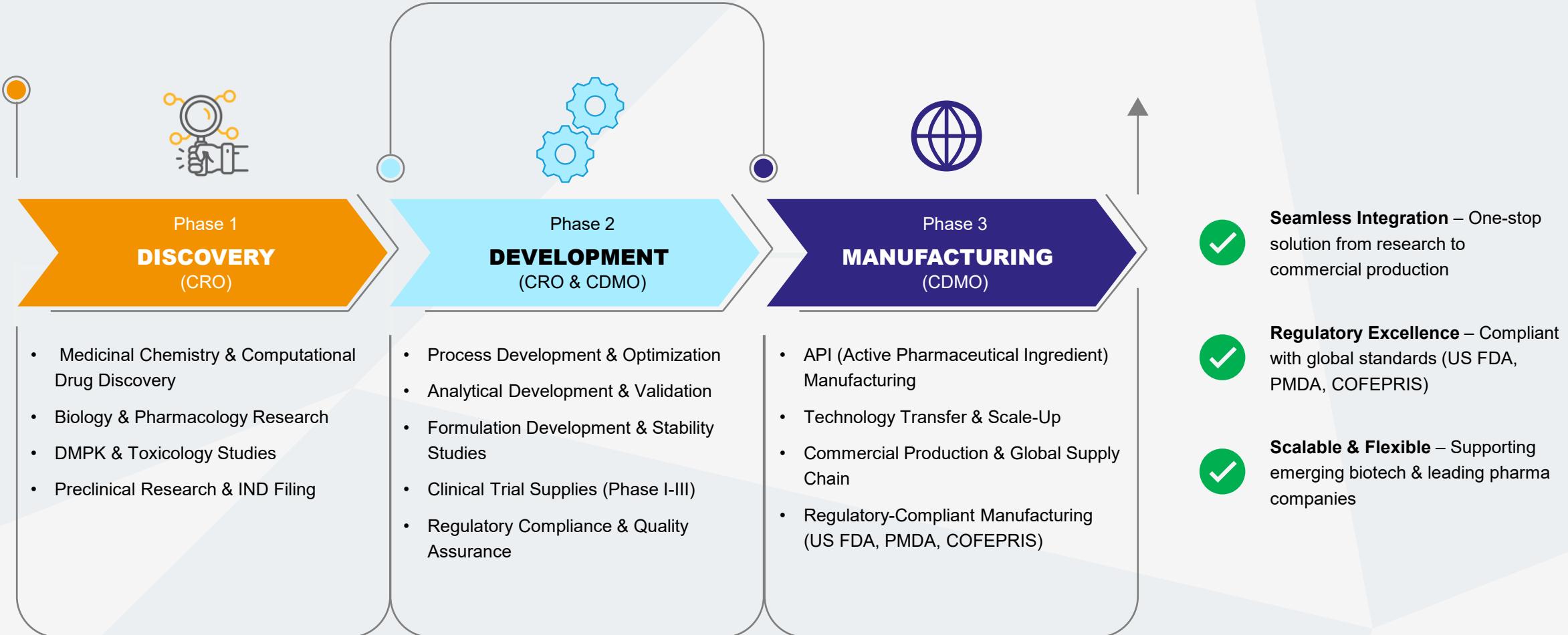
Strategically located to combine innovation access, client proximity, and cost efficiency

Our Growth Journey



A leading CRDMO with scaled operations across both verticals

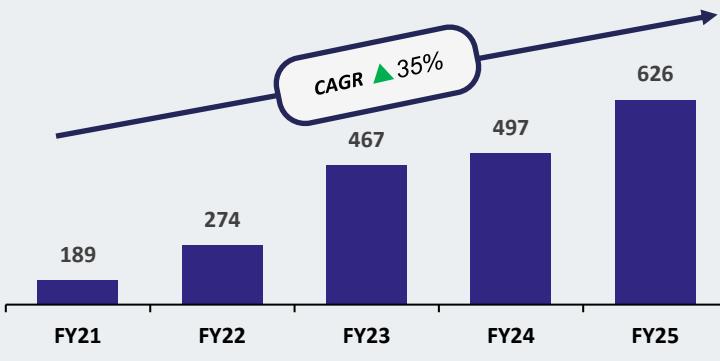
Sai Life Sciences operates as both a CRO and a CDMO, offering an end-to-end platform for global pharmaceutical and biotech companies



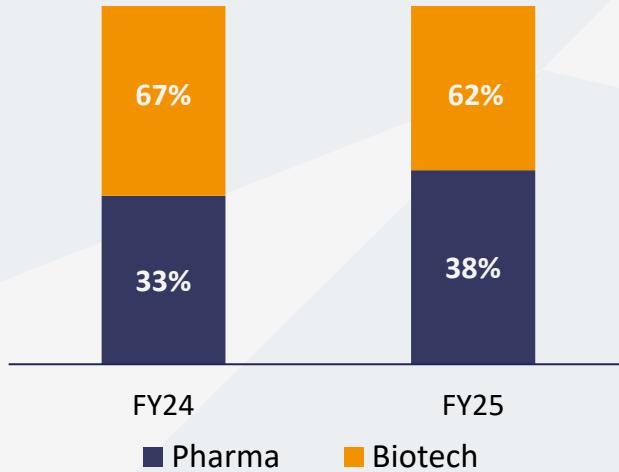
Discovery Services (CRO)



Consistent Revenue Growth (₹ Cr)



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

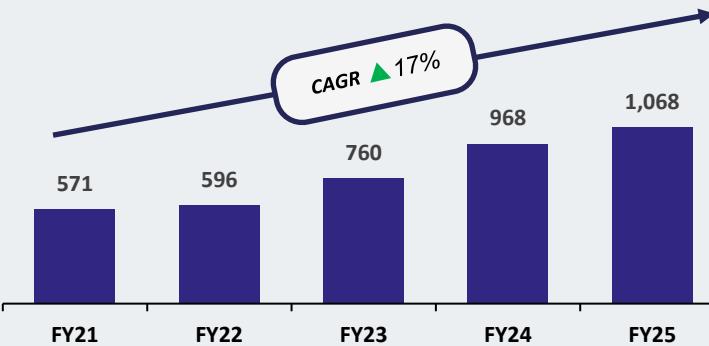
Organoids and spheroids enable predictive, FDA-aligned efficacy and toxicity testing

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

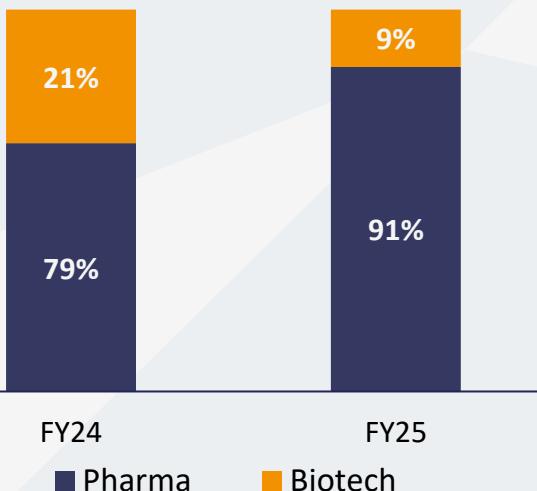
CMC Services (CDMO)



Consistent Revenue Growth (₹ Cr)



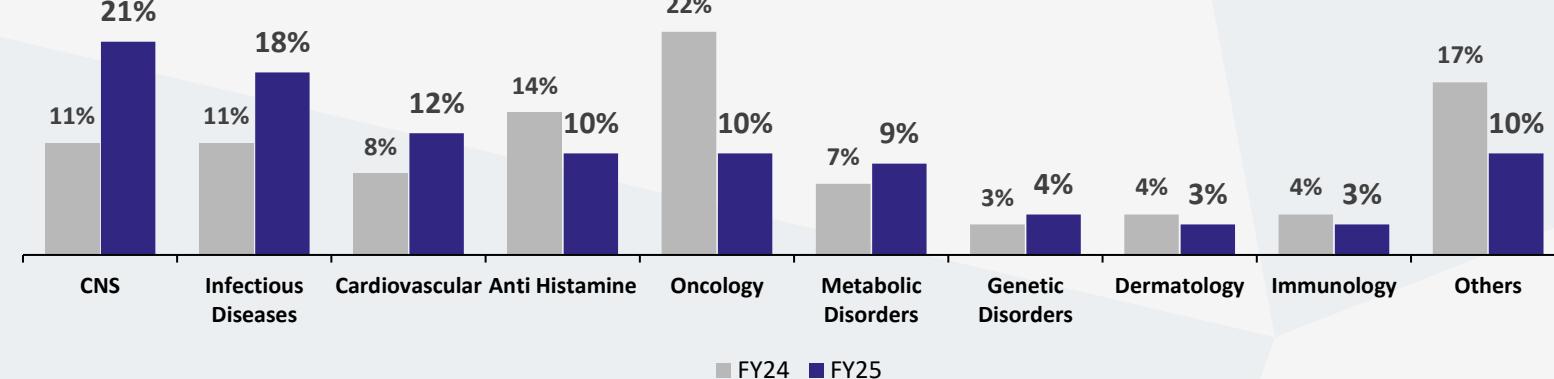
Customer Split %



- 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**

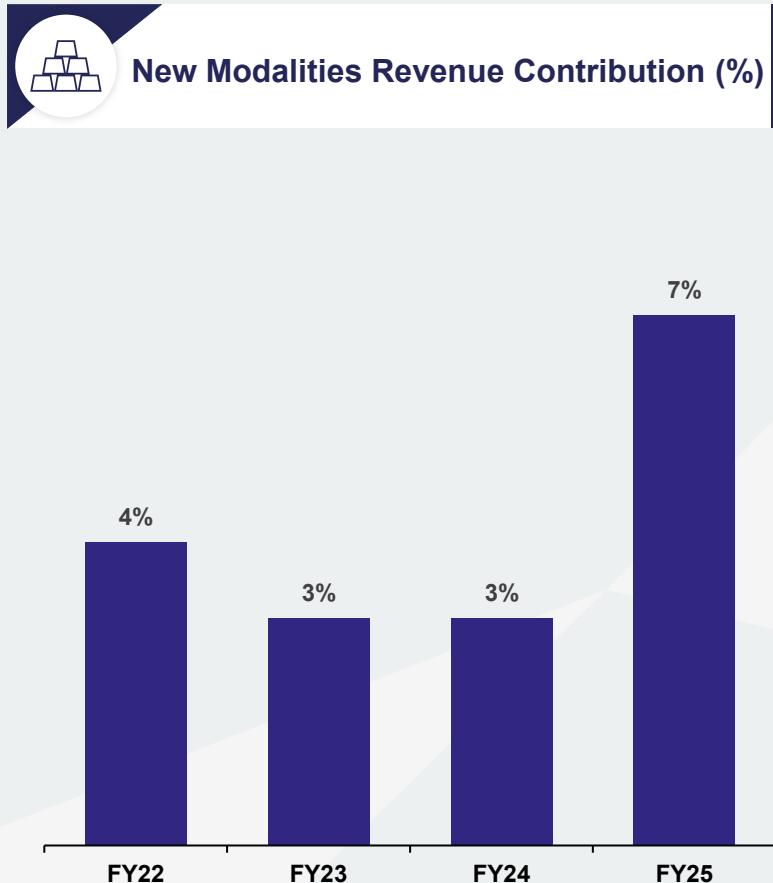


Business Mix Revenue Contribution – By Therapy (%)



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



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





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Our Strengths

Strategic Growth Levers & Competitive Edge



Deeper Customer Engagement

Expanding Capacity & Capabilities



Global Footprint, Local Advantage



Technology-Driven Efficiency



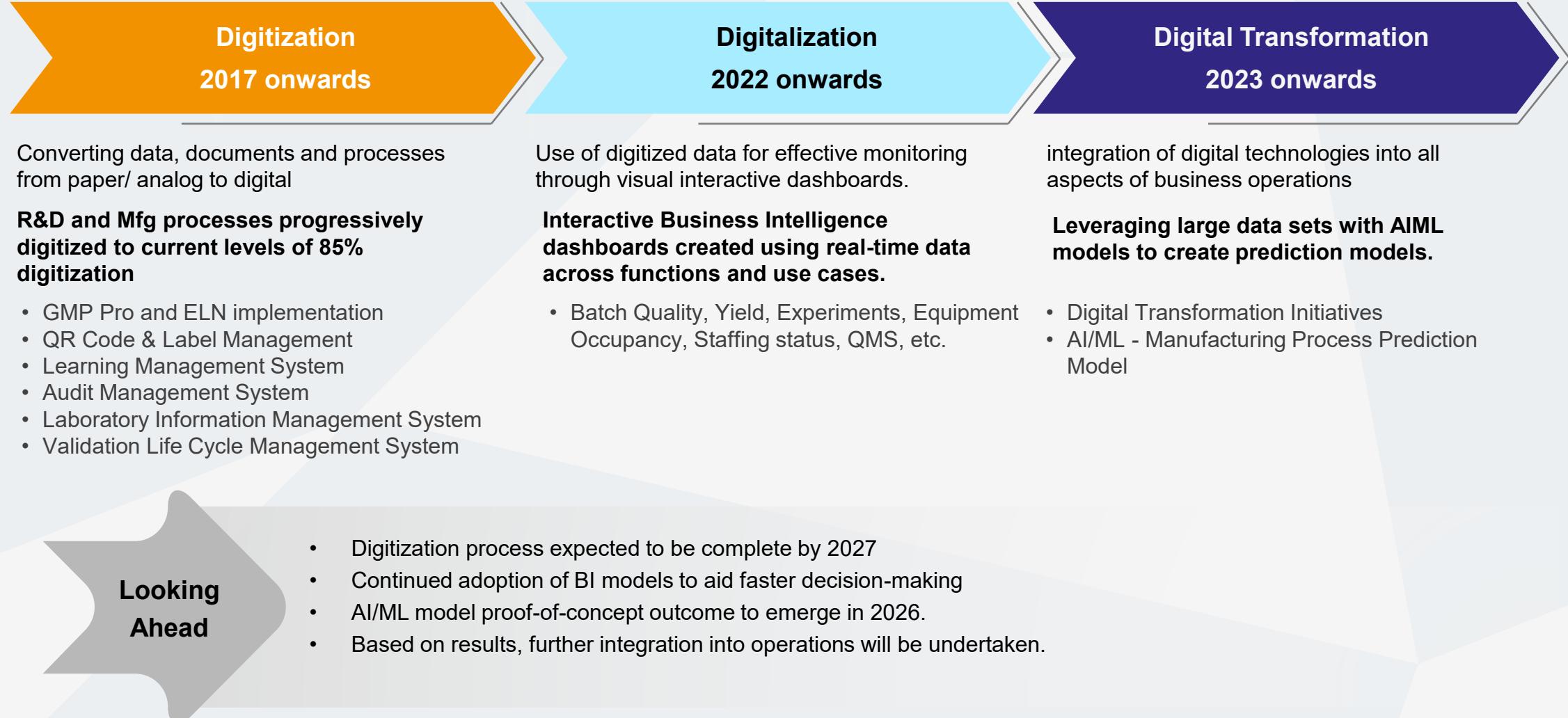
Quality & Sustainability Leadership



Talent & Innovation Culture



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

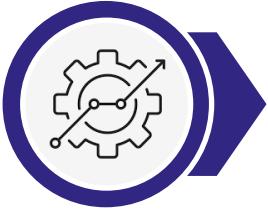
Sustainability Leadership

- 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 $\mu\text{g}/\text{m}^3$ 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 continues 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

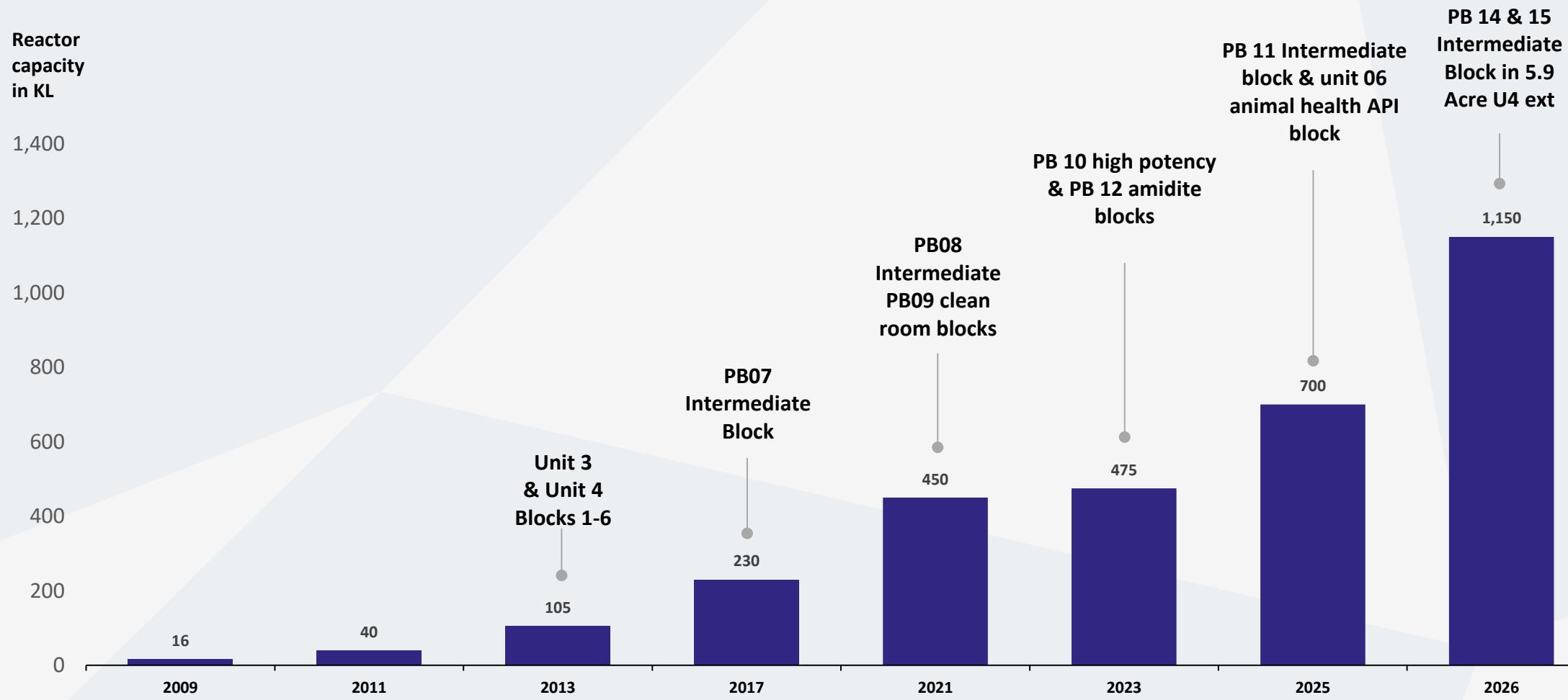
- Driving global program transfers to India across discovery, development & manufacturing
- Rapidly expanding leadership bench with experts from top CDMOs and global pharma
- Strengthening capabilities in new modalities, enabling pipeline expansion and stickier client relationships
- Building future-ready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



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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



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Industry Overview

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

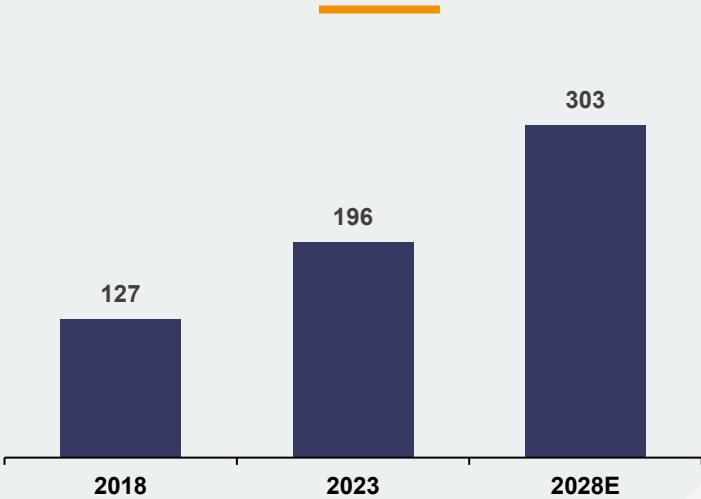


“As a CRDMO, our value doesn't hinge on drug approvals - we're not in the business of binary outcomes. We generate consistent, scalable value through scientific depth, execution reliability, and long term client partnerships.”

- Krishna Kanumuri, MD & CEO

Global CRDMO Industry Set to Cross USD 300 Bn by 2028

Global CRDMO Market (USD Bn)



Global CRDMO Market by Modality (USD Bn)

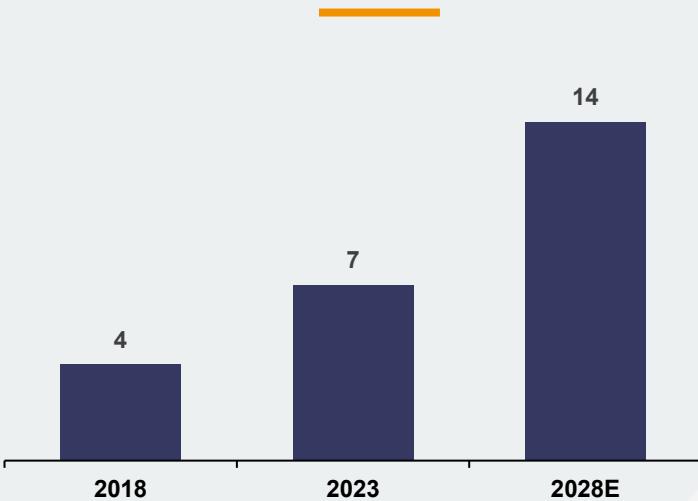


With growing investments in Peptides, Oligos & ADCs, Sai Life Sciences is positioned to capture growth in the fastest-expanding CRDMO segments globally

- 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



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Annexure

Consolidated Statement of Profit and Loss

Particulars (₹ Cr)	Q3FY26	Q2FY26	Q3FY25	9MFY26	9MFY25	FY25
Revenue from operations	556	537	440	1,590	1,115	1,695
Other income	5	5	4	17	11	18
Total income	561	543	444	1,607	1,126	1,712
Expenses						
Cost of materials consumed and changes in inventories	128	140	121	409	298	466
Employee benefits expense	173	163	133	496	398	549
Other expenses	68 ¹	89	66	230	171	274
Forex (gain)/loss	(3)	(10)	(5)	(17)	(16)	(19)
EBITDA	191	156	124	472	264	425
<i>EBITDA Margin</i>	34%	29%	28%	30%	24%	25%
Finance costs	10	9	23	31	65	76
Depreciation and amortisation expense	44	40	34	122	101	139
Profit before tax & exceptional Item	142	112	72	335	109	228
Exceptional Item, loss ²	8	-	-	8	-	-
Profit before tax	134	112	72	327	109	228
Tax expense	34	28	18	82	27	58
Profit after tax	100	84	54	245	82	170

1. Includes ₹16 Cr being partial reversal of provision taken last year on early intermediate of a commercial product on account of de-stocking. The customer has renewed orders and we have reversed the provision to the extent of material dispatch. Revenues and margin on this product will be accretive going forward.

34 2. Exceptional loss due to change in wage definition resulting in an increase in gratuity and leave provision.

Awards Certificates & Accreditations

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



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



Signatory of United Nations
Global Compact (UNGC)



Eco Vadis Silver Medal
for Sustainability



Affiliations with Leading Industry
organizations:



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



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Thank You

For more details please contact:
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