



Ref: Syn/CS/SE/IP/2025-26/Jan/11

Syngene International Limited

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CIN: L85110KA1993PLC014937

www.syngeneintl.com

January 23, 2026

To, The Manager, BSE Limited Corporate Relationship Department Dalal Street, Mumbai – 400 001	To, The Manager, National Stock Exchange of India Limited Corporate Communication Department Bandra (EAST), Mumbai – 400 051
Scrip Code: 539268	Scrip Symbol: SYNGENE

Dear Sir/Madam,

Sub: Investor Presentation under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

With reference to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed the Investor Presentation for the quarter and nine months ended December 31, 2025. The Company will use this presentation for any meeting scheduled with analysts or institutional investors.

The above-mentioned Investor Presentation will also be available on the website of the Company www.syngeneintl.com.

This is for your information and records.

Thanking You,

Yours faithfully,

For **SYNGENE INTERNATIONAL LIMITED**

Chethan Yogesh
Company Secretary and Compliance Officer

Enclosed: Investor Presentation.

Investor Presentation

January 2026



Safe harbour



Certain statements in this release concerning our future growth prospects are forward-looking statements, which are subject to a number of risks, uncertainties and assumptions that could cause actual results to differ materially from those contemplated in such forward-looking statements.

Important factors that could cause actual results to differ materially from our expectations include, amongst others general economic and business conditions in India, business outlook of our clientele and their research and development efforts, our ability to successfully implement our strategy, our growth and expansion plans and technological changes, changes in the value of the Rupee and other currencies, changes in the Indian and international interest rates, change in laws and regulations that apply to the Indian and global biotechnology and pharmaceuticals industries, increasing competition, changes in political conditions in India and changes in the foreign exchange control regulations in India.

Neither the Company, nor its directors and any of the affiliates have any obligation to update or otherwise revise any statements reflecting circumstances arising after this date or to reflect the occurrence of underlying events, even if the underlying assumptions do not come to fruition.



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Q3 FY26 Highlights



Q3 and 9M FY26 performance

Operating Highlights

- Bristol Myers Squibb (BMS) has extended its long-standing partnership with Syngene through to 2035. The expanded agreement broadens the scope of integrated services across the drug development lifecycle, spanning discovery, translational sciences, pharmaceutical development and manufacturing, and clinical trials
- Syngene continued its strategy of investing in new technologies, AI, novel modalities and advanced processes:
 - Syngene commissioned a new commercial-scale facility for liquid-filled hard gelatin capsules
 - Syngene also expanded its advanced chemistry capabilities at its Hyderabad site with new catalytic screening and flow chemistry labs, enabling parallel testing of multiple reaction conditions and faster synthesis turnaround times
- Syngene earned the prestigious 5S Certification from the Union of Japanese Scientists and Engineers (JUSE) and the Quality Circle Forum of India (QCFI) for its Translational & Clinical Research (T&CR) unit. Syngene remains the only organization in the pharma and biotech sector in India to get this recognition for its laboratory designs and practices.
- Syngene earned its second recognition from TIME magazine and Statista in six months and it was ranked amongst the “World’s Best Companies in Sustainable Growth” list 2026. The company ranks amongst the global top three and is #1 in India in the Pharma and Biotech category.

Q3 FY26 Financial Highlights

Revenue from Operations

Rs 917 Cr (-3% Y-o-Y)
~USD 103 Mn

Operating EBITDA margin

23% (30% in Q3 FY25)

Reported PAT before exceptional items : Rs. 73 Cr (-44%YoY)

9M FY26 Financial Highlights

Revenue from Operations

Rs 2,702 Cr (3% Y-o-Y)
~USD 307 Mn

Operating EBITDA margin

23% (27% in 9M FY25)

Reported PAT before exceptional items : Rs. 227 Cr (-22% YoY)

2

Syngene – Putting Science to Work

Syngene



Partner in innovation: #Putting Science to Work

Who we are and what we do

We aim to be a world class partner delivering innovative scientific solutions for clients



We offer integrated solutions across research, development and manufacturing



Sector expertise include pharmaceuticals, biotech, nutrition, animal health, consumer goods and specialty chemicals

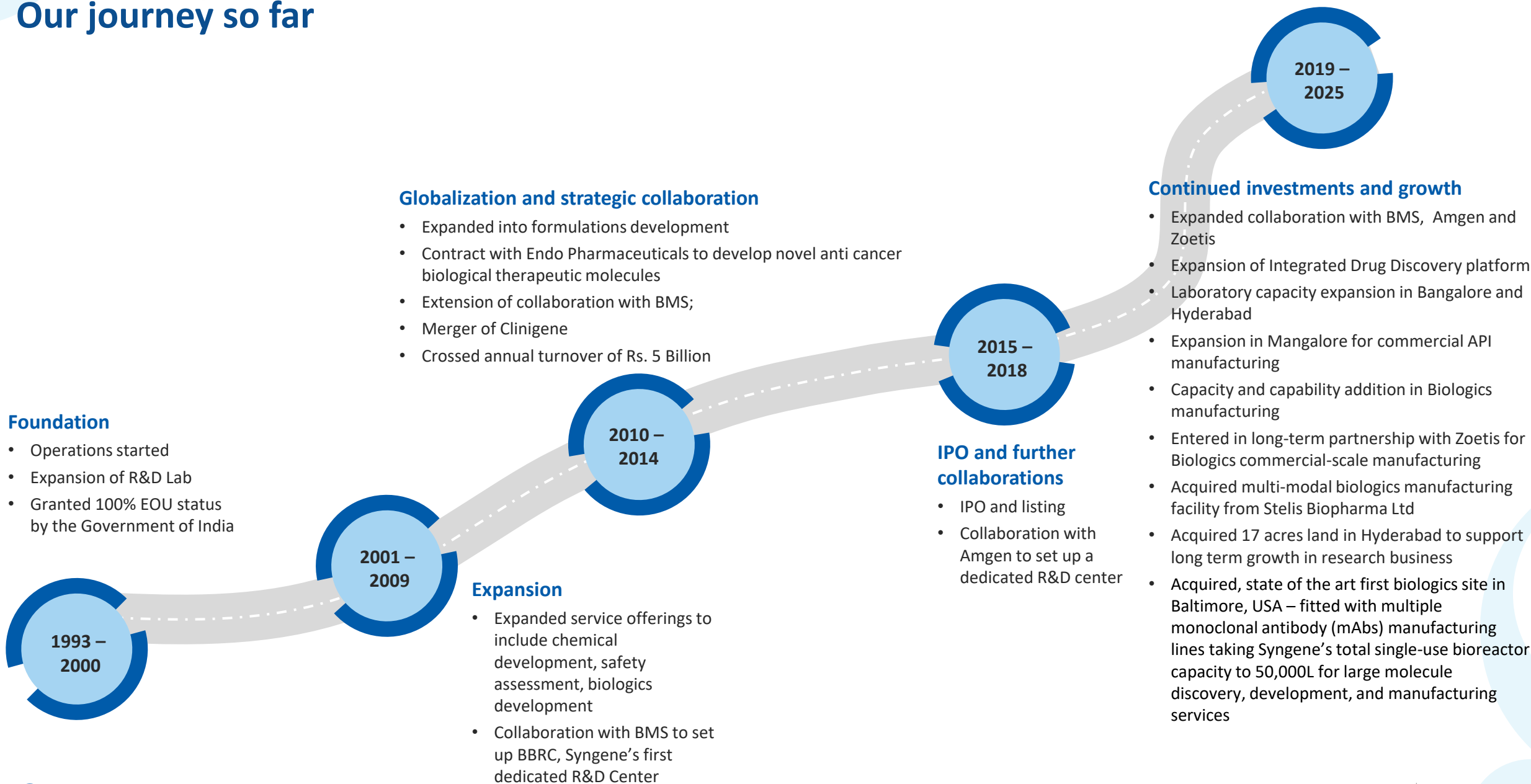


Our team includes more than ~5,600 scientists out of total 8,200+ headcount, operating across 4 global state-of-the-art campuses located in India's leading life science hubs: Bangalore, Mangalore and Hyderabad & USA (Baltimore)



Established track record in discovery research and development/ manufacturing for small and large molecules

Our journey so far



Key facts and figures



~400
active clients



14 out of top **20**
pharma companies are
clients



400+
patents
held with clients



World class infrastructure
International presence with global
campuses across Bangalore, Hyderabad and
Mangalore in India and Baltimore in USA
qualified to meet international standards



Rs. 3,642 Cr
(~US\$430* Mn)
FY25 Revenue from
operations



Rs. 475 Cr**
FY25 PAT



8,235 headcount
including **5,641**
talented scientists



92%
energy from
renewable sources

** All figures are as on March 31, 2025 / FY2025*

***before exceptional items*

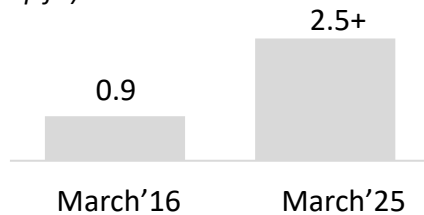


Syngene – one of the largest integrated CRDMO players in India

One-stop platform for integrated drug discovery, development and manufacturing across modalities

Expanding capacity

(in Million sq. ft.)

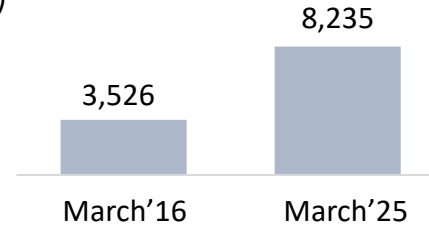


More than doubled infrastructure that is qualified to meet international standards

- Expanded laboratory capacity in Bangalore and Hyderabad
- Expanded to Mangalore for commercial API manufacturing
- Acquired land in Hyderabad for long term growth in research business
- Acquired multi-modal biologics facility from Stelis Biopharma Ltd
- Acquired first biologics site in the USA from Emergent Manufacturing Operations Baltimore, LLC
- US FDA, EMA, UK VMD, Health Canada, PMDA approved, AAALAC accredited and GLP certified facilities

Building capabilities for future

(#)

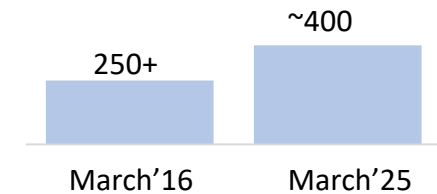


~3x employees from FY16 comprising talented scientists

- 5,600+ scientists comprising PhDs, MS
- Skills and experience to become trusted thought partner in cutting-edge research
- Scientific prowess across modalities including small molecule, large molecule, peptides, oligonucleotides, antibody drug conjugates, PROTACs
- Proven success in delivering integrated CMC programs and clinical candidates

Building partnerships

(#)



Over 50% increase in active clients

14 out of top 20 pharma companies are clients

- Expanded partnership with big pharma companies
- Increasing contribution from emerging biotech companies in research services with share of total revenue from US emerging biotech increasing from 10% in FY21 to 14% in FY25
- Expanded into commercial manufacturing in Biologics with Zoetis
- Enhanced BD presence across key value clusters including US and Europe
- 25-year strategic partnership with BMS – established BBRC, India's first and largest dedicated R&D center

3-pronged growth strategy across diversified platform

Research Services (CRO)

Discovery Services



Flexible Platform with capability across multiple modalities including small molecule, large molecule, peptides, oligonucleotides, antibody drug conjugates, PROTACs

SynVent - proprietary platform for Integrated Drug Discovery

SARchitect- proprietary platform for data visualization and analysis. Enables collaboration between scientific experts across geographies

Dedicated R&D Centers



Ring-fenced infrastructure for exclusive operations for an individual client

Dedicated multi-disciplinary team of scientists

Access to entire Syngene ecosystem for specialist research and development operations

Clinical Development



Comprehensive research services through trials conducted on both healthy volunteers and patients

Regulated bioanalysis (small & large molecules, peptides, ADC's), Central Lab, Clinical Data Management & Biostatistics as allied services

Large Molecule CDMO



Process development

Manufacturing of large molecules for clinical/commercial supplies

Associated services to demonstrate the safety, tolerability and efficacy of the selected drug candidate

cGMP-compliant facilities

State-of-the art Biologics manufacturing facilities with international presence

Small Molecule CDMO



Drug substance and drug product development

Associated services to demonstrate the safety, tolerability and efficacy of the selected drug candidate

cGMP-compliant manufacturing of clinical supplies, and registration batches for small molecules

Manufacturing of small molecules for commercial supplies

State-of-the art API manufacturing facility

Our Strategy



Research Services

Provide an integrated end-to-end therapeutic discovery services Encompassing drug discovery, pre-clinical and clinical development capabilities across technologies, platforms, disciplines, disease areas and therapeutic modalities.



Development and Manufacturing Services – Large Molecules

Implement a comprehensive strategy for biologics development and manufacturing, establishing a seamless, one-stop-shop capability that covers everything from drug discovery to commercial production.



Development and Manufacturing Services – Small Molecules

Utilize existing Chemistry, Manufacturing, and Controls (CMC) capabilities and commercial manufacturing, while also developing innovative technologies, to establish a fully integrated, cutting-edge small molecule development and manufacturing service provider



Operational Excellence

Drive operational excellence through improved reliability, speed and efficiency to enhance customer delivery and satisfaction.



People

Build a future ready, high-performance organization by nurturing leadership at all levels, fostering holistic employee well-being, and driving a culture of continuous growth and innovation



Environmental, Social and Governance (ESG)

Syngene is committed to responsible and sustainable growth, ensuring that its ESG standards meet the evolving expectations of clients, investors, and stakeholders. Our ESG strategy is a key enabler of long-term value creation, embedding environmental stewardship, social responsibility, and robust governance across all aspects of our operations

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Syngene strengths



Syngene strengths

A global scale CRDMO player

- Integrated Drug Discovery, Development and Manufacturing service provider
- Small and large molecules, ADCs, oligonucleotides
- Listed on Indian Stock Exchanges (NSE and BSE)



Solutions through innovation

- IP fully assigned to clients
- Track record of data management and security
- Over 400+ patent filings by clients recognizing Syngene scientists



Quality matters

- Fully digitized quality organization
- Strong compliance track record with global regulators
- US FDA, EMA, UK VMD, Health Canada, PMDA approved, AAALAC accredited and GLP certified facilities
- 111 client and regulator audits in the last financial year



Science in our DNA

- Global presence : India life science hubs: Bangalore, Mangalore and Hyderabad & Baltimore, USA
- ~5600+ qualified scientists including ~500 PhDs (8,200+ total headcount)
- Resilient supply chain management
- 2.5 Mn+ sq. ft world-class R&D and manufacturing infrastructure



Blue chip client list

- ~400 active clients
- Partnering with large / mid-size / emerging biopharma and other industries
- Clients concentrated in US, Europe & Japan
- Track record of working with diverse industry sectors



Making a difference

- Partnerships have delivered numerous clinical candidates
- Delivery history for integrated CMC programs up to clinical trials and beyond

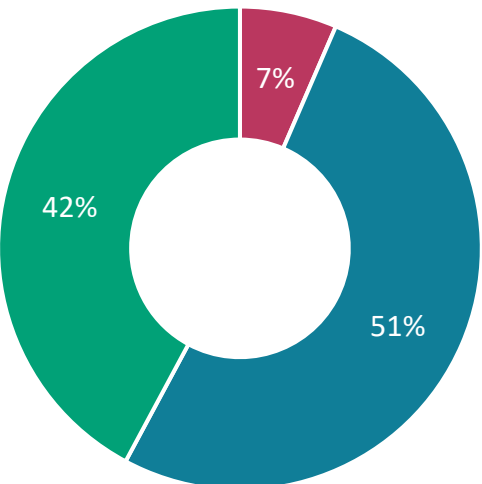


Experienced workforce: building capabilities and careers

8,235
total headcount

5,641 scientists delivering
high quality solutions – create
a competitive edge

■ PhDs ■ Master's Degree ■ Others



All figures are as on March 31, 2025

Inspiring technical excellence and providing opportunities to grow

Empowering our workforce

- Thrive 360: A holistic approach to employee well being addressing physical, mental and emotional, social, financial and professional health through targeted initiatives.
- Our corporate initiatives contribute to both professional fulfillment and organizational success. Moving beyond traditional evaluations, our forward-looking approach continues to foster meaningful conversations that celebrate achievements while paving the way for future growth and success

Continuous learning & development

- Enhancing managerial and leadership capabilities through our multi-pronged approach which ensures leaders at all levels are equipped to inspire, develop, and retain top talent
- Enhancing our technical learning framework by establishing an enterprise-wide Scientific Skills Development Academy. This centralized academy will standardize and elevate our upskilling approach, integrating advanced curricula in emerging research methodologies with hands-on application module

Shaping a culture of belonging

- A strong and well-structured Diversity, Equity, and Inclusion strategy lays the groundwork for making Syngene a fair, reputed and high performing organization
- We welcome diverse people from different backgrounds, having varied capabilities and offering a wide range of perspectives
- 26% of our workforce is female and 6% of senior management positions are held by women

Extended our state-of-the-art infrastructure & new capabilities with global presence to meet our strategic partners needs...

HQ campus at Bangalore, India

90 Acres (3,64,217 sq. mt) where most of Syngene's capabilities are housed today



Biologics

Discovery development & and manufacturing plants in Bangalore, India

Fully functional R&D Centre at

Genome Valley, Hyderabad, India



API manufacturing

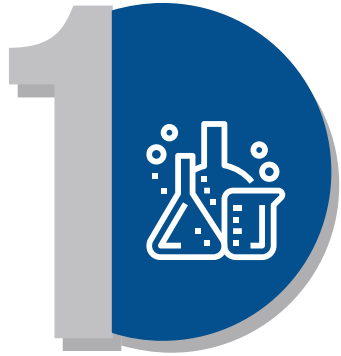
Commercial manufacturing to support product launch located at Mangalore, India

USA based Biologics facility

Bayview, Baltimore, USA



We currently operate a range of successful collaboration models



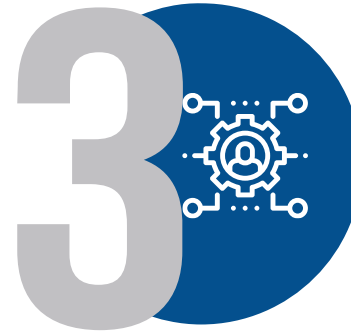
Dedicated R&D Labs

- Customers receive ring-fenced infrastructure customized to their research needs
- Dedicated scientific and support teams work exclusively on the customer's projects
- Long-term strategic partnerships, typically extending for five years or more, foster deep collaboration and sustained innovation



Full time equivalent (FTE)

- A dedicated team of scientific personnel from predefined disciplines works exclusively on the customer's projects
- Deliverables and team composition evolve as the project progresses to align with changing requirements
- Agreements are typically renewed annually, ensuring continuity and flexibility



Fee For service (FFS)

- Services are provided within a defined scope
- Flexible, on-demand personnel and research infrastructure are allocated to meet project objectives
- Engagements can be short-term or long-term, based on project requirements



Risk / Reward Model

- A milestone-driven approach covering a portfolio of research projects
- Customers benefit from reduced upfront costs, with payments tied to predefined success milestones

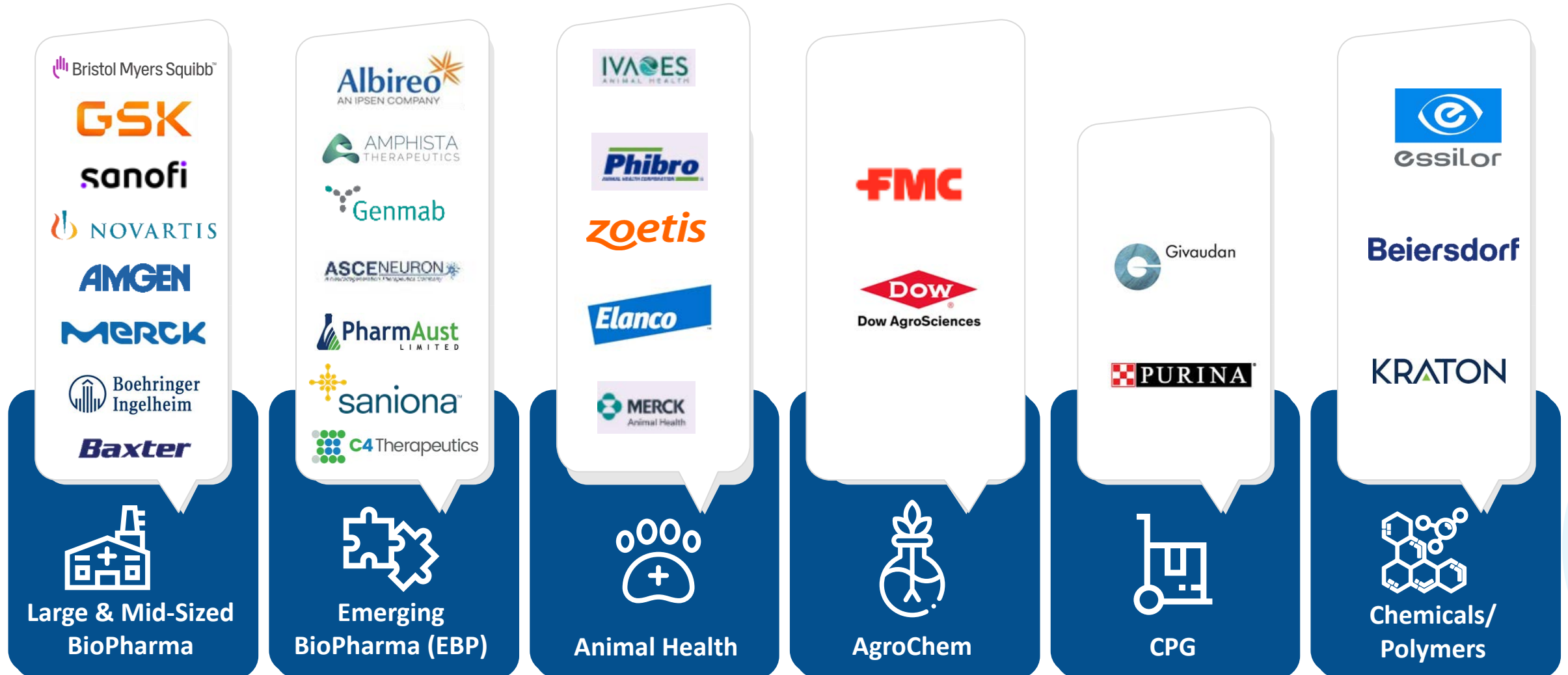


Outcome – based model with Service Level Agreement

- A contract structured around the achievement of predefined outcomes
- Linked to specific productivity goals to ensure performance-driven results

... and are open to any single or combination of above

Our experience spans multiple industry segments and partners us with global leaders across the world...



Operational robustness driving strategy execution

Continuous improvement embedded in operations driven by certified operational leaders

Six Sigma Black Belt certified staff in each
service line and support function
Green belt certified staff across operations
99% of employees white belt certified

Quality management system: digitized and audit-ready

111 customer and regulator audits in the last
financial year
5 successful USFDA audits in the last 5 years

Client-focused commercial organization

Leaders based in the US, Europe, UK and Asia
close to client locations



Focused execution through strong Project Management

Structured program management for executing client
projects enabled by SynPro platform and SynPro
Academy ensuring delivery of client projects

Digital as a differentiator

AI capability in all research teams
Integrating automation, IT solutions, and data
analytics, we optimize workflows, enhance
resource allocation and utilization, and ensure
regulatory compliance

Strategic Sourcing that makes a difference

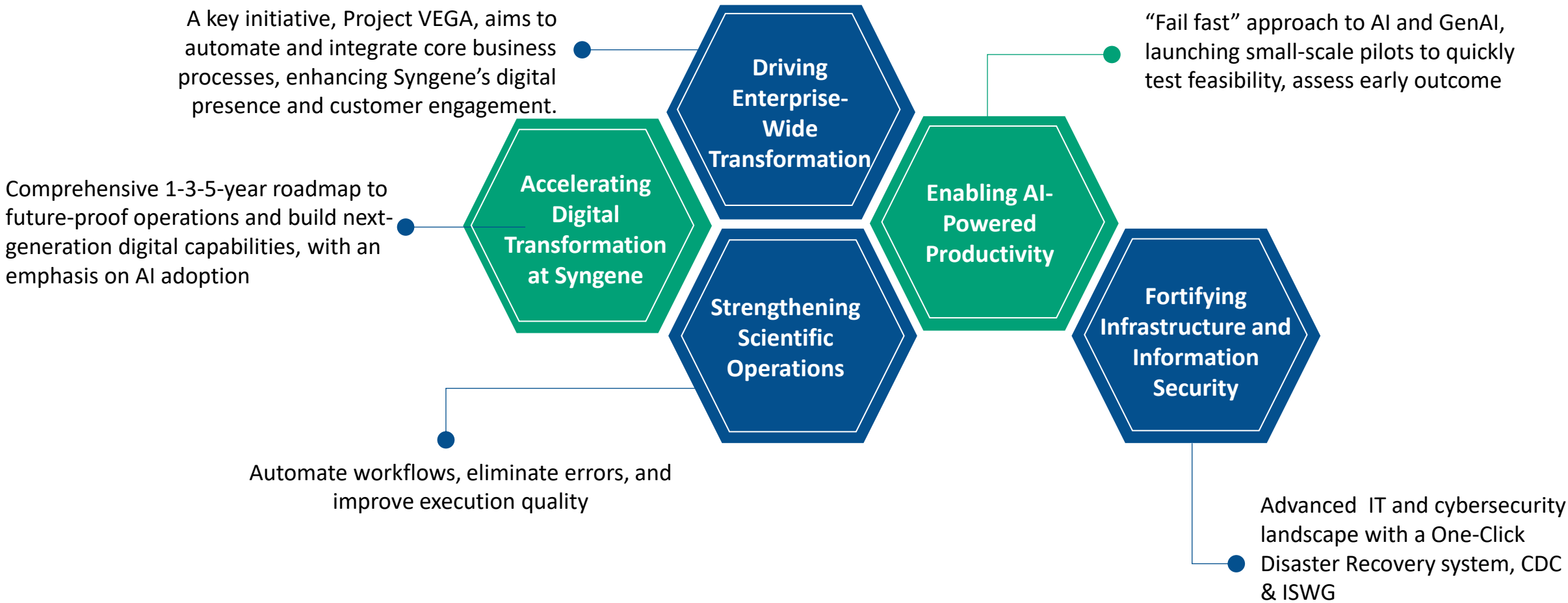
Effective global collaboration with 2,800+
suppliers across 30 countries

China-independent supply chain development
continued through strategic sourcing from the
Indian ecosystem, and engagement with
global suppliers to establish operations in
India

Syngene digital initiatives aimed at driving innovation and operational

At Syngene, IT strategy is closely aligned with organizational priorities, emphasizing investments in automation and digitization to improve scientific and enterprise functions.

Certification as per ISO 13485:2016, ISO/IEC 27001 and ISO 9001:2015 requirements



Committed to safety and sustainability

Safety is our first priority

- Accredited with ISO 45001:2018 for Occupational Health and Safety (OH&S) measures
- Risk assessments are an integral part of our operation
- Kavach, our flagship safety program, has delivered improvement in safety metrics and drives focus on industrial safety for all employees
- Lost time injury frequency rate (LTIFR): 0.00
- 36,737 hours of EHSS training



ESG Ratings		
ESG Rating Agency	2025	2024
Ecovadis	Silver	Bronze
CDP	Climate Action – ‘B’ Water Security- ‘B’	Climate Action – ‘C’ Water Security- ‘D’
Sustainalytics	12.4 Low Risk	12.4 Low Risk
MSCI	A	BBB

Committed to environmental protection

- Committed to Science-based targets for greenhouse gases
- 95% of total hazardous and non-hazardous waste recycled
- 92% of energy procured from green energy sources
- 1,296 MT equivalent CO2 savings from energy conservation
- 73,207 MT equivalent CO2 reduction in GHG emissions
- 64% YoY freshwater savings achieved
- 1,04,413 KL fresh water saved from recycling, reusing and rainwater harvesting
- 11,433 KL water rainwater harvested

Accreditations



- USFDA, EMA, UK VMD, PMDA and Health Canada Certified GMP facilities.
- GLP, NABL (ISO IEC 17025) certification for Safety Assessment and Large Molecule Bioanalytical Laboratory
- GLP certification for Viral Testing Facility, AAALAC Accreditation and CCSEA registration for Safety Assessment
- USFDA, MHRA. AGES inspected & ANVISA approved Translational and Clinical research facility
- ISO 15189:2012, NABL & College of American Pathologists (CAP) accredited Clinical and Molecular diagnostics facility
- ISO 9001:2015, 14001:2015, 45001:2018 and ISO/IEC 27001:2022 accreditations.



We have consistently received industry recognition for our scientific capability and business excellence

- **CMO Leadership Awards 2022** Presented by Life Science Leader and Outsourced Pharma
- **CMO Leadership Award Champion 2022** - Presented by Life Science Leader and Outsourced Pharma
- **Golden Peacock Award for Excellence in Corporate Governance** for 2021 by the Institute of Directors at the 'Golden Peacock Awards Ceremony'
- **The 2022 Brandon Hall Group HCM Excellence Bronze Award** In Leadership Development for 'Best Unique or Innovative Leadership Program' and 'Best Advance in Compliance Training'
- **The 2022 Brandon Hall Group HCM Excellence Bronze Award** In Leadership Development for
- **Asia Pacific Biologics CMO Excellence Awards 2022** - For Quality
- **Biopharma Honours Award 2022** - For Viral Testing Facility by Informa Markets
- **Most Preferred Workplace 2022** - Award by MarksmenDaily.com

- **EcoVadis Sustainability Rating, 2024** : Syngene secured silver rating in the EcoVadis sustainability index for commitment to ESG practices and ranked among the top 15% of companies assessed worldwide.
- **Asia Pacific Biologics CMO Excellence Awards 2024** : Adjudged Best Biologics CMO in South Asia by IMAPAC
- Winner under the Reliability and Compatibility categories for exceeding customer expectations at **CDMO Leadership Awards 2024**
- Declared champion by the Institute of Supply Chain Management (ISCM) at the **Pharma Supply Chain Management 5.0 summit**.
- Award for Excellence in Environment Health and Safety (EHS) practices at **CII-SR EHS Excellence Awards 2023**
- Awarded **India's Best Managed Company** by Deloitte
- **Golden Peacock Award 2023**: For risk management practices under the Pharmaceutical sector category.
- **Best Overall Sustainable Performance (Pharmaceutical) 2023** at the 2nd Edition India Sustainability Conclave & Awards 2023



2021

- **Dream Companies to Work Award** at the 29th Edition of the World HRD Congress Awards.
- **Asian Leadership Award for Excellence in Branding and Marketing** in the Contract Research Development and Manufacturing category
- **CRISIL awards Syngene Top score among Indian Pharma** - for Environment Safety Governance (ESG)
- **Syngene ranked #69 in Fortune India magazine's** list of 'Top 100 Indian wealth creators 2021'
- **India Pharma Awards 2021** for Operational Excellence—Manufacturing organized by Informa Markets, India
- **Best Governed Company in the Listed Segment: Medium Category** at the 21st National Awards for Excellence in Corporate Governance by The Institute of Company Secretaries of India (ICSI)
- **Best Corporate Foundation Award** at the World CSR Congress

2022

2023

- **Golden Peacock National Quality Award 2023** For meeting the overall requirements of the Golden Peacock Excellence Model
- **Biopharma Excellence Awards 2023** For Best Contract Development and Manufacturing Organization (CDMO)

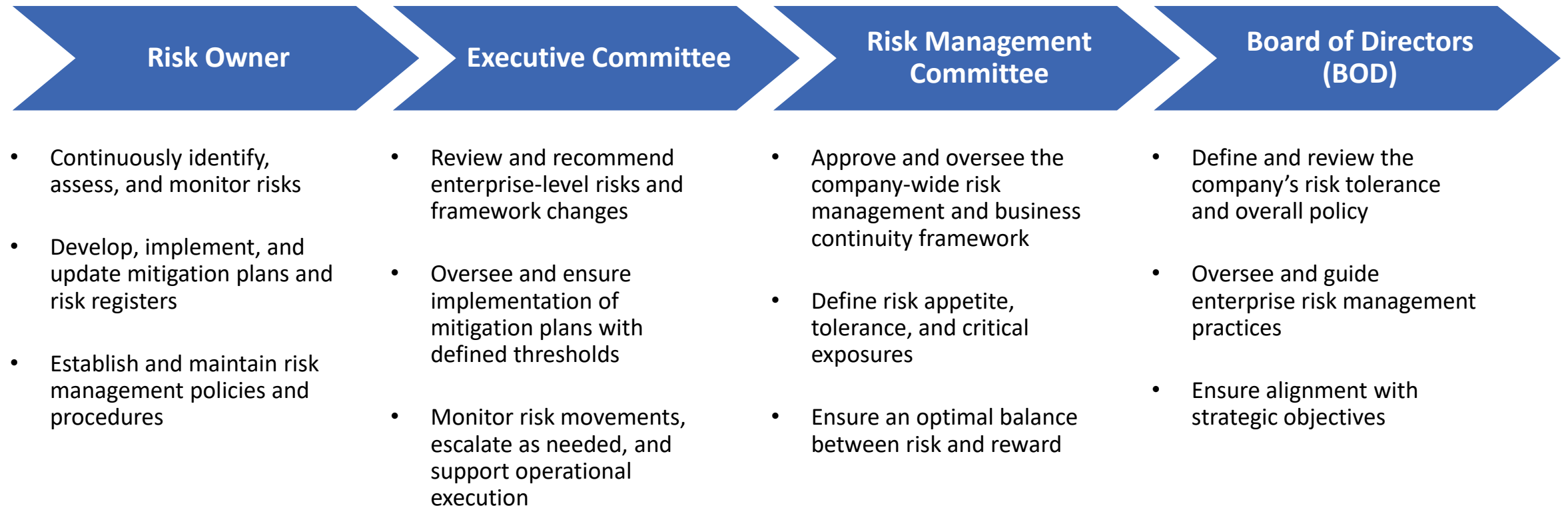
2024

- **CDMO Leadership Award 2025** : Adjudged winner in the Biologics category by Outsourced Pharma and Life Science Connect publications
- **Biopharma Excellence Awards 2025 (India Edition)** : Adjudged best bioprocessing supplier, analytical services, by IMAPAC.
- **Pharma Supply Chain Champion (mid-sized firms) 2025** : Declared Pharma Supply Chain Champion among mid-sized pharma and API firms in the Institute of Supply Chain Management (ISCM) rankings for 2025
- **'World's Most Sustainable Companies 2025'** by TIME Magazine & Statista : Ranks #1 among Indian pharma & biotech firms , Top 10 among all Indian companies across all sectors & Among the top 20 most sustainable life sciences companies worldwide
- **NAMC Gold Award for Biologics Manufacturing Excellence** at the National Awards for Manufacturing Competitiveness (NAMC)

2025

Robust risk management framework

Syngene's enterprise-wide risk management framework provides a holistic approach to identification, monitoring, reporting and mitigating risks that could impact performance.



4

Financials



Q3 FY26 financial highlights

All figures in Rs. Mn unless otherwise specified

Particulars	Q3FY26	Q3 FY25	YoY change	Q2 FY26	QoQ change
Revenue from operations	9,171	9,437	-3%	9,106	1%
Other income	154	183	-16%	154	0%
Reported revenue	9,325	9,620	-3%	9,260	1%
Material costs	2,299	2,374	-3%	2,385	-4%
Staff costs	2,992	2,761	8%	3,075	-3%
Other direct costs	258	253	2%	251	3%
Other expenses	1,297	1,230	5%	1,282	1%
Foreign exchange (gain)/loss, net	233	-17	-1469%	118	97%
EBITDA	2,246	3,019	-26%	2,149	4%
EBITDA Margin	24.1%	31.4%		23.2%	
Depreciation and Finance Cost	1,256	1,211	4%	1,297	-3%
PBT	990	1,808	-45%	852	16%
Tax	261	497	-48%	181	44%
PAT before exceptional items	729⁽³⁾	1,311	-44%	671	9%
PAT Margin	7.8%	13.6%		7.3%	
PAT after exceptional items	150	1,311	-89%	671	-78%

(1) Other Net Assets calculated as all assets other than cash and cash equivalents less all liabilities other than debt and shareholders equity

(2) Net cash / (Net debt) calculated as the Cash & cash equivalents (Cash and bank balances + Current investments+ Fixed deposits) less Total debt (Short-term borrowings + Long-term borrowings) at the end of the year

(3) Excludes impact of increase in gratuity due to changes in labour codes notified by Government of India aggregating to INR 58 Cr (net of tax)

Balance Sheet Highlights

As on 31st December 2025

All figures in Rs. Mn unless otherwise specified

Shareholders' funds	47,663
Net Fixed assets	40,494
Other net assets ⁽¹⁾	-1,851
Net cash/(debt) ⁽²⁾	9,019
Total Use of Funds	47,663

9M FY26 financial highlights

All figures in Rs. Mn unless otherwise specified

Particulars	9M FY25	9M FY26	YoY change
Revenue from operations	26,244	27,022	3%
Other income	529	485	-8%
Reported revenue	26,773	27,507	3%
Material costs	7,075	6,860	-3%
Staff costs	7,999	8,981	12%
Other direct costs	748	769	3%
Other expenses	3,466	3,862	11%
Foreign exchange (gain)/loss, net	-26	399	-1634%
EBITDA	7,511	6,636	-12%
EBITDA Margin	28.1%	24.1%	
Depreciation and Finance Cost	3,637	3,781	4%
PBT	3,874	2,855	-26%
Tax	957	588	-39%
PAT before exceptional items	2,917 ⁽¹⁾	2,267 ⁽²⁾	-22%
PAT Margin	10.9%	8.2%	
PAT after exceptional items	3,129	1,688	-46%

(1) Excludes exceptional item of Rs. 21 crores (net of tax) in Q1 FY25 relating to final settlement from an insurance claim

(2) Excludes impact of increase in gratuity due to changes in labour codes notified by Government of India aggregating to INR 58 Cr (net of tax)

5

Shareholding and Share Information



Syngene and Biocon Group

Syngene

Syngene is an operationally independent publicly listed subsidiary of Biocon Limited, established in 1993 as India's first Contract Research Organization. The Company has 30+ years of experience in novel molecule discovery, development and manufacturing services

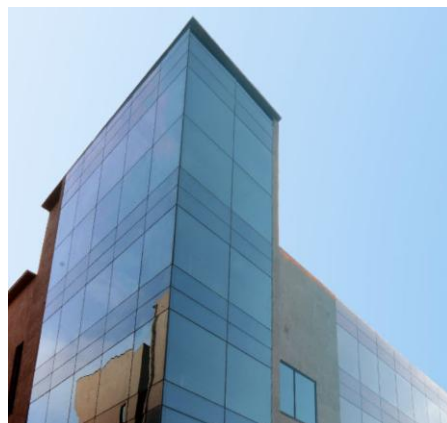


Biocon Limited, founded in 1978, is an innovation-led global biopharmaceuticals company and has majority holding in key operating entities including Syngene

Syngene

Integrated services:

- Research Services
- Development and for
- Manufacturing small/large molecules

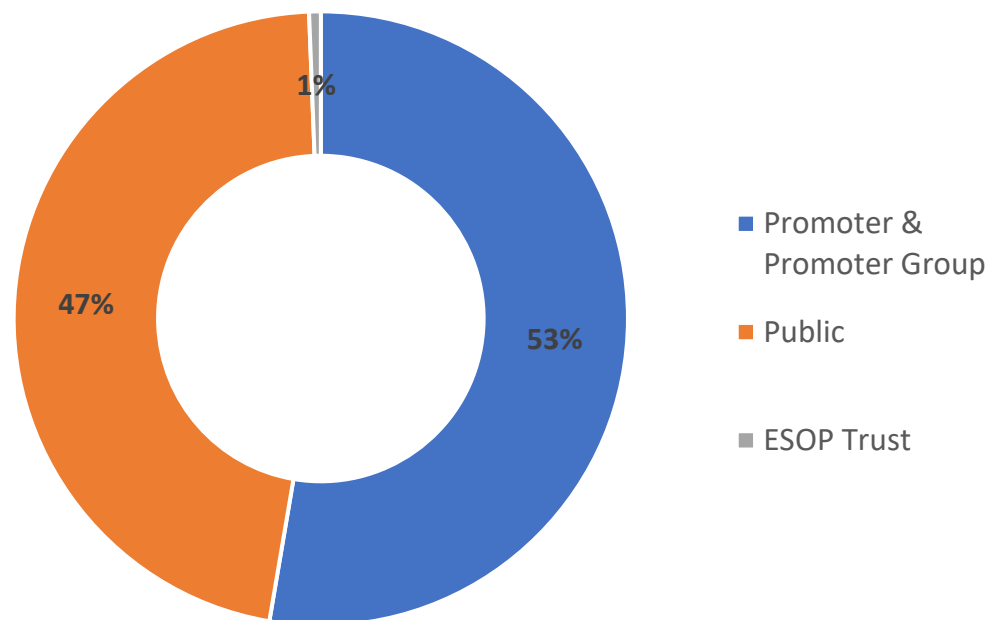


- Product Based
- Biosimilars
- Formulations and Compounds
- Alternative Therapeutic Drugs



Shareholding and Share Information

Syngene’s shareholders*



Syngene’s Share Information*

NSE Ticker	SYNGENE
BSE Ticker	539268
Market Cap (Rs. Mn)	2,62,314
% free-float^	47%
Free-float market cap (Rs. Mn)	1,24,117
Share Outstanding (Mn)	403

• As on 31st December 2025
• ^ Free float includes shares held by public and in ESOP Trust

For more details

Visit our website www.syngeneintl.com



<https://www.linkedin.com/company/syngene-international-limited>



<https://www.youtube.com/channel/UCIC4WSA1k5YAC531gMLkBIQ>

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