



Rubicon®
RESEARCH

INNOVATION
QUALITY
CARE



RUBICON RESEARCH LTD

Price Band

₹461 to ₹485

Issue Opens

October 9 to October 13

Face Value

₹1

Issue Size

₹1,377.50 Cr.

Lot Size

30 Shares

Listing At

NSE, BSE

Rubicon Research Ltd Info

Issue Size

2,84,02,040 shares / ₹1,377.50 Cr

Fresh Issue

1,03,09,278 shares / ₹500.00 Cr

Offer for Sale

1,80,92,762 shares of ₹1 / ₹877.50 Cr

Retail Quota

Not More Than 10% of the Net Issue

Retail Min/Max

Rs.14,550 /1,89,150

Rubicon Research Ltd Timeline

Tentative Allotment

Tue, Oct 14, 2025

Initiation of Refunds

Wed, Oct 15, 2025

Credit of Shares to Demat

Wed, Oct 15, 2025

"Rubicon Research Ltd" Listing Day

Thu, Oct 16, 2025

Objects of The Offer



The Net Proceeds (i.e., Gross Proceeds from the Fresh Issue less the Company's share of Offer-related expenses) are proposed to be utilized for the following purposes:

- **Prepayment or scheduled repayment of certain outstanding borrowings availed by the Company:** The Company intends to utilize ₹3,100 million from the Net Proceeds for this purpose. This is expected to reduce its outstanding debt, lower finance costs, and help maintain a favourable debt-to-equity ratio.
- **Funding inorganic growth and other strategic initiatives, and for general corporate purposes:** The Company plans to deploy a portion of the proceeds for pursuing strategic acquisitions, partnerships, or investments that support its business expansion, as well as to meet general corporate requirements, including working capital and business development.

Utilization Constraints:

- The cumulative utilization for inorganic growth and general corporate purposes shall not exceed 35% of the total Offer size.
- The amount utilized exclusively for unidentified acquisitions or for general corporate purposes alone shall not exceed 25% of the Offer size, in compliance with SEBI ICDR Regulations.

About The Company and Business Overview

Rubicon Research Limited ("Rubicon" or "the Company") is an innovation-led pharmaceutical formulations company engaged in the development, manufacturing, and commercialization of complex and specialty generic products for regulated markets, primarily the United States. The Company operates as a fully integrated formulations player with capabilities spanning the entire pharmaceutical value chain – from research and formulation development to stability evaluation, manufacturing, packaging, and distribution.

Core Focus and Strategy

Rubicon's strategy is centered around innovation-driven research and development (R&D) and a focused presence in regulated markets, particularly the US. Based on the assessment by Frost & Sullivan (F&S), Rubicon is the only Indian pharmaceutical company exclusively focused on regulated markets, distinguishing it from peers that operate in semi-regulated or emerging markets.



The Company's growth has been propelled by its ability to identify niche opportunities and develop complex, high-barrier-to-entry products, including specialty and drug-device combination formulations. These specialty products are characterized by limited or no competition for an extended period post-launch, providing Rubicon with pricing and margin advantages.

Between Fiscal 2023 and Fiscal 2025, Rubicon recorded a revenue CAGR of 75.9%, nearly seven times higher than the average of its peers, positioning it among the fastest-growing Indian formulation companies during this period.

Product Portfolio and Market Presence

Rubicon's portfolio demonstrates significant product diversification and technical depth:

- 81 approved ANDA/NDA products as of June 30, 2025.
- 19 pending USFDA approvals and 46 products under development.
- 66 commercialized products in the US as of March 31, 2025.

Its therapy mix is dominated by Central Nervous System (CNS) and Cardiovascular System (CVS) drugs, which together account for over 64% of total sales in Fiscal 2025. Other therapeutic areas include analgesics, hypokalemia, and skeletal muscle relaxants.

The Company's dosage portfolio includes oral solids (87.9% of revenue), oral liquids (10.0%), and other formulations (2.1%), with growing capabilities in nasal sprays, ophthalmic drops, and intrathecal injections.

Rubicon's US subsidiary, Validus Pharmaceuticals LLC, markets branded specialty products in the CNS segment – including Equetro® and Marplan®, both with no AB-rated generic equivalents. In Fiscal 2025, Validus launched Raldesy®, the first-ever oral liquid formulation of Trazodone Hydrochloride approved by the USFDA, further strengthening the specialty pipeline.



Market Leadership and Geographic Concentration

The United States remains Rubicon's key market, accounting for 98.5% of revenue in Fiscal 2025 and 99.5% in Q1 FY26. The Company's strong presence is reflected in its dominant market shares in key molecules such as:

- **Metoprolol Tartrate** – 37.3% (by volume)
- **Baclofen** – 35.3%
- **Cyclobenzaprine Hydrochloride** – 32.5%
- **Diclofenac Potassium** – 29.7%
- **Carbidopa-Levodopa** – 18.7%

Additionally, the Company has registered or filed 16 product applications across Australia, the UK, Singapore, Saudi Arabia, and the UAE, aiming to expand its commercial footprint beyond the US.

R&D Capabilities and Intellectual Property

Rubicon's growth is anchored in its strong R&D ecosystem:

- **Thane (India) R&D Centre:** Focused on oral and complex solid formulations.
- **Ontario (Canada) R&D Centre:** Dedicated to inhalation and nasal drug-device combination products.
- **Both centers are USFDA-approved** and work on high-precision formulations supported by advanced analytical laboratories.

The Company has developed nine proprietary drug delivery technologies (including RubiSRL for sustained-release liquids and RubiReten for gastro-retentive systems) and holds 10 patents across multiple geographies. Between 2018 and 2023, Rubicon ranked ninth in total SPx (Specialty Pharmaceutical) approvals in the US, according to F&S.

Manufacturing Infrastructure

Rubicon operates three state-of-the-art facilities in India:

- **Ambernath (Maharashtra):** Specializes in oral solids and nasal spray formulations; received an EIR from USFDA in May 2024.
- **Satara (Maharashtra):** Focuses on oral liquids; accredited by USFDA, MHRA (UK), and TGA (Australia).



- **Pithampur (Madhya Pradesh):** Acquired in June 2025 for ₹1,490 million; designed for oral solid dosage manufacturing.

These facilities collectively enhance the Company's production flexibility, regulatory compliance, and scale efficiency.

Commercial and Distribution Strategy

Rubicon has evolved from a third-party distribution model to a hybrid structure combining direct distribution through subsidiaries and select third-party partnerships:

- **Own Channels (AdvaGen Pharma & Validus):** Accounted for 75.3% of FY24 revenue.
- **Third-Party Channels (TruPharma and others):** Contributed 24.7%.

The acquisition of Validus Pharmaceuticals in FY24 enabled Rubicon to enter the branded prescription space and strengthen its position in the CNS therapy market.

Financial Ratios

FINANCIAL RATIOS	ROCE	ROE	P/E	INDUSTRY P/E	EV/EBITDA
Sun Pharmaceutical Industries Ltd	20.20	16.90	34.40	24.10	21.60
Aurobindo Pharma Ltd	14.20	11.10	18.70	24.10	9.01
Zydus Lifesciences Ltd	24.30	21.20	21.40	24.10	13.40
Strides Pharma Science Ltd	14.70	151.00	20.00	24.10	10.30
Dr. Reddy's Laboratories Ltd	22.70	18.00	22.77	24.10	10.80
Alembic Pharmaceuticals Ltd	13.00	11.40	30.60	24.10	17.50
Lupin Ltd	21.30	20.60	23.80	24.10	15.10
Rubicon Research Limited	26.45	29.20	54.98	24.10	N/A



Brief profile of the Directors

- **Pratibha Pilgaonkar** is serving as the Managing Director of the Company. A bachelor's degree in science (chemistry) from the University of Bombay (1973), a bachelor's degree in science (technology – pharmaceutical chemistry) from the University Department of Chemical Technology, University of Bombay (1977), and a diploma in operations research for management from the University of Bombay were obtained by her. More than 30 years of experience in research and development in the pharmaceutical sector has been gained by her. Growth of research and development activities of the Company is being overseen by her.
- **Parag Suganchand Sancheti** is serving as the Executive Director and Chief Executive Officer of the Company. A bachelor's degree in commerce from Symbiosis Society's Arts and Commerce College, University of Pune (2004) and a master's degree in arts from Gokhale Institute of Politics and Economics, Pune (2006) were obtained by him. More than 15 years of experience in business strategy and organizational leadership has been gained by him. Organizational leadership and formulation of growth strategy of the Company are being overseen by him.
- **Varun Talukdar** is serving as a Non-Executive Director of the Company, nominated by General Atlantic Singapore RR Pte. Ltd. A bachelor's degree in science in business administration from the University of North Carolina at Chapel Hill, United States (2006) was obtained by him. Experience in the finance sector has been gained by him. He was previously associated with Banc of America Securities LLC, Lehman Brothers Holdings Inc. and Premji Invest.
- **Shantanu Rastogi** is serving as a Non-Executive Director of the Company, nominated by General Atlantic Singapore RR Pte. Ltd. A bachelor's and master's degree in technology (electrical engineering) from the Indian Institute of Technology, Mumbai (2002) and a master's degree in business administration from the Wharton School, University of Pennsylvania (2009) were obtained by him. Experience in the financial services, technology, healthcare and consumer sectors has been gained by him. He was previously associated with Apax Partners and McKinsey & Company, Inc.
- **Anand Agarwal** is serving as a Non-Executive Director of the Company, nominated by General Atlantic Singapore RR Pte. Ltd. A bachelor's degree in commerce from the University of Calcutta was obtained by him. He has been an associate member of the Institute of Chartered Accountants of India since 1999. Experience in the finance sector has been gained by him. He was previously associated with Britannia Industries Limited, Syngenta India Limited and Amazon Seller Services Private Limited.
- **Venkat Changavalli** is serving as the Chairman and Independent Director of the Company. A bachelor's degree in technology from Jawaharlal Nehru Technological University, Andhra Pradesh (1976), and a postgraduate diploma in management from the Indian Institute of Management, Ahmedabad (1977) were obtained by him. An executive education program in negotiation and decision-making strategies from Columbia Business School, Columbia University was also completed by him. More than 40 years of experience in the pharmaceutical and management sectors has been gained by him.
- **Kumarapuram Gopalakrishnan Ananthakrishnan** is serving as an Independent Director of the Company. A bachelor's degree in science from Osmania University (1977) and a master's degree in marketing management from the University of Mumbai (1995) were obtained by him. The Merck GHH Executive Development Program from Wharton University (2011) was also completed by him. More than 35 years of experience in the pharmaceutical industry has been gained by him. He was previously associated with CEIBA-GEIGY of India Limited, Pfizer India, Pharmacia & Upjohn India Private Limited, and Schering Plough India Limited.
- **Milind Anil Patil** is serving as an Independent Director of the Company. A bachelor's degree in commerce from Mumbai University (1983) was obtained by him. He has been an associate member of the Institute of Chartered Accountants of India since 1987. More than 35 years of experience in the finance and pharmaceutical sectors has been gained by him. He was previously associated with Pfizer Limited, Novartis Healthcare Private Limited, Novartis India Limited, Johnson & Johnson Limited, Hindustan CIBA-GEIGY Limited, Parke-Davis (India) Limited and Siemens Limited.



Strengths

- **Focused on Regulated Markets** – Sole Indian pharmaceutical company entirely focused on regulated markets, primarily the US, which contributed 98.49% of FY25 revenue and 99.50% in Q1 FY26.
- **Fastest-Growing Indian Formulations Player** – Achieved a revenue CAGR of 75.89% (FY23–FY25), over 7× higher than peers; FY22–FY24 CAGR of 62.5%, 5× faster than listed Indian peers (F&S report).
- **Resilient Product Portfolio** – Combines new launches, specialty drugs (zero/one competitor), and low-competition generics, enabling 8.0% average price growth (FY22–FY25) vs industry erosion of 5.2%.
- **High Market Share in Key Molecules** – Holds dominant US market positions: Metoprolol Tartrate (37.3%), Baclofen (35.3%), Cyclobenzaprine Hydrochloride (32.5%), and 25%+ value share in nine products (FY25).
- **Strong Gross Margins** – Maintained industry-leading gross margins of ~70% in FY25 and Q1 FY26, driven by specialty portfolio and pricing discipline.
- **Robust R&D Investment** – R&D spend at 10.54% of FY25 revenue – nearly 2× peer average – supporting development of high-value complex generics and specialty formulations.
- **Proprietary Technology Platforms** – Nine patented drug-delivery systems (e.g., RubiSRL for sustained-release liquids, RubiReten for gastro-retentive formulations) backed by 10 patents across India and the US.
- **Advanced Formulation Capabilities** – Expertise in delayed- and extended-release tablets, oral liquids, and drug-device combination nasal sprays; four nasal spray approvals as of June 30, 2025.

Key Risk Factors

- **History of Losses & Cash Flow Volatility** – Reported net losses in FY22 & FY23 and negative operating cash flows in earlier years; future profitability depends on sustaining growth while managing expenses and high working-capital needs.
- **High Working Capital & Debt Requirements** – Operations are capital-intensive with significant receivables and inventory levels; restrictive loan covenants may limit financial flexibility.
- **Dependence on the US Market** – The US contributed 98.49% of FY25 revenue; any adverse policy, regulatory, or pricing changes in the US could materially impact operations.
- **Customer Concentration Risk** – Top five customers accounted for 71.22% of FY25 revenue; loss or reduced business from key clients could significantly affect cash flows.
- **Product Concentration** – Top five products contributed 33.37% and top ten 54.76% of FY25 revenue; performance is vulnerable to pricing, competition, or supply disruption in these molecules.
- **Intense Competition in Generics** – Faces pressure from larger multinational players with greater R&D and marketing capabilities; ongoing market consolidation (PBMs, distributors) may squeeze margins.
- **R&D Commercialization Risk** – Heavy R&D investments (10.54% of FY25 revenue) with no assurance of product success; long approval timelines can delay returns and strain liquidity.

Statement of Profit and Loss



(All amounts are in Indian Rupees millions, unless otherwise stated)

Particulars	FY25(31 Mar 2025)	FY24(31 Mar 2024)	FY23(31 Mar 2023)
INCOME			
Revenue from operations	12,842.72	8,538.89	3,935.19
Other income	119.47	184.97	254.80
Total Income (I + II)	12,962.19	8,723.86	4,189.99
EXPENSES			
Cost of materials consumed	4,535.96	2,479.24	1,510.08
Purchase of traded goods	790.21	841.76	114.51
Changes in inventories of FG & WIP	(1,572.24)	(530.06)	(492.44)
Employee benefit expense	2,110.51	1,253.35	971.19
Finance costs	367.82	312.60	189.60
Depreciation & amortisation	365.88	389.73	360.61
Other expenses	4,418.82	2,948.67	1,646.93
Total Expenses (IV)	11,016.96	7,695.29	4,300.48
Profit/(Loss) before tax (III - IV)	1,945.23	1,028.57	(110.49)
Tax Expense			
Current tax	612.61	133.09	83.18
Excess provision (earlier years)	10.80	0.48	-
Deferred tax (credit)/charge	(21.79)	(15.12)	(24.79)
Total tax expense	601.62	118.45	58.39
Profit/(Loss) after tax (V - VI)	1,343.61	910.12	(168.88)
Other Comprehensive Income (OCI)			
(A) Items not reclassified to P&L			
Remeasurements of defined benefit plans	(26.44)	(12.66)	1.15
Income tax effect	6.66	3.18	(0.29)
Total (A)	(19.78)	(9.48)	0.86
(B) Items reclassified to P&L			
Exchange differences on foreign operations	(27.64)	(4.02)	(43.00)
Total (B)	(27.64)	(4.02)	(43.00)
Total Other Comprehensive Income (A+B)	(47.42)	(13.50)	(42.14)
Total Comprehensive Income (VII + IX)	1,296.19	896.62	(211.02)
Attributable to:			
Owners of the Parent	1,296.19	896.62	(211.02)
Non-controlling interests	-	-	-
Earnings Per Share (₹1 FV)			
Basic EPS (₹)	8.82	5.98	(1.11)
Diluted EPS (₹)	8.68	5.91	(1.11)

Valuation and Outlook



Rubicon Research Ltd IPO is expected to be priced between **₹461 to ₹485** per share. At this price, the company is valued at a Price-to-Earnings (P/E) ratio of **54.98x**, whereas the industry average is **24.10x**.

Name of the Company	Face Value (₹)	Closing Price (₹) as on Oct 8 2025	Revenue from Operations (₹ mn)	EPS (Basic) (₹)	EPS (Diluted) (₹)	P/E	RoNW (%)	NBV per Share (₹)
Rubicon Research Limited	1.00	N/A	12,842.72	8.82	8.68	N/A	29.62	95.53
Sun Pharmaceutical Industries Ltd	1.00	1,644.00	5,25,784.40	45.60	45.60	34.40	16.16	300.99
Aurobindo Pharma Ltd	1.00	1,086.00	3,17,237.30	59.81	59.81	18.70	11.15	560.22
Zydus Lifesciences Ltd	1.00	992.00	2,12,415.00	44.97	44.97	21.40	21.34	238.05
Strides Pharma Science Ltd	10.00	834.00	45,653.35	44.05	44.05	20.00	17.53	277.34
Dr. Reddy's Laboratories Ltd	1.00	1,348.00	3,26,439.00	67.89	67.79	22.77	18.53	402.78
Alembic Pharmaceuticals Ltd	2.00	923.00	66,720.80	29.68	29.68	30.60	11.63	264.09
Lupin Ltd	2.00	1,927.00	2,27,079.00	71.95	71.69	23.80	21.00	377.18

Rubicon Research Limited is well-positioned as an innovation-driven formulations company with a sharp focus on regulated markets, primarily the United States. Its strong R&D foundation, proprietary drug-delivery technologies, and growing specialty product portfolio have enabled it to achieve industry-leading revenue growth and margin expansion over FY23-FY25. The company's integration of commercial operations in the US through AdvaGen and Validus marks a strategic shift toward higher-value branded and complex generics.

The company's future growth is supported by a healthy pipeline of ANDA/NDA filings, sustained product launches, and expansion of manufacturing capacity, including the newly acquired Pithampur facility. Its emphasis on low-competition and high-return products provides resilience against price erosion in the generics market, while its focus on drug-device combinations and proprietary technologies enhances differentiation and long-term profitability.

However, Rubicon's heavy reliance on the US market, high customer concentration, and exposure to regulatory risks remain key challenges. Successful diversification, continued compliance excellence, and prudent financial management will be crucial for sustaining growth. Overall, Rubicon is emerging as a high-growth, specialty-focused Indian pharmaceutical company with strong potential to evolve into a global formulations player.

"Call us on 8448899576" to find out whether or not you should apply.



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