

Syngene

Ref: Syn/CS/SE/BM/2021-22/Apr/16

Syngene International Limited

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www.syngeneintl.com

April 27, 2021

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.

This has reference to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed the Investor Presentation for the quarter and year ended March 31, 2021. The Company will use this presentation for any meeting scheduled with analysts or institutional investors up to June 30, 2021.

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

This is for your information and records.

Thanking You,

Yours faithfully,

For **SYNGENE INTERNATIONAL LIMITED**

Priyadarshini Mahapatra
Company Secretary & Compliance Officer

Enclosed: Investor Presentation.

Syngene

Putting Science to Work

Investor Presentation

April 2021

Quality
Innovation
Confidentiality
Science



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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Putting Science to Work

Q4 growth driven by steady performance in Discovery Services, Manufacturing Services and Dedicated Centers. Full year performance consistent with guidance

Operating Highlights

- Extended strategic collaboration with Bristol Myers Squibb until 2030, thereby ensuring continuity of the arrangement for another ten years. This has also provided for 40% expansion of the BMS scientist base and an additional 50,000 sq. ft. of dedicated laboratory space
- Completed qualification process for Mangalore API manufacturing facility which is now a GMP certified facility.
- Commissioned HPAPI laboratory to support scale-up for manufacturing
- Received the ISO/IEC 27001:2013 accreditation for majority of operating units

Financial Highlights: Q4FY21

Revenue from Operations[^]

Rs. 6,586 Mn

+13% YoY

EBITDA

Rs. 2,338 Mn

Profit After Tax*

Rs. 1,378 Mn

+15% YoY

Underlying EBITDA Margin[^] 33%

PAT Margin* 20%

Financial Highlights: FY21

Revenue from Operations[^]

Rs. 21,802Mn

+12% YoY

EBITDA

Rs. 7,364 Mn

Profit After Tax*

Rs. 3,821 Mn

+4% YoY

Underlying EBITDA Margin[^] 31%

PAT Margin* 17%

Contributing through science

- Developed effective reagents for use in diagnostic kits to fight the coronavirus, including development of high-quality, mammalian-derived viral proteins
- Manufactured remdesivir for distribution in India and other countries under a voluntary license agreement with Gilead Inc.
- Established testing facility to support conducting RT-PCR tests; tested close to 185,000 samples of which 90% were conducted free of cost to support employees and community
- Scientists actively supporting clients in their COVID-19 vaccine research projects

Priorities: employee safety & business continuity



Safety and wellbeing of our people



Client projects back on schedule



Resilient supply chain in place



Focus on operating efficiencies

- Offering vaccination to employees and their families free of charge
- Maintained near normal levels of operations throughout the quarter, while keeping our staff safe and healthy

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Putting Science to Work



Who we are and what we do

- Offering integrated research, development and manufacturing services to take projects from early discovery to commercial supply
- Working with clients from around the world to find solutions to their scientific challenges for small and large molecules while improving productivity, speeding up time to market and lowering cost of innovation
- Innovative culture driven by the expertise of a highly qualified team of 5,400+ employees and supported by state-of-the-art infrastructure and market-leading technology



400+ active clients



8 collaborations

with top 10 pharmaceutical companies



400+ Patents

held with clients



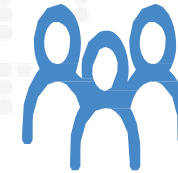
2 Mn sq. ft.

of World class infrastructure, qualified to meet international standards



4700+ talented team of scientists

Including ~490 PhDs



90% employees

in 25-40 year age bracket



Rs. 22,489 Mn

Revenue for FY21



Rs. 3,821 Mn

PAT for FY21 before exceptional gain



Rs. 35,634 Mn

Capex Investment as on March 2021



Integrated service provider offering **end-to-end** drug discovery, development and manufacturing services on a single platform

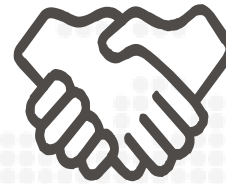


International accreditations

OHSAS 18001, GLP, cGMP, AAALAC & CPCSEA Certified Facilities, CAP accreditation, ISO/IEC 27001:2013 accreditation

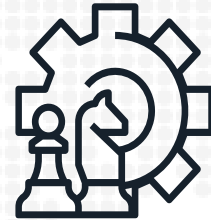


25+ years of unparalleled experience



Flexible and varied business models

To cater to client requirement



Experienced in successfully managing large relationships



Talented & experienced scientific and techno-commercial teams with significant management bandwidth

Our experience spans multiple industry segments and partnerships with global leaders across the world



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Putting Science to Work

- **Biocon Limited**, founded in 1978, is an innovation-led global biopharmaceuticals company
- **Syngene**, a subsidiary of Biocon Limited, was established in 1993 as India's first Contract Research Organization - Company has 25 years plus of unparalleled experience in novel molecule discovery, development and manufacturing services
- **Biocon Biologics**, another subsidiary of Biocon Limited, consolidates the development, manufacturing and commercialization operations of Biocon's biosimilars business

Integrated services:

- Discovery
- Development
- Manufacturing sml/lg mol.s

Syngene

Biocon

**Biocon
Biologics**

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



A Global CRO

- Integrated Drug Discovery, Development and Manufacturing service provider
- Small and Large Molecules, ADCs, Oligonucleotides
- Listed on Indian Stock Exchanges (NSE and BSE)

Values

- **Integrity:** To be ethical, honest and transparent in all we do
- **Excellence:** To commit ourselves to the highest levels of scientific and operational excellence
- **Professionalism:** To practise the highest degree of professionalism by fostering individual accountability, reliability, continuous improvement and customer focus



Our Vision

To be a world class partner delivering innovative scientific solutions

Quality Focus

- Quality driven organization
- Excellent track record of compliance with global regulators
- US FDA, EMA and PMDA approved, GLP Certified, AAALAC Accredited facility
- Over 15 regulatory and 244 client audits in the last 3 years

Track Record

- Collaborations and partnerships to deliver numerous clinical candidates
- Delivery history for integrated CMC programs towards FIH and beyond

IP Position

- IP assigned to clients
- Strong track record of Data Integrity and Security

Foundation

- Operations started
- Expansion of R&D Lab
- Granted 100% Export Oriented Unit (EOU) status by the Government of India

Globalization and strategic acquisition

- Expanded into formulations development
- Contract with Endo Pharmaceuticals to develop novel anti cancer biological therapeutic molecules
- Collaboration with Baxter and Abbott to set up dedicated R&D centers
- Extension of collaboration with BMS for BBRC; Merger of Clinigene
- Crossed annual turnover of Rs. 5,000 Mn

1993 -
2000

2001 -
2009

2010 -
2014

2015 -
2021

Expansion

- Expanded service offerings to include Chemical Development, Safety Assessment, Biologics Development
- Collaboration with BMS for setting up BBRC, Syngene's first dedicated R&D Center
- Crossed annual turnover of Rs. 1,000 Mn

Next stage of growth

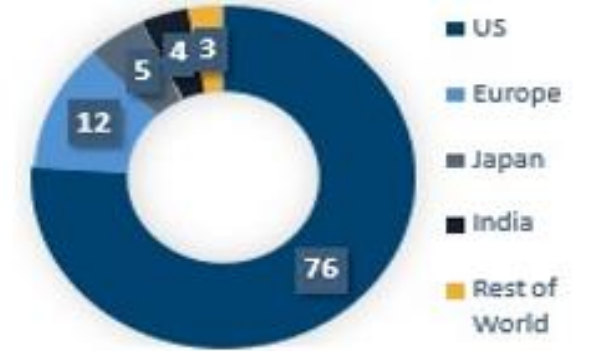
- IPO and listing
- Collaboration with Amgen and Herbalife for setting up dedicated R&D centers
- Acquisition of bioinformatics assets of Strand Life Sciences
- Crossed annual turnover of Rs. 20,000 Mn in 2020
- Expanded collaboration with BMS till 2030; Baxter till 2024

- Growth driven by increase in sales from existing clients and acquisition of new clients
- “Engage, expand and extend” strategy to extend client relationship over a longer period of time
 - Growth in total number of clients
 - Increase in average revenue from largest clients
 - Increase in number of services offered to clients

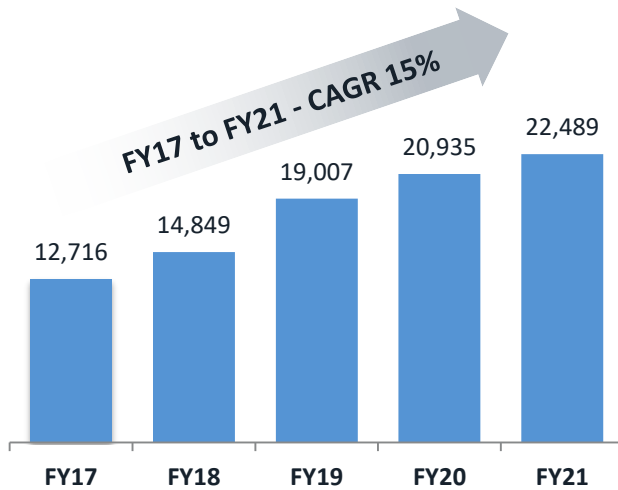
Client Base



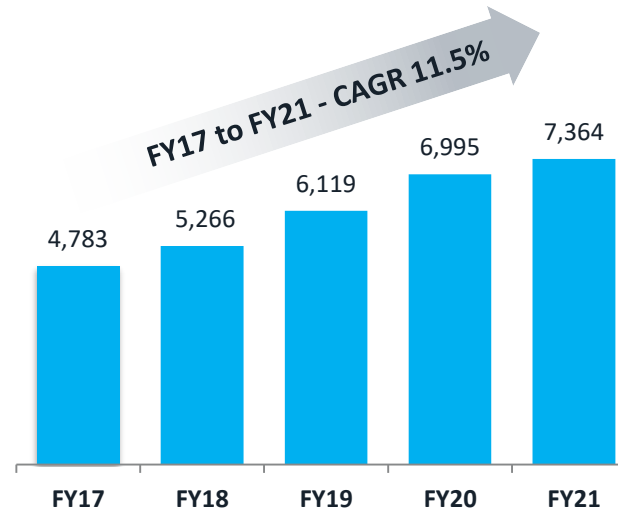
Client Footprint (%)



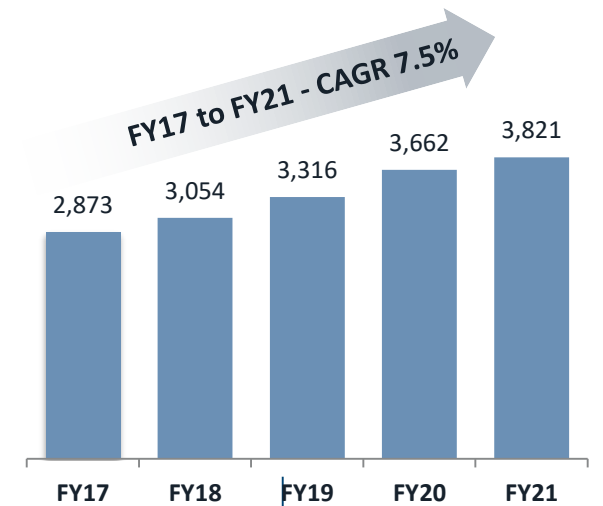
Total Revenue (Rs. Mn)



EBITDA (Rs. Mn)



Profit After Tax * (Rs. Mn)



*PAT is before exceptional gain

Expand/Extend Existing Clients

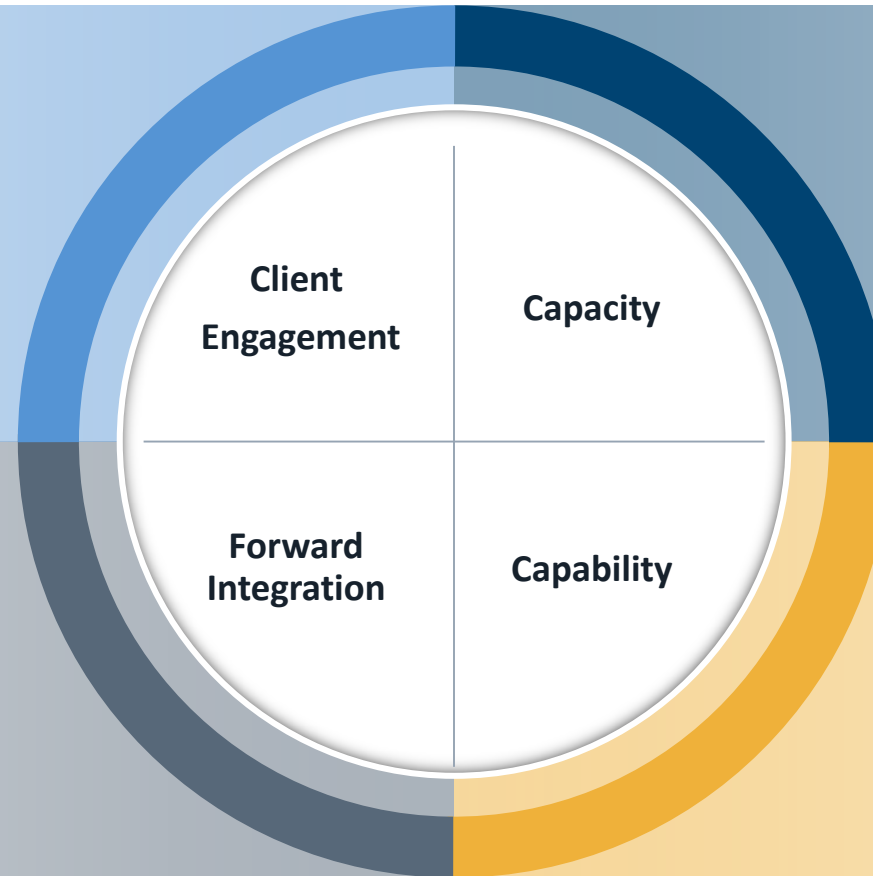
- High service integration
- Dedicated centers model

Engage New Clients

- Tailored service offerings and dedicated personnel

Moving from CRO to CRAMS with commercial manufacturing

- "Follow the molecule" by expanding into commercialisation



Capacity Expansion

- Consistent investment
- FTE services, manufacturing, formulation, biologics, stability

Capability Additions

- New capabilities across multiple domains incl. the allied sectors
- Stability, analytical and bio-analytical services, viral testing, Oligonucleotide bioinformatics
- New platforms: siRNA, ADC, CAR-T

Discovery Services

Solution: Conducts early-stage research, from target identification to delivery of drug candidates for further development

Collaboration Model: Primarily Full-time Equivalent (FTE) engagements

Development Services

Solution: Encompasses activities from pre-clinical to clinical trials including drug substance development, drug product development and associated services to demonstrate the safety, tolerability and efficacy of the selected drug candidate

Collaboration Model: Largely Fee-for-Service (FFS) engagements

Manufacturing Services

Solution: Manufacturing services for small and large molecules, including cGMP compliant facilities, for clinical supplies and registration batches as well as commercial volumes through a new, state-of-the-art API manufacturing plant and a disposable biologics manufacturing facility

Collaboration Model: Customised engagement models to deliver clinical and commercial supplies

Dedicated R&D Centers

Solution: These centers offer dedicated multi-disciplinary scientific teams, support personnel and ring-fenced infrastructure as per client specifications to support the client's R&D requirements

Collaboration Model: Long-term partnerships, usually five years or more, and based on the FTE model



Dedicated R&D Labs

- Dedicated scientific and support personnel customized and managed to partner requirements
- Dedicated infrastructure implemented and maintained by Syngene based upon partner specifications
- Access to additional R&D, Manufacturing and support functions at Syngene
- Long-term (5-10 years) contractual commitment



FTE

- Dedicated scientific resources selected from partner-specified disciplines
- Deliverables and team composition evolve as project advances
- Typically ~3 year contract term ensures team continuity, adjustable with specified notice period
- Effective for longer-term research commitments



FFS

- Flexible, on-demand resources with targeted skill sets
- Clearly defined project, limited in scope and deliverables
- Effective way to managed fluctuating demand, ad-hoc requests or uncertain quantity of work



Risk-reward

- Rewards based on clearly defined, pre-agreed milestones
- Project scope spans drug discovery, product development or truly end to end across both

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

Our dedicated R&D centers are an industry leading model

 Bristol Myers Squibb™

 **>600 Scientists**

300,000+ sq. ft. laboratory space

Largest R&D Center in Asia for BMS (2009). Contract till 2030

Dedicated Center of research excellence with world class facilities

Produced >10 drug candidates for further study and advanced new compounds for first-in-human studies

Baxter

 **c.200 Scientists**

70,000 sq. ft. laboratory space

Dedicated R&D Center in India for Baxter (2013). Contract till 2024

State-of-the-art facility supporting R&D of medical products and devices worldwide

R&D activities centred on product and analytical development, preclinical evaluation in parenteral nutrition and renal therapy

AMGEN®

 **c.170 Scientists**

60,000 sq. ft. laboratory space

Exclusive R&D Center for Amgen Inc. in India (2016)

State-of-the-art dedicated center supporting variety of discovery & development projects for biotechnology and small molecule medicines

Focus on medicinal & process chemistry, biologics, bioprocess, drug metabolism, pharmacokinetics, bioanalytical research and pharmaceutical development

 **HERBALIFE®**

 **8 Scientists**

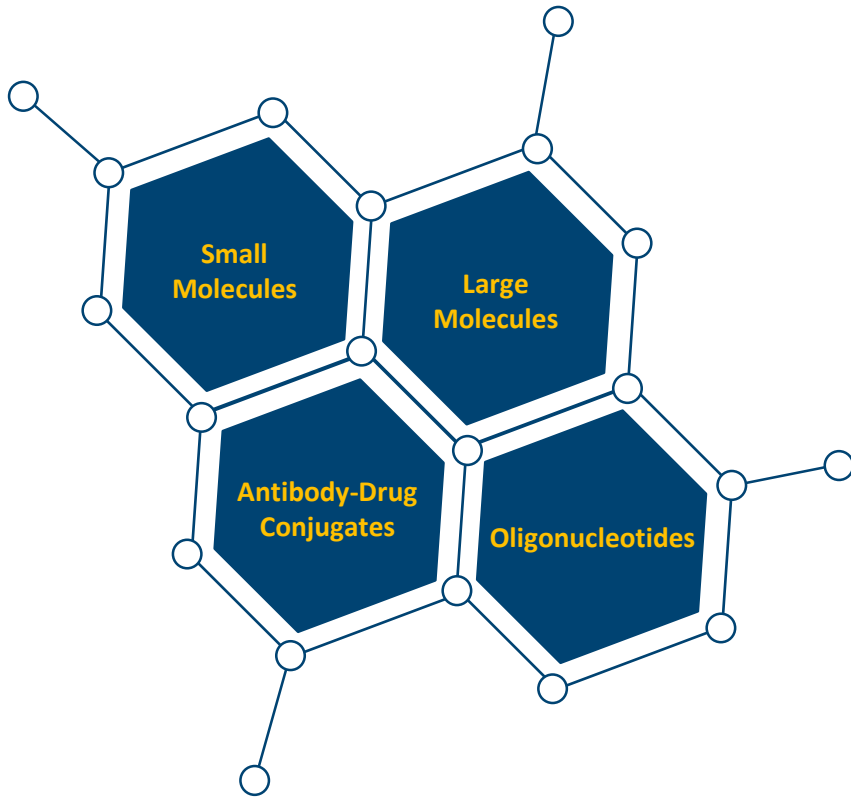
3,200 sq. ft. laboratory space

Herbalife's 1st Nutrition Research and Development Lab in India (2016)

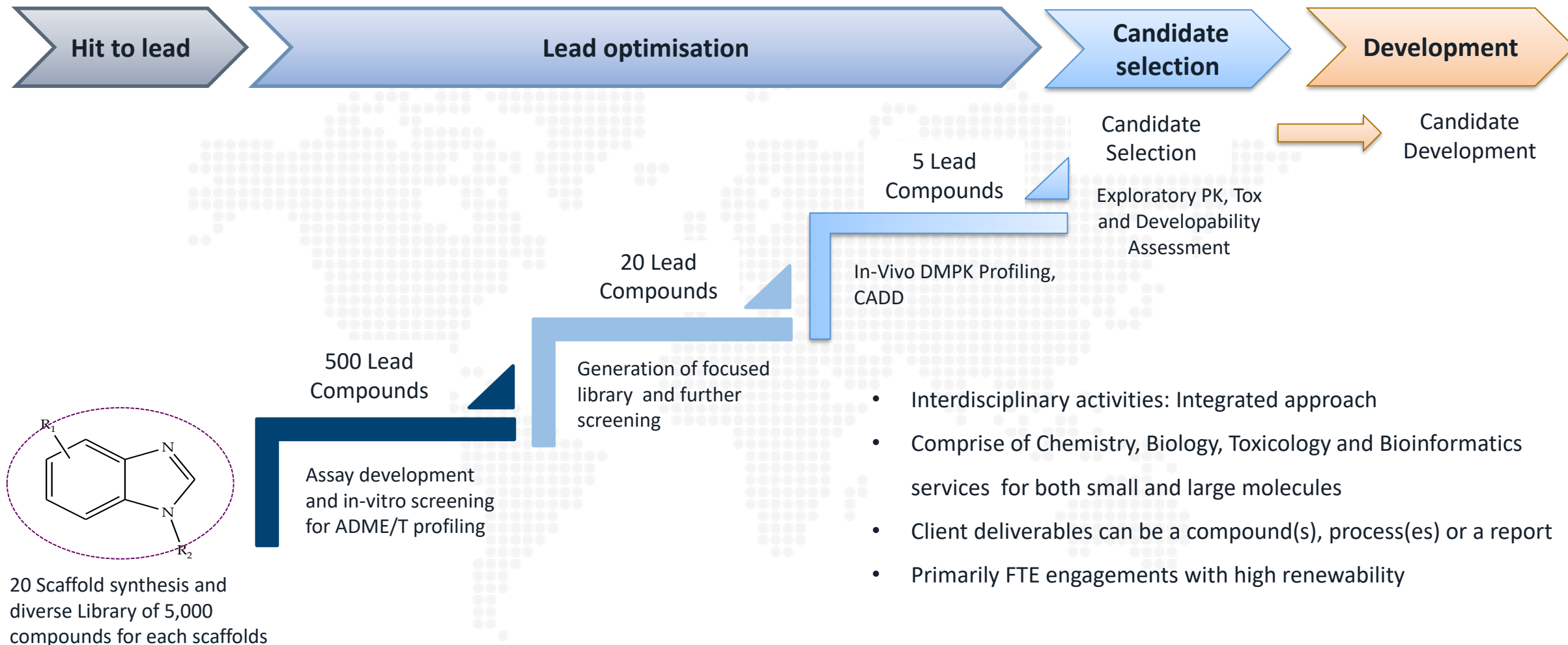
Dedicated Center houses cGMP formulation lab to support product testing, sampling and end-product development

Focus on product development, sensory evaluation and testing, scientific content writing, project management, formulation development, analytical service, stability study and other related services

Our end-to-end platform enables us to be a 'one-stop-shop' for discovery, development and manufacturing (small and large molecules)



Discovery	Development	Manufacturing
Chemistry	Drug Substance	Clinical Supplies
Biology	Drug Product	
		Integrated Drug Substance – Drug Product
Safety Assessment		Specialty Molecules
Integrated Drug Discovery	Human Pharmacology Unit (Phase 1)	Commercial Supplies
	Bio Analytical Lab (Large Molecules)	
Therapeutic Antibody Discovery and Engineering; Cell Line Development	Stability Services	
	Bioprocess Development, Process Characterisation, Clinical Manufacturing (Microbial and Mammalian)	
Research Informatics: Bioinformatics, integrative analysis, target dossiers, systems modeling, cheminformatics and AI		





- Encompass activities across multiple disciplines as a molecule moves from pre-clinical to clinical trials
- Key activities include:
 - Drug substance development (process R&D and optimisation)
 - Drug product development (pre-formulation and formulation development)
 - Allied services (stability services, viral testing, bioanalytical)
- Primarily FFS engagements which increase in volume/scale over time

Small Molecules



- State-of-the-art cGMP (Current Good Manufacturing Practices) and GMP (Good Manufacturing Practice) facility to manufacture new chemical entities (NCEs)
- Designed to support multi gram to 100s of kgs/ batch of Intermediates and APIs for clinical trials
- New greenfield investments in Mangalore to support larger commercial scale requirements



Syngene's API manufacturing facility at Mangaluru

Biologics



- Mammalian and microbial capabilities
- Can support early stage, late stage and commercial launch supply requirements in mammalian
- Capacities to support large volumes for late stage clinical requirements



Syngene's USFDA approved manufacturing facility at Bengaluru

HQ Campus – 90 Acres in Bangalore where most of Syngene’s capabilities are housed today



Biologics Expansion: HQ Campus Biologics Manufacturing Plant

R&D Expansion: Genome Valley, Hyderabad, India commenced operation in Aug 2019



API Mfg Expansion: Commercial Manufacturing to support product launch in Mangaluru, India - Commenced operation in March 2020; Capacity: 68KL ; Reactor size: 2-12KL

~5,400*

strong pool of employees

~70,000

hours of training per year

25*%

female employees vs 15% in FY16

Environment that engages our employees and enables them to grow



Promoting cross-functional collaboration

- **Discovery Services Leadership Forum (DSLRF)** to engage with leaders from other departments
- Encourage **participation** at international seminars
- Offering **funding for Ph.D. studies** of eligible employees
- **Ph.D. programme** launched in partnership with Merck KgaA and Institute of Bioinformatics and Applied Biotechnology



Attracting and nurturing talent

- Building a talent pipeline for key positions
- Relationships with 40+ renowned Indian science institutes



Encouraging development of life skills and technical expertise

- Internally developed training modules tailored to our business and the specific needs of our employees

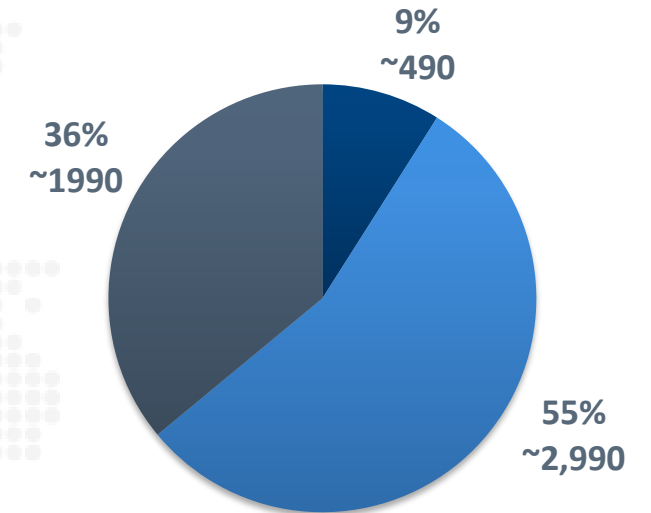


Healthy Work Environment Certified as 'Great Place to Work'

- Ratification of Syngene's cohesive and healthy work environment that focuses on collaboration, nurturing talent and encouraging innovation

4700+ scientists delivering quality output and creating competitive edge

■ PhDs ■ Master's Degree ■ Others



Led by a globally experienced management team

Management team



Jonathan Hunt
Managing Director and
Chief Executive officer



Dr. Mahesh Bhargat
Chief Operating Officer



Sibaji Biswas
Chief Financial Officer



Ashu Tandon
Chief Commercial Officer



Vinita Shrivastava
Chief Human Resources Officer

Previous experience

AstraZeneca

Sanofi, Amgen,
Monsanto

Vodafone,
Hutchison Telecomm

IQVIA
Accenture

Sasken, HCL,
Harman

Management team



Alok Mehrotra
Chief Quality Officer



Sanjeev Sukumaran
Chief Of Staff



Dr. Kenneth Barr
SVP Discovery Services



Dr. Jan-Olav Henck
SVP Development Services



Beena Govindaraju
VP Corporate Affairs

Previous experience

Reckitt Benckiser,
PepsiCo, Godrej, DRL

Thomson Reuters

FORMA
Merck

Bayer AG,
SSCI, Aptuit

ABB, SAP,
Dell EMC, Logica

Advised by visionary Board of Directors



Kiran Mazumdar Shaw
Non-Executive Chairperson



Jonathan Hunt
Managing Director and Chief Executive officer



Dr. Carl Diccio
Independent Director



Professor Catherine Rosenberg
Non-Executive Director



Vinita Bali
Independent Director

Member of the Board

Experience

Chairperson of Biocon Limited, ~45 years of experience in the field of biotechnology

~30 years of experience in the global biopharmaceuticals industry

Chief Scientific Officer in Foghorn Therapeutics

Professor in electrical and computer engineering at the University of Waterloo, Canada

Chief Executive Officer & MD of Britannia Industries from 2005 to 2014



John Shaw
Non-Executive Director



Paul Blackburn
Independent Director



Sharmila Abhay Karve
Independent Director



Dr Vijay Kuchroo
Independent Director

Member of the Board

Experience

Non-Executive Vice-Chairman of Biocon Limited

40 years+ experience in the field of finance

Retired as audit partner from Price Waterhouse

Founded five biotech companies including CoStim Pharmaceuticals and Tempero Pharmaceuticals

Safety is at the heart of everything we do



Accredited with ISO 45001:2018 for its Occupational Health and Safety (OH&S) measures

100%

Lab Hazard Analysis training delivered to all employees working in laboratories
12 million manhours without Lost Time Incident (LTI) on rolling 12-month

27,000 hrs

Regular safety training under **Kavach, our flagship safety program** considerable improvement across several safety metrics

Increased incident reporting

Reduction of incidents

Improved risk control measures

Improved general safety perception



Awarded '**Safe Workplace Champion Award**' at the 8th Manufacturing Supply Chain Summit and Awards

Committed to environmental protection



Accredited with ISO 14001:2015 for its effective Environment Management System (EMS)

21,291 KL

of water conserved through effective rainwater harvesting as well as recycling of used water

888 MT

of waste disposed in an environment-friendly manner and ~287 MT of solid waste recycled in FY20

3-R's

Operations constantly monitored to identify opportunities to reduce, reuse, and recycle waste

53,278

tonnes

of carbon dioxide emissions reduced in FY21

6.26Cr

KWH

of electricity usage through Green energy sources

82%

of Energy consumption is through green energy sources

We have consistently received industry recognition for our scientific capability and best practices

- **Dynamic Enterprise of the Year 2016** - At the 9th Annual Pharmaceutical Leadership Summit & Pharma Leaders Business Leadership Awards 2016- in recognition for its contribution to the field of Research and Development for the Life Science Industry
- **CII Award** - Won first place in the Office/Software/Service Sector
- **CII Award** - Four Star Rating on Environment Health & Safety Management System

- **Bio-Excellence Award 2018** - At Bengaluru Tech Summit, Bengaluru
- **Best Bioprocessing Excellence Award 2018** - At 5th Biologics Manufacturing Asia, Singapore
- **Healthcare Company of the Year 2018** - At the 7th Annual VC Circle Awards 2018, Mumbai
- **HR Excellence Award 2018 'For Best Talent Management Strategy'** - World HRD Congress, Mumbai

- **CMO Leadership Award Winner 2020** - under Categories: Capabilities, Compatibility, Expertise and Service
- Bioprocessing Excellence Awards 2020 in the category 'Bioprocessing Excellence in South Asia—Viral Clearance and Safety Testing'
- **Great Place to Work Certified™ Company**
- (ASSOCHAM) CSR & NGO Awards 2020 for our contribution to COVID-19 relief work in Karnataka.



2016

2017

2018

2019

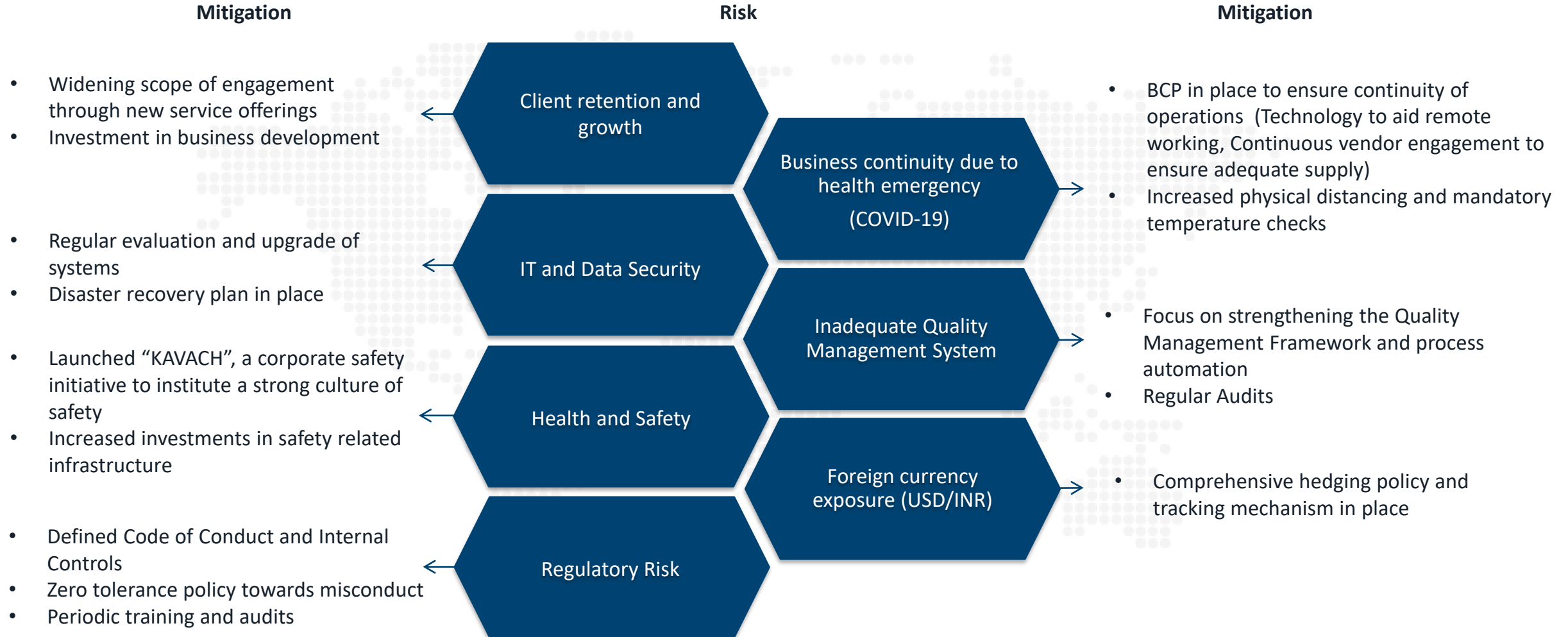
2020

2021

- **Best Contract Research Organization (CRO) Provider - Runner-up Award** - At The 4th Annual World ADC Awards 2017
- **Bio Services Excellence Award 2017** - Bangalore Tech Summit

- Ranked as one of the **25 fastest growing companies in India** by Outlook Business
- **CMO Leadership Awards 2019** - Presented by Life Science Leader Magazine
- **FICCI CSR Award for Environmental Sustainability** -At the 17th Edition of the awards in New Delhi
- **Safe Workplace Champion Award** - At the 8th Manufacturing Supply Chain Summit and Awards
- **Best Leadership Development Program for Middle Management Award** - At the 6th Global Training and Development Leadership Awards
- **India Pharma Award 2019** - For "Excellence in Contract Research and Manufacturing Services" at CPhI & P-MEC India Expo.
- **Utthama Suraksha Puraskar 2019** - (Pharma and Chemical Manufacturing Category) by National Safety Council of India (NSCI). Leadership Awards

- **Dream Companies to Work Award** at the 29th Edition of the World HRD Congress Awards.



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Particulars	Q4 FY21	Q4 FY20	YoY Change	Q3 FY21	QoQ change
Revenue from operations (excluding export incentives)	6,586	5,843	13%	5,839	13%
Export incentives	-	230		6	
Other Income	184	205	(10%)	171	8%
Total Revenue	6,770	6,278	8%	6,016	12%
Material and Power Costs	1,762	1,562	13%	1,624	8%
Employee Costs	1,826	1,641	11%	1,760	4%
Foreign exchange (gain)/loss, net	(47)	6	(883%)	(89)	(47%)
Other Expenses	891	823	8%	788	13%
EBITDA	2,338	2,246	4%	1,933	21%
EBITDA Margin	34.5%	35.8%		32.1%	
Underlying EBITDA Margin[^]	32.7%	31.0%		30.1%	
Depreciation, Interest & Tax	960	1,044	(8%)	911	5%
PAT (before exceptional gain)	1,378	1,202	15%	1,022	35%
PAT Margin	20.4%	19.1%		17.0%	
PAT (after exceptional gain)	1,606	1,202	34%	1022	57%

Particulars	FY21	FY20	YoY Change
Revenue from operations (excl export incentives)	21,802	19,465	12%
Export incentives	41	654	(94%)
Other Income	646	816	(21%)
Total Revenue	22,489	20,935	7%
Material and power costs	5,839	5,652	3%
Employee costs	6,602	5,804	14%
Foreign exchange (gain)/loss, net	(171)	(144)	19%
Other Expenses	2,855	2,628	9%
EBITDA	7,364	6,995	5%
EBITDA Margin (%)	32.7%	33.4%	
Underlying Margin (%)	30.6%	28.4%	
Depreciation, Interest and tax	3,543	3,333	6%
Profit After Tax before exceptional gain	3,821	3,662	4%
PAT Margin (%)	17.0%	17.5%	
Exceptional gain relating to Insurance Claim	228	459	(50%)
Profit After Tax after exceptional gain	4,049	4,121	(2%)

Balance Sheet Highlights

As on 31st March 2021

Shareholders' funds	28,214
Net Fixed assets	24,382
Other net assets ⁽¹⁾	(2,643)
Net cash/(debt) ⁽²⁾	6,475
Total Use of Funds	28,214

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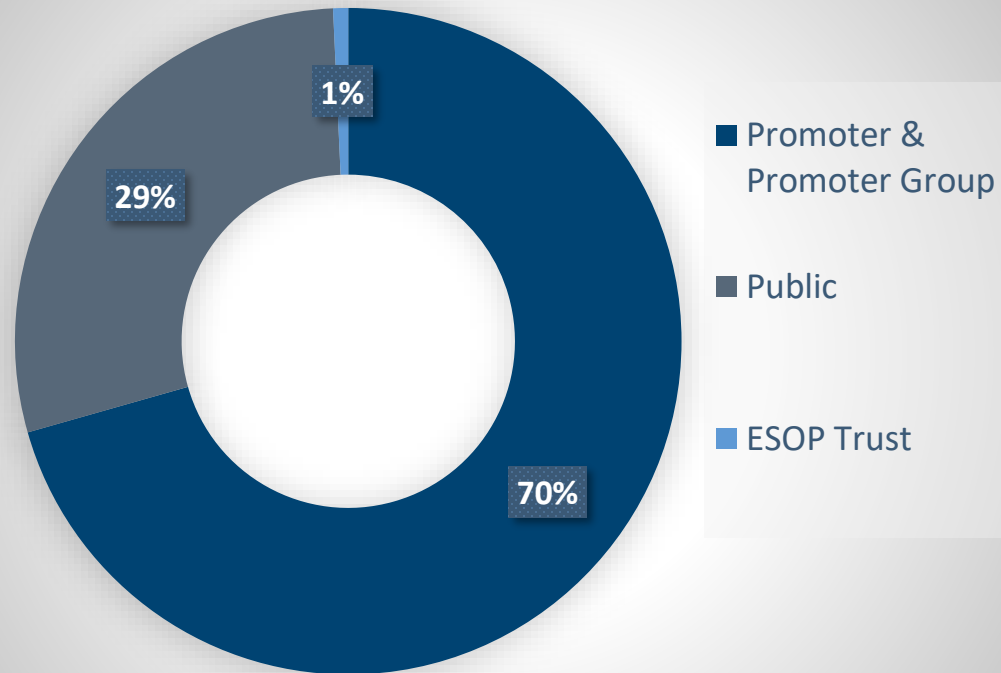
Financials

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Shareholding and Share Information

Putting Science to Work

Syngene's Shareholding Pattern*



Syngene's Share Information*

NSE Ticker	SYNGENE
BSE Ticker	539268
Market Cap (Rs. Mn)	2,17,380
% free-float	28.7%
Free-float market cap (Rs. Mn)	62,410
Share Outstanding (Mn)	400
3M ADTV ^ (Shares)	4,54,386
3M ADTV ^ (Rs. Mn)	258

THANK YOU

www.syngeneintl.com

Putting Science to Work

For more details

- Visit www.syngeneintl.com
- IR Contact:
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+ 91 806 891 9807
investor@syngeneintl.com