

GLP-1: The Value Is Upstream

Why drug devices & peptide API supply hold the durable value

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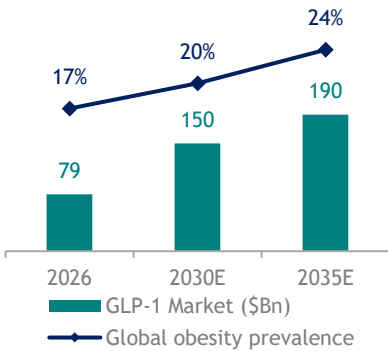
World's fastest-scaling drug is now going off-patent across multiple geographies...



Two companies own the molecule;
the world is racing to replicate it

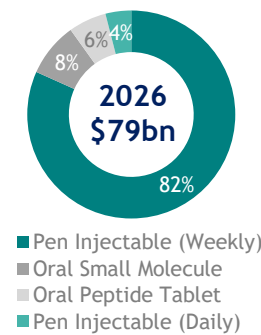
GLP-1 market is fast growing; expected to compound at 10%+ CAGR till 2030

Global GLP-1 market size



Application	Market Share	CAGR %
Obesity	61.4%	11.8%
Type 2 Diabetes	21.3%	8.4%
Cardiovascular	8.6%	22.7%
Metabolic	4.2%	38.4%
Sleep Apnea	2.8%	41.2%
Adolescent Obesity	1.7%	34.6%

Global GLP-1 market by administration



1 24%+ adults

Overweight/obese by 2035E;
rising obesity base

2 Multiple use cases

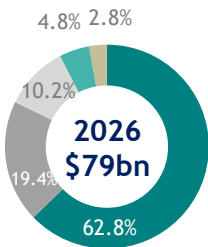
For diabetes, weight mgmt, CVS,
chronic kidney disease, sleep apnea etc

3 80 to 90% efficacy

Shown in orals vs injectables;
~2.5x faster growth

United States leads global GLP-1 drug market revenue; India is one of the fastest-growing

GLP-1 regional segmentation



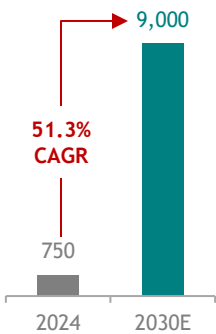
Region	Major GLP-1 patents expired?
North America	✗
Europe	✗
Asia Pacific	✓ ¹
Latin America	✓
Middle East & Africa	✓

Major GLP-1 patents expired?

2025-30E CAGR

North America	10.4%
Europe	13.8%
Asia Pacific	22.6%
Latin America	18.4%
Middle East & Africa	24.7%

Indian anti-obesity market¹ (₹cr)

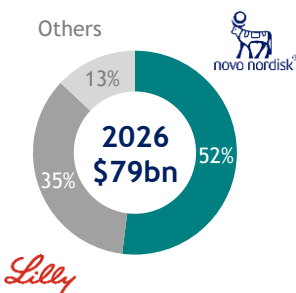


~150M BMI >27;
rank 3 globally

5% GLP-1
penetration
expected vs 0.1%
today

The market is currently a duopoly between Eli Lilly & Novo Nordisk

2026 market share



Top Brands	Molecule	Route	Indication	Innovator
OZEMPIC semaglutide injection (Most common)	Semaglutide	Injection (pen)	Type 2 diabetes	Novo Nordisk
WEGOVY semaglutide injection & oral pill (Once weekly)	Semaglutide	Injection (pen) & oral pill	Obesity	Novo Nordisk
RYBELSUS semaglutide tablets (First ever oral ²)	Semaglutide	Oral pill	Type 2 diabetes	Novo Nordisk
MOUNJARO tirzepatide injection (Highest efficacy)	Tirzepatide	Injection (pen)	Type 2 diabetes	Lilly
ZEPBOUND tirzepatide injection	Tirzepatide	Injection (pen)	Obesity	Lilly

Source: o3 Analysis, Morgan Stanley, WHO, Evolvance; Note 1: Not expired in Japan; Note 2: discontinued in the US, now under ozempic

...and India already sits in every layer of the GLP-1 value chain



If everyone can copy the drug, who keeps the margin?

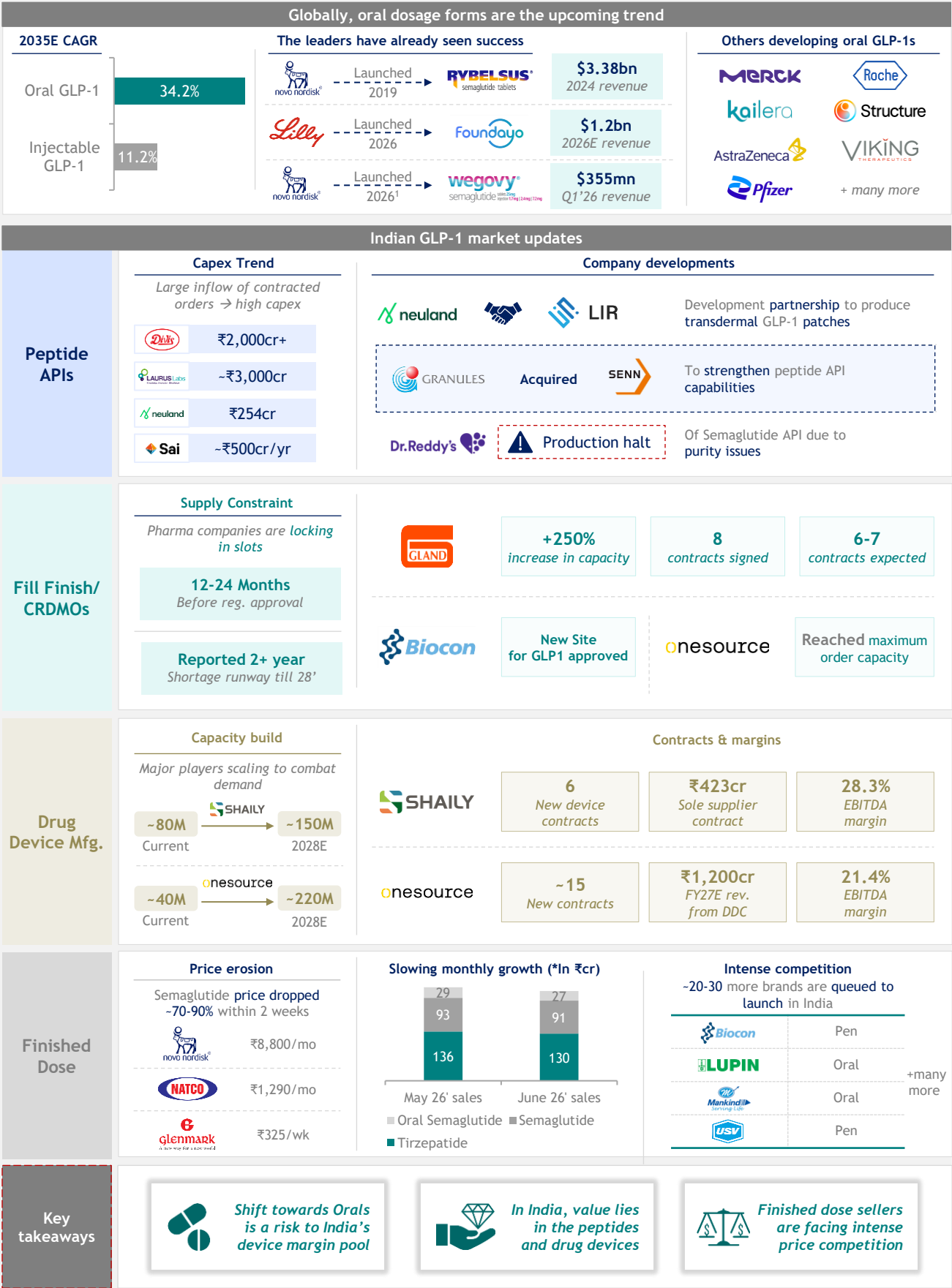
The GLP-1 value chain					
GLP-1 Value Chain	KSMs	Peptide APIs	CRDMOs (Formulation)	Drug Device Combination ¹	Finished Dose
Capital intensity	₹30-50cr Commodity chemistry	₹250-500cr/block SPSS/ LPPS blocks, HPLC	₹150-300cr/facility 18-24mo build	₹75-125cr/25M pen line Precision tooling, device reg	₹15-25cr/ANDA ANDA filing
Cost share/ dose	~2-5% Commodity Input	~3-5% \$0.01-0.12/dose	~5-15% \$0.15-0.30/dose	~55-82% \$0.30-2.50/device	Markup only Squeezed by rivals
Pricing power	Low Commodity price taker	High Supply constrained 2-3yr	Medium Protected by complexity	Highest Global oligopoly supply scarcity	None ₹750-4,200/mo race
Competitive intensity	Many suppliers; China dominates	~7-8 Indian players 37 DMFs globally	~2-5 filers; Capacity limited	~2 India, ~8 global oligopoly	40+ filers 10+ brands launched
Key Indian players	 Largely China sourced; India nascent	 neuland, Dr.Reddy's, AUROBINDO, Sai, LAURUS Labs, GRANULES	 onesource, Biocon, Gland, ORBICULAR	 SHAILY, onesource	 zydus, Cipla, Dr.Reddy's, NATCO, Mankind, glenmark, TORRENT PHARMA, Eris, ALKEM, LUPIN, SUX PHARMA +20-30 more launching
Low High					

Drug device manufacturing is where the most near-term value lies, followed by the peptide APIs

Key insights		
① Drug devices	② Peptide API	③ Formulation & finished dose
Big margin pool ~55-82% of dose; 2 Indian players	2-3 years of capacity is booked out	Win on speed With first mover advantage
Highest barrier Device qualification Patent pen IP Exclusive contracts	Highest entry capex	Intense competition 40+ filers; 50+ upcoming brands
	Supply constrained ~7 Indian players 37 global DMFs	

Source: o3 Analysis; Note 1: Only applicable for injectable pen administration

Recent developments in the GLP-1 space



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