

AMBITION



EXECUTION

Warm Welcome to Shareholders

August 29, 2019





Strategic
Decision and
Actions



Performance
in FY19

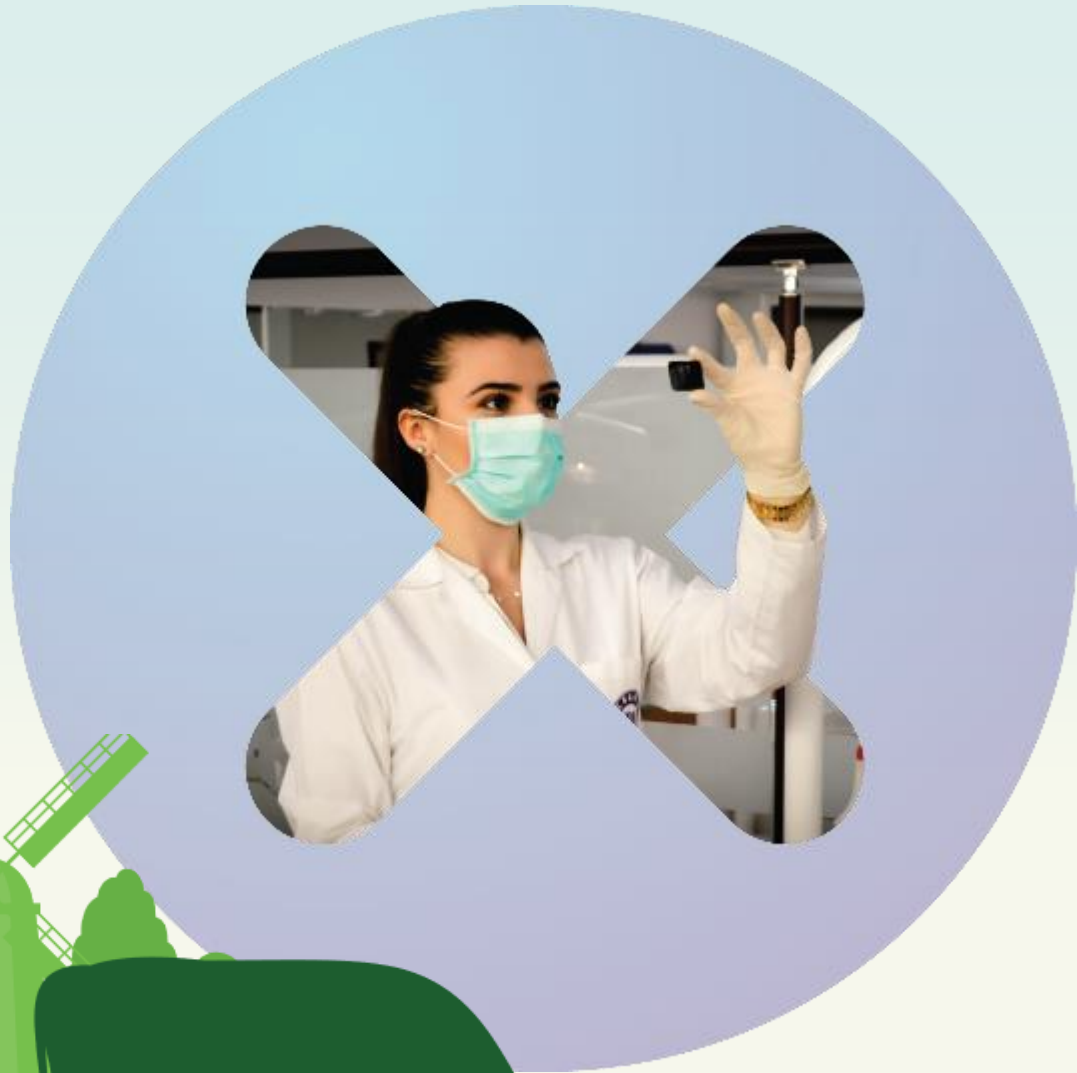


Key Initiatives
for FY20



Agenda
of AGM





STRATEGIC DECISIONS AND ACTIONS





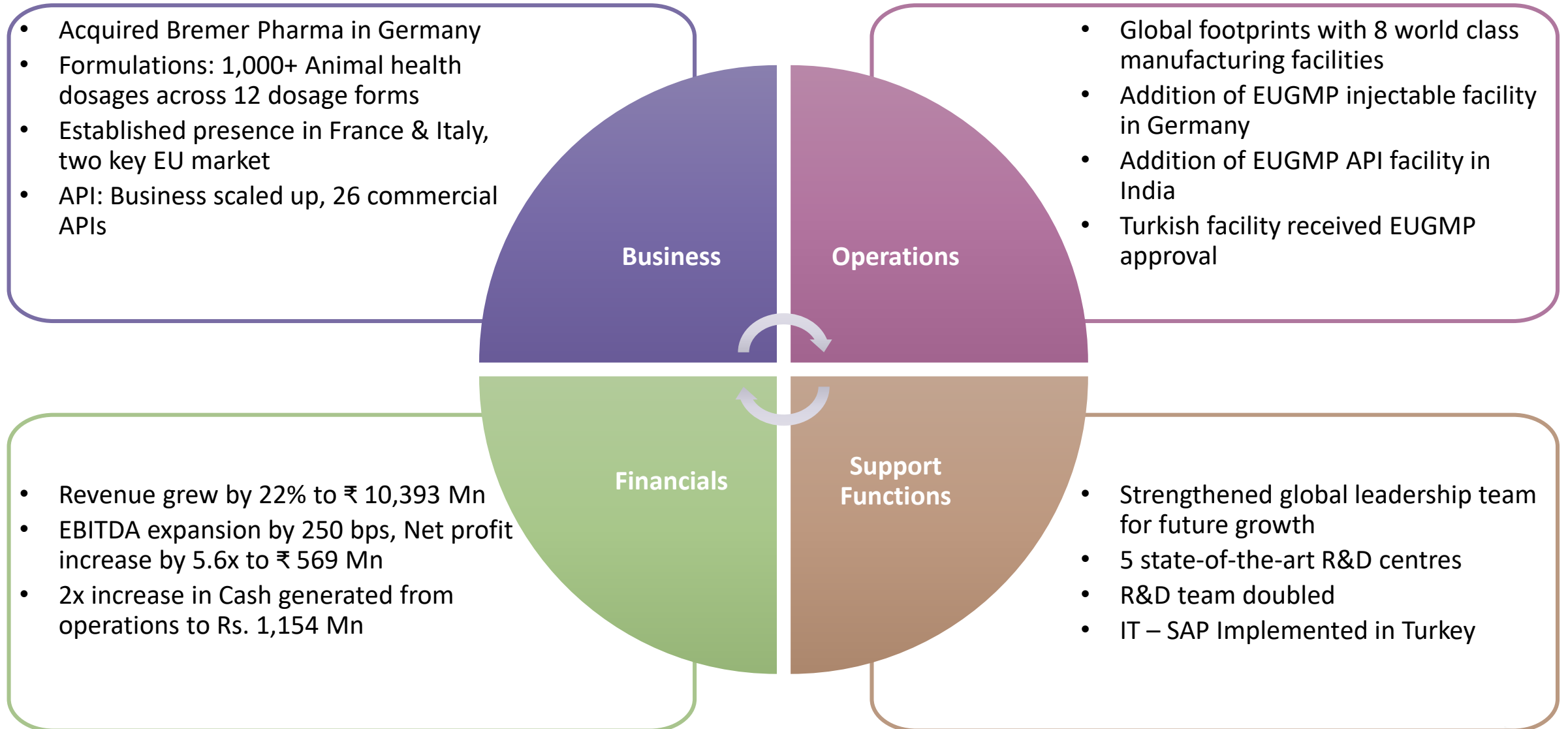
Competitive Edge



Scaled-up capabilities



Scaled-up capabilities



Addition of EUGMP injectable facility in Germany



BREMER PHARMA GMBH
GERMANY

Bremer Pharma acquisition will help to boost the injectable pipeline in the EU



Bremer has a portfolio of 400+ registrations (vitamins, antibiotics and hormones) across Europe, Far East, MENA, Russia and Africa.

Addition of EUGMP API facility in India

Complements our current manufacturing at Vizag (USFDA approved) and Tarapur (Intermediates)

Comprehensive API manufacturing facility spread over 6 acres of land with 23 reactors having cumulative capacity of 80KL.

Approvals: EUGMP, COFEPRIS Mexico

Broadbased portfolio

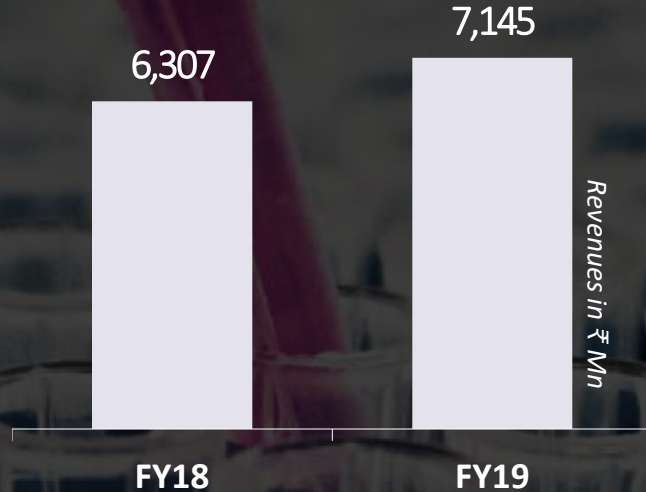


Differentiated solutions



Formulations

Leading revenue driver



13.8%
YoY Growth
(CC)

1,000+

Registrations

80

Countries with marketing presence

35+

Launches

50%+

Sales to regulated markets

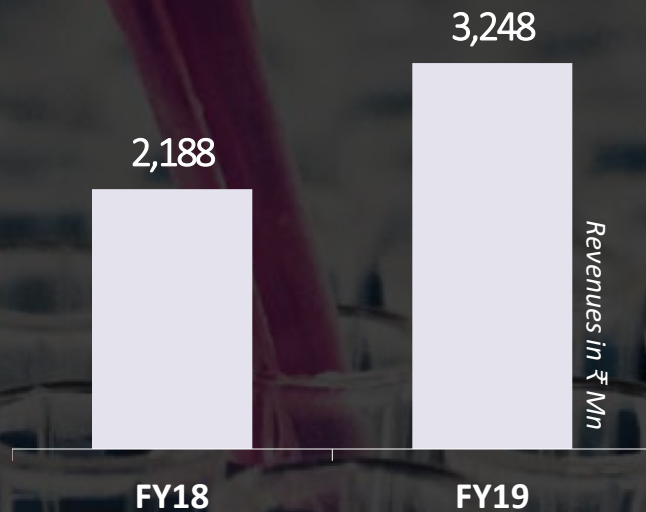
Key Highlights

- ✓ Robust growth across geographies, driven by 35+ launches and improved market share across key geographies
- ✓ Lack of clarity around Brexit continued to cast an overhang and resulted in some supply chain challenges.
- ✓ Technical leadership strengthened in Europe to facilitate future growth
- ✓ Enhanced focus on Injectables development and manufacturing at Bremer



APIs

Scaling the capability curve



38.3%
YoY Growth
(CC)

26

Commercial APIs

3

Manufacturing facilities

1.9x

Asset Turn

2.4x

Growth with top-5 customers

Key Highlights

- ✓ Accelerated momentum in the US with second product commercialisation
- ✓ Highest filings among generic animal health companies in the US
- ✓ Margin expansion through focus on regulated markets and high value products
- ✓ Deepening relationships with global top 10 paying off with a new milestone of clocking revenues of Rs. 1.0 billion in a single quarter from API
- ✓ Entry into the highly regulated Japanese market with successful registration of 2 products

Scaling value curve

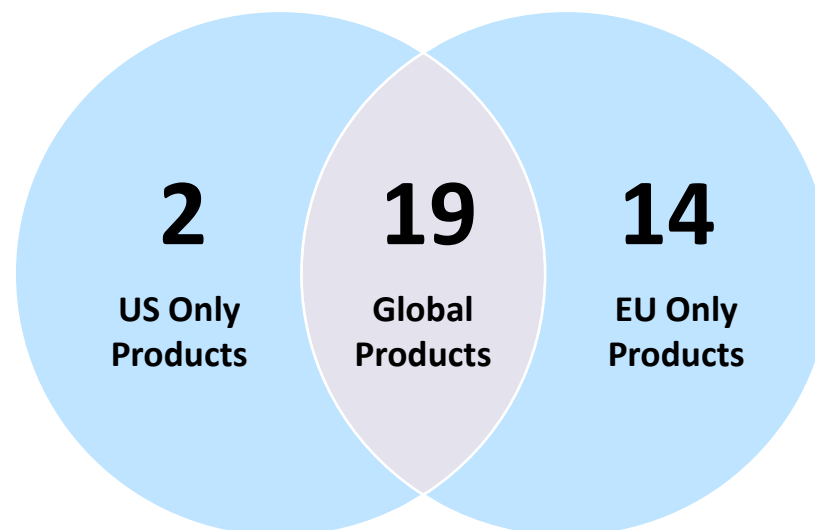
API

Pipeline	US filed / approved	EU-CEP approvals
14	17	10

- ✓ 5 US and 3 CEP filings during the year

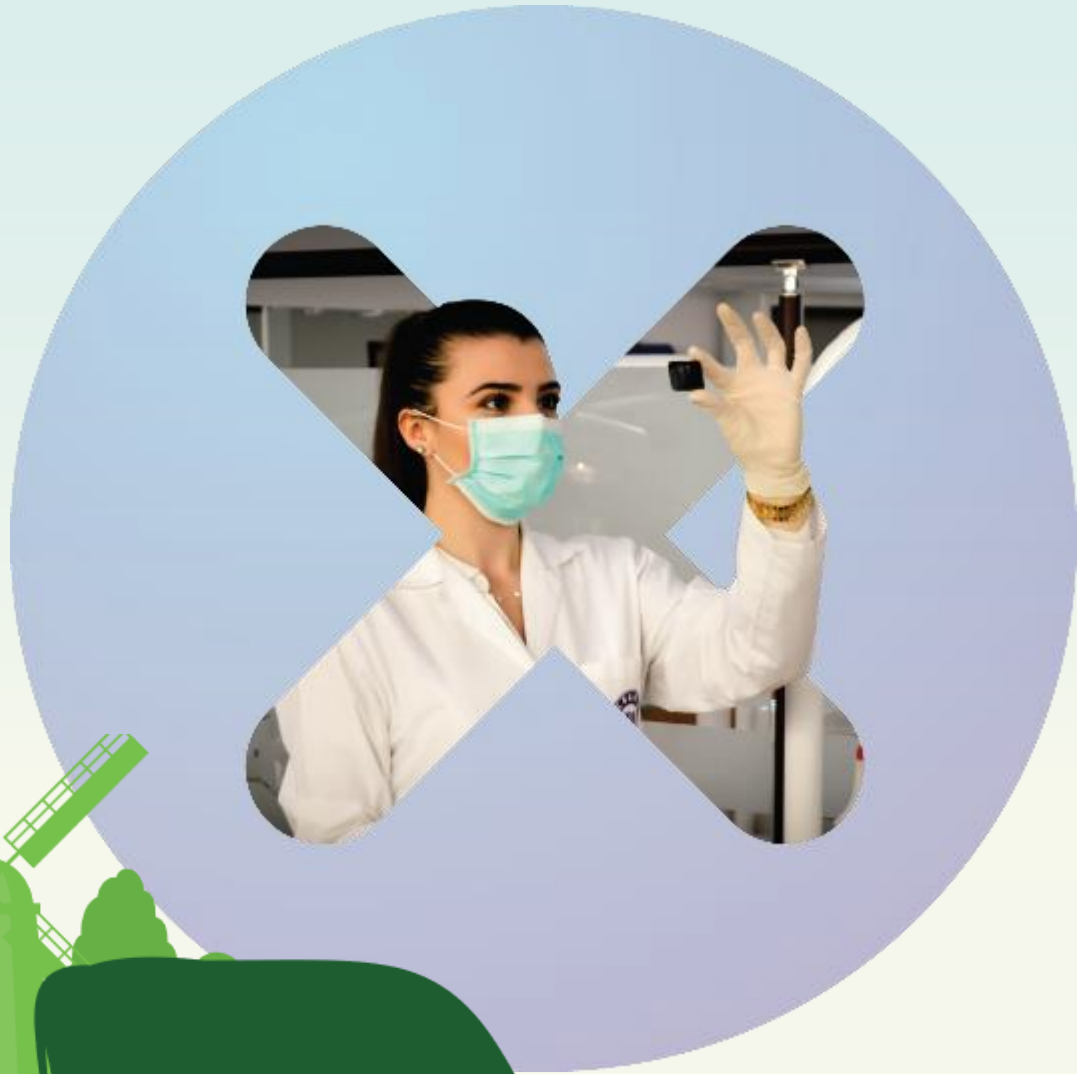
Formulations

Pipe Line of 35+ products

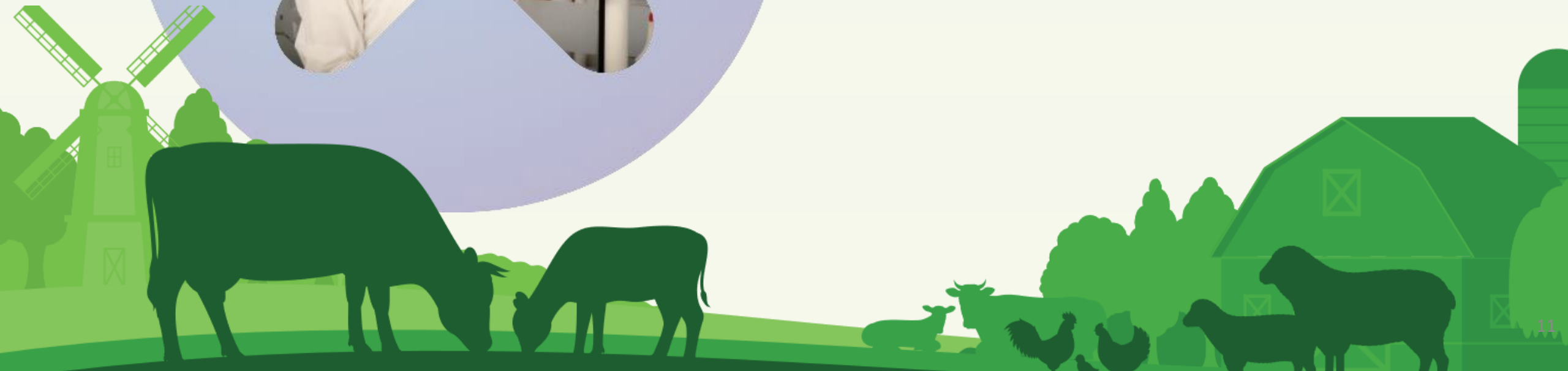


- ✓ Expanded R&D team in India, adept to execute 10+ projects per annum
- ✓ 20+ new filings in US in next 3 years
- ✓ Developed capabilities to execute ecotoxicity studies and Bio Equivalence studies in India - 30%+ cost reductions
- ✓ First US injectable filing expected in FY20

Validated world's largest injectable product with an addressable market of USD 100mn+ at our facility in Germany

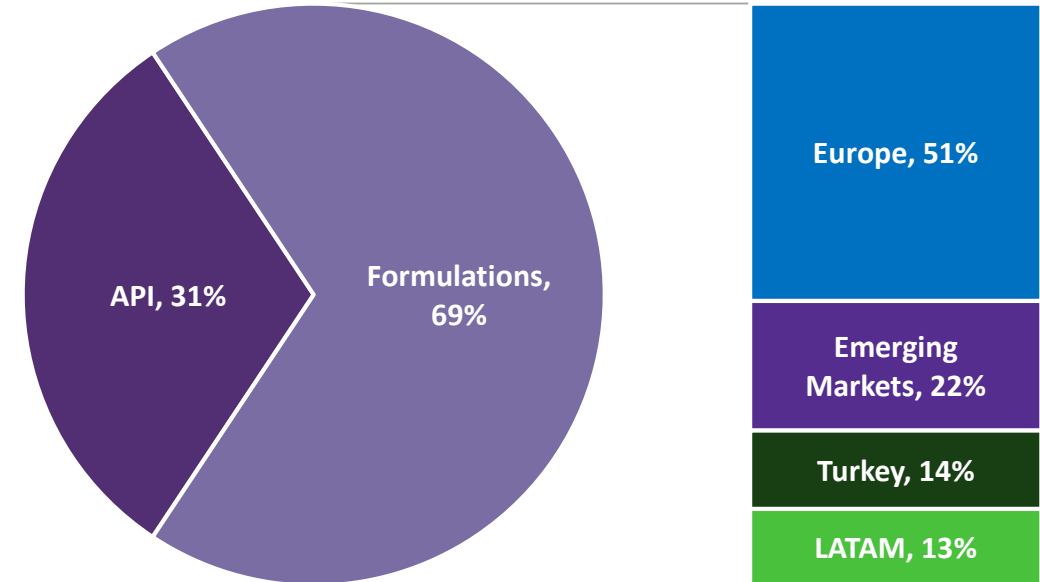


PERFORMANCE IN FY19



Strong performance across businesses

Revenue Distribution	FY19	FY18	YoY%
Formulations	7,145	6,307	13.3%
<i>Europe</i>	3,664	3,168	15.7%
<i>Turkey</i>	962	1,160	(17.1%)
<i>Emerging Markets</i>	1,583	1,163	36.1%
<i>LATAM</i>	937	816	14.8%
APIs	3,248	2,188	48.5%
Global Sales	10,393	8,495	22.4%

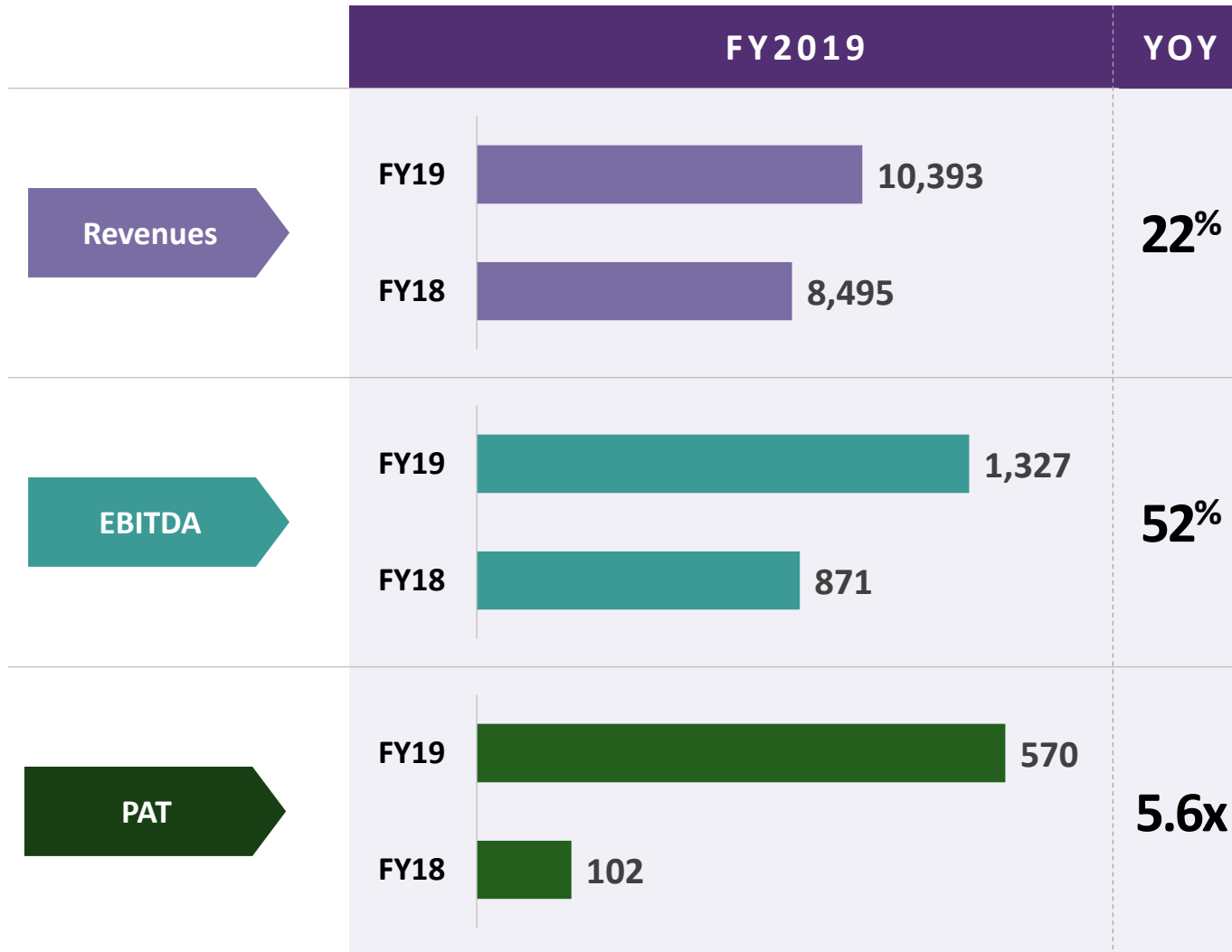


Key Highlights

For FY19: Overall business growth of 22.4%

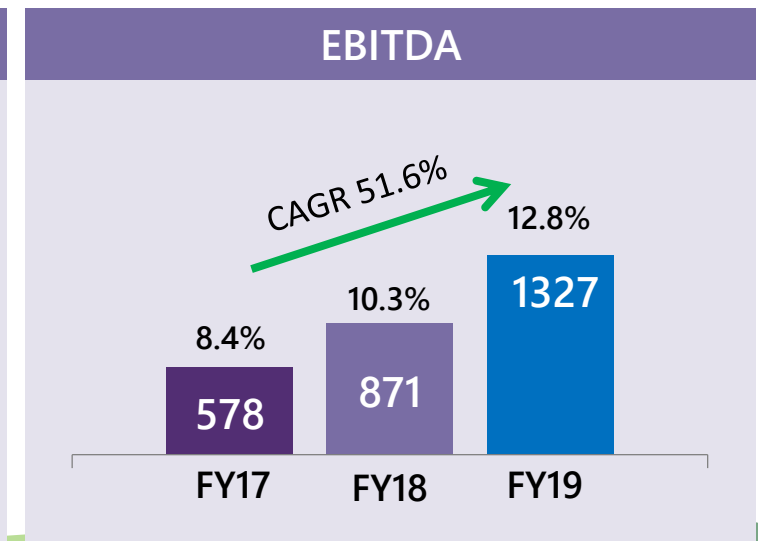
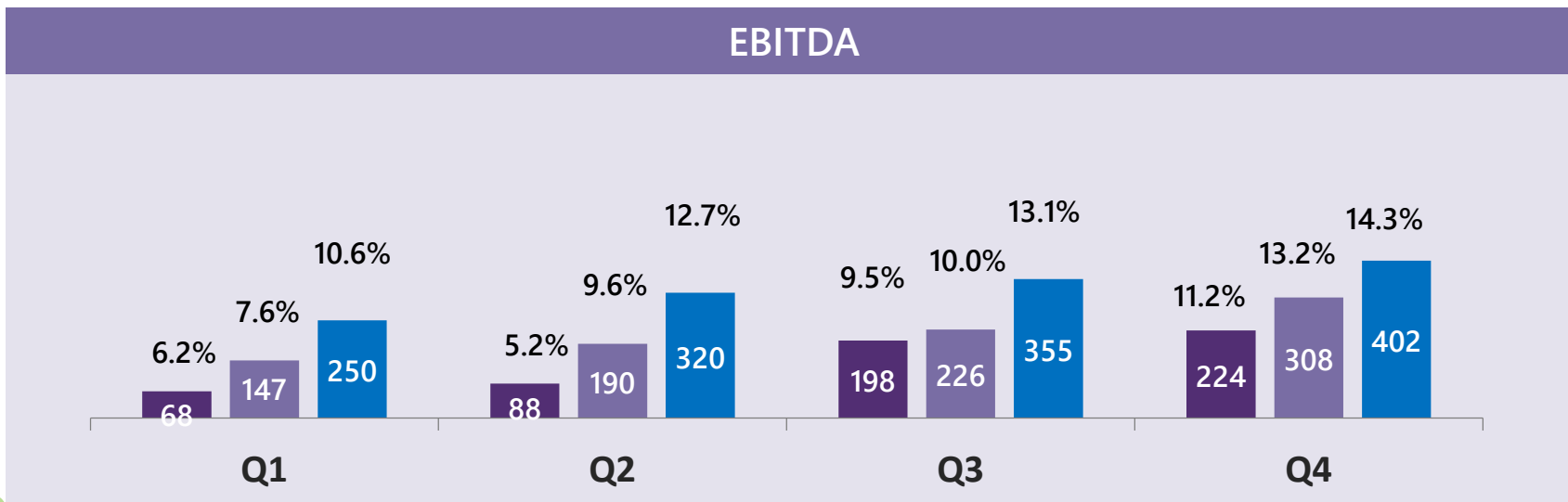
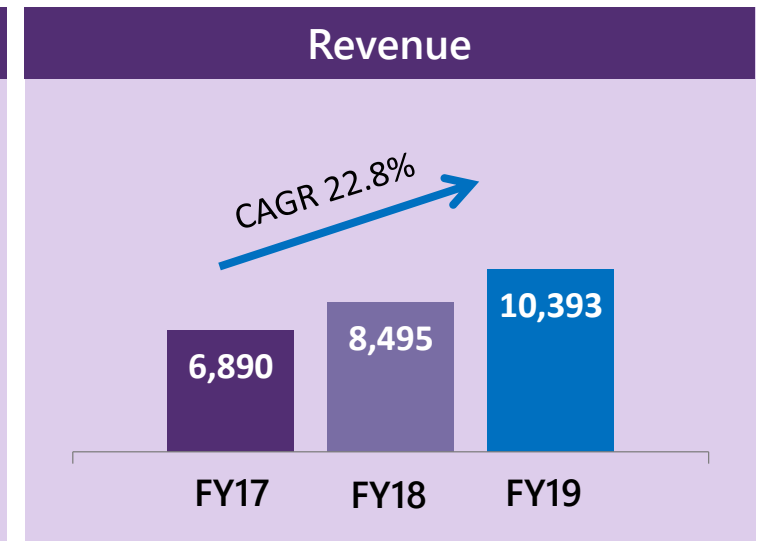
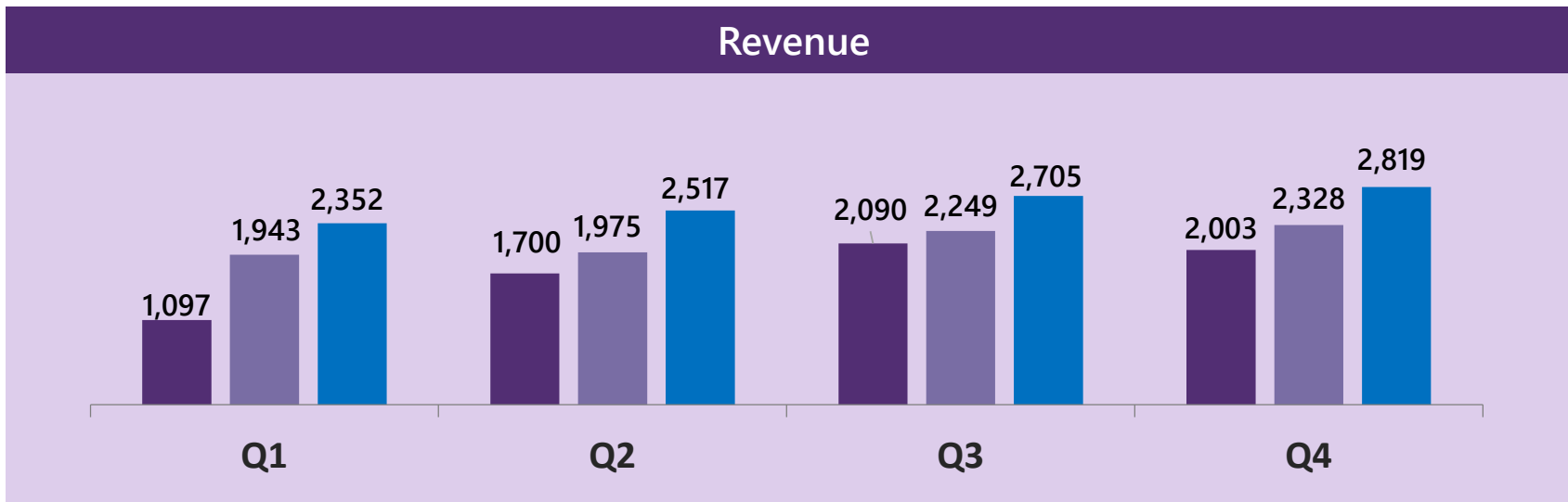
- **API business** grew 48.5% on the back of increasing penetration with top 10 animal health players
- **Formulations business** grew 13.3% compared to industry growth of 4%,
 - Turkey impacted by regulatory and currency headwinds
 - Europe grew 15.7%

Results at a glance



Board recommends a dividend of ₹0.2 per equity share (10%)

Delivering consistent outcome



Consolidated Financials

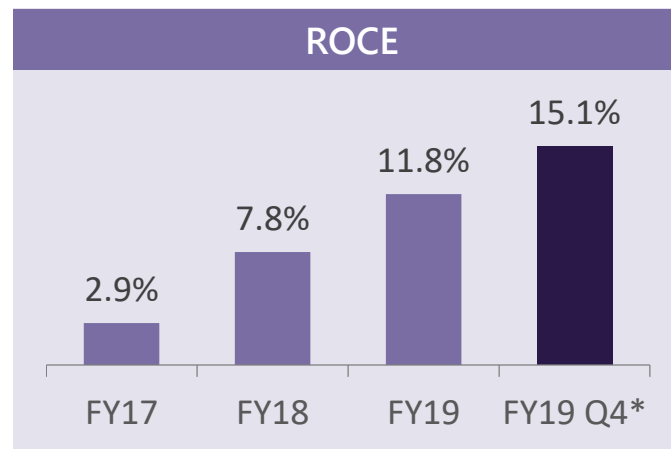
PARTICULARS	FY19 Audited	FY18 Audited
Revenue from Operations	10,393	8,494
Material Consumption	(5,430)	(4,625)
Gross Margin	4,963	3,870
%	47.8%	45.6%
Operating Expenses	(3,635)	(2,999)
EBITDA	1,327	871
%	12.8%	10.3%
Exchange Gain / (Loss)	(77)	(41)
Other Income	87	166
Finance Cost	(328)	(331)
Depreciation	(419)	(413)
Exceptional Items	-	(15)
Earnings Before Tax	589	236
Taxes	(20)	(135)
Earnings After Tax	569	102
Minority Interest	82	93
Earnings after Minority Interest	487	9

All values in ₹ Mn

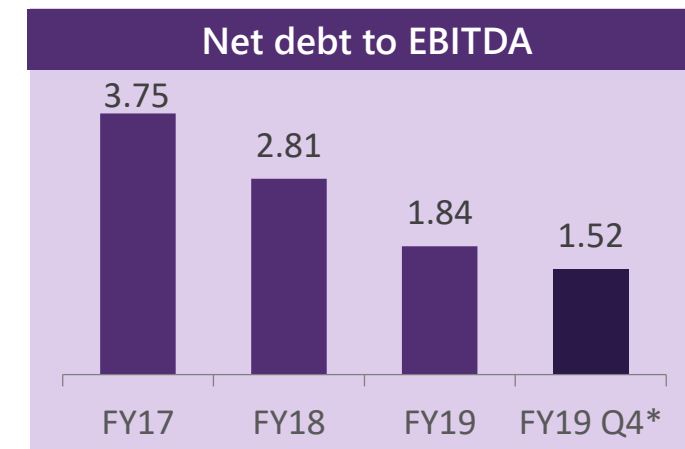
Key Balance Sheet items

All values in ₹ Mn

Particulars	Mar-19	Mar-18
Shareholders' funds	7,067	6,476
Minority Interest	403	370
Net Borrowings	2,452	2,451
Investments	1,797	2,217
Tangible Assets	2,442	2,269
Intangible Assets	2,765	2,671
Working Capital	2,640	2,486



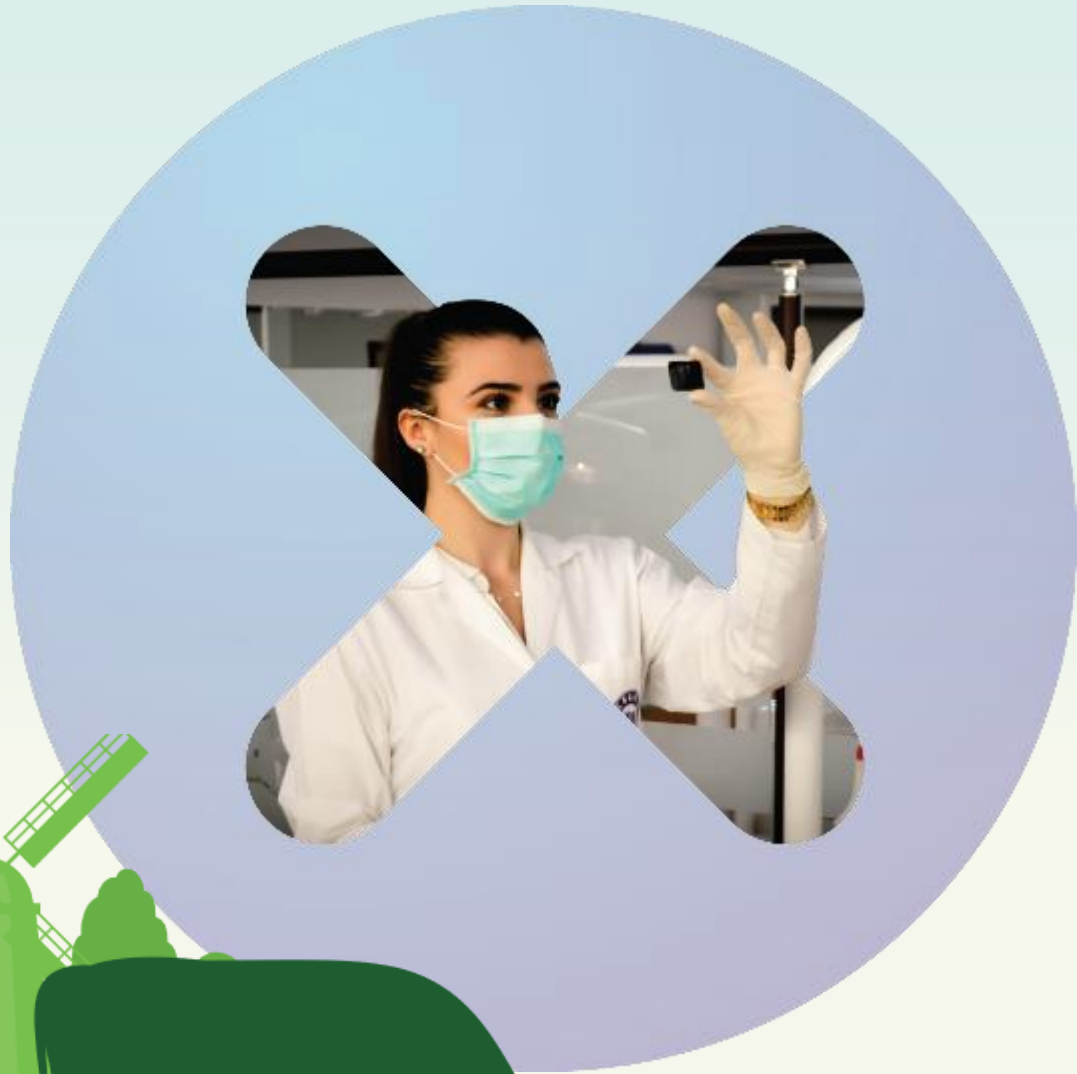
*Quarter Annualised



Highlights

- 22% growth in revenue with flat Working Capital
 - Working Capital reduced from 107 to 92 days
- Fixed Asset turnover ratio increased from 1.7 to 2.0
- Net Debt to EBITDA improved from 2.8 to 1.8, 1.5 for Q4 annualised
- Cash generated from operations in the year Rs. 1,154 Mn vs Rs. 541 Mn in LY

Net result - Improvement in Credit rating to 'A-'



KEY INITIATIVES IN FY20



Advancing Ambitions

- 1st formulations filing in US, largest veterinary market in the world
- Establish leadership in the US

Global reach

- Launch of Alivira Italy operations, key European Union market
- Launched 18 products globally

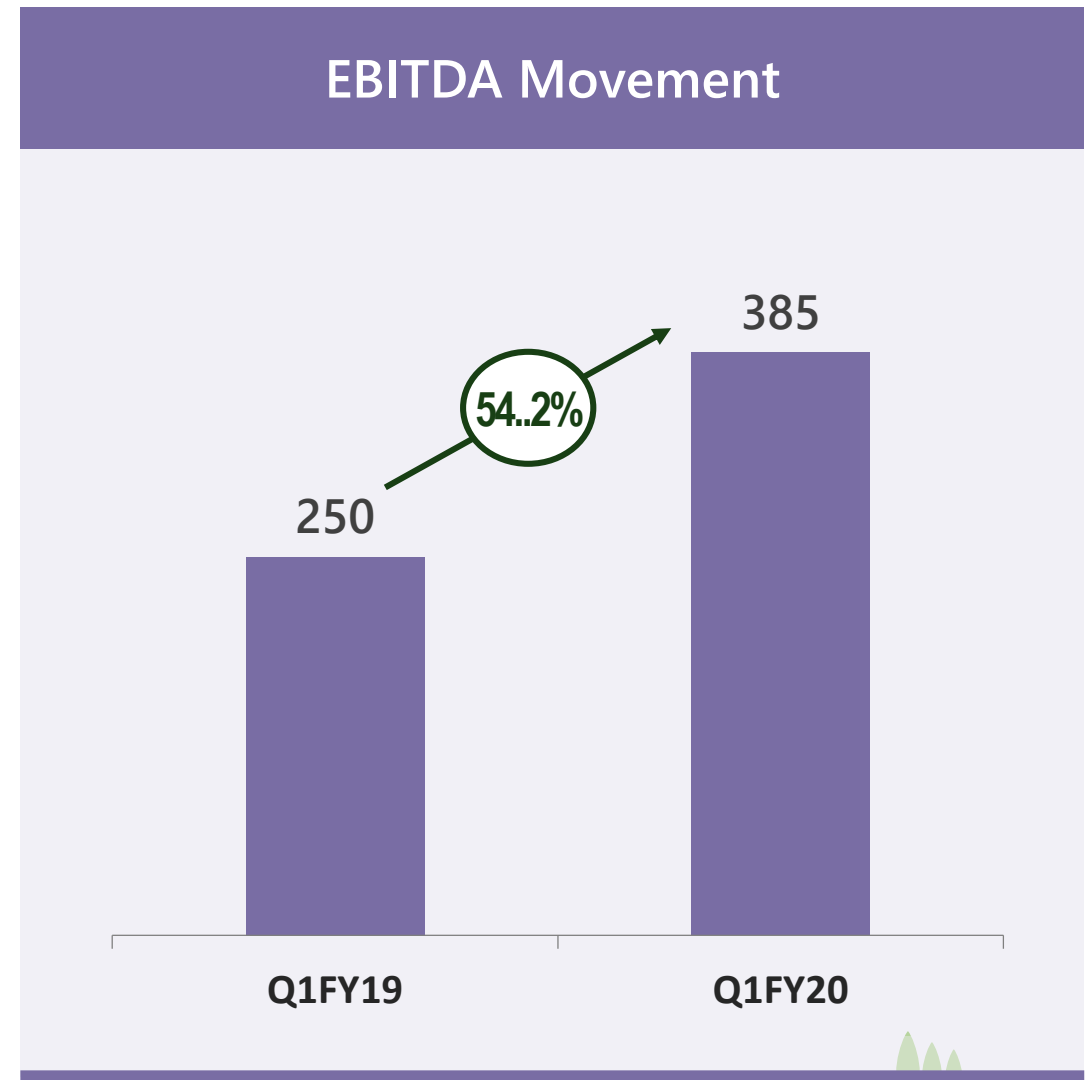
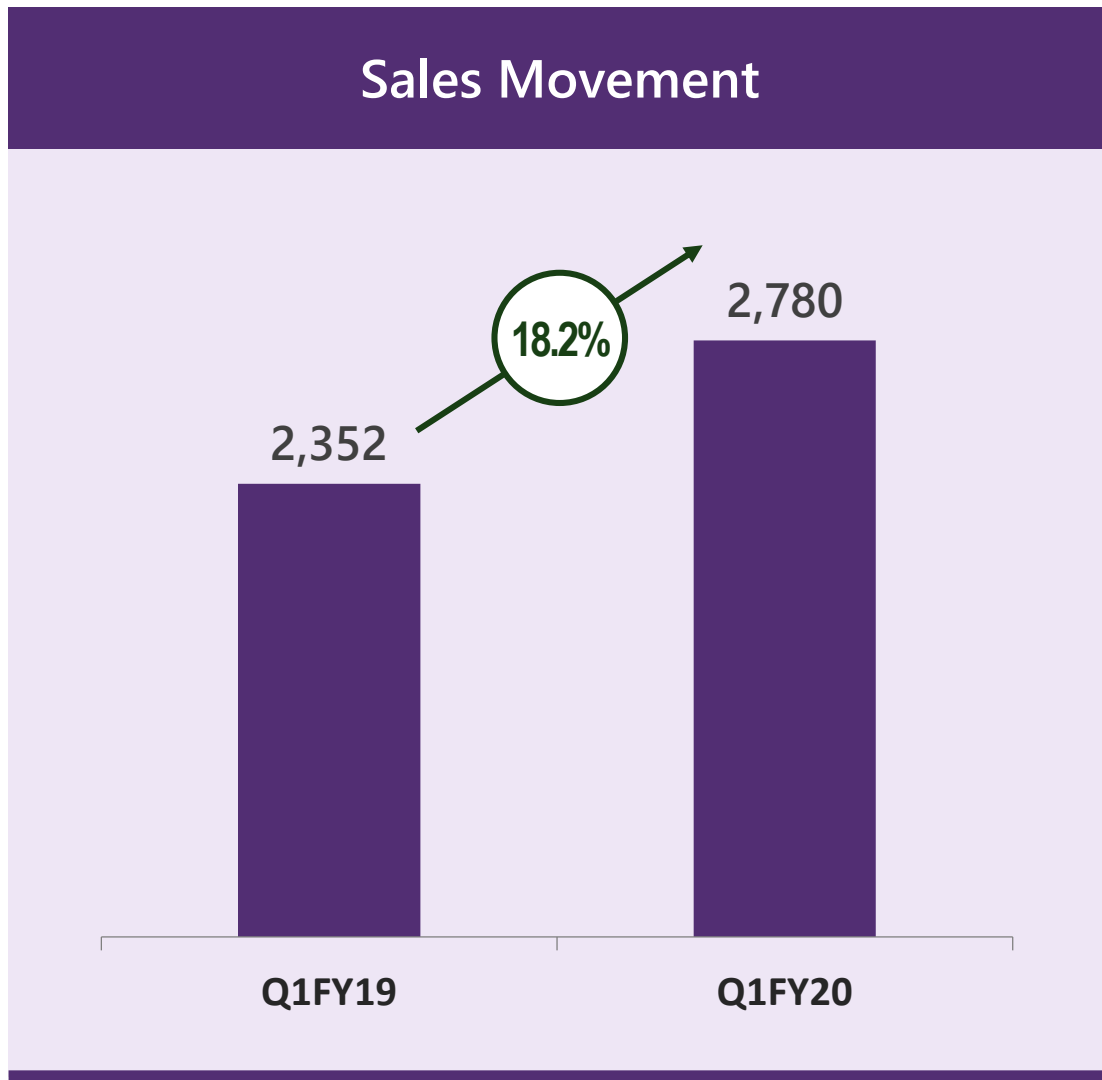
Sharpened Capabilities

- 3x capacity expansion at Bremer, provide thrust to injectable manufacturing
- Scaling capacity at Mahad

Strengthened Quality

- Received EIR from US FDA for Analytical Laboratory at Bengaluru
- Comprehensive scaling of Quality leadership team

Q1 FY20 performance



Delivered on Expectations



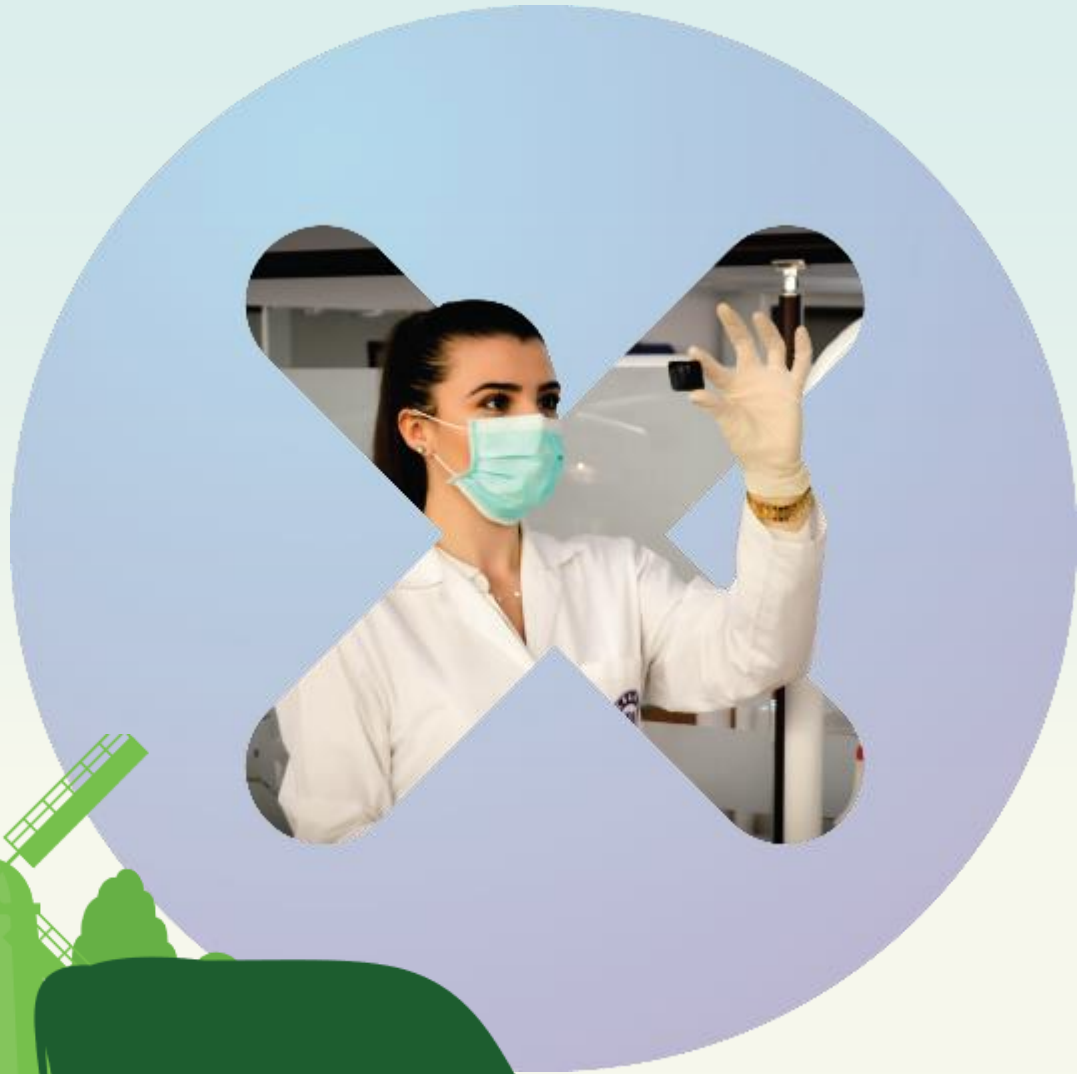
FY20 Outlook

- High-teen revenue growth
- 200+ bps margin expansion



1Q FY20 status

- Revenue up 18%
- EBITDA expansion 330 bps YoY



AGENDA



Ordinary Business

- Adoption of consolidated and standalone financial statement of the Company for the financial year ended 31 March 2019
- Dividend
- Re-appointment Dr. Devendra as a Non-Executive Director
- Appointment of S R B C & Co. LLP Chartered Accountants as Statutory Auditors in place of Deloitte Haskins and Sells.

Special Business

- Remuneration to cost auditor for the financial year 2019-20
- Re-appointment of Dr. Kausalya Santhanam as Independent Director of the Company
- Re-appointment of Dr. Gopakumar Nair as Independent Director of the Company
- Continuation of Dr. Gopakumar Nair as Director
- Re-appointment of Mr. Manish Gupta as a Managing Director of the Company
- Re-appointment of Mr. Sharat Narasapur as Joint Managing Director

Thank You

