



Investor Presentation

More than
Pharma

Except for the historical information contained herein, statements in this presentation and the subsequent discussions, which include words or phrases such as "will", "aim", "will likely result", "would", "believe", "may", "expect", "will continue", "anticipate", "estimate", "intend", "plan", "contemplate", seek to", "future", "objective", "goal", "likely", "project", "should", "potential", "will pursue", and similar expressions of such expressions may constitute "forward-looking statements". These forward looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. These risks and uncertainties include, but are not limited to our ability to successfully implement our strategy, our growth and expansion plans, obtain regulatory approvals, our provisioning policies, technological changes, investment and business income, cash flow projections, our exposure to market risks as well as other risks. The Company does not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date thereof.



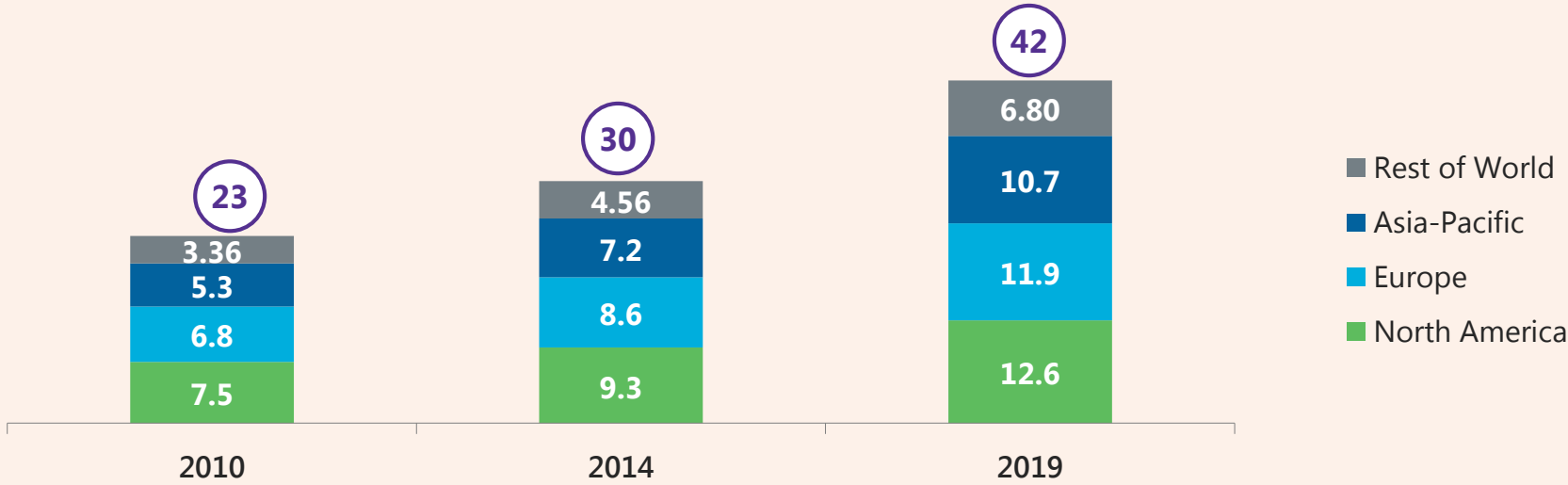
A New Horizon

Pure Play Animal Healthcare

More than
Pharma

Animal health – Large Growing and Diverse Sector

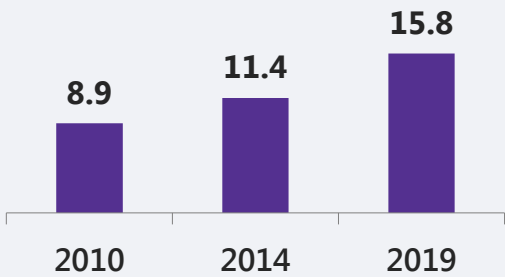
Total Animal Healthcare Market Size



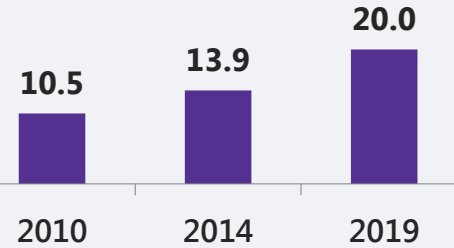
CAGR

	2010-14	2014-19
Rest of World	6.6%	7.2%
Asia-Pacific	7.8%	8.1%
Europe	8.0%	8.2%
North America	6.0%	6.7%
Total	5.5%	6.3%

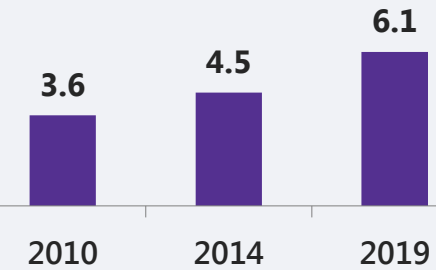
Animal Health Pharmaceuticals



Feed Additives

































Vaccines



Market Size

Alivira's Presence

Animal Health- The BEST of both worlds

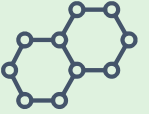
	FMCG	Specialty Pharma	Commodity Generic	Branded Generic	Global Animal Health	
R&D Expenses						R&D for ease of use & drug delivery
Regulatory Barriers						Complex regulatory requirements leading to disproportionate R&D returns
IP Barriers						Few products under patent protection
Brand Building & local distribution strength						Veterinarian connect is critical including the relationship with farmers
Local know how / information availability						No secondary market database hence, business developed on strong local knowledge; Complex & distinct regional need
Management						

Alivira emerges as India's Largest animal health company within 3 years of operations

- 1** First Global pure-play Animal Health Company from India: Demerger of Human Business completed
- 2** Stellar improvement in Annual performance: Expansion in EBITDA Margins by 190 bps, Net profit of ₹ 103 Mn vs loss of ₹ 139 Mn in FY17
- 3** Back in Dividends after 6 years: Paid dividend of 10% to shareholders in FY18
- 4** Investments for strengthening R&D and manufacturing capabilities : Over \$80 million invested in last 4 years
- 5** Building marketing presence through differentiated portfolio: 500+ Finished Dosage Formulations across 12 dosage forms
- 6** Extensive regulated market reach: Eight manufacturing facilities based in India, Spain, Germany, Brazil and Turkey catering to 100+ countries

API Business

Compliance and Efficient operations provides competitive advantage



- EIR received for USFDA inspection at Vizag, the only USFDA-approved animal health API facility in India
- 14 API filings in the US – highest by any generics players; 10 CEP filings
- First commercial API sale in the US






Formulation Business

Expanding Global Footprint








- Established presence in France, the largest European Union market
- Acquired Bremer Pharma (Germany) in April 2018 – significant boost to injectable pipeline for US and EU
- Pet division launched in India – entry into growing companion animal market

Differential market attributes, Alivira's distinctive approach

	Indian Pharma Approach 	Unique Animal Health/ Veterinary characteristics 	Alivira's Approach 
 <p>Industry Dynamics</p>	<ul style="list-style-type: none"> Manufacturing driven strategy taken global India based management 	<ul style="list-style-type: none"> Limited scale "in-market" local business Customer focused business with emphasis on relationships 	<ul style="list-style-type: none"> Applying cutting-edge resources to remain ahead of the curve in a rapidly growing industry Global management with international expertise and local knowhow
 <p>Market Knowhow</p>	<ul style="list-style-type: none"> Strong market intelligence available - IMS database and trends A big advantage to begin, however leads to hyper strategy with "me-too" products 	<ul style="list-style-type: none"> No secondary market database and business built on local knowledge Complex & distinct regional needs Vet market : exemplified by regulatory barriers & FMCG characteristics 	<ul style="list-style-type: none"> Local know how with veterinarians connect Region specific portfolio Customer centric; relationship driven front end

Differential market attributes, Alivira's distinctive approach

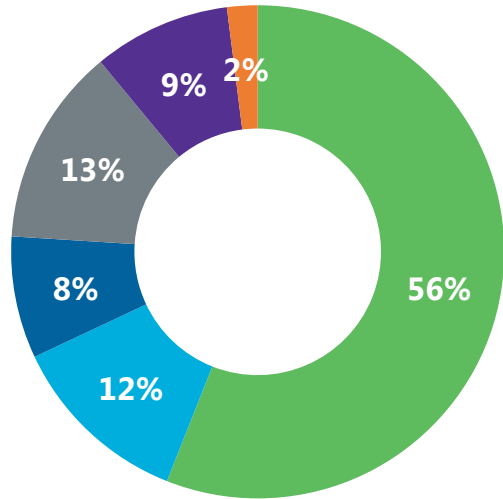
	Indian Pharma Approach 	Unique Animal Health/ Veterinary characteristics 	Alivira's Approach 
 Customer Acquisition	<ul style="list-style-type: none"> ▪ Partner approach ▪ Price position with customers and gradually moving up the value chain 	<ul style="list-style-type: none"> ▪ Branded generics market ▪ Veterinarian connect is critical including the relationship with farmers 	<ul style="list-style-type: none"> ▪ Established global front end for last mile partnership
 Research	<ul style="list-style-type: none"> ▪ Industry driven by patent expiry ▪ High R & D focus with large filings in US 	<ul style="list-style-type: none"> ▪ Few products under patent protection ▪ Limited R&D focussed on drug delivery & ease of use ▪ Complex regulatory framework driving disproportionate R&D returns 	<p>Customized R&D approach</p> <ul style="list-style-type: none"> ▪ Smart program with focus on API & Formulations ▪ Multiple approaches leveraging local knowledge ▪ Smart usage of resources

Key Acquisitions

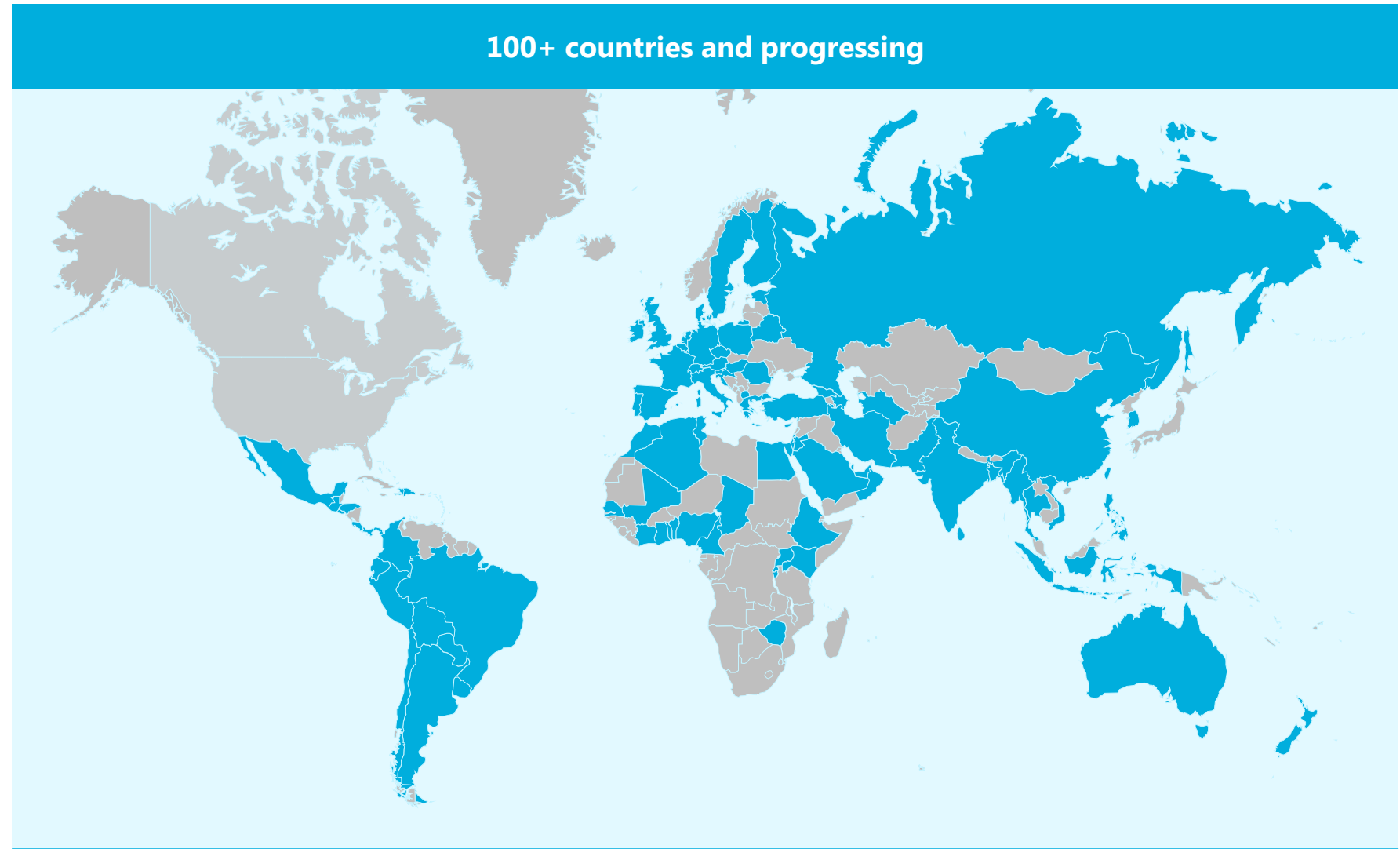
Acquired Entities	Provet/Topkim	Karizoo	Evance	N-VET / Fendigo	Bremer
Markets	Turkey	Spain	Brazil	Rest of EU	Germany
Capabilities & Domain	<ul style="list-style-type: none"> Presence in Turkey & neighboring markets Manufacturing base 120+ registrations 	<ul style="list-style-type: none"> Presence in 15 key EU countries & Mexico Manufacturing base 115+ registrations 	<ul style="list-style-type: none"> Presence in Brazil Manufacturing base 25+ registrations 	<ul style="list-style-type: none"> Presence in 4 key EU markets 150+ registrations 	<ul style="list-style-type: none"> Presence in EU & key EM markets Sterile injectables, Oral powders & Oral liquid 300+ registrations
Decision Rationale	<ul style="list-style-type: none"> Access to key market of Turkey Comprehensive manufacturing with eight lines including injectables EUGMP and Turkish GMP approved 	<ul style="list-style-type: none"> Access to Spain and 15 key EU markets Manufacturing of Oral liquids, beta-lactum and non beta-lactum antibiotics EUGMP and FAMIQS approved 	<ul style="list-style-type: none"> Access to key market of Brazil Manufacturing of antibiotics and antibacterial MAPA approved 	<ul style="list-style-type: none"> Access to key markets and relationships with Belgium, Netherlands, Luxembourg & Sweden Well established distribution relationship with 27 countries in Europe 	<ul style="list-style-type: none"> Access to EU approved injectable facility Boosts injectable pipeline which Synergizes with Spanish facility – Powders & Oral liquids Complimentary EM business
Ownership	<ul style="list-style-type: none"> 60:40 	<ul style="list-style-type: none"> 60:40 	<ul style="list-style-type: none"> 70:30 	<ul style="list-style-type: none"> 85:15 	<ul style="list-style-type: none"> 100%
Year of Acquisition	<ul style="list-style-type: none"> 2014/2015 	<ul style="list-style-type: none"> 2016 	<ul style="list-style-type: none"> 2016 	<ul style="list-style-type: none"> 2015 	<ul style="list-style-type: none"> 2018
Revenues	<ul style="list-style-type: none"> Provet: TRY 24.6 Mn Topkim: TRY 21.5 Mn 	<ul style="list-style-type: none"> Karizoo: EUR 24.2 Mn (9 months) 	<ul style="list-style-type: none"> Evance: BRL 14.2Mn (8 months) 	<ul style="list-style-type: none"> N—vet: SEK 28.6Mn Fendigo: EUR 7.2Mn 	<ul style="list-style-type: none"> Bremer: EUR 6.7Mn

Unique partnership model for derisked execution

Fast expanding market coverage








- Europe
- LATAM
- Emerging Markets
- Turkey
- India
- North America & ANZ






Firm Footprints across major markets

We have five state-of-the-art formulations manufacturing facilities in India, Germany, Turkey, Spain and Brazil with all major regulatory approvals

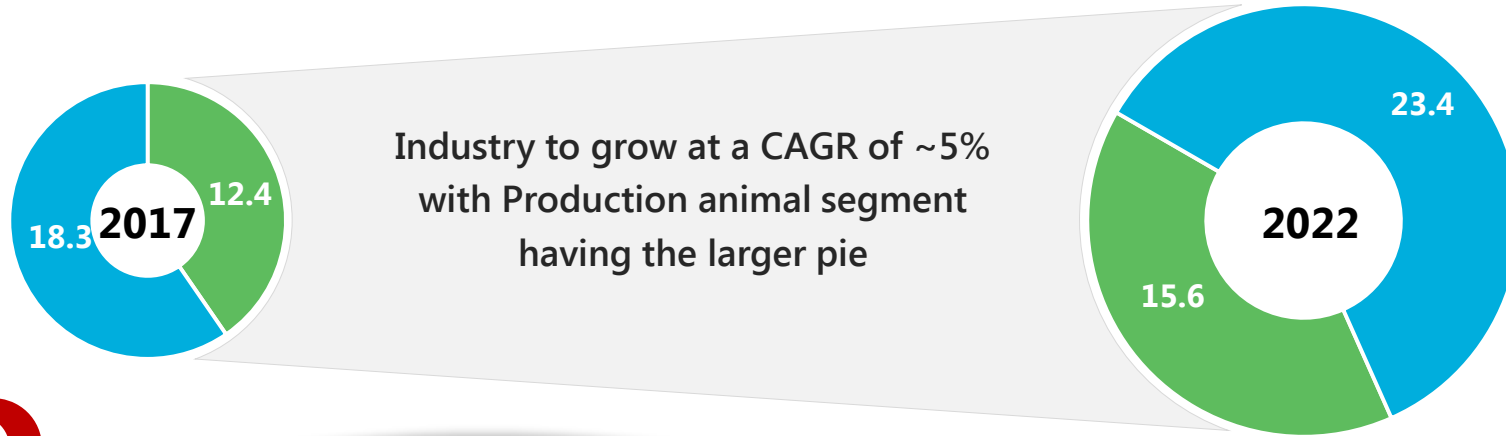
	Barcelona Spain	Polatli Turkey	Ambernath India	Campinas Brazil	Warburg Germany
Approvals	EUGMP	EUGMP and Turkish GMP	India, Uganda, Ethiopia and Kenya	MAPA (Ministry of Agriculture)	EUGMP
Capabilities	Liquids – oral solutions/suspension and solids (powders) – betalactam and non-beta lactam antibiotics. Specialises in nutrition Products -veterinary premixes	Beta-lactam and non-beta lactam injectable solutions/suspensions, intra-mammaries, oral solutions / suspensions, aerosol and pour-on, spot-on	Granules for injections and oral liquids	Oral solutions, oral powders and drug premixes	Sterile injectable including betalactam and hormones, oral liquids and oral powders Acquired in April 2018
					

Firm Footprints across major markets

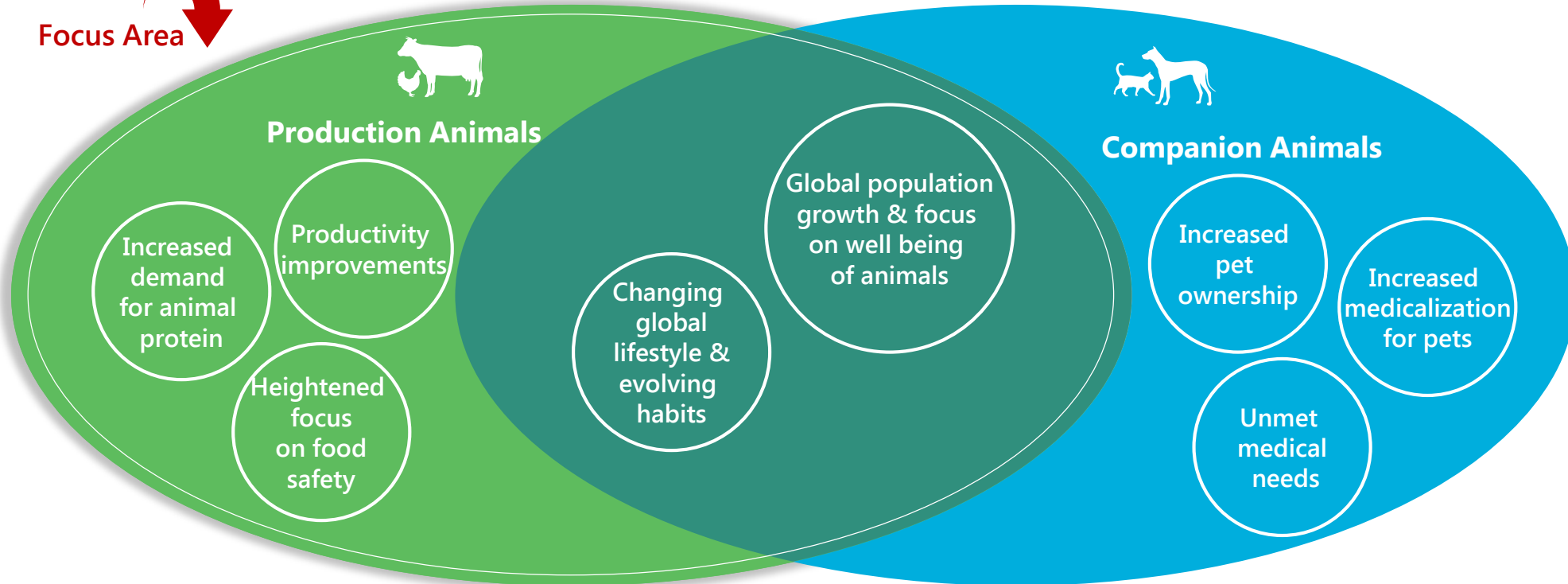
We have three state-of-the-art API manufacturing facilities in India with all major regulatory approvals

	Vizag India	Mahad India	Tarapur India
Approvals	USFDA and EUGMP	EUGMP & COFEPRIS Mexico, WHO-Geneva approval expected shortly	cGMP
Capabilities	API facility with reactor capacity of 225 KL with six clean rooms	Comprehensive manufacturing facility spread over 6 acres of land with 23 reactors having cumulative capacity of 76KL	API intermediates facility with reactor capacity of 64 KL with two clean rooms
			

Advantageously placed in a growing opportunity



Focus Area



Strong Management team



Manish Gupta
Managing Director



Sharat Narasapur
Manufacturing Strategy



Tushar Mistry
Chief Financial Officer



Shrikant Makode
API



Ramon Vila
Europe



Jose Nunes Filho
LATAM



Dr. Huseyn Aydin
Turkey



Ashish Kakabalia
Business Development and R&D



Formulations Skill and Scale

More than
Pharma

Formulations
Leading revenue
driver

900+
Registrations

5
Manufacturing
Facilities
(3 EUGMP certified)

4
State-of-art
R&D Centers

35+
R&D
Pipeline

7.4X

Sales growth in last 4 years

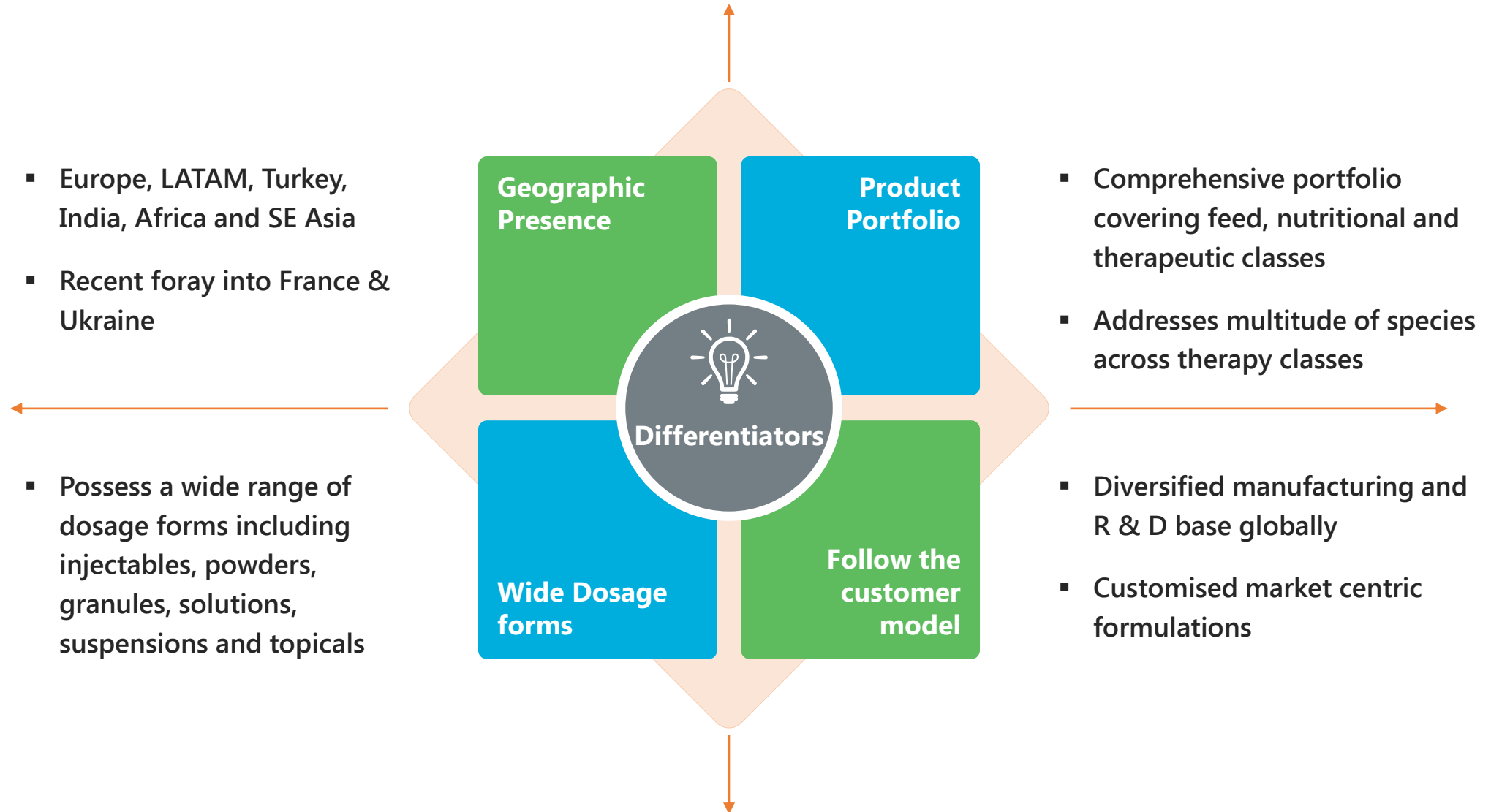
Revenues in ₹ Mn

H1 FY19	H1 FY 18	YoY%
3,527	2,870	22.9%

H1 Key Highlights

- ✓ Robust growth across geographies, driven by 20+ launches and improved market share across key products
- ✓ 25 launches planned for the year, with 10 launches made in H1
- ✓ Turkey – Sequential improvement with strong 25% growth in constant currency
- ✓ Bremer - On track for sustainable break-even by end of FY 19
- ✓ Strong R&D pipeline to maintain growth momentum

A steady foundation for global expansion



Across Multiple Geographies

Geography	Our Presence	Growth Drivers and Focus Areas
Europe	<ul style="list-style-type: none"> ▪ Front end team of 35+ with presence in 6 of the top 10 EU countries (ES, NL, BE, SE, DE, GR) and 15 other EU markets through distributors ▪ 95+ product registrations with last mile channel partnership for 27 EU companies ▪ Manufacturing base at Spain & Germany, R&D base at Barcelona 	<ul style="list-style-type: none"> ▪ Leverage manufacturing base in Spain and Germany with R&D facility in Barcelona ▪ Establish front-end presence across Top 10 markets ▪ Expand distribution reach across key EU countries ▪ Provide thrust through injectable pipeline
Turkey	<ul style="list-style-type: none"> ▪ 3rd largest Animal Health Company in Turkey (~10% market share) ▪ Largest producer of veterinary pharmaceuticals ▪ Portfolio of 120+ products & 40+ field force ▪ Robust manufacturing capabilities 	<ul style="list-style-type: none"> ▪ Leverage comprehensive manufacturing capabilities for large share in Turkey in MENA ▪ Enhanced presence in cattle & sheep segment ▪ Expertise in injectable products especially penicillin and cephalosporins among others

Across Multiple Geographies

Geography	Our Presence	Growth Drivers and Focus Areas
LATAM	<ul style="list-style-type: none"> ▪ Brazil- 25+ registered products; GMP manufacturing facility approved by MAPA, Field force 11+ ▪ Mexico- 28+ registered products; Field force of 7+ 	<ul style="list-style-type: none"> ▪ Addition of therapeutic products across nutritional additives and supplements ▪ Cross leverage of group portfolio ▪ Capitalize EU relationships for in-license products ▪ Expand into other LATAM markets
Emerging Markets	<ul style="list-style-type: none"> ▪ Africa- 14 key countries, 85+ approved products - 14 field force (direct & indirect) ▪ South East Asia- 5 countries, 11 Indirect field force, 65+ approved products ▪ MENA - 6 countries, 12 Indirect field force, 24 registrations ▪ CIS Ukraine – 5 product registrations ▪ India Cattle & Poultry - 150+ field force; 50+ Brands 	<ul style="list-style-type: none"> ▪ Established front end in East Africa & South East Asia ▪ Enter new markets: Egypt, Saudi, Thailand, Tanzania, CIS & Qatar ▪ Focus on innovative Non-antibiotic product portfolio <p>India:</p> <ul style="list-style-type: none"> ▪ Drive cattle business with focused approach on select therapies of mastitis, infertility and probiotics ▪ Expand into vaccines, leveraging tie-up with IDT Biologika, Germany ▪ Drive the newly launched pet division in India through multiple product offerings

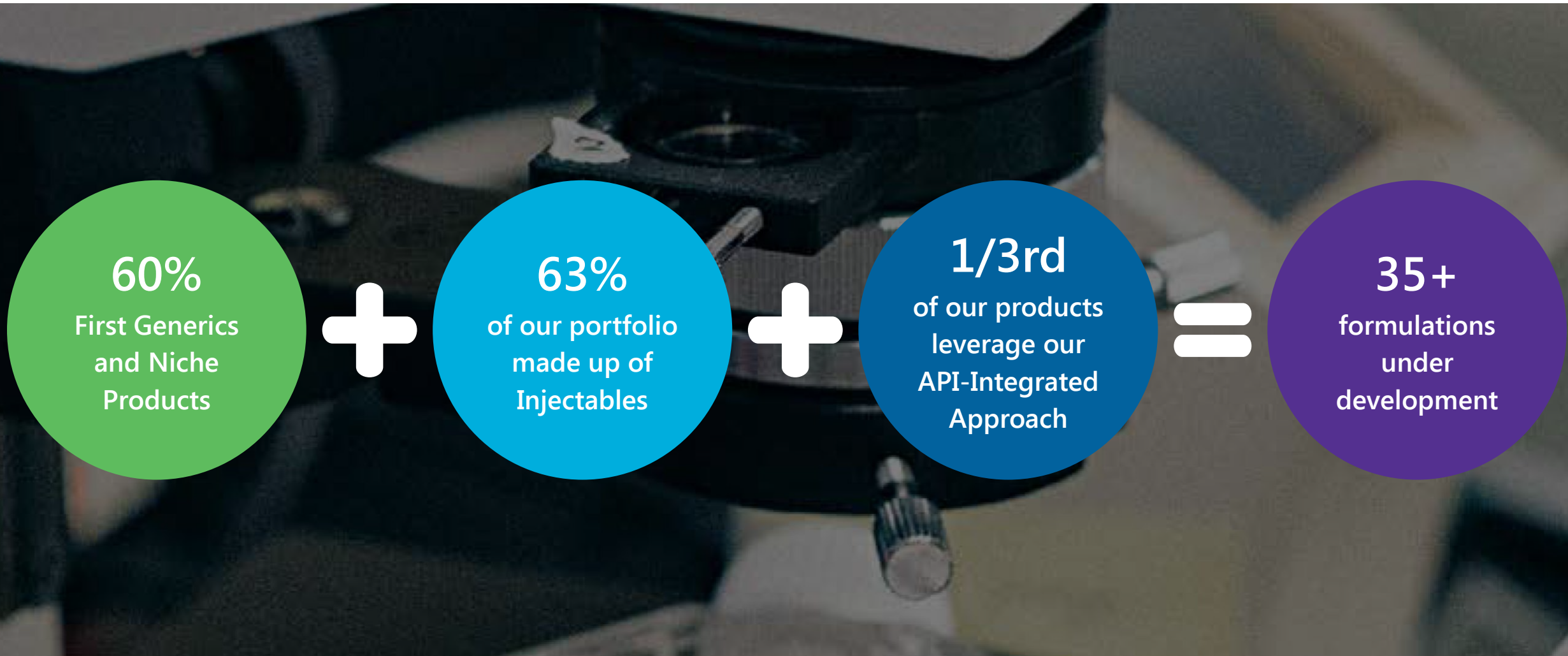
End to end capabilities for an integrated play

Dosage Form	Manufacturing Facilities				
	Spain	Turkey	Brazil	India	Germany
APIs				✓	
Oral Solution	✓	✓	✓	✓	✓
Liquid for inhalation	✓				
Oral Suspension	✗			✓	
Water Soluble Powder	✓		✓	✓	✓
Drug Premix	✓				
Nutritional Feed Add.	✓				
Tablets	✗				
Pre Filled Syringes		✓			
Injectable					
Inj. Solution		✓			✓
Inj. Suspension		✓			✓
Granules for Injection				✓	
Gases					
Aerosols		✓			
Pour On / Spot On	✗	✓			
Disinfectants	✗				✓

Dosage Form	R&D Capabilities			
	Spain	Turkey	India	Brazil
APIs			✓	
Oral Solution	✓	✓		✓
Liquid for inhalation	✓			
Oral Suspension	✓	✓		
Water Soluble Powder	✓			✓
Drug Premix	✓			
Nutritional Feed Add.	✓			
Tablets			✓	
Pre Filled Syringes		✓		
Injectable				
Inj. Solution			✓	
Inj. Suspension			✓	
Granules for Injection				
Gases				
Aerosols		✓		
Pour On / Spot On	✗	✓		
Disinfectants	✗			

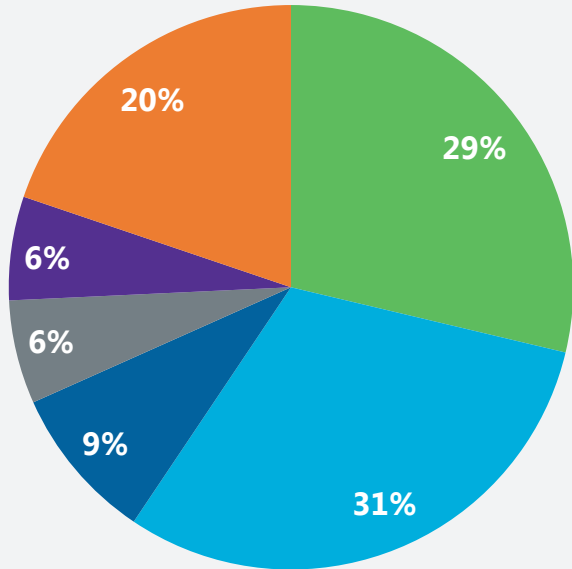
 In-Process
  To be decided

R&D to drive value creation in FDF business



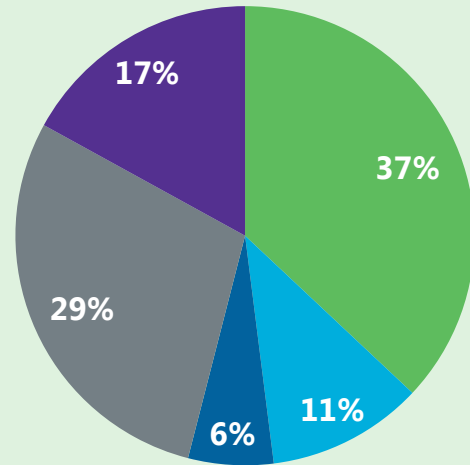
R&D Pipeline

Therapy Area



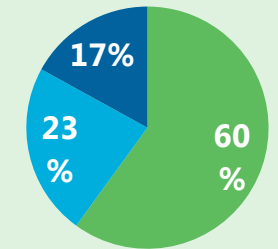
■ Antibiotic ■ NSAID
■ Anticoccidial ■ Neurological
■ Anthelmintic ■ Others

Product Categories



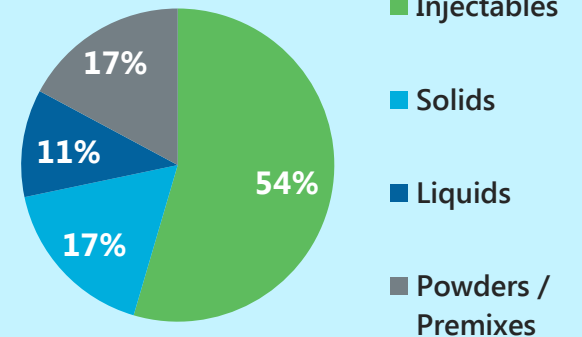
■ Patent Expiry opp.
■ First generic
■ Incremental Innovation
■ Niche/Limited competition
■ Global Generics

Species



■ Production Animal
■ Companion Animal
■ Both

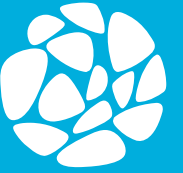
Dosage form



■ Injectables
■ Solids
■ Liquids
■ Powders / Premixes

- 60% + Portfolio planned for value creation
- 80%+ Products targeted for Global markets
- 6 Products with Patent Expiry / Day One opportunity
- 1/3rd Products - leverage Alivira API – Integrated approach
- 80% Products with Inhouse Manufacturing

Portfolio of 35+ products under development, market opportunity of \$ 500 Mn+



API: Edge in Animal Health

***More than
Pharma***

APIs

Scaling the capability curve



3X

Growth in sales to regulated markets in 4 years

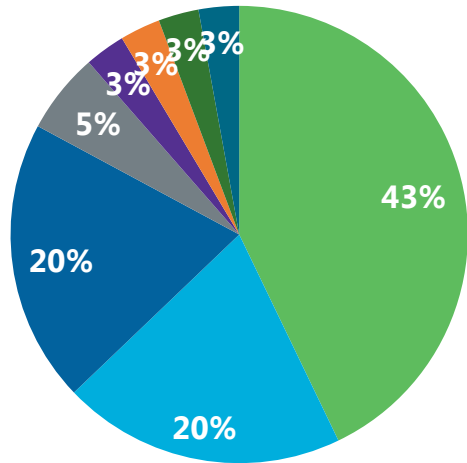
H1 FY19 Key Highlights

- ✓ Commercial supplies commenced to US, the largest animal health market
 - ✓ Largest filings amongst generic animal health companies in US
- ✓ Margin expansion through better business mix and asset utilisation
 - ✓ Deepening key customer relationships: Over 50% incremental growth came from Global Top 10 animal health companies over H1 FY16
- ✓ New product strategy around patent expiry and market scarcity

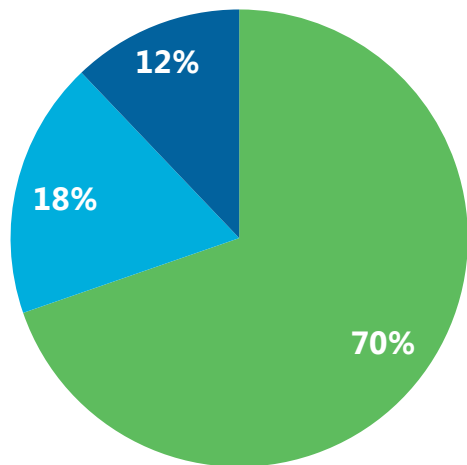
Revenues in ₹ Mn

H1 FY19	H1 FY 18	YoY%
1,342	1,048	28.1%

Comprehensive API Business



- Anthelmentic
- Antiprotozoal
- NSAID / Anesthetics
- Supplements
- Antibiotic
- Beta Agonist
- Ecto-Parasiticides
- Antiemetic



- Commercialized
- Under Development
- Under Feasibility

Our dedicated USFDA approved animal health API facility at Vizag – 1st in India

Business	Key Products	Strategic Progression
<ul style="list-style-type: none"> ▪ Offers 23 products globally ▪ Long standing relationships with global Top 10 animal health companies 	<ul style="list-style-type: none"> ▪ Benzimidazoles, Flunixin, Clorsulon, & Praziquantel ▪ R&D pipeline of 14+ products consisting Diclazuril, Ponazuril, Robenacoxib, R-Praziquantel, Tulathromycin 	<ul style="list-style-type: none"> ▪ Expanding portfolio into newer therapeutic segments ▪ Leveraging key existing customer relationships to expand product basket across geographies

USFDA Approved Veterinary API facility



- World Class, State of the art manufacturing facility at Vizag with annual capacity of 1,000 MT
- 225kl reactor capacity with six clean rooms and multi product capabilities
- 45 acre land area with significantly enhanced capacities & room for further growth
- Compliant to latest EHS regulations
- USFDA approved facility for foray into United States - the largest animal health market – Key growth driver

Intermediates Facility: Tarapur, Maharashtra, India

Relationship with Top 10 Global Animal Health Players – An Edge

Top 10 Animal Health Companies	Under Discussion	Under Qualification	Commercialized
Company A	2	0	4
Company B	6	4	5
Company C	4	0	4
Company D	1	1	1
Company E	4	1	4
Company F	5	3	3
Company G	1	3	5
Company H	1	1	1
Company I	4	4	3
Company J	6	2	6



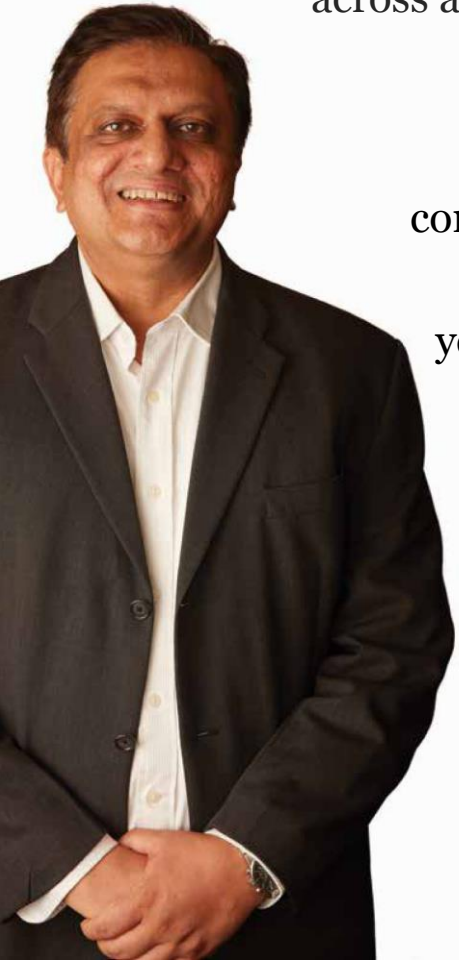
Financials

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Consistent performance over quarters

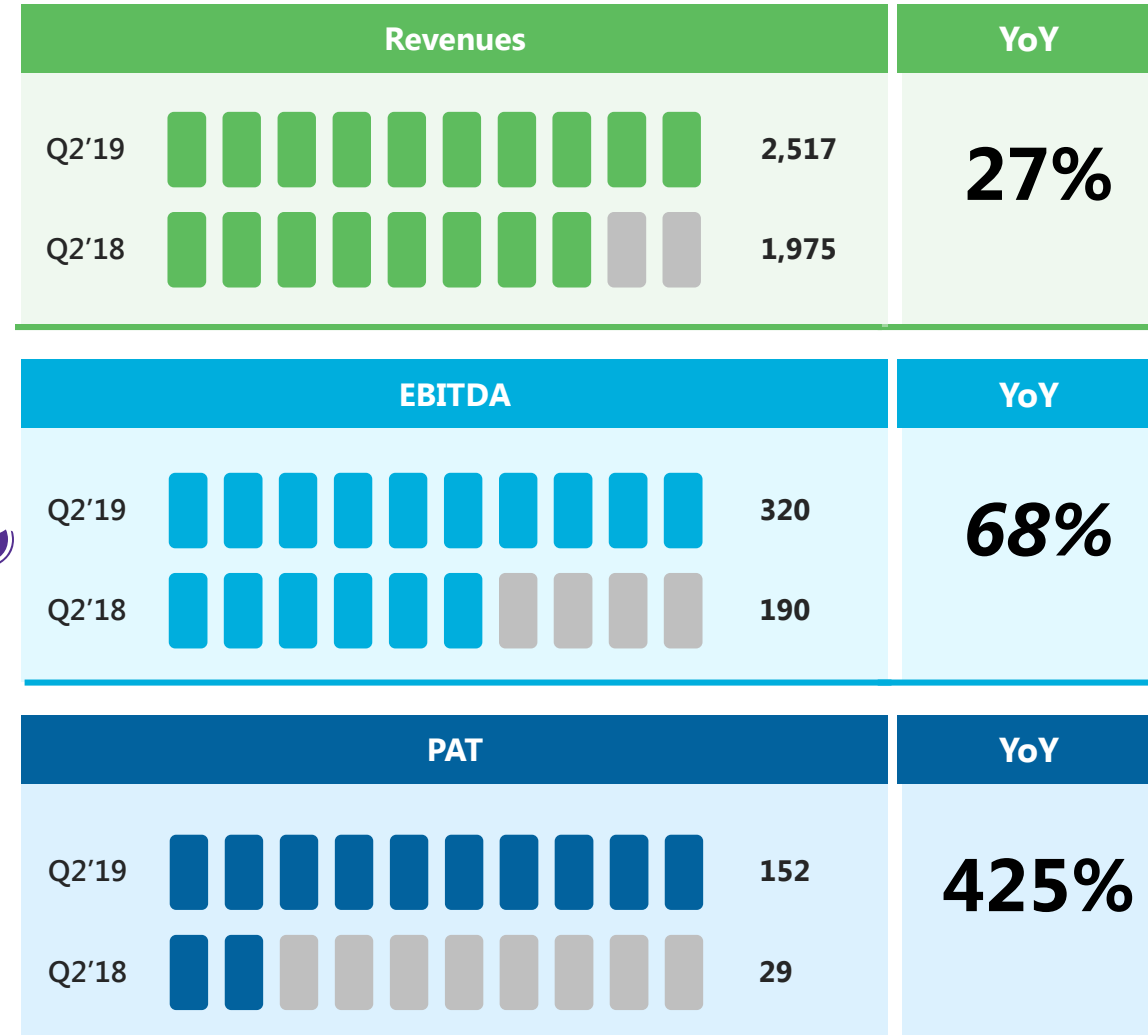
“ We delivered robust 27% growth in revenue & 310 basis points margin expansion driven by improved performance across all business verticals. This has resulted in 4 fold increase in profitability for the quarter.

This is the tenth consecutive quarter of consistent growth. We believe this is the result of the well defined strategy we set ourselves few years ago and our relentless focus on execution.”



Manish Gupta
Managing Director, Sequent

All values in ₹ Mn



Strong performance across businesses

Revenue Distribution	Q2'19	Q2'18	YoY%	YoY% (Constant currency)
Formulations	1,777	1,449	22.7%	25.7%
<i>Europe</i>	902	720	25.3%	16.1%
<i>Turkey</i>	224	246	-8.8%	34.7%
<i>Emerging Markets</i>	402	279	44.0%	32.2%
<i>LATAM</i>	249	204	22.4%	40.2%
APIs	740	527	40.4%	28.7%
Global Sales	2,517	1,975	27.4%	26.5%

Revenue Distribution	H1'19	H1'18	YoY%	YoY% (Constant currency)
Formulations	3,527	2,870	22.9%	22.3%
<i>Europe</i>	1,829	1,440	27.0%	15.2%
<i>Turkey</i>	467	491	-4.9%	25.4%
<i>Emerging Markets</i>	776	545	42.4%	33.7%
<i>LATAM</i>	456	394	15.6%	28.9%
APIs	1,342	1,048	28.1%	18.7%
Global Sales	4,869	3,918	24.3%	21.4%

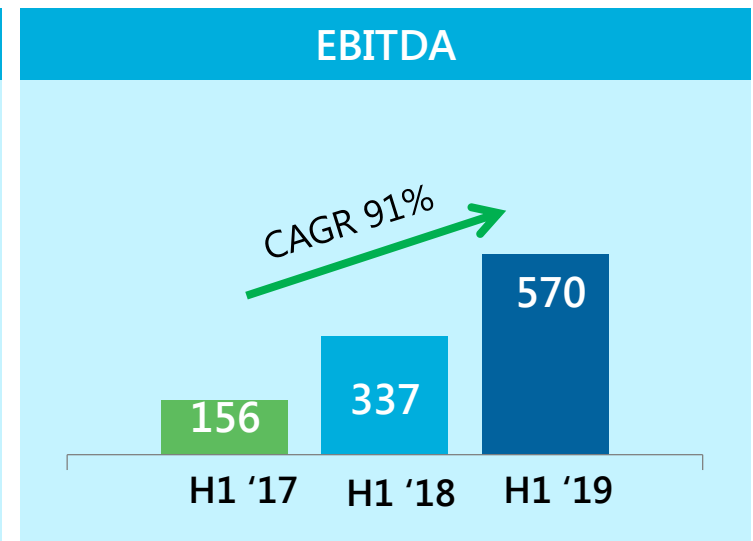
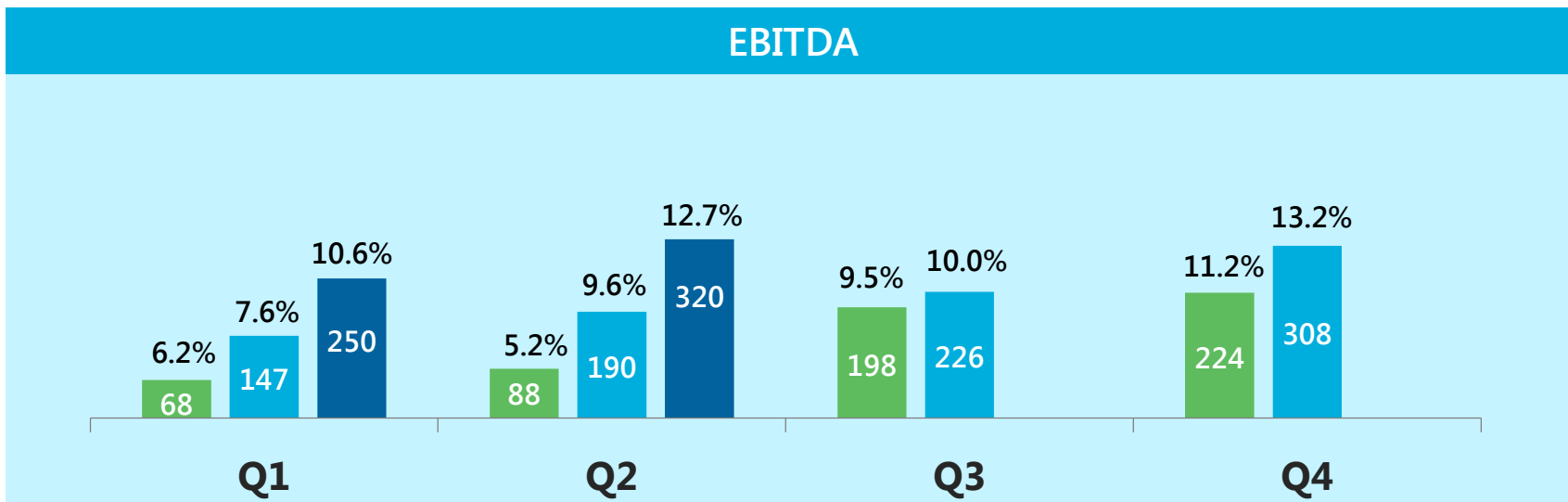
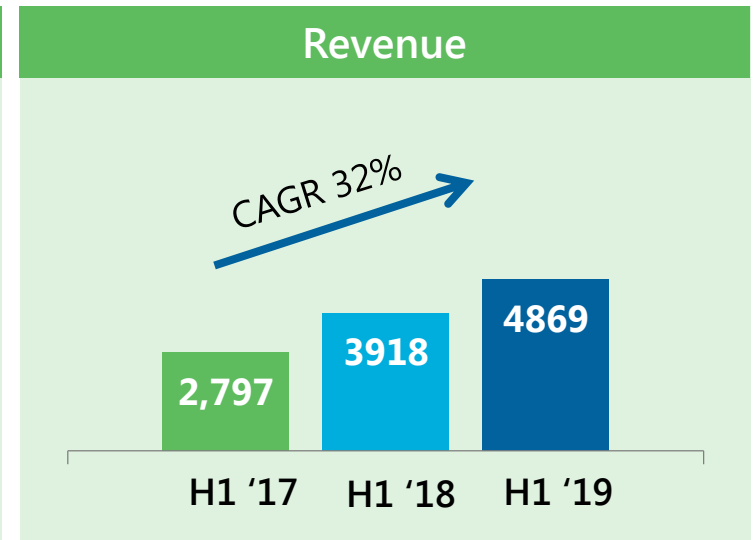
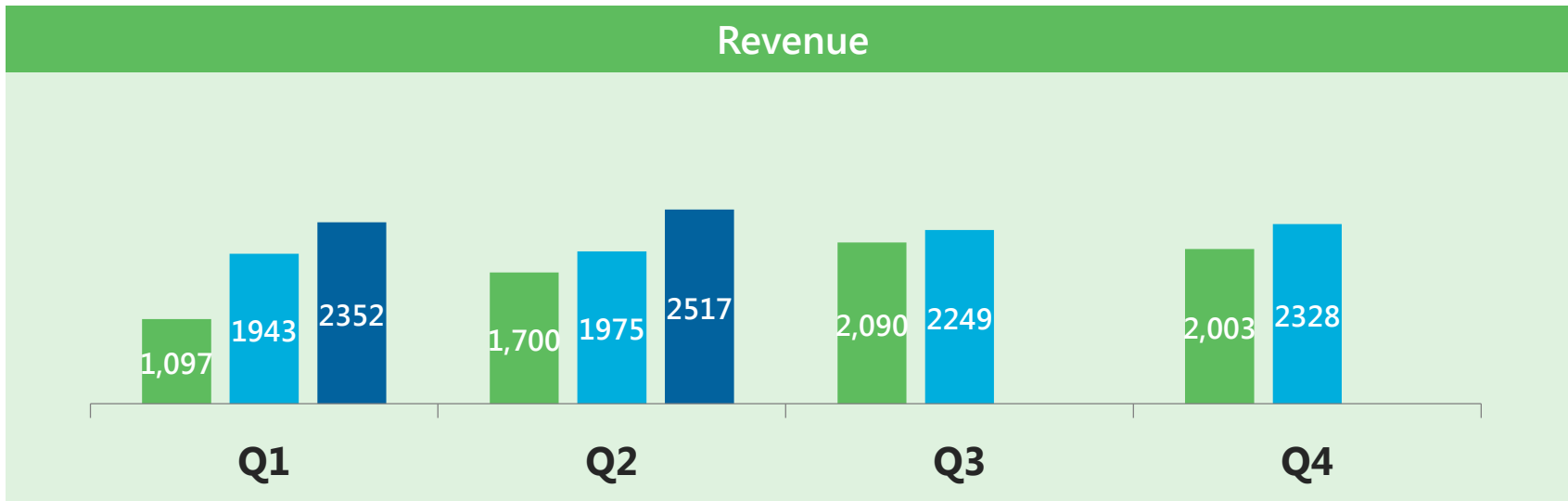
All values in ₹ Mn

Key Highlights

Overall business delivered strong 27.4% growth YoY

- **API business** grew 40.4% - strategic focus on global top 10 animal health players bearing fruit
 - Revenue contribution from global top 10 animal health players stands at 39% vs. 28% in H1 FY16
 - Well poised to capitalise on the increasing API opportunities, given the challenges in global supply chain
- **Formulations business** grew 22.7% - significantly ahead of single digit industry growth
 - Regulated markets contribute over 50% of sales
 - Sequential improvement in Turkey post regulatory changes in Q1, on track for normalcy in H2

Delivering consistent outcome over 10 quarters



■ FY17
 ■ FY18
 ■ FY19

Consolidated Income Statement

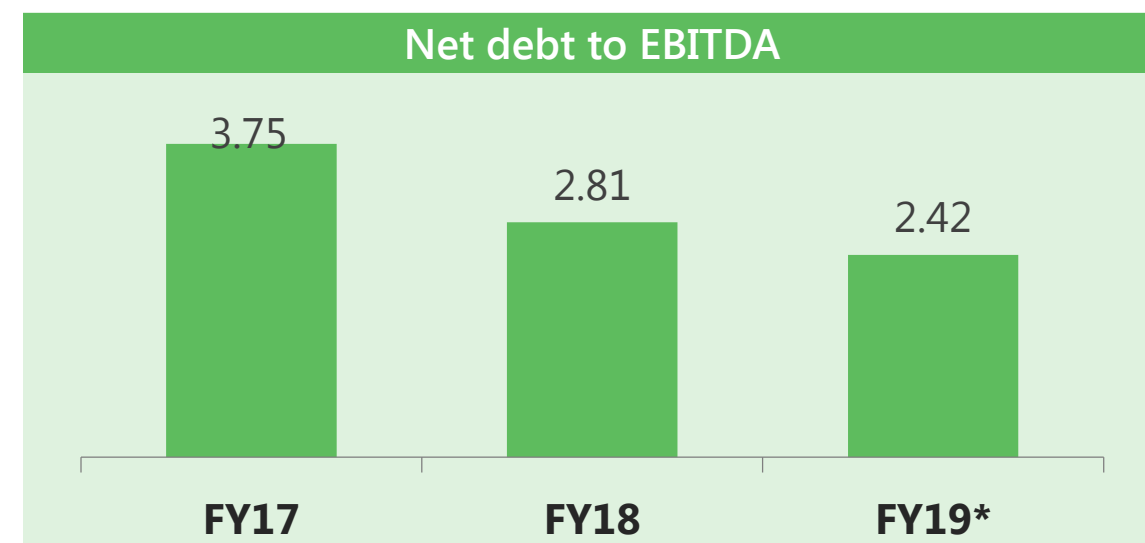
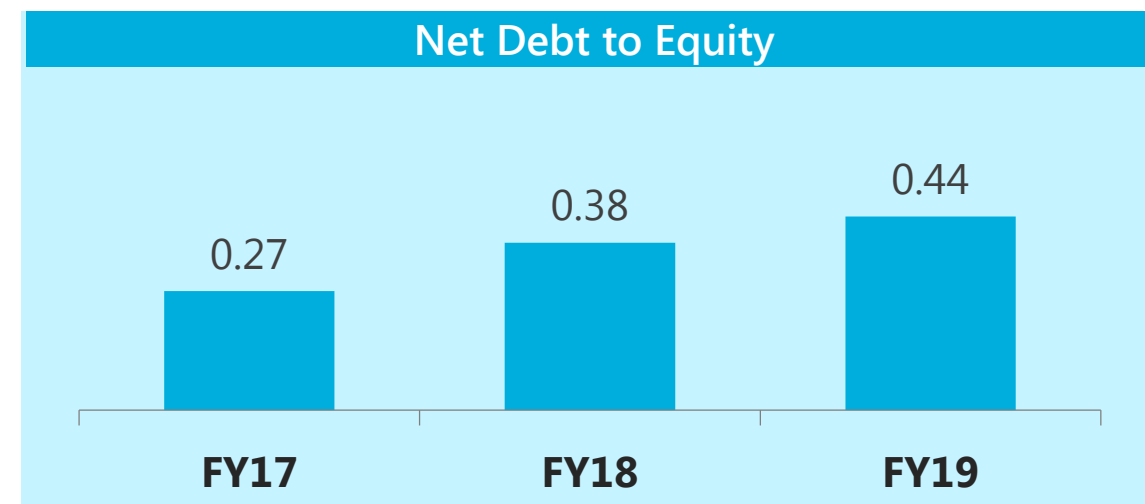
All values in ₹ Mn

PARTICULARS	Q2'19 Unaudited	Q1'19 Unaudited	Q2'18 Unaudited	H1'19 Unaudited	H1'18 Unaudited	FY18 Audited
Revenue from Operations	2,517	2,352	1,975	4,869	3,918	8,494
Material Consumption	(1,310)	(1,264)	(1,128)	(2,576)	(2,189)	(4,625)
Gross Margin	1,207	1,086	847	2,293	1,729	3,869
%	47.9%	46.2%	42.9%	47.1%	44.1%	45.6%
Operating Expenses	(887)	(836)	(657)	(1,723)	(1,392)	(2,998)
EBITDA	320	250	190	570	337	871
%	12.7%	10.6%	9.6%	11.7%	8.6%	10.3%
Exchange Gain / (Loss)	(42)	(25)	(1)	(67)	2	(41)
Other Income	24	18	66	43	102	166
Finance Cost	(78)	(78)	(74)	(156)	(135)	(331)
Depreciation	(102)	(96)	(101)	(198)	(201)	(413)
Exceptional Items	-	-	-	-	-	(15)
Earnings Before Tax	122	69	80	191	105	237
Taxes	33	(24)	(38)	9	(58)	(135)
Minority Interest	(3)	(12)	(13)	(15)	(13)	(93)
Earnings After Tax	152	33	29	185	35	102

Key Balance Sheet items

All values in ₹ Mn

Particulars	Mar-18	Sep-18	Comments
Shareholders' funds	6,476	6,254	Fair valuation of Strides / Solara shares
Minority Interest	370	416	
Borrowings	3,049	3,405	Mahad acquisition
Cash	598	648	
Investments	2,217	1,608	Fair valuation of Strides / Solara shares
Tangible Assets	2,269	2,514	Mahad and Bremer
Intangible Assets	2,671	2,905	Currency impact
Working Capital	2,486	2,446	



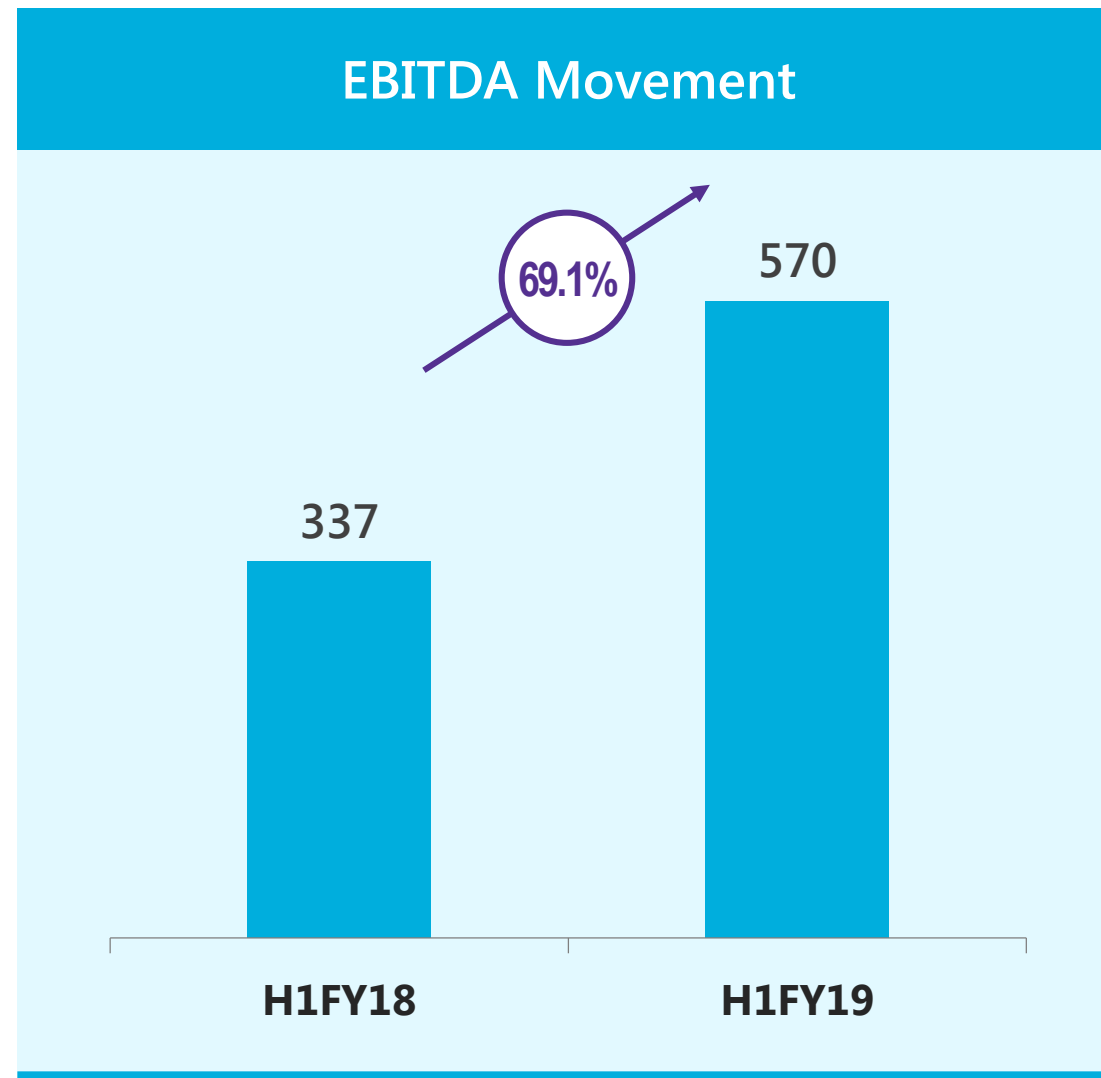
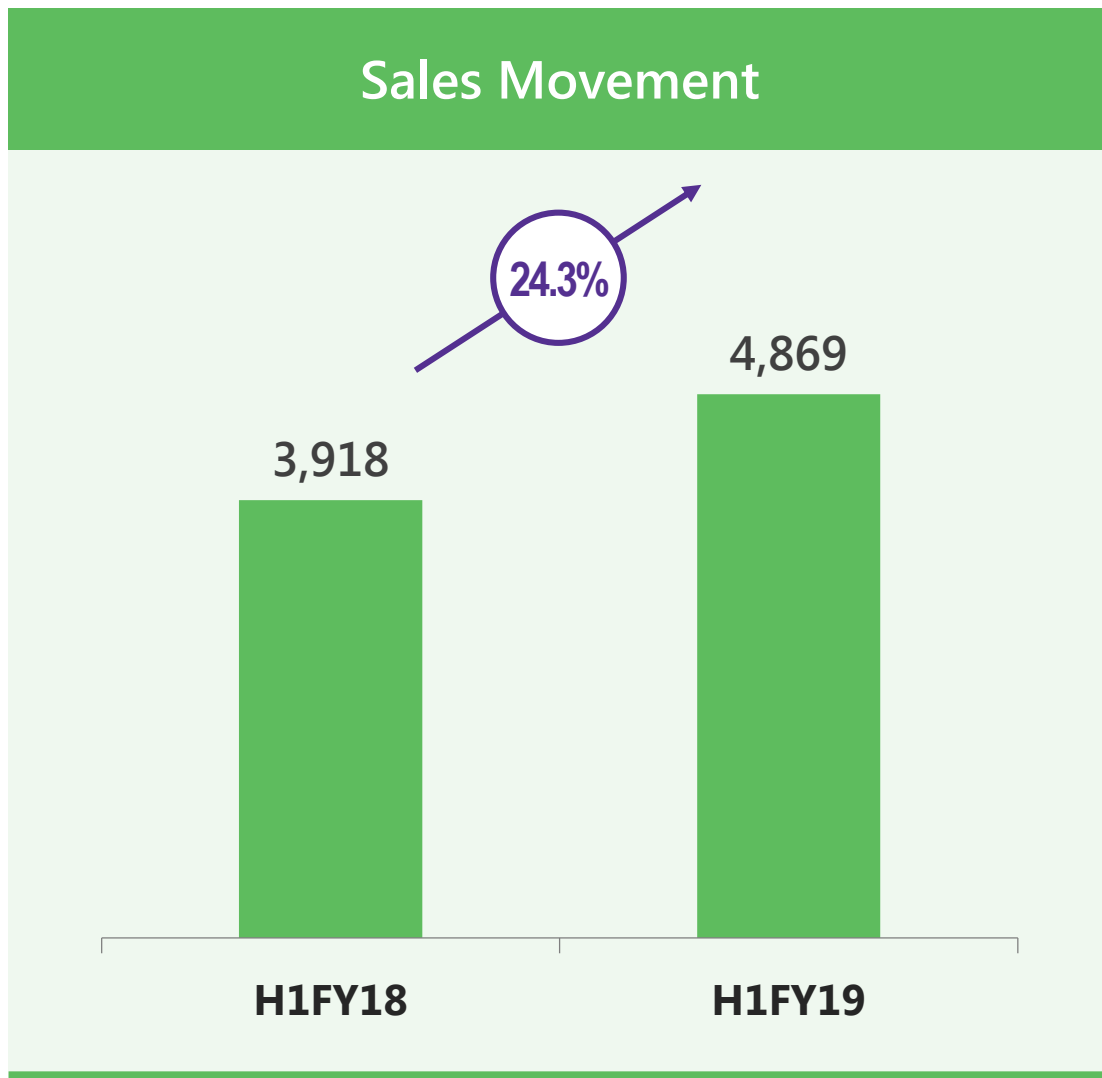
*EBITDA is H1 annualised



Year so far...

More than
Pharma

Business Performance



Year so far...

Bremer - Strategic acquisition

- Acquired Bremer in Q1FY19 adding injectables capability
- Addition of missing dosage form capabilities

Turkish manufacturing unit received EU GMP approval

- With this approval, Alivira now has 4 EU GMP certified formulations manufacturing units, with one each in Turkey, Spain, Germany & India

Acquired API facility at Mahad

- Total consideration of Rs 464 Mn on an Enterprise Valuation basis
- Compliments our current manufacturing at Vizag (USFDA approved) and Tarapur (Intermediates)

API

- EIR received from USFDA for Vizag site for the recent inspection in March 2018
- 2 filings in US and 2 CEP approvals during Q1'19



APIs

- API business to accelerate, driven by commercialisation in US and Mahad
- Increasing penetration with 'Top 10' global animal health companies
- 4 new products to be validated, more filings in both US and EU
- 14+ API Pipeline



Formulations

- Maintain above industry growth across geographies
- Bremer to achieve breakeven by Q4'19
- 5 new product validations planned (including 2 injectables)
- 35+ FDF Pipeline



H1 Performance

- Revenue up 27% YoY
- EBITDA expansion 310 bps YoY
- Regulatory tailwinds aiding near to mid term momentum in API sales
- Regulated and key EMs driving formulation growth



FY 19

- Business on track to achieve FY19 objectives**
- 200 bps margin expansion
 - High-teen revenue growth



Future Outlook

More than
Pharma

Takeaway- Aiming to become a Top 10 Animal Health Company by FY22

New Markets



- Expand presence in Top 10 EU markets
- Enter new Emerging markets across MENA, South East Asia & LATAM
- Exploring North American opportunity
- Building the Global ALIVIRA Brand

New Segments



- Commercialization of Formulations R&D pipeline across EU
- Expand range of Phyto-solutions and probiotics product & technical offering
- Focus on R&D in new high value APIs

New Capabilities



- Expand EU manufacturing capability-
 - spot on
 - Pour on &
 - Injectables
- Investing heavily into R&D to forward integrate APIs into formulations.



Establish Alivira as a top 10 global animal health company by FY2022

Sequent
Proven Ability In Life Sciences



ALIVIRA

Thank You

SeQuent Scientific Limited

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