

November 14, 2019

То	То
Listing Department,	The Corporate Relations Department
NATIONAL STOCK EXCHANGE OF INDIA LIMITED	BSE LIMITED
Exchange Plaza,	Phiroz Jeejeebhoy Towers,
Bandra Kurla Complex, Bandra (E),	25th floor, Dalal Street,
MUMBAI -400 051	MUMBAI -400 001
Company Code No. AUROPHARMA	Company Code No. 524804

Dear Sir,

### Sub: Analysts / Investors Meet.

We would like to inform you that we are attending the investor conference on 15<sup>th</sup> November 2019 hosted by Spark Capital in Mumbai. We will be using the attached presentation for discussion purposes.

The presentation is being uploaded on the website of the Company -

https://www.aurobindo.com/investors/results-reports-presentations/investor-presentations/

Please take the information on record.

Thanking you,

Yours faithfully, For AUROBINDO PHARMA LIMITED

B.R.

B.Adi Reddy Company Secretary



### AUROBINDO PHARMA LIMITED

#### PAN No. AABCA7366H

(CIN: L24239TG1986PLC015190)

Corp off.: The Water Mark Building, Plot No. 11, Survey No.9, Hi-tech City, Kondapur, Hyderabad - 500 084 T.S., INDIA Tel : +91 40 6672 5000 / 1200 Fax : +91 40 6707 4059 Regd. Off.: Plot No. 2, Maithrivihar, Ameerpet, Hyderabad - 500 038 T.S., INDIA Tel : +91 40 2373 6370 Fax : +91 40 2374 7340, Email : info@aurobindo.com

www.aurobindo.com

## Aurobindo Pharma Investor Presentation

November 2019

## Safe Harbor Statement

This presentation is provided for informational purposes only and does not constitute or form part of any offer or invitation to sell or issue, or any solicitation of any offer to purchase or subscribe for any interest in or securities of Aurobindo Pharma, nor shall it, or any part hereof, form the basis of, or be relied on in connection with, any contract therefore.

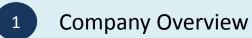
This presentation contains statements that constitute "forward looking statements" including and without limitation, statements relating to the implementation of strategic initiatives, and other statements relating to our future business developments and economic performance.

While these forward looking statements represent our judgment and future expectations concerning the development of our business, such statements reflect various assumptions concerning future developments and a number of risks, uncertainties and other important factors could cause actual developments and results to differ materially from our expectations. These factors include, but are not limited to, general market, macro-economic, governmental and regulatory trends, movements in currency exchange and interest rates, competitive pressures, technological developments, changes in the financial conditions of third parties dealing with us, regulatory and legislative developments, and other key factors that we have indicated could adversely affect our business and financial performance.

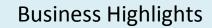
Aurobindo Pharma undertakes no obligation to publicly revise any forward looking statements to reflect future events or circumstances.

This document is strictly confidential and may not be disclosed, reproduced or redistributed, in whole or in part, to any other person.

## Index

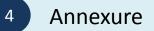












# 1 Company Overview



## **Company Overview**



**10<sup>th</sup>** Largest generic company by sales globally<sup>#</sup>



\$ 2.8 Bn Global Revenues in FY19



**2**<sup>nd</sup> Largest listed Indian Pharmaceutical company by revenues\*



29 Manufacturing & Packaging Facilities globally



2<sup>nd</sup> Largest generic Company by Rx dispensed in the US\*\*



155+ Markets Presence



Amongst Top 10 Gx companies in 4 out of Top 5 Europe Countries<sup>@</sup>



>33 Billion Diverse dosage forms manufactured in FY19

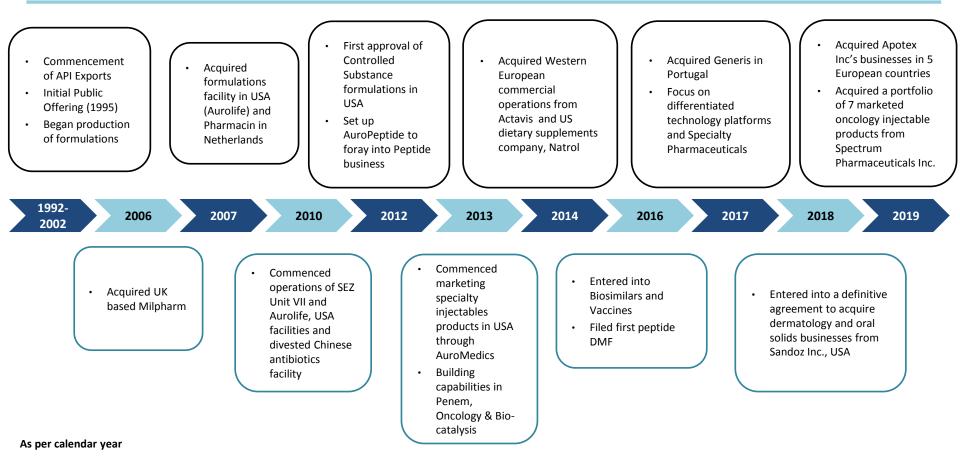


**32** years in existence

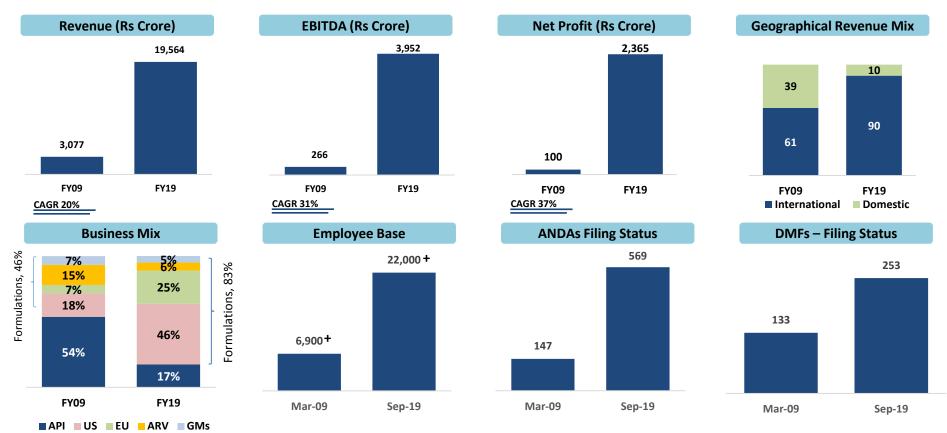


>22,000 Employees

## Journey so far...



## Emerged into a leading global generic player



GMs: Growth Markets

## **Core Strengths**

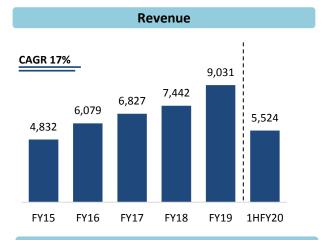
Strengths

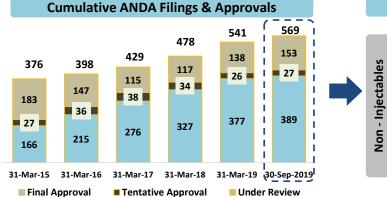
	<ul> <li>Among Top 3 in &gt;62% of commercial portfolio in US<sup>(1)</sup> in terms of prescriptions</li> </ul>
	• Large US portfolio <sup>(2)</sup> - 569 ANDAs filed; 389 with final approval, 27 Tentative approval <sup>(3)</sup> , and 153 under review
Scale & Diversity	Extensive product portfolio & pipeline across the globe
Scale & Diversity	Experienced and focused leadership team
	Building diversified product basket in specialty segments
	Through M&As, adding more specialized products, new technologies and scale in our core markets
	Large manufacturing facilities inspected by various regulatory authorities including US FDA and EMA
	<ul> <li>Over the last 3 years, ~ 150 ANDAs were filed</li> </ul>

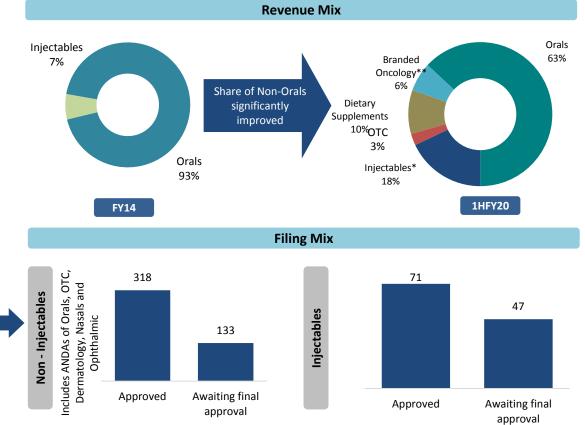
• High level of vertical integration; around 70% of API requirement is manufactured in-house

- Focus on complying with global quality and EHS standards
- Dedicated commercial and BD teams focused on developing new partnerships
- Speed and effectiveness in execution

## **US Business Overview**







Tentative Approvals as on 30th Sep 2019 include 9 ANDAs approved under PEPFAR; \*Auro Medics; \*\*Oncology injectables acquired from Spectrum Pharmaceuticals; Awaiting final approval includes tentative approval

# US Business Segment Wise Highlights

### Orals

- 63% of overall US business in 1HFY20
- Rx share increased to 9.1% (QTR Sep 2019) from 6.7% (QTR Sep 2018)\*
- Filed 24 ANDAs and launched 18 products in 1HFY20
- Awaiting final approval for 121 ANDAs\*\*
- Future pipeline includes
  - ✓ Controlled substances with ADF
  - ✓ Oncology
  - ✓ 505b2 products for select patient segments

### отс

AUROBINDO USA

- 3% of overall US business in 1HFY20
- Filed 3 ANDAs in 1HFY20 and awaiting final approval for 12 ANDAs\*\*
- Future pipeline includes
  - ✓ Rx to OTC switch opportunities
  - ✓ Branded OTC



TRO

Ż

### Injectables

- 18% of overall US business in 1HFY20
- Filed 5 ANDAs and launched 7 products in 1HFY20
- Awaiting final approval for 47 ANDAs\*\*
- Future pipeline includes
  - Complex injectables including depot injections
  - ✓ Oncology
  - ✓ Hormones

### **Dietary Supplements**

- 10% of overall US business in 1HFY20
- Introduced Gummies
- Future growth drivers includes
  - ✓ New product introduction
  - Geographical expansion





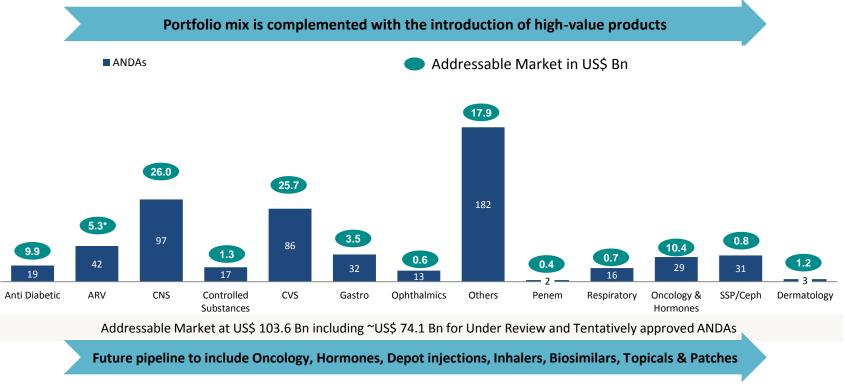
MRI

Laci Lo Beau





## US: Expanding Portfolio Mix Towards Differentiated Products



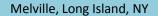
Addressable market refers to the market size as per IQVIA. Data is for the total 569 ANDAs filed by the company

\*Does not include the addressable market of the products approved under PEPFAR Source: IQVIA MAT Sep 2019 data

### Sandoz's Dermatology and Oral Solids Businesses – Acquisition\*

- Aurobindo Pharma USA Inc. entered into a definitive agreement with Sandoz Inc., USA to acquire its dermatology and oral solids businesses
- Acquired portfolio with c.70% revenue contribution by oral solids and c.30% by dermatology, before any potential FTC led divestments
- The acquired portfolio is expected to generate over \$0.9 billion in sales for the first 12 months after completion of the transaction for Aurobindo, before any potential FTC-led divestments
- Acquisition also adds 3 manufacturing facilities in the US
- Acquired portfolio consists of authorized generics and in-licensed products opening up future opportunities for Aurobindo
- Adds a leading dermatology franchise
  - ✓ #2 Dermatology player in the US
  - ✓ Dermatology presence across generics, branded and OTC
  - ✓ Well established dermatology focused commercial and manufacturing infrastructure
- Further diversified portfolio with addition of approximately 300 products including projects in development
- Significant synergy and value creation potential from the acquisition



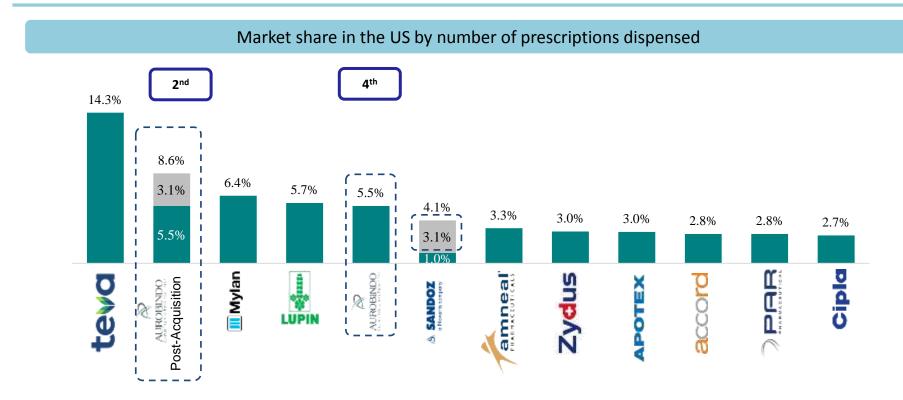




Hicksville, Long Island, NY

\*Subject to regulatory approvals

Aurobindo would become the 2nd Largest Generic Player in the US Post Sandoz's businesses acquisition



### Acquisition of branded oncology injectables from Spectrum Pharmaceuticals - Overview

- Acrotech Biopharma, a step-down subsidiary of Aurobindo Pharma Limited has acquired portfolio of seven marketed oncology injectable products from Spectrum Pharmaceuticals
- Acquisition brings-in an experienced branded commercial infrastructure in the US
- Acquired portfolio is expected to generate a revenue of around \$100 million for the first 12 months post completion of the transaction
- Transaction will be EPS accretive from first full year of ownership





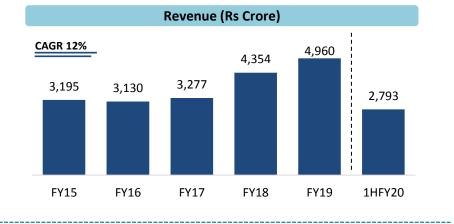
Unique treatment option for patients in rare form ALL with material growth opportunity in broader ALL and NHL markets

## **EU Business Overview**

- Strong foothold in Europe
  - Operations in 11 countries with full fledged Pharmacy, Hospital and Tender sales infrastructure with commercialized 450+ INNs
  - Ranks amongst the Top 10<sup>@</sup> Generic companies in four out of Top-5 EU countries. France & Netherlands are top 2 markets for the company
  - Turned around loss-making business units through increasing a) switch to cost-competitive manufacturing locations and, b) operational efficiencies

Recent Acquisition enable to enter into untapped Eastern European markets

- Acquired Apotex Inc's operations in 5 European countries in Feb 2019
  - Establishes Aurobindo as one of the leading generics companies in Europe
  - Gains well-established commercial network in 5 countries including those in Eastern European countries i.e. Poland and Czech Republic
  - Creates significant value opportunity through multiple avenues for revenue growth and cost synergies



### Key growth drivers

- ✓ Portfolio Expansion through launches of targeted Day 1 products, Oncology range, Hormones, Niche low volume Injectables and Orals. Pipeline of over 250 products under development
- ✓ Opportunity of > \$ 5 Bn of addressable sales coming off patent in our key markets in near term (2019-2020) and > \$ 13 Bn in the medium term (2021-2022)<sup>#</sup>
- ✓ Future growth potential in countries like Italy, Spain, Portugal & France as the penetration of generics improve

### Apotex Acquisition established presence in Poland & Czech Republic

#### France

- Ranks #1 by volume for hospital segment; 5<sup>th</sup> position in the retail market
- Number of products currently marketed: 268

#### Germany

#### Ranked #7

Number of products currently marketed : 239

#### Portugal

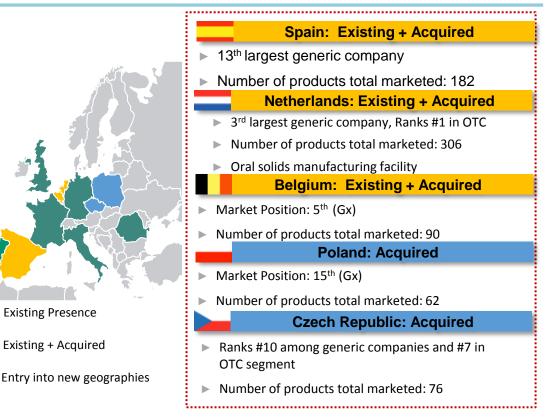
- 2<sup>nd</sup> largest generic company
- Number of products currently marketed : 285
- Oral solids manufacturing facility

### **United Kingdom**

- 7<sup>th</sup> largest generic company
- Number of products currently marketed : 98

#### Italy

- Market position: 8<sup>th</sup>
- Number of products currently marketed : 164
   Romania
- 16<sup>th</sup> largest generic company
- Number of products currently marketed : 42



### Aurobindo Pharma Limited – Investor Presentation

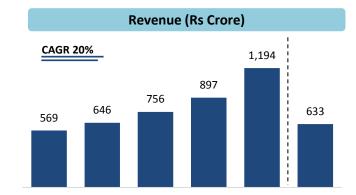
### Growth Markets & ARV Business – Overview

### **Growth Markets Business**

- Key markets includes Canada and Brazil
- Targeted to build branded generics presence in select markets
- In the process of strengthening operations and portfolio in specific identified countries
- Future product launches in Oncology and Specialty injectables

### **ARV Business**

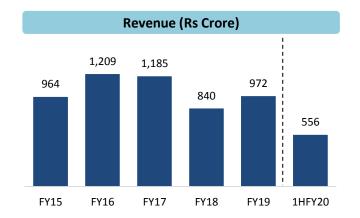
- Focus on global tenders floated by Multi-Lateral Organizations like Global Fund, USAID/PEPFAR and Country specific MOH tenders
- Supplies life-saving ARV's to ~3 Mn HIV patients spread over more than 125 countries
- Comprehensive portfolio of 32 products in 1L Adults, 2L Adults and pediatric formulations
- Filed over 1,100 ARV dossiers for registrations across the globe



FY17

FY15

FY16



FY18

FY19

1HFY20

### **API Business Overview**

- API capacity is strategic in-terms of vertical integration and supply reliability .
- Additional investments are made for capacity creation and capability building
- Customers include innovator and large generic companies
- API business continue to focus on complex products with varying volumes .
- Focus on continuous improvement of manufacturing processes to meet market needs .
- Continue to have sustained growth in more advanced regulated markets (EU, Japan & USA)
- API facilities have been inspected by various regulatory authorities including USFDA and UK MHRA



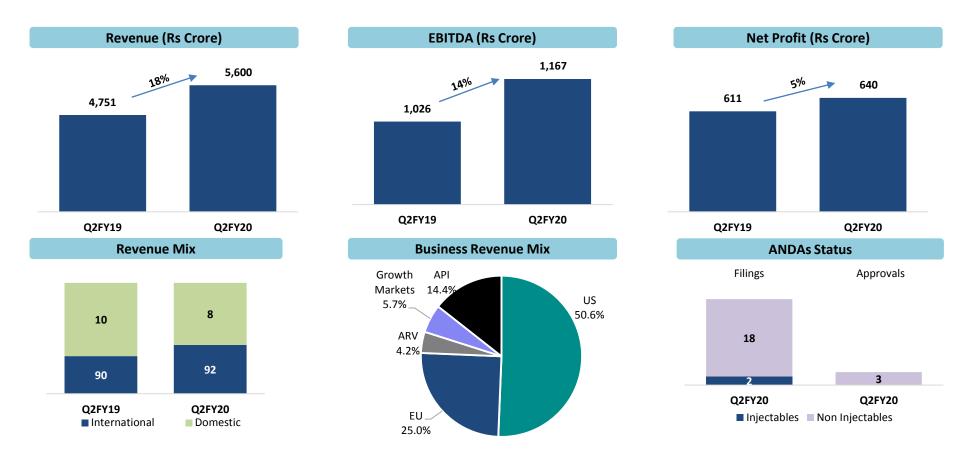
FY15

**Revenue (Rs Crore)** 

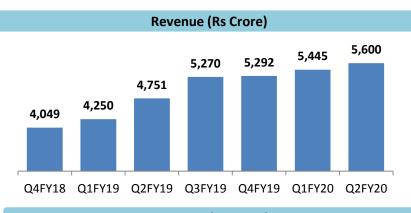
# 2 Financial Performance



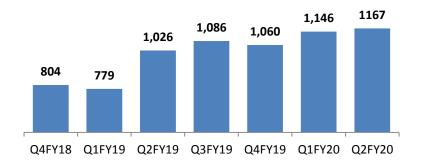
## Q2 FY20 Financial Highlights

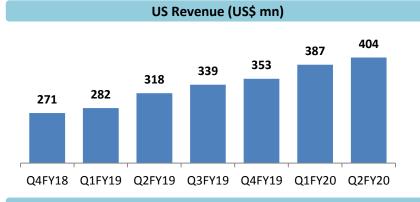


### **Consistent Quarterly Performance**

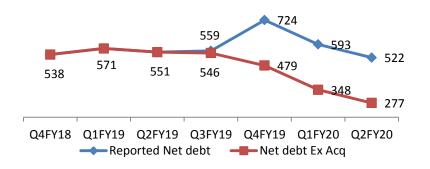


**EBITDA (Rs Crore)** 





Net Debt Movement (US\$ mn) - Reported & Without Acquisitions



## **Consolidated Financial Performance**

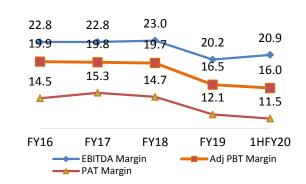
Value Rs Crore	Q2FY20	Q2FY19	YoY growth(%)	Q1FY20	QoQ growth(%)
Formulations	4,793.8	3,934.8	21.8	4,712.0	1.7
API	805.8	816.6	-1.3	732.2	10.1
Formulations % of sales	85.6%	82.8%		86.6%	
Revenue from Operations	5,600.5	4,751.4	17.9	5,444.6	2.9
Gross Profit	3,232.2	2,708.5	19.3	3,146.1	2.7
Gross Margin	57.7%	57.0%		57.8%	
Overheads	2,064.7	1,682.5	22.7	1,999.7	3.3
EBITDA	1,167.5	1,026.0	13.8	1,146.4	1.8
EBITDA Margin	20.8%	21.6%		21.1%	
Fx Gain / (Loss)	-27.2	-39.7		4.8	
Other Income	20.6	26.3	-21.5	11.0	87.5
Finance Cost	40.9	35.4	15.7	49.9	-17.9
Depreciation	243.3	163.7	48.7	240.9	1.0
PBT from ordinary activities	876.6	813.5	7.8	871.4	0.6
Exceptional items*	-12.8	-26.8		-12.7	
PAT (after JV share, minority interest)	639.5	611.4	4.6	635.7	0.6
EPS	10.92	10.44		10.85	
Avg Fx Rate US\$ 1= INR	70.2658	69.9449		69.5009	

\*Exceptional items for the period represents acquisition related costs

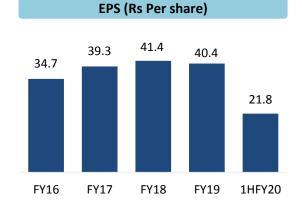
## **Financial Performance over years**



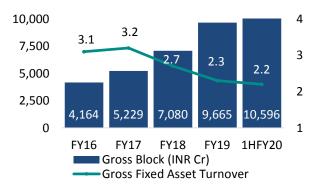
**Revenue (Rs Crore)** 

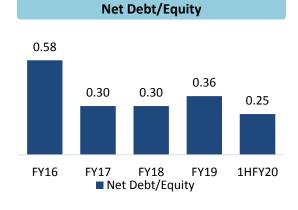


**EBITDA, PBT & PAT Margin** 



Gross Block and Gross Fixed Asset T/O





 Net Debt/EBITDA

 1.3
 1.3

 0.8
 0.9
 0.8

 0.8
 0.9
 0.8

 FY16
 FY17
 FY18
 FY19

 Net Debt/EBITDA
 Net Debt/EBITDA

### 23

## **Debt Profile**

Fx Loan US\$ M	In				Debt as on (Rs Crore)	Mar-17	Mar-18	Mar-19	Jun-19	Sep-19
					Closing Rate1 US\$ = INR	64.85	65.17	69.155	69.020	70.875
481	731	1,006	850	828	Fx Loan restated in INR	3,121.5	4,766.9	6,959.0	5,865.4	5,866.8
		248			Rupee Loan	244.8	4.1	8.1	17.8	0.1
		57	229	225	Gross Debt	3,366.3	4,771.0	6,967.1	5,883.2	5,866.9
	103 10	0	43	225 33	Cash Balance	519.5	1,263.6	1,959.1	1,789.3	2,163.5
<u>2</u> 4					Net Debt	2,846.9	3,507.4	5,008.1	4,093.9	3,703.5
	618	702	578	569	Net Debt (US\$ Mn)	439.0	538.2	724.2	593.1	522.4
410					Finance Cost	1.5%	2.0%	3.2%	2.9%	2.75%

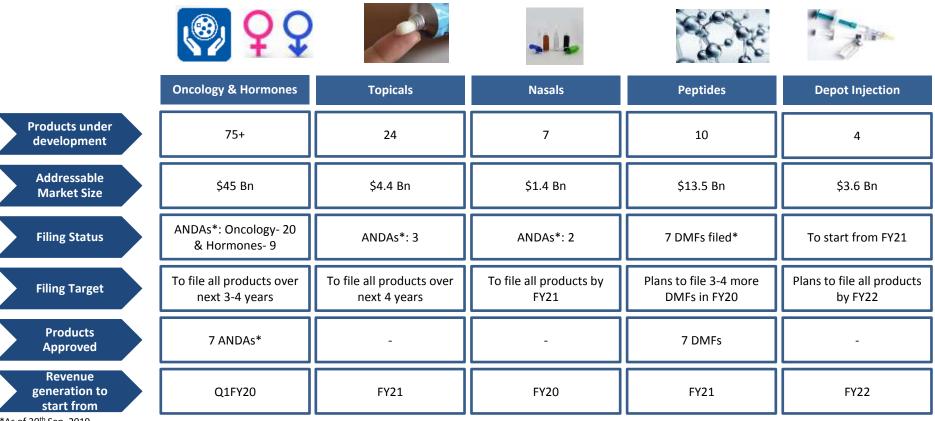
31-Mar-17 31-Mar-18 31-Mar-19 30-Jun-19 30-Sep-19 Bridge loan\*

- Other Term Loans (Subsidiaries) & Unsecured Loans
- ECB APL
- Working Capital

## Focus on Building a Diverse and Robust Specialty Products Portfolio



## Focus on Building a Diverse and Robust Specialty Products Portfolio



\*As of 30<sup>th</sup> Sep, 2019

## Focus on Building a Diverse and Robust Specialty Products Portfolio



\*As of 30<sup>th</sup> Sep, 2019

### Aurobindo Pharma Limited – Investor Presentation

## **Enhanced Research & Development Capabilities**

### 5 R&D centers in Hyderabad, India >1,600 scientists and analysts

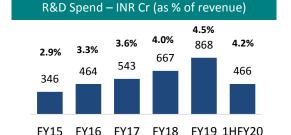
- Focused on difficult to develop APIs, peptides, etc.
- Develop modern process technologies like enzyme chemistry
- Dosage Form R&D for developing niche oral, sterile and specialty injectable products
- Portfolio of more than 800 products
- Biologics: Developing diverse pipeline of biosimilars in Oncology and Immunology. CHO-GS based cell lines with productivity of ~ 4.0 g/L

#### 1 R&D center in Dayton, New Jersey – 25 scientists and analysts

- Developing depot injectable and tamper/abuse-resistant technology products
- Concentrating on development of various niche oral formulation and controlled substances
- Portfolio of more than 30 products
- 1 R&D center in Raleigh, North Carolina 40 scientist and analysts
- Developing various respiratory and nasal products, including inhalers
- Dermal Delivery portfolio including transdermal and topical products
- Portfolio of more than 40 products

All R&D centres have world-class talent and are equipped with state of the art infrastructure

Supported by well qualified and trained Regulatory and Intellectual Property teams







# 3 Annexure



## **Global Filing details**

Category	As at Mar 14	As at Mar 15	As at Mar 16	As at Mar 17	As at Mar 18	As at Mar 19	As at June 19	As at Sep 19	Approvals
Formulations									
US*	336	376	398	429	478	541	551	569	416 (FA: 389, TA:27)
Europe**	1,542	1,756	2,224	2,521	2,848	3,003	3,082	3,140	2,506 Dossiers (273 products)
SA**	334	345	376	401	415	430	434	438	208 Registrations (98 products)
Canada***	72	83	105	121	137	150	154	154	137 products
Total	2,284	2,560	3,103	3,472	3,878	4,124	4,221	4,301	
API									
US***	181	192	205	220	227	242	250	253	
Europe**	1,504	1,601	1,689	1,735	1,814	1,834	1,845	1,850	
CoS	106	114	118	125	131	139	140	141	
Others**	627	681	715	749	803	932	968	1,013	
Total	2,418	2,588	2,727	2,829	2,975	3,147	3,203	3,257	

\*Includes filings made from AuroLife Pharma LLC, USA (net of ANDAs withdrawn)

\*\*includes multiple registration; \*\*\*excludes withdrawn

### Extensive Manufacturing Base with High Quality Control and Compliance

		isited Dose i officiations
Site		Product Capabilities
٠	Unit III	Non antibiotics, ARVs / Orals
٢	Unit IV	Injectables (Non-antibiotics)&Ophthalmics
٠	Unit VI B	Cephalosporin / Orals
	Unit VII	Non antibiotics, ARVs / Orals
٠	Unit XII	Antibiotics, injectables, Orals
	AuroNext	Penem formulations
۲	Brazil Unit Eugia	Antibiotics
٢	Eugia	Oncology & Hormones
ě	AuroLife	Non antibiotic & Controlled substances
9	AuroHealth	Pharma OTC / Orals and Liquids
	Natrol	Nutraceuticals
٢	Unit X	Non antibiotics, Solid Orals
٠	Unit XV	Non antibiotics, Solid & Liquid Orals (EU)
٢	Unit XVI	Antibiotics, Injectables
$\odot$	APL Healthcare	Pharma OTC, Solid Orals
2	Generis	Non antibiotics Orals
	Netherlands	Non antibiotics Orals
	Auro Packaging	FDF Packaging

**Finished Dose Formulations** 

Large manufacturing capabilities approved by key regulators for a diversified product portfolio with technology & expertise for specialty formulations

Vertically integrated operations from conception to commercialization

Setting up manufacturing facilities for Biosimilars and Vaccines

### **Active Pharma Ingredients**

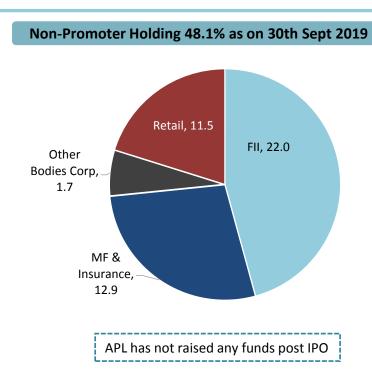
Site		Product Capabilities
3	Unit I	CVS, CNS, Anti-Allergics, Non-Sterile
٢	Unit IA	Cephalosporin
2	Unit II	Intermediates for non antibiotics, Penems
٢	Unit V	Antibiotics (Sterile & Non-sterile)
2	Unit VIA	Cephalosporins (Sterile)
٢	Unit VIII	ARV, CVS, CNS (Non-sterile)
2	Unit IX	Intermediates
٢	Unit XI	Non antibiotics
2	Unit XI U	Antibiotics (Non-sterile)
٢	Unit XIV	CVS, Anti fugal
2	Silicon LS	Penems (Non-sterile)
٢	AuroNext	Penems (Sterile)
2	AuroPeptide	Peptides

High specification manufacturing plants approved by key regulators equipped by site dedicated control laboratories located in India

API plants equipped with particle size modifications systems to supply compacted and micronized materials

## Shareholding Pattern

Group	As on 31 Mar 17	As on 31 Mar 18	As on 31 Mar 19	As on 30 Jun 19	As on 30 Sept 19
Promoter Group	51.9%	51.9%	51.9%	51.9%	51.9%
FII	21.0%	18.0%	21.5%	22.0%	22.0%
MF & Insurance	12.4%	15.6%	13.7%	13.3%	12.9%
Other Bodies Corporates	3.6%	2.9%	2.9%	3.1%	1.7%
Retail Investors	11.1%	11.4%	10.0%	9.7%	11.5%
Total	100%	100%	100%	100%	100%
Equity Shares (in Cr)	58.6	58.6	58.6	58.6	58.6
Face Value (INR)	1	1	1	1	1
Equity Capital (INR Cr)	58.6	58.6	58.6	58.6	58.6
M-Cap at close (INR Bn)	384.9	326.8	459.4	356.3	345.7
Shareholder family (# '000)	189.3	218.0	181.1	184.5	181.4



# **Thank You**

Investors Contact: Investor Relations team ir@aurobindo.com 040-66725401, +91 98486 67906