

Date: June 26, 2017

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

**Sub: Presentation to the Investors / Analysts.**

We would like to inform you that the Company is participating in an investors meeting on 27 June 2017 in Mumbai. The attached presentation will be used in the conference.


The presentation is also being uploaded on the website of the Company –

<http://www.aurobindo.com/investor-relations/investors/investor-presentation>

Please take the information on record.

Thanking you,

Yours faithfully,  
**For AUROBINDO PHARMA LIMITED**

  
**B. Adi Reddy**  
**Company Secretary**





AUROBINDO

LEADING VERTICALLY INTEGRATED GENERIC PLAYER

Investor Presentation  
June 2017



# Safe Harbor Statement

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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.

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For updates and specific queries, please visit our website [www.aurobindo.com](http://www.aurobindo.com)

# Executive Summary



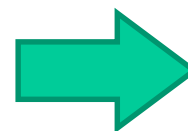
- Among the Top-3 listed pharmaceutical companies from India by sales<sup>(1)</sup>
- 6<sup>th</sup> largest generic company by volume in the US<sup>(2)</sup>; IMS TRx represents greater than 28% growth year over year <sup>(3)</sup>
- Broad portfolio of diversified dosage forms including Rx and OTC oral solids, liquids, injectables, and ophthalmics
- One of the highest rates of vertical integration, incorporating in-house API in 70% of total formulations
- Global presence, with critical mass in US and EU markets
- Well entrenched US portfolio of 429<sup>(4)</sup> filed ANDAs with 276<sup>(4)</sup> final approvals
- Diversified manufacturing footprint spread across multiple regions and sites, offering extended capability and capacity



# Emerged into a leading global generic player



	2007	2017*
Revenue (Rs. Billion)	21.2	150.9
EBITDA margin (%)	14.2%	22.8%
Formulations contribution	31%	80%
US Formulations contribution	7%	45%
EU Formulations contribution	6%	22%
Manufacturing facilities	9 facilities including 3 formulation facilities	23 facilities including 12 formulation facilities
Employees	~5,000	~16,000



# The Journey So Far...



## 1992-2006

- Commencement of export of APIs
- Initial Public Offering ('95)
- Entered into formulation business ('02)

**Pre-2006**

**API Focus**

## 2006-08

- Acquired UK based Milpharm
- Acquired formulations facility in US
- Investment in building manufacturing, marketing & IPR capabilities

## 2010-12

- Commenced operations of Unit VII and Aurolife facilities
- First Controlled Substance product approved in US
- Entered into Peptide business

**2006 - 2012**

**Formulation Focus  
+  
Establishing Global  
Footprint**

## 2013

- Commenced marketing specialty injectables in USA
- Building capabilities in Penem and Oncology

## 2014

- Acquired Western European commercial operations from Actavis
- Acquired Natrol

## 2015-17

- Focus on differentiated technology platforms
- Entered into Biosimilars and Vaccines

**2013-2017**

**Consolidating  
Presence in US & EU  
+  
Expanding Injectables  
& Differentiated  
Offerings**

# Core Strengths

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## Scale & Leadership

- Large manufacturing facilities inspected by leading regulatory bodies
- Well diversified product portfolio
- Large, World-class R&D Centers for formulations and active pharmaceutical ingredients
- Significant presence in the US and EU (~45% and ~22% of revenue in FY17)

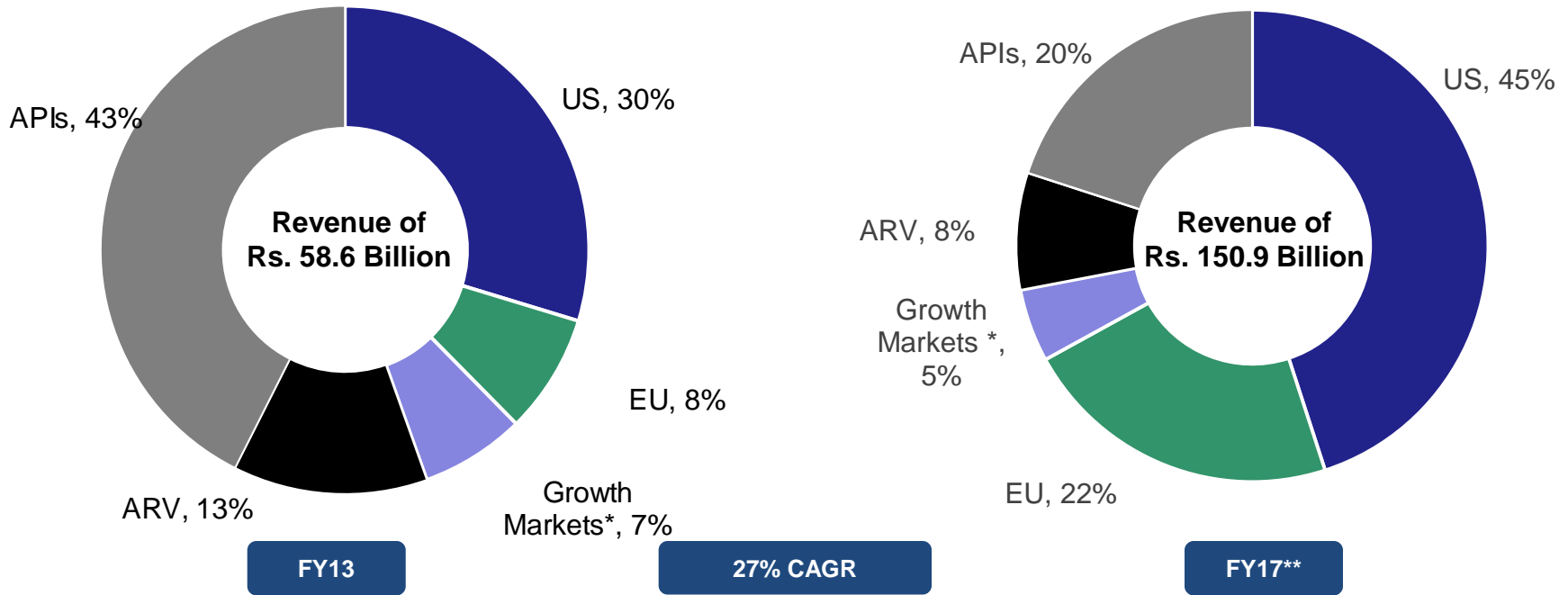
## Operational Strengths

- High vertical integration
- Robust and highly scalable formulations
- Extensive product pipeline (~153 ANDAs pending final approval\*)
- Capability and capacity for large volumes
- Diversity of dosage forms

## Customer Centricity

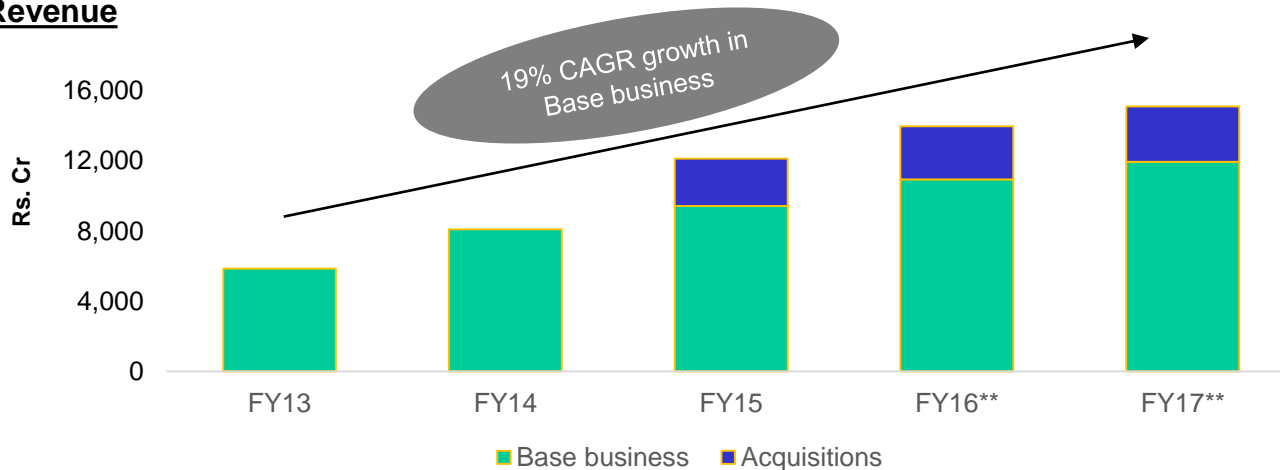
- Global marketing network in over 150 countries
- Customer centric approach and relationship oriented marketing
- Speed and effectiveness in execution

# Diversified Revenue Base & Strong Organic growth



\*major markets include Brazil, South Africa, Ukraine, and Mexico

## Revenue



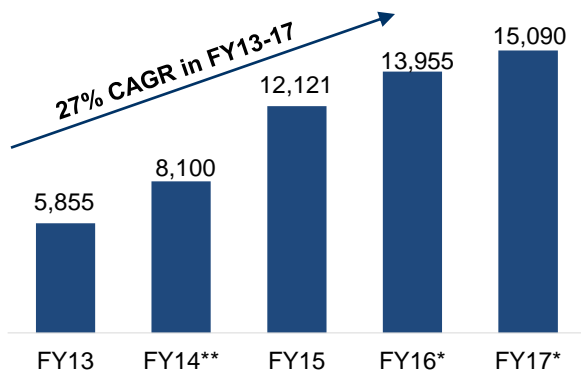
\*\*As per Indian Accounting Standards (Ind AS)



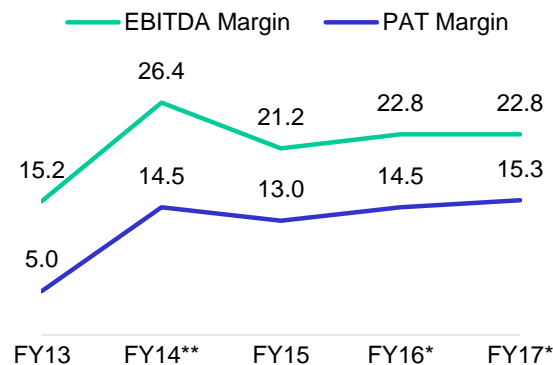
# Financial Performance



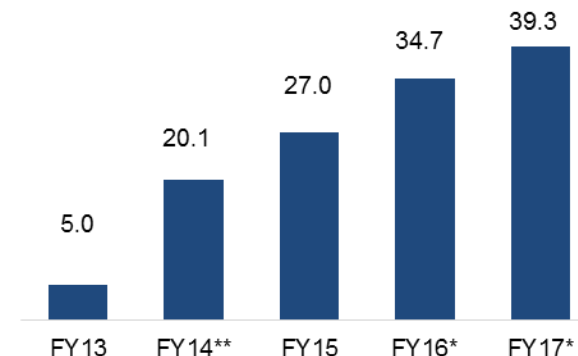
## Revenue (Rs. Cr)



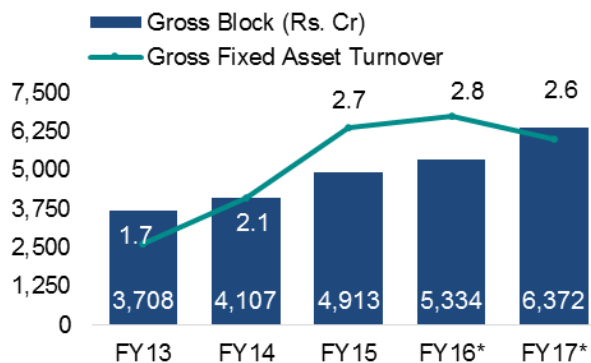
## EBITDA & PAT Margin (%)



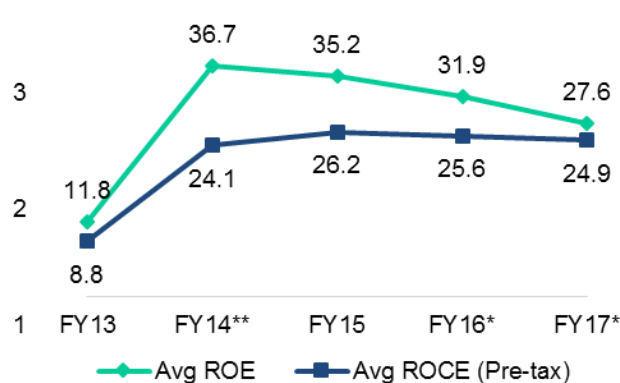
## EPS (Rs/Share)



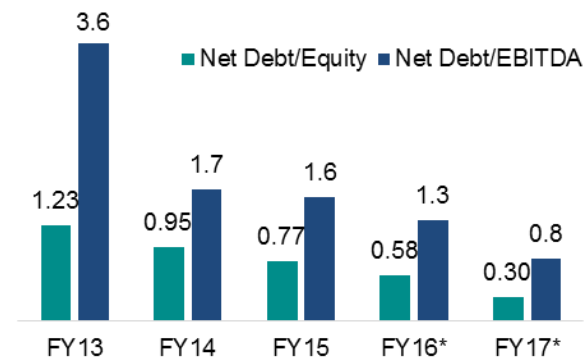
## Gross Block & Fixed Asset Turnover



## Average ROE & ROCE %



## Net Debt/Eq & Net Debt/EBITDA



Gross Block is calculated as Tangible Assets + Intangible Assets-Goodwill

\* As per Indian Accounting Standards (Ind AS), \*\*includes sales from limited competition product

# Our Business Segments

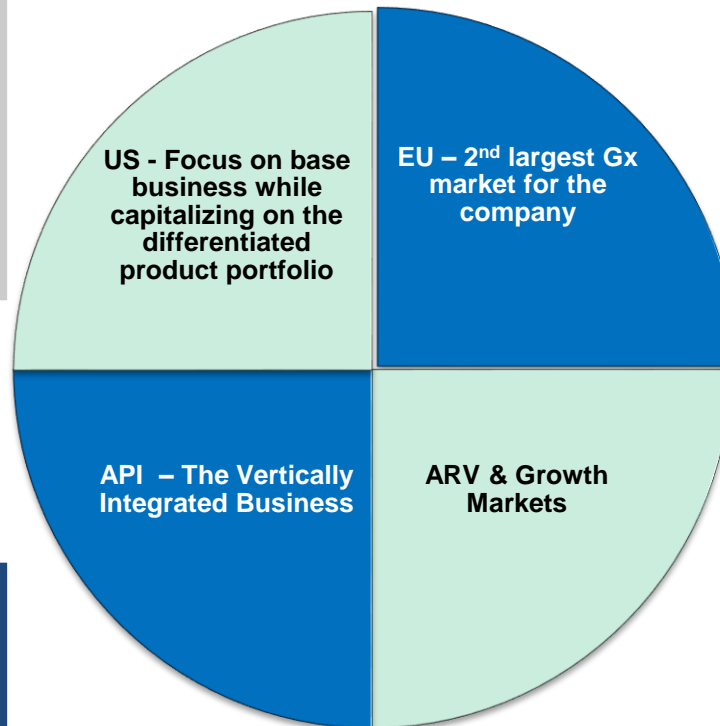


## US

- Ranked 6<sup>th</sup>\* Rx supplier as per IMS total prescriptions dispensed
- Differentiated pipeline with new launches including injectables, ophthalmics, speciality products and controlled substances
- Expanded presence in dietary supplement business through Natrol
- Manufacturing and R&D presence including Controlled substances

## API

- Cost effective with vertical integration of around 70% of API requirement sourced internally
- One of the leading supplier of APIs from India - serves as a source for various Gx and branded drugs
- Strong regulatory capability with 220\*\*\* US DMF filings



## EU

- Among top 15\*\* Gx companies by sales
- Focus markets are France, Germany, Netherlands, Spain, UK, Portugal and Italy
- Augment position through new product launches and extension to select Eastern Europe markets

## ARV - Institutional

- Focus on global tenders; availability across >100 countries
- Maintain competitiveness through development of new products
- First company to receive FDA approval for Dolutegravir 50 mg under PEPFAR program

## Growth Markets

- Focus on major markets: Brazil, South Africa, Ukraine, and Mexico
- Expansion into select markets of Asia Pacific, Africa & Middle East

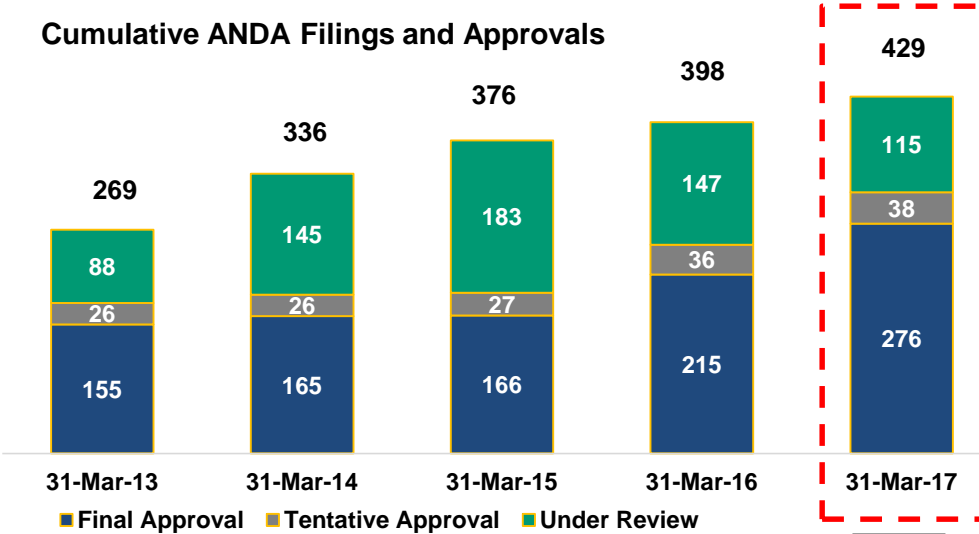
\*Source: IMS National Prescription Audit, Total Prescriptions Dispensed, Twelve months ending April 2017

\*\*Source: Market Reports, \*\*\*as on 31 Mar 2017

# US Business Overview



Cumulative ANDA Filings and Approvals

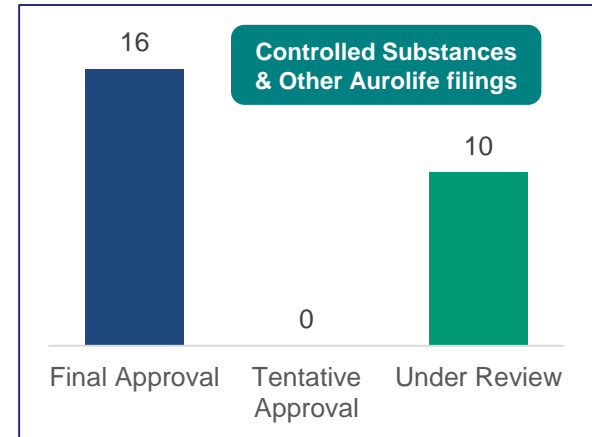
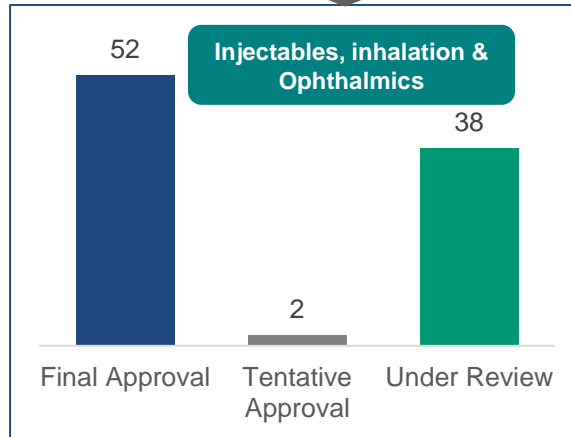
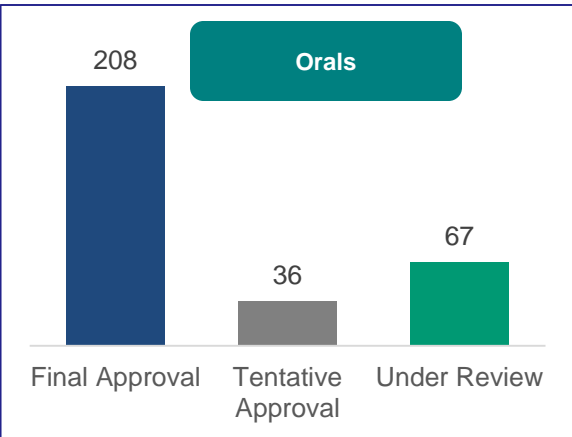


Tentative approvals as on 31-Mar-17 include 10 ANDAs approved under PEPFAR

As per IMS MAT Mar 2017, addressable Market at US\$ 91.1 Bn including ~US\$ 61.1 Bn for Under Review and Tentatively approved ANDAs

Therapy	ANDAs	Addressable Market Size (US\$ Bn)
Anti Diabetic	13	5.4
ARV*	39	8.0
CNS	82	25.7
Controlled Substances	16	2.3
CVS	69	27.4
Gastroenterological	27	5.0
Ophthalmics	10	0.6
Others	127	14.0
Penem	4	0.5
Respiratory	10	0.6
Oncology	2	0.6
SSP & Ceph	30	1.0
<b>Total</b>	<b>429</b>	<b>91.1</b>

\*Does not include the addressable market of the products approved under PEPFAR



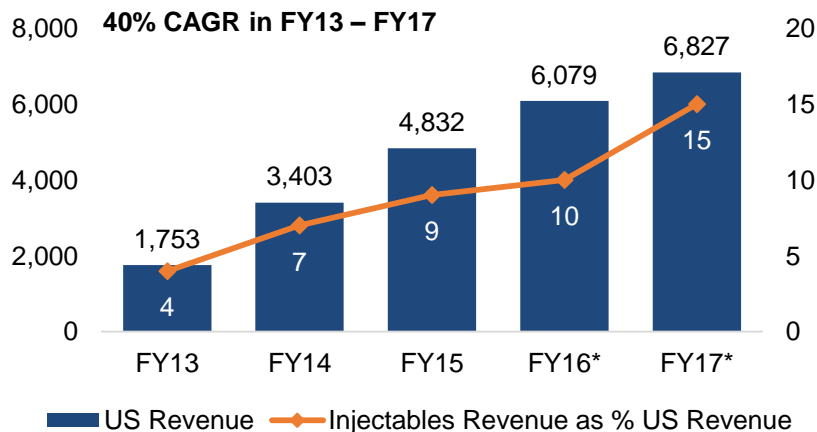
# US: Expanding Portfolio Mix Towards Differentiated Products



## Unit wise ANDA Filings as on 31-March-2017

Site	Details	Final Approval	Tentative Approval	Under Review	Total
Unit III	Oral Formulations	100	16	10	126
Unit IV	Injectables & Ophthalmics	41	2	35	78
Unit VIB	Cephalosporins Oral	11			11
Unit VII (SEZ)	Oral Formulations	88	20	50	158
Unit X	Oral Formulations			4	4
Unit XII	Penicillin Oral & Injectables	19		1	20
Aurolife USA	Oral Formulations	16		10	26
AuroNext	Penem Injectables	1		3	4
Eugia	Oral & Injectable Formulations			2	2
<b>Total</b>		<b>276</b>	<b>38</b>	<b>115</b>	<b>429</b>

## Revenue (Rs. Cr)



## Growth Drivers in the next 3-4 years

- Broadening portfolio with more balance through accelerated growth in injectable, OTC, and higher complexity products
- Increasing collaboration across the global customer base
- Operational efficiencies and cost leadership in API and formulation manufacturing, supply chain planning and distribution

\*As per Indian Accounting Standards (Ind AS)

# Enhanced Research & Development Capabilities



## 5 R&D centers in Hyderabad, India

- Focused on difficult to develop API, niche oral, sterile and specialty injectable
- Concentrating on wide range of Oncology, Hormonal products, Penems, Enzymes, Biocatalysts, vaccines and Peptides
- Developing diverse pipeline of biosimilars in Oncology and Immunology. CHO-GS based cell lines with productivity of ~ 4.0 g/L
- In the preventive healthcare area, working on various OTC and Dietary Supplement products
- Dedicated solid state characterization lab involving powder characterization capabilities
- New chemical technology has been adopted to improve the productivity and efficiency of the existing processes
- Two of the R&D centres has been audited by USFDA

## 1 R&D center in Dayton, New Jersey

- Developing microsphere technology based specialty injectable products
- Concentrating on development of various niche oral formulation and controlled substances
- Focus on developing tamper/abuse-resistant technology based products

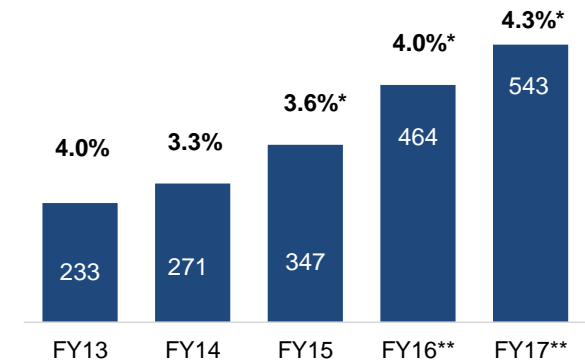
## 1 R&D center in Raleigh, North Carolina

- Developing various respiratory and nasal products, including MDIs
- Dermal Delivery portfolio including transdermal and topical products

Highly qualified and experienced team of >1,400 professionals

Focus on building differentiated product portfolio

R&D Spend – Rs. Cr (as of revenue)



Significant investment in research initiatives (new labs, experienced scientists)

Future pipeline will include Oncology Products, Hormones, Depot injections, Peptides, Inhalers, Patches, Films, Vaccines, Biosimilars and Differentiated Oral delivery Products

# EU Business Overview



France

Germany

Netherlands

Spain

UK

Portugal

Italy

Romania

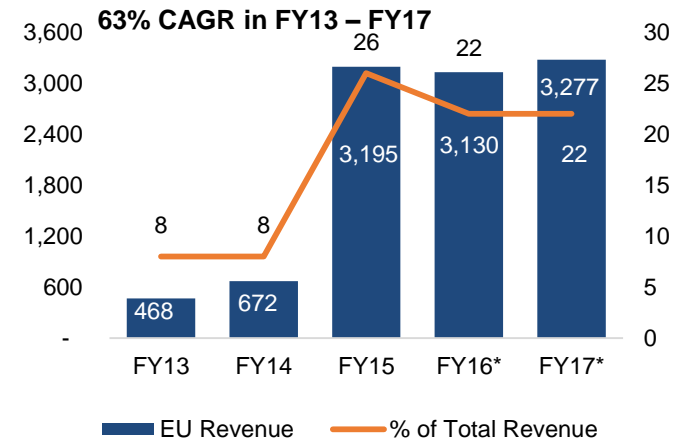
Belgium

- India's Leading Gx company with strong footprint in Europe
  - Operations in 9 countries with full fledged sales force & support infrastructure
  - Significant presence and position in Top 5 EU markets led by France & Germany
  - Commercialized over 450 INNs across 9 countries of operation
- Presence across Gx, TGx, BGx and Hx segments with established commercial and hospital sales infrastructure
- Successful Day 1 launches of Imatinib, Olmesartan, Olmesartan+HCTZ, Voriconazole, Valganciclovir, Linezolid in key markets
- Pipeline of over 200 products under development

## Growth Drivers in the next 3-4 years

- Consolidate presence & improve position among Top 10 players in each market
- Acquisition of Generis Farmaceutica SA; catapults APL group to the # 1 position by value and volume in the Portuguese generic market
- Completed acquisition of Orocal brand; to bolster Arrow's continued growth of branded products portfolio and leverage its position as a key player in French Drug Market
- Expanding into new geographies viz. Poland and Czech Republic
- Portfolio Expansion through targeted Day 1 launches; Orals, Hormones, Penems, Oncology Products, Niche Injectables and Low volume Injectables
- Lower generics penetration in Italy, Spain, Portugal & France offer future growth potential as share of generics improves

## Revenue (Rs. Cr)



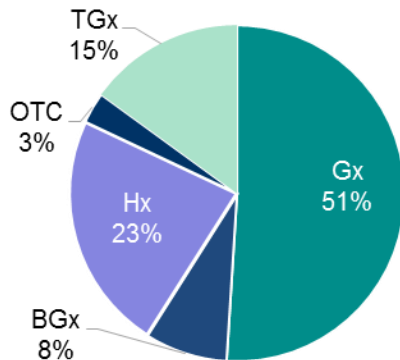
## APL's position in Top 5 EU countries

Country	Market size (US\$ Bn)	APL Presence	APL's position
Germany	41	✓	8 <sup>th</sup>
UK	24	✓	11 <sup>th</sup>
Italy	29	✓	10 <sup>th</sup>
France	33	✓	6 <sup>th</sup>
Spain	21	✓	9 <sup>th</sup>

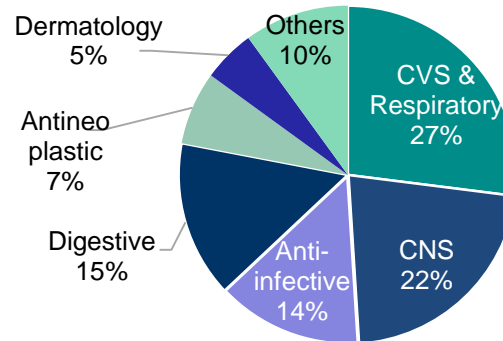
# EU: Portfolio Mix Across Channels



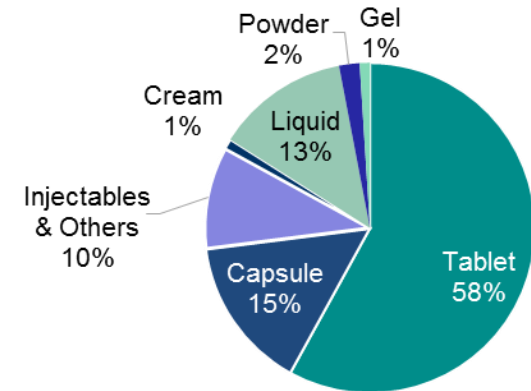
Sales split by Channel



Sales split by Therapeutic Profile



Sales split by Dosage Forms



Channels	Gx	BGx	Hx	TGx
Geographies	All 9 countries	7 countries	All 9 countries	Germany, Spain & Netherlands
# of Products	769 (primarily tablets & capsules)	34	347 (predominantly injectables)	767 (including Gx products)
Other Highlights	Amongst top 10 in most significant markets	Includes leading brands such as Neotigason, Floxapen, Bezalip among others	Focus on high value areas including oncology	Tender based business

# ARV Business Overview

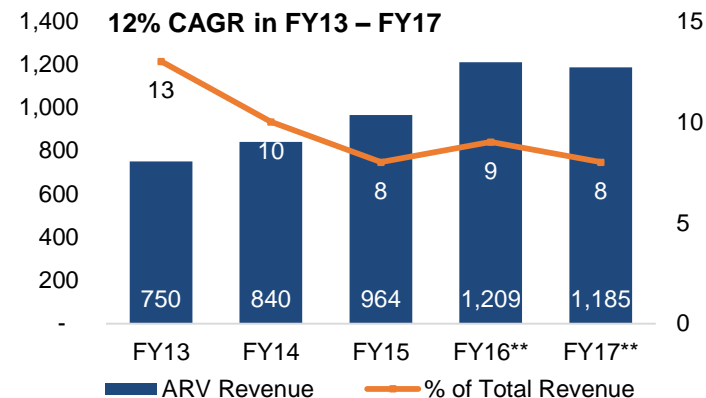


- Focus on global tenders floated by Multi-Lateral Organizations like Global Fund, USAID/PEPFAR and Country specific MOH tenders; currently caters to 2.2 million HIV+ patients
- Well integrated supply chain management services and logistics for ARV supplies (29 products) catering to over 100 countries
- Filed over 1,100 ARV dossiers for registrations across the globe

## Growth Driver in the next 3-4 years – Dolutegravir (DTG)

- Aurobindo is the first generic company to sign license with ViiV Healthcare for the next generation Integrase Inhibitor – DTG
  - Received the USFDA approval for DTG 50mg under the PEPFAR program
  - WHO announced this drug as a 1<sup>st</sup> line reserve drug in its 2015 HIV treatment guidelines
  - Play a collaborative role in upgrading millions of patients to the latest “best-in-class” ARV drug
- Filed an ANDA application for a Triple drug combination containing DTG
- Market size is expected to be US\$ 500 Mn in 2018 for DTG and combinations @50% conversion\*

## Revenue (Rs. Cr)



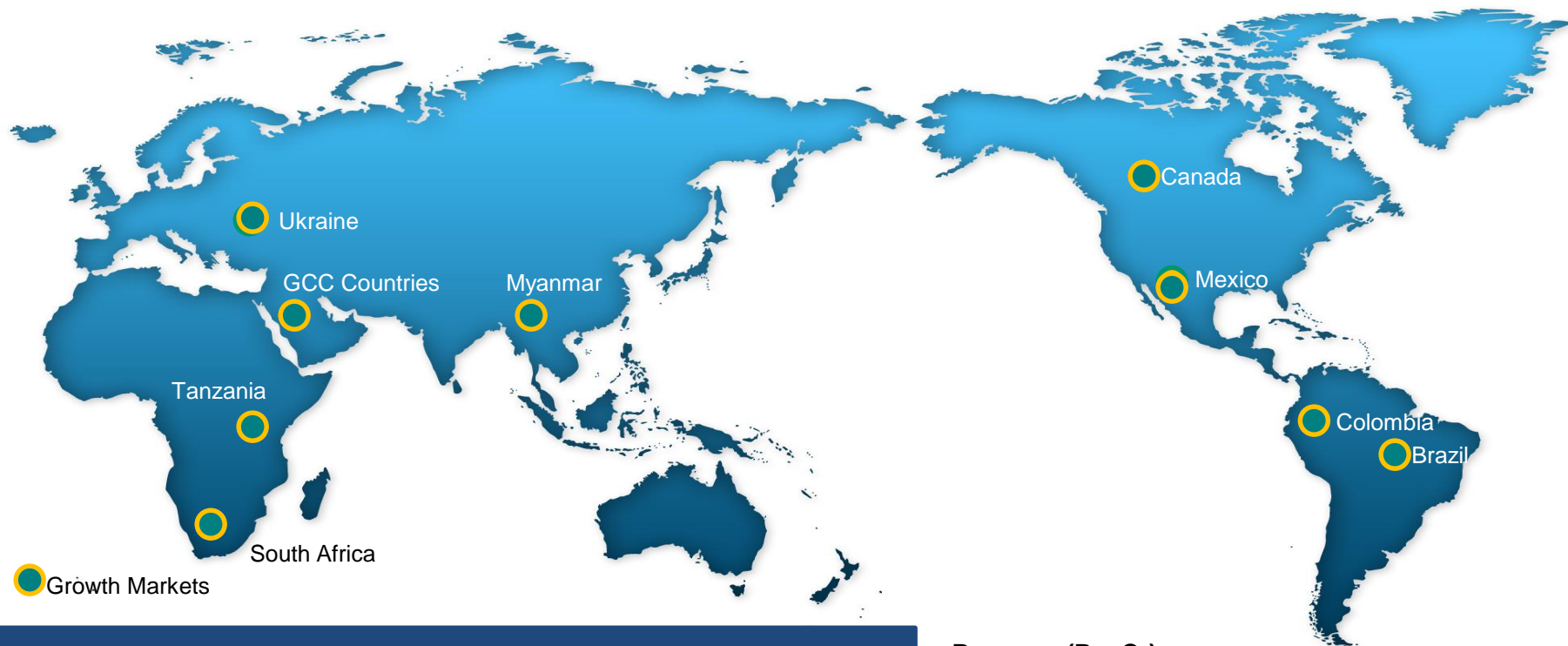
Products
Efavirenz + Lamivudine + Tenofovir
Zidovudine + Lamivudine + Nevirapine Tabs
Lopinavir + Ritonavir Tabs
Lamivudine + Zidovudine Tabs
Abacavir Sulfate Tabs
Efavirenz + Emtricitabine + Tenofovir Tabs
Lamivudine Tabs

\*\*As per Indian Accounting Standards (Ind AS)

\*Source: as per HSBC market report



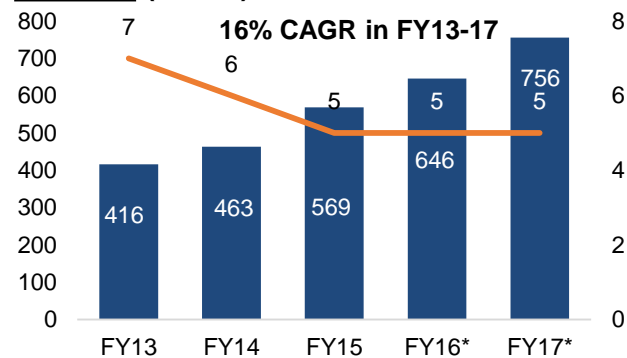
# Growth Markets Business Overview



## Growth Drivers in the next 3-4 years

- Build branded generics presence
- Enhance penetration in selected markets through local manufacturing
- Expand presence with Therapeutic Areas like Oncology and specialty injectables

## Revenue (Rs. Cr)



■ Growth Markets Revenue — % of Total Revenue

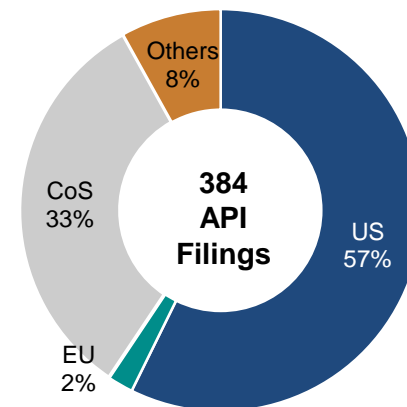
\*As per Indian Accounting Standards (Ind AS)

# The Base Business : API

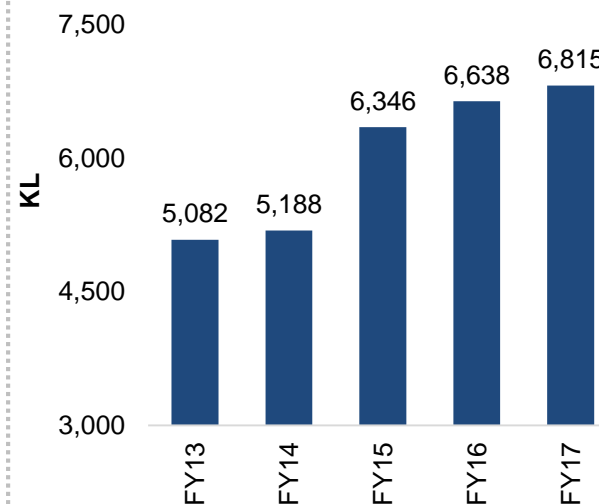


- API business continue to focus on high value, specialty, small/mid-size products with a limited competition
- Ensures quality & reliability of supplies and ability to command cost efficiencies as well as economies of scale
- Focus on continuous improvement of manufacturing process to meet cost and environmental challenges
- Continue to have sustained growth in more advanced regulated markets (EU, Japan & USA)
- API facilities meet advanced market requirements like USFDA, UK MHRA, EU, Japan PMDA, Mexico COFEPRIS, Brazil-ANVISA, Korea FDA etc.
- Manufacturing reaction volumes has been increased over 30% in last 3 years and would further grow in same proportions.
- Additional processing capacities / capabilities would be created in Oncology and allied areas.
- Conventional manufacturing process are migrated into environmentally friendly process and products based on green chemistry.

## Strong Regulatory Capability\*



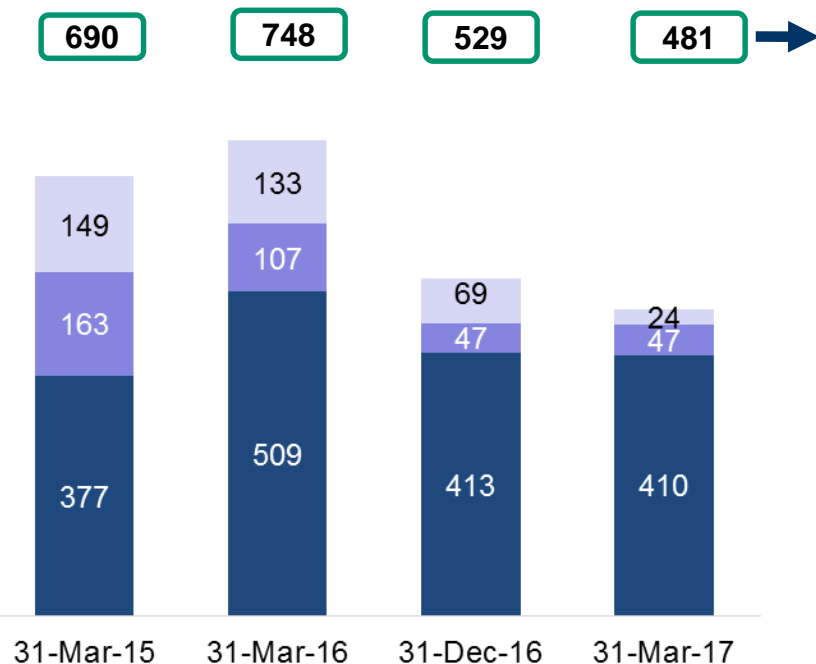
## Significant increase in reaction volumes



# Debt Profile



## Fx Loan US\$ Mn



Debt as on (INR Cr)	Mar-15	Mar-16	Dec-16	Mar-17
Closing Rate <sup>1</sup> US\$ = INR	62.50	66.255	67.925	64.85
Fx Loan restated in INR	4,312.3	4,956.7	3,593.7	3,121.5
Rupee Loan	37.3	46.9	61.9	244.8
Sales Tax Deferment	54.9	41.9	0.5	0.0
<b>Gross Debt</b>	<b>4,404.5</b>	<b>5,045.6</b>	<b>3,656.0</b>	<b>3,366.3</b>
Cash Balance	450.8	805.2	872.6	519.5
<b>Net Debt</b>	<b>3,953.6</b>	<b>4,240.3</b>	<b>2,783.4</b>	<b>2,846.9</b>
<b>Net Debt (US\$ Mn)</b>	<b>632.6</b>	<b>640.0</b>	<b>409.8</b>	<b>438.9</b>
<b>Finance Cost</b>	<b>1.9%</b>	<b>1.8%</b>	<b>1.6%</b>	<b>1.5%</b>

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

Fx Debt and Fx Cash Balance are reinstated

# Initiatives to Support Sustainable Future Growth



## Short Term

### Focus on strengthening the Portfolio, Capability and Capacity as Growth Drivers

#### New facilities and distribution center

- 3 manufacturing facilities in Naidupet, Vizag and Jedcherla, all in India.
- New automated distribution center in the US
- Tripling production capacity of US facility

#### R&D centers

- Increase controlled substance filings to at least 7 per year for future growth
- Fully operational R&D center in North Carolina; filings in inhalation and topical therapies

#### Peptides

- 4 DMF filings in FY17. Plans to file upto 15 DMFs. Commercial supplies to increase considerably

#### ARV

- Full impact of Dolutegravir and its combination

#### Oncology and Hormones

- File around 30+ products

#### OTC

- Strengthening the US OTC portfolio

#### US Branded Products Portfolio

- Build a portfolio of 505b2 products in select therapeutic areas and initiate development work

## Medium Term

### Commercial Drivers: Focus on launches

#### Peptides

- Additional product launches

#### Oncology and Hormones

- 20+ more products to be filed
- Product launches and commercialization starts from April '19

#### Microspheres (Depot Injections)

- All 4 products which are under development will be filed and commercialization begins

#### Inhalers

- Development work to commence for 4 more products in addition to 2 products
- First set of product launches and commercialization starts

#### Vaccines

- 2019 - Commercial launch of Bx of pneumococcal conjugate vaccine with an addressable market size of US\$ 6 Bn.

### Increased Filing for Sustainable Future Growth

#### Biosimilars

- Commence of manufacturing facility
- Start filing Biosimilars globally
- Commercialization to begin for Emerging Markets from FY20

#### US Branded Products - Filing

- Filing 1-2 505b2 NDAs per year
- Accelerate in-licensing differentiated products and technologies
- Diversify the portfolio – target specific patient population to meet unmet medical needs

## Long Term

### Focus on increasing and sustaining the number of filings and launches of high-value products

#### Inhalers

- Focus on product launches

#### Vaccines

- Strengthen the portfolio

#### Biosimilars

- Commercialization to begin for Advanced markets

#### Branded Products - Launches

- Launch 1-2 branded product per year
- Secure exclusivity

#### Branded Products - Filings

- Increase the number filings

#### OTC Brands

- Target 2-3 launches per year

# Thank You



For updates and specific queries, please visit our website [www.aurobindo.com](http://www.aurobindo.com)

Investor Relations:

Phone: +91-40-66725401

+91 98486 67906

Email: [ir@aurobindo.com](mailto:ir@aurobindo.com)

Corporate Office:

Water Mark Building, Level-6, Plot No.11, Survey No. 9, Kondapur, Hitech City, Hyderabad - 500084

Registered Office:

Plot No. 2, Maitrivihar, Ameerpet, Hyderabad – 500038