



# Creating Lasting Value

Investor Presentation – February 2019







### Disclaimer



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 or variations 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. Sun Pharmaceutical Industries Limited does not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date thereof.

### Contents



- Sun Pharma at a glance
- 2 Long-term Strategy
- **Global Specialty Initiatives**
- 4 Revenue Composition, History & Acquisition Track Record
- 5 Business Operations, R&D, Manufacturing
- 6 Corporate Governance
- Financials P&L, Balance Sheet, Cash Flows & Ratios
- 8 Key Milestones Targeted

# Sun Pharma at a glance



### 5<sup>th</sup> Largest Global Specialty Generic Company

US

• Ranked 6th in US\* / Largest Indian Pharma Company in US

India

• No. 1 Pharma Company in India

**Emerging Markets** 

 Amongst the largest Indian Pharma Company in Emerging Markets

Europe

Expanding presence in Europe

Manufacturing Footprint

• 44 manufacturing sites across the world

**Market Presence** 

 Presence in more than 100 countries across branded and generic markets

**Product Portfolio** 

• Portfolio of more than 2,000 products across the world

**Employees** 

• 32,000+ global employee base

**Quality Compliance** 

 Multiple manufacturing facilities approved by various regulatory authorities across the world including USFDA

**R&D** and Manufacturing

 Capabilities across dosage forms like injectables, sprays, ointments, creams, liquids, tablets and capsules

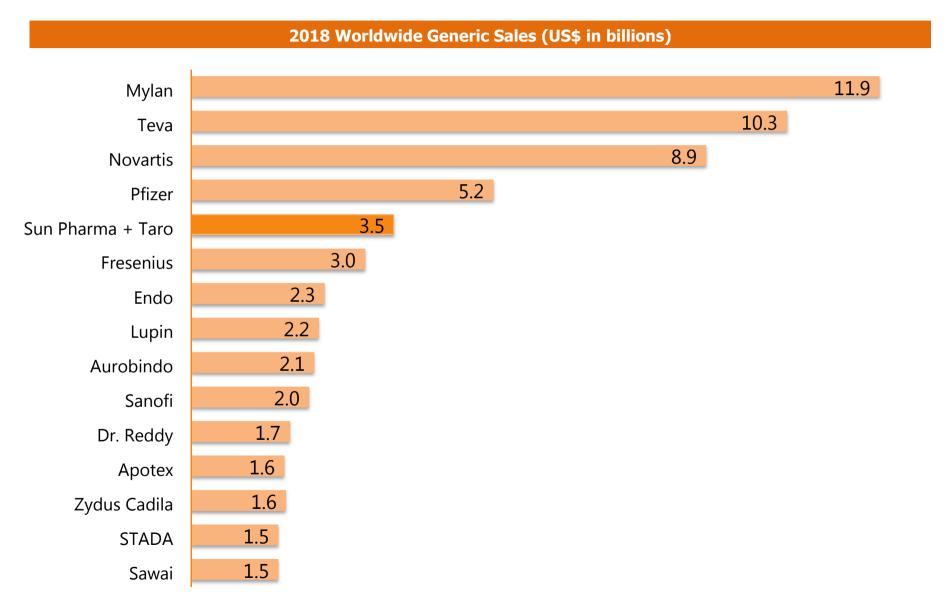
Addressable Segments

 Specialty products, branded generics, complex generics, pure generics & APIs

<sup>\*</sup> Source: Evaluate Pharma Estimates for 12 months ended Dec 2018

### World's 5th Largest Specialty Generic Pharma Co





Source: Evaluate Pharma Estimates for 12 months ended Dec 2018

## Sun Pharma today



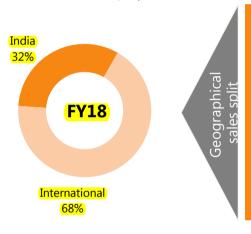
#### **US Formulations**

- 6<sup>th</sup> largest generics company in US\* with a strong pipeline (123 ANDAs & 6 NDAs awaiting approval)
- Presence in generics, Specialty and branded segments with more than 441 approved products

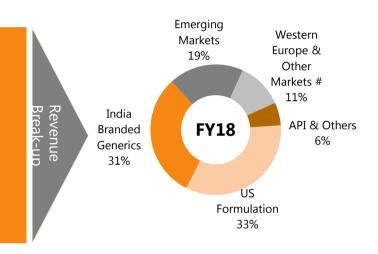
FY18 sales: US\$ 1,357 mn (2)



- No.1 ranked with 10 classes of doctor categories
- Leading position in high growth chronic therapies
- Specializes in technically complex products
- FY18 sales: US\$ 1,246 mn (2)



- Market cap: US\$ 15 bn (1)
- Gross Sales: US\$ 4,044 mn (2)
- EBITDA: US\$ 804 mn (20% margin) (2)
- R&D Investment: 8.6% of Sales
- Globalized supply chain
- 54% owned by promoter group
- Strong balance sheet, low debt
- Strong product pipeline



### **Emerging Markets**

- Presence in about 100 countries across Africa, Americas, Asia and Eastern & Central Europe
- Key focus markets Brazil, Mexico, Russia, Romania,
   South Africa, and complementary & affiliated markets
- FY18 sales: US\$ 751 mn (2)

#### Note:

- (1) As of February, 13, 2019 using spot exchange rate of INR /USD = 70.94
- (2) Using average exchange rate for FY18 of INR /USD = 64.46
- # Includes Western Europe, Canada, Australia & New Zealand, Japan and other markets. All sales numbers in US\$ for 12 months ended March 31, 2018.
- Source: Evaluate Pharma Estimates for 12 months ended Dec 2018

### Western Europe, Canada, Japan ANZ & others

- Presence across majority of markets in Western Europe, Canada, Japan and A&NZ
- Product portfolio includes differentiated offerings for hospitals, injectables and generics for retail market
- FY18 sales: US\$ 461 mn <sup>(2)</sup>

# **Driving Long Term Growth**



- Enhance share of specialty business globally
- Achieve differentiation by focusing on technically complex products
- Focus on key markets achieve critical mass
- Speed to market
- Ensure sustained compliance with global regulatory standards



Balance profitability & investments for future

Business development

- Increasing contribution of specialty and complex products
- Future investments directed towards differentiated products

- Use acquisitions to bridge critical capability gaps
- Focus on access to products, technology, market presence

Optimize operational costs

Vertically integrated operations

- Ensure acquisitions yield high return on Investment
- Focus on payback timelines

# **Our Specialty Initiatives**

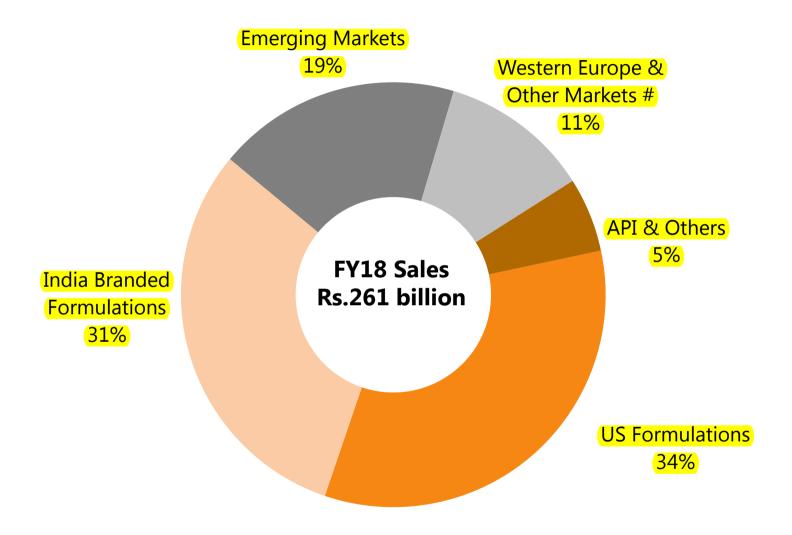


Ramping up Specialty Pipeline

- Launched Ilumya (tildrakizumab) in US in Oct' 18 for the treatment of Moderate-to-Severe Plaque Psoriasis.
- Phased launch ILUMETRI® (tildrakizumab) by Almirall in Europe
- Initiated clinical trials for two new indications for Ilumya for psoriatic arthritis and ankylosing spondylitis
- Acquired Ocular Technologies Gives access to global rights for Cequa for treating
  Dry Eye Disease. Announced positive results from confirmatory Phase-3 trials in Jan'17.
  USFDA approval received for NDA in June 2018. Launch preparations are ongoing.
- Acquired branded oncology product Odomzo in Dec'16. Product is approved in 30 countries globally including US, Europe and Australia. Currently marketed in US, Germany, France, Denmark, Switzerland, Australia and Israel.
- Acquired Yonsa a novel formulation of abiraterone acetate to treat metastatic castration-resistant prostate cancer in combination with methylprednisolone. Product commercialized in US in Q1FY19
- Launched BromSite first specialty ophthalmology product in US in Nov'16
- Currently marketing Levulan Kerastick (a drug-device combination for treating actinic keratosis) and Absorica (for treating acne) in the US dermatology market.
- Acquired InSite Vision Focuses on developing new specialty ophthalmic products, has two drug candidates undergoing clinical trials.
- In-licensed Xelpros (ophthalmology) and Elepsia (CNS) products from SPARC. Xelpros launched in US in Jan '19

# Highly Diversified Revenue Base



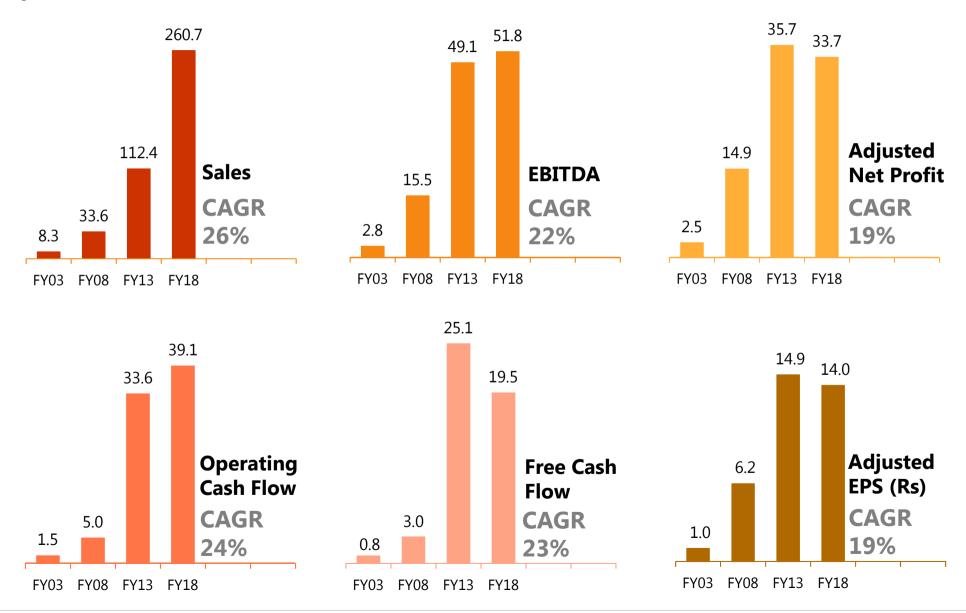


# Includes Western Europe, Canada, Japan , Australia, New Zealand and other markets.

### Impressive Track Record of Growth

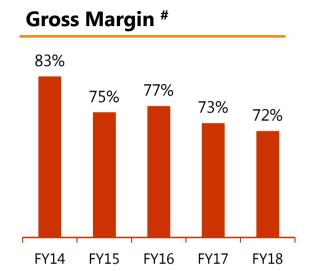


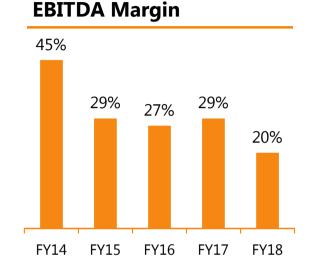
(All Figures in INR Billion)

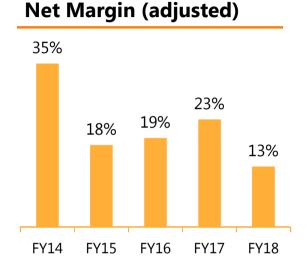


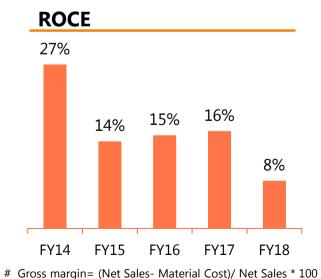
### Consistent profitability and returns

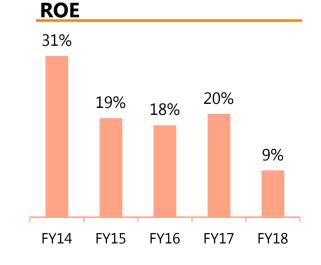


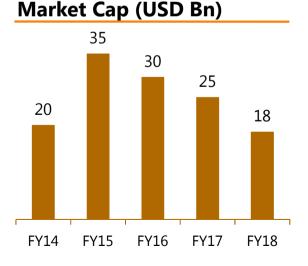












(Market Cap as on 31st March)

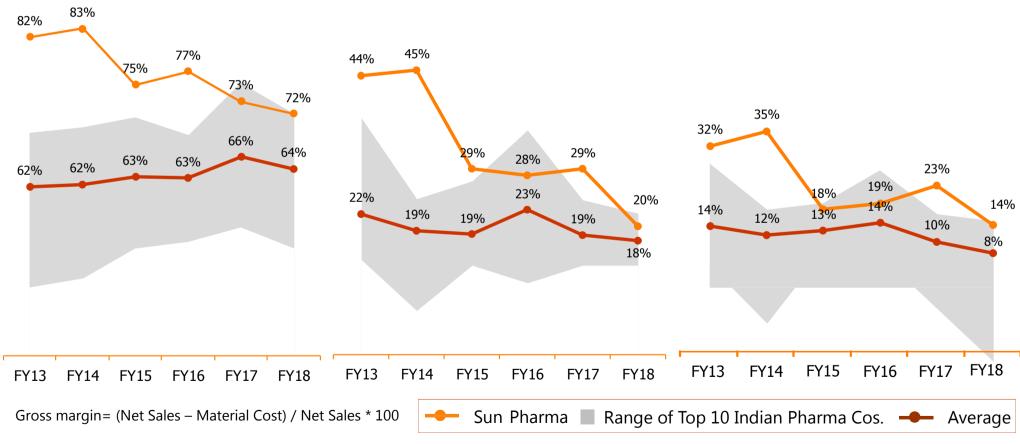
## Profitability



**Gross Margin** 

### **EBITDA Margin**

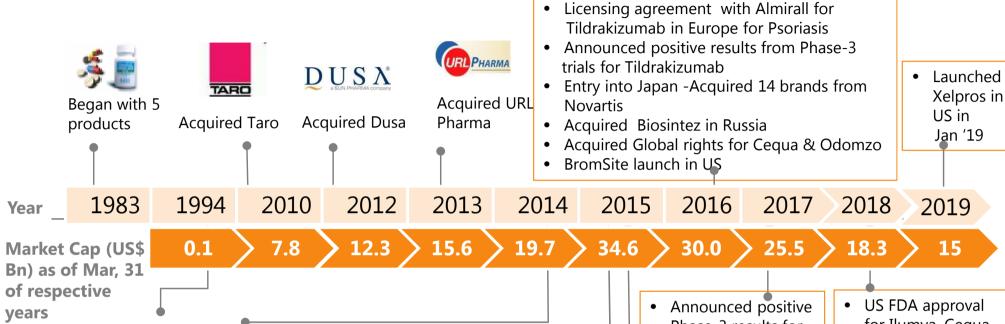
### **Net Margin**



#Top 10 Indian Pharma company include Aurobindo, Cadila Healthcare, Cipla, DRL, Glenmark, Ipca, Lupin, Torrent and Wockhardt.

# Creating Value, Continuously...





- IPO Rs. 550 Mn raised
- Agreement with Merck for inlicensina

Tildrakizumab

MERCK

RANBAXY
LABORATORIES LIMITED

Acquired Ranbaxy



**Acquired InSite Vision** ophthalmic portfolio

- Phase-3 results for Cegua & filed NDA with USFDA
- Ilumya filing in US & Europe
- Launched Odomzo in US
- for Ilumya, Cequa, Yonsa & Xelpros
- Launched Ilumva in US in Oct '18
- Acquired Pola Pharma in Japan

### **Sun Pharma Today**





Invested over Rs.140 Bn in R&D till date





Part of NSE Nifty & BSE Sensex in India



44 Manufacturing facilities in 6 Continents



68% of sales from international markets

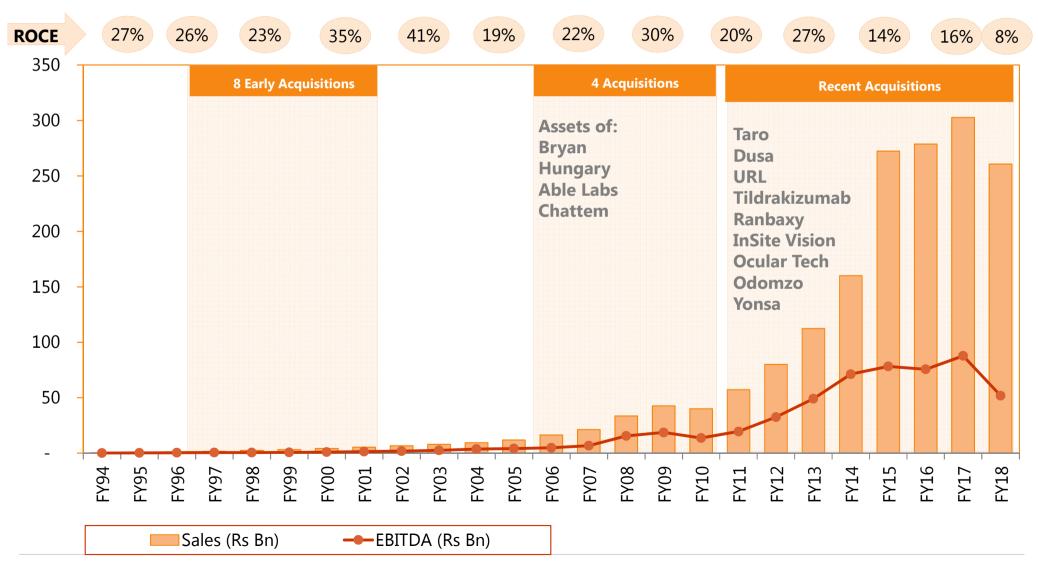
# Key Deals & Rationale

9
SUN
DUADIAA

Year	Deals	Country	Rationale
2018	Acquired Pola Pharma in Japan	Japan	Building global dermatology business
2016	Acquired global rights for Cequa & Odomzo	Global	Enhances specialty pipeline.
2016	Acquired Biosintez	Russia	Local manufacturing capability to enhance presence in Russian market
2016	Licensing agreement with Almirall for Tildrakizumab for Psoriasis	Europe	Strengthening the distribution of Tildrakizumab in Europe
2016	Acquired 14 brands from Novartis	Japan	Entry into Japan
2016	Distribution agreement with AstraZeneca	India	Distribution services agreement in India for brand "Oxra" & "Oxramet" ® (brands of dipagliflozin, used for diabetes treatment)
2015	Acquired InSite Vision Inc.	US	Strengthens branded ophthalmic portfolio in U.S.
2015	Acquisition of GSK's Opiates Business	Global Markets	Vertical Integration for controlled substances business
2015	Distribution agreement with AstraZeneca	India	Distribution services agreement in India for brand "Axcer" (brand of ticagrelor, used for the treatment of acute coronary syndrome)
2015	Sun Pharma – Ranbaxy Merger	Global Markets	Strengthen position as the 5 <sup>th</sup> largest Global Specialty Generic Pharma Company, No.1 Pharma Company in India & Strong positioning in Emerging Markets
2014	In-licensing agreement with Merck for Tildrakizumab a biologic for psoriasis	Global Markets	Strengthening the specialty product pipeline
2014	Acquired Pharmalucence	US	Access to sterile injectable capacity in the US
2013	Acquired URL's generic business	US	Strengthens generics business in US
2012	Acquired DUSA Pharma, Inc.	US	Access to specialty drug-device combination in dermatology segment
2010	Acquired Taro Pharmaceutical Industries Ltd.	Israel	Access to dermatology generic portfolio Manufacturing facilities at Israel & Canada
1997	Acquired Caraco	Detroit, US	Entry into US Market

# Successful track record of turning around acquisitions









# US Business at a glance



### 6<sup>th</sup> Largest Pharma Company in the US Generics Market \*

Dermatology Segment

 Largest generic dermatology company and amongst top 5 branded dermatology company in the US

Comprehensive Portfolio

 Wide basket of 564 ANDAs & 55 NDAs filed and 441 ANDAs & 49 NDAs approved across multiple therapies

Robust Pipeline

 123 ANDAs & 6 NDAs pending FDA approval, including a combination of complex generics, FTF opportunities and pure generics

Market Presence

• Presence in generics, branded & OTC segments

Flexible Manufacturing

 Integrated manufacturer with flexibility for manufacturing onshore/ offshore

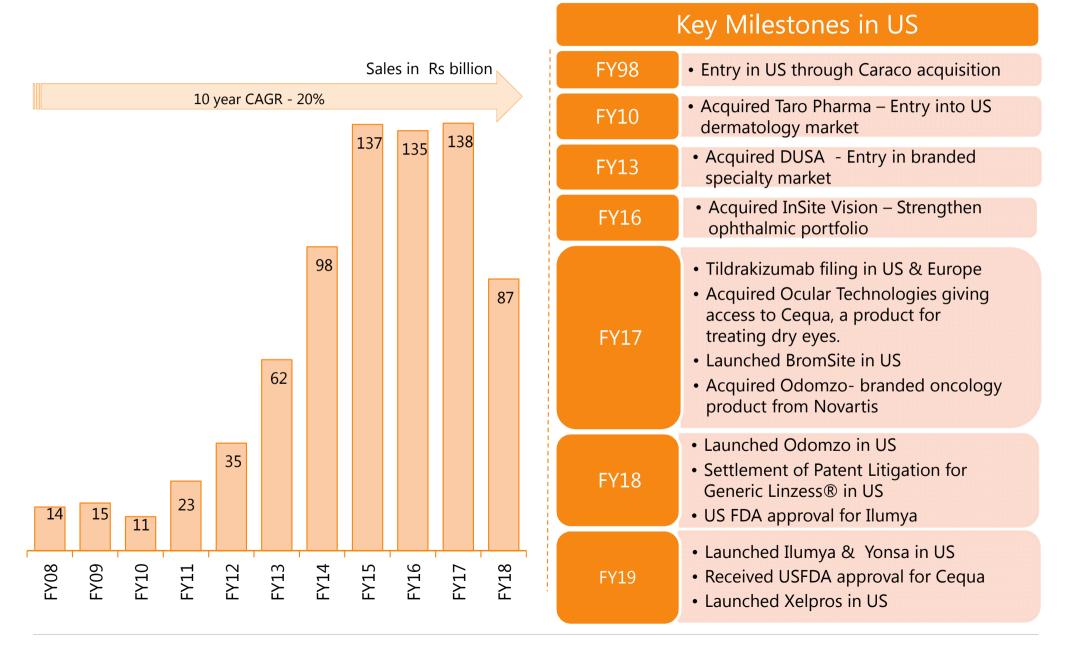
Dosage Forms

 Liquids, Creams, Ointments, Gels, Sprays, Injectable, Tablets, Capsules, Drug-Device combination

<sup>\*</sup> Source: Evaluate Pharma Estimates for 12 months ended Dec 2018

# US Business - Significant Ramp-up in Sales

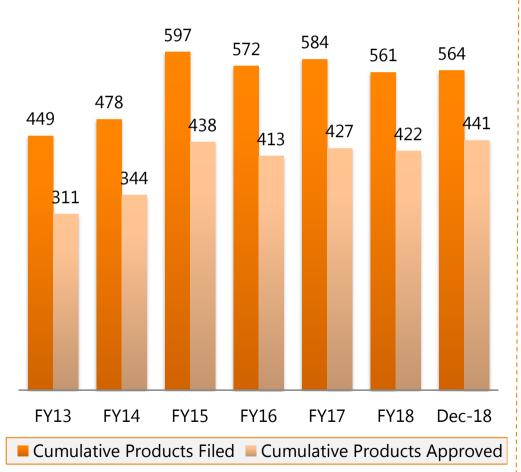




### ANDA Pipeline - Significant ramp up

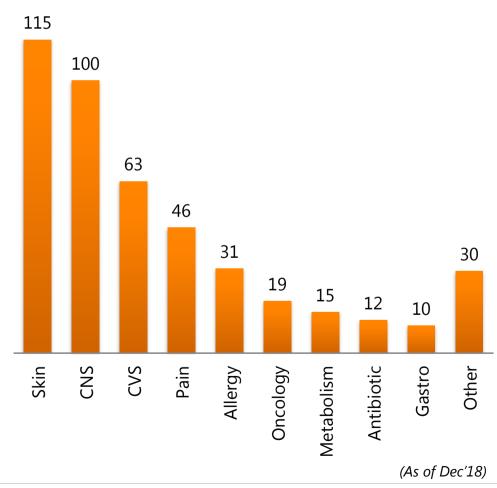


### **ANDAs Filed and Approved**



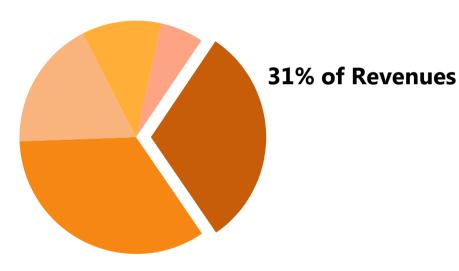
(Cumulative no's for FY16 are lower than FY15 due to Bryan facility divestment. URL numbers added since Mar 2013 & Ranbaxy numbers added for March'15)

### 441 ANDA Approvals by Therapeutic Area





# **India Branded Generic Business**





# India Business at a glance



#### No. 1 in India

Market Position\*\*

• No. 1 ranked with 8.2% market share

Prescription Ranking##

• No. 1 ranked by prescriptions with 10 different classes of doctors

**Chronic Segment** 

Market leader in the chronic segment

Acute Segment

• Strong positioning in the acute segment

**Product Offering** 

 Specializes in technically complex products and offers a complete therapy basket

Strong Brand Positioning\*\*

• 30 brands in the country's top 300 pharmaceutical brands

De-risked Growth\*\*

- Top 10 Brands contribute approx. 17% of India revenues
- Growth driven by a basket of brands low product concentration

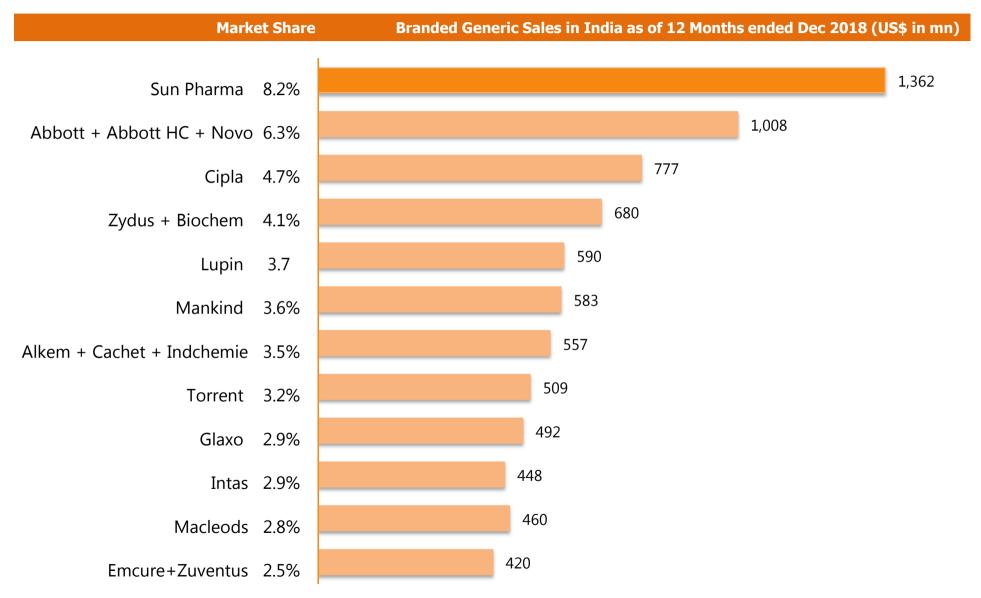
**Extensive Sales Force** 

• 9,200+ strong field force covering over 400,000\* doctors

<sup>\*\* -</sup> As per AIOCD AWACS data for 12 months ended Dec'18 ## - As per SMSRC data for Oct'18

# Largest Pharma Company in India



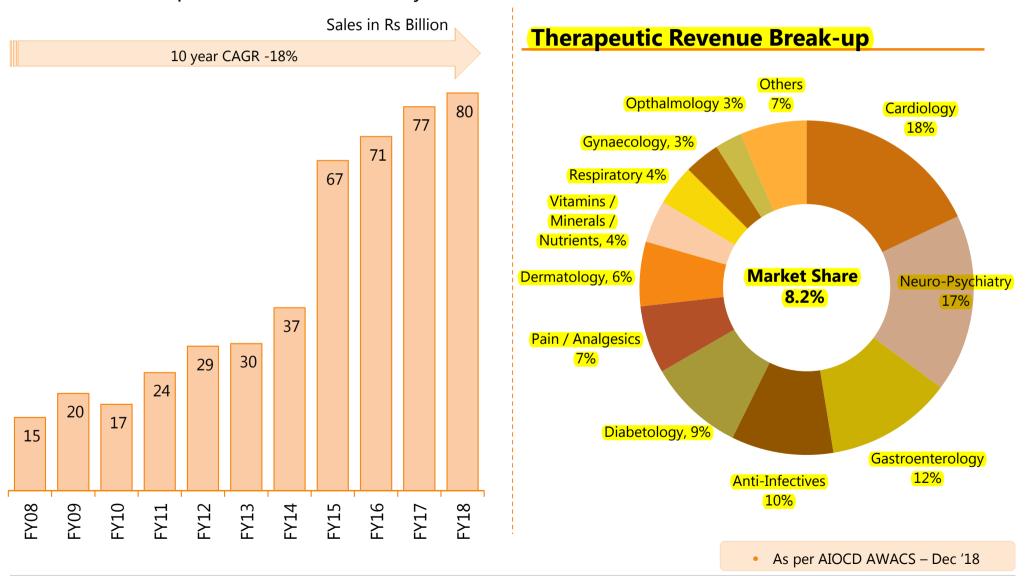


Source: AIOCD AWACS MAT Dec 2018 Data converted at average of Rs. 72.04/US\$

## India Business – Sales ramp-up



Leadership in chronic segment; Strong positioning in acute segment 30 brands in top 300 brands of country



### Strong Customer Focus Drives Market Share Gains



### Therapy focused marketing

- 9,200+ sales representatives
- Covering over 400,000\* doctors

### **Strong increase in market share**

 Sun pharma market share has consistently increased from 2.4% in 2000 to 7.7% in 2018 (IMS Data for Dec'18)

### Market Share (%) as per IMS Dec MAT

Year -2000	%	Year -2005	%	Year -2010	%	•	Year -2015	%	Year -2018	%
Sun Pharma	2.4	Sun Pharma	3.3	Sun Pharma	3.7	Su	ın Pharma	8.0	Sun Pharma	7.7
Cipla	4.7	Cipla	5.1	Cipla	5.4	Cip	ola	5.2	Cipla	5.2
Lupin	2.0	Lupin	2.2	Lupin	2.7	Lu	pin	3.2	Lupin	3.6
Cadila	3.8	Cadila	3.7	Cadila	3.7	Ca	ndila	3.4	Cadila	3.1
DRL	2.6	DRL	2.3	DRL	2.3	DF	RL	2.4	DRL	2.2
Torrent	1.8	Torrent	1.9	Torrent	2.0	То	rrent	2.4	Torrent	3.3
Glenmark	1.0	Glenmark	1.2	Glenmark	1.5	Gle	enmark	2.0	Glenmark	2.1
Wockhardt	2.2	Wockhardt	1.9	Wockhardt	2.0	Wo	ockhardt	1.6	Wockhardt	1.4
Ipca	1.1	Ipca	1.3	Ірса	1.4	Ipo	ca	1.5	Ipca	1.5
Ranbaxy	4.8	Ranbaxy	4.9	Ranbaxy	4.9	Ur	nichem	1.0	FDC	1.0

<sup>\*</sup> Does not exclude overlaps

# Leadership in key therapeutic areas\*



Number 1 Ranking with 10 Doctor Categories\*

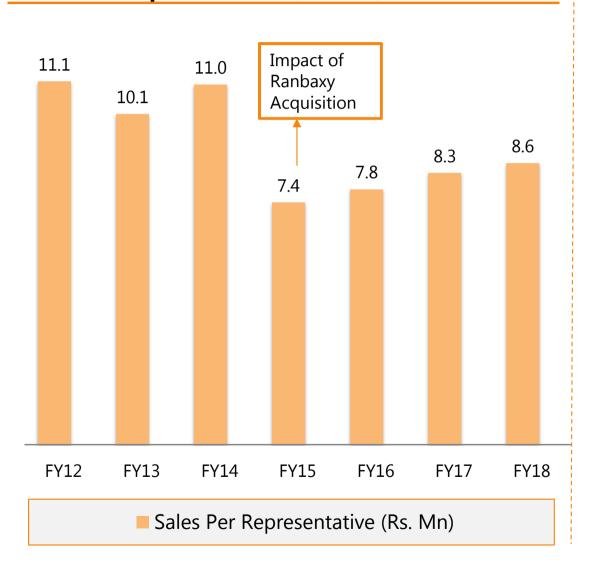
	Prescription Ranking				
Specialist	Oct'14	Oct '15	Oct '16	Oct '17	Oct '18
Psychiatrists	1	1	1	1	1
Neurologists	1	1	1	1	1
Cardiologists	1	1	1	1	1
Orthopaedic	1	1	1	1	1
Gastroenterologists	1	1	1	1	1
Nephrologists	1	1	1	1	1
Diabetologists	2	1	1	1	1
Ophthalmologists	1	1	2	1	1
Dermatologists	6	1	1	1	1
Urologists	6	1	1	1	1
Oncologists	8	1	1	2	2
Consulting Physicians	5	1	1	1	2
Chest Physicians	5	2	2	2	3

<sup>\*</sup>Ranks based on prescription share Source-Strategic Marketing Solutions and Research Centre (SMSRC) Prescription Data

### Best-in-class field force productivity



### **Sales Per Representative (Rs. Mn)**



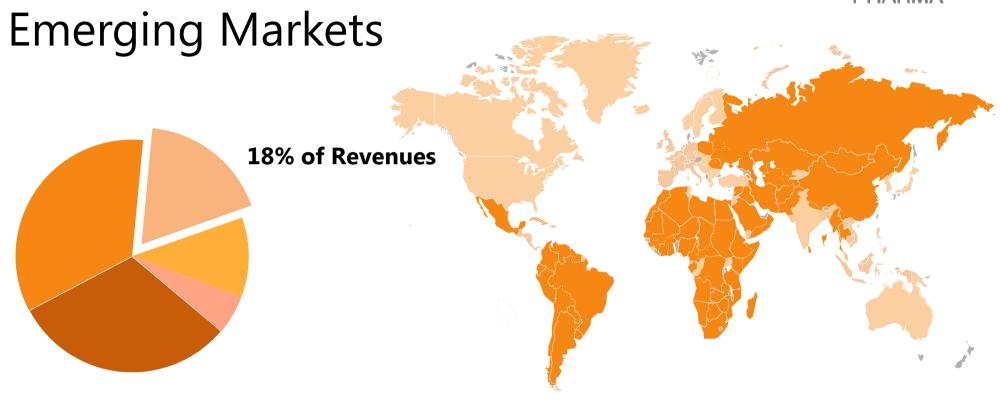
# Field Force Productivity Sun Pharma • Rs 8.6 Mn/ MR Industry Average\* • Rs 5.2 Mn/ MR

 Well trained and scientifically oriented sales representatives team with strong performance track record

\* Approximation based on brokerage reports

 Field force with highest productivity amongst key players in India





# Emerging Markets Business at a glance



### Largest Indian Company in Emerging Markets

Global footprint

• Presence in about 100 markets

**Focus Markets** 

• Brazil, Mexico, Russia, Romania, South Africa and complementary & affiliated markets

**Product Portfolio** 

• Extensive basket of branded products

**Customer Focus** 

• Strong relationships with doctors and medical practitioners

Sales Force

• Approximately 2,300 Sales Representatives

Opportunity

 To cross-sell products between Sun Pharma and Ranbaxy marketing infrastructure

**Local Manufacturing** 

Across 7 countries

Russia Acquisition

 Acquired Biosintez to enhance presence in Russian market in Nov' 16 – Gives access to local manufacturing facility.



Western Europe, Canada, Japan, ANZ & Other Markets



# Western Europe & Other Markets at a glance



### Amongst the leading Indian Companies

Market Presence

 Across all major markets in Western Europe, Canada, A&NZ, Japan and few other markets

**Product Portfolio** 

 Expanding basket of products including injectables and hospital products as well as products for retail market

**Focus** 

• Development and commercialization of complex generics and differentiated products to drive sustainable and profitable growth

Sales Force

· Distribution led model

Local Manufacturing

• At Canada, Israel and Hungary + Servicing from India facilities

Japan Presence

 Acquired 14 established prescription brands from Novartis in March'16. Acquired Pola Pharma in Japan



### Global Consumer Healthcare Business













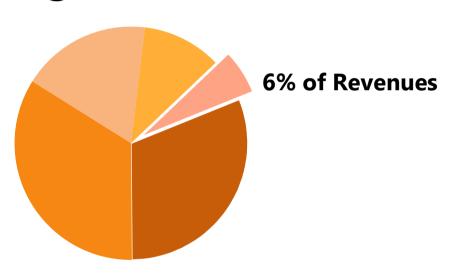
# Global Consumer Healthcare Business at a glance



An Attractive Opportunity				
India	Amongst the top 10 consumer healthcare companies			
Global Presence	Operates in about 20+ countries			
Market Focus	<ul> <li>Core markets include. India, Russia, Romania, Nigeria, South Africa &amp; Myanmar</li> <li>Growth markets include Ukraine, Poland, Kazakhstan, Thailand &amp; UAE</li> </ul>			
Strong Brand Equity	Enjoy strong brand equity in 4 countries			
Sales Force	Promoted through dedicated sales force in each market			
Strong Positioning	Amongst top 10 consumer healthcare companies in India, Romania, Nigeria & Myanmar			



# Active Pharmaceutical Ingredients (API) Business





### **API Business**



### Backward Integration – Strategic Importance

Strategic Importance

 Backward integration provides cost competitiveness and supply reliability

Customers

• Large generic and innovator companies

**Product Portfolio** 

Approximately 300 APIs

Pipeline Development

• Approx. 20 APIs scaled up annually

Regulatory approvals

- 303 DMF/CEP approvals to date
- 408 DMF/CEP Filings to date

Manufacturing

Across 14 facilities



# Research & Development



## Research & Development



### Cumulative R&D Spend of over Rs 146 billion to date

**R&D Spend** 

• R&D spend at 8.6% of sales for FY18

• Strong cash flows & large scale to support R&D investments

Capabilities

• Strong research teams in generics, finished dosage development, biological support, chemistry

Organization

 Approx. 2,000 scientists globally with capabilities across dosage forms like orals, liquids, ointments, gels, sprays, injectables

**IPR Support** 

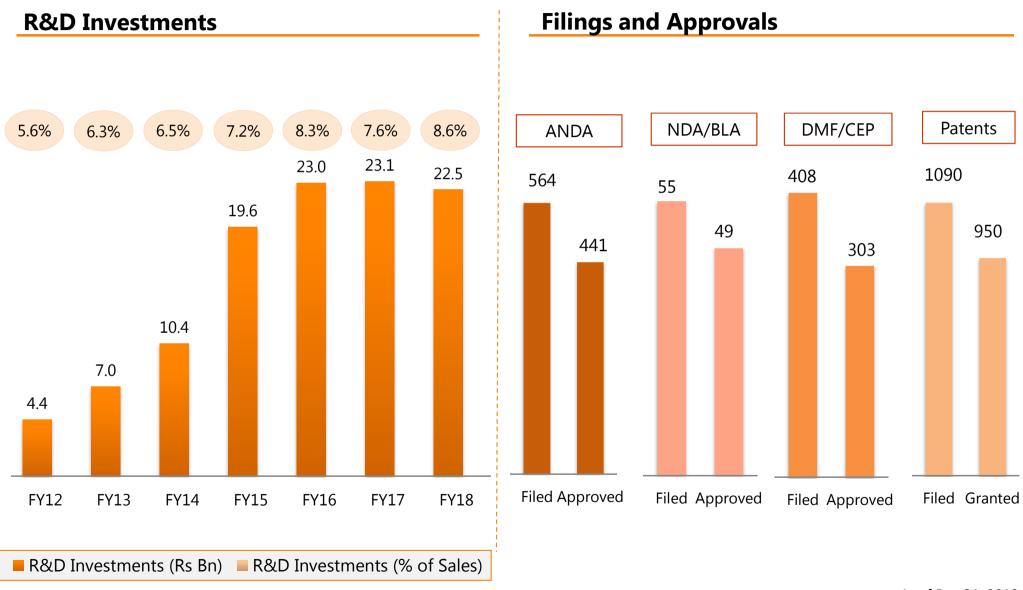
Strong team of intellectual property experts supporting R&D

**Focus** 

 Developing non infringing formulations and development of specialty/complex products

### **R&D** Investments







# Global Manufacturing Presence



# Global Manufacturing Presence



### World Class Manufacturing Infrastructure

**Extensive Global Footprint** 

• 44 manufacturing facilities across India, the Americas, Asia, Africa, Australia and Europe

**Integrated Network** 

• Vertically integrated network across six continents enabling high quality, low cost and a quick market entry across the geographies

Capabilities

 One of the few companies that has set up completely integrated manufacturing capability for the production of oncology, hormones, peptides, controlled substances and steroidal drugs

**High Quality** 

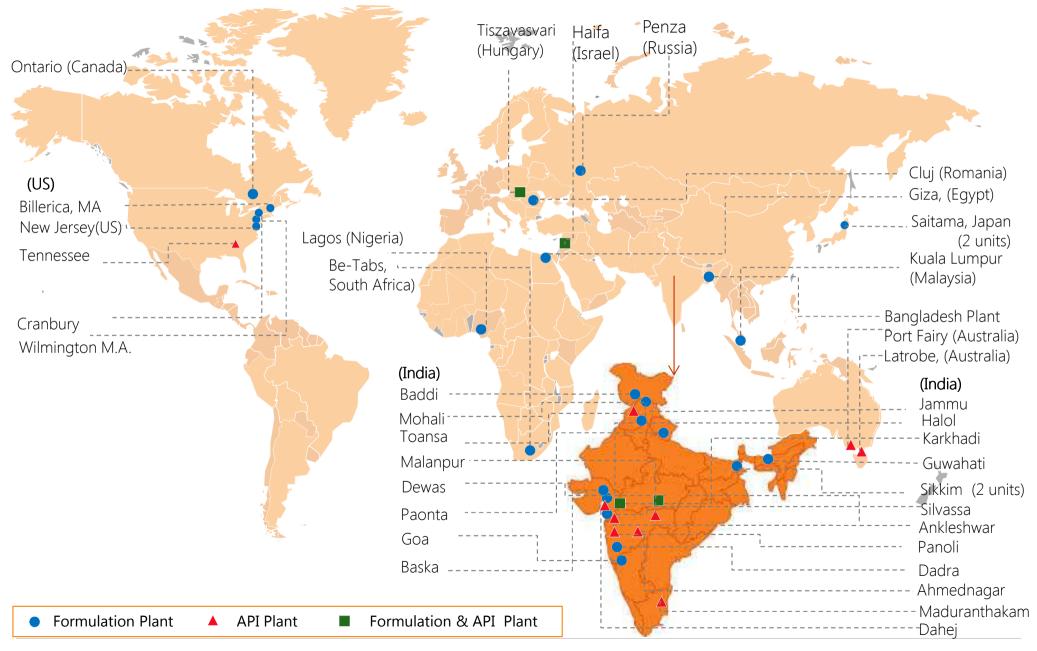
 High quality manufacturing facilities. Many of the plants have received approvals from US FDA, UK MHRA and various other regulatory authorities

Dosage Forms

 Ability to manufacture a variety of dosage forms – Orals, Creams, Ointments, Injectables, Sprays, Liquids

# Global Manufacturing Footprint





# Finished Dosage Manufacturing



### 30 Finished dosage manufacturing sites

- India: 14, US: 4, Japan: 2
- Canada, Hungary , Israel, Bangladesh, South Africa, Malaysia, Romania, Egypt, Nigeria and Russia: 1 each
- Capacities available for a variety of finished dosages

Orals	Injectab	Topicals	
<ul><li>Tablets / Capsules</li><li>Semisolids</li><li>Liquids</li><li>Suppository</li></ul>	<ul><li>Vials</li><li>Ampoules</li><li>Pre-filled Syringes</li><li>Gels</li><li>Lyophilized Units</li></ul>	<ul><li>Dry powder</li><li>Eye drops</li><li>MDI</li><li>Aerosols</li></ul>	<ul><li>Creams</li><li>Ointments</li></ul>

# **API Manufacturing**

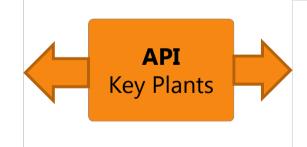


### 14 API manufacturing locations

India: 9, Australia: 2, Israel: 1, US: 1, Hungary: 1

# Panoli & Ahmednagar (both India)

- International regulatory approvals: USFDA, European
- Stand alone units for peptides, anti-cancer, steroids, sex hormones



# Australia, Hungary & Tennessee (US)

 Controlled substances manufacture

## Corporate Governance



Our philosophy on corporate governance envisages working towards high levels of transparency, accountability and consistent value systems across all facets of operations



#### **Chairman**



**Israel Makov**Former President & CEO of Teva Pharma. Industries Ltd.

#### **Independent Director**



**Rekha Sethi**Director General
All India Management
Association (AIMA)

### **Independent Director**



Vivek C. Sehgal
Chairman, Samvardhana
Motherson Group &
Motherson Sumi Systems
Ltd.

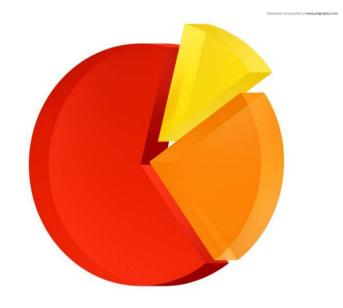
### **Independent Director**



Gautam B. Doshi
Professional with expertise
in M&A, Taxation, Accounting
& Corporate and Commercial
Laws.









### **Financials**



### Market Capitalisation Rs. 1,070 billion / US\$ 15 billion

( All Figures in Rs. Mn )

								•		
	FY14	YoY	FY15	YoY	FY16	YoY	FY17	YoY	FY18	YoY
P&L Summary										
Sales	1,60,044	42%	2,72,451	70%	2,78,881	2%	3,02,642	9%	2,60,659	-14%
Gross Profit	1,32,250	44%	2,05,059	55%	2,15,577	5%	2,21,335	3%	1,86,413	-16%
EBITDA	71,141	45%	77,208	9%	75,594	-2%	87,751	16%	51,846	-41%
Net Profit	31,415	5%	45,394	44%	45,457	0%	69,644	53%	21,616	-69%
Net Profit (Adjusted)	56,589 #	59%	47,771 #	-16%	52,309 #	9%	69,644	33%	33,665 #	-52%
R&D Spend	10,418	48%	19,550	88%	23,025	18%	23,138	0%	22,489	-3%
BS Summary	Mar'14	YoY	Mar'15	YoY	Mar'16	YoY	Mar'17	YoY	Mar'18	YoY
BS Summary Shareholders Funds	<b>Mar'14</b> 1,85,250	<b>YoY</b> 24%	<b>Mar'15</b> 2,80,415	<b>YoY</b> 51%	<b>Mar'16</b> 3,29,825	<b>YoY</b> 18%	<b>Mar'17</b> 3,66,397	<b>YoY</b> 11%	<b>Mar'18</b> 3,81,006	<b>YoY</b> 4%
•										
Shareholders Funds	1,85,250		2,80,415	51%	3,29,825	18%	3,66,397	11%	3,81,006	4%
Shareholders Funds Loan Funds	1,85,250 24,890	24%	2,80,415 75,724	51% 204%	3,29,825 83,164	18% 10%	3,66,397 80,910	11% -3%	3,81,006 97,518	4% 21%
Shareholders Funds Loan Funds Net Fixed Assets	1,85,250 24,890 58,242	24% 15%	2,80,415 75,724 96,848	51% 204% 66%	3,29,825 83,164 1,24,130	18% 10% 28%	3,66,397 80,910 1,49,404	11% -3% 20%	3,81,006 97,518 1,57,110	4% 21% 5%
Shareholders Funds Loan Funds Net Fixed Assets Investments	1,85,250 24,890 58,242 27,860	24% 15% 16%	2,80,415 75,724 96,848 35,028	51% 204% 66% 26%	3,29,825 83,164 1,24,130 18,298	18% 10% 28% -48%	3,66,397 80,910 1,49,404 11,919	11% -3% 20% -35%	3,81,006 97,518 1,57,110 71,430	4% 21% 5% 499%
Shareholders Funds Loan Funds Net Fixed Assets Investments Cash and Bank Balances	1,85,250 24,890 58,242 27,860 75,902	24% 15% 16% 87%	2,80,415 75,724 96,848 35,028 1,09,771	51% 204% 66% 26% 45%	3,29,825 83,164 1,24,130 18,298 1,31,817	18% 10% 28% -48% 20%	3,66,397 80,910 1,49,404 11,919 1,51,408	11% -3% 20% -35% 15%	3,81,006 97,518 1,57,110 71,430 99,290	4% 21% 5% 499% -34%

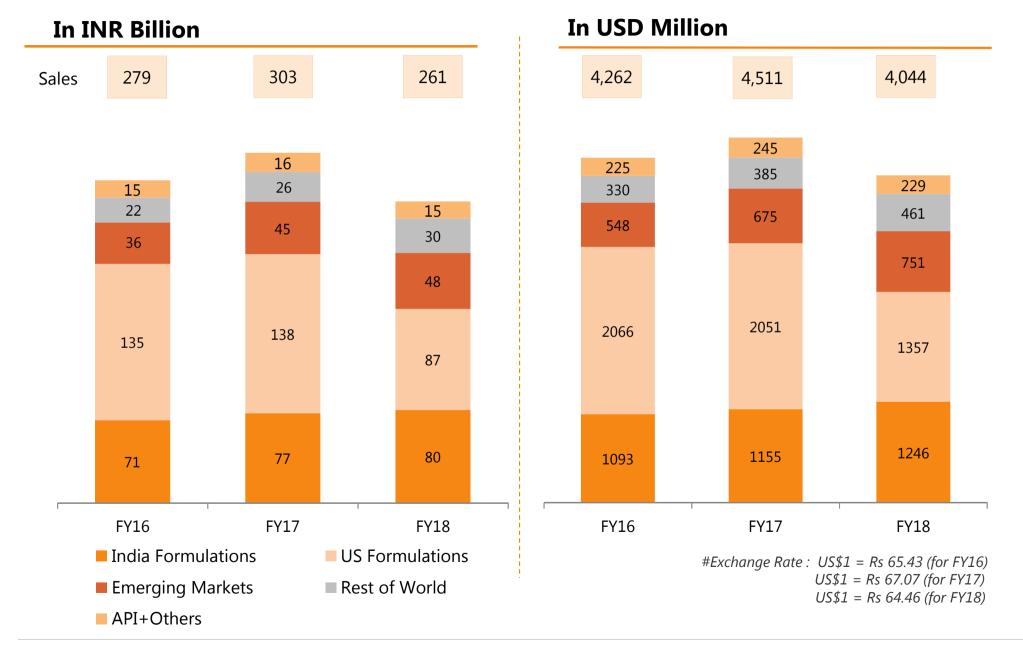
#### Exchange Rate:

For Market Capitalisation US\$1 = Rs 70.94(As on 13 February 2019)

<sup>#</sup> Adjusted for Rs 25.17 bn provision related to generic Protonix settlement for the year FY14 and adjusted for Rs 2.4 bn for settlement provision for Texas Medicaid Program litigation for FY15 and adjusted for Rs 6.9 bn of exceptional items related to Ranbaxy integration for FY16 and adjusted for Rs 12.1 bn provision related to Modafinil settlement & deferred tax adjustment for the year FY18.

# Sales Break-up

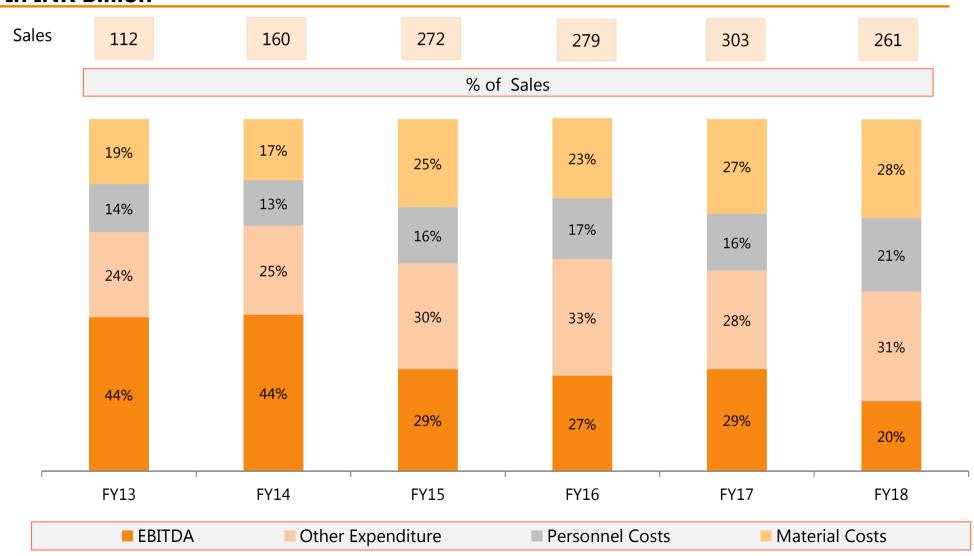




### **EBITDA Trend**

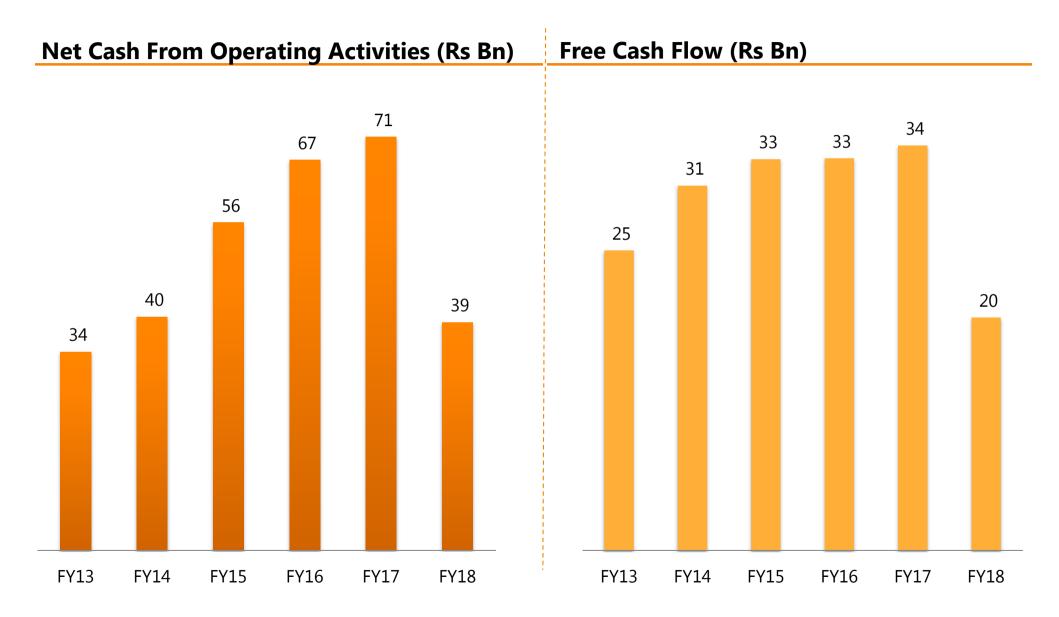


### **In INR Billion**



### Cash Flow





### **Financial Ratios**



	FY14	FY15	FY16	FY17	FY18
Growth (%)					
Sales	42.4	70.2	2.4	8.5	(13.9)
Gross Profit	44.4	55.1	5.1	2.7	(15.8)
EBITDA	45.0	8.5	(2.1)	16.1	(40.9)
Net Profit	5.3	44.5	0.1	53.2	(69.0)
Net Profit (Adjusted)	58.7 <b>#</b>	(15.6) #	9.5#	33.1	(51.7)#
Margins (%)					
Gross Margin	82.6	75.3	77.3	73.1	71.5
EBITDA Margin (%)	44.5	28.3	27.1	29.0	19.9
Net Margin	19.6	16.7	16.3	23.0	8.3
Net Margin (Adjusted)	35.4 #	17.5 #	18.8 #	23.0	12.9 #
Return (%)					
ROCE	26.9	14.3	14.6	16.1	7.8
ROE	30.9	18.5	17.6	19.8	8.9
Others					
Debt / Equity	0.13	0.27	0.25	0.22	0.26
Fully Diluted (USD) EPS	15.2	18.9	18.9	28.9	9.0
Fully Diluted EPS (USD) (Adjusted)	27.3 #	19.9 #	21.7 #	28.9	14.0 #
R&D Spend % of Net Sales	6.5	7.2	8.3	7.6	8.6
Revenue	6.2	6.7	8.0	7.1	7.9
Capital	0.3	0.4	0.3	0.6	0.7

<sup># #</sup> Adjusted for Rs 25.17 bn provision related to generic Protonix settlement for the year FY14 and adjusted for Rs 2.4 bn for settlement provision for Texas Medicaid Program litigation for FY15 and adjusted for Rs 6.9 bn of exceptional items related to Ranbaxy integration for FY16 and adjusted for Rs 12.1 bn provision related to Modafinil settlement & deferred tax adjustment for the year FY18.

# Key Financials Q3 & 9mFY19



( All Figures in Rs. Mn )

	Q3 FY19	Q3 FY18	CHANGE	9m FY19	9m FY18	CHANGE
Gross Sales	76,567	65,982	16.0%	2,16,420	1,93,549	11.8%
Gross Profit	54,911	44,985	22.1%	1,56,118	1,37,003	14.0%
Gross Margin	71.7%	68.2%		72.1%	70.8%	
EBITDA	20,694	13,984	48.0%	50,308	37,672	33.5%
EBITDA Margin	27.0%	21.2%		23.2%	19.5%	
Net Profit	12,419	3,216	286.2%	20,295	7,532	169.5%
Net margin	16.2%	4.9%		9.4%	3.9%	
Net Profit (Adjusted)	12,419	8,346 #	48.8%	32,439 #	22,167 #	46.3%
Net margin (Adjusted)	16.2%	12.6%		15.0%	11.5%	
R&D	4,648	4,730	-1.7%	14,172	15,060	-5.9%
R&D as % of Net Sales	6.1%	7.2%		6.5%	7.8%	
EPS (Diluted) INR	5.2	1.3	286.2%	8.5	3.1	169.5%
EPS (Diluted) INR (Adjusted)	5.2	3.5 #	48.8%	13.5 #	9.2 #	46.3%

<sup>#:</sup> Adjusted Rs 5.13 bn for Q3 FY18 & 9m FY18 provision on account of re-measurement of deferred tax assets.

<sup>#:</sup> Adjusted Rs 9.5 bn for 9m FY18 & Rs 12.1 bn for 9m FY19 provision related to Modafinil settlement in US.

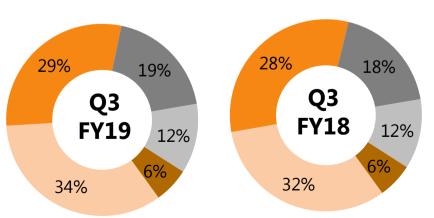
# Sales Breakup Q3 & 9mFY19



( All Figures in Rs. Mn )

	Q3 FY19	Q3 FY18	CHANGE	9m FY19	9m FY18	CHANGE
Formulation						
India	22,353	20,850	7%	62,470	60,667	3%
US	26,059	21,242	23%	75,475	63,750	18%
Emerging Markets	14,618	12,212	20%	41,425	35,598	16%
ROW	8,981	7,766	16%	23,774	22,304	7%
Sub-total	72,010	62,070	16%	2,03,143	1,82,319	11%
Bulk	4,261	3,698	15%	12,466	10,669	17%
Others	296	215	38%	812	562	45%
Gross Sales	76,567	65,982	16%	2,16,420	1,93,549	12%





# Includes Western Europe, Canada, Japan, Australia, New Zealand and other markets

# Key Milestones targeted for future



### US Business

- Enhance share of specialty/branded business
- Continue to focus on complex generics and high entry barrier segments
- Ensure broad product offering to customers across multiple dosage forms

### India Business

- Improve productivity of India business
- Maintain leadership position in a fiercely competitive market
- Continuously innovate to ensure high brand equity with doctors

### EM & RoW Business

- Gain critical mass in key emerging markets
- Enhance product basket in emerging markets
- Improve profitability in developed European markets

# Key Milestones targeted for future



### Global Consumer Healthcare

- Maintain leadership in existing markets through focus on innovative solutions
- Enhance presence in high growth markets

#### R&D

- Focus on developing complex products across multiple dosage forms
- Invest to further build on specialty pipeline

### Regulatory/ Quality

- Ensuring 24x7 compliance to cGMP is imperative for a global business
- Continuously enhance systems, processes, human capabilities to ensure compliance with global regulatory standards

#### **Financial**

- Target sustainable and profitable growth
- Focus on improving ROCE

### FY19 Guidance



**Consolidated Revenues** 

• Low double digit growth over FY18

**R&D Investments** 

• Approximately 7%-7.5% of revenues to be invested in R&D

Investing for Future

• Invest in R&D and in building the specialty business

# Sun Pharma at a glance



### 5<sup>th</sup> Largest Global Specialty Generic Company

US

• Ranked 6th in US\* / Largest Indian Pharma Company in US

India

• No. 1 Pharma Company in India

**Emerging Markets** 

 Amongst the largest Indian Pharma Company in Emerging Markets

Europe

Expanding presence in Europe

Manufacturing Footprint

• 44 manufacturing sites across the world

Market Presence

 Presence in more than 100 countries across branded and generic markets

**Product Portfolio** 

• Portfolio of more than 2,000 products across the world

**Employees** 

• 32,000+ global employee base

**Quality Compliance** 

 Multiple manufacturing facilities approved by various regulatory authorities across the world including USFDA

**R&D** and Manufacturing

 Capabilities across dosage forms like injectables, sprays, ointments, creams, liquids, tablets and capsules

Addressable Segments

 Specialty products, branded generics, complex generics, pure generics & APIs

<sup>\*</sup> Source: Evaluate Pharma Estimates for 12 months ended Dec 2017



### Thank You!

### For more information please contact:

#### **Investors:**

**Nimish Desai** 

Tel: +91 22 4324 4324, Ext 2778

Tel Direct +91 22 43242778

nimish.desai@sunpharma.com

#### **Corporate Address:**

SUN HOUSE, CTS No. 201 B/1, Western Express Highway, Goregaon (E), Mumbai 400063

 $\ensuremath{\mathbb{C}}$  2017 Sun Pharmaceutical Industries Limited., All Rights Reserved.

"SUN Pharma", The Sun Pharmaceutical Industries Logo are trademarks of Sun Pharmaceutical Industries Limited.

This material was used during an oral presentation; it is not a complete record of the discussion. This work may not be used, sold, transferred, adapted, abridged, copied or reproduced in whole on or in part in any manner or form or in any media without the prior written consent. All product names and company names and logos mentioned herein are the trademarks or registered trademarks of their respective owners.

NSE:SUNPHARMA, BSE: 524715, Reuters: SUN.BO, Bloomberg: SUNP IN

CIN: L24230GJ1993PLC019050

www.sunpharma.com