

Wockhardt Limited

Investor Meet
August 2012

Safe Harbor Statement

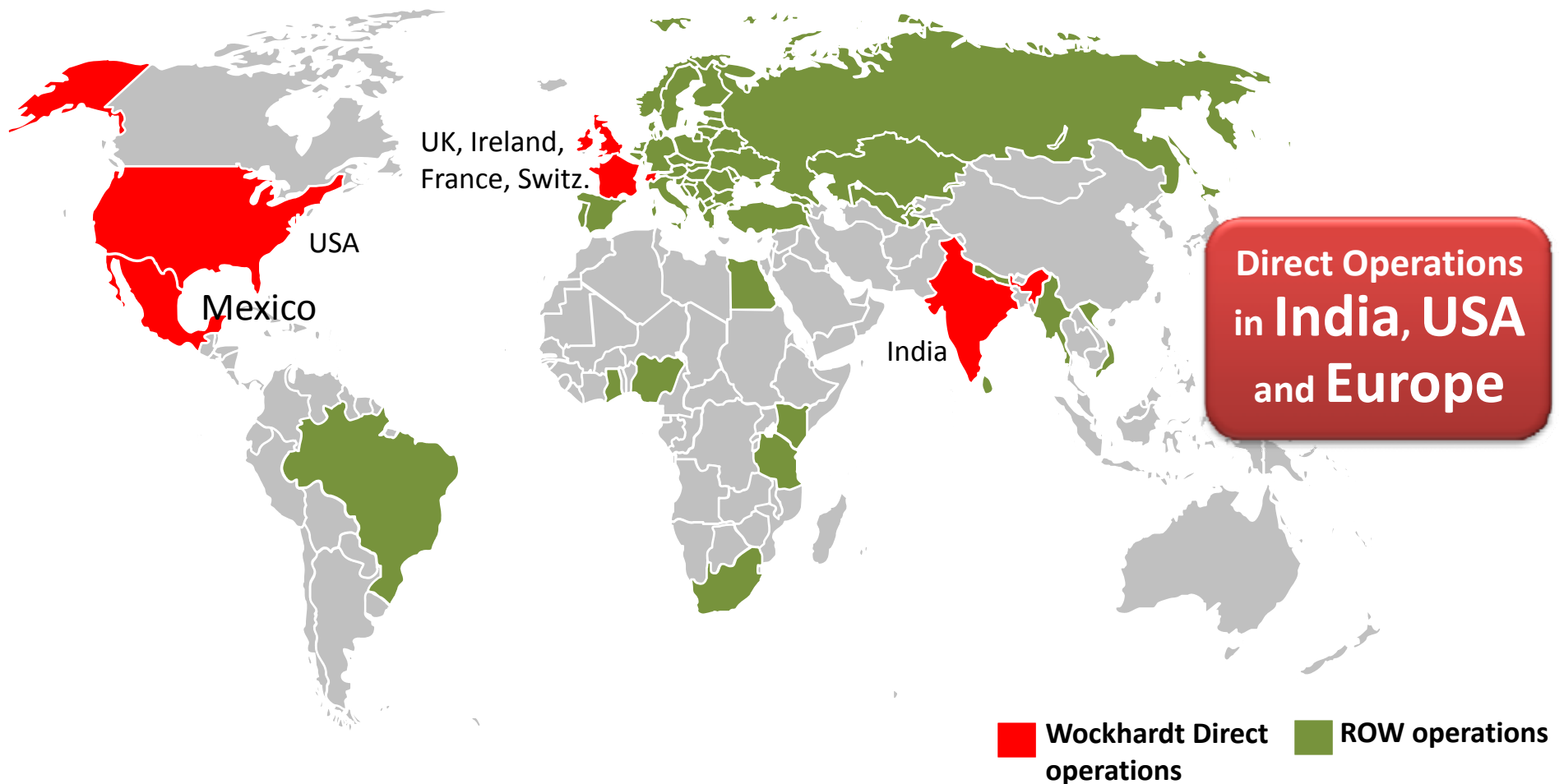
- Except for historical information contained herein, statements in this communication, which include words or phrases such as “will”, “aim”, “will likely result”, “would”, “believe”, “may”, “expect”, “will continue”, “anticipate”, “estimate”, “intend”, “plan”, “contemplate”, “seek to”, “future”, “objective”, “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. Wockhardt Limited does not undertake any obligation to update forward looking statements to reflect events or circumstances after the date thereof.

Introduction to Wockhardt

Key business Dynamics

Dr. Habil Khorakiwala
Chairman – Wockhardt Limited
August 2012

Wockhardt Today



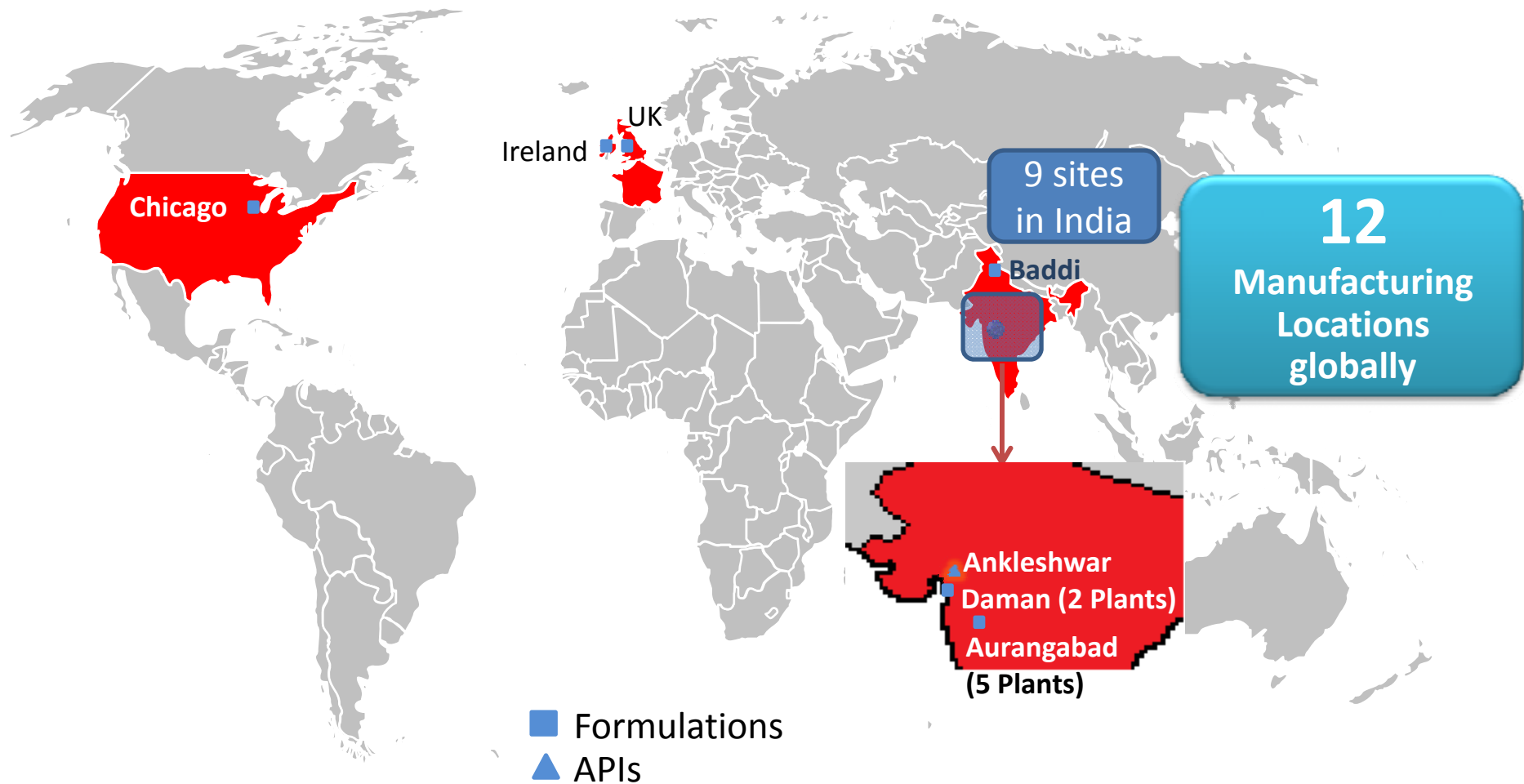
Wockhardt Today



7900 people

21 nationalities

Wockhardt Today



Wockhardt Today



3 R&D Centers
worldwide

R&D – A Strategic Core

Technology Focus

- Undertaking Complex Technology oriented Research

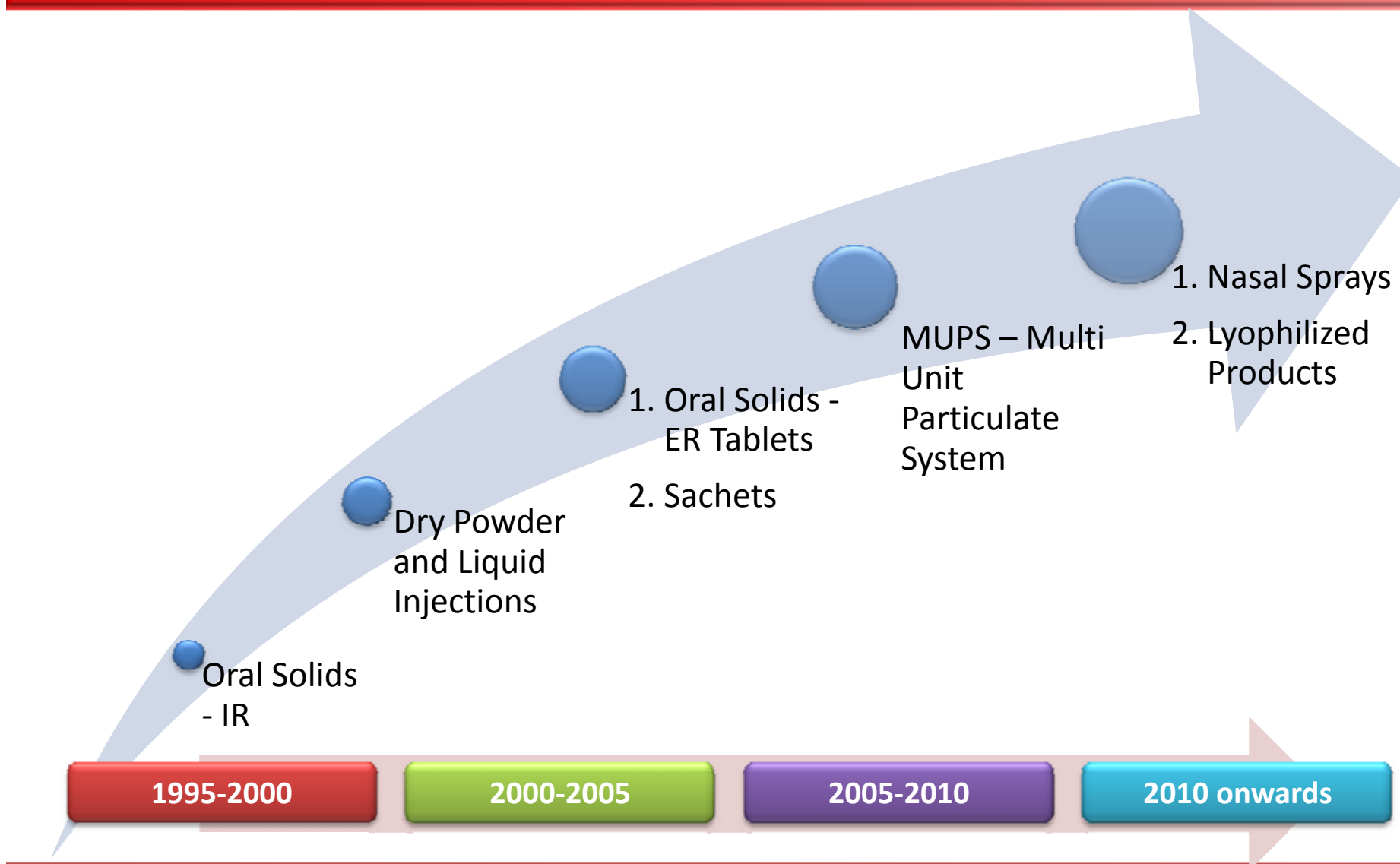
Patents

- Creating Intellectual Property

Competitive Dynamics

- Staying ahead of the curve by focusing on High Technology, Limited Competition oriented products.

Gaining Technological Edge



Fitter & Trimmer Organization

Focus on Core Business

Cost Control Measures

Effective Marketing Plans

Harbingers of Change

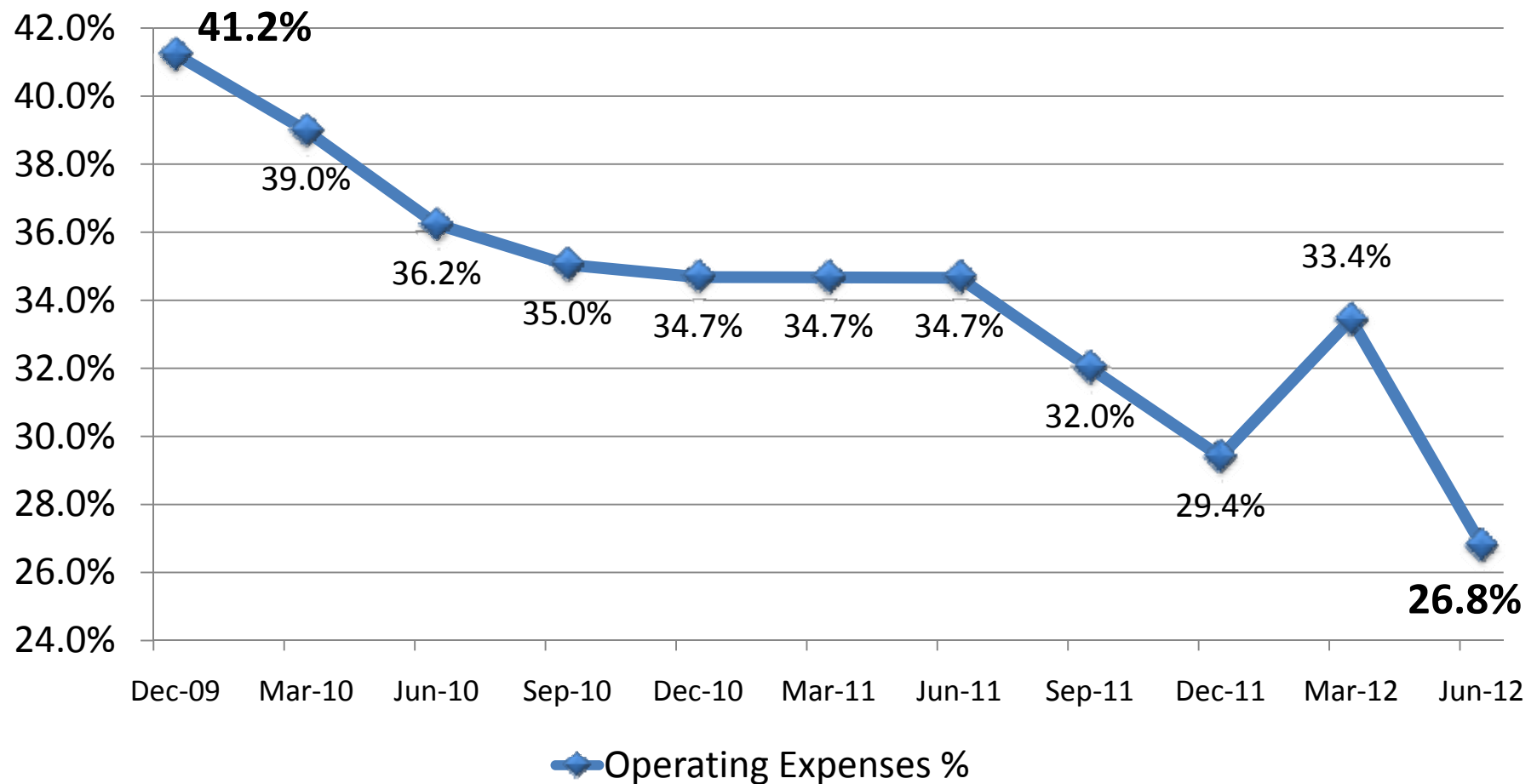
Value Based Business Model

Wockhardt Associates Ownership of Organization

Effective Use of Resources

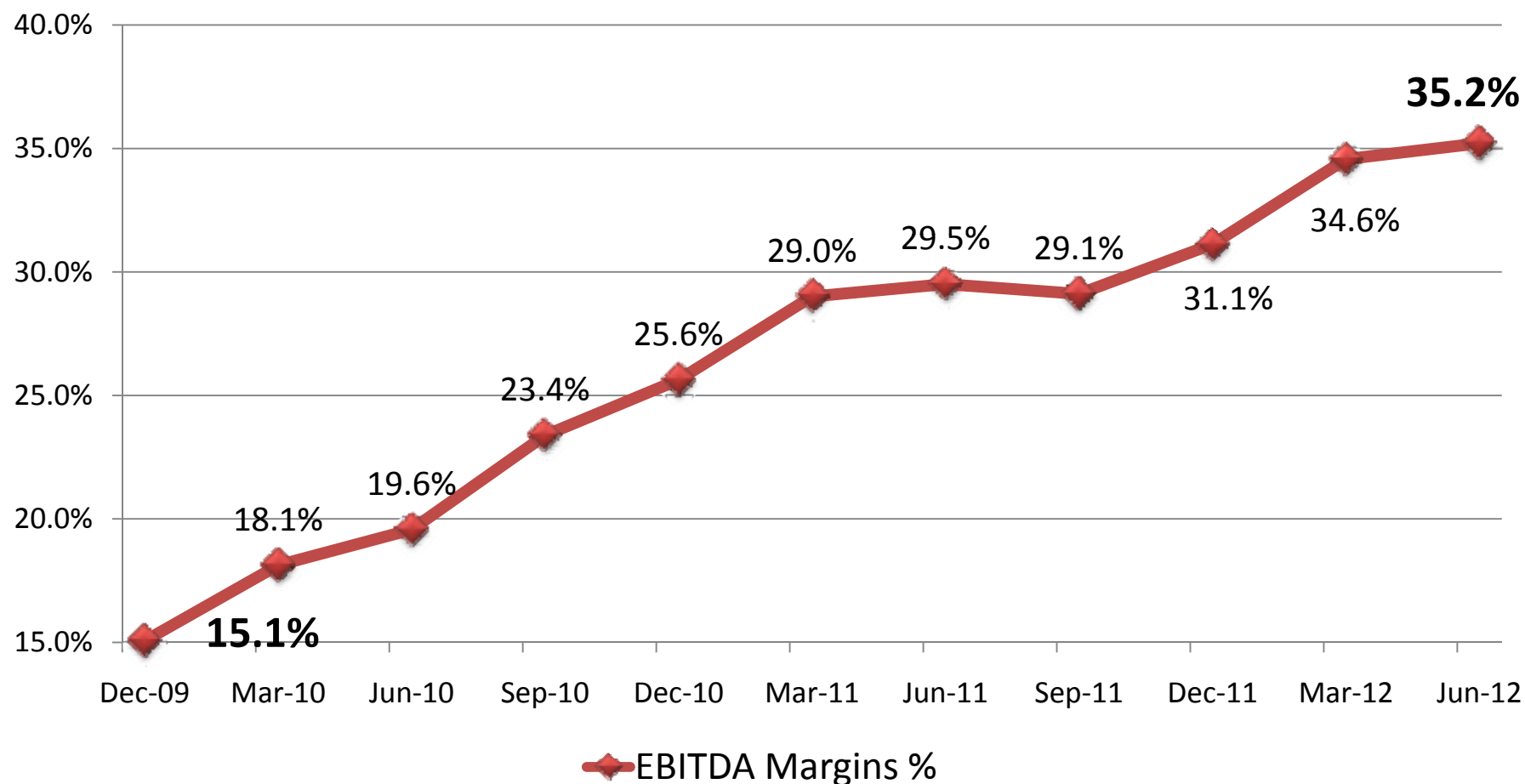
Operating Expense reduced by 1420 Basis Points Over 30 Months

Operating Expenses % to Sales



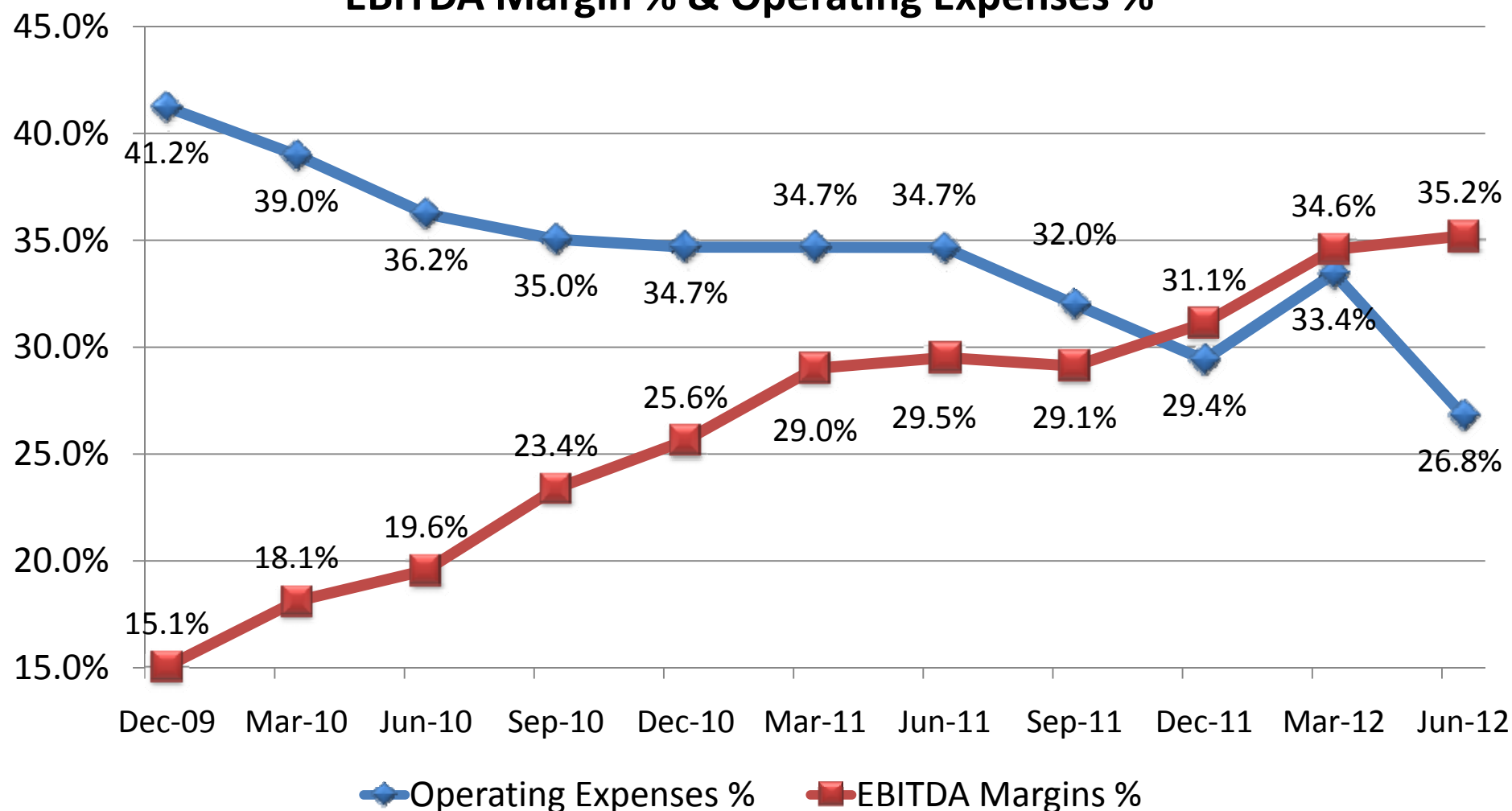
Operating Profits Margin improved by 2010 Basis Points Over 30 Months

Operating Profit (EBITDA) Margins %



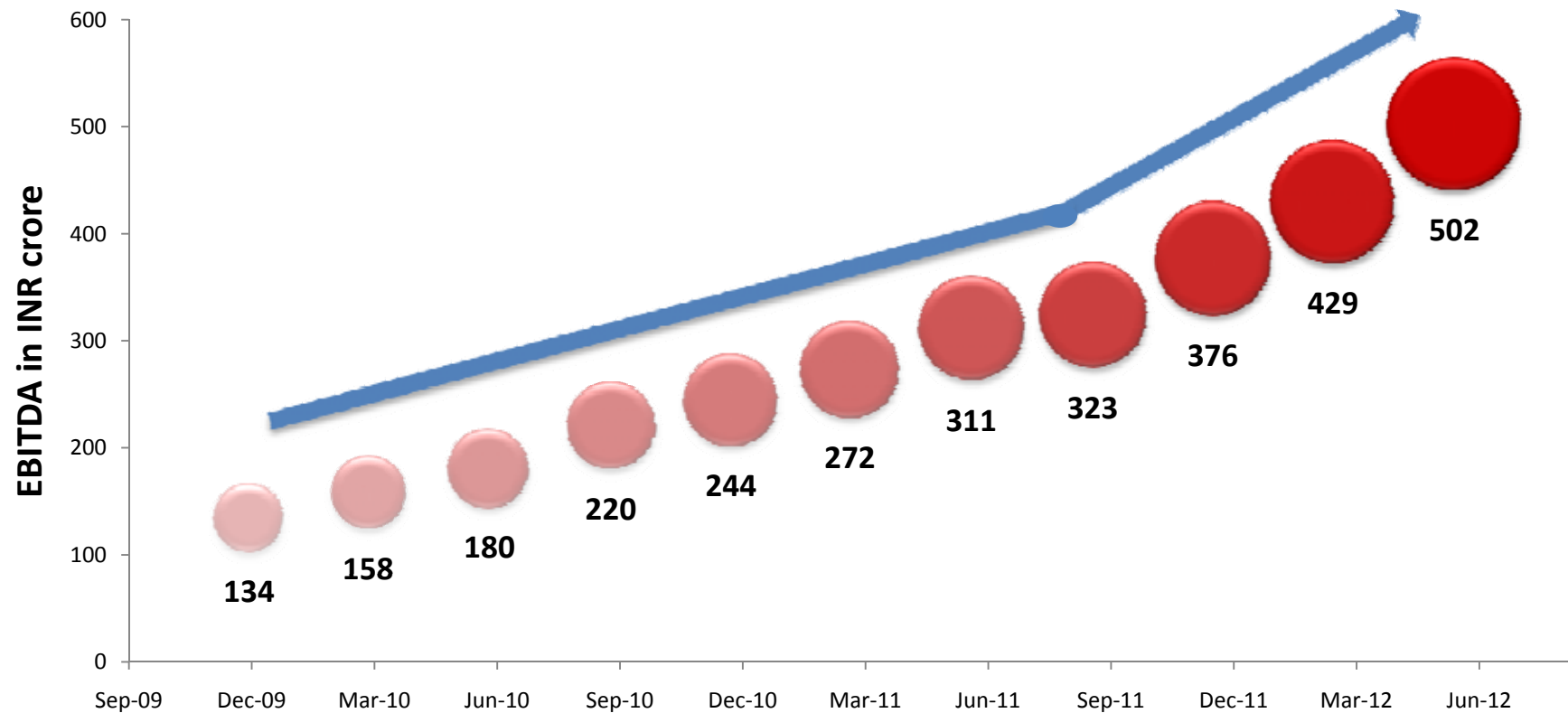
All Round Improvement

EBITDA Margin % & Operating Expenses %

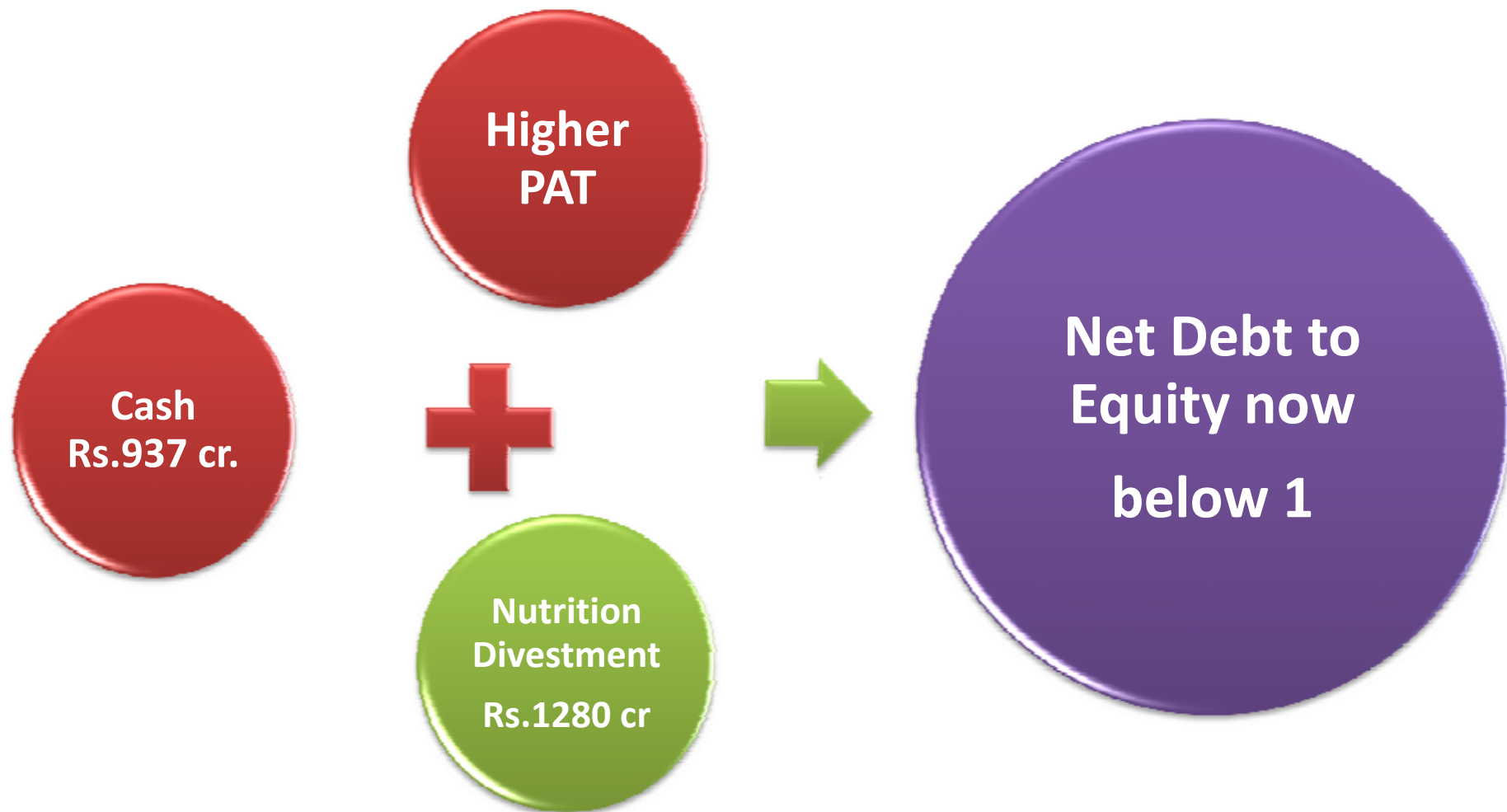


EBITDA improved to 3.75 times over 10 Consecutive Quarter of Sequential Growth

EBITDA Quarter on Quarter

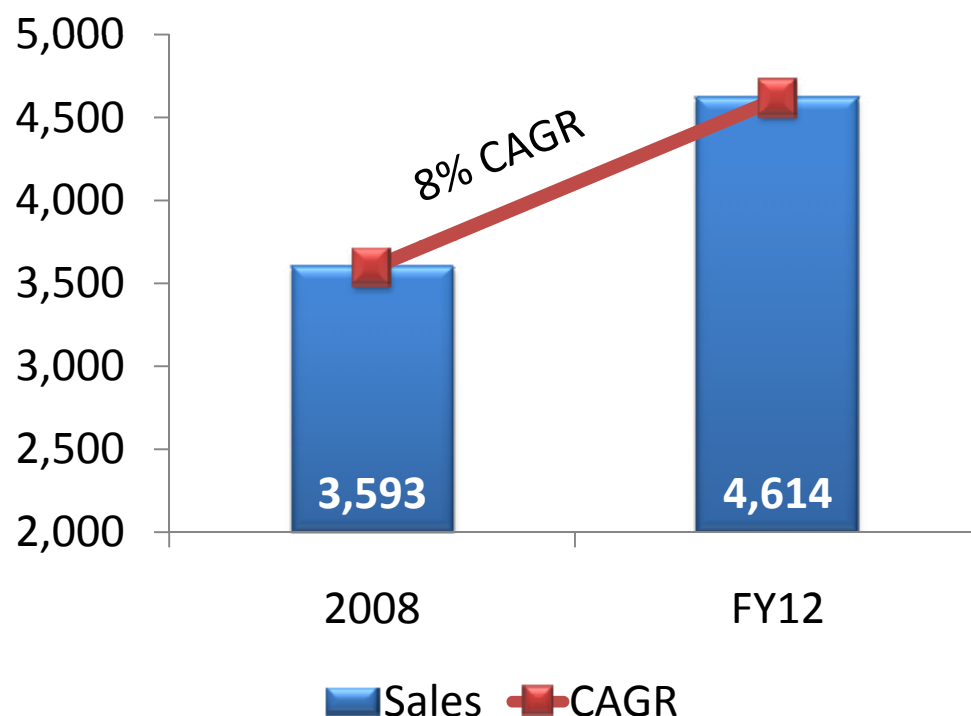


Fit & Trim



Gaining Financial Health

SALES



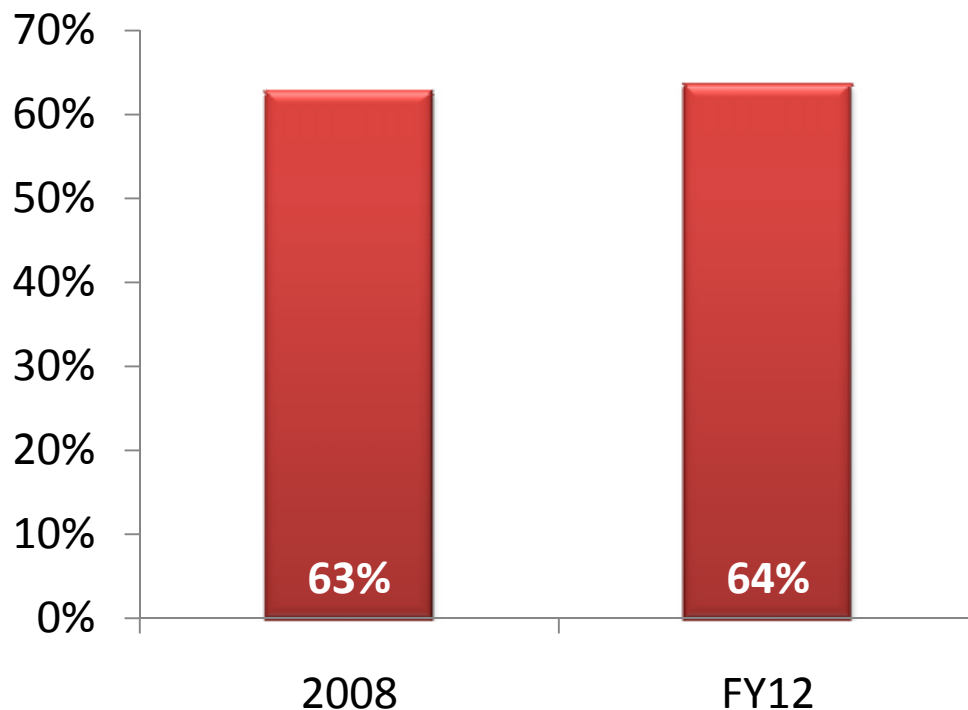
FY12 – Sales growth of 23% over FY11

Q1FY13 – 5th Consecutive quarter of sequential growth in Sales

USA – Now contributes 46% of global sales in Q1FY13

Gaining Financial Health

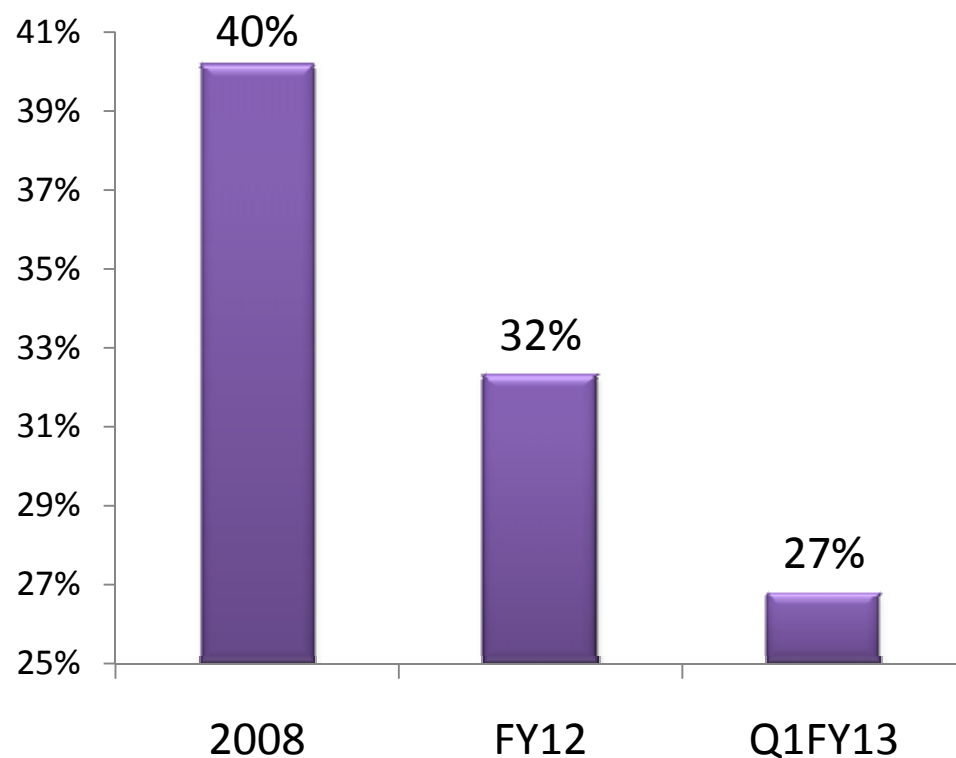
Gross Margins



Gross Margins remained at same levels as 2008.

Gaining Financial Health

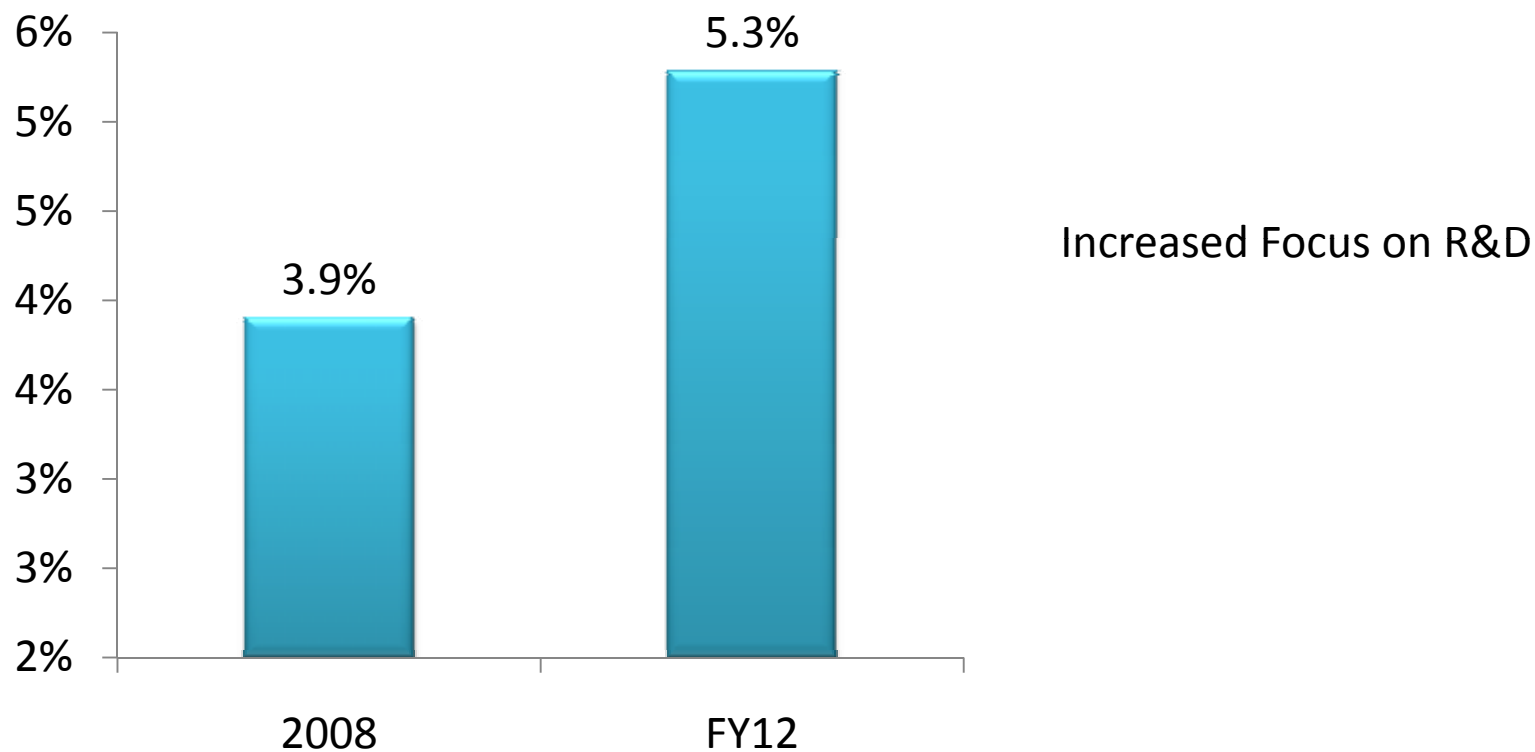
Operating Expenses % to Sales



Effective Cost Control Measures
resulted in reduction of Operating
Expenses as % to Sales

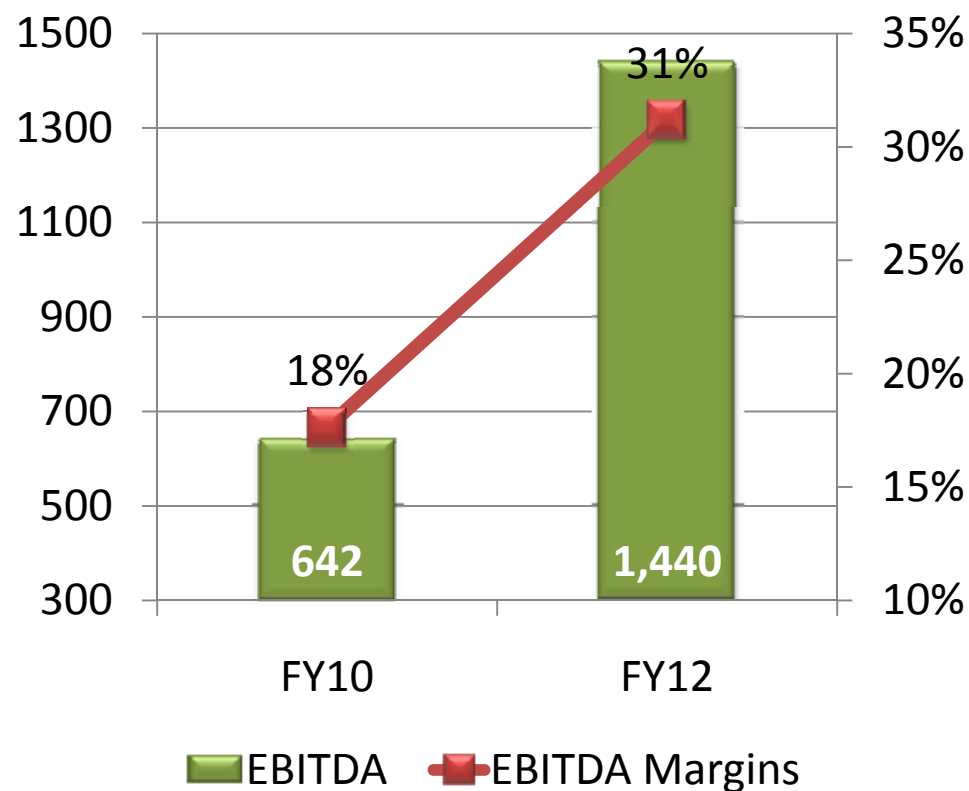
Gaining Financial Health

R&D Expenses % to Sales



Gaining Financial Health

EBITDA & EBITDA Margins

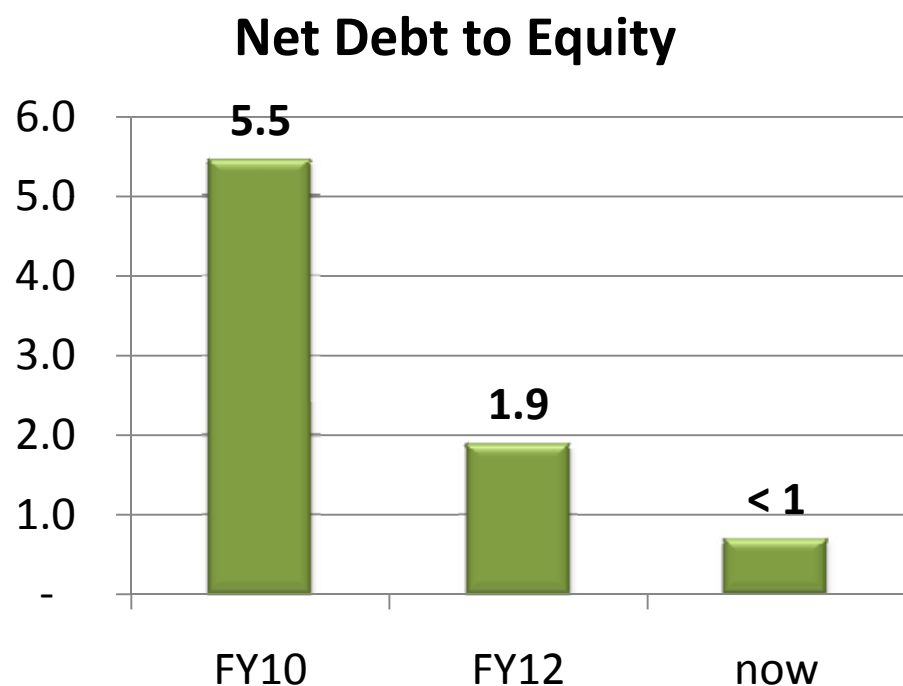


10th Consecutive quarter of sequential growth in EBITDA

One of the highest margins in the industry

Gaining Financial Health

Net Debt to Equity



Net Debt to Equity now below 1 after the completion of the Nutrition Business Sale

Giving Back to Society



Programs

1. Mobile 1000
2. Mobile 1000 eye
3. Mobile 1000 Urban
4. HIV / AIDS (WHARF)
5. Smile Please
6. Deworm India
7. Khel Khel Mein
8. Dr. Health
9. The Human Voice



AWARD

ICICI Foundation & CNBC TV18
“Inclusive India Impact Award “

Under Corporate Category for best
social work in Primary Health

This is
Wockhardt's
Transformation

Business Highlights

Dr. Murtaza Khorakiwala
Managing Director – Wockhardt Limited
August 2012

Key Questions

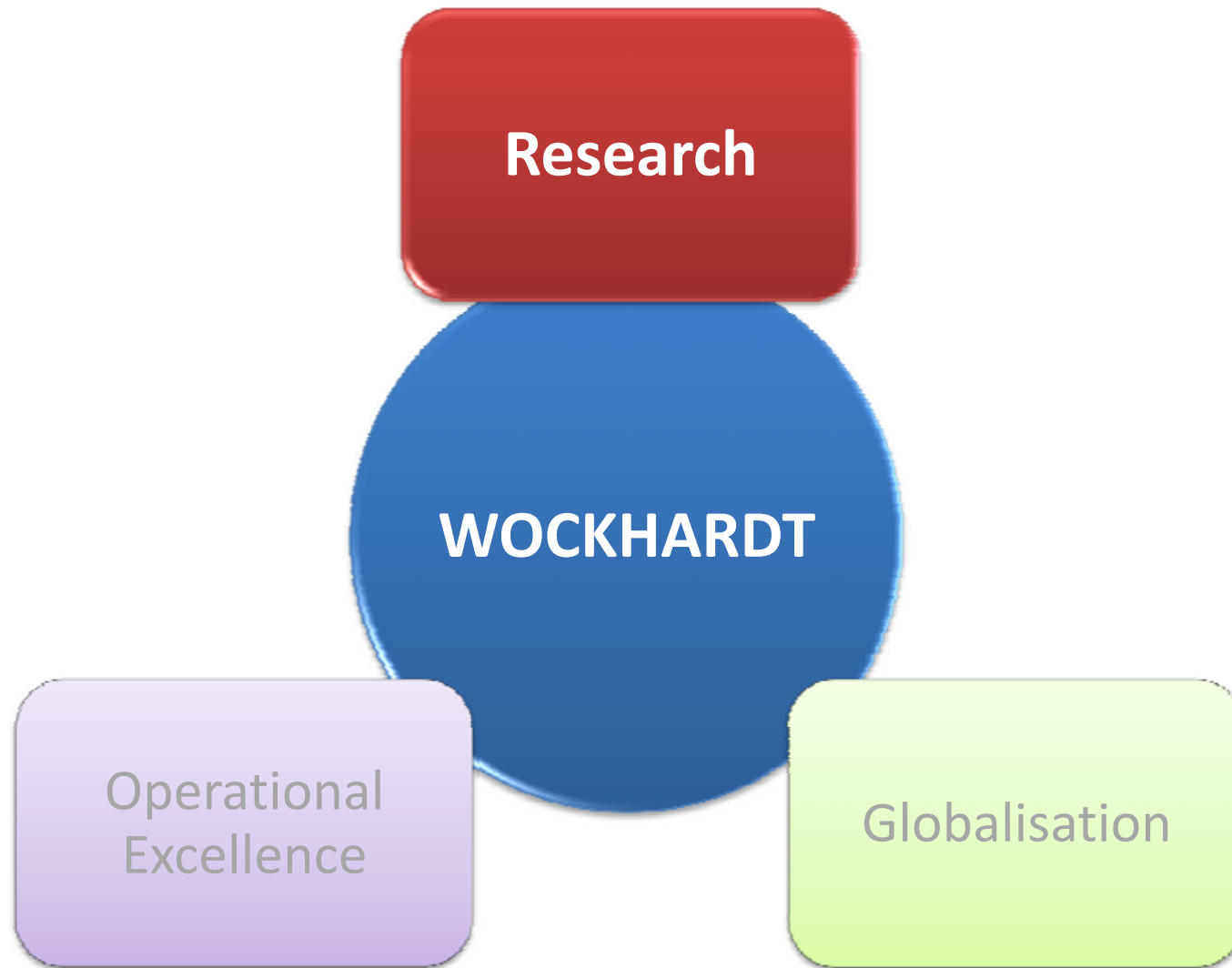
1. Do we have a Sustainable Business Model
2. Q1 Results & Peer Positioning
3. Will we deliver Consistent Profits



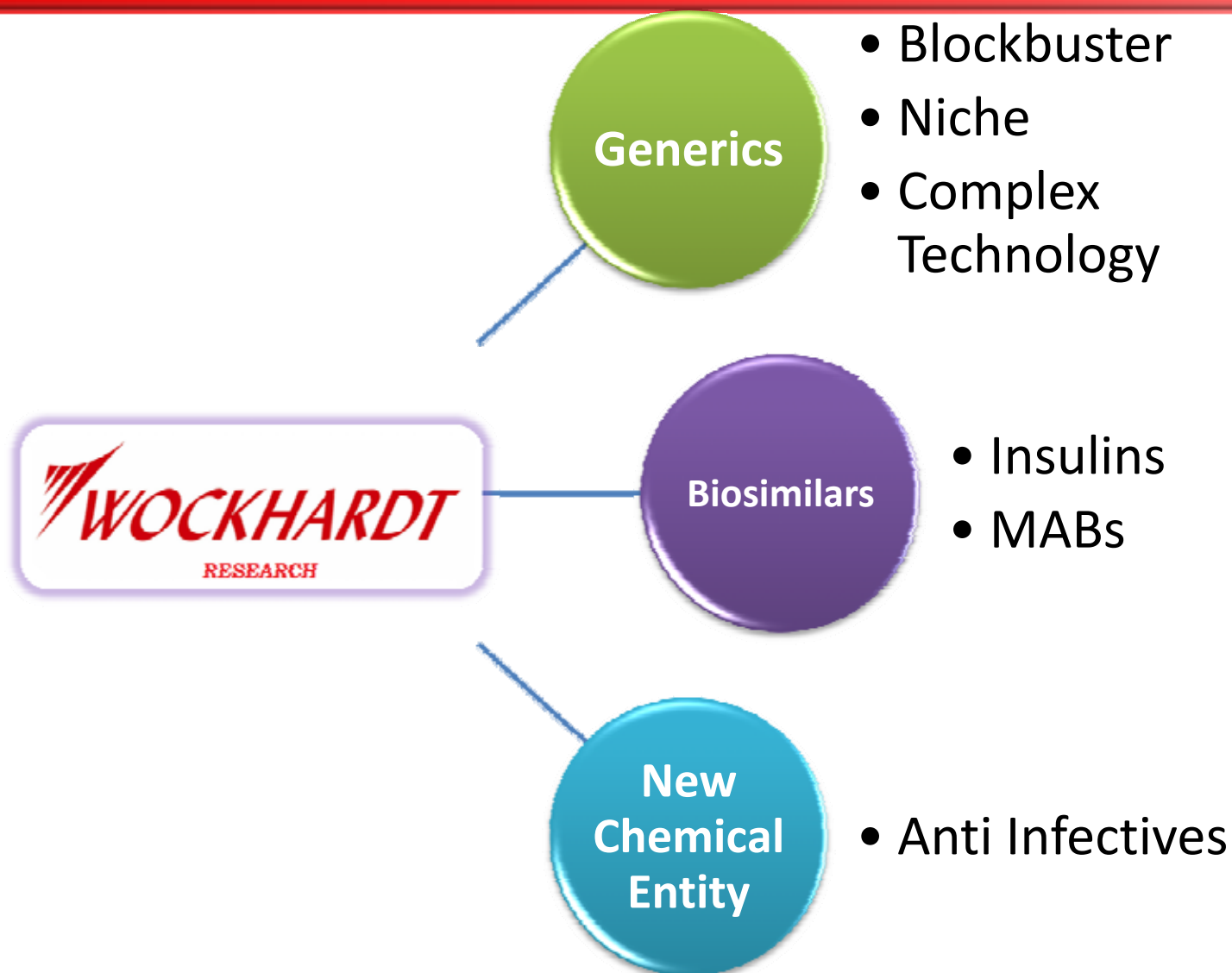
Sustainable Business Model



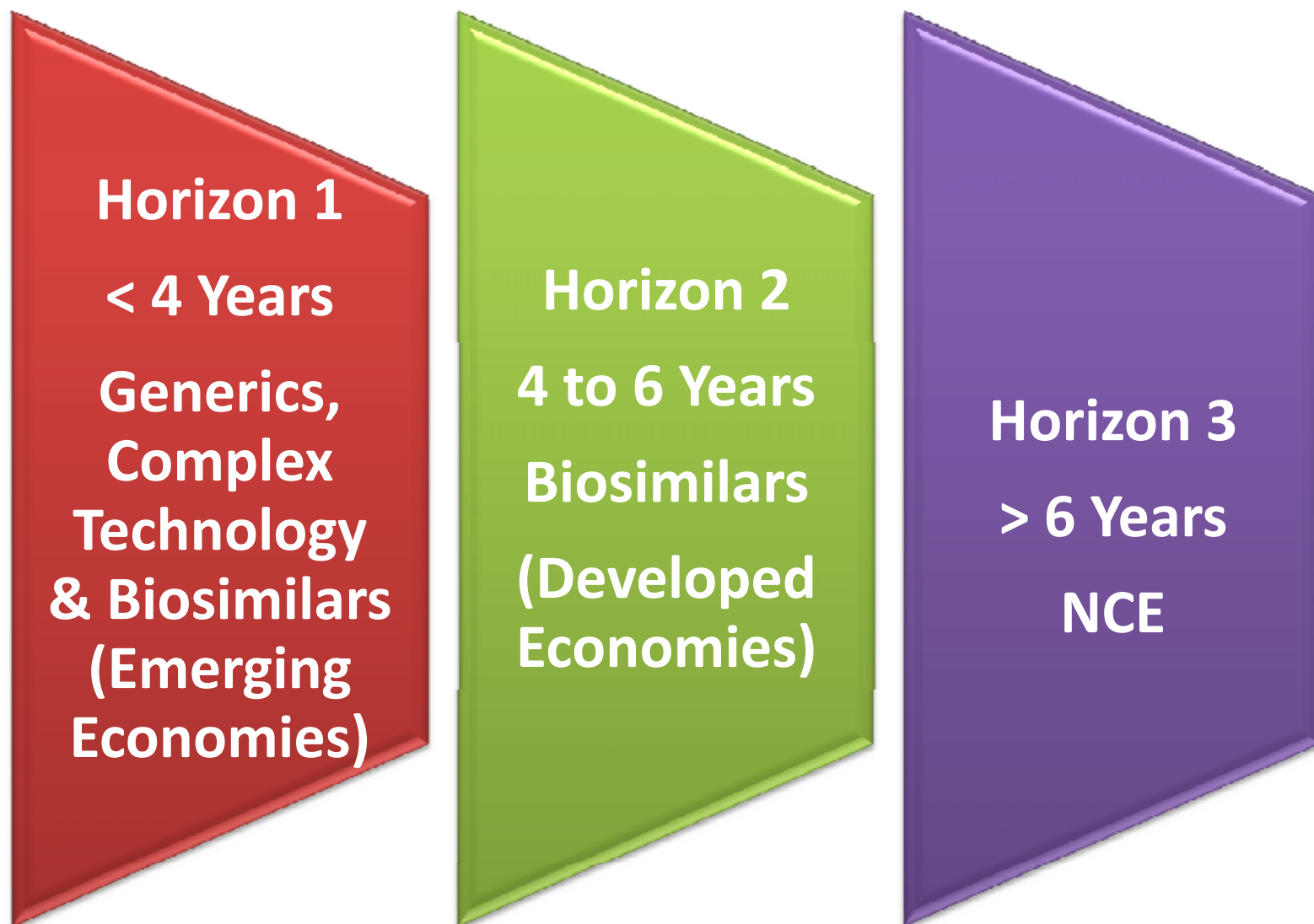
Sustainable Business Model



Research



Research – Long Term Planning



Complex Products Focused Research

3 R&D Centers Worldwide

458

Products sold in
USA & Europe
manufactured in
India, USA, UK &
Ireland

164

Global Patents
granted globally.
1585 patents filed

578

Scientists
developing
innovative and
technologically
advanced
medicines

33

US ANDAs
pending approval

Won Patent Awards 3 Years in a row

Recent Product Launches

US

6 – FY12

Pantoprazole
Donepezil
Venlafaxine
Fluticasone
Levofloxacin
Clarithromycin

4 – FY13 (till date)

LEC
Valacyclovir
Lansoprazole OTC
Fexofenadine OTC

UK

7 – FY12

Alendronic Acid
Mycophenolate Mofetil
Remifentanil Powder Inj
Oxycodone
Adenosine Soln Inj
Donepezil
Clarithromycin

3 – FY13 (till date)

Atorvastatin
Losartan
Ropinarole

Others

FY12

13 – Ireland
24 – India

FY13 (till date)

4 - Ireland
6 - India

Product Approvals Since 1 April '12

US

6 – Till Date

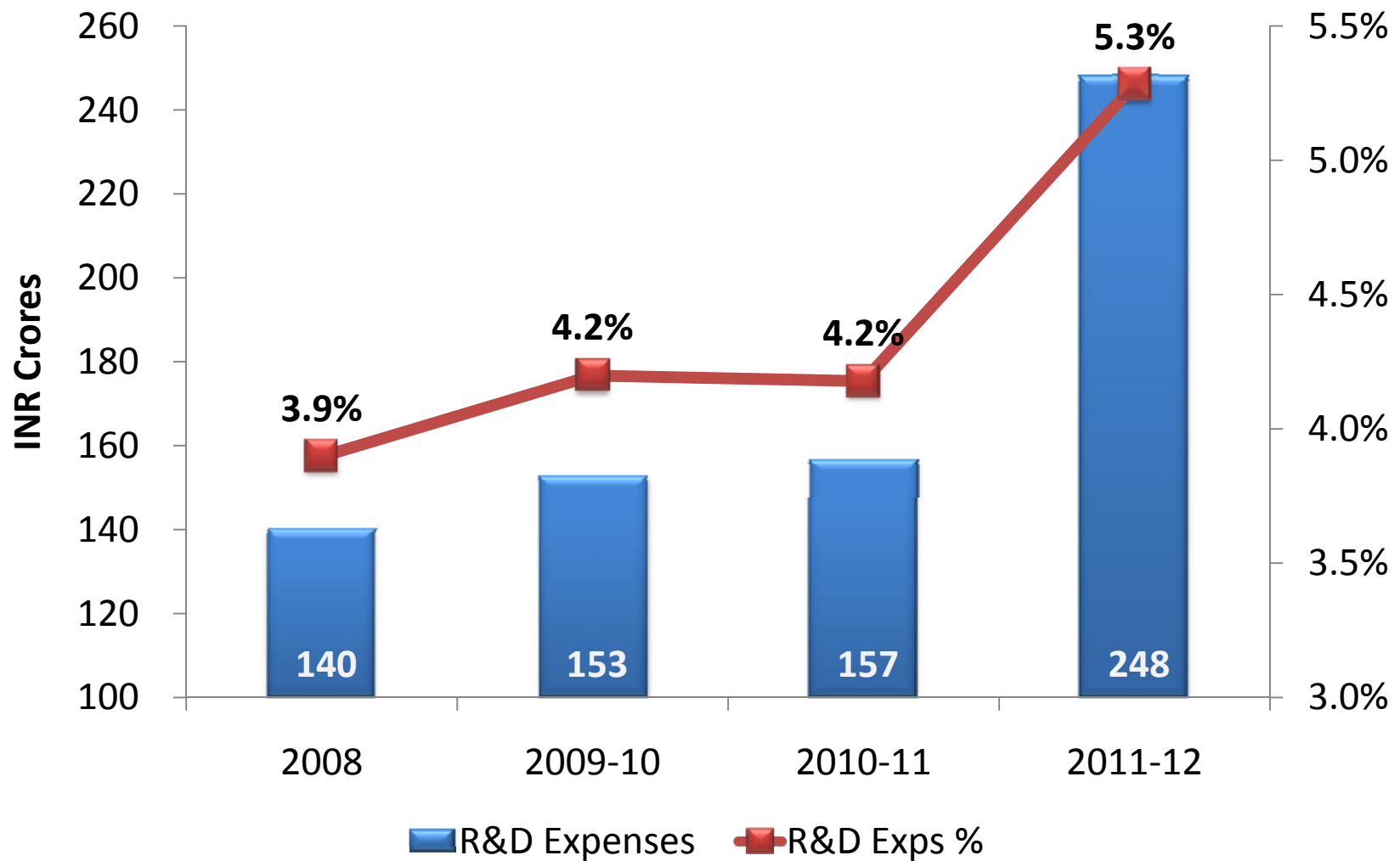
Lansoprazole OTC
Clopidogrel Bisulphate
Alfuzosin
Entacapone
Felodipine
Ziprasidone (TA)

UK

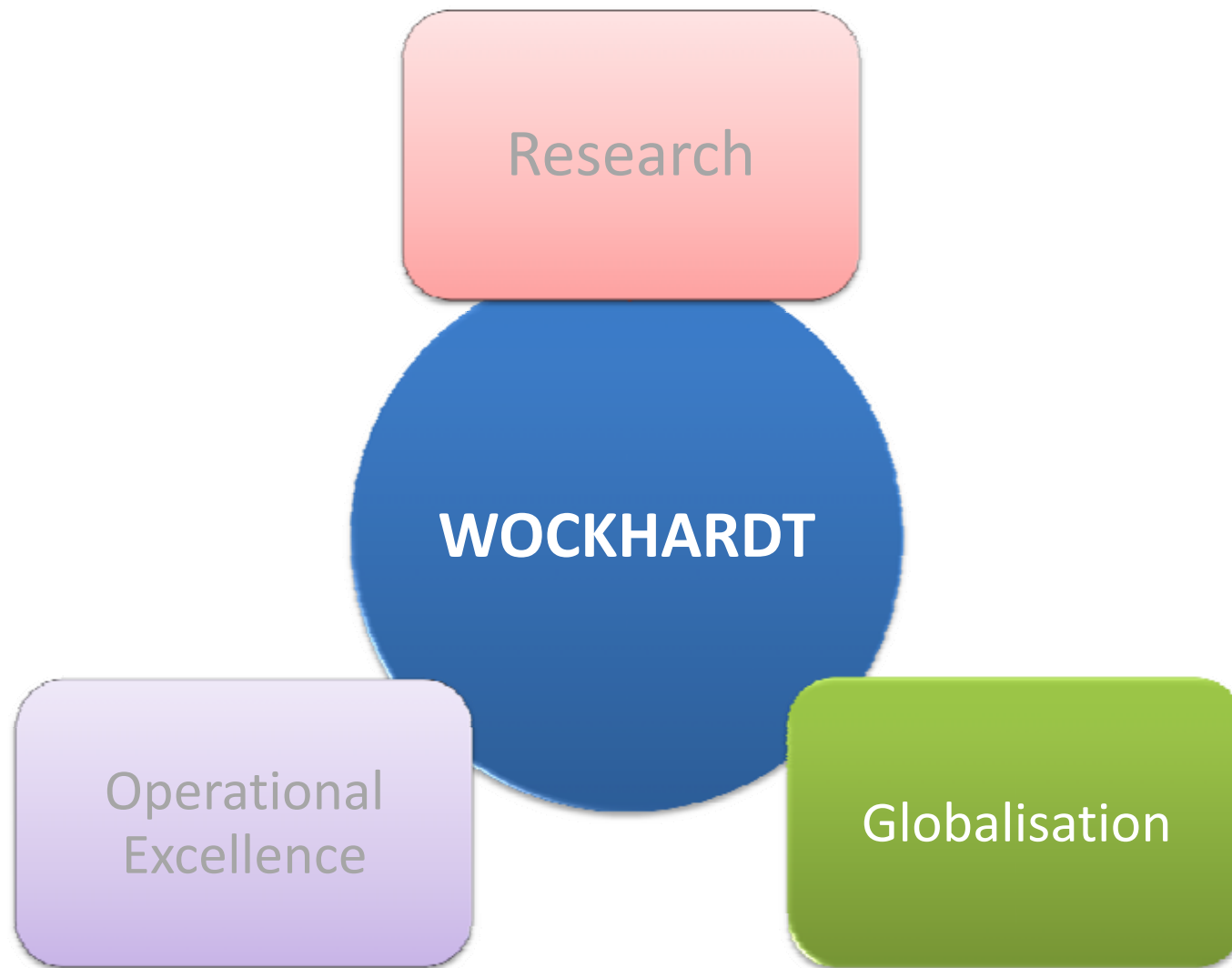
2 – Till Date

Atorvastatin
Levetiracetam

Increased Focus on R&D



Sustainable Business Model



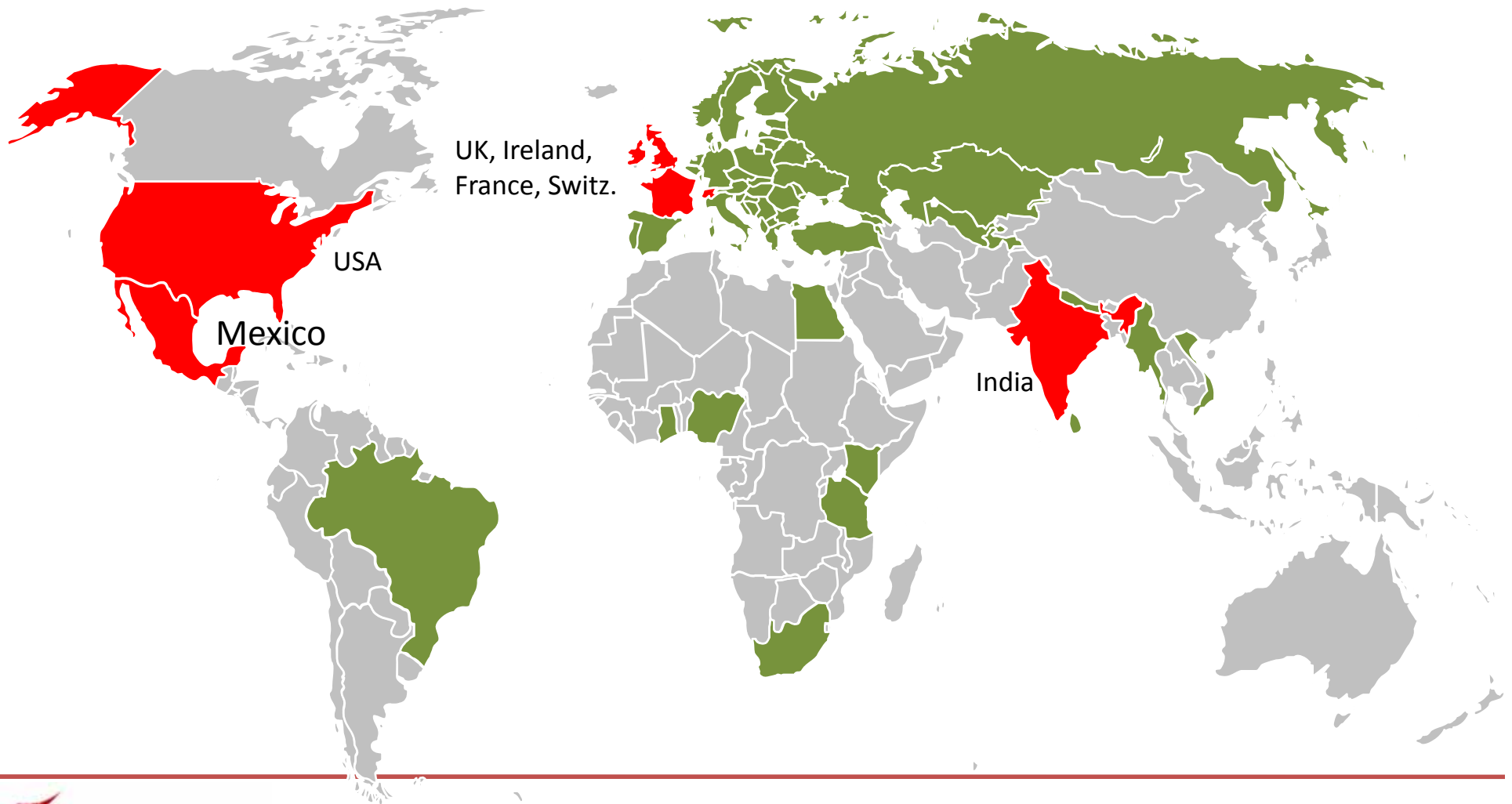
Global Operations



Wockhardt Direct operations

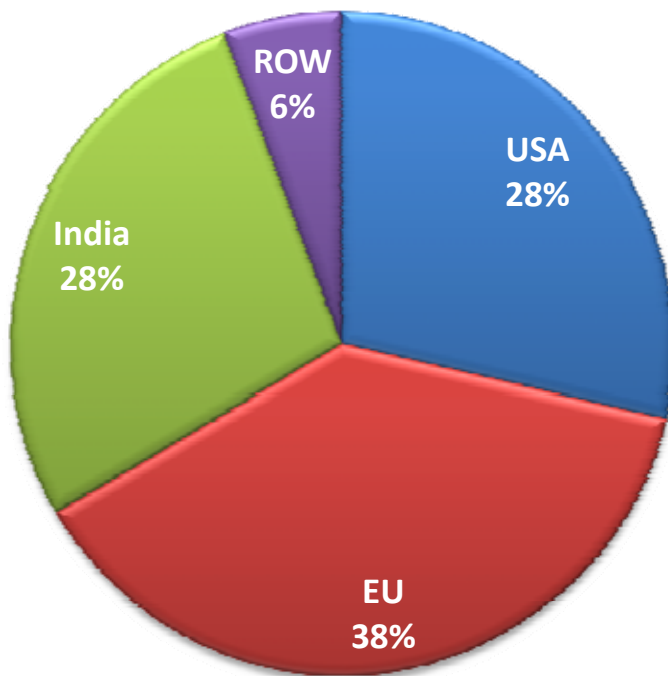


RoW operations

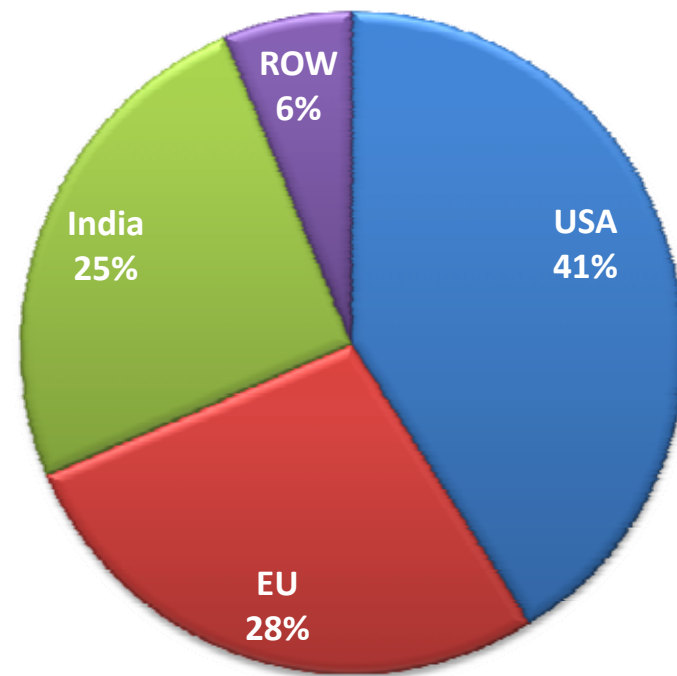


Geographical Split

FY11



FY12

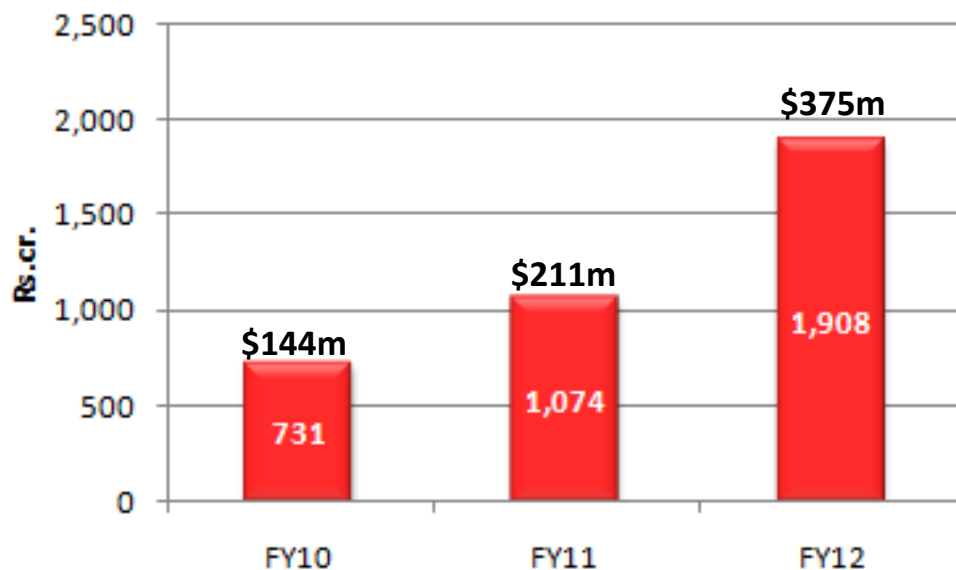


Increased presence in High Growth, High Profit geography.

US Business: Profitable Growth



USA SALES



\$ values at convenience translation rate of Rs.50.83

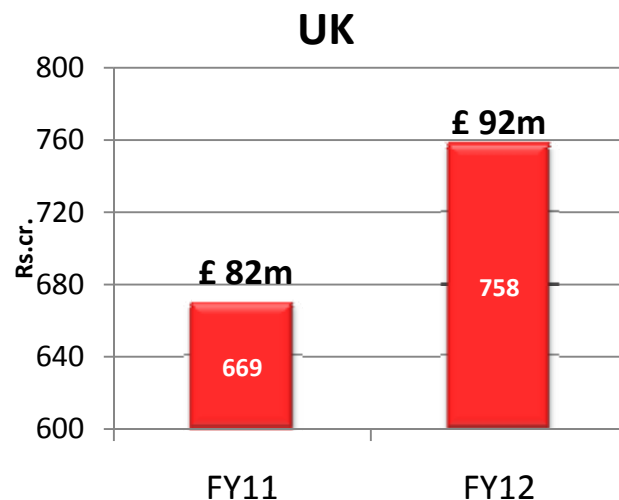
- Growth of 78% YOY
- 6 New Products launched in FY12
- 6 Approvals received in FY13 & 4 launched
- Improved Market Share position in key products
- Surge in the Injectable business
- Launch of AG version of Stalevo® - LEC

EU Operations: Strong UK Operations



UK Operations

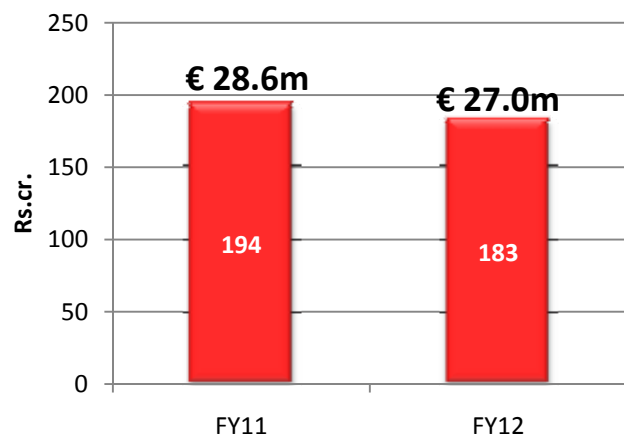
- Strong UK operations growth by 13% against a depressed market growth
- UK business rank No. 3 in overall Generic space and No. 2 in UK hospital business
- 7 new products launched in FY12 and 3 in Q1 FY13 including Atorvastatin



£ values at convenience translation rate of Rs.81.44

EU Operations: Ireland & France

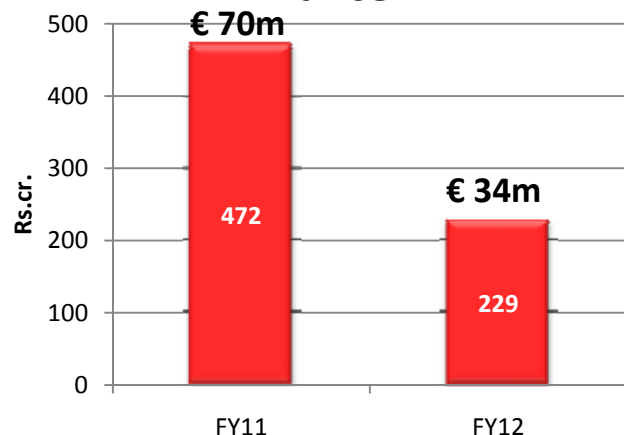
Ireland



Ireland Operations

- Continues to be No. 1 branded generic company in Ireland with 30% market share
- Launched 13 products in FY 12 and 4 in YTD FY13 including Atorvastatin

France



France Operations

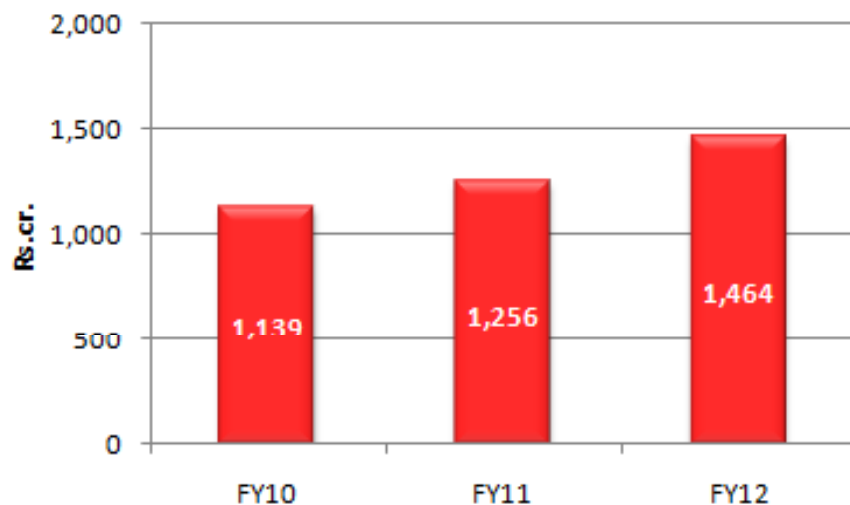
- De-growth of 52% due to genericization of its key drug
- Restructured the operations
 - Reduced operating costs by ~70%
 - Reduced employees from 497 to 63

€ values at convenience translation rate of Rs.67.90

India & RoW Operations



India & ROW Sales



- Indian Branded Business grew at 16% in FY12 compared to 15% market Growth.
- 7 Brands among top 300 Industry brands
- Strong pan India field force of over 3000 employees
- 3rd rank in Indian Pain management market.
- RoW operations grew by 36% in FY12

Sustainable Business Model



Fit & Trim Operations



Gross Margins at
64% in FY12 vs.
63% in FY08

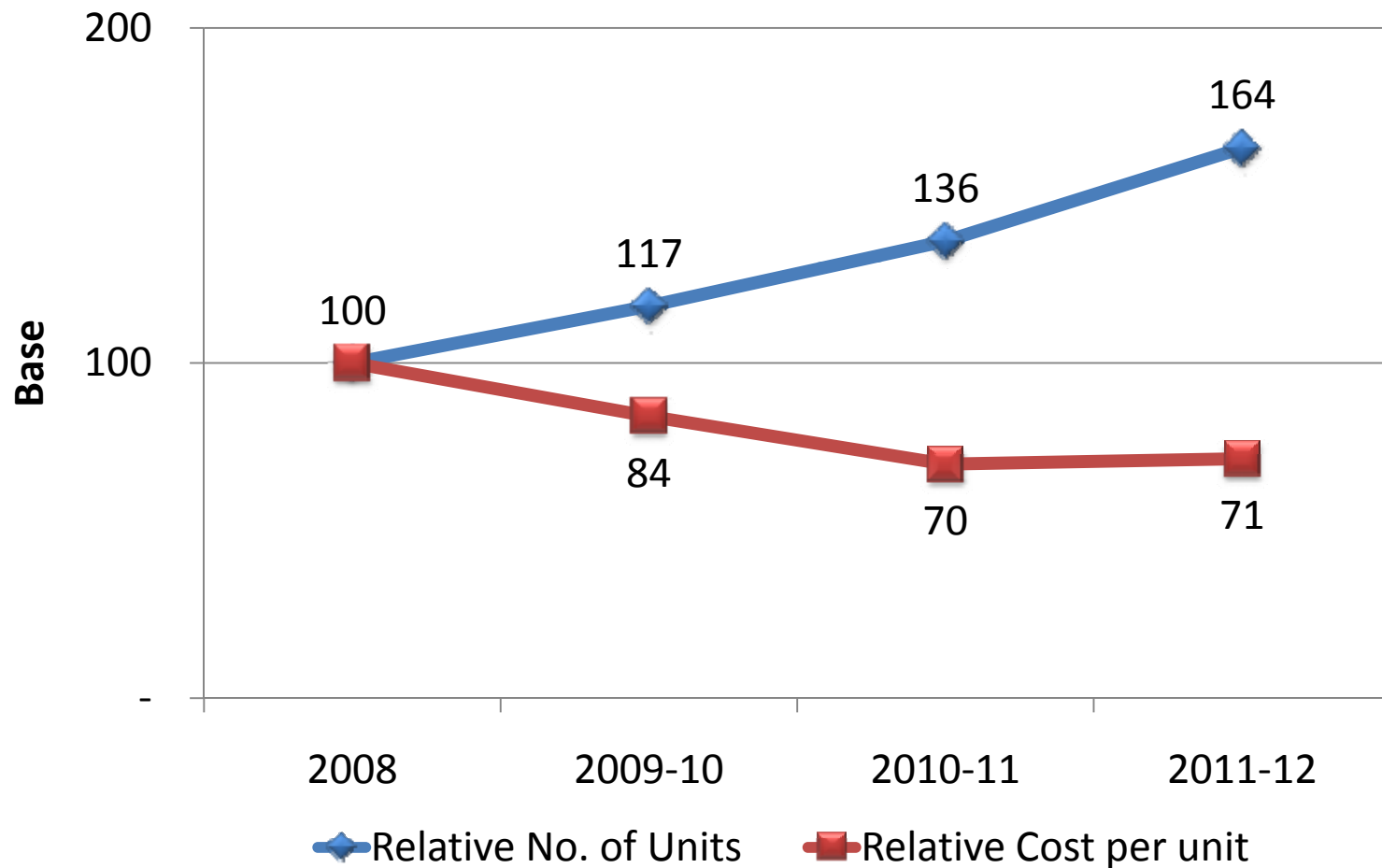


Operating Expenses at
32% in FY12 vs.
40% in FY08

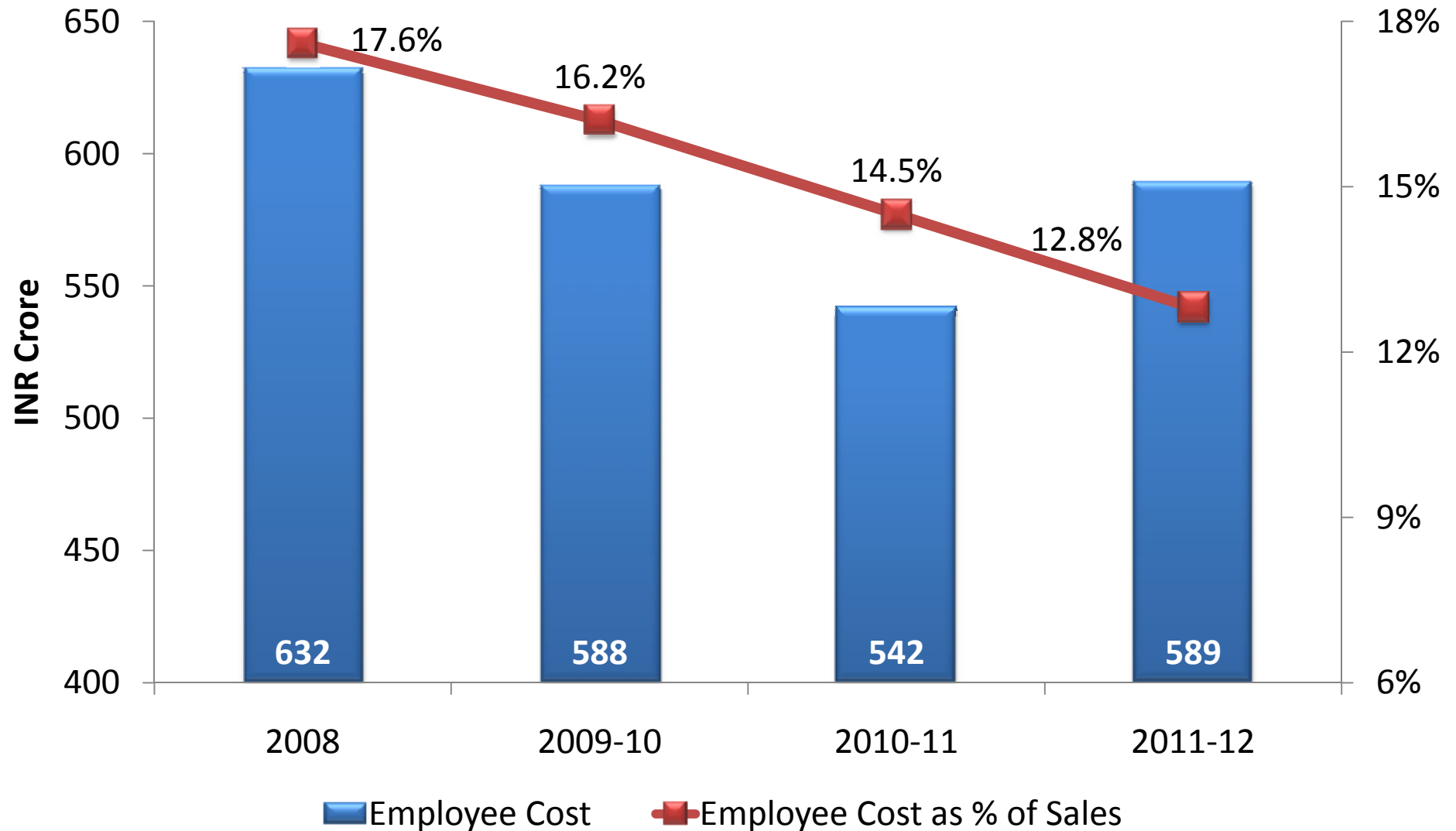


EBITDA Margins at
31% in FY12 vs.
18% in FY10

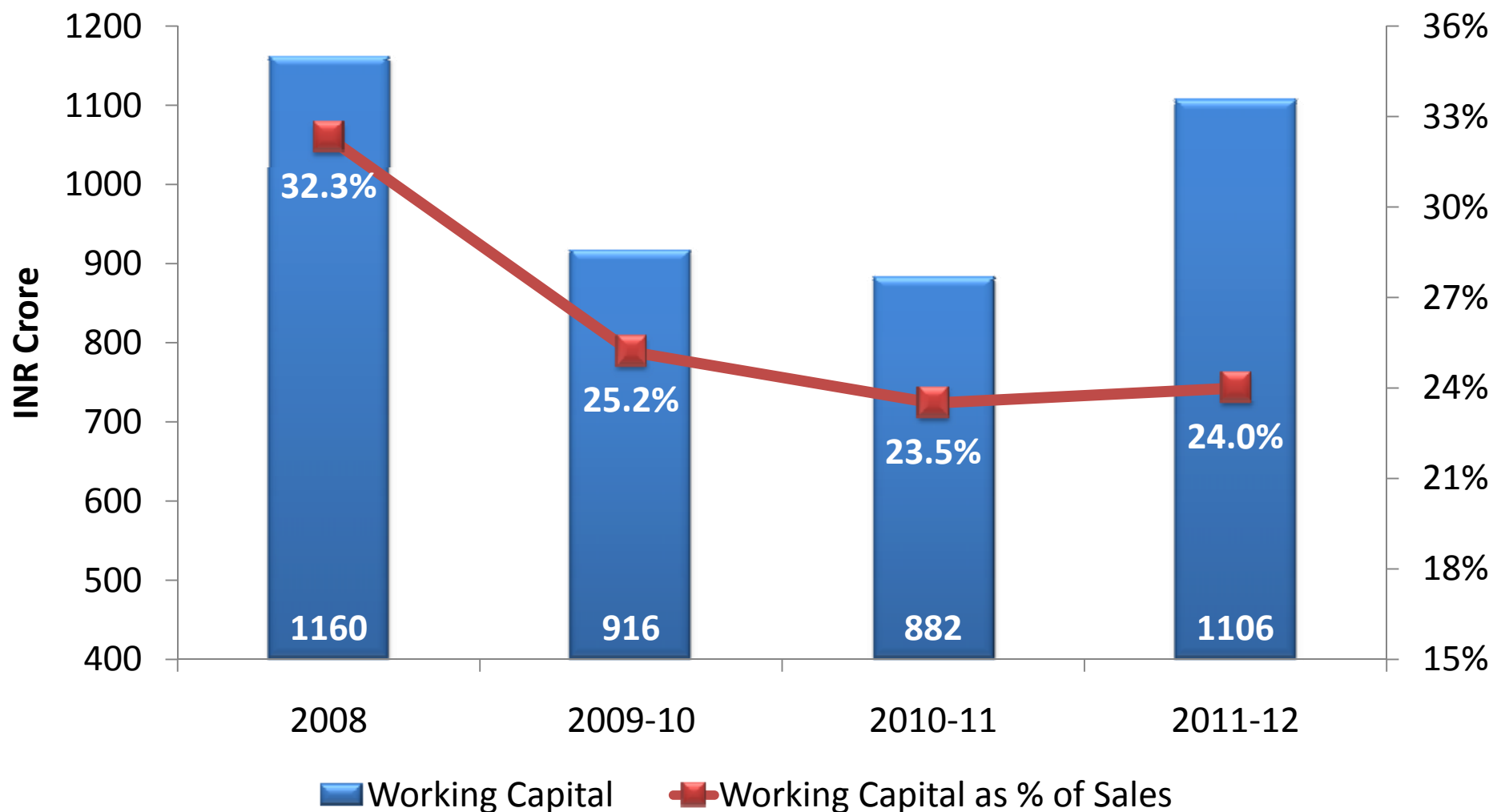
Manufacturing Cost (-29%)



People Productivity (+27%)



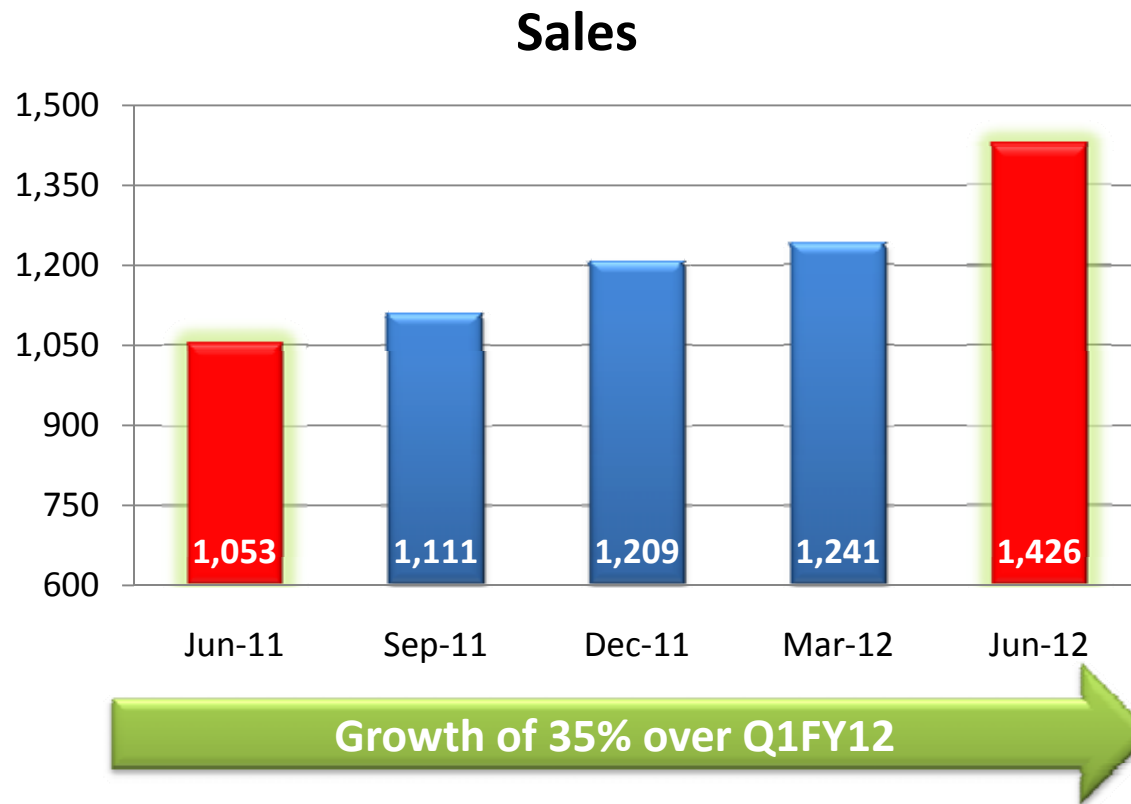
Working Capital (Improved by 26%)



** Working Capital measured as on the last Working Day of the respective Year*

Q1 Results

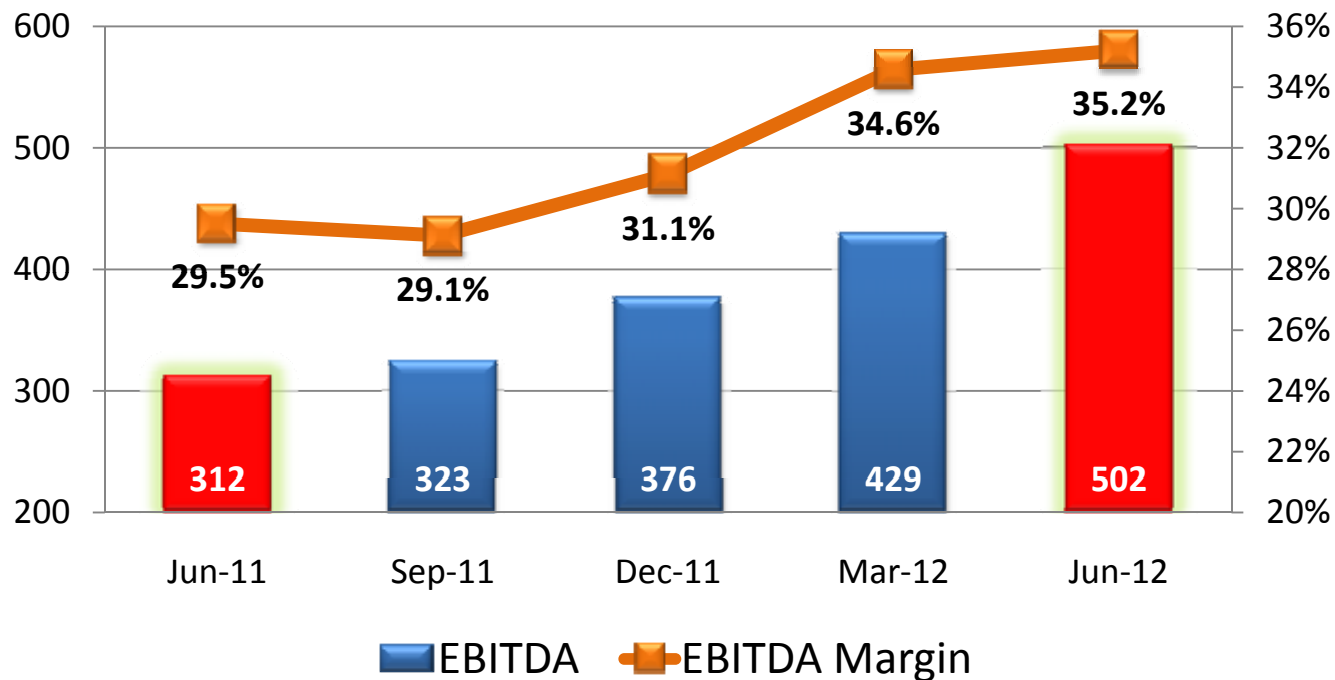
Sales – Growth of 35% over Q1FY12



5th Consecutive Quarter of Sequential Growth

EBITDA – Growth of 61% over Q1FY12

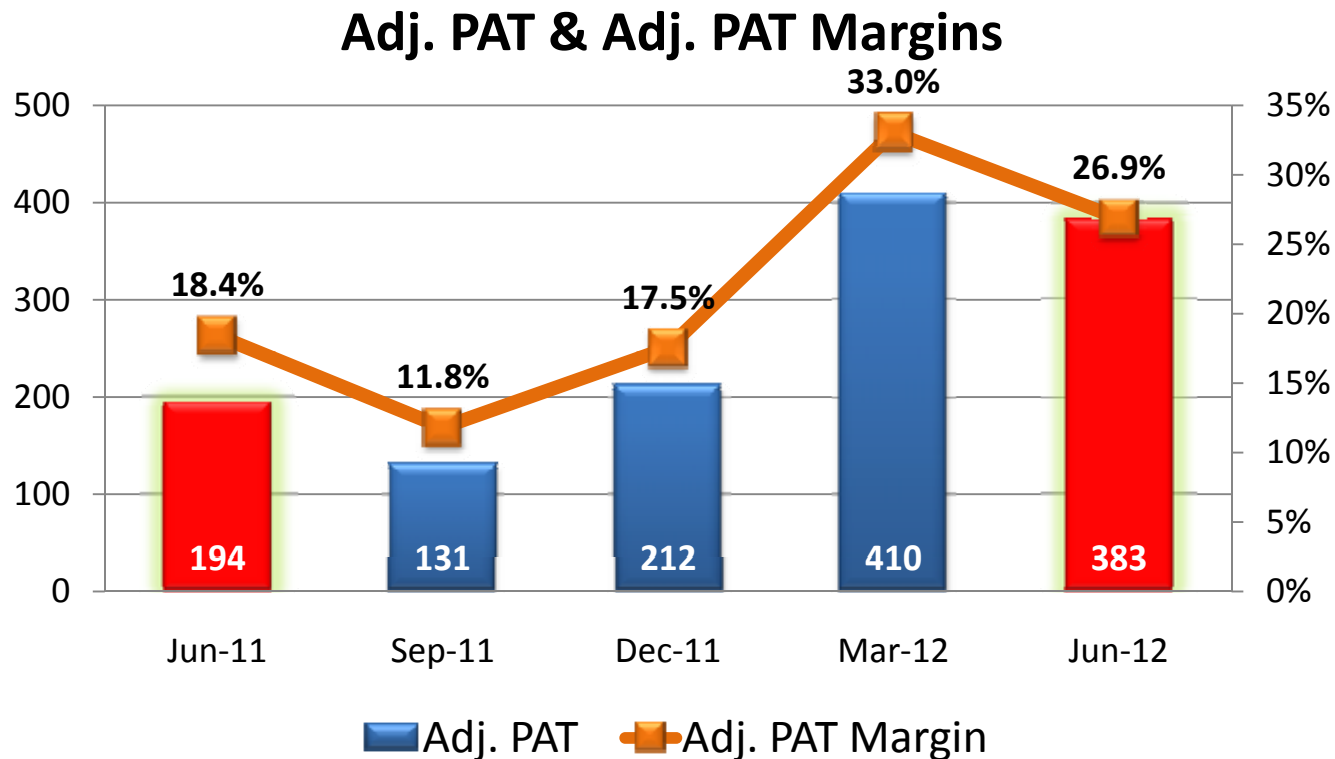
EBITDA & EBITDA Margins



Growth of 61% over Q1FY12

10th Consecutive Quarter of Sequential Growth

Adj. PAT – Growth of 97% over Q1FY12

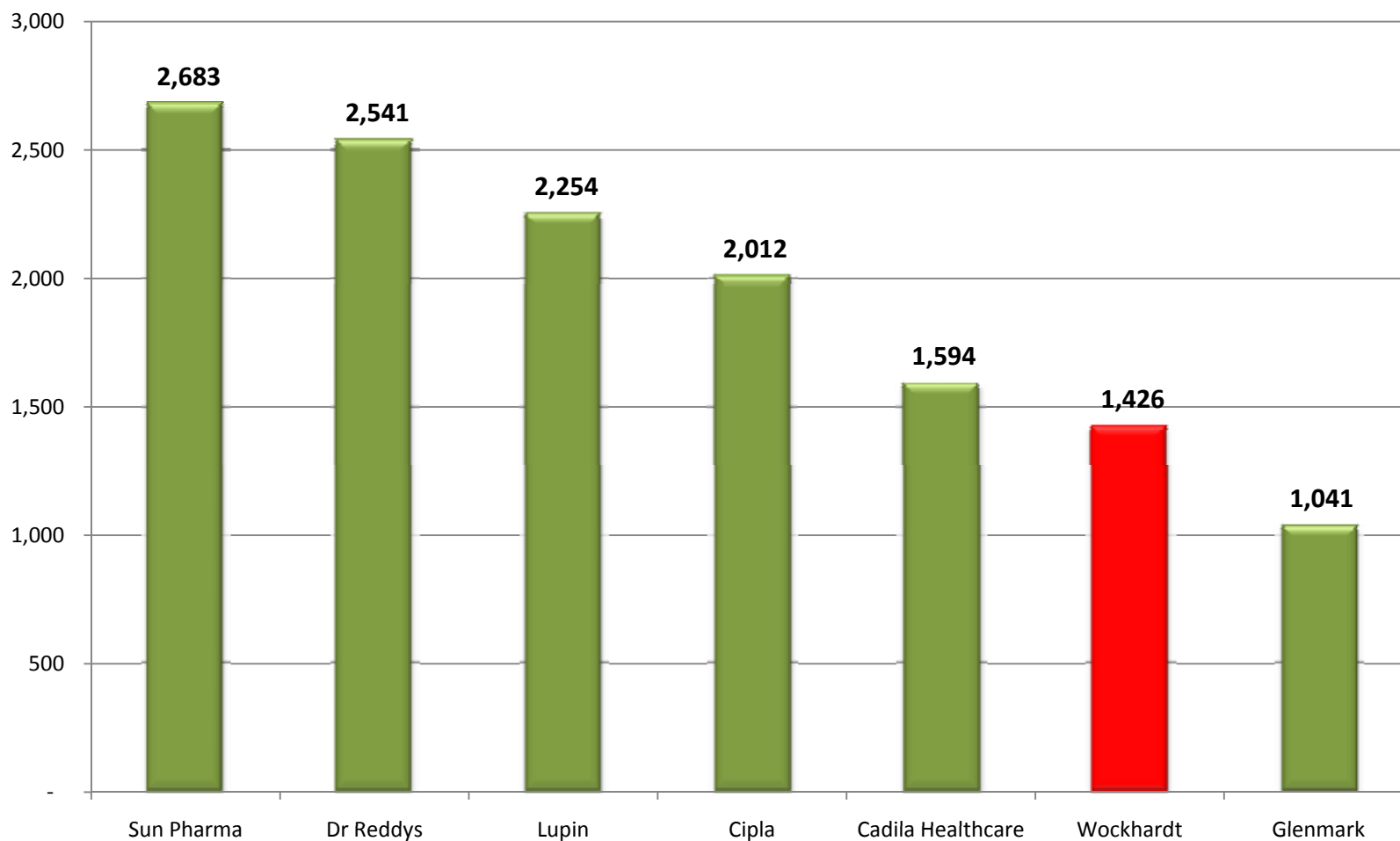


Growth of 97% over Q1FY12

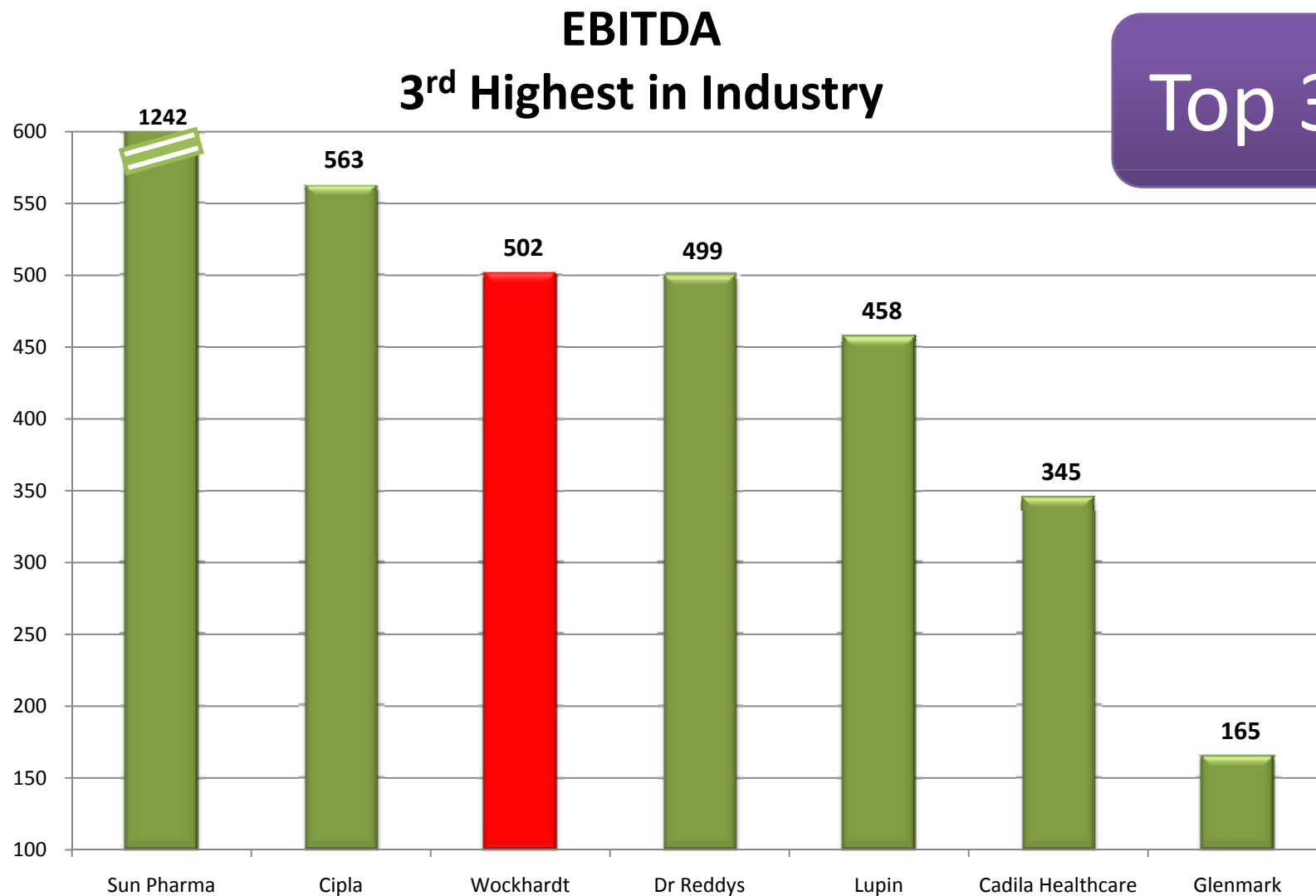
Peer Positioning

Peer Positioning – Q1FY13

SALES – No. 6



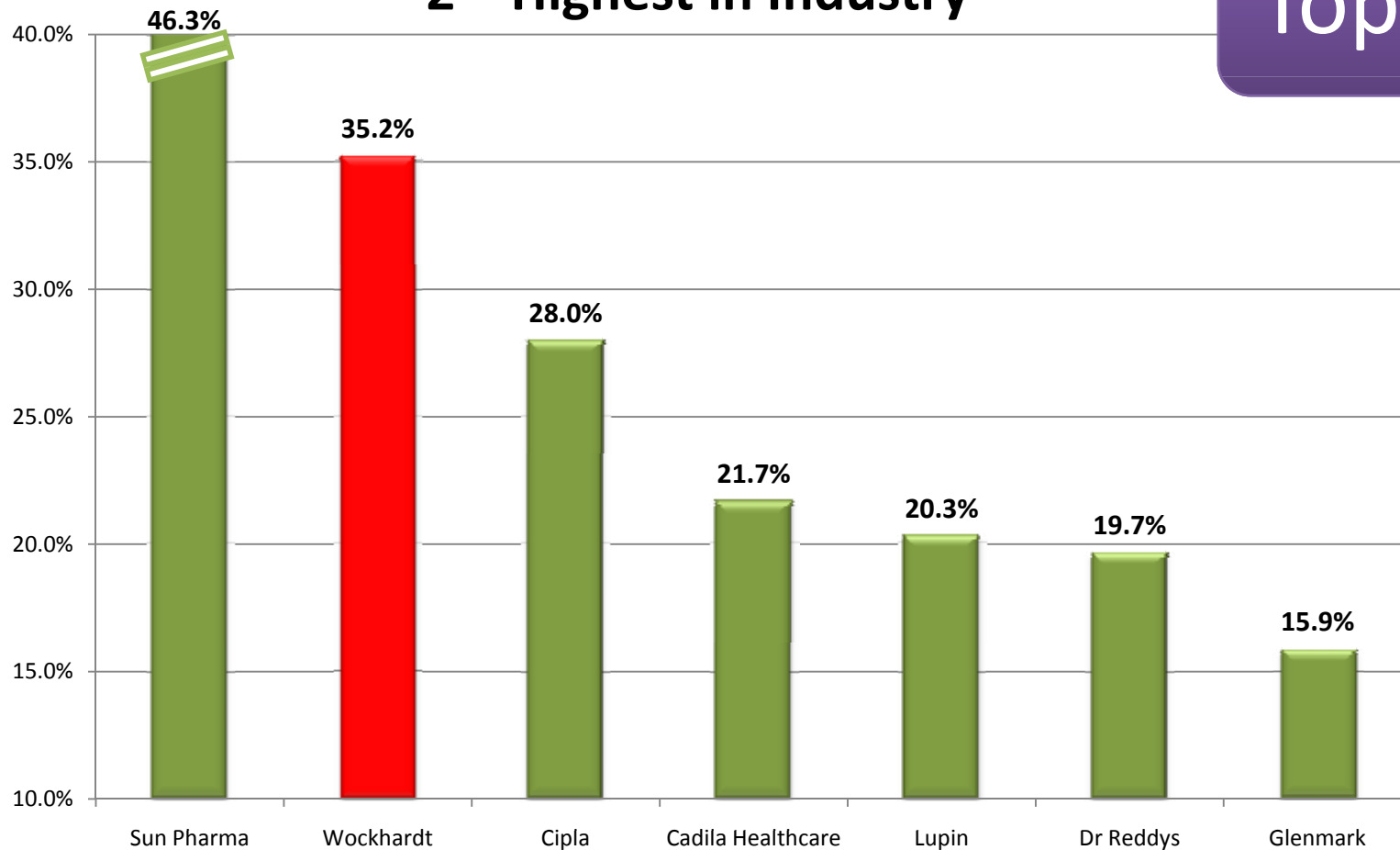
Peer Positioning – Q1FY13



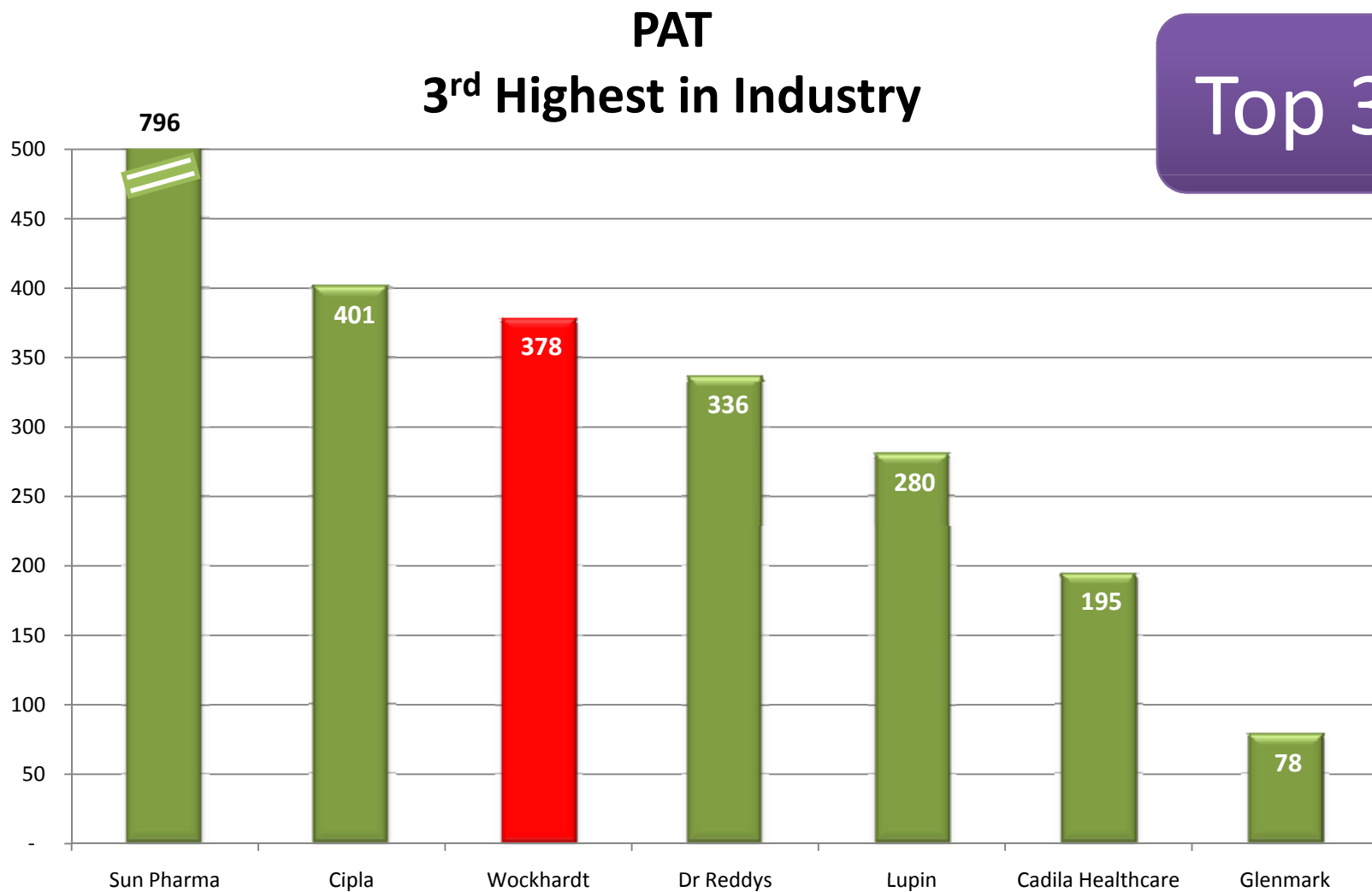
Peer Positioning – Q1FY13

EBITDA Margins
2nd Highest in Industry

Top 3



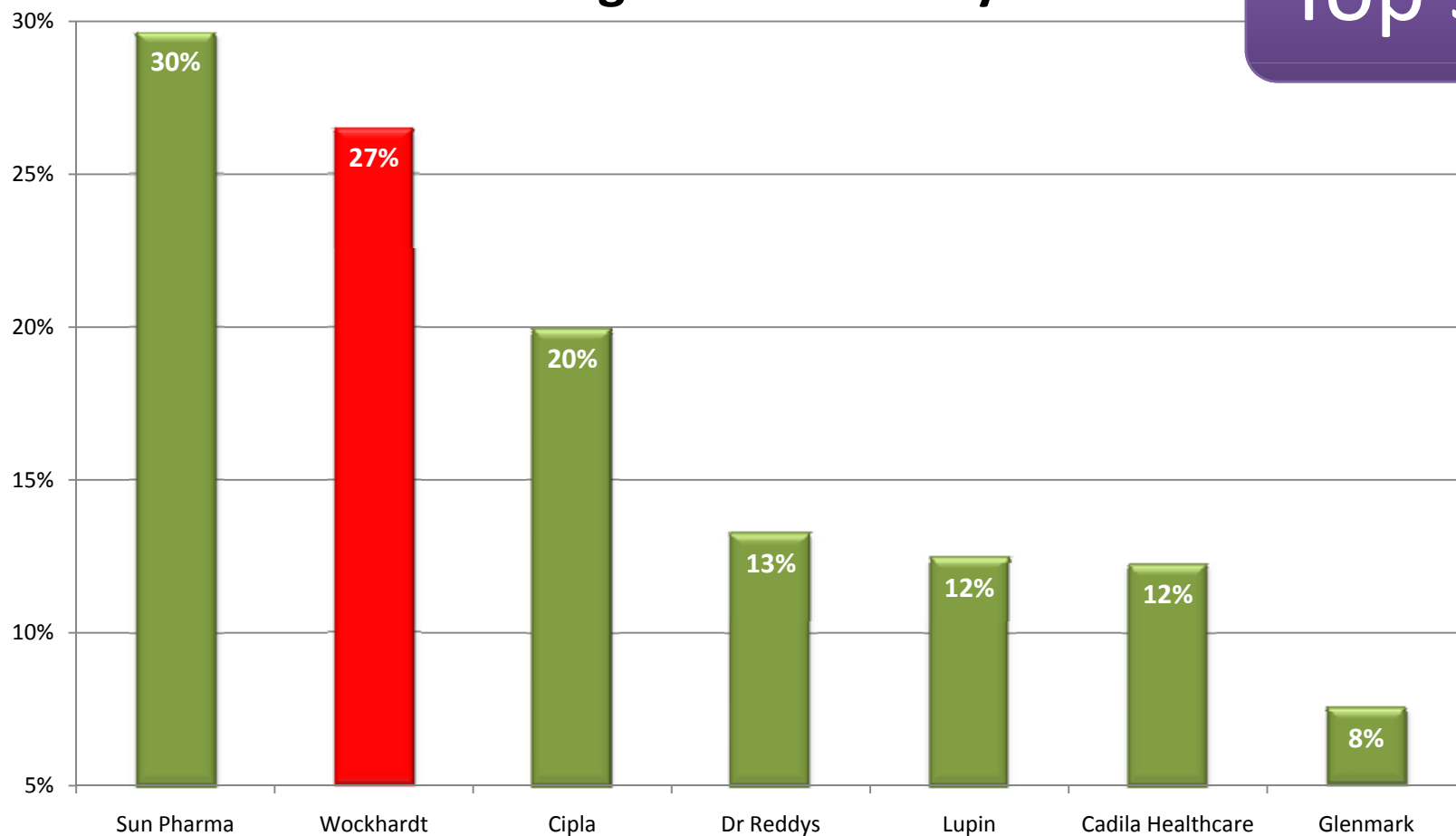
Peer Positioning – Q1FY13



Peer Positioning – Q1FY13

PAT Margins
2nd Highest in Industry

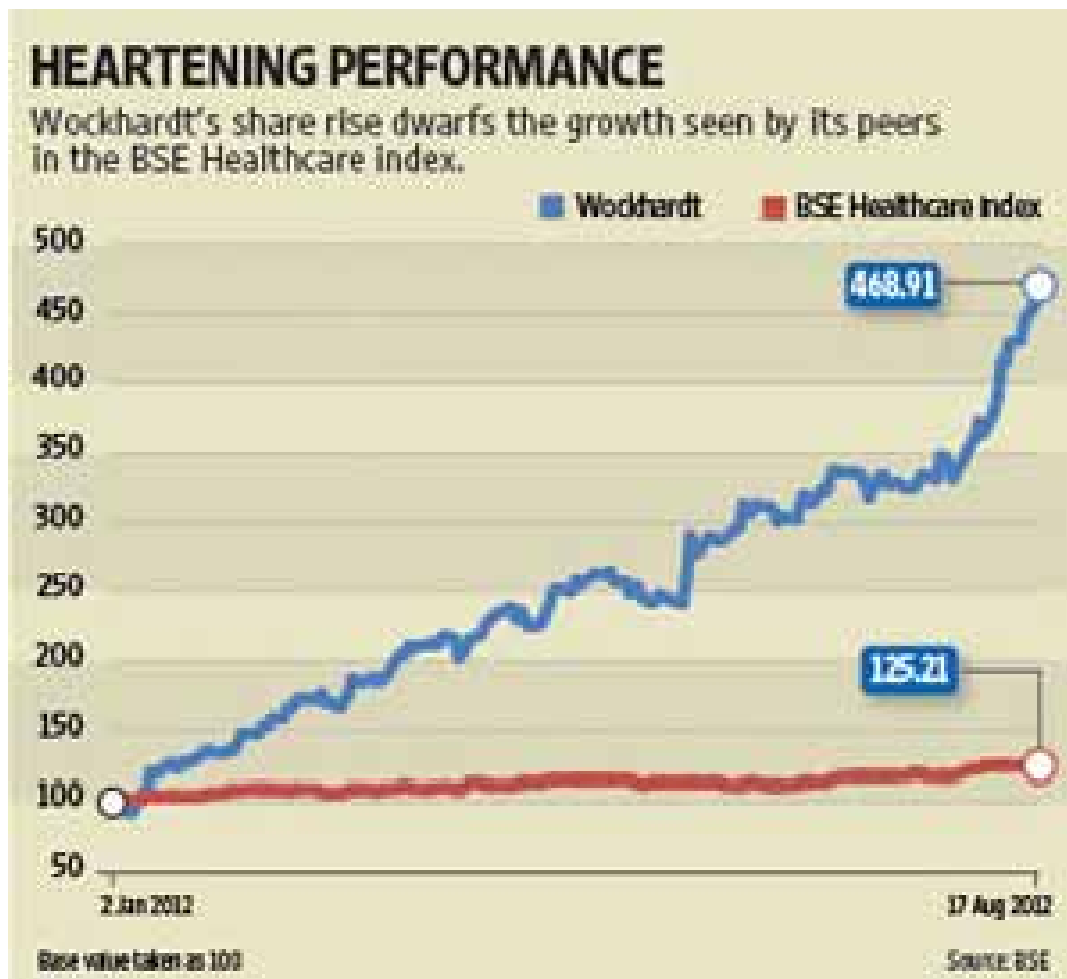
Top 3



Peer Positioning – Summary

Parameter	Ranking
Sales	6
EBITDA	3
EBITDA Margin	2
Profit After Tax	3
PAT Margin	2
PE	Lowest

Peer Positioning



Courtesy : Mint

Consistent Profitable Growth

Delivering Consistent Profits

Research

- R&D at the Strategic Core
- Robust Product Pipeline

Globalization

- Direct Operations in USA, UK , Ireland & India
- Strategic Alliances in Emerging Economies

Operational Excellence

- Strong Management & Research Capabilities
- Focus on High Value Product Launches
- Fitter & Trimmer Organisation

Summary

Summary: A Sustainable Business Model

Focused strategy on driving growth
in key markets: US, UK and India

Summary: A Sustainable Business Model

Focus on core operations

Summary: A Sustainable Business Model

Sustained Profitability Growth

Summary: A Sustainable Business Model

Robust Research & Development Program

Summary: A Sustainable Business Model

Strong Manufacturing Capabilities

Summary: A Sustainable Business Model

Highly Competent Leadership at
the helm

Summary: A Sustainable Business Model

Wockhardt Associate Ownership Mindset



“A man is but the product of his thoughts. What he thinks, he becomes”

Mahatma Gandhi