

# Vivimed Labs Limited

Investor Presentation
June 2014



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# Agenda

- 1. Group Overview
- 2. Global Operations
- 3. Business Segments
- 4. International R&D
- 5. Corporate Structure
- 6. Financial Overview
- 7. Key Takeaways



## Complex Chemistry for Niche Life Sciences

Group Overview

# Healthcare 68% of Q4 FY14 sales



- Active
   Pharmaceutical
   Ingredients (API)
- Finished Dosage Formulations (FDF)



# Personal Care 18% of Q4 FY14 sales



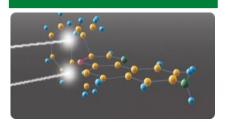
- Sun Care
- Skin Care
- Hair Care
- Oral Care
- Naturals

# Home Care 11% of Q4 FY14 sales



- Antimicrobials
- Specialty
   Intermediates
- Preservatives

# Industrials 2% of Q4 FY14 sales



- Photo Chromic Dyes
- Imaging Chemicals







Q4 FY2014 Net Sales of Rs. 3,721 mn (up 25.6% y-o-y)
EBITDA of Rs. 584 mn (up 29.3% y-o-y) at margin of 15.7% (up 44bps)



## Where Chemistry and Quality Matters

### Group Overview

### **Unique Business Model**

- Uses chemistry to create ingredients which touch human life on a daily basis
- Focused on the Health Care, Personal Care, Home Care and Industrial segments globally
- Multiple manufacturing and R&D centers provides efficient platforms in India across business segments
- Product portfolio caters to over 75% of the personal care ingredient market
- Combination of stable margin and high growth global businesses

### **Attractive Industry Dynamics**

- India is expected to be the third largest global generic API merchant market by 2016, with a 7.2% market share
- Between 2011 and 2016 patent drugs worth \$255 billion are estimated to go off-patent
- Indian pharmaceutical industry to reach \$45bn in 2020, a CAGR of 12%

### **Best-in-Class Operations**

- 12 manufacturing facilities and 5 R&D centers across the world
- · 4 US FDA approved sites
- Healthcare revenues: Regulated markets 85% and Semi Regulated markets 15%
- High entry barriers: Long standing customer relationships and in house knowledge base
- Flexible manufacturing across API and Active Ingredients

### Robust Financial Performance

- 5-year Net Sales CAGR of 40% and EBITDA CAGR of 32%
- R&D investments: 4% of FY2014 Revenues
- Short-term bank facilities rated A3 and long term facilities rated BBB- by CARE Ratings
- Strong transnational management team with proven track record of delivering growth & profitability



# Evolution with Chemistry Always at the Core

Group Overview

Track record of growth through identification of niche segments, building scale and integrating acquisitions

API and Bulk
Drug
Manufacturing

### 1991:

Commenced production at Bidar, Karnataka. Manufacturing of API's and Bulk Drugs such as Ibuprofen, Chlorzoxazone. Nalidixic Acid

#### **Exploration into Specialty** Chemicals

**1997:** VIV-20 Patent grant by **Indian Patents** Office

Foray into specialty chemicals through development and process innovation of Anti-Bacterial Viv-20 (Triclosan)

#### Breakthrough in **Specialty** Chemicals

### 2000:

Approved by Unilever Viv-20 and

Established R&D center

for the supply of Vivcal-G to Unilever's Asian locations

#### **Expansion of Product** Portfolio & Clientele

#### 2005: Listed on **BSE & NSE**

Development of new active ingredients

Introduction of Small Volume Parentals facility and Specialty Chemicals facility

Added new customers such as L'Oreal, P&G

#### **Inorganic** Growth

#### Healthcare: Acquired Uquifa,

Octtantis Nobel, Klar Sehen. Finoso and Actavis SOD facility to increase presence in API's

& formulations

#### **Active** Ingredients:

**Acquired James** Robinson to increase global presence and increase product portfolio

#### Integration and **Financial** Scaling

Drive revenue and profitability growth through:

Integration of acquisitions

Enhance global R&D capabilities

Process and procurement efficiencies in Spain

Capacity expansions and enhancing product range

1989-94

1995-98

1999-2003

2004-07

2008-13

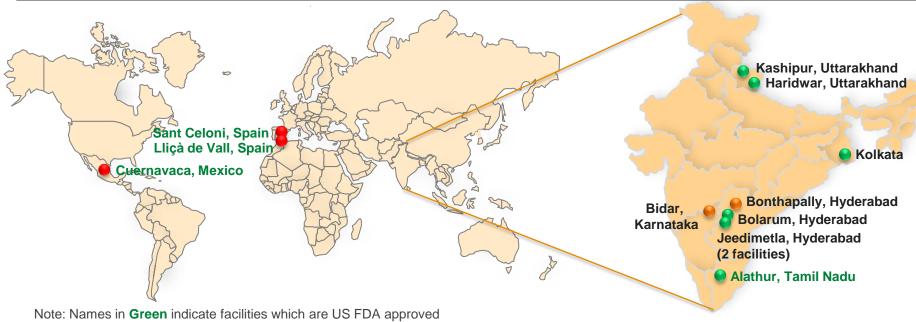
2014-15



# Synergistic Global Operations

## **Group Overview**

A multinational global platform that provides Vivimed access to markets and significant cost advantage



Facilities		Mexico	Spain	UK	China	USA	India	Total
Healthcare – API	•	1	2					3
Healthcare – FDF							7	7
Specialty Chemicals - Active Ingredients	•						2	2
Total Facilities		1	2				9	12
R&D Facilities			1	1			3	5
Global Support Offices			1	1	1	1	1	5



## Clearly Defined Strategic Direction

Group Overview

Continue to **strengthen engagements** with marquee customer base through superior product development and delivery capabilities

Move up the value chain through vertical integration in Healthcare (R&D to manufacturing of API / FDF / brands) and target niche opportunities in the Specialty Chemicals segment

**Optimize utilization** of existing global manufacturing platform to enhance capital efficiencies and shareholder returns

Increase penetration in existing **regulated and semi regulated Healthcare markets** and target selected new geographies

Focus on early stage **innovative R&D** and **product development** to drive monetization of business opportunity across all segments

Leverage the strengthened management team to support the future growth aspirations and deliver sustainable returns over the longer term

**Successful integration** of recent initiatives which will bring scalability through a larger opportunity space and a platform to address the same



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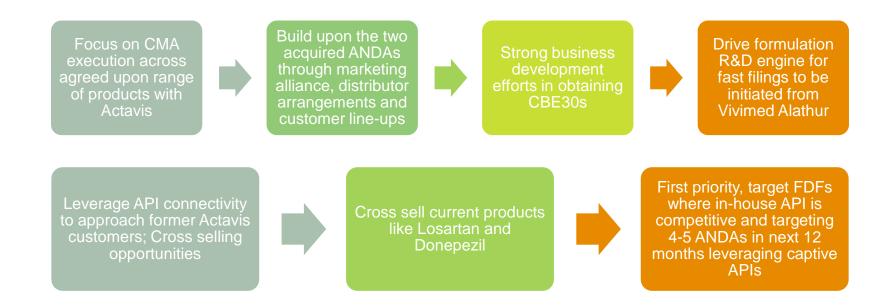
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## Update on Vivimed Alathur

Global Operations

#### **Key focus areas – next 12 months**



Initiated capacity expansion from 1.2 bn SOD to 2 bn through debottlenecking and minimal capex

To be completed by July 2014



<sup>\*</sup> APMPL is now Vivimed Alathur

### Healthcare API

### Global Operations

### 3 GMP compliant and US FDA approved sites across Spain and Mexico

#### Location **Facilities Description** 29 reactors (10 glass-line, 17 stainless steel) Total capacity of 140 m<sup>3</sup> Extensive material handling capabilities allows efficient production of bulk API Llica Barcelona. Last FDA Inspection date: July 2012 **Spain** Last EDQM Inspection date: August 2013 ISO 14001:2004 certified Inspections and approvals by Spain and Japanese health authorities Acquired from Barisintex in 1991 29 reactors (15 glass-line, 14 stainless steel) Total capacity of 120 m<sup>3</sup> Sant Celoni Last FDA Inspection date: July 2012 Barcelona, Last EDQM Inspection date: August 2013 Spain ISO 14001:2004 certified Inspections and approvals by health authorities from EDQM, ANVISA (Brazil), Japan, Korea and U.S. Acquired from SmithKline in 1997 Low cost - high capability 30 reactors (16 glass-line, 14 stainless steel) Total capacity of 150 m<sup>3</sup> Cuernavaca Mexico Last FDA Inspection date: 2013

Last EDQM Inspection date: August 2013

Korea

Inspections and approvals by health authorities from Denmark, Japan and

Vivimed

## Healthcare FDF

## Global Operations

### 6 WHO and GMP certified facilities in India plus 1 US FDA approved facility

Location	Facilities	Description
Jeedimetla Hyderabad (Unit 1)		<ul> <li>Manufactures dosage forms across delivery platforms such as liquid orals, tablets, capsules and ointments in various therapeutic categories</li> <li>Approved by PICS Nations</li> </ul>
Jeedimetla Hyderabad (Unit 2)	men Three	<ul> <li>Manufactures dosage forms across delivery platforms</li> <li>Batch compounding capacities from 100 ltrs to 500 ltrs with 3 piece HDPE / Vial filling capacities</li> <li>ISO 13485 certified</li> <li>CE certificate for medical devices</li> </ul>
Bolarum Hyderabad		<ul> <li>Two liquid manufacturing lines each of 3000 ltrs per day</li> <li>Two tablet granulation lines of 500 kgs each per day</li> </ul>
Haridwar Uttarakhand		<ul> <li>Manufactures wide range of sterile ophthalmic solutions and nasal sprays</li> <li>State-of-the-art equipment and WHOGMP certified</li> <li>ISO 9001-2000, ISO 14001 and OHSAS 18001 certifications</li> </ul>

# Healthcare FDF

## **Global Operations**

### 6 WHO and GMP certified facilities in India plus 1 US FDA approved facility

Location	Facilities	Description
Kashipur Uttarakhand		<ul> <li>Located in the area which enjoys various tax concessions</li> <li>Engaged in manufacturing non-sterile syrups, tablets, capsules, external creams and lotions</li> <li>WHOGMP certified</li> <li>ISO 9001-2000, ISO 14001 and OHSAS 18001 certifications</li> </ul>
Kolkata West Bengal		<ul> <li>Manufactures dosage forms across delivery platforms such as sterile ophthalmic solutions, ointments and oral liquids</li> <li>Ophthalmic solutions: 40,000 units per day</li> <li>Sterile ointments: 30,000 units per day</li> </ul>
Alathur, Tamil Nadu		<ul> <li>In July 2013, acquired the solid oral dosage (SOD) facility from Actavis, a leading global generic and specialty pharmaceutical company</li> <li>US FDA approvals were received in April 2007 with renewals in April 2009, October 2011 and September 2013</li> <li>Current capacity of the facility is 1.2 bn SOD per annum</li> <li>Expansion plan underway to increase capacity of SOD to 2.0 bn and also to increase pellets making capacities</li> </ul>



## Personal, Home Care & Industrials

### Global Operations

### 2 plants in India designed in compliance with US FDA norms

Location	Facilities	Description
Bonthapally Hyderabad, Af		Equipped with 78 reactors with over 350kl capacity
Bidar Karnataka		Equipped with 60 reactors with over 300kl capacity

#### **Quality Certifications**

- Integrated Management System (IMS) certification for manufacturing and supply of Specialty Chemicals and Active Pharmaceutical ingredients and Social Accountability (SA 8000: 2008) certification
- ISO 9001:2008 QMS certification for its manufacturing facilities
- ISO 14001:2004 certification for Environmental Management System
- ISO 18001: 2007 Certification for Safety Management System
- Certification for Bio-Terrorism preparedness from the US FDA (a prerequisite for exports to certain countries)
- Pre-registered its products for REACH (Registration, Evaluation and Authorization of Chemicals) in Europe
- R&D certified as a GLP Laboratory by CISR, a government of India undertaking



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## Healthcare: Overview

### Business Segments

#### Presence across APIs, contract and branded FDF

# Healthcare 68% of 4Q FY14 sales



- Active
   Pharmaceutical
   Ingredients (API)
- Finished Dosage Formulations (FDF)



# **Business Segments**

Active Pharmaceutical Ingredients (API)

Finished Dosage Formulations (FDF)

Branded FDF

Contract FDF

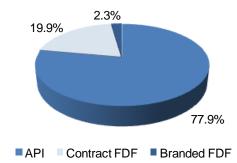
Ophthalmic

Capsules & Tablets

Nutraceuticals Syrups & Liquids

Dermatology Nasal Spray & Ointments

### Q4 FY14 Revenue: Rs. 2,498 mn





## Healthcare: Value Chain

### Business Segments

Presence across the value chain builds cost competitiveness and is a source of strategic advantage

- · Supply pipeline
- Quality manufacturing platform
- Strong customer relationships
- Access to regulated markets
- Step towards generic drug filing

- Quality manufacturing platforms across forms of delivery such as tablets, capsules, nasal sprays and ointments
- Targeted towards regulated & semiregulated markets

API Supply

Formulation /
Analytical
Development
& Regulatory
Support

Exhibit
Batch Mfg &
Stability

Bio-Studies\* Dossier Filing, Review & Final Approval

Manufacturing Capability

- Differentiated R&D platform for generic formulation development
- Regulatory step required to sell finished formulations
- The last step in the whole drug (ANDA) filing process
- Once the FDA approves the submitted dossier, companies can start commercialization



<sup>\*</sup> Outsourced

## Healthcare: API

## **Business Segments**

### Active Pharmaceutical Ingredients: Broad based portfolio across therapeutic segments

Bulk Generics	Therapeutic Area
Ciprofloxacine Base	Antibiotic
Terbinafine	Antifungal
Acyclovir	Antiviral
Ketorolac	Analgesic
Omeprazole	Anti Ulcerative
Ranitidine	Anti Ulcerative

Ethicals	Therapeutic Area		
Epsiprantel	Antiparasitic agent (Veterinary)		
Morantel tartrate (Ka) Anthelmintic			
Albendazole	Anthelmintic		
Hidroxizine	Antihistamine, antipsychotic, anxiolytic		
Mivacrurium	Skeletal muscle relaxants		

Niche Generics	Therapeutic Area
Tropicamide	Mydiatric
Ciclopentolate	Mydiatric
Doxilamina Succinate	Antihistaminic, sedative, hypnotic
Etofenamate	Analygesic
Nimodipine	Vasodilator
Nitrendipine	Anti Hypertensvie
Petidine	Analgesic / narcotic

New Generics	Therapeutic Area
Lacidipine	Calcium channel blocker
Venlaflaxine	Anti- depressant
Lamotrigine	Anti- Convulsant
Lansoprazole	Anti Ulcerative
Memantine	Treatment of Alzheimer's
Pantoprazole	Anti Ulcerative
Residronato Na	Treatment of Osteoporosis



## Healthcare: Branded FDF

### Business Segments

#### Branded Finished Dosage Formulations

#### Ophthalmic

- High growth and niche ophthalmic segment and owns over 50 trademark products
- Well known brands are Renicol, Lysicon-V, Care Tears and Dexacort
- Strong marketing presence in North East, Bihar and Andhra Pradesh
- In the process of expanding into regions such as Madhya Pradesh, Uttarakhand, Uttar Pradesh, Tamil Nadu, Kerala and Karnataka
- Over 150 medical sales professionals dedicated for this division

#### Nutraceuticals and Dermatology

- Nutraceuticals especially for women and children include enzyme preparations, Blactams, anti-oxidants and multi-vitamins
- Promoting the Dermatology segment to general physicians and has plans to expand with additional products apart from SCABENCA
- Has presence in North East, Andhra Pradesh, Bihar and Jharkhand.
- In the process of expanding into regions such as Madhya Pradesh, Uttarakhand, Uttar Pradesh, Tamil Nadu, Kerala and Karnataka
- Strong field marketing force of over 125 medical sales representatives

Renicol



Dexacort



**Care Tears** 



**Nutriva** 



Folichew





## Healthcare: Contract FDF

### Business Segments

#### Contract Finished Dosage Formulations

#### Capsules & Tablets

- Flexasur
- Spasmocip Plus
- Codarin
- Butaproxivon
- Valenzia Tablets
- **Arachitol Tablet**
- C Pink Tablet

### Syrups & Liquids

- Codarex
- Inalgel
- Viscodyne
- Brozedex (sugar free)
- Celadrin
- Mits Codeine Linctus
- **Candid Lotion**
- Candid Mouth Paint

#### Nasal Spray & Ointments

- Otrivin
- Nasivion Moist (spray)
- Nasivion (nasal drops)
- Candbiotic Ear Drop
- Otrivin Nasal Spray
- **Tobrop**

Capacity: Tablets >2bn, capsule ~1bn, 145 kl across delivery platforms

#### Clients















## Healthcare: Outlook

### Business Segments

#### Enhance margins through process improvements and portfolio optimization

#### Healthcare API

- Backward integration of key pharma intermediates
- Expand research and regulatory capabilities into India
- Process improvements in manufacturing facilities in Spain and Mexico by leveraging India based R&D
- Expand manufacturing covering three continents (Asia, Europe, LATAM)
- Broader portfolio with focus on premium products
- Focus on CMO business with innovator companies

#### Healthcare Finished Dosage Formulation

- Geographical expansion India; increase strength from existing 400 MRs to 1000 MRs in two years
- Expand in Eastern Europe and establish presence in Africa, Asia and Latin America
- Increase market authorizations and ANDA's from 4 to 30 in two years
- Branded FDF development to be initiated with focus on products where in-house API is available and new geographies
- Addition of contract research lab to support own filing MA's and ANDA's; Target 15 per year
- Joint co-operation strategies with major Pharmaceutical companies to yield revenues from FY2014



## Personal Care: Overview

**Business Segments** 

#### Growth driven by attractive end user markets

# Personal Care 18% of 4Q FY14 sales



- Sun Care
- Skin Care
- Hair Care
- Oral Care
- Naturals



# Attractive End User Markets

#### Sun Care

Sunscreen, makeup, lotion, lipstick

#### Skin Care

Anti-wrinkle & skin whiteners, moisturizer

#### **Hair Care**

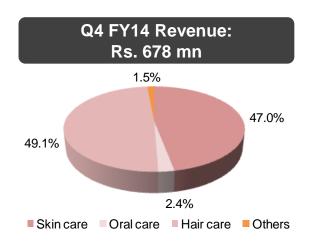
Shampoo, conditioner, scalp treatment, hair dyes

#### **Oral Care**

Toothpaste, mouth wash

#### **Naturals**

Soap, shampoos



dustrials

Vivimed

# Personal Care: Products

## **Business Segments**

### Products that touch lives of people around the world on a daily basis

Category		Key Products	Description	End Uses	Key Clients
Sun Care		Avis Ben - 3 & 4 Etone	Broad spectrum UV-A filter Oil/water soluble UV-A/B filter UV-A & UV-B filter	Sunscreen, makeup, lotion, lipstick	Unilever, P&G, L'Oreal, BDF
Skin Care	Region 1	Vintox Vivinol	Anti-oxidant & Anti-ageing molecule Skin Lightening molecule	Anti-wrinkle & skin whitening cream, moisturizer	BASF, Sederma, Unilever
Hair Care		Dantuff – Z Vipirox Jarocol Dyes	Broad spectrum anti-dandruff agent Anti-dandruff agent Hair Dye intermediates	Shampoo, conditioner, scalp treatment, hair dyes	Unilever, ITC, Dabur, L'Oreal, Wella
Oral Care		Viv – 20 Vivcal-G	Anti-Bacterial for toothpaste Dental Enamel Protection	Toothpaste, mouth wash	Unilever, P&G, Dabur, BDF
Naturals		Curcuma Aromatica Root oil Soapnut	Skin conditioner & brightner Natural detergent Shampoos, face wash, hand wash	Soap, shampoos	Unilever, Kalina



## Home Care & Industrials: Overview

Business Segments

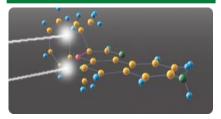
#### Focus on niche, high value active ingredients

# Home Care 11% of 4Q FY14 sales



- Antimicrobials
- Specialty
   Intermediates
- Preservatives

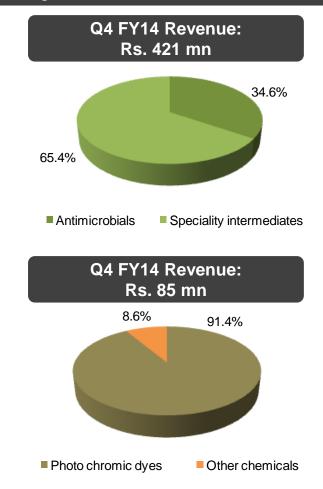
### Industrials 2% of 4Q FY14 sales



- Photo Chromic Dyes
- Imaging Chemicals









## Home Care & Industrials: Products

**Business Segments** 

### Products adding value, beauty, protection and well-being

Category	Key Products	Description	End Uses	Key Clients
Anti- Microbials & Preservatives	Vivilide Cosvat	Broad spectrum bacteriostatic Anti-fungal and anti-bacterial	Soap, hand wash, textile, paint, hand gel, cosmetics	Unilever, BASF, J&J
Photochromic Dyes	Reversacol	Patented high performance dyes	Lenses, toys, films, clothes, cosmetics like nail varnish	Keystone, Corning, Mildex Optical
Imaging Chemicals	Phenidone Dimezone Nitroindazole	Black and white developing agent Black and white developing agent Anti-fogging agent	X-rays, photography	Kodak, Fuji, LG



## Personal, Home Care & Industrials: Outlook

Business Segments

Deepen the existing customer engagements and focus on newer product areas

#### **Opportunities**

- Increase business in North America and Latin America
- Continue to grow in Asia and Middle East
- Increase regional brands in high growth markets
- Explore new business opportunity with specialty silicones (via ReSil alliance)
- Business opportunities from new segments such as fragrances and naturals
- New opportunities in automotive and printable electronic segments

#### Outlook

- Focus on "market or customer driven needs" through proprietary, differentiated products rather than commoditized manufacturing
- Antimicrobial and hygiene care formulations for H&PC Industry
- Business opportunities from new segments such as fragrances and naturals
- Leveraging biotech facilities created for application of Personal Care and Cosmetics Industry
- Innovating chemicals for plastic electronic applications (advance technology)
- Robust pipeline of new molecules expected to be launched in the next three years which will be marketed to existing and new customers



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## Global R&D Centre

### International R&D

R&D activities range from the molecule identification, IP creation to commercialization across all business segments

5

Global R&D Centers

R&D Strength

120

scientists

R&D
expenditure

4% of sales

	Location	Description
Healthcare: API	Sant Celoni Barcelona Spain	<ul> <li>35 scientists including 3PhDs</li> <li>Excellent track record in filing of dossiers and commercial scale-up</li> </ul>
	Mallapur Hyderabad	<ul> <li>Team of 25 people with 22 scientists including 3 PhDs</li> <li>GLP compliant labs recognised by Council for Scientific and Industrial Research (Govt. of India)</li> </ul>
Healthcare: Formulations	Alexandria Techno Park Hyderabad	<ul> <li>Team of 20 scientists including 1 PhD</li> <li>Services include formulation development, regulatory, analytical development and quality systems</li> </ul>
& Personal Care & Industrials: iive Ingredients	Nacharam Hyderabad	<ul> <li>Team of 60 people with 39 scientists including 2 PhDs</li> <li>GLP compliant labs recognised by Council for Scientific and Industrial Research</li> </ul>
Home & Personal Car Industrials: Active Ingredients	Huddersfield UK	<ul> <li>Team of 7 scientists including 4 PhDs</li> <li>Kilo Lab for Hair Dyes and Photochromics, collaboration with universities and knowledge banks</li> <li>Focus on idea-generating research right from creation of a molecule to partnering with a manufacturer</li> </ul>



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# Strong Transnational Management Team

## Corporate Structure

Key Management	Profile		
Santosh Varalwar	First generation entrepreneur		
Managing Director & Chief	<ul> <li>Business growth strategy and leadership; Focus on key global client relationships</li> </ul>		
Executive Officer	Previously associated with Shipping Corporation of India		
Subhash Varalwar	Responsible for technology and new product development in the Active Ingredients segment		
Vice Chairman	<ul> <li>Previously associated with Fertilizer Corporation of India for 15 years</li> </ul>		
Sandeep Varalwar	Associated with Vivimed since its incorporation and leads Vivimed's Healthcare FDF division		
Executive Director	<ul> <li>Over 19 years of experience in manufacturing and marketing in the Healthcare industry</li> </ul>		
Vaidyanathan Mahadevan Chief Financial Officer	• Has over two decades of experience in project finance, private equity, IPO, structured finance, cross-border M&A, taxation, business planning and strategy		
	• Previously worked with Hostmann-Steinberg, Bayer, Stock Holding Corporation of India and A. F Ferguson & Co.		
Mark I Robbins • Associated with Chemicals and API industries for over 24 years			
Chief Executive, Uquifa,	<ul> <li>Previously a member of the management executive committee of Yule Catto, UK</li> </ul>		
Vivimed's API Division	Previously worked with Johnson Matthey for 10 years		
	Member of the Institute of Marketing and Engineering , UK		
George Polson	Leads the operations of the Global Specialty Chemicals Division and has		
COO, Specialty Chemicals,	<ul> <li>Industry experience of over 30 years with reputed companies such as Lonza and DSM</li> </ul>		
VLI, USA	<ul> <li>Holds ~40 US and World patents</li> </ul>		
	<ul> <li>Member of the American Chemical Society (ACS), the Society of Cosmetic Chemists (SCC), and Society of Investigative Dermatology (SID) and American Society of Pharmacognosy</li> </ul>		
Dr. Kumar Kurumadalli	Worked in the US pharmaceutical industry for over 9 years, handling product and process development activities		
Head, Formulation, R&D	<ul> <li>Responsible for developing several solid and liquid dosage form products and got several ANDAs approved by the US FDA</li> </ul>		
	<ul> <li>He has an overall experience of more than 20 years in the global pharmaceutical industry</li> </ul>		
Saurabh SG	• Responsible for the Vivimed Group's overall strategic initiatives; and business operations of the healthcare segment		
Director, Corporate Strategy and Business Development	<ul> <li>Has more than ten years of experience across Investment Management with global firms such as Prudential Financial, Kotak Mahindra and Credit Suisse</li> </ul>		

## **Eminent Board Members**

### Corporate Structure

Santosh Varalwar

Managing Director

Sandeep Varalwar

Executive Director

S. Raghunandan

Executive Director

Dr. V. Manohar Rao

Executive Director

Subhash Varalwar

Executive Director

Srinivas Chidambaram

MD & CEO, Jacob Ballas Nixon Patel

Entrepreneur with experience in IT, telecom, pharma and renewable energy sectors Paaluri Venkata Rathnam

Over 45 years of experience in chemicals., fertilizers, pharma, auto and electrical engineering industries

Dr. M. Bhagvanth Rao

Former Dean of Development and UGC affairs, Osmania University, Hyderabad Dr. Peesapati Venkateswarlu

Former Professor,
Dept of Medicinal
Chemistry,
National Institute
of Pharmaceutical
Education and
Research, Hyd.



Nominee Director



Independent Director



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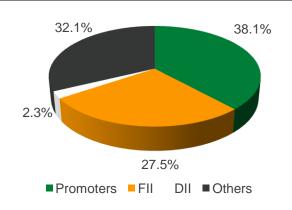
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## Market Data

### Financial Overview

#### **Shareholding Structure**



#### **Key Institutional Investors**



#### **Shareholding Pattern Trend**

Shareholders	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14
Promoters <sup>1</sup>	39.7%	39.8%	37.8%	37.8%	38.1%
FII / FDI	27.5%	27.4%	27.5%	27.5%	27.5%
DII	0.3%	2.5%	2.4%	2.4%	2.3%
Others	32.5%	30.3%	32.3%	32.3%	32.1%
Total Shares	16,060,926	16,060,926	16,203,783	16,203,783	16,203,783

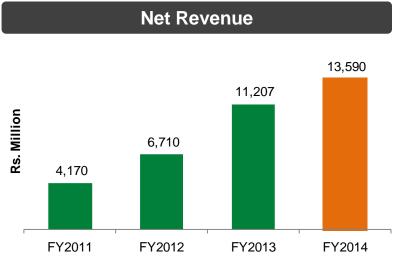
#### Note:

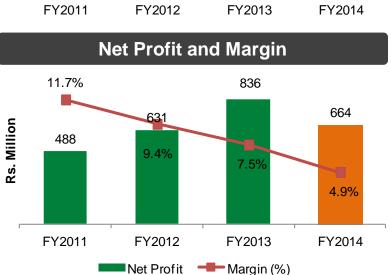
- 1. In Q4 FY2013, Jacob Ballas converted its convertible preference shares resulting in dilution of Promoters' stake
- 2. IFC holds FCCBs



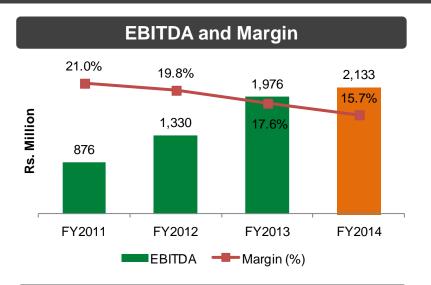
## Historical Financial Performance

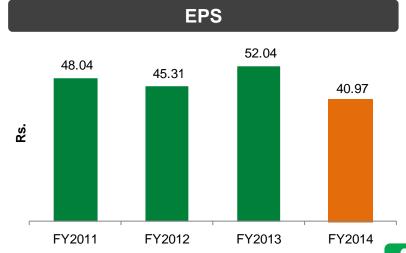
### Financial Overview





Net Profit





# Historical Financial Performance

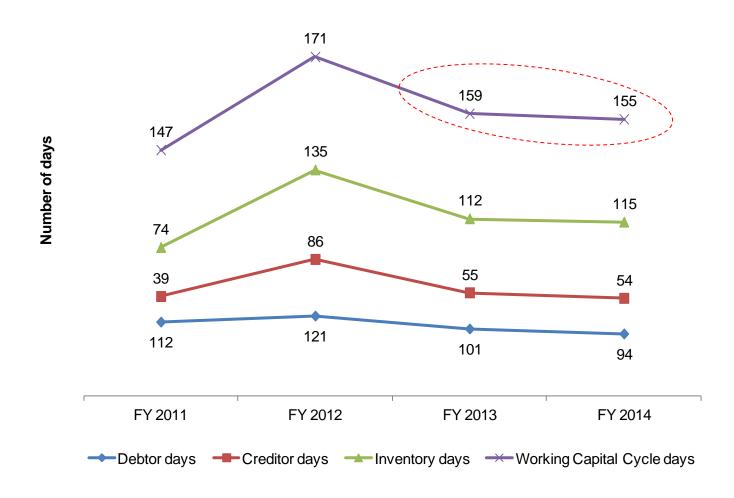
Key Ratios

	FY2011	FY2012	FY2013	FY2014
Net Worth (Rs. million)	1,967	4,748	5,091	5,660
Net Debt (Rs. million)	2,959	5,079	5,741	7,775
Fixed Assets (Rs. million)	2,643	5,953	7,090	8,079
ROE (%)	24.8%	18.4%	18.8%	13.2%
ROCE (%)	13.1%	8.1%	9.4%	7.6%
Interest Coverage Ratio (x)	3.50	3.74	3.39	2.44
Net Debt to EBITDA (x)	3.38	3.82	2.91	3.65
Net Debt to Equity (x)	1.50	1.07	1.13	1.37



## Historical Financial Performance

Working Capital Cycle





# Agenda

- 1. Group Overview
- 2. Global Operations
- 3. Business Segments
- 4. International R&D
- 5. Corporate Structure
- 6. Financial Overview
- 7. Key Takeaways



# Key Takeaways

Presence across Successful high growth and integration leading stable margin to a global businesses chemistry platform **Strong** Healthcare: management team Present across the with rich and diverse full value chain industry experience Chemistry at the Core Blue chip **Active Ingredients:** customer base Well established in strengthened by a a high entry barrier partnership model business Focus on **US FDA approved** innovative R&D world class and **product** manufacturing development facilities

# Glossary

- ANDA: Abbreviated New Drug Application
- API: Active Pharmaceutical Ingredients
- CMO: Contract Manufacturing Organization
- DMF: Drug Master File
- FDF: Finished Dosage Formulation
- H&PC: Home and Personal Care
- MRs: Medical Representatives
- MA: Marketing Authorization



## Thank You

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