



### **Creating Lasting Value**

Investor Presentation – February 2018





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

WWW.SUNPHARMA.COM

#### 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





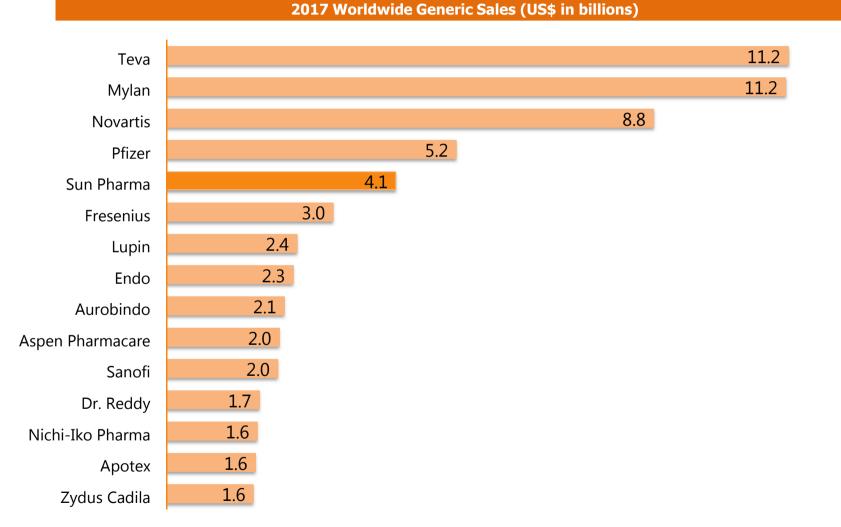
#### Sun Pharma at a glance



5 <sup>th</sup> Largest Global Specialty Generic Company			
US	• Ranked 5 <sup>th</sup> in US* / Largest Indian Pharma Company in US		
India	• No. 1 Pharma Company in India		
Emerging Markets	<ul> <li>Amongst the largest Indian Pharma Company in Emerging Markets</li> </ul>		
Europe	Expanding presence in Europe		
Manufacturing Footprint	• 41 manufacturing sites across the world		
Market Presence	<ul> <li>Presence in more than 150 countries across branded and generic markets</li> </ul>		
Product Portfolio	Portfolio of more than 2,000 products across the world		
Employees	• 30,000+ global employee base		
Quality Compliance	<ul> <li>Multiple facilities approved by various regulatory authorities across the world including USFDA</li> </ul>		
R&D and Manufacturing	<ul> <li>Capabilities across dosage forms like injectables, sprays, ointments, creams, liquids, tablets and capsules</li> </ul>		
Addressable Segments	<ul> <li>Specialty products, branded generics, complex generics, pure generics &amp; APIs</li> </ul>		
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\* Source: Evaluate Pharma Estimates for 12 months ended Dec 2017





Source: Evaluate Pharma Estimates for 12 months ended Dec 2017

#### Sun Pharma today



#### **US Formulations**

- 5<sup>th</sup> largest generics company in US\* with a strong pipeline (126 ANDAs & 5 NDAs awaiting approval)
- Presence in generics, Specialty and branded segments with more than 418 approved products
- FY17 sales: US\$ 2,051 mn (2)

#### **India Branded Generics**

- No.1 ranked with 11 classes of doctor categories
- Leading position in high growth chronic therapies
- Specializes in technically complex products
- FY17 sales: US\$ 1,155 mn (2)



#### **Emerging Markets**

- Presence in over 100 countries across Africa, Americas, Asia and Eastern & Central Europe
- Key focus markets Brazil, Mexico, Russia, Romania, South Africa, and complementary & affiliated markets
- FY17 sales: US\$ 675 mn<sup>(2)</sup>

#### Note:

(1) As of Jan, 31, 2018 using spot exchange rate of INR /USD = 63.69

(2) Using average exchange rate for FY17 of INR /USD = 67.07

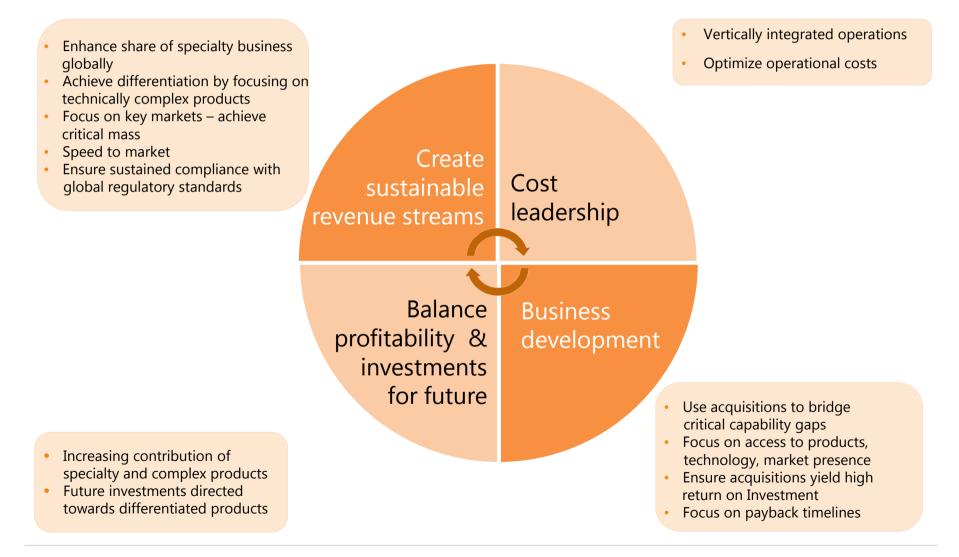
- # Includes Western Europe, Canada, Australia & New Zealand, Japan and other markets. All sales numbers in US\$ for 12 months ended March 31, 2017.
- \* Source: Evaluate Pharma Estimates for 12 months ended Dec 2017

#### 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
- FY17 sales: US\$ 385 mn <sup>(2)</sup>

### Driving Long Term Growth





#### **Our Specialty Initiatives**



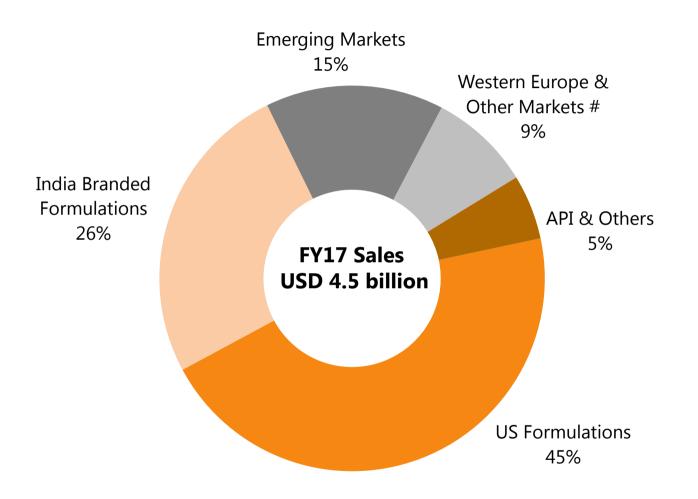
- In-licensed Tildrakizumab (a monoclonal antibody targeting IL-23) from MSD for treating chronic plaque psoriasis- Biologics License Application (BLA) Filed with US FDA and EMA for European market.
- Acquired Ocular Technologies Gives access to global rights for OTX-101 for treating Dry Eye Disease. Announced positive results from confirmatory Phase-3 trials in Jan'17. Filed NDA with USFDA in Q3 FY18. Evaluate other markets for filing OTX-101.
- Acquired branded oncology product Odomzo in Dec'16. Product is approved in 30 countries globally including US, Europe and Australia. Currently marketed in US and Germany.
- Launched BromSite first specialty ophthalmology product in US in Nov'16
- Acquired Dusa Pharma in US Access to patented drug-device combination useful for treating Actinic Keratosis, a dermatology ailment
- Acquired InSite Vision Focuses on developing new specialty ophthalmic products, has three late stage programs.
- In-licensed Xelpros (ophthalmology) and Elepsia (CNS) products from SPARC
- Entered into a joint venture with Intrexon Corporation for developing gene-based therapies for ocular diseases

Ramping up Specialty Pipeline

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#### Highly Diversified Revenue Base



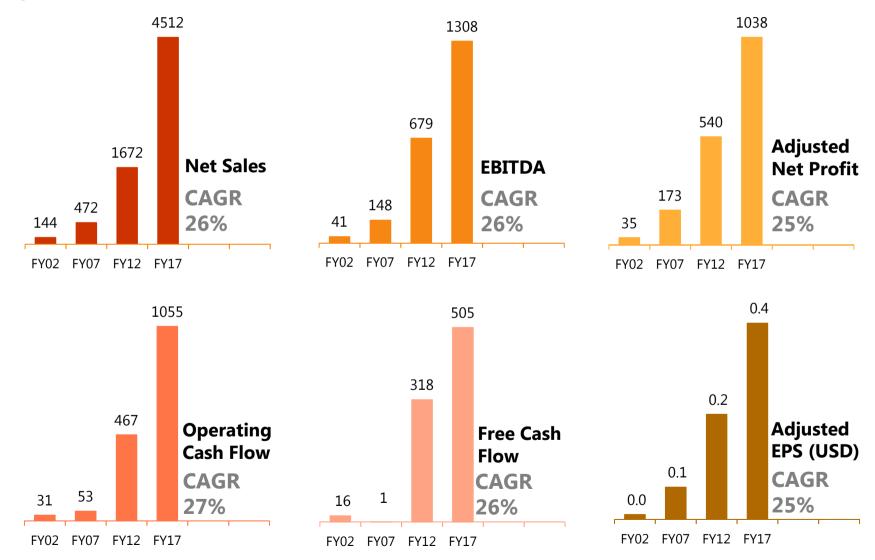


# Includes Western Europe, Canada, Japan , Australia, New Zealand and other markets.

### Impressive Track Record of Growth

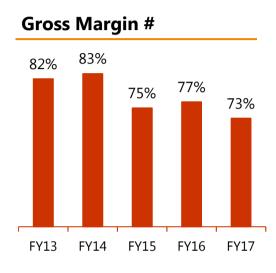


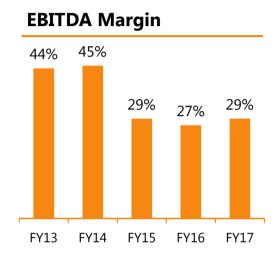
(All Figures in USD Million)

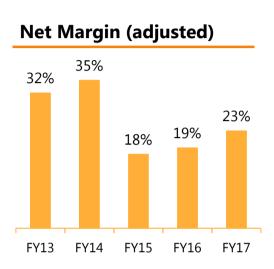


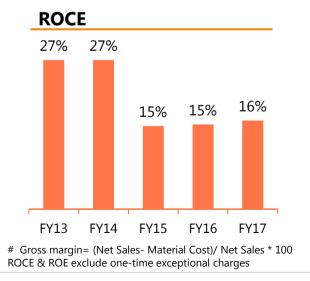
#### Consistent profitability and returns

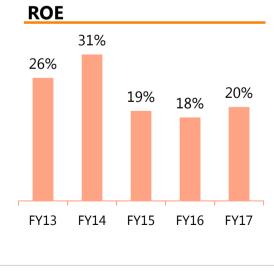












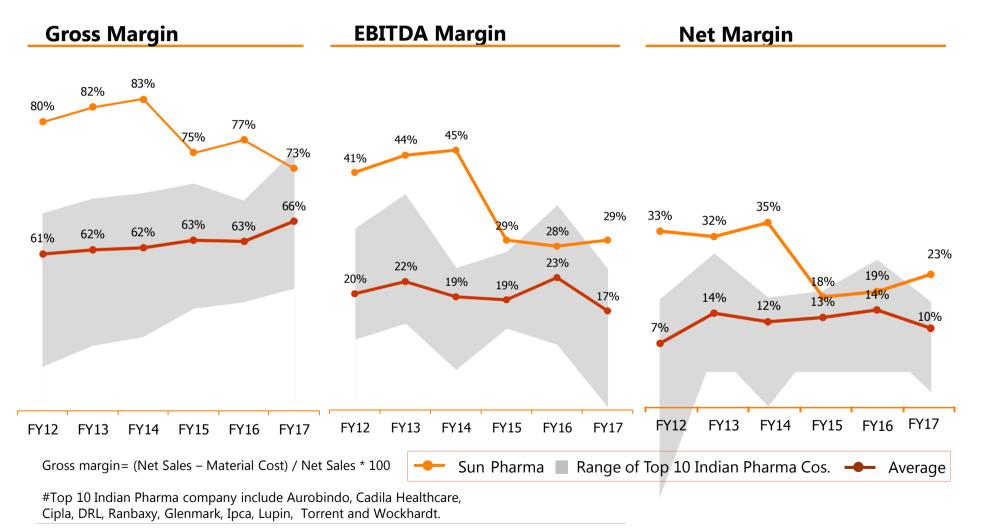


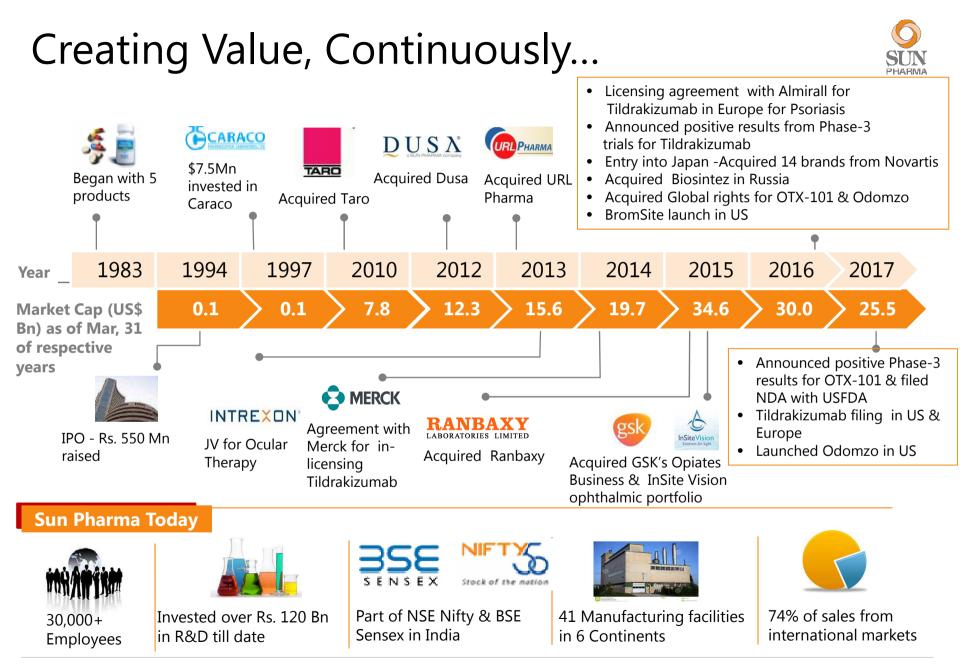
### Sustained Profitability Vs. Peers



Superior business model

Margins consistently higher than peers#



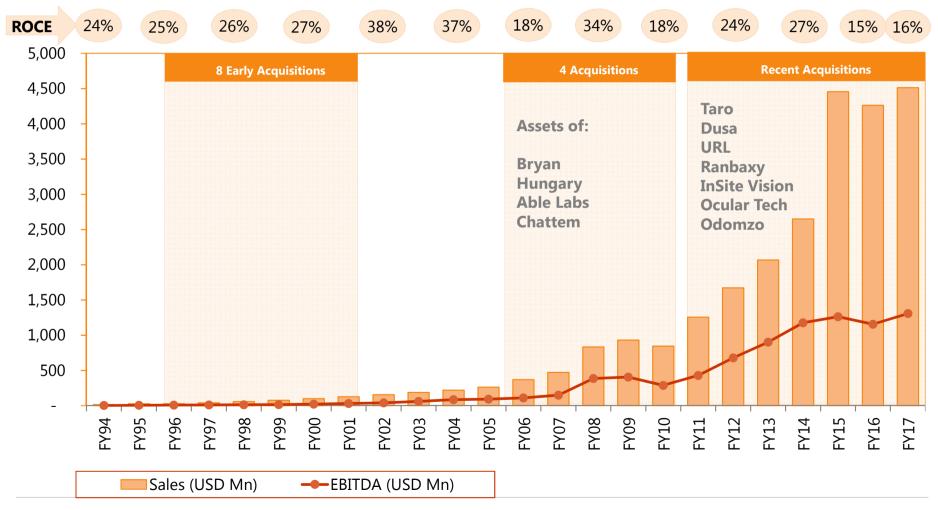


#### Key Deals & Rationale



Year	Deals	Country	Rationale
2016	Acquired global rights for Seciera & 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	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	Sterile injectable capacity in the US, supported by strong R&D capabilities
2013	Acquired URL's generic business	US	Adds 107 products to US portfolio
2012	Acquired DUSA Pharma, Inc.	US	Access to branded derma product
2010	Acquired Taro Pharmaceutical Industries Ltd.	Israel	Dermatology & Topical Product Manufacturing Plant at Israel & Canada
1997	Acquired Caraco	Detroit, US	Entry into US Market

## Successful track record of turning around acquisitions



PHARM





#### US Business at a glance

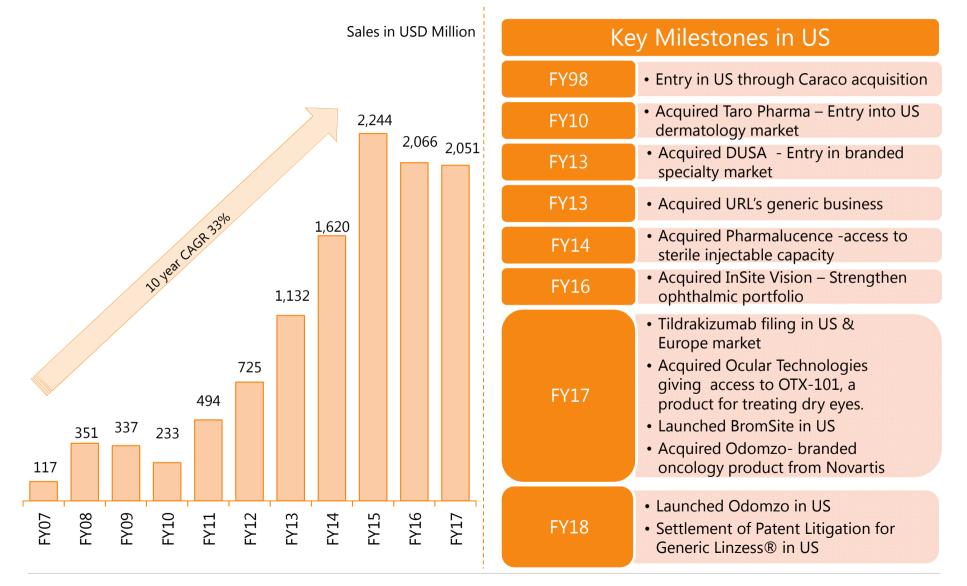


5<sup>th</sup> Largest Pharma Company in the US Generics Market \*

Dermatology Segment	<ul> <li>Largest generic dermatology company and amongst top 5 branded dermatology company in the US</li> </ul>
Comprehensive Portfolio	<ul> <li>Wide basket of 544 ANDAs &amp; 42 NDAs filed and 418 ANDAs &amp; 37 NDAs approved across multiple therapies</li> </ul>
Robust Pipeline	<ul> <li>126 ANDAs &amp; 5 NDAs pending FDA approval, including a combination of complex generics, FTF opportunities and pure generics</li> </ul>
Market Presence	Presence in generics, branded & OTC segments
Flexible Manufacturing	<ul> <li>Integrated manufacturer with flexibility for manufacturing onshore/ offshore</li> </ul>
Dosage Forms	<ul> <li>Liquids, Creams, Ointments, Gels, Sprays, Injectable, Tablets, Capsules, Drug-Device combination</li> </ul>
	* Source: Evaluate Pharma Estimates for 12 months ended Dec 2017

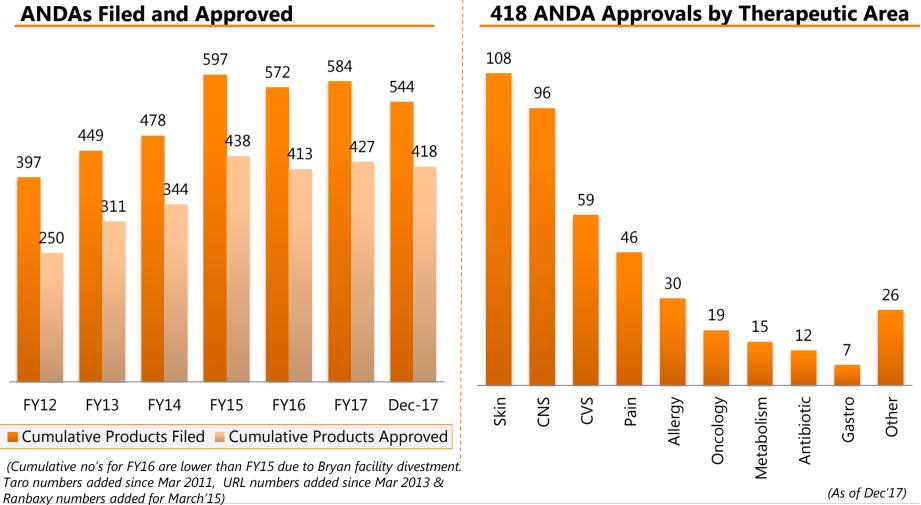
### US Business - Significant Ramp-up in Sales





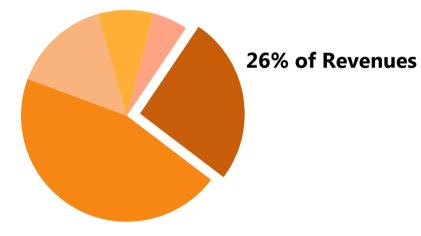
ANDA Pipeline - Significant ramp up







#### India Branded Generic Business







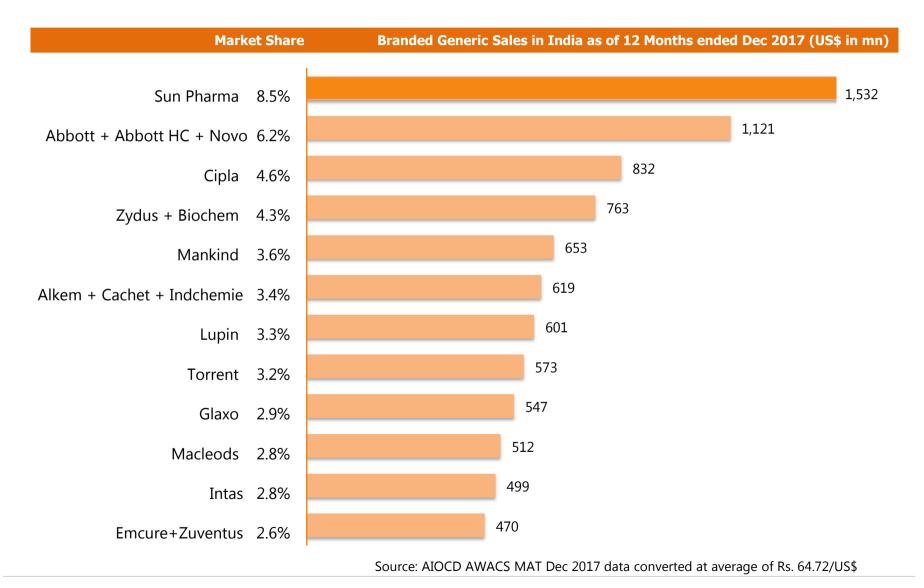
### India Business at a glance



No. 1 in India		
Market Position**	<ul> <li>No. 1 ranked with 8.5% market share</li> <li>Growth of 6% equal to average industry growth of 6%</li> </ul>	
Prescription Ranking##	• No. 1 ranked by prescriptions with 11 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**	<ul> <li>Top 10 Brands contribute approx. 18% of India revenues</li> <li>Growth driven by a basket of brands – low product concentration</li> </ul>	
Extensive Sales Force	• 9,200+ strong field force covering over 600,000* doctors	
** - As per AIOCD AWACS data for 12 months ended ## - As per SMSRC data for Oct'17	Dec'17 * Does not exclude overlap	

### Largest Pharma Company in India





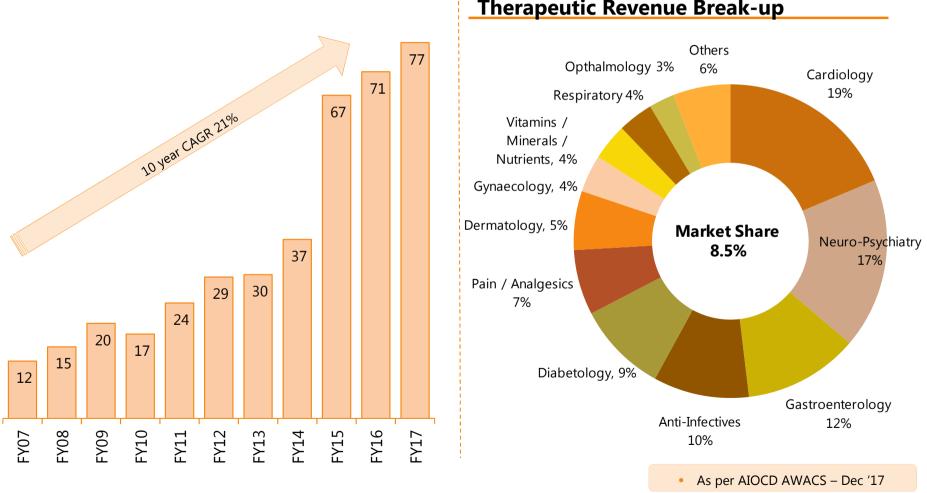
#### India Business – Sales ramp-up



Leadership in chronic segment; Strong positioning in acute segment

Sales in Rs Billion

30 brands in top 300 brands of country



**Therapeutic Revenue Break-up** 



#### **Therapy focused marketing**

- 9,200+ sales representatives
- Covering over 600,000\* doctors

\* Does not exclude overlaps

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

#### Strong increase in market share

• Sun pharma market share has consistently increased from 2.4% in 2000 to 8.0% in 2017 (IMS Data for Dec'17)

Year -2000	%	Year -2005	%	Year -2010	%	Year -2015	%	Year -2017	%
Sun Pharma	2.4	Sun Pharma	3.3	Sun Pharma	3.7	Sun Pharma	8.0	Sun Pharma	8.0
Cipla	4.7	Cipla	5.1	Cipla	5.4	Cipla	5.2	Cipla	5.2
Lupin	2.0	Lupin	2.2	Lupin	2.7	Lupin	3.2	Lupin	3.5
Cadila	3.8	Cadila	3.7	Cadila	3.7	Cadila	3.4	Cadila	3.2
DRL	2.6	DRL	2.3	DRL	2.3	DRL	2.4	DRL	2.2
Torrent	1.8	Torrent	1.9	Torrent	2.0	Torrent	2.4	Torrent	3.3
Glenmark	1.0	Glenmark	1.2	Glenmark	1.5	Glenmark	2.0	Glenmark	2.2
Wockhardt	2.2	Wockhardt	1.9	Wockhardt	2.0	Wockhardt	1.6	Wockhardt	1.5
Ірса	1.1	Ірса	1.3	Ірса	1.4	Ірса	1.5	Ірса	1.5
Ranbaxy	4.8	Ranbaxy	4.9	Ranbaxy	4.9	Unichem	1.0	FDC	1.0

### Leadership in key therapeutic areas\*



Number 1 Ranking with 11 Doctor Categories\*

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

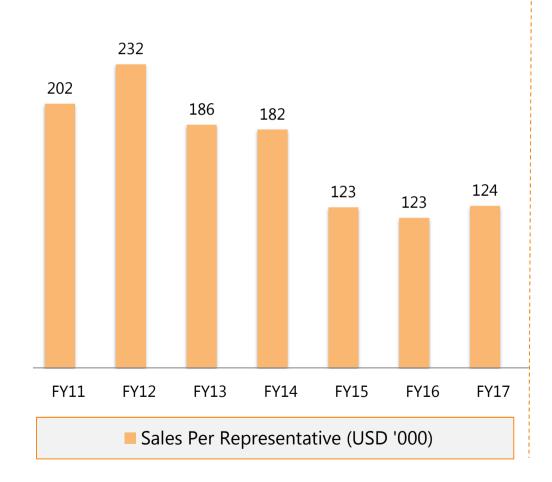
\*Ranks based on prescription share

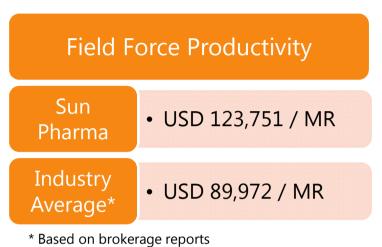
Source-Strategic Marketing Solutions and Research Centre (SMSRC) Prescription Data

#### Best-in-class field force productivity



Sales Per Representative (USD '000)





- Well trained and scientifically oriented sales representatives team with strong performance track record
- Field force with highest productivity amongst key players in India



## Emerging Markets





#### Emerging Markets Business at a glance



#### Largest Indian Company in Emerging Markets

Global footprint	Presence in over 100 markets
Focus Markets	<ul> <li>Brazil, Mexico, Russia, Romania, South Africa and complementary &amp; affiliated markets</li> </ul>
Product Portfolio	Extensive basket of branded products
Customer Focus	Strong relationships with doctors and medical practitioners
Sales Force	Approximately 2,300 Sales Representatives
Opportunity	<ul> <li>To cross-sell products between Sun Pharma and Ranbaxy marketing infrastructure</li> </ul>
Local Manufacturing	Across 7 countries
Russia Acquisition	<ul> <li>Acquired Biosintez to enhance presence in Russian market in Nov' 16 – Gives access to local manufacturing facility.</li> </ul>

### Western Europe, Canada, Japan, ANZ & Other Markets





### Western Europe & Other Markets at a glance

Amongst the leading Indian Companies		
Market Presence	<ul> <li>Across all major markets in Western Europe, Canada, A&amp;NZ, Japan and few other markets</li> </ul>	
Product Portfolio	<ul> <li>Expanding basket of products including injectables and hospital products as well as products for retail market</li> </ul>	
Focus	<ul> <li>Development and commercialization of complex generics and differentiated products to drive sustainable and profitable growth</li> </ul>	
Sales Force	Distribution led model	
Local Manufacturing	• At Canada, Israel and Hungary + Servicing from India facilities	
Japan Entry	<ul> <li>Acquired 14 established prescription brands from Novartis in March'16</li> </ul>	



#### **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	<ul> <li>Amongst top 10 consumer healthcare companies in India, Romania, Nigeria &amp; Myanmar</li> </ul>	



#### Active Pharmaceutical Ingredients (API) Business



#### **API Business**



Backward Integration – Strategic Importance			
Strategic Importance	<ul> <li>Backward integration provides cost competitiveness and supply reliability</li> </ul>		
Customers	Large generic and innovator companies		
Product Portfolio	• Approximately 300 APIs		
Pipeline Development	• Approx. 20 APIs scaled up annually		
Regulatory approvals	<ul> <li>274 DMF/CEP approvals to date</li> <li>390 DMF/CEP Filings to date</li> </ul>		
Manufacturing	Across 14 facilities		
Opiates Business	Acquired GSK's Opiates business in Australia in Sept'15		



#### Research & Development



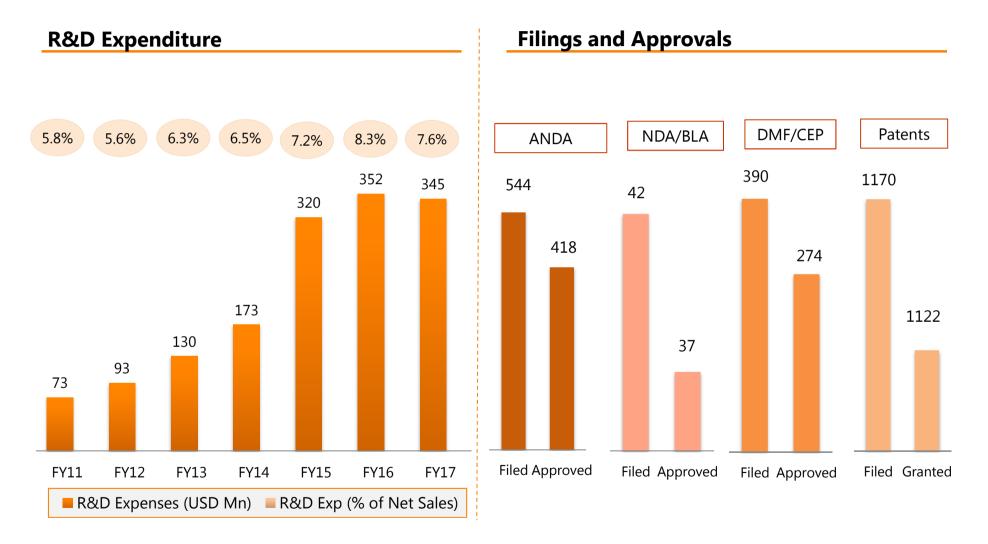
### Research & Development



Cumulative R&D Spend of USD 1.9 billion to date			
R&D Spend	<ul> <li>R&amp;D spend at 7.6% of Net Sales for FY17</li> <li>Strong cash flows &amp; large scale to support R&amp;D investments</li> </ul>		
Capabilities	<ul> <li>Strong research teams in generics, finished dosage development, biological support, chemistry</li> </ul>		
Organization	<ul> <li>2,000 scientists globally with capabilities across dosage forms like orals, liquids, ointments, gels, sprays, injectables</li> </ul>		
IPR Support	<ul> <li>Strong team of intellectual property experts supporting R&amp;D (internal and external lawyers)</li> </ul>		
Focus	<ul> <li>Developing non infringing formulations and development of specialty/complex products</li> </ul>		

### **R&D** Investments





As of Dec 31, 2017



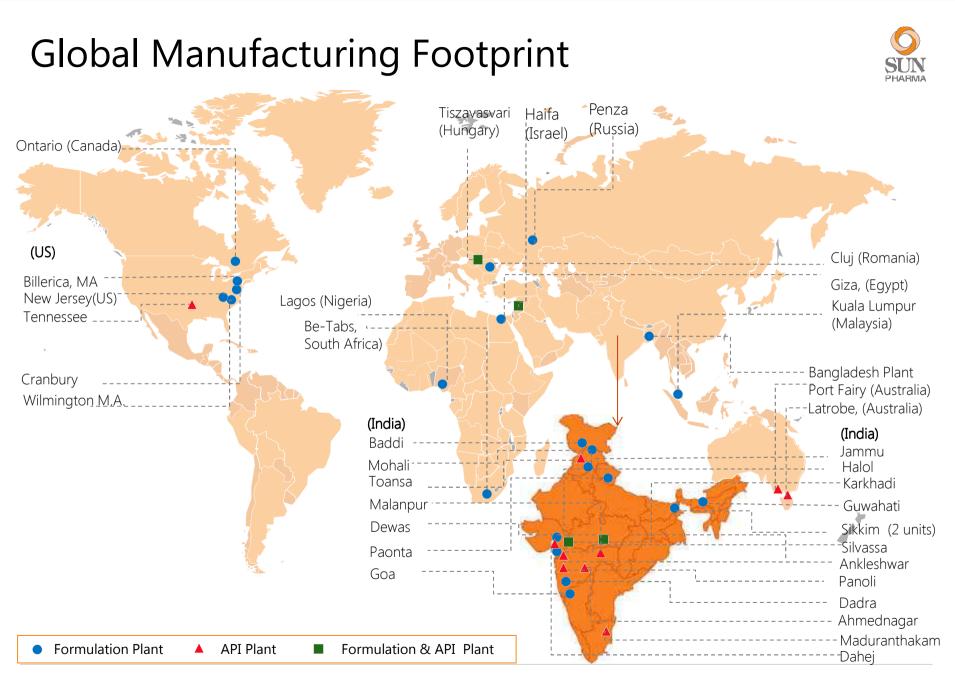
# Global Manufacturing Presence



# **Global Manufacturing Presence**



### World Class Manufacturing Infrastructure 41 manufacturing facilities across India, the Americas, Asia, Africa, Extensive Global Footprint Australia and Europe • Vertically integrated network across six continents enabling high Integrated Network quality, low cost and a quick market entry across the geographies • One of the few companies that has set up completely integrated Capabilities manufacturing capability for the production of oncology, hormones, peptides, controlled substances and steroidal drugs • High quality manufacturing facilities. Many of the plants have **High Quality** received approvals from US FDA, UK MHRA and various other regulatory authorities • Ability to manufacture a variety of dosage forms - Orals, Creams, **Dosage Forms** Ointments, Injectables, Sprays, Liquids

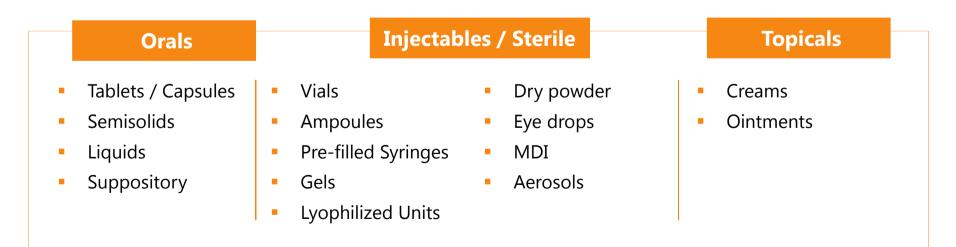


# Finished Dosage Manufacturing



27 Finished dosage manufacturing sites

- India : 13, US : 4
- Canada, Hungary , Israel, Bangladesh, South Africa, Malaysia, Romania, Egypt, Nigeria and Russia : 1 each
- Capacities available for a variety of finished dosages

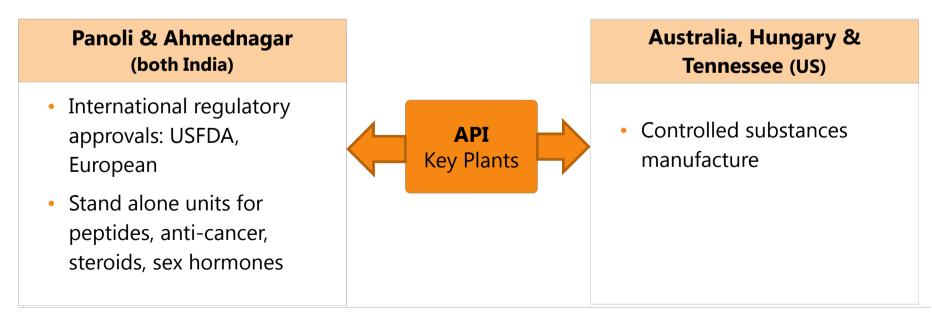


# **API Manufacturing**



14 API manufacturing locations

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



# **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 Directors**



### **Ashwin Dani** Non-Executive Vice

Non-Executive Vice Chairman, Asian Paints Ltd..

### **Independent Director**



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

### Independent Directors



Keki Mistry Vice Chairman & CEO, HDFC Ltd.

### **Independent Director**



S. Mohanchand Dadha

Former Chairman & Managing Director, TDPL





# Financials



### Market Capitalisation Rs. 1,400 billion / US\$ 22 billion

Market Capitalisation KS. 1,400 billion / 03\$ 22 billion							( All Fi	( All Figures in USD. Mn )		
	FY13	YoY	FY14	YoY	FY15	YoY	FY16	YoY	FY17	YoY
P&L Summary										
Sales	2,067	24%	2,649	28%	4,457	68%	4,262	-4%	4,512	6%
Gross Profit	1,685	27%	2,189	30%	3,354	53%	3,295	-2%	3,300	0%
EBITDA	903	33%	1,178	30%	1,263	7%	1,155	-9%	1,308	13%
Net Profit	549	-1%	520	-5%	743	43%	695	-6%	1,038	49%
Net Profit (Adjusted)	656 #	18%	937 #	43%	781 #	-17%	799 <b>#</b>	2%	1,038	30%
R&D Spend	130	39%	172	33%	320	85%	352	10%	345	-2%
BS Summary	Mar'13	YoY	Mar'14	YoY	Mar'15	YoY	Mar'16	YoY	Mar'17	YoY
Shareholders Funds	2,762	15%	3,082	12%	4,094	33%	4,972	21%	5,650	14%
Loan Funds	37	-30%	414		1,437	247%	1,254	-13%	1,248	0%
Net Fixed Assets	935	46%	969	4%	1,761	82%	1,871	6%	2,304	23%
Investments	444	3%	464	4%	434	-6%	221	-49%	106	-52%
Cash and Bank Balances	748	14%	1,263	69%	1,757	39%	1,987	13%	2,335	17%
Inventory	475	16%	520	9%	906	74%	968	7%	1,054	9%
Sundry Debtors	444	9%	366	-18%	816	123%	1,022	25%	1,111	9%
Sundry Creditors	195	0%	221	13%	525	138%	540	3%	678	25%

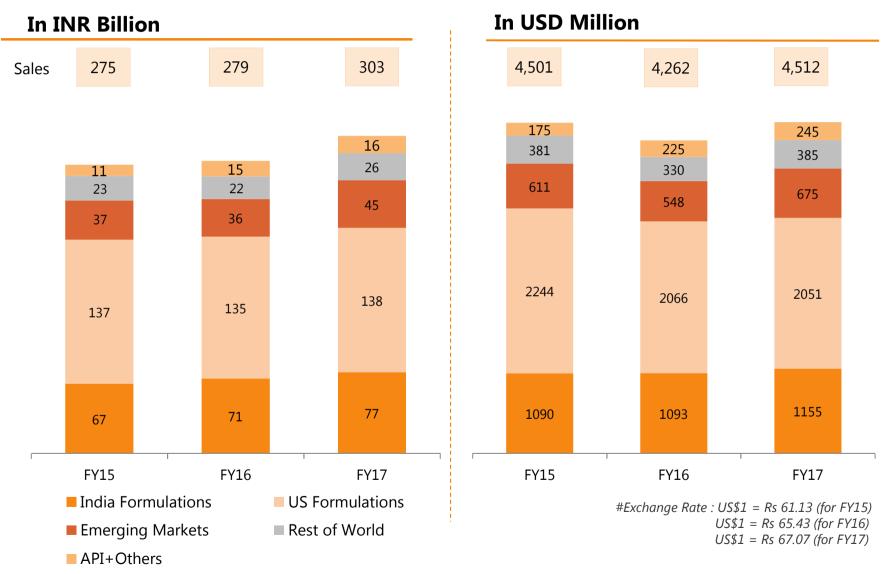
Exchange Rate :

For Market Capitalisation US\$1 = Rs 64.69 (As on 31 Jan 2017)

# Adjusted for USD 107 Mn provision related to generic Protonix settlement for the year 2012-13 and Adjusted for USD 417 Mn provision related to generic Protonix settlement for the year 2013-14 and Adjusted for USD 39 Mn for settlement provision for Texas Medicaid Program litigation for 2014-15 and Adjusted for USD 104 Mn for settlement provision for Texas Medicaid Program litigation for 2015-16

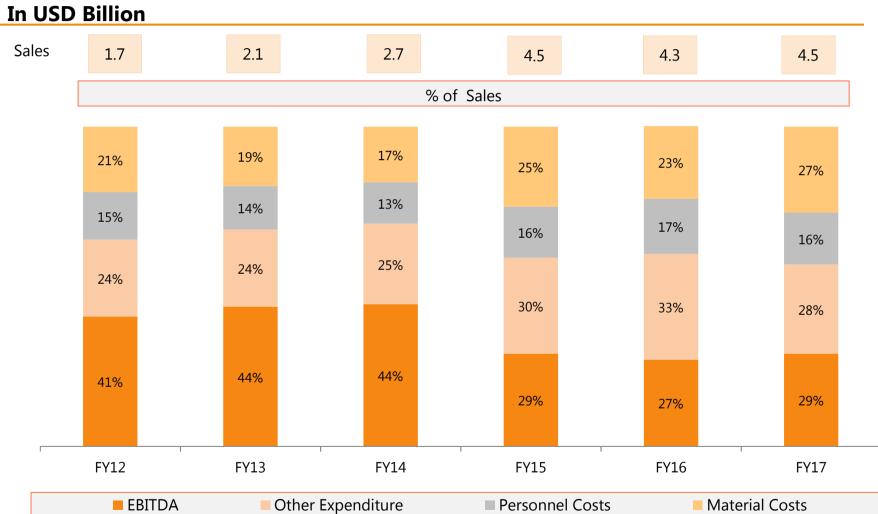
## Sales Break-up





**EBITDA** Trend

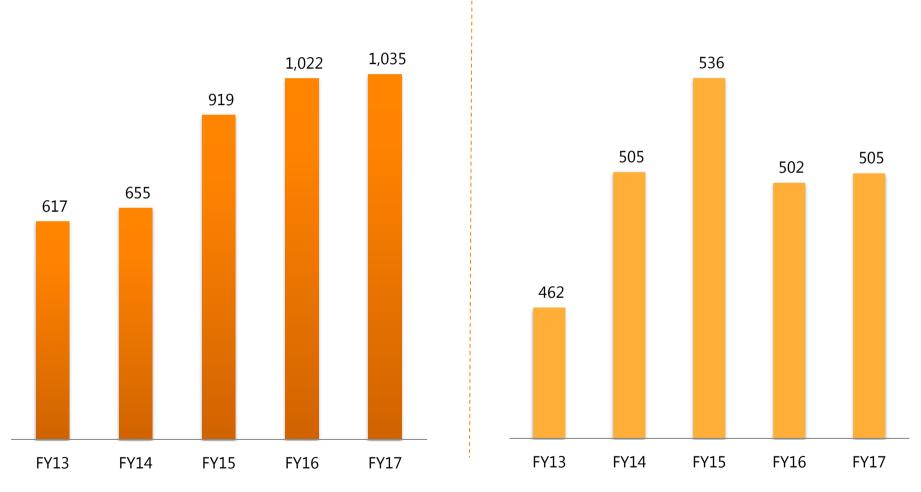




## Cash Flow



### Net Cash From Operating Activities (USD Mn) Free Cash Flow (USD Mn)



All numbers above exclude Ranbaxy financials

# **Financial Ratios**



	·				
	FY13	FY14	FY15	FY16	FY17
Growth (%)					
Sales	23.6	28.1	68.2	(4.4)	5.9
Gross Profit	26.7	29.9	53.2	(1.8)	0.2
EBITDA	32.9	30.5	7.2	(8.5)	13.2
Net Profit	(1.1)	(5.2)	42.8	(6.4)	49.5
Net Profit (Adjusted)	18.2 <b>#</b>	42.8 #	(16.6) #	2.3 #	29.9
Margins (%)					
Gross Margin	81.5	82.6	75.3	77.3	73.1
EBITDA Margin (%)	43.7	44.5	28.3	27.1	29.0
Net Margin	26.5	19.6	16.7	16.3	23.0
Net Margin (Adjusted)	31.7 <b>#</b>	35.4 <b>#</b>	17.5 <b>#</b>	18.8 <b>#</b>	23.0
Return (%)					
ROCE	26.7	26.9	14.7	14.8	16.1
ROE	25.7	30.9	18.5	17.6	19.8
Others					
Debt / Equity	0.01	0.13	0.35	0.25	0.22
Fully Diluted (USD) EPS	0.3	0.3	0.3	0.3	0.4
Fully Diluted EPS (USD) (Adjusted)	0.3 #	0.5 #	0.3 #	0.3 #	0.4
R&D Spend % of Net Sales	6.3	6.5	7.2	8.3	7.6
Revenue	5.9	6.2	6.6	7.9	7.1
Capital	0.4	0.3	0.4	0.3	0.6
	# Adjusted for USD 107 M	n provision related	to generic Protonix	settlement for the	year 2012

# Adjusted for USD 107 Mn provision related to generic Protonix settlement for the year 2012-13 and Adjusted for USD 417 Mn provision related to generic Protonix settlement for the year 2013-14 and Adjusted for USD 39 Mn for settlement provision for Texas Medicaid Program litigation for 2014-15 and Adjusted for USD 104 Mn for settlement provision for Texas Medicaid Program litigation for 2015-16

# Key Financials Q3 & 9m FY18



(All Figures in USD Mn)

	Q3 FY18	Q3 FY17	CHANGE	9m FY18	9m FY17	CHANGE
Sales	1,020	1,139	-11%	3,001	3,494	-14%
Gross Profit	695	806	-14%	2,124	2,609	-19%
Gross Margin	68%	71%		71%	75%	
EBITDA	216	328	-34%	584	1,126	-48%
EBITDA Margin	21%	29%		19%	32%	
Net Profit	56	218	-74%	132	856	-85%
Net margin	6%	19%		4%	25%	
Net Profit (Adjusted)	136	218	-38%	359	856	-58%
Net margin (Adjusted)	13%	19%		12%	25%	
R&D	73	91	-20%	234	255	-9%
R&D as % of Net Sales	7.2%	8.0%		7.8%	7.3%	
EPS (Diluted) IN \$	0.0	0.1	-74%	0.1	0.4	-84%
EPS (Diluted) IN \$ (Adjusted)	0.1	0.1	-38%	0.1	0.4	-58%

### All Financials are as per IND-AS

# Sales Breakup Q3 & 9m FY18



( All Figures in USD. Mn )

		Q3 FY18	Q3 FY17	CHANGE	9m FY18	9m FY17	CHANGE
Formulation							
India		322	292	10%	941	869	8%
US		328	507	-35%	988	1,670	-41%
Emerging M	larkets	189	172	10%	552	494	12%
ROW		120	113	6%	346	276	
	Sub-total	959	1,084	-12%	2,827	3,309	-15%
Bulk		57	54	5%	165	179	-7%
Others		3	1	155%	9	5	86%
Gross Sales		1,020	1,139	-11%	3,001	3,492	-14%
	<ul> <li>US Formulation</li> <li>India Branded</li> <li>Emerging Mark</li> <li>Western Europ</li> <li>API &amp; Others</li> </ul>	Generics		18% Q3 Y18 12%	26% Q3 FY17 44%	15% 10% 5%	
All Financials	are as per IND-AS			# Includes Western I	Europe, Canada, Japan, Aus	tralia, New Zealand and	other markets

# Key Milestones targeted for future



US Business	<ul> <li>Enhance share of specialty/branded business</li> <li>Continue to focus on complex generics and high entry barrier segments</li> <li>Ensure broad product offering to customers across multiple dosage forms</li> <li>Gain critical mass in key therapeutic segments</li> </ul>
India Business	<ul> <li>Improve productivity of India business</li> <li>Maintain leadership position in a fiercely competitive market</li> <li>Continuously innovate to ensure high brand equity with doctors</li> </ul>
RoW Business	<ul> <li>Gain critical mass in key emerging markets</li> <li>Enhance product basket in emerging markets</li> <li>Improve profitability in developed European markets</li> </ul>

# Key Milestones targeted for future



Global Consumer Healthcare	<ul> <li>Maintain leadership in existing markets through focus on innovative solutions</li> <li>Enhance presence in high growth markets</li> </ul>
R&D	<ul> <li>Develop more products through expanded R&amp;D team for global markets</li> <li>Focus on developing complex products across multiple dosage forms</li> <li>Invest to further build on specialty pipeline</li> </ul>
Regulatory/ Quality	<ul> <li>Ensuring 24x7 compliance to cGMP is imperative for a global business</li> <li>Continuously enhance systems, processes, human capabilities to ensure compliance with global regulatory standards</li> <li>Ensure resolution of consent decree at Ranbaxy's facilities</li> </ul>
Financial	<ul> <li>Target sustainable and profitable growth</li> <li>Deliver on the US\$ 300 million synergy benefits from Ranbaxy acquisition by FY18</li> </ul>

## FY18 Guidance



Consolidated Revenues	• Low double digit decline over FY17
EBITDA	• EBITDA Margin approximately 20%-22% for H2 FY18
R&D Investments	• Approximately 9%-10% of revenues to be invested in R&D
Ranbaxy Integration Synergy	<ul> <li>Target US\$ 300 million in synergy benefits from the Ranbaxy acquisition by FY18</li> </ul>
Investing for Future	<ul> <li>Invest in R&amp;D and in building the specialty business</li> </ul>

# Sun Pharma at a glance



5 <sup>th</sup> Largest Global Specialty Generic Company				
US	• Ranked 5 <sup>th</sup> in US* / Largest Indian Pharma Company in US			
India	• No. 1 Pharma Company in India			
Emerging Markets	<ul> <li>Amongst the largest Indian Pharma Company in Emerging Markets</li> </ul>			
Europe	Expanding presence in Europe			
Manufacturing Footprint	• 41 manufacturing sites across the world			
Market Presence	<ul> <li>Presence in more than 150 countries across branded and generic markets</li> </ul>			
Product Portfolio	<ul> <li>Portfolio of more than 2,000 products across the world</li> </ul>			
Employees	• 30,000+ global employee base			
Quality Compliance	<ul> <li>Multiple facilities approved by various regulatory authorities across the world including USFDA</li> </ul>			
R&D and Manufacturing	<ul> <li>Capabilities across dosage forms like injectables, sprays, ointments, creams, liquids, tablets and capsules</li> </ul>			
Addressable Segments	<ul> <li>Specialty products, branded generics, complex generics, pure generics &amp; APIs</li> </ul>			
	generics & APIs			

\* 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

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