# Investor Presentation

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Dr. Reddy's Laboratories Limited
Hyderabad, India
BSE: 500124 | NSE: DRREDDY | NYSE: RDY

Dr.Reddy's

# Safe Harbor Statement

This presentation contains forward-looking statements and information that involve risks, uncertainties and assumptions. Forward-looking statements are all statements that concern plans, objectives, goals, strategies, future events or performance and underlying assumptions and other statements that are other than statements of historical fact, including, but not limited to, those that are identified by the use of words such as “anticipates”, “believes”, “estimates”, “expects”, “intends”, “plans”, “predicts”, “projects” and similar expressions. Risks and uncertainties that could affect us include, without limitation:

- General economic and business conditions in India and other key global markets in which we operate;
- The ability to successfully implement our strategy, our research and development efforts, growth & expansion plans and technological changes;
- Changes in the value of the Rupee and other currency changes;
- Changes in the Indian and international interest rates;
- Allocations of funds by the Governments in our key global markets;
- Changes in laws and regulations that apply to our customers, suppliers, and the pharmaceutical industry;
- Increasing competition in and the conditions of our customers, suppliers and the pharmaceutical industry; and
- Changes in political conditions in India and in our key global markets.

Should one or more of such risks and uncertainties materialize, or should any underlying assumption prove incorrect, actual outcomes may vary materially from those indicated in the applicable forward-looking statements.

For more detailed information on the risks and uncertainties associated with the Company’s business activities, please see the Company’s Form 20-F for the fiscal year ended March 31, 2017, and Form 6-K for the quarters ended June 30, 2017, September 30, 2017 and December 31, 2017 and other filings with the US SEC. Any forward-looking statement or information contained in this presentation speaks only as of the date of the statement. We are not required to update any such statement or information to either reflect events or circumstances that occur after the date the statement or information is made or to account for unanticipated events

# Contents



# Our Purpose

We accelerate access to affordable and innovative medicines

Because

**Good Health Can't Wait.**

# Our Purpose Guides Our Customer Value Proposition Leading to Specific Strategic Choices

## PURPOSE

We accelerate access to affordable medicines because

**Good Health Can’t Wait.**

## OUR PROMISES

- **Bringing expensive medicine within reach**
- **Addressing unmet patient needs**
- **Helping patients manage disease better**
- **Enabling and helping our partners ensure our medicines are available where needed**
- **Working with partners to help them succeed**

# COMPANY OVERVIEW

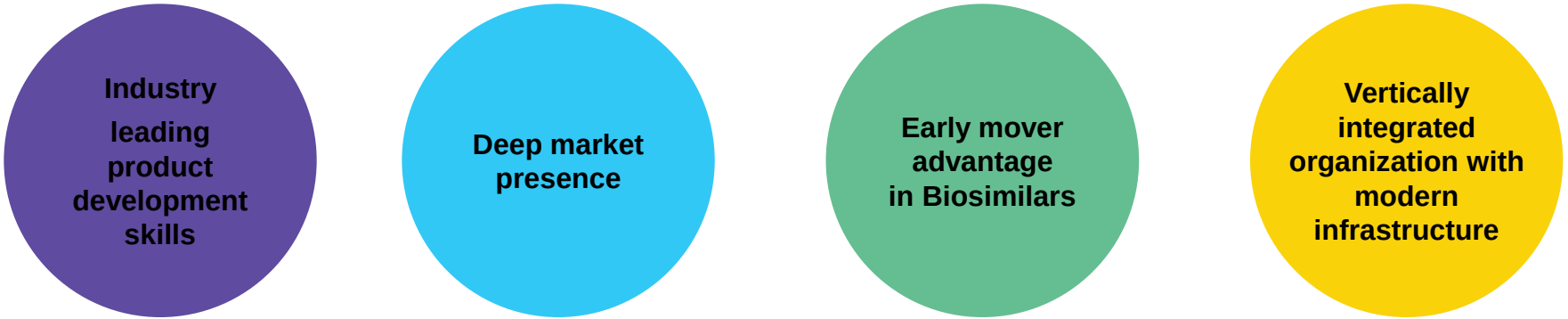
# Multidimensional business model to sustain long-term growth

| | UNBRANDED (US + EU) | BRANDED (EM + INDIA) | PROPRIETARY PRODUCTS |
|---|---|---|---|
| Current | • Monetize the complex/ limited competition assets across channels and classes of trade | • Continued growth for mega brands through patient centric initiatives<br>• Selective business integration on NCE assets | • Maximize the base business revenues through volume growth initiatives and managed care strategy |
| Future | • Accelerate Biosimilars filings in US and EU<br>• Outreach model for novel dosage forms in Non-traditional channels | • Accelerate the journey to monetize Biosimilars assets across existing and new markets | • Focus on development and filing of late-stage, high-value differentiated assets |

**PSAI** — **Leverage Industry leading chemistry skills to synthesize complex APIs enabling robust portfolio across the businesses**

# Key strengths and capabilities

## Collaboration across business units




- Several niche product opportunities in USA market (liposomal doxorubicin, sevelamer carbonate, decitabine, azacitidine, metoprolol, fondaparinux)

- Branded generic markets - India, Russia, CIS and other countries
- Non-branded markets – USA , UK, Germany and other countries

- First to launch Biosimilar rituximab in 2007
- 4 Biosimilar products being marketed, 2 in clinical development and 3 entering toxicology phase

- R&D centers in India, UK, Netherlands and USA

# Formulation manufacturing infrastructure and capabilities

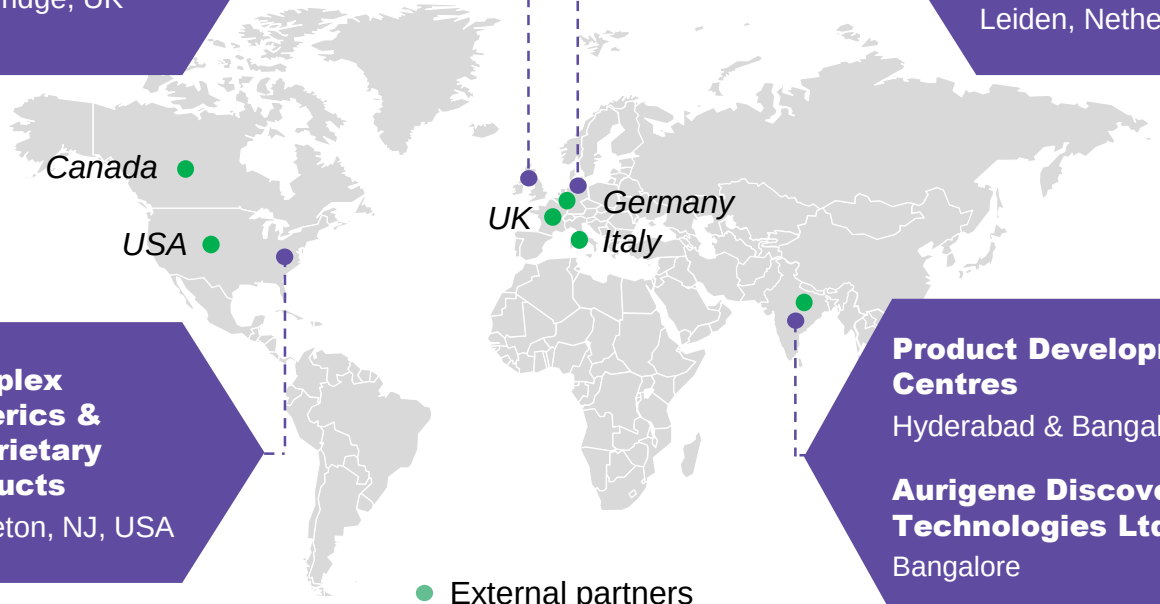
| DOSAGE FORM | CAPABILITIES | DETAILS |
|---|---|---|
| **Oral Solids (22 bn pills annual)** | Tablets, Capsules, Pellets, bi-layers, Modified / Extended release, ODTs | 10 Facilities out of which<br>• 4 US FDA approved of which 2 are located in USA<br>• 3 MHRA approved |
| **Injectable (110 mn units annual)** | Vial / PFS including complex products | 3 Facilities out of which<br>• 1 oncology facility, USFDA/MHRA/ANVISA approved<br>• 1 State of the art facility commissioned<br>• 1 facility approved by ANVISA/Romania focused on emerging markets |
| **Ointments (40 mn units annual)** | Tubes/creams/ Gel | 2 Facilities out of which<br>• 1 facility for emerging and domestic market and<br>• 1 facility for US market recently operationalized and audited by US FDA |

**Multiple strategic alliances for manufacturing variety of dosage forms**

# Globalized R&D to Access the Right Talent to Solve Complex Scientific Challenges

**Complex Chemistry Centre of Excellence**
Cambridge, UK

**Complex Injectable Centre of Excellence**
Leiden, Netherlands




**Complex Generics & Proprietary Products**
Princeton, NJ, USA

**Product Development Centres**
Hyderabad & Bangalore

**Aurigene Discovery Technologies Ltd**
Bangalore

# Recent Business Highlights

# Delivering affordable generic alternatives in Unbranded Markets

## 12 NEW PRODUCTS LAUNCHED IN NORTH AMERICA SO FAR THIS FISCAL

### Sevelamer Carbonate Tablets launched in the U.S. Market

- Affordable alternative for complex, limited-competition product
- Fourth limited-competition launch this fiscal year (after Doxorubicin Hydrochloride Liposome Injection, Bivalirudin for Injection, and Ezetimibe & Simvastatin Tablets)

### Other Product Launches in the U.S.

- Melphalan Hydrochloride 50mg Powder for Injection
- Clofarabine Injection for Intravenous Use
- Metaxalone Tablets
- Cefixime for Oral Suspension

### Pipeline Updates

- Positive DC outcome on Suboxone litigation
- Launch preparations on track for on near-term **big-ticket** launches
- On target for **20-25 filings** this year

# Biosimilars and small molecule Oncology assets fueling global expansion

## Successful launches of Oncology products in EM and EU

- Colombia, Brazil, Algeria, Spain, Italy

## Reditux™ paving the way for the entry of upcoming Biosimilar assets in new markets

- Currently approved in 17 countries and available in 14

## Launched four products in India through strategic collaboration with Amgen

Vectibix® (panitumumab) Injection for IV Infusion

XGEVA® (denosumab) injection

Kyprolis™ (carfilzomib) for injection

prolia® (denosumab) injection

## Entry into more new markets in LatAm, Africa and Asia slated for Q4 FY 18 / FY 19

# Making a difference through Patient-centric Initiatives in Emerging Markets

## Our first wave of patient-centric packaging has been received well

- Four India Star awards for patient-centric packaging (selected from 622 entries); now qualify for Asia star and World star awards
- Positive feedback from patients, doctors and pharmacists

## Prototyping packaging innovations for patients in Russia

- Working with Geriatric Society to enhance therapy experience of geriatric patients
- Revamping packaging of OTC brands

## Adherence programs

- After success in specialty care, we now have achieved scale in primary care with the CVAD adherence program in India


Push Tab feature in carton to serve as a reminder of when to have the medicine


Integrated flap that provides key information to the patient


# Addressing unmet needs in Derma and Neurology

## Commercial Updates

- First set of launches **Zembrace™** and **Sernivo™** ramping up well, continue to focus on accelerating the commercial business' path to profitability
- Promius Pharma recognized as an **emerging R&D driven commercial organization** in the neurology and dermatology communities

## R&D Updates

- Developing robust R&D Pipeline – **Four assets** in Phase III and **Three assets** in Phase II respectively

## BD Updates

- Out-licensing of **DFD-06, a topical high potency steroid**, to Encore Dermatology
- Global License and Commercialization Agreement for Phase III Clinical Trial Candidate **(DFA 02) for Mitigation of Surgical Site Infections** with CHD Biosciences

# Our Quality Journey

WE ARE COMMITTED TO
**EXCELLENCE IN QUALITY**
AND TO BEING THE BEST
IN THE INDUSTRY

## U.S. FDA Audit Updates

### Sites Previously on Warning Letter

- **CTO 5:** Three observations in audit - Received EIR
- **CTO 6:** Two Observations in audit – EIR Awaited
- **FTO 7 Sterile Plant:** Received EIR: compliance pending, anticipating re-audit in Q2/3 2018

- **FTO 3 Bachupally:** Received EIR
- **Mirfield Plant:** Concluded with three observations
- **Mexico:** Concluded with zero observations
- **CPS Technology Development Center:** Concluded with zero observations
- **FTO SEZ PU – 02:** Received EIR
- **FTO SEZ PU – 01:** Received EIR

# Growth Roadmap

# Well-positioned for long-term profitable growth

## Current

- **Strong and proven track record in base businesses**
- **Deliberate efforts in accelerating the growth momentum**
- **Specific & clear growth focus for each business**
- **Investing for long-term growth for all the core businesses**

## FY18 - 21

**NAG:**
- Complex Injectables, Patches/ Topicals
- OTC Brands

**India:**
- Ramp-up Biosimilars business through Internal & partnered assets

**EM:**
- Launch Reditux™ & expand presence in Hospitals
- Oncology portfolio in select geographies

**PP:**
- First set of differentiated products based on bio pathway

**Biologics:**
- Maximize value of existing assets in Emerging Markets

## FY22-25

**NAG:**
- 505 b2 Generics, C2s,
- Non-substitutable Generics

**India:**
- Base business ramp-up
- Differentiated assets in relevant therapies

**EM:**
- Base business ramp-up
- Scale in new markets like China, Japan, Columbia

**PP:**
- Highly differentiated assets get to market
- NCE pipeline kick-in

**Biologics:**
- Gain scale in Emerging markets
- Launch in developed markets

# North America Generics: Growth driven by limited competition products

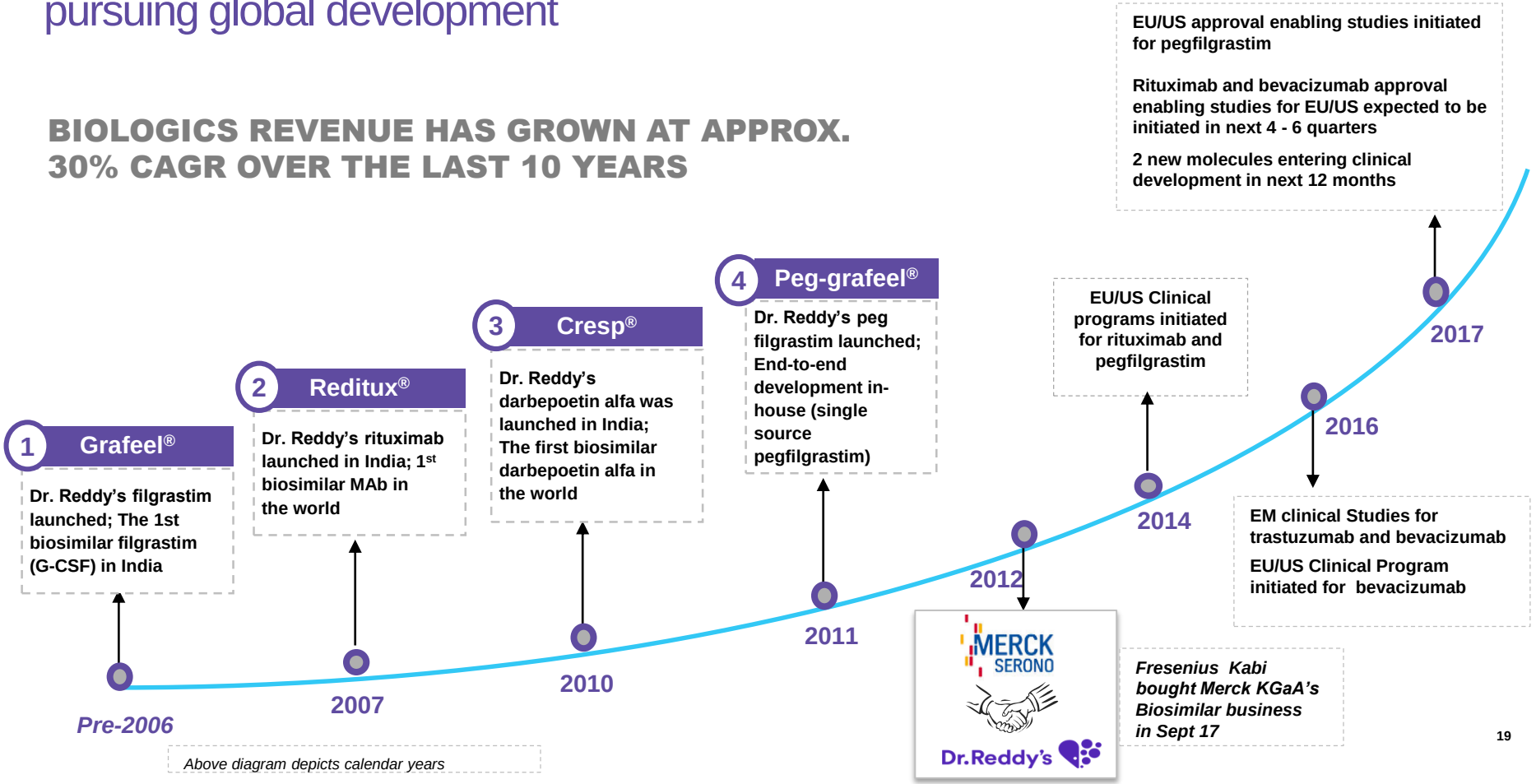
| | 2017 | 2021 |
|---|---|---|
| **Portfolio** | • Oral solid dosages account for almost 80% of the current revenues<br>• Injectables accounting for 20% of the revenues | • More than 50% of revenues to come from Injectables, Topicals and other complex dosage forms<br>• Initiate monetization of Biosimilars assets |
| **Channel** | • Retail is the predominant class of trade for the business contributing more than 60% of current revenues<br>• Current OTC presence broadly in private Label segment | • Specialized channels like Oncology Clinics, Hospitals, OTC are expected to form 60% of the mix<br>• OTC Brands to become relevant part of business |
| **Customer** | • Exclusive focus on trade partners across retailers, Distributors and GPOs | • Increased relevance of other stakeholders like Patients, Physicians and Payors |
| **Plant** | • More than 70% revenues reliant on internal manufacturing sites | • Diversified manufacturing network with almost 50% of revenues coming from partner manufacturing sites |

# India & Emerging Markets : Growth driven by patient centric initiatives

| | 2017 | 2021 |
|---|---|---|
| **India** | • Focus on mega brands expansion<br>• Improvement in new launch productivity | • Portfolio augmentation and productivity improvement<br>• Step-up in Chronic and Super-specialty therapies<br>• Strategic business development and M&A efforts<br>• Differentiated assets in relevant therapies<br>• Focus on new growth avenues [a] Institution / Corporate hospitals; [b] OTC and Nutritionals |
| **EM** | • Focus on mega brands expansion / improvement in field force productivity<br>• Launch of Biosimilar products in existing markets | • Leveraging the Complex generics / Biosimilar portfolio, across markets<br>• Increase depth in lead geographies of Russia, Brazil & China<br>• Expanding presence in new markets<br>• Selective business integration for OTC / differentiated assets Augment the capacities by establishing local manufacturing capabilities |

# **Biologics:** Maximizing value of current assets in near to mid-term while pursuing global development

## BIOLOGICS REVENUE HAS GROWN AT APPROX. 30% CAGR OVER THE LAST 10 YEARS



# **Biologics:** Creating substantial value in long term from new portfolio choices while driving R&D productivity

| | |
|---|---|
| **FY20 Product Portfolio** | 6 commercial products; > 50 filings across 14 major countries |
| | 5 new products in clinical development |
| **FY20 Business Profile** | Emerging Markets Revenue: ~ $150Mn |
| | Developed Markets Royalties expected to Kick-in |
| **FY25 Business Profile** | Emerging Markets Revenue: $300Mn – $400Mn |
| | Developed Markets Profits: > $100Mn |
| | EBITDA margin post R&D: > 35 % |

# **Proprietary Products:** Aspiring to build a $400 million business by FY22 through a low-risk innovation model

- Established with the goal to address unmet needs of specific patient segments in Dermatology & Neurology
- Diverse portfolio of R&D assets with a track record of regulatory success
- Licensed three clinical stage assets to augment overall long term value of the portfolio
- Strong track record of commercial success – 33% CAGR top-line growth [FY11-FY17]

## Specialty Dermatology Franchise

- 3 Products approved; 1 asset commercialized and 2 licensed
- Supported by 60 Sales Reps in 6 Regions

## Specialty Neurology Franchise

- Introduced the Neurology franchise through the launch of Zembrace in 2016
- Supported by 45 Sales Reps in 6 Regions

**FDA Approval for Four NDAs (organic pipeline assets) ❯ Two Launched April/May 2016**

ZEMBRACE™ SymTouch™ (sumatriptan injection) 3 mg/ 0.5 mL
Sernivo™ (betamethasone dipropionate) Spray, 0.05%

# **OPTIMISTIC** FUTURE

# To Summarize:
## Top Line Growth with Healthy Profitability

1. Core business performance remains **Strong**
2. Growth levers are proven, vigorously executed and **Continue to Deliver**
3. Making **Strategic Investments** for long term sustainable growth
4. Continue to explore **Selective Business Integration** to augment Growth

Well-positioned for sustained profitable growth given our strong base business & proven capability in complex generics with strategic investments in R&D for Proprietary Products and Biologics

# 2018 Key Priorities

## Strengthening Manufacturing & Quality

Create culture encouraging **Transparency** and **Compliance**

## Creating Leaner and Flexible cost structures

Focus on Manufacturing and R & D Network **Rationalization**, Improving Plant Operating **Efficiency**, R&D **Productivity** and Portfolio **Optimization**

## Assuring Long-Term Growth across all our businesses

Focus on delivering **Top 30 products** accounting for 50% of incremental growth


Good
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**About Dr. Reddy's:** Dr. Reddy's Laboratories Ltd. (BSE: 500124, NSE: DRREDDY, NYSE: RDY) is an integrated pharmaceutical company, committed to providing affordable and innovative medicines for healthier lives. Through its three businesses - Pharmaceutical Services & Active Ingredients, Global Generics and Proprietary Products – Dr. Reddy's offers a portfolio of products and services including APIs, custom pharmaceutical services, generics, biosimilars and differentiated formulations. Our major therapeutic areas of focus are gastrointestinal, cardiovascular, diabetology, oncology, pain management and dermatology. Dr. Reddy's operates in markets across the globe. Our major markets include – USA, India, Russia & CIS countries, and Europe. For more information, log on to: www.drreddys.com