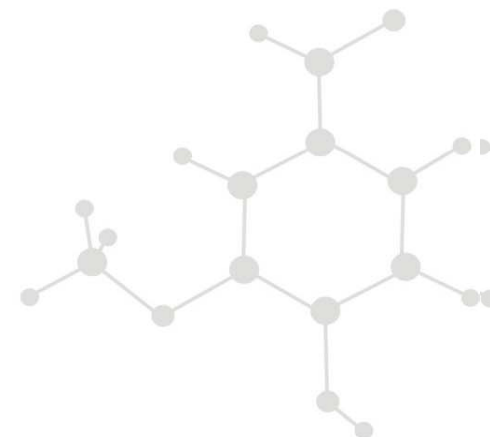




Glenmark Pharmaceuticals Limited

JP Morgan Healthcare Conference

January 12, 2012



A new way for a new world

A new way for a new world

A new way for a new world

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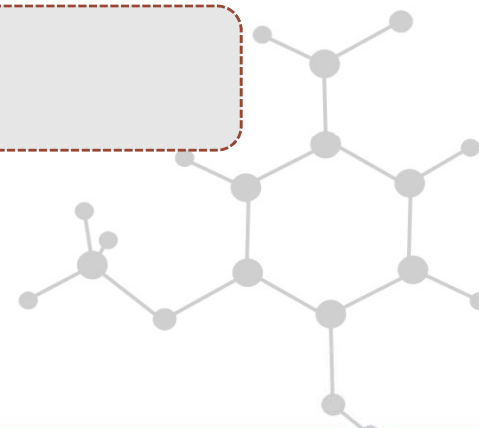


GLENMARK : TRACK RECORD

BUSINESS OVERVIEW

LOOKING AHEAD

FINANCIALS



Glenmark : The Evolution



Year 2000

- ❖ Consolidated Turnover - Rs 1380 Mn (\$ 31.62 Mn)
- ❖ 2 Formulations Manufacturing Facilities
- ❖ Sales from International operations – 8%
- ❖ Initiation into NCE research

Year 2012

Research Driven

- 6 NCEs + NBEs in Clinics
- USD 197 Mn of cash received from NCE/NBE out-licensing deals
- Six out-licensing deals since 2004

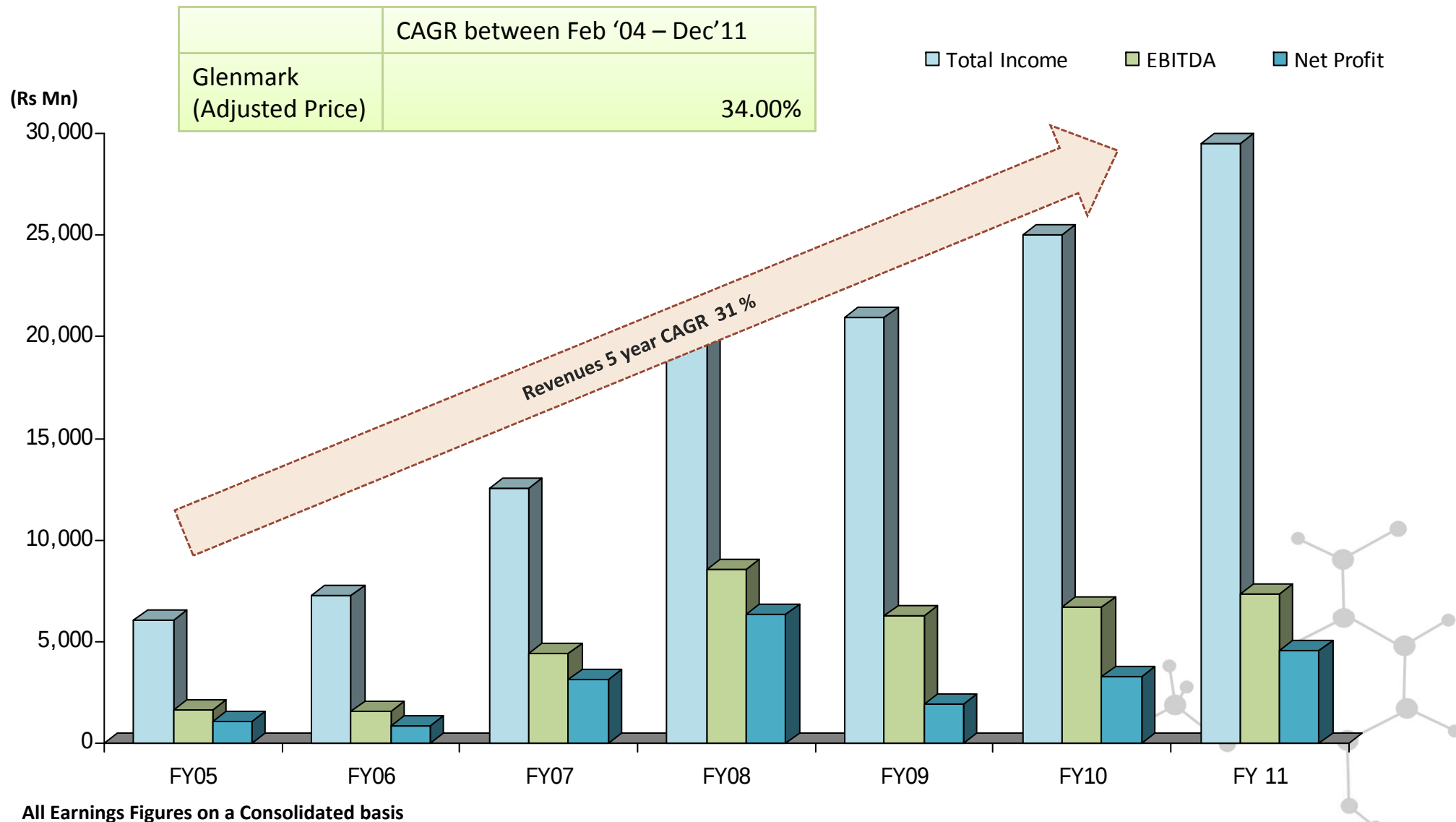
Global

- Consolidated Turnover - Rs. 29,490 Mn (\$ 645 Mn)
- Global Operations with more than 20 subsidiaries and over 8000 employees
- 12 manufacturing facilities in 4 countries
- Front-ends in key markets worldwide

Integrated

- 3 API plants
- 10 Finished dosage plants
- 6 research facilities

A Track Record of Wealth Creation



All Earnings Figures on a Consolidated basis

GLENMARK : TRACK RECORD

BUSINESS OVERVIEW

LOOKING AHEAD

FINANCIALS



Glenmark Value Proposition



Glenmark Generics
moving down the
value chain in to Pure
Generics & API space

Glenmark

Glenmark Pharma
moving up the value
chain with Discovery
research

Big pharma moving
down the value chain
by entering the
Branded Generics &
Pure Generics space

**API
Manufact
uring**

**Pure
Generics
Business**

**Branded
Generics
business**

**Propriety
Branded
Business**

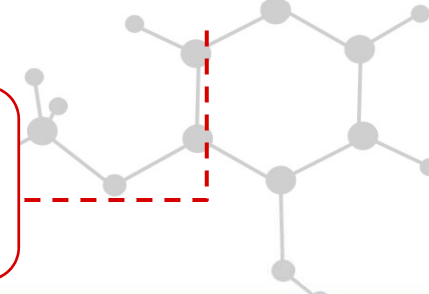
PHARMACEUTICAL VALUE CHAIN

Key Requisites

Low cost; low margins
Forging IP challenges
"Push" for products
Efficient distribution

Key Requisites

Innovation Brand Building
"Pull" for products
Marketing front end



Company Overview



GLENMARK

Novel Research & Development

Specialty Business

Generics Business

FOCUS

- Focus on New Drug Development

- Specialty/ Proprietary Business
- Focus on branded products market

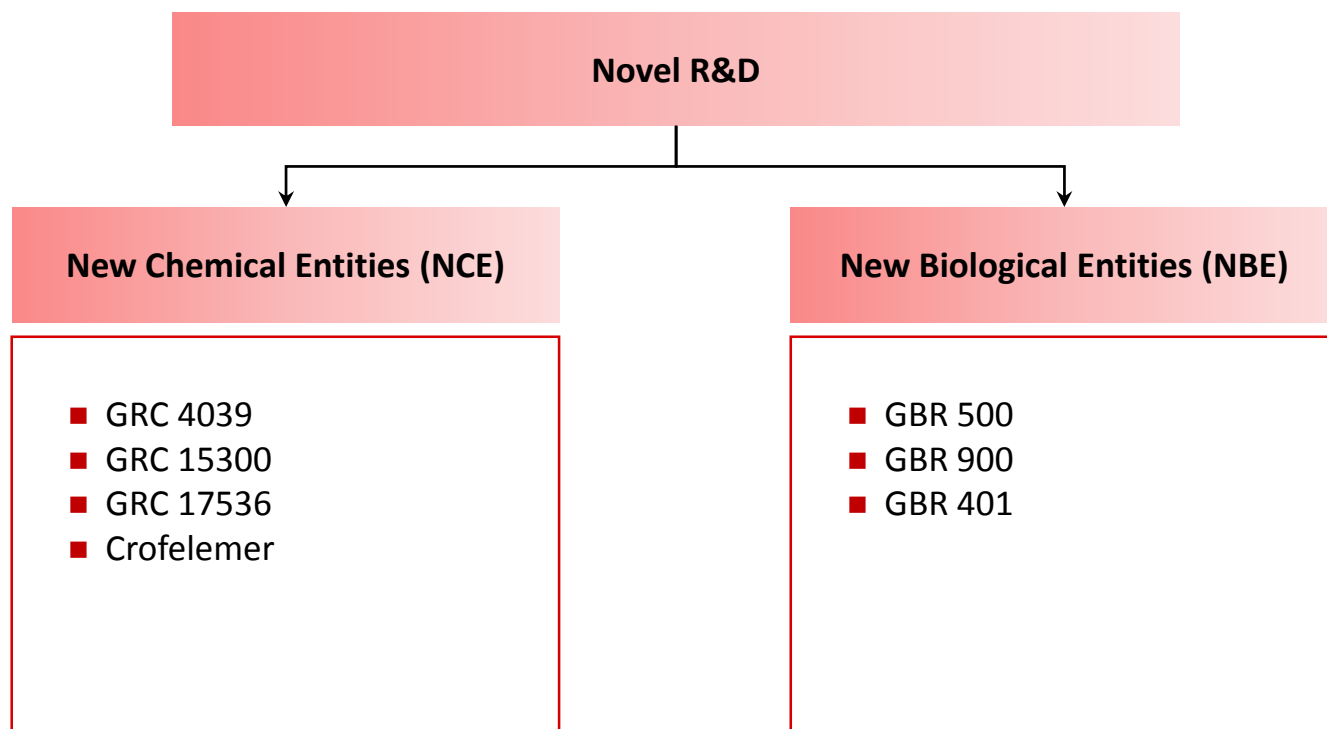
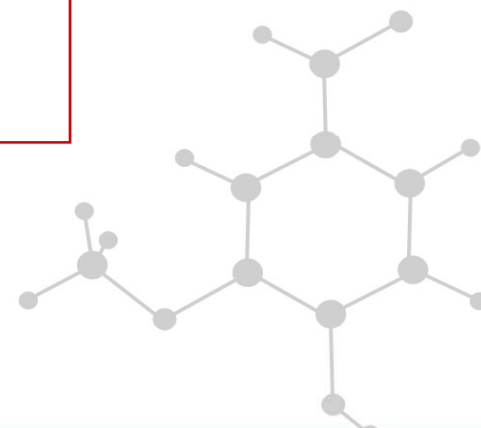
- Pure Generics Business
- Focus on marketing of APIs and generic formulations

BUSINESS IMPERATIVES

- Discover First-in-Class or Best-In-Class molecules for unmet medical needs
- Continuously build a pipeline of exciting molecules
- Medical & Clinical studies
- IP Protection

- Brand Building
- Prescription Generation
- Therapy focus
- Create 'pull' for brands
- Marketing fronts in key branded markets
- In-licensing products for markets

- Low cost manufacturing
- Maintaining supply of low-cost API
- Efficient spread of distribution
- Create right 'push' for generic products
- Product selection/ timing and speed of development
- IP Challenge



Novel R & D Capabilities – Out-licensing deals



GBR - 500: Sanofi-Aventis 2011

- ❖ First novel biologics outlicensing deal for Glenmark
- ❖ Upfront payment of USD 50 mn; Total deal size – USD 613 mn

GRC 15300: Sanofi-Aventis 2010

- ❖ Received an upfront fee of \$20 million for development & commercialization rights of a first in class TRPV3 antagonist
- ❖ A deal with a potential of \$ 325 Mn.
- ❖ Received USD 5 mn in Oct'11 as milestone payment

GRC 6211: Eli Lilly 2007

- ❖ Eli Lilly acquired the rights to a portfolio of TRPV1 antagonist molecules
- ❖ Received an upfront fee of \$45 million
- ❖ Development of the lead compound GRC 6211 has been stalled

Melogliptin: Merck KGaA 2006

- ❖ A deal worth \$ 250 Mn in October 2006. Received total payments of \$ 31 Mn
- ❖ Due to a reduced R&D focus on Diabetes, Merck returned the molecule to Glenmark in April 2008
- ❖ Melogliptin completed Phase II b trials and is ready to enter Phase III

Oglemilast: Forest Labs 2004

- ❖ A deal worth \$190 Mn on Oglemilast US Rights
- ❖ Received \$35Mn as upfront and milestone payments

Oglemilast: Teijin Pharma 2005

- ❖ A \$ 53 Mn deal for Oglemilast Japan rights
- ❖ Teijin Pharma paid an up-front payment of \$6Mn

GPL has completed six out-licensing deals since 2004, with a cumulative payment of \$ 197 Mn received in terms of upfront and milestone payments.

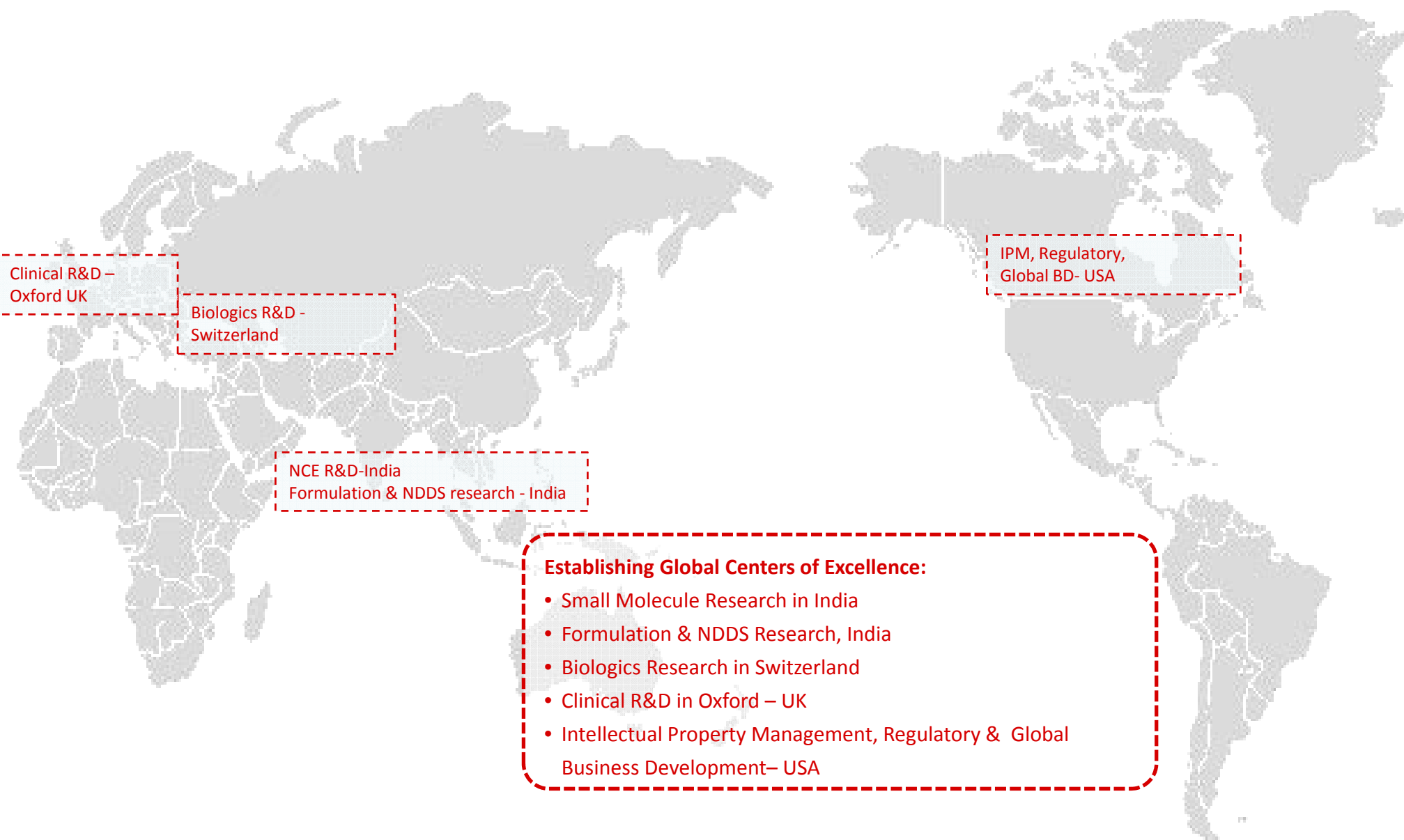
Novel Drugs Pipeline



	Compound	Primary Indications	Target	Pre Clinicals	Phase1	Phase2	Phase3	Approval
NCE	Crofelemer	Anti-diarrhoeal	CFTR Inhibitor	In-licensed for ROW Markets				
	GRC 4039 (Revamilast)	Ashtma, COPD, Rheumatoid Arthritis,	PDE IV Inhibitor					
	GRC 15300	Osteoarthritic pain, Neuropathic Pain,	TRPV3 Antagonist	Out-licensed to Sanofi				
	GRC 17536	Neuropathic Pain & respiratory disorders	TRP A1					
NBE	GBR 500	Crohns Disease, Multiple Sclerosis, Inflammatory Disorders	VLA-2 Antagonist	Out-licensed to Sanofi				
	GBR 401	Lymphomas, Leukemias AutoImmune Disorders	Anti-CD19					
	GBR 900*	Pain	TrkA Antagonists					

* GBR 900 is a monoclonal antibody inlicensed from Lay Line Genomics, Italy. With this, Glenmark has the exclusive target license to commercialize monoclonal antibodies against TrkA receptor for pain

Innovative R&D – Infrastructure and capabilities



Specialty Business Structure



Specialty Business

India (30 %)

ROW Markets (14 %)

Latin America (7%)

Central Eastern
Europe (5%)

Russia & CIS
(7 %)

Africa / ME
(4 %)

Asia (3 %)

(%) – as a percentage to overall turnover of FY 2011

- Key markets are India, Russia, and Brazil.
- Build expertise around focus therapeutic areas across all operating regions viz. Dermatology, Respiratory and Oncology
 - 1-2 additional therapeutic areas in each region



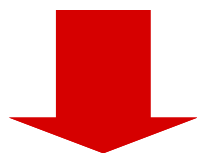
Specialty Business

Global Therapeutic focus on Dermatology, Oncology and Respiratory



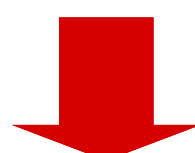
India (30 %)

- ❖ Growth driven by new brand introductions and focused strategy of divisionalisation
- ❖ Cardiometabolic, Respiratory and Dermatology continue to register growth



ROW Markets (14 %)

- ❖ Russia is the largest subsidiary
- ❖ Presence in several African markets
- ❖ Power Brand strategy drives growth in Asia



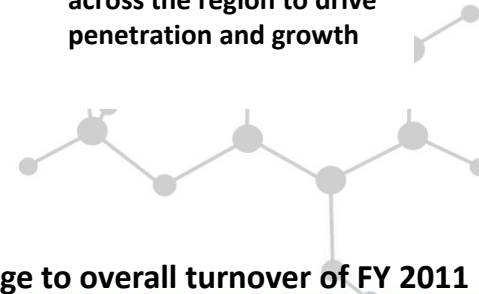
Latin America (7%)

- ❖ Brazil: To focus on Dermatology, Oncology & Respiratory
- ❖ Differentiated branded generic pipeline for key markets – Mexico, Venezuela, Peru



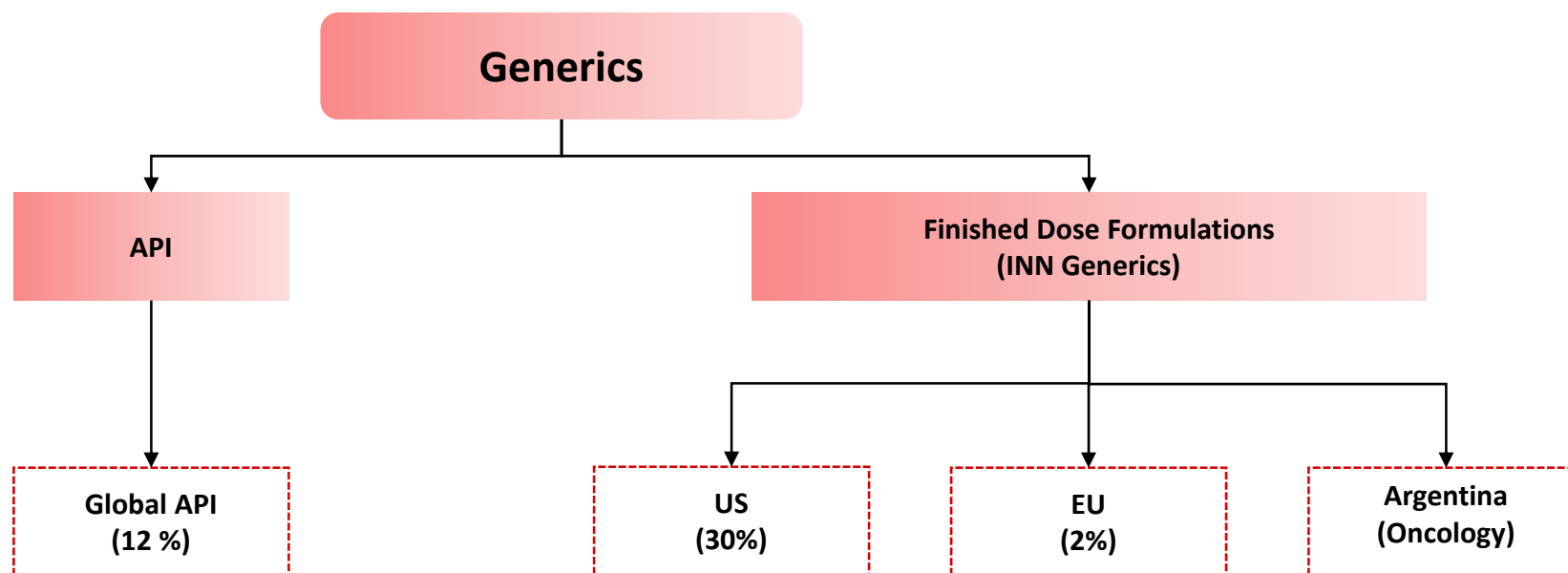
Central Eastern Europe (5 %)

- ❖ Focus on CNS and Cardiology Segments
- ❖ A mix of in-licensing and in-house developed products targeted for launch
- ❖ Sales force enhanced across the region to drive penetration and growth

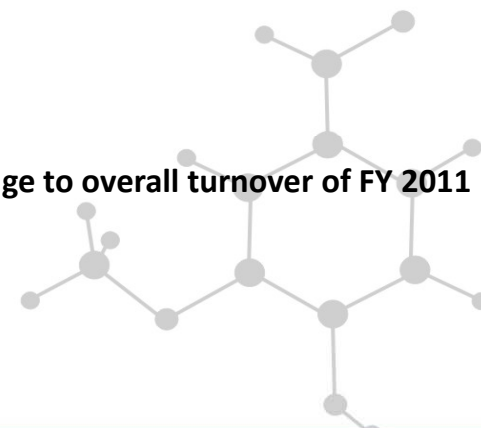


(%) – as a percentage to overall turnover of FY 2011

Generics Business (GGL): Structure



(%) – as a percentage to overall turnover of FY 2011



Generics: Growth Drivers



GGL

US (30 %)

- ❖ Focus on niche/limited competition products rather than me-too opportunities
- ❖ Portfolio of over 70 generic products
- ❖ Pipeline of at least 40 ANDAs with a high proportion of differentiated molecules
- ❖ 4 sole FTF Opportunities

Europe (2%)

- ❖ Pursuing multiple revenue streams – Dossier licensing, third party supplies and direct sales (own front end)
- ❖ Direct sales presence established in the UK
- ❖ Subsidiary established in Germany and the Netherlands

Latin America (Oncology)

- ❖ Supply chain hub for oncology products
- ❖ The Oncology business continues to file dossiers at a steady rate
- ❖ Regular launches of products across the entire Latam region

API (12%)

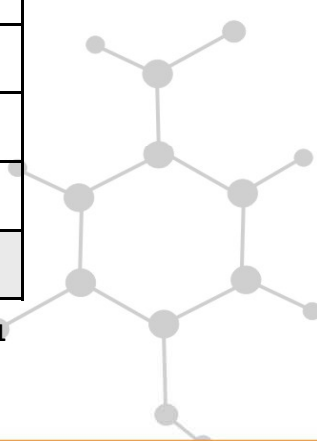
- ❖ Focus has been to transition the business from ROW markets to Regulated markets
- ❖ 47 DMFs filed
- ❖ Launched four new products in FY 11
- ❖ Market leadership in Perindopril, Lecanidipine, Telmisartan and Amiodarone

(%) – as a percentage to overall turnover of FY 2011

- ❖ The Generics business intends to focus its ANDA filings in 3 niche therapeutic areas
 - ❖ Dermatology
 - ❖ Hormones
 - ❖ Oncology

Niche / Focus Area	Pending Approval	Authorized to Distribute	Total Filings	Market Size (\$Mn)
Immediate Release	11	39	50	7387
Hormones	9	6	15	996
Modified Release	4	7	11	939
Derm Products	3	18	21	470
Para IV Filings	15	0	15	8569
Controlled Substances	0	3	3	217
Total	42	73	115	18581

As on Nov 2011



Generics : FTF Opportunities



- ❖ Sole FTF opportunity for all four products
- ❖ All below mentioned Para IV litigations settled. GGL has visibility in terms of sales for Para IV opportunities
- ❖ Tarka - Status of the case : District Court Judge has ruled in favour of the jury.

Product	Brand name	Plaintiff	Sales* (MAT Jan 2011)	Likely Launch date
Ezetimibe	Zetia	Schering Plough	USD 1.3 bn	Dec 2016
Hydrocortisone Butyrate Cream	Locoid Lipocream	Triax and Astellas	USD 38 mn	Dec 2013
Fluticasone Lotion 0.005%	Cutivate	Nycomed	USD 49 mn	Mar 2012
Atovaquone & Proguanil HCl	Malarone	Glaxosmithkline	USD 64 mn	Launched Sep'11

GLENMARK : TRACK RECORD

BUSINESS OVERVIEW

LOOKING AHEAD

FINANCIALS





Innovation

- Initiate clinical development of atleast one NME each year
- New target areas to be preferably first-in-class globally
- Focus areas for research will remain Inflammation, Pain and Oncology
 - NBE research will remain focused on monoclonal antibodies(Mab)
- Leverage Glenmark's proprietary BEAT technology to develop further Mab clinical candidates
 - Glenmark's bi-specific antibody technology has a unique format; very good assembly and purification; Intellectual Property
- Continue with the out-licensing model
- Simultaneously build capabilities to do late stage development work



Specialty Business - GPL

- **Continue our efforts to transition to a proprietary/innovative business**
- India, Russia and Brazil to remain focus markets
- The objective for the India business is to grow 18-20% Sales CAGR for next 3 years
- Russia & Brazil contribution to overall revenue will keep on increasing
- Mexico is another focus market
- Build a differentiated product pipeline centered around three therapeutic areas i.e. Dermatology, Respiratory & Oncology

Glenmark Generics Ltd

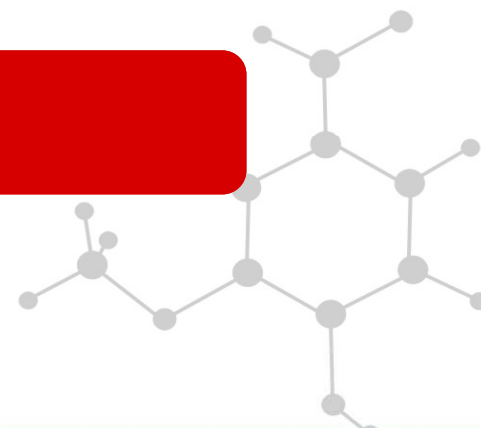
- **To become a leading generics players in developed markets**
- US Generics will continue to focus on niche/limited competition products
 - Majority of products pending or to be filed with USFDA fall in this category
- Western Europe will continue its expansion with minimum investment in UK, Germany, Netherlands and other markets
- The objective for the API business will be to continuously increase sales from developed markets
 - Percentage sales contribution from developed markets will increase every year

GLENMARK : TRACK RECORD

BUSINESS OVERVIEW

LOOKING AHEAD

FINANCIALS

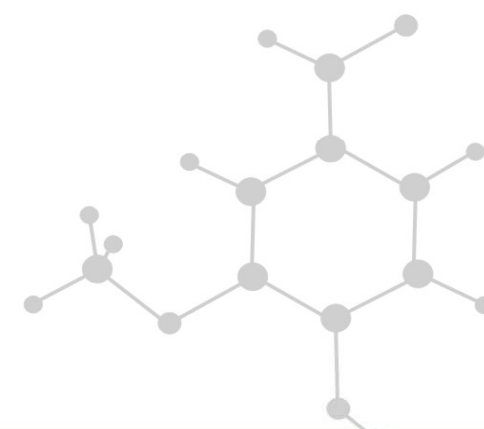


Financials : Sales Breakup



In USD million	Q2 - FY 2011-12	Q2- FY 2010-11	Growth in INR %	H1 – FY 2011-12	H1 – FY 2010-11	Growth in INR %
Speciality Business						
India	55.0	46.4	19.66%	103.7	87.4	19.84%
Rest of the World (ROW)	32.0	17.7	82.41%	54.7	33.8	63.57%
Latin America	16.0	10.8	49.80%	28.8	18.8	54.85%
Europe	8.2	7.7	7.42%	12.8	12.3	5.20%
Total	111.1	82.6	35.92%	200.0	152.3	32.67%
Out-Licensing Revenue	25.6	-	-	49.7	19.6	156.61%
Total Speciality Business	136.8	82.6	67.29%	249.8	171.9	46.78%
Generics Business						
US	64.9	48.9	34.08%	119.3	88.9	35.51%
Europe	4.0	2.9	37.91%	7.8	4.7	67.86%
Latin America	0.9	2.5	-64.10%	1.5	4.2	-63.09%
API	16.5	17.2	-3.02%	30.5	31.1	-0.85%
Total Generics Business	86.4	71.6	21.87%	159.1	128.9	24.74%
Others	5.3	4.0	33.17%	7.5	6.5	16.16%
Consolidated Revenue	228.5	158.2	45.87%	416.4	307.2	36.88%

The figures in USD
are only indicative

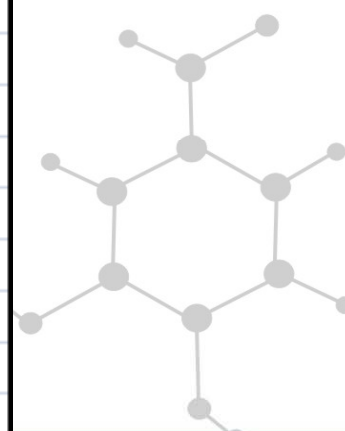


Financials – P&L Q2 FY 2011-12



In Rs. Millions

	Particulars	Consolidated			
		Q2 FY 2012	Q2 FY 2011	H1 FY 2012	H1 FY 2011
1.	(a) Net Sales / Income from Operations	10,554.47	7,235.75	19,237.01	14,053.46
	(b) Other Operating Income	2.51	4.79	4.65	35.53
	(c) Total Income	10,556.98	7,240.54	19,241.66	14,088.99
2.	Expenditure				
	a. (Incr)/Decr in Stock in Trade and WIP	702.56	27.39	120.91	(200.62)
	b. Consumption of Materials	1,911.28	1,801.59	3,593.24	3,479.99
	c. Purchase of traded goods	720.90	656.59	1,928.35	1,111.69
	d. Employees Cost	1,575.44	1,331.78	2,921.77	2,386.00
	e. Depreciation	247.16	227.81	510.97	458.13
	f. Other expenditure	3,390.84	2,009.85	5,452.86	3,575.42
	g. Total	8,548.18	6,055.01	14,528.10	10,810.61
3.	Profit from Ops before OI, Int & Exp Itm(1-2)	2,008.80	1,185.53	4,713.56	3,278.38
4.	Other Income	(80.79)	154.44	42.56	254.06
5.	Profit bef Interest & Exceptnl Items (3 +4)	1,928.01	1,339.97	4,756.12	3,532.44
6.	Interest (net)	290.56	400.32	698.65	769.87
7.	Profit after Interest bef Exceptnl Items (5-6)	1,637.45	939.65	4,057.47	2,762.57
8.	Exceptional items	1,316.80	-	1,316.80	-
9.	Profit Before Tax (7-8)	320.65	939.65	2,740.67	2,762.57
	before tax (7-8)				
10.	Tax Expenses	(237.90)	77.92	81.04	195.42
11.	Profit After Tax (9 - 10)	558.55	861.73	2,659.63	2,567.15



SCRIP AWARDS - 2011



Compound	Primary Indications	Target	Phase 1	Phase 2	Phase 3	Approval
Crofelemer	Anti-diarrheal	CFTR Inhibitor				In licensed for BSM Attends
GRK 4039 (Revamilast)	Asthma, COPD, Rheumatoid Arthritis	PDE IV Inhibitor				Out licensed to Sanofi
GRK 15300	Orthopedic pain, Neuropathic Pain	TRPV3 Antagonist				Out licensed to Sanofi
GRK 17536	Neuropathic Pain & respiratory disorders	TRP A1				Out licensed to Sanofi
GBR 500	Crohn's Disease, Multiple Sclerosis, inflammatory Disorders	VLA-2 Antagonist				
GBR 600	Anti-platelet, Adjunct to PCI/acute Coronary Syndrome	Van Willebrand Factor				
GBR 401	Lymphomas, Leukemias, Autoimmune Disorders	Anti-CD19				
GBR 900*	Pain	TReA Antagonist				



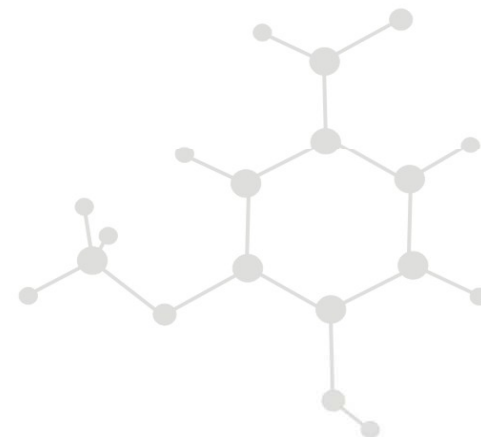
SCRIP, a leading pharmaceutical magazine in the world recognized **GLENMARK** as

BEST COMPANY IN AN EMERGING MARKET - 2011

BEST OVERALL PIPELINE - 2011



Thank You



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