



November 8, 2023

**BSE Limited**

Department of Corporate Services,  
P. J. Towers,  
Dalal Street,  
**MUMBAI - 400 001.**

✓ **National Stock Exchange of India Limited**

Exchange Plaza,  
Bandra Kurla Complex,  
Bandra (East),  
**Mumbai - 400 051.**

*Dear Sir/Madam,*

**Sub: Investor Presentation Q2 FY24.**

Pursuant to Regulation 30(2) read with Schedule III Part A Para A(15)(a) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are pleased to enclose a copy of the Investor Presentation-Q2 FY24.

The above is for your information and dissemination.

Thanking you,

**For LUPIN LIMITED**

**R. V. SATAM**  
**COMPANY SECRETARY**  
**(ACS - 11973)**

**Encl.: a/a**



**EMPOWERING**

**H E A L T H**

# Investor Presentation Q2 FY24

November 08, 2023

# Safe Harbor Statement

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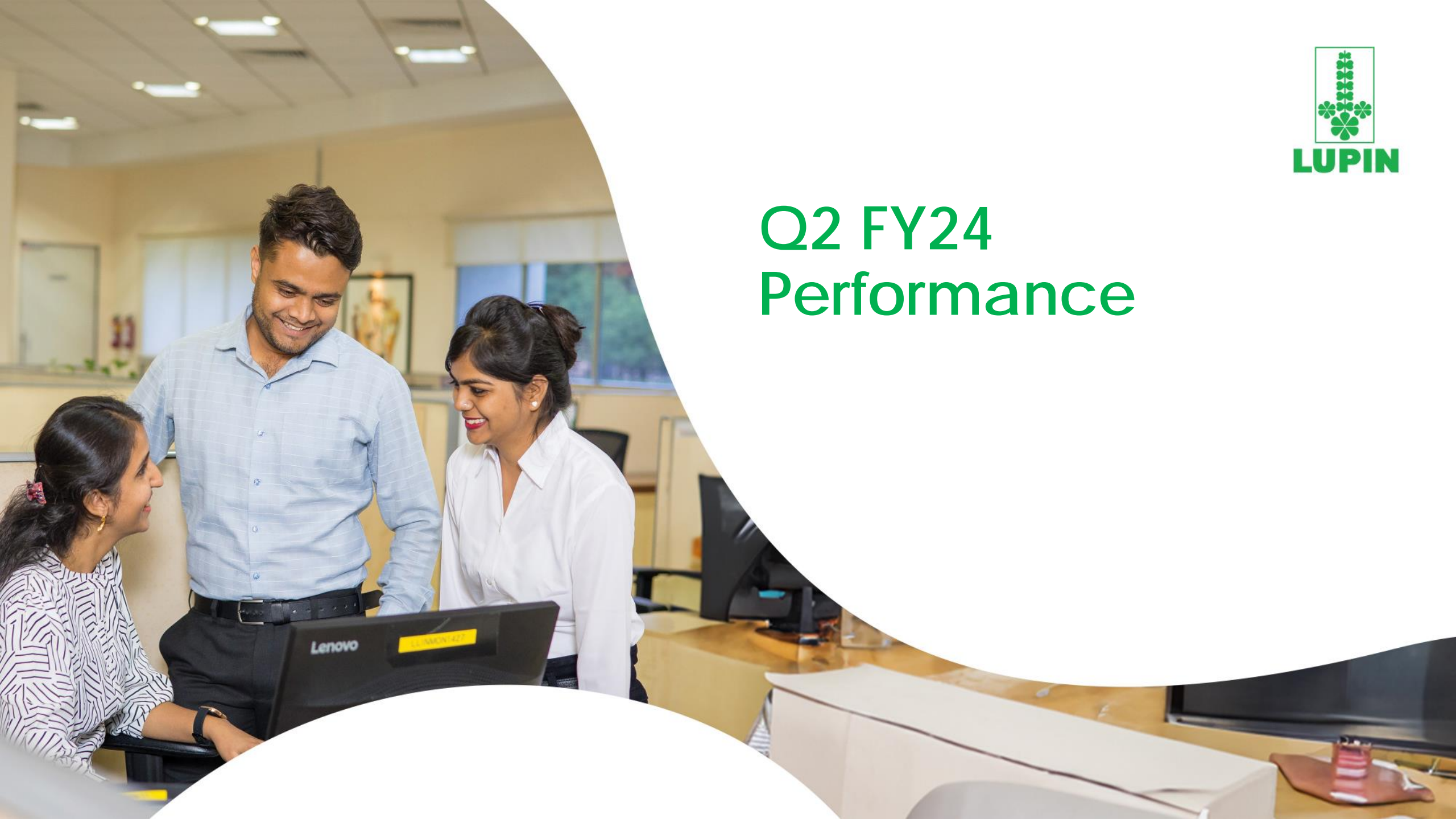
Materials and information provided during this presentation may contain forward-looking statements. These statements are based on current expectations, forecasts and assumptions that are subject to risks and uncertainties which could cause actual outcomes and results to differ materially from these statements.

Risks and uncertainties include general industry and market conditions, domestic and international economic conditions such as interest rate and currency exchange fluctuations. Risks and uncertainties particularly apply with respect to product-related forward-looking statements. Product risks and uncertainties include, but are not limited to, technological advances, regulatory environment and patents obtained by competitors. Challenges inherent in new product development include but are not limited to completion of clinical trials; claims and concerns about product safety and efficacy; obtaining regulatory approvals; domestic and foreign healthcare reforms; trends toward managed care and healthcare cost containment; and governmental laws and regulations affecting domestic and international operations. Also, for products that are approved, there are manufacturing and marketing risks and uncertainties, which include, but are not limited to, inability to build production capacity to meet demand, unavailability of raw materials, and failure to gain market acceptance. You are cautioned not to place undue reliance on these forward-looking statements, which reflect our opinions only as of the date of the meeting.

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# Q2 FY24 Performance

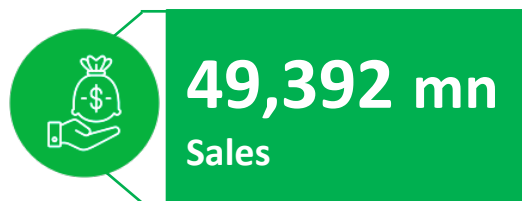


# Q2 FY24: Key Growth Metrics

Strong execution on all fronts



## Key Metrics

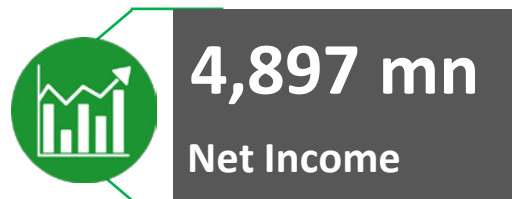


↑ 21% YoY



↑ 113% YoY

18.7%  
Margin

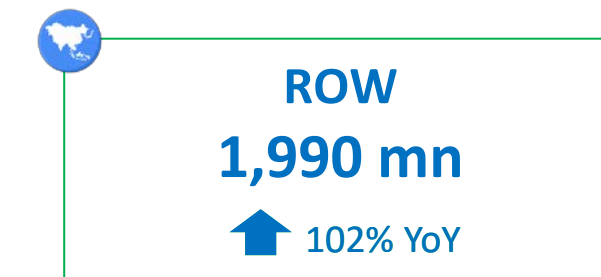
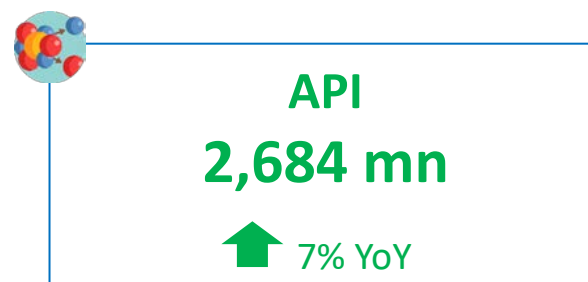
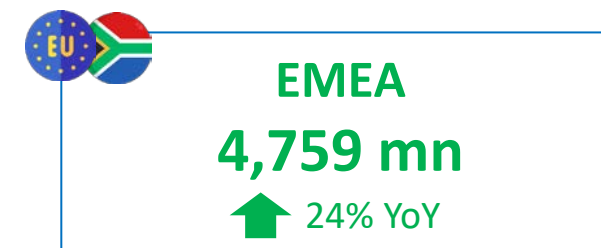
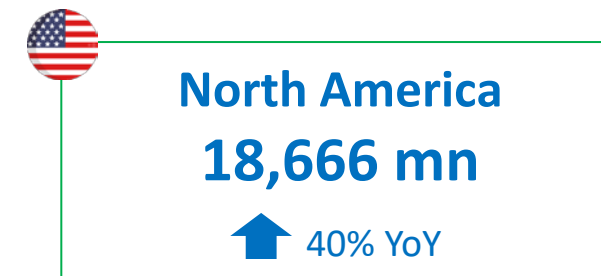
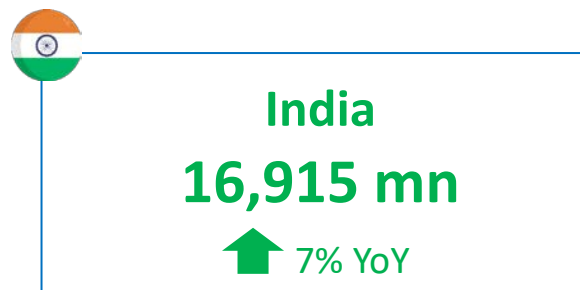


↑ 278 % YoY

9.9%  
margin

## Business Performance

INR mn



Note: 1. EBITDA margin is 18.7 % Excluding NCE, Forex and Other Income; Arrows indicate Growth / degrowth

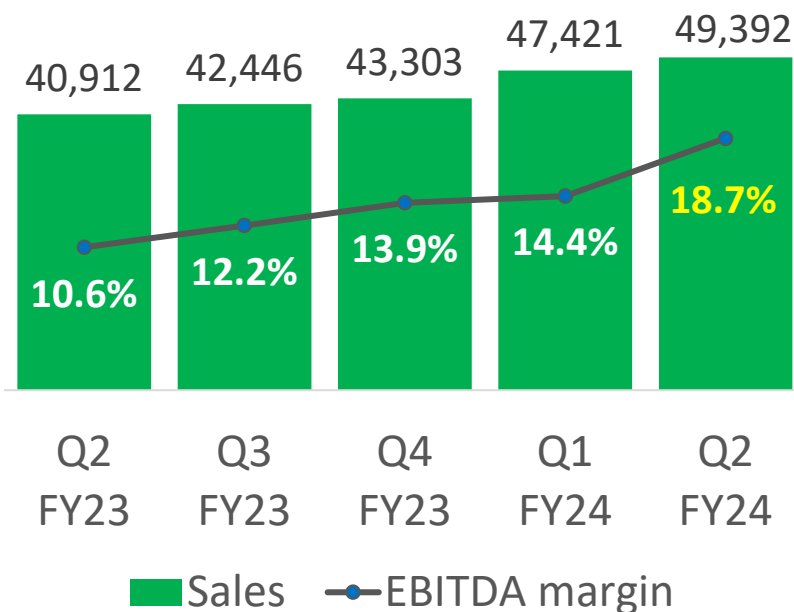
# Q2 FY24: Key Developments

Consistent trajectory of improved profitability



## Financials

Sales and EBITDA\* Trajectory



\*excludes NCE, Fx and Other Income

## Complex Generics

**gSpiriva  
DPI**

Gaining momentum

**Diazepam  
Rectal Gel**

Launched in US

## Business Development

- **India:** Acquired five legacy brands from Menarini and Ondero trademark
- **France:** Completed acquisition of Medisol

## Compliance



**US FDA**

- Received EIR for Nagpur OSD and Mandideep unit 2



**Others**

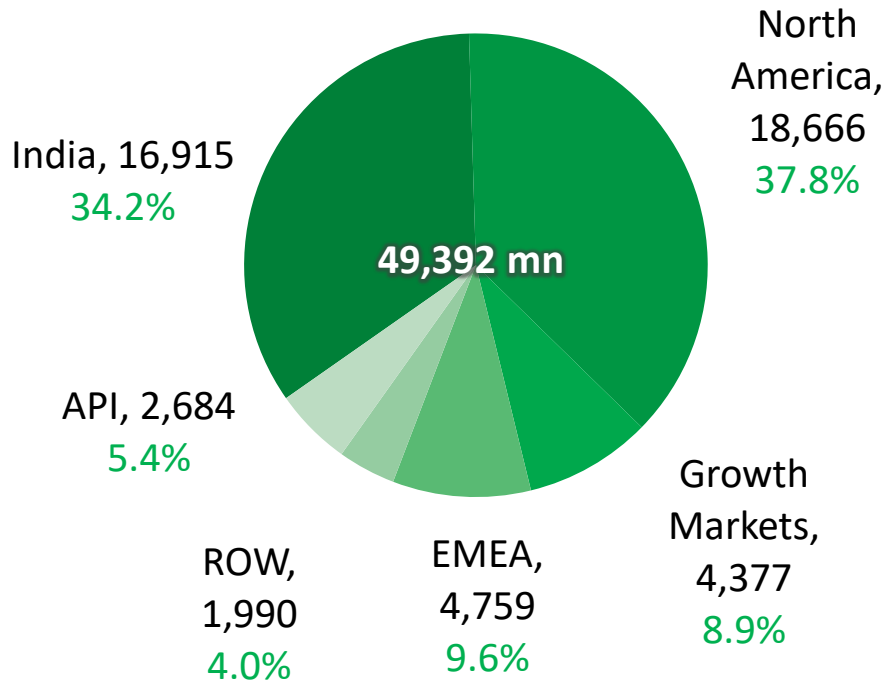
- Successful inspection of Mexico site by COFEPRIS
- Successful WHO inspection for Dabhasa

# Q2 FY24 Financial Snapshot



## Sales Mix

Sales (In INR mn and %)



## Key Financials

INR in mn

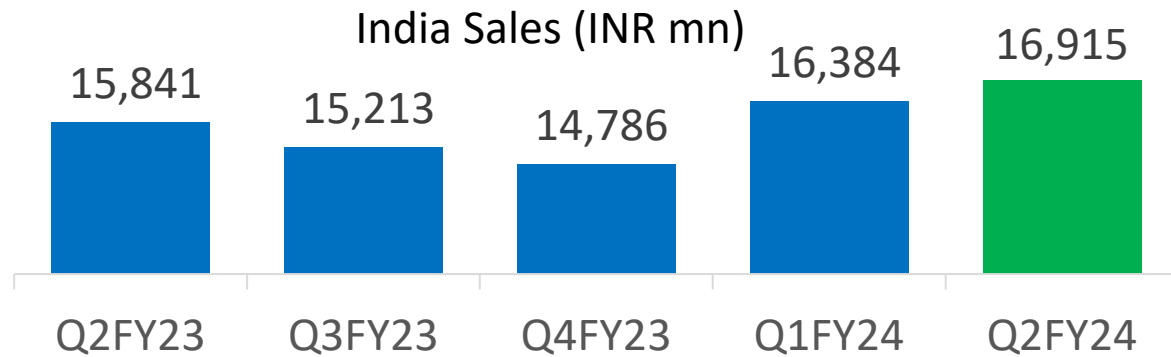
|            | Q2 FY24 | Q2 FY23 | Q1 FY24 |
|------------|---------|---------|---------|
| Sales      | 49,392  | 40,912  | 47,421  |
| EBITDA*    | 9,231   | 4,342   | 8,565   |
| Net Income | 4,897   | 1,297   | 4,523   |

\* EBITDA excludes, Fx and Other income, and includes NCE income for Q1FY24

# India: Outperforming market growth



## India Region Formulations (IRF) has grown 8.9% ex NLEM impact in Q2FY24



## Continued Outperformance in Cardiac and Respiratory therapies

- Non-IL portfolio grew 9.2% in Q2 vs IPM growth of 7%<sup>1</sup>
- Key segments including Cardiology, Respiratory, GI and Gynaecology grew faster than market
- Anti-diabetes Non-IL growth 10% vs IPM 4.9% growth<sup>1</sup>
- In-licensed % of India sales: 13% Q2 vs 15.5% in FY23

## Leveraging therapy leadership by adding 7 new divisions in last 12 months

**#2** rank  
Respiratory

**#3** rank  
Diabetes Care

**#3** rank  
Cardiac

- 7,250 Total ME's and 9,440 total sales force
- Addition of new diabetic division in Q2FY24

## Gaining significant launch momentum with 4 new introductions in the quarter

### Key New Launches

**1** in  
Diabetes Care

**1** in  
Derma

**1**  
Vaccine

**1** in  
GI

- Valentas<sup>®</sup> Ranked #1 new launch in Cardiac<sup>2</sup>
- Poised to launch 20+ products in FY24

<sup>1</sup> IQVIA July-Sep 23

<sup>2</sup> IQVIA MAT Sep-23

# India: Amplifying our Core



Lupin prescription business is positioned to outperform IPM with key drivers in place



## Enhancing penetration and reach

- Maximizing Chronic therapy focus
- Sales force expansion
- Grow Biosimilars

## Inorganic Strategy



- Target M&A / inorganic activities – mid size companies, brands & portfolios

## New Product Pipeline



- In-house pipeline of novel assets
- In-license via partnerships

## Expanding footprint



- Partnering in e-commerce, organized retail and institutional business

Enabling end to end healthcare ecosystem and access for the patient

## Business Verticals



CHC Portfolio catering to GI, VMS, Cough/cold therapies



Diagnostics platform expanding across India



Going beyond the pill with digital offering and patient neuro-rehab



## Empowering community



Building capacity of HCPs and empowering patients by education and PSPs<sup>1</sup>



Digitally assisting retailers and channel partners



<sup>1</sup> PSPs – Patient Support Program

# North America: Building Complex Gx Portfolio

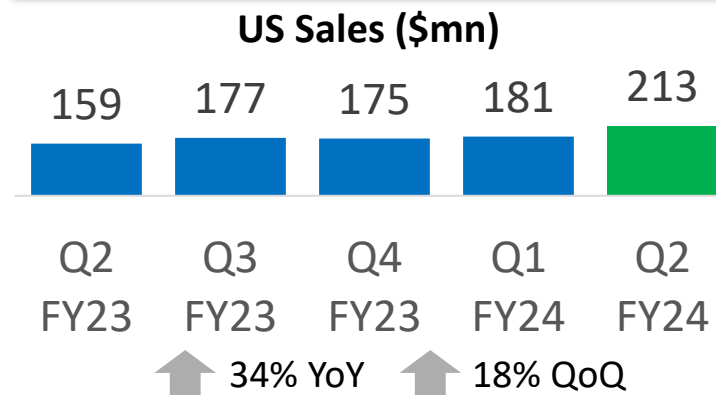
**Leadership: 4.4% TRx volume share in U.S.<sup>1</sup>**

**New product sales driving US growth**

**Growing Respiratory portfolio**

**#3**  
in the US<sup>1</sup>  
Maintaining leadership

**#1**  
in 48 products<sup>2</sup>  
Top 3 in 101 products<sup>2</sup>



**22.9%**  
Albuterol market share  
In generics<sup>1</sup>

**32.8%**  
Arfomoterol market share  
Brand + generic<sup>1</sup>

## Q2 FY24 Key Highlights

- Focus on profitable growth
- Increasing share of complex generics in portfolio led by inhalation (>40% of sales)
- Legacy products maintaining market share

## Continued momentum led by investments in complex formulations, 505(b)(2) and biosimilars

- Upscaling portfolio to higher share of complex formulations, led by inhalation, injectables and biosimilars
- Strong pipeline 40+ Injectables and 20+ inhalation
- 53 FTFs incl. 20 exclusive FTFs

*Continued cost optimization initiatives to improve profitability*

Note:  
1. IQVIA Qtr TRx Sep-23 by prescriptions  
2. IQVIA Qtr Sep-23 NSP data

# Other Markets: Key Highlights



## Steady performance in developed markets



EU

- Growth driven by higher Luforbec® and tender sales
- Strong growth in Germany and UK
- Completed Medisol acquisition in France



South Africa

- 7<sup>th</sup> largest generics player<sup>1</sup>
- Revenues of ZAR 341 mn up by 16% QoQ



Australia

- 4<sup>th</sup> largest generics player<sup>2</sup>
- New launches from SCP portfolio



API + Global Institutional

- API revenues grew 7% YoY due to increase in sales of 7ACCA and Levetiracetam
- Global Institutional business growth driven by higher Anti-TB and ARV sales

## Emerging Markets



Brazil

- BRL 74 mn sales in Q2 FY24 (growth of 6% YoY)
- Rank 4<sup>th</sup> in reference market<sup>3</sup>



Mexico

- Revenues of MXN 83 mn, 63% YoY decline due to impact of stock-outs



Philippines

- 33% YoY growth driven by renal and women's health

Note:

1. IQVIA MAT Sept 23 by sales
2. IQVIA Midas Sales Audit Mar-23

3. IQVIA MAT Sept-23 units

# Innovation and Quality



## R&D pivoting towards complex generics and biosimilars

### Substantial Capabilities to become CGx powerhouse

- **Inhalation:** Global presence with end to end capabilities of MDIs, DPIs, Soft-Mist Inhalers, Nasal Sprays and Nebules
- **Injectables:** Robust suite of depot, liposomal, peptide and iron injectable products in development
- **Biosimilars:** A fully vertically-integrated commercial-stage company with regulated market approvals and launches

### Long term Goals

#### Complex Generics: Launches in Regulated Markets by 2028

- 20 complex product launches in the areas of inhalation, injectables, amongst others

#### Biosimilar and Novel Complex Products: By 2028

- Complete 3 biosimilar filings in regulated markets
- Launch 10 novel complex pipeline products in India

## Achieve Best-in-Class Quality

### Recent Track Record

#### Successful outcomes in last 4 inspections

- Successful completion of FDA inspection at Vizag
- EIR for Nagpur Unit-2;
- EIR for Mandideep Unit-1
- EIR for Pithampur Unit-2 with VAI status

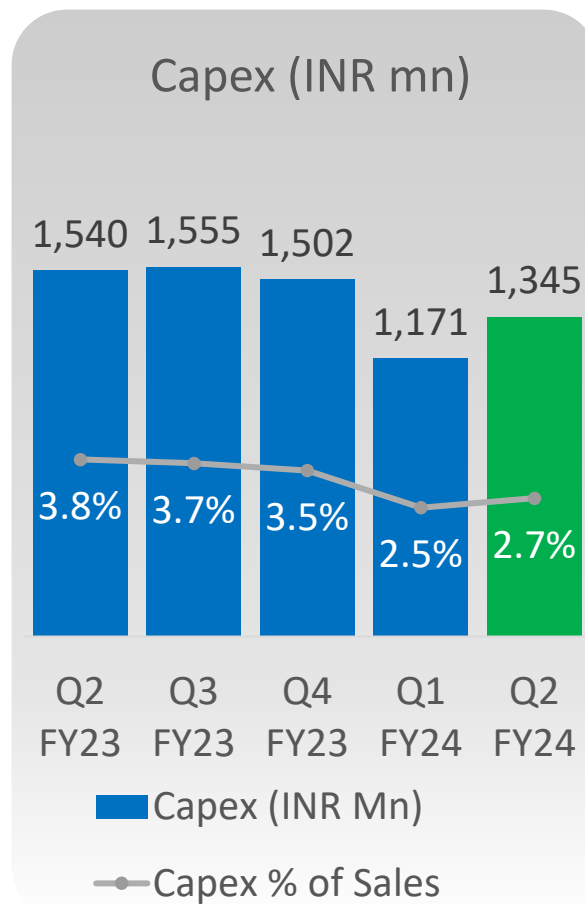
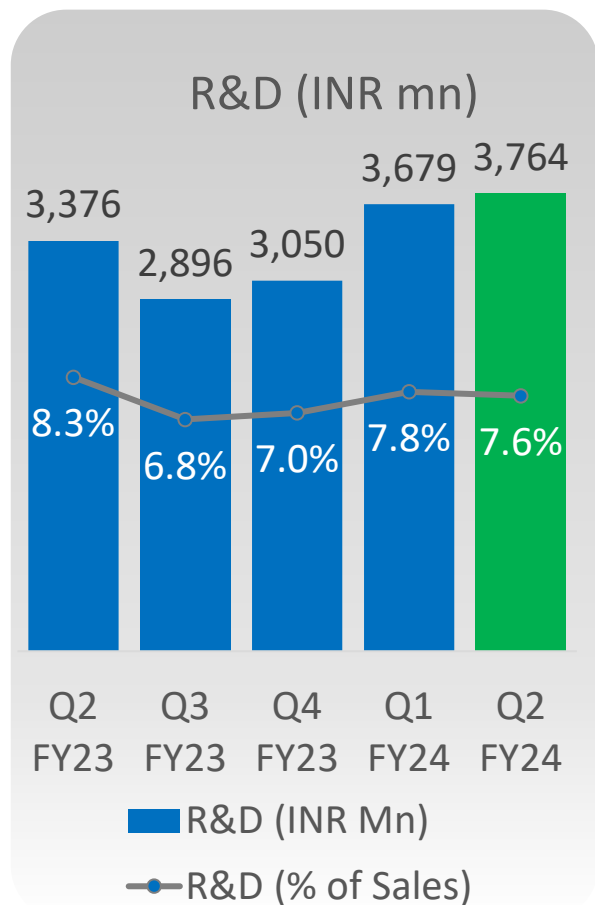
#### 2 Warning Letter affected sites:

- Tarapur and Mandideep Unit-1 resolution underway

### Long term Goals

- **Regulatory Compliance:** Targeting all sites to have satisfactory compliance status by FY25
- Conduct **Quality Audits of suppliers** regularly and provide **mandatory cGMP Training** to all relevant employees

# Key Financial Metrics: Quarterly Trend



# P&L Highlights Q2 FY24



| Amount in INR mn                            | Q2FY24        | % of Sales    | Q2FY23        | % of Sales    | YoY Growth    | Q1FY24        | % of Sales    | QoQ Growth  |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------|
| <b>Sales</b>                                | <b>49,392</b> | <b>100.0%</b> | <b>40,912</b> | <b>100.0%</b> | <b>20.7%</b>  | <b>47,421</b> | <b>100.0%</b> | <b>4.2%</b> |
| Other operating income                      | 993           | 2.0%          | 544           | 1.3%          | 82.6%         | 719           | 1.5%          | 38.2%       |
| <b>Total revenue</b>                        | <b>50,386</b> | <b>102.0%</b> | <b>41,456</b> | <b>101.3%</b> | <b>21.5%</b>  | <b>48,141</b> | <b>101.5%</b> | <b>4.7%</b> |
| Gross Profit (excl. other operating income) | 32,365        | 65.5%         | 23,784        | 58.1%         | 36.1%         | 31,013        | 65.4%         | 4.4%        |
| <b>EBITDA*</b>                              | <b>9,231</b>  | <b>18.7%</b>  | <b>4,342</b>  | <b>10.6%</b>  | <b>112.6%</b> | <b>8,565</b>  | <b>18.1%</b>  | <b>7.8%</b> |
| <b>Net Income</b>                           | <b>4,897</b>  | <b>9.9%</b>   | <b>1,297</b>  | <b>3.2%</b>   | <b>277.6%</b> | <b>4,523</b>  | <b>9.5%</b>   | <b>8.3%</b> |

*Adjusted Gross Profit (excluding NCE income) at 65.5% in Q2FY24 and 63.8% in Q1FY24*

\* EBITDA excludes, Fx and Other income, and includes NCE income for Q1FY24



# Lupin at a Glance

# Lupin Today

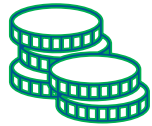
Operating from a position of strength



## Global Presence



**13<sup>th</sup>**  
Largest Generic  
Company  
*(by sales<sup>1</sup>)*



**\$2 bn**  
Annual sales in FY23



**\$233 mn**  
EBITDA in FY23



**20,500+**  
Lupinytts  
Reaching lives in  
**100+** countries

## Local Leadership

**3<sup>rd</sup>** Largest in  
the US  
*(by prescriptions<sup>3</sup>)*

**7<sup>th</sup>** India Pharma  
Market Rank  
*(by sales<sup>3</sup>)*

**4<sup>th</sup>** Largest  
Australia  
Gx  
*(by sales<sup>4</sup>)*

**7<sup>th</sup>** Largest South  
Africa Gx  
*(by sales<sup>5</sup>)*

### With Global Infrastructure

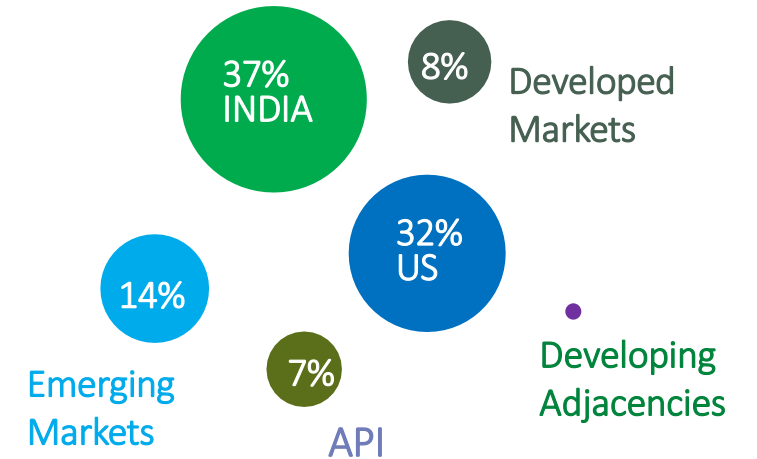
**15** Manufacturing  
Sites

**7** R&D  
Sites

across India, the US, Netherlands,  
Brazil and Mexico

## Geographically Diverse

*(FY23 Sales)*



### And Growing Sustainably



~13% reduction in Scope 1 and  
2 emissions<sup>2</sup>

Renewable energy  
share of ~5% in  
FY23

Adding 22MW  
Renewable energy  
capacity in FY24

1 - Global ranking based on LTM June-23 sale

2 Reduction in FY23 from base of FY20

3 - IQVIA Qtr Sep-23

4 - IQVIA MAT Mar-23

5 - IQVIA MAT Sep-23

# Vision

*A pharmaceutical company focused on delivering high quality medicines to patients around the world*



## United States

Evolving portfolio and pipeline in Complex platforms (Inhalation, Biosimilars and Injectables); Scaled product platforms in legacy oral, ophthalmic and dermatology

## Global Developed Markets

Global operational efficiency and presence driving leverage on capital investment and R&D across platforms through markets with similar regulatory regimes (UK, Europe, Canada and Australia)

## India Region

Delivering innovative brands and above market Growth through organic and in-organic means; establishing strategic market adjacencies

## Other Emerging Markets

Global reach and scale as a partner of choice in South Africa, Brazil, Mexico, Philippines; Enhancing access to medicines in anti-TB and in low and middle income nations

## API

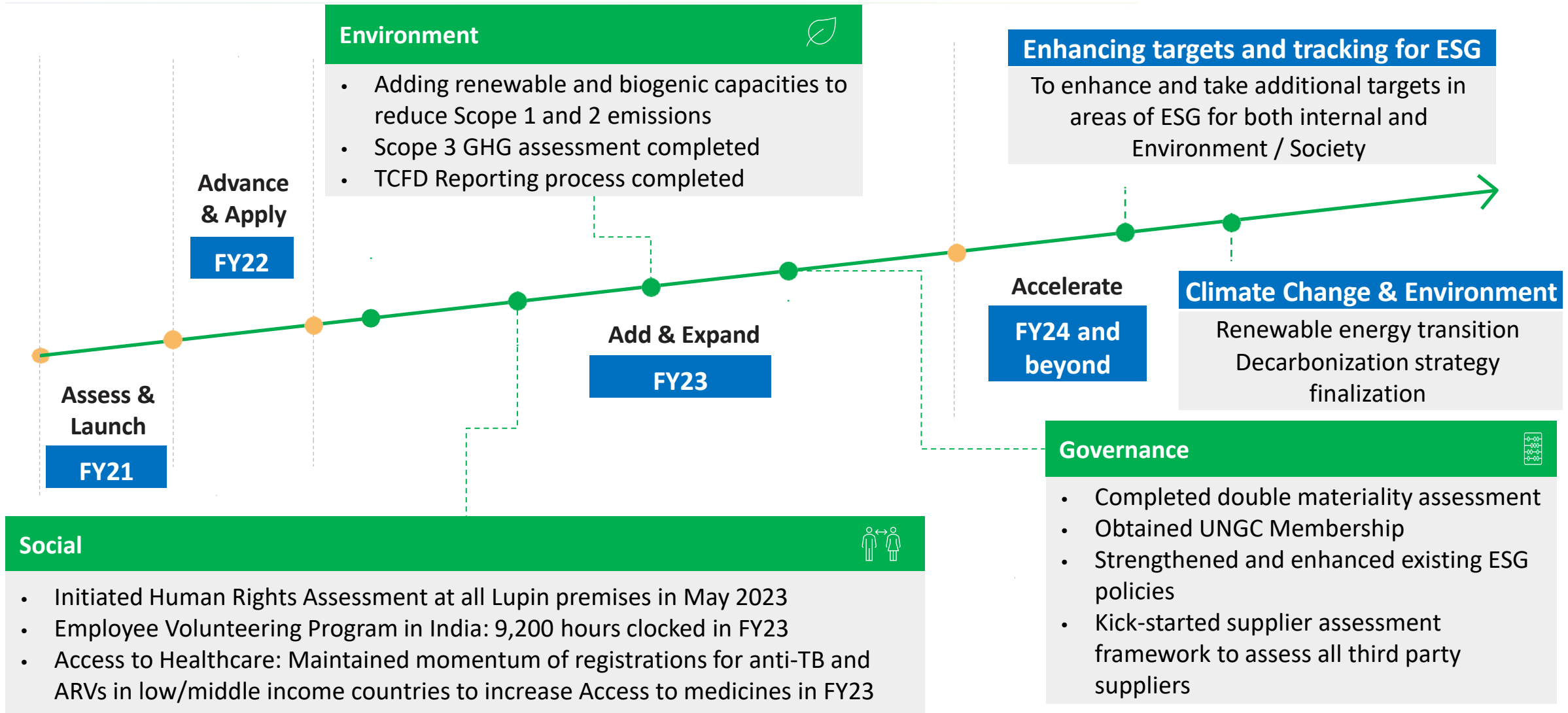
Meaningful scale achieving competitive costs to serve internal as well as external customers and contribute meaningfully to Global Public Health

**Continuous Improvement Culture**

**Best in Class Global Quality**

# Lupin's ESG Journey

Our Commitment to Responsible Business Practices, Sustainability, Environmental Stewardship and Risk Management



# ESG: External Validation of progress made in 2023

Committed to accountability and public disclosure of ESG initiatives and metrics



- Lupin has made significant investment and progress in 2023 as an organization
- Maintaining momentum towards continuously enhancing our ESG systems and processes

| Agency | 2021 | 2022                               | 2023                                      | Trends |
|--------|------|------------------------------------|---|--------|
|        | 17   | 46<br>92 percentile                | 68<br>95 percentile<br>As of Oct 27, 2023 |        |
|        |      | C<br>First time Climate respondent | Climate + Water respondent                |        |
|        | 24   | 40                                 | Under submission                          |        |
|        | BB   | BB                                 | Under evaluation                          |        |

# Lupin – Awards and Accolades



## Organizational Awards

- **ATD** (Association of Talent Development) **BEST Award**
- **‘Factories of the Future’** at the Economic Times Promising Plant Awards 2022
- Excellence in Patient Centric Initiative at Zee Health Awards 2022
- **‘Digital Pharma Marketing Excellence Award’** for ‘in Pharma Digital Marketing & Awards 2022
- Businessworld's **Diversity and Inclusion Award 2022** for "Outstanding Diversity Network"
- **Cyber Security Excellence Awards 2022** for the **Best Zero Security** in Healthcare
- **Bioprocessing Excellence in South Asia Award** at Asia Pacific Bioprocessing Excellence Awards 2022 by **IMAPAC**

## Leadership and Other Awards

- **Vinita Gupta**, named among India’s **20 Most Influential Women** in Healthcare by 2022 BW Healthcare World
- **ISO HSE certification audit successfully completed** for Goa, Pithampur and Nagpur U-1 and U-2
- **Goa and Nagpur** awarded **Gold Medal** at the National Awards for Manufacturing Competitiveness 2022-23
- **Pithampur** team wins **two awards** - at the **CII National Technology Competition** and won **four** awards at **43rd CII National Kaizen Competition**
- Pithampur team won **Platinum and Gold Awards** at the **16th CII National 3M Competition**
- Team **Quality and Operational Excellence** on winning the platinum category award from **CII Institute of Quality**
- Won **Best-in-Class Supply Chain Award** at **15th ELSS Leadership Awards**
- LHWRF won the Water Sustainability Awards 2022-23 for Excellence in **Participatory Water Management**



# Thank You


## Registered Address

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