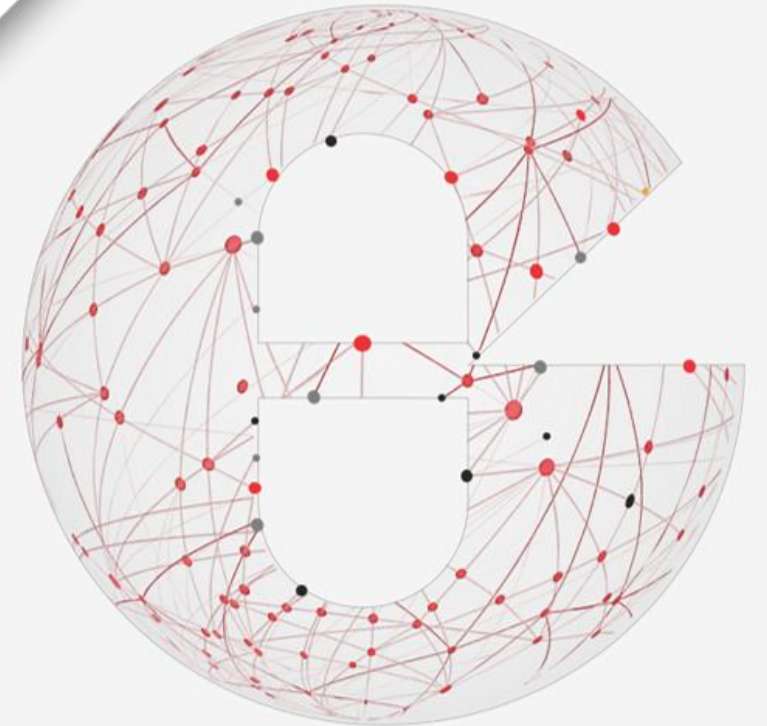




# INVESTOR DAY 2024

30 May 2024



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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, depending upon, without limitation:

- General economic and political conditions in our key markets, government policies and other incidental factors;
- Changes in the overall macro-economic parameters including changes in the currency and interest rates either in India and / or globally;
- Ability to successfully implement our strategic plan, including research and development efforts;
- Changes in laws and regulations that apply to the pharmaceutical industry and its suppliers and customers; and
- Increasing competition in and the conditions of our customers, suppliers and the pharmaceutical industry

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# Today's Agenda

## Glenmark Today And Strategic Outlook

**Glenn Saldanha**

Chairman and Managing Director



## Differentiated, Global Formulation Business

**Christoph Stoller**

President and Business Head – Europe and Emerging Markets



## Collaboration Propels Innovation

**Cyril Konto, M.D.**

President and Chief Executive Officer



## Strong Financial Principles To Support Growth

**V. S. Mani**

Executive Director and Global Chief Financial Officer



**Q&A**



# Glenmark Today And Strategic Outlook

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**Glenn Saldanha**  
Chairman and Managing Director



**Vision: To emerge as a **Leading, Research-led, Global** pharmaceutical company**

**~US\$ 1.5 billion**

consolidated revenue

**10**

manufacturing sites globally across dosage forms

**US\$ 300+ million**

out-licensing income from NME research till date<sup>3</sup>

**~60%**

contribution to revenue from branded markets<sup>2</sup>

**4**

R&D centers covering the entire value chain

**4**

innovative assets in clinical development<sup>4</sup>

**80+ countries**

global commercial footprint

**3**

key therapeutic areas globally (Dermatology, Respiratory, Oncology)

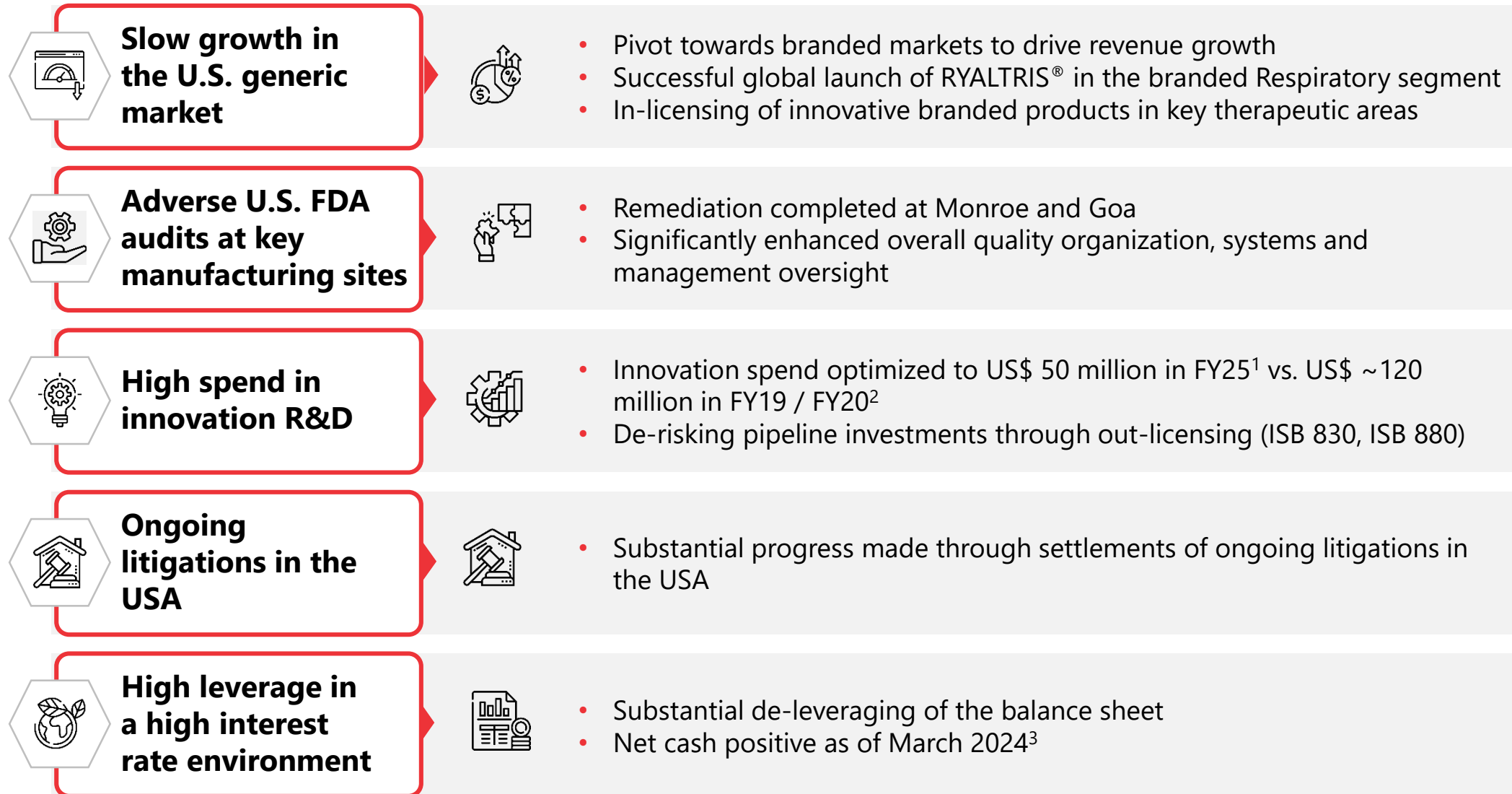
**15,000+**

employees across the globe<sup>5</sup>

1. Branded includes revenue from India, Rest Of the World and part of Europe  
2. Based on up-front and milestone income received across all NME partnerships, till date  
3. Includes partnered assets (ISB 830 and ISB 880)  
4. As of March 2024

NME: New Molecular Entities  
R&D: Research and Development

# Navigating Through Uncertainties To Emerge Stronger



1. Guidance for FY25  
2. Management Discussion and Analysis (MDA) published for Q4 FY19 and Q4 FY20  
3. FY24 consolidated balance sheet

# Glenmark Continues To Move Up The Value Chain

		Branded			Generics
		Dermatology	Respiratory	Oncology	Key priorities
Global presence		<ul style="list-style-type: none"> <li>2<sup>nd</sup> in India<sup>1</sup>; launched JABRYUS<sup>®</sup> (Abrocitinib) in partnership with Pfizer</li> <li>Among the Top-10 companies in Russia<sup>2</sup></li> <li>In-licensed WINLEVI<sup>®</sup> for Europe<sup>4</sup>, the UK and South Africa</li> </ul>	<ul style="list-style-type: none"> <li>2<sup>nd</sup> in India<sup>1</sup>; 2<sup>nd</sup> in the Russian Expectorants market; leading player across ROW</li> <li>RYALTRIS<sup>®</sup> filed in 80+ markets and launched in 34 markets<sup>3</sup> globally</li> <li>4 device-based products commercialised across Europe</li> </ul>	<ul style="list-style-type: none"> <li>Among the leading companies in India; launched AKYNZEO<sup>®</sup> IV</li> <li>In-licensed Envafolelimab for India &amp; ROW markets; Tislelizumab / Zanubrutinib for India market</li> <li>IGI: Potential commercialization of pipeline in next 3-4 years</li> </ul>	<ul style="list-style-type: none"> <li>Drive the US generics business growth through complex product launches</li> <li>Transition towards a high-complexity, low-competition pipeline</li> <li>Focus on quality of filings rather than quantity</li> </ul>
	Future pipeline	<ul style="list-style-type: none"> <li>Maintain leadership position in key markets</li> <li>Further expand portfolio across markets</li> <li>Accelerate growth of OTC / DTC business in select markets</li> </ul>	<ul style="list-style-type: none"> <li>Expanding presence across the chronic sub-segment in India</li> <li>4 additional products to be launched in Europe in the next 12-18 months</li> <li>Multiple new launches across the ROW markets</li> </ul>	<ul style="list-style-type: none"> <li>Continue launch of branded / generic products globally</li> <li>Focus on partnerships to move pipeline forward toward commercialization</li> <li>Continue development of select innovative assets</li> </ul>	<b>Future pipeline</b> <ul style="list-style-type: none"> <li>Injectables: Both standard and complex</li> <li>Respiratory: 2 nasal spray approvals expected in FY25; filed ANDA for gFlovent<sup>®</sup> pMDI 44mcg</li> <li>Other complex generics &amp; approved, settled FTF launches</li> </ul>

1. As per IQVIA April 2024  
2. As per IQVIA March 2024



3. As of March 2024  
4. Select markets in Europe

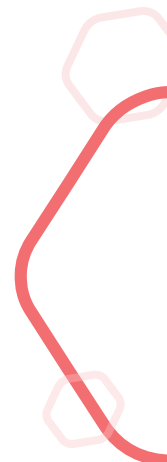
pMDIs: pressurized Metered-Dose Inhalers  
FTF: First-To-File

ROW: Rest Of the World  
IGI: Ichnos Glenmark Innovation

OTC: Over-The-Counter  
DTC: Direct-To-Consumer

# Global Brands To Be Key Catalysts For Future Growth

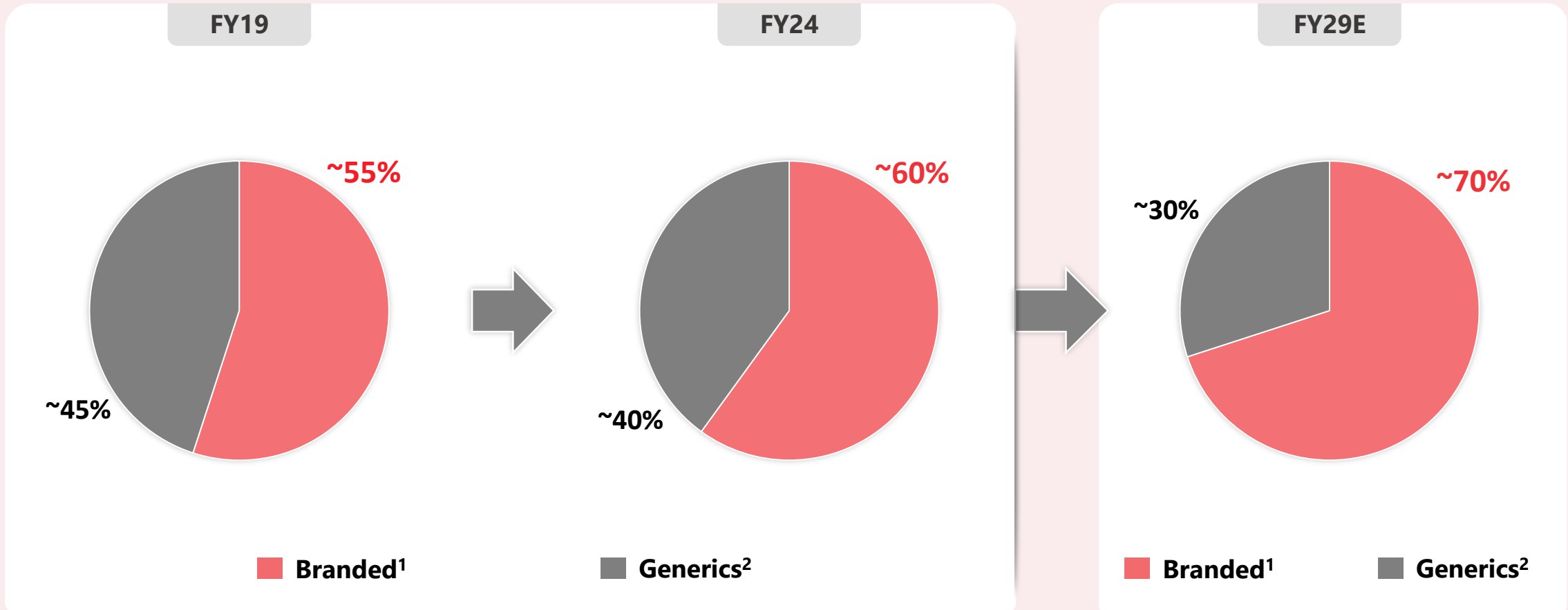
	 (olopatadine hydrochloride and mometasone furoate monohydrate nasal spray)	<b>Envafolimab</b>	 (clascoterone) cream 1%
Therapeutic area	Respiratory	Oncology	Dermatology
Key regions	Global	India ROW markets	Europe <sup>1</sup> , the UK South Africa
Launch calendar	Launched	First market launch in FY26	First market launch in FY26
Expected sales	Estimated total annual global sales of US\$ 300 – 400 million over the next five years		



1. Select markets in Europe



# Contribution From Branded Markets To Further Increase Going Forward



Consistent high growth in ROW and Europe branded portfolio, along with India, has led to an increasing share of branded markets

Targeting ~70% contribution from branded markets

1. Branded includes revenue from India, ROW, and part of Europe  
2. Generics includes revenue from North America and rest of Europe that is not covered in Branded

# Glenmark 2.0: Evolving Ideologies To Fuel Sustained Success

01



Focus on **revenue growth** and continue to drive **capital allocation basis ROCE**

02



Generate further operating efficiencies to drive **continuous margin improvement**

03



Stay **averse to debt** and remain **free cash positive** post any CAPEX, dividends, M&A, etc.

04



Drive **shareholder wealth creation** – Increase pay-out ratios from FY26 onwards via dividends and/or share buyback

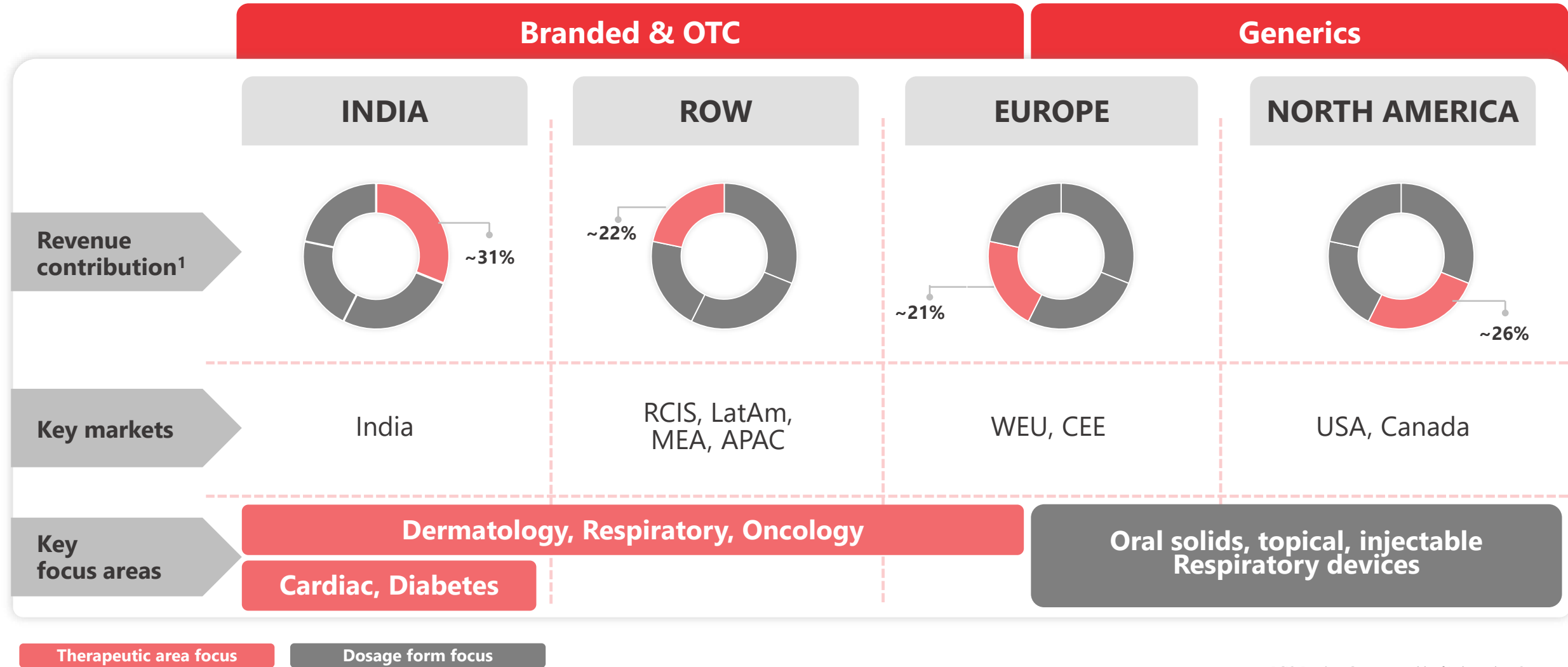


# Differentiated, Global Formulation Business

**Christoph Stoller**

President and Business Head  
Europe and Emerging Markets

# Global Commercial Footprint Resulting In A De-risked & Robust Business



RCIS: Russia + Commonwealth of Independent States  
 LatAm: Latin America  
 MEA: Middle East and Africa  
 APAC: Asia Pacific  
 WEU: Western Europe  
 CEE: Central and Eastern Europe

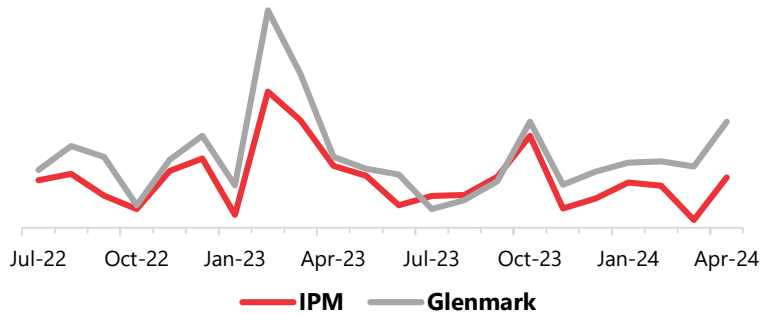
1. As per FY25 expected internal estimates

# India: Sustained, Market-beating Growth



One of the fastest growing companies in the IPM<sup>1</sup>

Glenmark has grown faster than IPM consistently



Sharp focus on key therapy areas

Therapy Area	Rank in April 2019 <sup>3</sup>	Rank in April 2024 <sup>3</sup>
Derma	2 <sup>nd</sup>	2 <sup>nd</sup>
Respiratory	5 <sup>th</sup>	2 <sup>nd</sup>
Cardiac	6 <sup>th</sup>	3 <sup>rd</sup>
Diabetes	14 <sup>th</sup>	17 <sup>th</sup>



Legacy of creating mega-brands

9 brands<sup>1</sup>  
₹1,000+ million

15 brands<sup>1</sup>  
₹500+ million

9 brands<sup>1</sup>  
**IPM Top 300**



Strong track record of new product launches

4-5% growth from new products each year

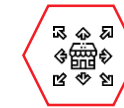


Continuously bringing novel therapies to the Indian market

Molecule	Brand Name	Therapeutic Area	Partner
Netupitant / Palonosetron	<b>AKYNZEO® IV</b>	Oncology	Helsinn
Abrocitinib	<b>JABRYUS®</b>	Dermatology	Pfizer
Envafolelimab	---	Oncology	Jiangsu Alphamab / 3DMed
Tislelizumab / Zanubrutinib	<b>TEVIMBRA® / BRUKINSA®</b>	Oncology	Beigene



Supporting the OTC / DTC thrust



Franchise has grown from ~₹600 million in FY19<sup>2</sup> to ~₹3,000 million in FY24<sup>2</sup>



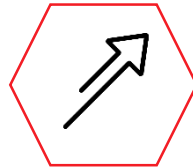
Key Brands: **Candid®**, **Scalpe®**, **La Shield®**, **Episoft®**, **Elovera®**

# India: Growth Levers Aimed At Building On The Strong Base

**CONTINUE**



**Growing core therapies**



**Building / expanding brands franchises**



**Geographical and field-force expansion**



**INCREASE**



**New product launches, including in-licensing of innovative molecules**



**OTC / DTC business thrust**

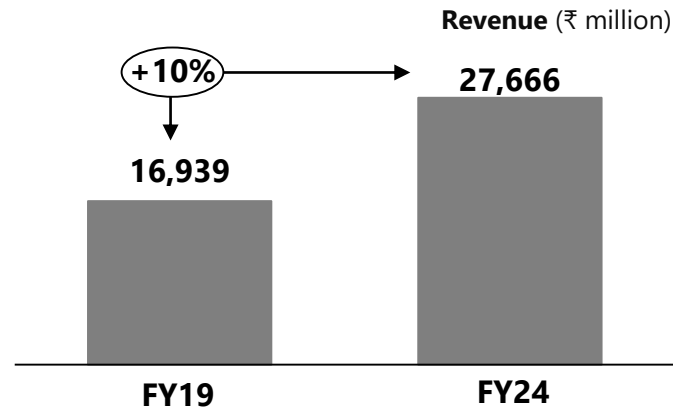


**Institutional sales and alternate channels**



# ROW: Propelling Growth Via Therapeutic Area Leadership

## Strong growth tailwinds across regions



Large overall market opportunity<sup>4</sup>



### Russia / CIS

US\$ **20+** billion

### LatAm

US\$ **70+** billion

### MEA

US\$ **20+** billion

### APAC

US\$ **50+** billion



## Key highlights across markets

### Russia / CIS

- 2<sup>nd</sup> largest Indian company in Russia<sup>1</sup>
- 2<sup>nd</sup> in the Russian Respiratory Expectorants market<sup>2</sup>
- 9<sup>th</sup> in the overall Dermatology market in Russia<sup>2</sup>
- Multiple leading brands commercialized: RYALTRIS<sup>®</sup>, Asciril<sup>™</sup>, Candibiotic<sup>™</sup>

### LatAm

- Presence across large-sized markets such as Brazil, Mexico, Colombia
- Leading brands in Respiratory; strong foothold in Oncology
- Amongst the Top-10 companies in the Respiratory CVM of Brazil, Mexico<sup>3</sup>
- Partnership with AstraZeneca & Covis for Respiratory products

### MEA

- Leadership position in Dermatology and Respiratory
- Regional market leader in Allergic Rhinitis through RYALTRIS<sup>®</sup>
- 3<sup>rd</sup> largest company overall and 1<sup>st</sup> in CVM in Kenya<sup>3</sup>
- Expanding presence in Saudi Arabia

### APAC

- Leadership position in Dermatology; 1<sup>st</sup> rank in CVM in the region<sup>3</sup>
- Building strong foothold in Respiratory; RYALTRIS<sup>®</sup> is leading product for Allergic Rhinitis in Australia & South Korea<sup>3</sup>
- Expanding presence in Oncology through Envafolelimab

# ROW: Target 15-20% CAGR Over The Next Four Years



## Gain scale in existing markets

Further gain market share in RYALTRIS®

Launch Envafolimab

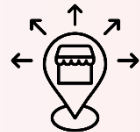
Drive profitability upwards through minimal incremental investments



## Launch differentiated products in core therapeutic areas

Expand market share in key therapeutic areas through differentiated product launches

Continue efforts across markets to launch strong, regional brands



## Targeted market expansion strategy

Enhance market position through portfolio expansion and market penetration

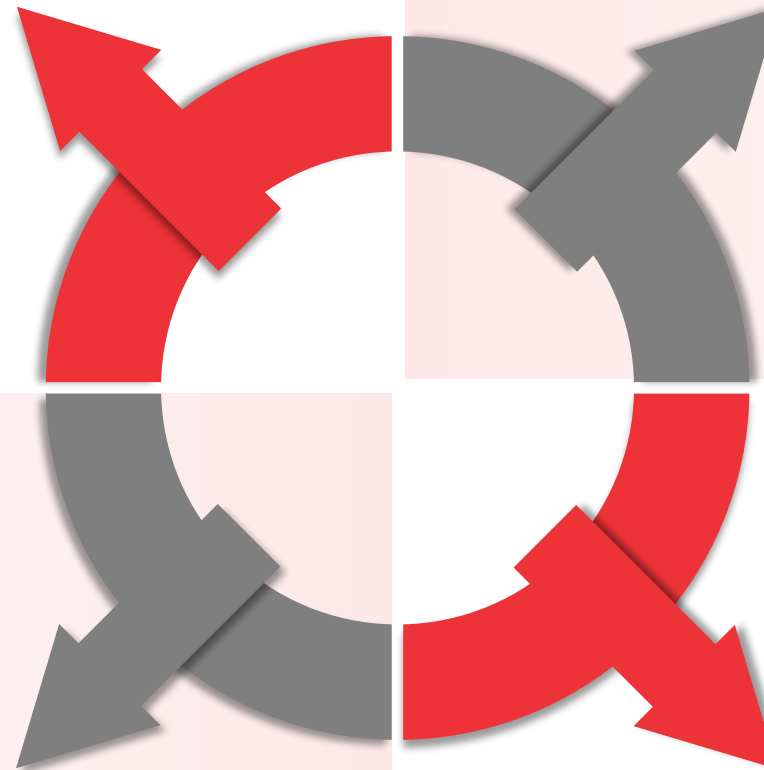
Thoroughly evaluate entry in to any new markets



## Partnerships to further augment pipeline

Expand partnerships with local companies

Strategically select candidates to fill up white spaces in overall portfolio



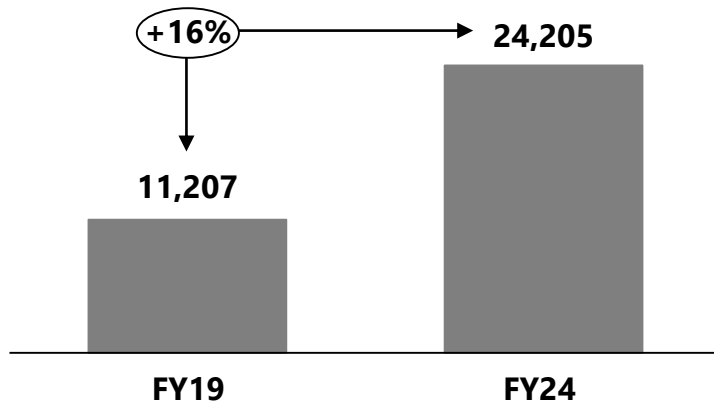


# Europe: Portfolio Offerings Scaling Up To Boost Growth

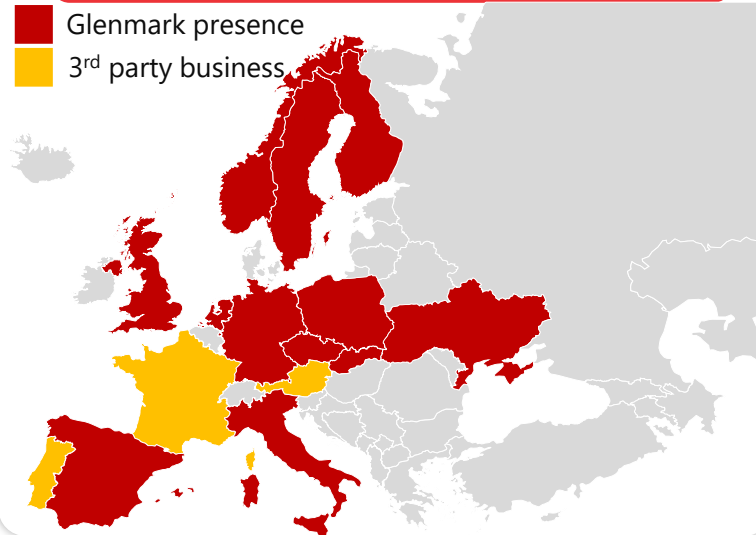


**Fastest growing region for Glenmark**

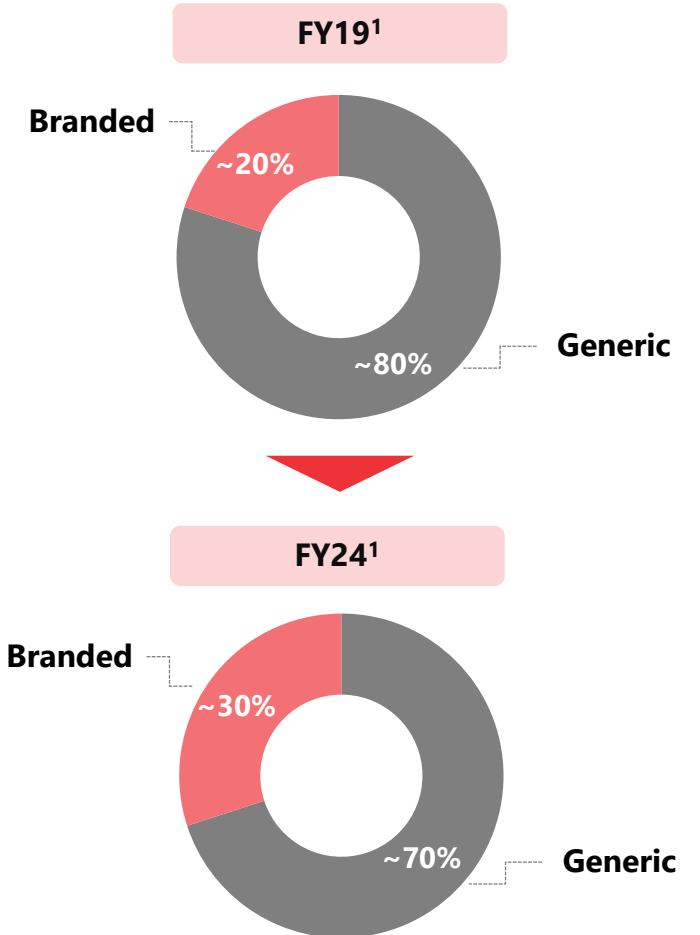
Revenue (₹ million)



**Glenmark Europe covers 5 out of the 6 major markets directly**



**Increasing share of branded in the overall product mix**



**Driving continuous improvement in profitability**

Increasing profitability through continuous portfolio optimization

Significantly improving EBITDA margin via operating leverage and greater contribution from branded products



**Respiratory a critical therapeutic area with multiple recent launches**



**Four additional products to be commercialized in 12-18 months**

# Europe: Pursuing Consistent Growth And Steady Expansion

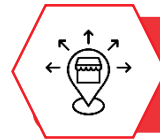


## Therapy area focus

Pipeline geared towards launch of branded Respiratory products

Expansion into Dermatology via WINLEVI® and other in-house launches

Prioritizing reduction of dependence on pure generics business



## Portfolio

Adopting a focused portfolio approach to maximize value creation and reduce external dependency

Augmenting in-house pipeline with strategic in-licensing of novel opportunities



## Market expansion

Gain scale in existing markets

Broaden product offerings across both generic and branded portfolios

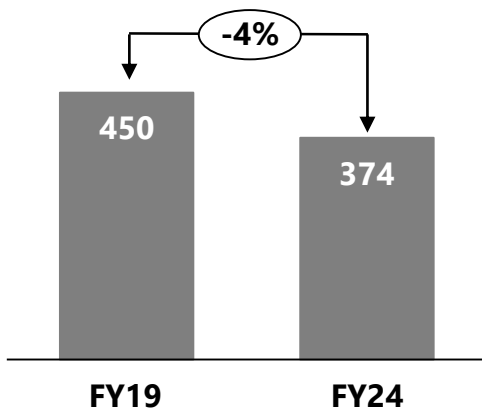
Pursue growth opportunities in select high-potential markets

# North America: At An Inflection Point



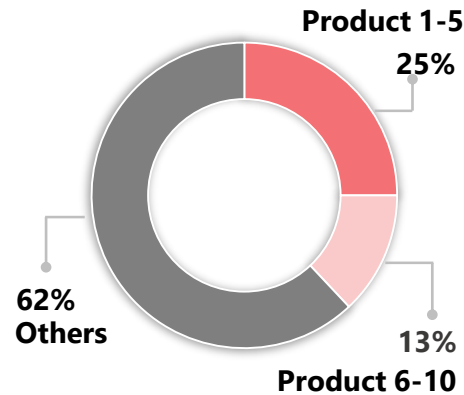
Growth has been challenging due to multiple factors

Revenue (US\$ million)



Business has a well diversified portfolio

Revenue contribution<sup>1</sup>



Glenmark maintains leadership position in key products

Of the marketed products<sup>1</sup>:

Ranked #1 in 27% of the portfolio

Ranked #2 in 33% of the portfolio

Ranked #3 in 12% of the portfolio

Glenmark is a Top 3 in 70+% products<sup>1</sup>



Approval-to-launch conversion rate remains high

Filed **>47 products**; received approval for 51 products in last 5 years

**57 products** were launched in same period; including 6 in-licensed products

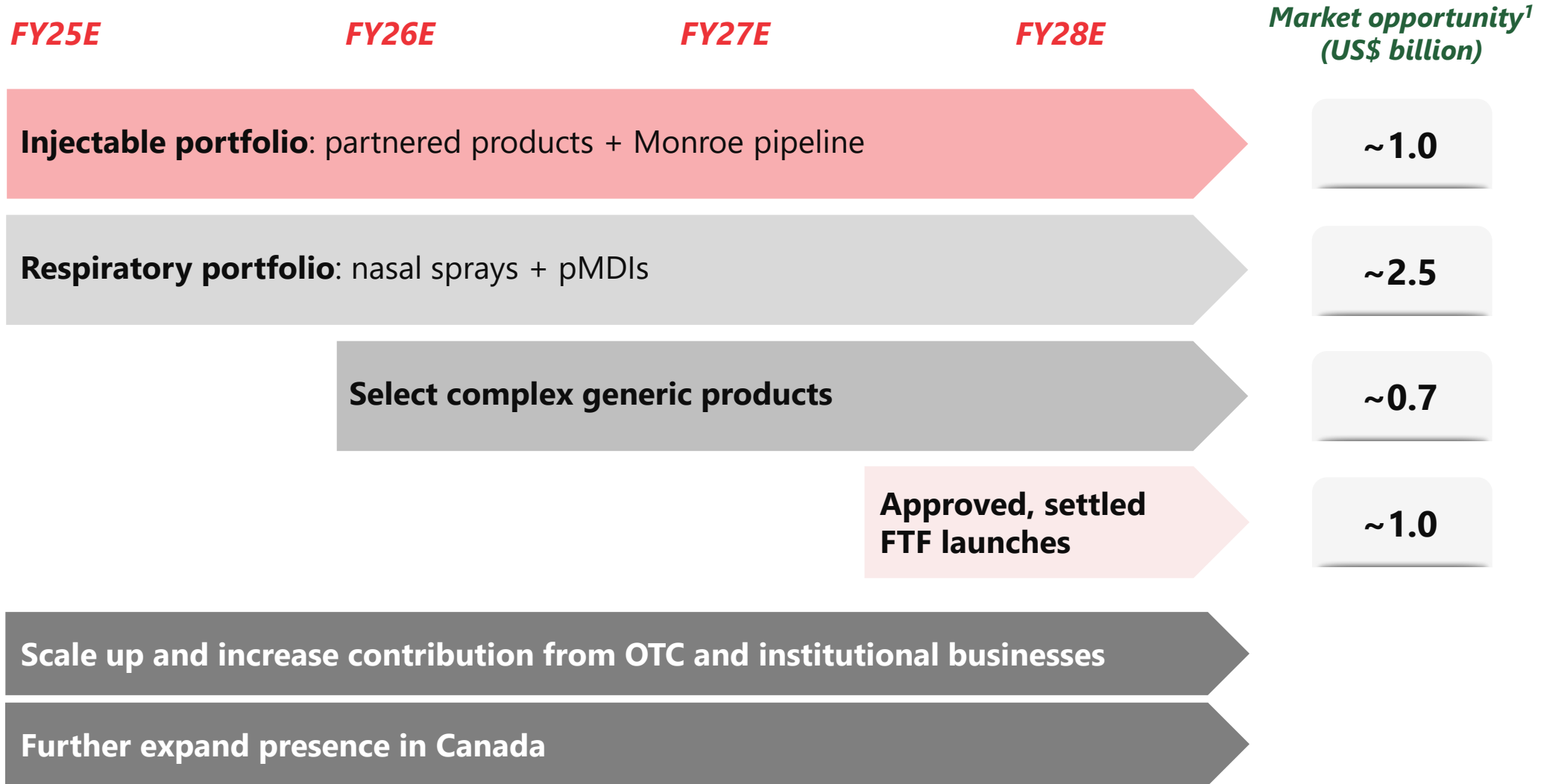


Focused on continuous quality improvement

Remediation at Monroe & Goa sites completed; engaged to resolve warning letter at the earliest

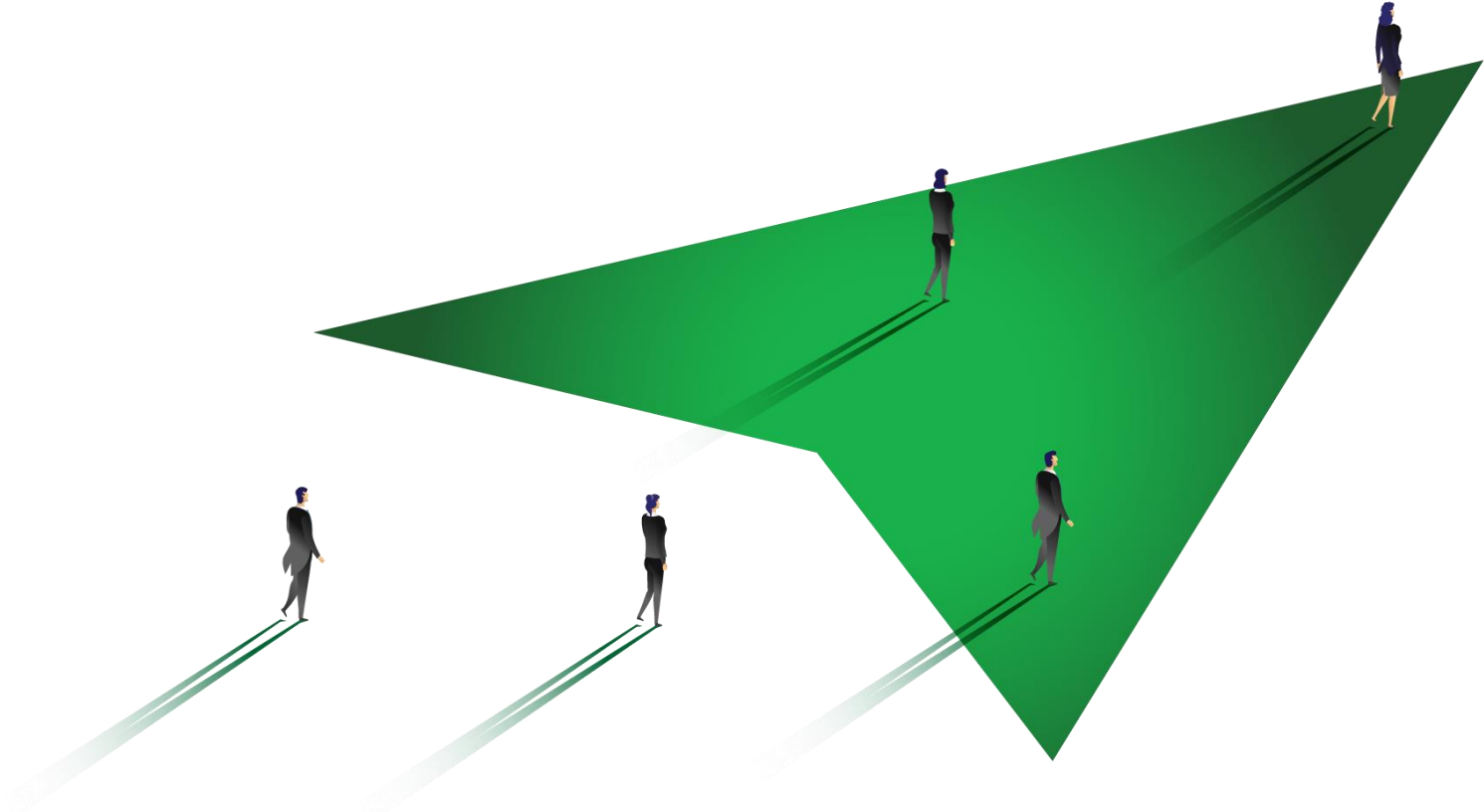
Continuously strengthening overall quality across all manufacturing sites

# North America: Differentiated Launches To Drive Future Growth



1. As per IQVIA MAT March 2024 data

# Collaboration Propels Innovation



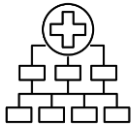
**Cyril Konto, M.D.**  
President and Chief Executive Officer

# IGI Combines Strengths From Ichnos And Glenmark



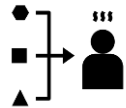
## Robust pipeline

**Strong platform of NBE and small molecules** with presence across **haematological cancers** and **solid tumors**



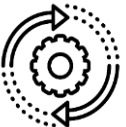
## Leverage expertise

**Robust development capabilities** of Ichnos in the U.S., **research and discovery capabilities** in **biologics** at Lausanne and **small molecule research capabilities** of Glenmark



## India CT landscape

Leverage India clinical trial landscape to increase **speed of patient recruitment** and **cost efficiency**



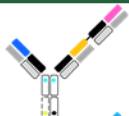
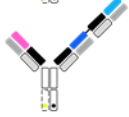


## Financial efficiency

Functionally create the combined integrated innovation organization **by right-sizing the overall team**

**Overall cash burn for IGI will reduce to ~US\$ 50 million starting FY25**

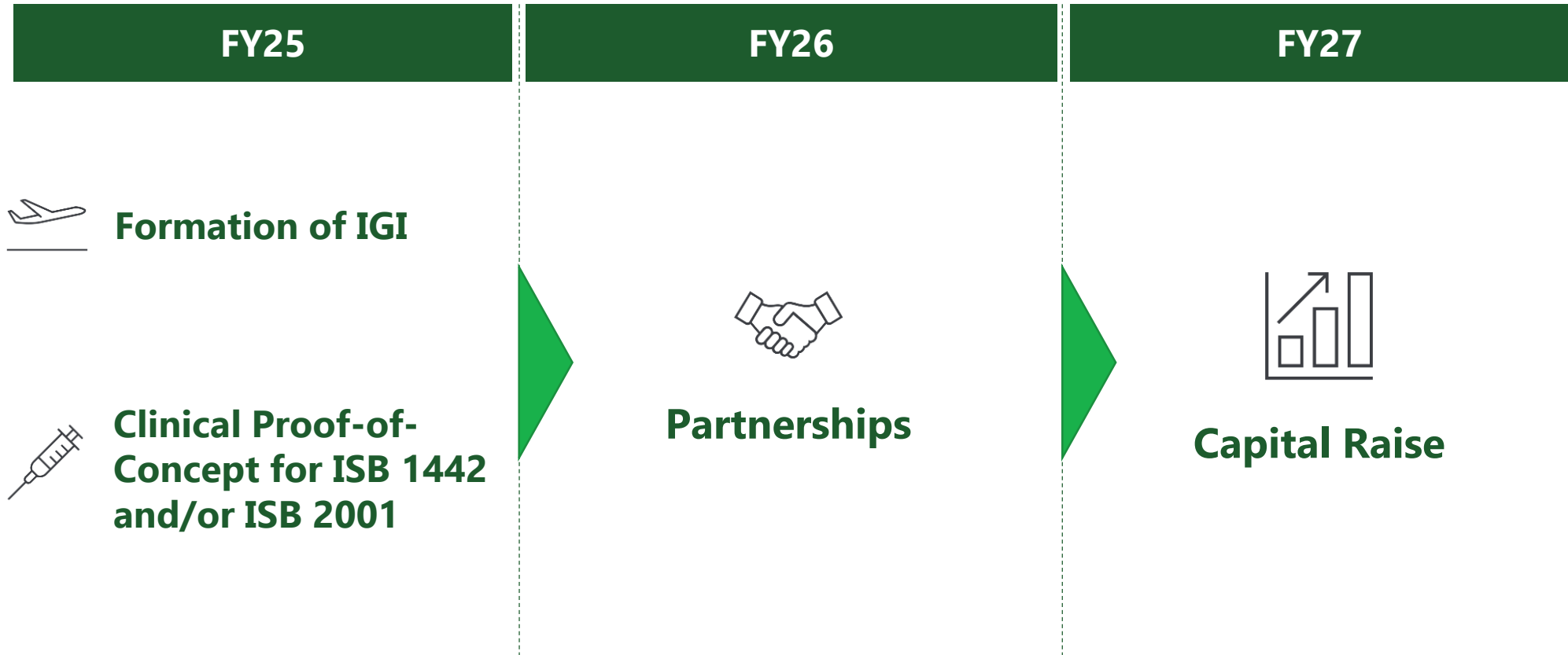
# Diversity Of Immune Cell Engagement And Indications Across Hematologic And Solid Tumors



ASSET	DESCRIPTION	INDICATION	PRECLINICAL	PHASE 1	PHASE 2	PHASE 3	STATUS	
<b>DEVELOPMENT ASSETS*</b>								
<b>ISB 2001</b>	 BCMA x CD38 x CD3 TREAT™ trispecific antibody	Multiple Myeloma	→				<b>PHASE 1 ORPHAN DRUG</b> <b>PHASE 1 ORPHAN DRUG</b> <b>PRECLINICAL</b>	
<b>ISB 1442</b>	 CD38 x CD47 BEAT™ bispecific antibody	Multiple Myeloma; AML planned	→					
<b>GRC 65327</b>	Cbl-b Inhibitor	Solid Tumors	→					
<b>PARTNERED ASSETS</b>								
<b>Telazorlimab* and ISB 830-X8</b>	OX40 antagonist monoclonal antibody	Atopic Dermatitis	→					
<b>ISB 880/ALM27134</b>	IL-1RAP antagonist monoclonal antibody	Inflammatory Diseases	→					

\* ISB 1342 – Phase 1 clinical study is currently suspended; future strategy is to out-license the asset and allow a potential partner to continue further development

# Roadmap For IGI







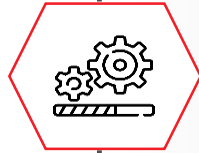
# Strong Financial Principles To Support Growth

**V. S. Mani**  
Executive Director and  
Global Chief Financial Officer

# De-risking The Business In A Challenging Global Environment



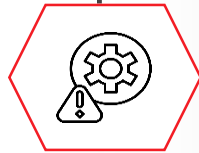
**Reduction in gross debt to counter rising interest rates**



**Substantial progress in closing of key U.S. litigations**

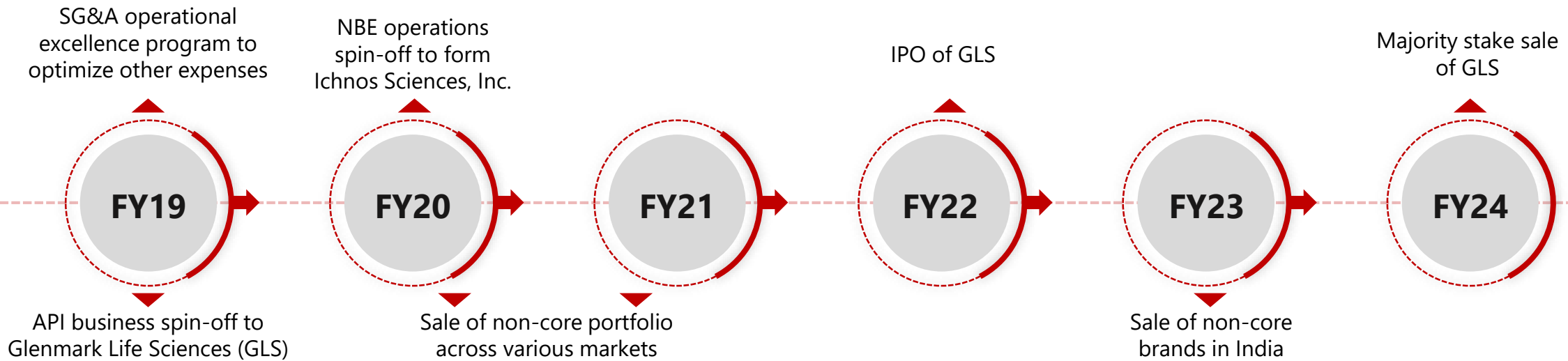


**Operational efficiency improvements leading to better core EBITDA margins**

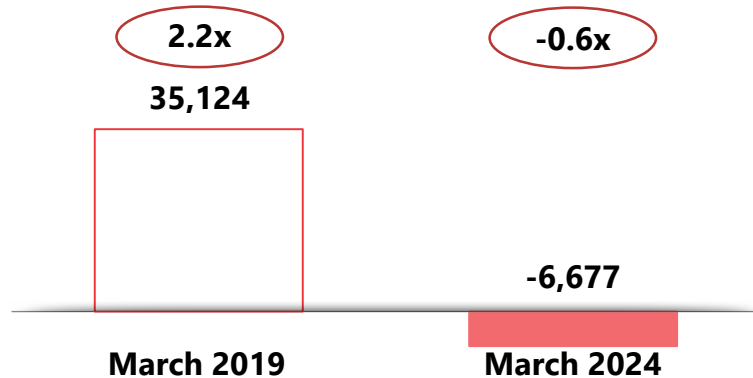


**Capital allocation decisions driven to maximize ROCE and minimize risk**

# Multiple Initiatives To Strengthen The Balance Sheet



## Net debt (₹ million) & Net debt to EBITDA

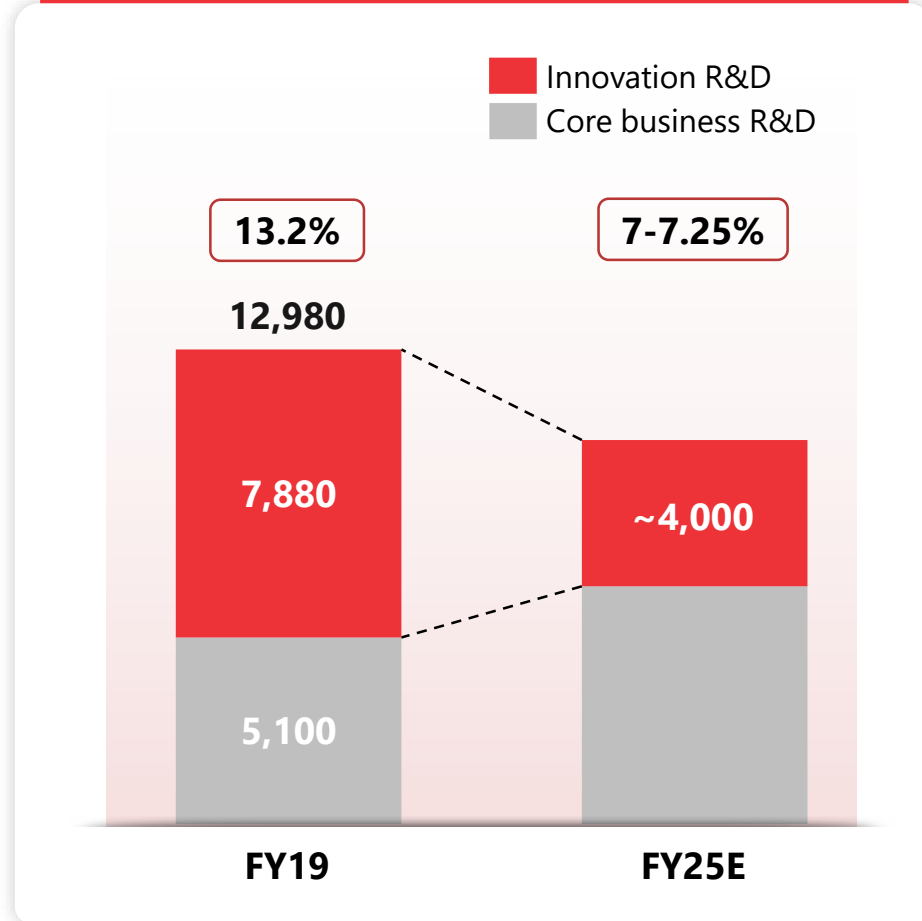


## Credit ratings upgrade

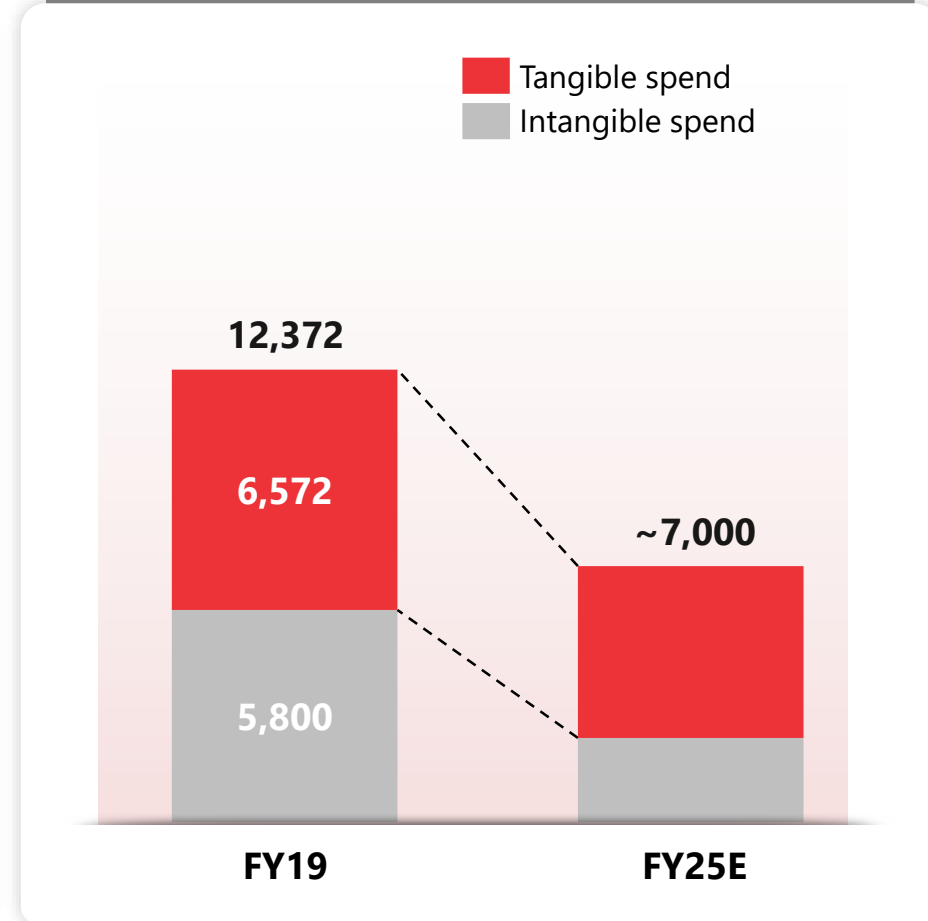
Rating Agency	2020	2021	2024
India Rating	AA-, Stable	AA-, Positive	AA, Stable
S&P	BB-, Stable	BB-, Stable	BB+, Stable
CRISIL	AA-, Stable	AA-, Positive	AA, Stable
Fitch	BB, Stable	BB, Stable	BB, Stable

# Optimizing R&D Investments And Right-sizing CAPEX

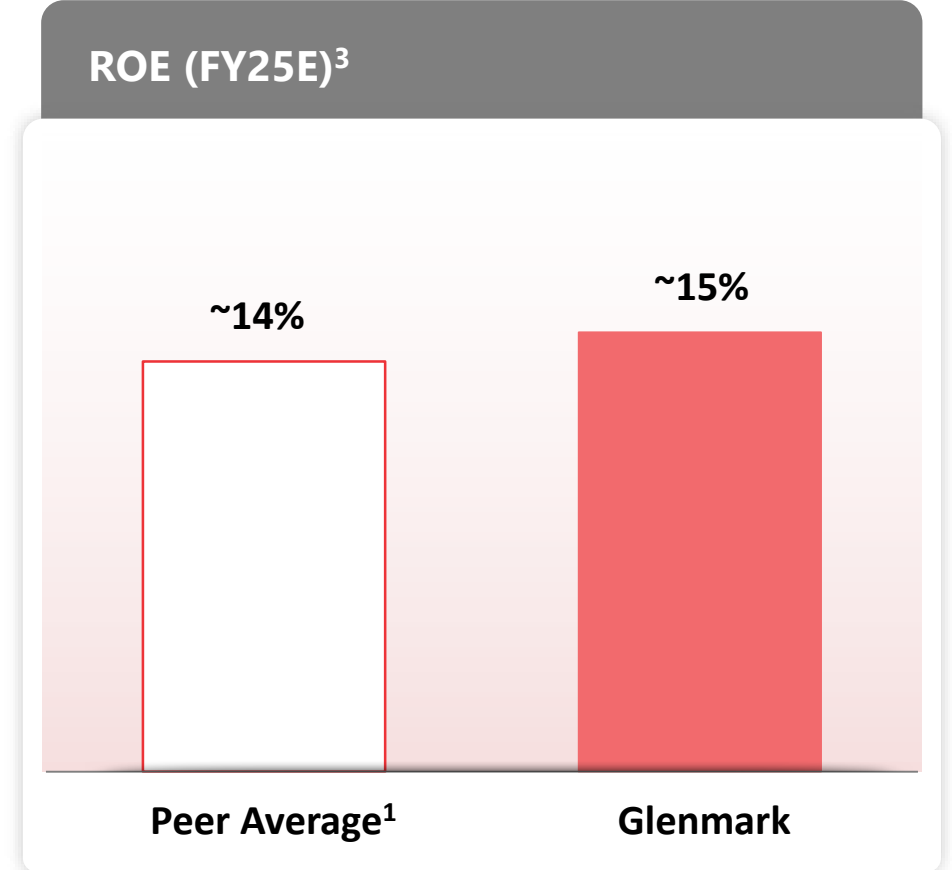
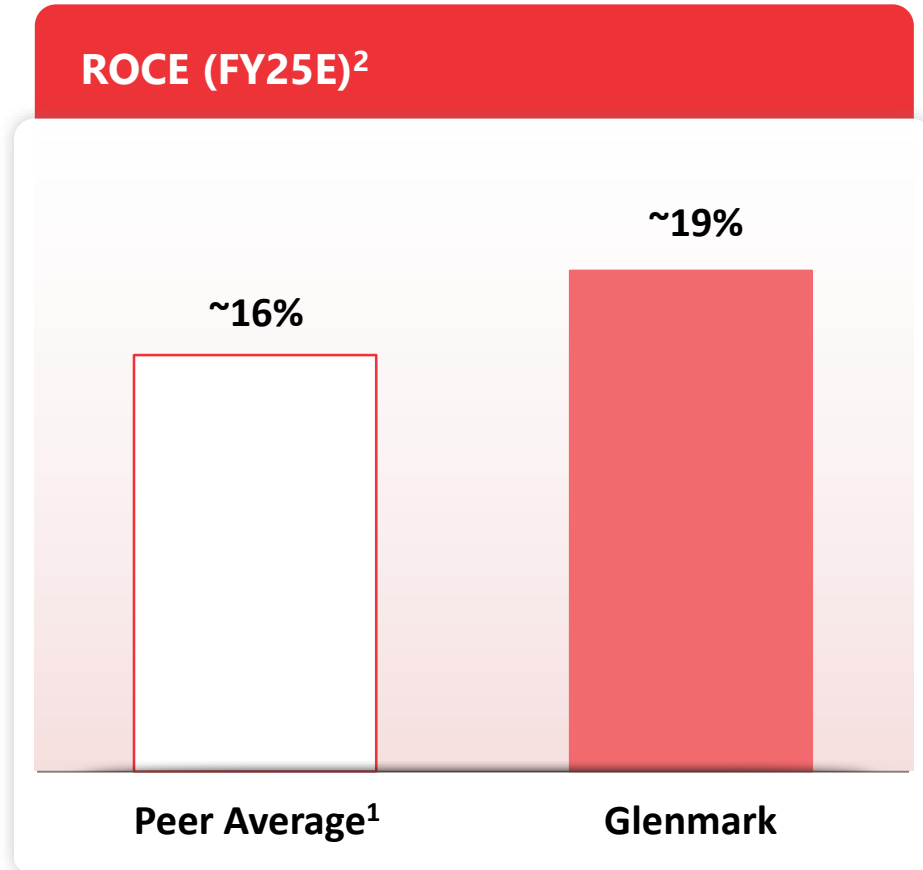
### R&D expenses (₹ million) and R&D as % of revenue



### Capital expenditure (₹ million)










# Continuous Focus To Achieve High Return Ratios



1. Based on Bloomberg consensus estimates of select listed pharmaceutical companies with a similar business model and geographical presence  
2. ROCE = EBIT / Capital Employed; Capital Employed = Total assets – Current liabilities  
3. ROE = Net profit / Average shareholder's equity

# Delivering On The Guidance

	Investor Day 2022	Where we are today
 Revenue / Revenue growth	10-12% over next 3-4 years	FY25: ₹1,35,000 – 1,40,000 million
 R&D expenses	8.5-9% from FY24	FY25: 7-7.25%
 EBITDA margin	23% by FY27	FY25: ~19%; Target 1-2% improvement each year from FY26 onwards
 CAPEX	₹7,000 million annually over the next four years	FY25: ₹7,000 million
 Net debt	Zero net debt by FY26	Net cash positive as of March 2024
 ROCE	23% by FY27	On track
 Overall pay-out ratio	Evaluate enhancing dividend pay-out, share buyback over the next 4 years	15-20% minimum pay-out from FY26 via dividends / share buyback

# Glenmark's Long-term Targets Aligned With Evolving Ideologies



Focus on **revenue growth** and continue to drive **capital allocation basis ROCE**

**12-15% CAGR**  
Revenue growth target over the next four years



Generate further operating efficiencies to drive **continuous margin improvement**

**7-7.5%**  
R&D as % of revenue over the next four years  
**~19% EBITDA margin in FY25**  
Target 1-2% improvement each year from FY26 onwards



Stay **averse to debt** and remain **free cash positive** post any CAPEX, dividends, M&A, etc.

**~₹7,000 million**  
Annual CAPEX over the next four years  
**Drive further improvement in ROE and ROCE in the next four years**



Drive **shareholder wealth creation**

**15-20%**  
Minimum pay-out from FY26 via dividends and/or share buyback



# THANK YOU

[www.glenmarkpharma.com](http://www.glenmarkpharma.com)

