Mr. Utkarsh: Good evening, everyone, thank you. Thank you for joining us today here in-person and quite a few of you have joined us virtually, as well. I am Utkarsh. I lead the investor relations at Glenmark Pharmaceuticals Limited. And on behalf of the management, I welcome you all to the 2024 Investor Day. It gives me great pleasure to meeting you again after a couple of years since we last did our last Investor Day in November '22. I think, as we mentioned in our recent interactions, the last year has been a transitionary year for the company, and today the management is here to provide a more detailed outlook on the future and some key priorities for the organization as we move forward. There will be an opportunity to interact with the management team during the Q&A session, which is followed following the completion of the presentation. So participants who are joining us virtually, please ask your questions through the question box or the chat box. A quick and kind request to everybody present here in the room, please keep your cell phones and all other devices on silent mode so that it does not disturb the presenters. Before we start, just a reminder that the document and discussion today will comprise of certain forward looking statements which will concern the company's plans, objectives, strategies. These are obviously based on current expectations, forecasts and assumptions that are subject to risks and uncertainties, and actual outcomes may vary. So the document should not be regarded as a substitute for the receiver's judgment. Just a disclaimer before we start. In terms of our agenda today, so we have from our management team, Glenn Saldanha, Chairman and Managing Director. Glenn will cover Glenmark's journey up until today and the strategic outlook for the future for the organization. Christoph Stoller, he heads our Europe and Emerging Markets Business. He will cover all 4 key geographic regions of Glenmark in more detail including our current presence and our future growth drivers. Cyril Konto is president and CEO of Ichnos Glenmark Innovation or IGI. He'll walk us through our pipeline on the innovative assets and our roadmap for IGI. And V. S. Mani is Executive Director and Global CFO. He'll take us through the various measures the company has taken to strengthen, the balance sheet, to strengthen the organization and some long term targets for the company. As mentioned before, post the presentation we'll have a Q&A session. So the 4 speakers will be joined by Ashish Mukkirwar, Group Vice President and Head of Corporate Strategy for the Q&A session, as well. With this, I would like to invite Glenn Saldana, Chairman and Managing Director on the stage to start the presentation.

Mr. Glenn: Good evening, friends, and welcome to the Glenmark Investor Day presentation. So I want to start by saying, you know, our vision for Glenmark has always been to be a leading, research-based global pharmaceutical organization. If you look at where we are today, we're about one-and-a-half billion dollars in revenues. We have 10 manufacturing facilities, about 60% of our contribution comes from our branded markets. 80 countries, so very broad global presence, footprint in many countries, 4 research facilities, and we are focused on 3 therapeutic areas globally. So we work in dermatology, respiratory, and oncology. In India, we also have cardiovascular, which is a big segment, and diabetes, but our global presence is in these 3 therapeutic areas. We are unique in that. We've we have over 300 million dollars that we've earned in out-licensing income through our NMEs. And today we have 4 innovative clinical assets in development, mainly under IGI, which Cyril will cover. About 15,000 employees worldwide. So that's the footprint, today. If you look at Glenmark, you know. So I've been running Glenmark now 25 years, right, and the last 5-6 years was super challenging for us, because we got hit with 4 or 5 different areas, right. The first was, you know, the slowdown in the US generics business. Clearly, the US generics over the last 5-6 years, was very challenging, and continues to remain a challenging environment. Glenmark's approach to working around that was to enhance our branded capabilities and and strengthen our branded business, which we did pretty successfully. We launched

RYALTRIS, which is our first global branded product, which today is a very strong brand for Glenmark and growing from strength-to-strength every year. And we initiated some in-licensing activities of branded products to move up the value chain. The second area which adversely impacted us over the last 5-6 years was the whole US FDA, adverse audits that we faced in some of our sites, right. Today, we've pretty much done with all the remediation work in both Monroe and Goa. And we're waiting for the FDA to come and reinspect. Also, we've, you know, over the last couple of years, we've totally overhauled our entire quality organizations, invested heavily in building systems through the strengthen management oversight. So that's a big area which we've addressed. And I think going forward we should come out stronger. The 3rd area which hit us pretty badly was, you know, we were spending a lot of money on innovation. Clearly, we are the poster child of innovation in India, you know, with over 300 million dollars of revenues that we've earned over the years, you know, throughout licensing our own intellectual property. But I think, you know, at one point we were spending almost up to a 120 million dollars in innovation which was way beyond the size of the company. So what we've done today is we've scaled it back. Now our innovative spend this year is down to about 50 million dollars right. So we've pruned some of our programs, been much more judicious, and we've done some great partnership deals. So we have 2 partnership deals which Cyril will talk about. But that's the, that's the other area we've addressed. Then on the litigation side, as you know, in the last 5 years, we faced 2 or 3 big litigations. Primarily, Zetia was a big one - the DOJ litigations. So on that front we've actually done a good job in settling many of these, and I think going forward we have very little exposure on the litigation side. And then of course the last point is the high leverage that we were carrying in a very high interest rate environment as an organization. I mean, today, you know, we've substantially delivered the balance sheet and we are net cash positive as of March. So these are some of the challenges we faced as an organization if you just look back over the last 5-6 years. And today, we've overcome, I would say, all these 5-6 challenges as a firm, right. And we are well poised to to propel the firm forward from here on. Glenmark's goal as an organization is to continuously move up the value chain, right. And we've been working on this for years for for decades now, right, as an organization. And if you look at the 3 therapeutic areas that we work in, so dermatology, respiratory, and oncology on the branded side, we made substantial progress in these three areas. So, in dermatology, as most of you are aware, we are among the leaders in India. We recently in-licensed Pfizer's product abrocitinib, and we are commercializing that in the derm space. We also did a great, deal in Europe with in-licensing our product called Winlevy. Sun Pharma has the US rights. We have the European rights. So Europe, UK, South Africa, these are some of the areas. All this is helping us strengthen our derma franchise, not just in India, but, in in most parts of the world, right. So given the the significant strengths that we have in dermatology. So the goal, of course, is to continue to build on these therapeutic areas. The second area is respiratory. In the respiratory space, you know, we are ranked now number 2 in India. In the respiratory space, we're also number 2 in the Russian market with Ascoril as being among the leaders there. And then, of course, with the launch of RYALTRIS which has been transformational, right, we filed this in over 80 countries…we have 34 markets globally where we have a presence. To add to that, you know, which we recently filed, you know, we have almost 4 products in Europe commercially on the branded respiratory side and we continue to expand in the respiratory area, right, as a company, globally. And then the last segment is oncology. In oncology, you know, if you see most of our business was mainly in generic oncology, cytotoxic drugs, you know, with the launch of Akynzeo in India. That was our first branded product in India. And now we've gone on to in-license a few more products. So we in-licensed a product called envafolimab, which is a PD L1. The unique thing about envafolimab is it's a subcutaneous

injection. The only PD 1, PD L1 in that space with with a subQ injection. Almost a 4 billion dollar market in India, and emerging markets. So a very large market and the the leader of in that space, immuno oncology particularly is, which is a very large product, among the largest products in the industry. So envafolimab will be a big competitive advantage for us in India and emerging markets. We also did a deal with Beijing recently. Beijing is among the the leading Chinese players with strong presence in in most parts of the world, including US and Europe, where we, in-license 2 of their products for the Indian market, where we have the exclusive rights. And then, of course, with IGI, right, the strength that we've built in IGI, the capabilities, the the technology, the the BEAT platform, you know, gives us a very strong footprint in the oncology space. And IGI, you know, has 2 very exciting assets which Cyril will talk about, right. Which we think eventually can get commercialized as we go forward. So these are the 3 areas where we're very focused on continuing our efforts, right, and building as we go forward. The 4th pillar for us is the generic space. As you know, the US generics market has been extremely challenging for everyone. And we believe will continue to remain challenging. Here our our strategy as an organization is basically to focus on leveraging our respiratory capabilities that we've built over decades, you know, across the world. And, you know, we launch we believe we launch our first two nasal sprays this year in the US market. And, of course, we filed generic flovent, right, the 44 MCG, and we have the other strengths we are working on, which, we believe we have a very exclusive position on that particular product. So respiratory is a big area. And then, of course, injectables, you know, we have 5 or 6 injectables on the market we're launching. Once we are hoping Monroe will get back on stream and we will start commercializing some of the other injectables. So that's the other big lever for growth for the US. And then we have some complex generics and some FTFs which have been settled and which are slated for launch as we go forward. So these are the different levers that we have as an organization, you know, by which we are moving up the value chain and continuing to add value if I look at, you know, the global brand so far. Right, so we have 3 brands that we classify as global brands, right, the first is, of course, RYALTRIS. So RYALTRIS, we think, you know, it's about 40-50 million dollars in in last year. We think that this year could be 80 plus million dollars in revenues. And this will go on to become a major brand for us, right, over the next 2-3 years. So it's, it's scaling up pretty nicely as we go forward. envafolimab, is the oncology product we just talked about, so we start launching in FY26. And Winlevi is the product we, clascoterone, which we are launching in Europe, South Africa and the UK, right. We think total estimated sales for our branded portfolio alone will be 300-400 million dollars over the next 5 years, if not more, right. That's a key platform that that that we are, expanding as we go forward. So just to see show you the transition, right, FY19 - 55% of our business was branded. FY24 - 60. We think it'll go up to 70-75 percent in by FY29, and this is despite having some great launches on the generic side and despite the respiratory build out the injectable build out on the on the generic side which should help, starting this year propel the business forward. So the branded presence will will go up significantly. So this is, what I call as Glenmark 2.0, right, I mean, if you see historically as a company, we've, you know, we've always been a high growth company, right, and that's what's got us to the one-and-a-half billion dollars as an organization. However, you know, we had a lower focus on return on capital employed and our overall margins. And and, of course, we built up a lot of leverage, right, in the Glenmark 2.0 era, right, the way we see the company going forward, right, basically there are 4 pillars for us, right, as an organization, going forward. So the first is focus on revenue growth. We will continue to be a high growth company, right, and you will see some of the projections, right, you will continue to see strong growth from Glenmark. However, you know, we will continue to drive capital allocation basis ROCE, right, so you know, we are very focused on return on capital employed for every investment that

we'll make going forward. The second area for us which is important is to further improve our operating efficiencies and to drive continuous margin improvements, right, you know, our move into the branded space, right, will will give us a big lever in terms of margin improvements as you go forward. Clearly, RYALTRIS will be a significant contributor to the margins as we go forward. But even with even despite RYALTRIS there are certain geographies like Latin America and and Europe till last year, right, which were under the company average. Those now will continue to accelerate. So, you will see substantial improvement in the overall GCs and margins as you go forward, right, over the next 3 to 5 years. The third point, is important. It's a big change and shift in mindset at Glenmark. So stay debt averse, right, and we will make sure that whatever we will remain free cash positive net of post any Capex dividend and M&A that we do, right, we will continue to stay free cash positive from here on. So we will not leverage up again going forward. And the 4th area is, you know, drive shareholder wealth creation, right, by increasing our payout ratios now, you know, historically our payout ratios have been very low. But our goal is from FY26, right, we will increase our our payout ratios, why we are dividend and or share buybacks, right, so these are the 4 areas we've said we're gonna concentrate on as a company going forward. And you'll see through the rest of the presentation that, you know, the growth trajectory is significant and, you know, the the runway is pretty significant as a company as we go forward. So with this, I'd invite Christoph Stoller who Heads Europe and Emerging Markets to to present our entire global formulations business, for all the geographies. Christoph.

Mr. Christoph: Ladies and gentlemen, good afternoon. A very warm welcome from my side, as well. It's a great pleasure to be with you here this afternoon. Glenmark has a true global commercial footprint. We have a diversified business from a portfolio point of view, generics, OTC, novel branded molecules, and from a geographical point of view. Therefore, we have a very robust and derisked business. As laid out by our chairman earlier on, Glenmark's core therapeutic areas are respiratory, dermatology, and oncology. In our Indian market, we focus, in addition, on cardiac and diabetes. In our more tender driven markets, such as some European countries or the US, for instance, we are more therapeutic area agnostic and focus more on dosage forms such as oral solids, injectables, and devices. In India, our largest market, we have consistently and continuously outgrown competition in recent years. Glenmark is one of the fastest growing companies in India, which represents 31% of our global net revenues. One of our key levers is there that we have been able to build very strong brands. Emerging markets and Europe are growth engines for Glenmark as well. In the last 2 years, we have been able to grow our business in Europe by 50%. In the US, as mentioned earlier by our chairman, we have seen some significant challenges in recent years. We are convinced that we have hit the bottom and that things will only be better going forward. As mentioned earlier on, Glenmark is one of the fastest growing companies in the Indian pharmaceutical market. We have continuously and sustainably been able to outgrow competition. This is being reflected in our ranking in the various therapeutic areas. We are number 2 in dermatology. We have improved our ranking to being number 2 in respiratory and number 3 in cardiac. Glenmark is well known for creating mega brands. We have now brands, 9 brands, in India's pharmaceutical market in the top 300. 9 brands have a turnover of more than 1 billion rupees and 15, a turnover above 500 billion rupees. Launch excellence is one of our key strategic levers and growth drivers. Roughly, 4 to 5 percent of our growth is coming from new product launches. For instance, Glenmark has been the first company in India to introduce Lirafit. Lirafit is indicated for type 2 diabetes. The launch is a success. We see, months on months, higher sales. Another example of being first is Zeta

DM, a triple dark fixed dose combination in the area of diabetes 2 as well. In line with our global strategy to move up the value chain, we focus as well to in license novel therapies for the benefit of patients in India. Last week, we announced in licensing of Tevimbra and Brukinsa in the field of oncology from Beijing. Another example is in license for India and the emerging markets. In addition, we keep adapting our go to market model. In our OTC, DTC franchise, we have been able to increase our sales fivefold to 3 billion rupees most recently. In line with our strategy, we will continue to grow our core areas to manage our current brands and to build new strong mega brands. Furthermore, we keep extending our geographical footprint in India. We will add 500 sales representatives in India alone in this current fiscal year. We will continue to excel in launch management and we will keep adding novel medicines, also through way of in licensing. As mentioned earlier, we're also very successful with our OTC, DTC franchise, and we will continue to focus on that area and exploring new alternate channels. Glenmark has a real global commercial footprint. We are active in many high potential emerging markets in Latin America, Asia Pacific, Russia, CIS, and Middle East and Africa. The overall market growth opportunity in these markets is huge. Please allow me to call out a few highlights across these emerging markets. Glenmark is the 2nd largest Indian pharma company in Russia. We are the number 2 expectorant market in Russia and number 9 in the dermatology market. As in India and all our emerging markets, we have been able to build very strong brands such as Ryaltris, Ascoril, and Candibiotic. In Latin America, we have businesses in Brazil and Mexico and many more countries, but Brazil and Mexico, which are key in Latin America as they account for more than 50% of the overall Latin American pharmaceutical market. We are amongst the top 10 respiratory, in our covered market in these countries and we have very ambitious growth plans in this year and in the years to come to strengthen our market position in these countries. In Middle East and Africa, we have both our own presence in key markets, such as being the number 3 player in Kenya and strong partnerships with distributors in other markets, as we speak, we are strengthening our positioning our position and are expanding in Saudi Arabia. Our key markets in Asia Pacific are Malaysia, Philippines and Vietnam. We are the number 1 in our covered market in dermatology and we have been able to build realtress very successfully in Asia Pacific as well. The launch of Envafolimab, the new biological entity, will strengthen our market position further going forward. We plan to grow our business in the years to come with a CAGR, a compound annual growth rate, of 15 to 20 percent. We will use the following strategic levers to achieve these growth targets. We have a very strong foundation, our commercial infrastructure in these territories. We will use that foundation to continue to increase market shares, for instance, for one of our key brands, Ryaltris, and to launch novel molecules such as Envafolimab successfully. In line with our strategy, to move up the value chain, this will allow us to increase profitability further. We will expand our geographical footprint selectively and we will continue to expand our product offering. As laid out when discussing our Indian market, we will as well add novel therapies to our pipeline and portfolio. And, of course, it goes without saying, in a growth company, launch excellence remains a key value driver for us. And last but not least, we will continue to build local partnerships in order to grow our business sustainably and in order to enhance our offering. Europe has been the fastest growing region of Denmark. As mentioned earlier, we have been able to outgrow competition and to grow our business in Europe by more than 50% in 2 years, while increasing profitability significantly. We have our own presence in key markets, such as the UK, Germany, Spain, Italy, and we work with key market leaders in select markets in which we are not present ourselves, such as, for instance, France, where we do, in these markets, we use the model of out licensing. Again, in line with our strategy to move up the value chain, we have been able to strengthen our non-generic business segments. We have increased the share of our branded business by 10

percentage points in 5 years to, today, a level of 30%. This share will keep going up as we add novel therapies to our pipeline and our portfolio. As we have demonstrated in the last 2 years, we have a great foundation. By adding more branded products, more novel therapies, we will be able to benefit from that infrastructure even further and this will lead to increased profitability. A key driver of our growth has been in the past and will continue to be our respiratory franchise. We will launch 4 key brands in the coming 12 to 18 months. We are very happy with the success of one of our key brands, Ryaltris, indicated for allergic rhinitis. In Czech Republic, to quote just one example, for instance, we have a market share of today 25%, and we are very happy with our market shares in Poland as well and in Slovakia, which is the most recent country in which we have launched that brand. And last but not least, we will expand our geographical footprint further. We have recently entered the Italian market and just a few months ago, we have started operations in Austria. This will also support our intention to increase profitability further, albeit changing our geographical footprint in Europe. In a nutshell, summarizing what I just mentioned, we will continue to grow our core business and to excel with launches. While respiratory remains a core therapeutic area, we will add novel molecules, such as Winlevy, plus catering to indication for acne, the first NCE new chemical entity launch in the history of Glenmark in Europe. Winlevi will be the cornerstone of our dermatology franchise in Europe, which will be a key growth driver for us. We have a clearly defined plan how to expand our geographical footprint in Europe, and, as just mentioned, we keep executing that plan, most recently our expansion into Austria. We have a very strong agile team in Europe which will continue to identify opportunities and to execute these opportunities. All of this put together will allow us to continue to outgrow competition and to increase profitability further, in line with our global strategy to move up the value chain. As mentioned earlier, we have seen challenges in our US business in the most recent time, which has led to a decline of our top line over the last 5 years. The key reasons being competition and price erosion, a lack of meaningful product launches, and the FDA audits. We are convinced that we have now achieved the inflection point and that the situation will improve going forward, meaning that we will return back to growth. We have a very diversified portfolio. Our top 5 products in the US account for only 25% of our revenue in that country. Glenmark has been able to maintain leadership positions in key products. In 27% of our portfolio, we are ranked number 2. Excuse me. In 27% of our portfolio, we are ranked number 1, and we are ranked number 2 in 33% of our portfolio. Our recent approvals and our pipeline, we have filed 47 products and have received approval for 51 products in the last 5 years. And we have launched 57 products. That number includes 6 in licensed products. We have worked very hard and focused to continuously and rigorously work on quality improvements. The remediation at both our Monroe and our Goa sites have completed. We have engaged to resolve the warning letters at the earliest. Last but not least, 2 days ago, Marc Kikuchi has joined Glenmark as President, North America, another milestone to strengthen our position in our US market. The key driver to be back on the growth path in the US are our differentiated launches. We will continue to strengthen our injectable portfolio. Today, we offer 6, 7 molecules. By fiscal year 26, we will have a portfolio of 15 molecules, which includes 4, 5 coming from our Monroe site. In respiratory, we have already launched 2 nasal sprays. By adding more files, we are building a very solid respiratory portfolio with nasal sprays and MDIs. Complex generics and approved, settled first two files will be 2 other key pillars of our growth strategy. We have 3 first two file products in our pipeline. Due to confidentiality reasons, I'm not in a position to call these out. And last but not least, OTC and our institutional business will further support our growth ambition as well as our Canadian business, where we intend to continue to grow our market share. Thank you

very much for your attention. And with that, I would like to ask Cyril, President and CEO of IGI, to join me on stage. Thank you.

Mr. Cyril: Ladies and gentlemen, it's a pleasure to be back and present the progress made towards the last update 18 months ago. My name is Cyril. I'm the president and chief executive officer of ICHNOS Glenmark Innovation. So we launched, IGI, in January to combine forces from ICHNOS Sciences Incorporation and, Glenmark, the innovation medicine unit. With that, we achieved a robust pipeline combining biologics. And you may remember, last time I presented the BID platform, a protein platform for building new molecules, multispecific molecules. And now we're also integrating small molecules out of the Mahape, Glenmark Research Centre. And this will enable developing drugs in both heme malignancies and solid tumors. We are leveraging experts from different parts of the world. Our clinical development group is located in New York, led by Lida Pacaud. We have biologics capability, including pharmacology and protein engineering in Lausanne, Switzerland. And now have a small molecule research capabilities in Mumbai. We're also leveraging landmark footprint in India. We have both our lead asset, ISB 1442 and ISB 2001, approved by the DCGI in India, so that we can increase speed of patient recruitment and, at the same time, leverage cost efficiencies. I'm glad to report that we treated our first patient with ISB one 442 in India yesterday. Lastly, when I joined here, Ichnos Sciences was burning a lot of cash. Glenn mentioned a 120,000,000. We've been cost efficient to a point that we expect to spend $50,000,000 in fiscal year 25, while we continue to grow the portfolio. Few words in our portfolio, made of, a diversity of immune cell engagers and now a small molecule across different type of cancer indication. I'll start with ISB 2,001. This is our award renowned, tri specific, BCMA, CD38, CD3, t zone engager that we are developing in the Relapsed/Refractory Multiple Myeloma setting. When phase 1 with this asset, it has received orphan drug designation by the FDA, and we expect to disclose proof of concept clinical data at the American Society of Hematology annual meeting later this year. ISB 1442 is an innovative drug. Again, multispecific with 2 CD38 Biparatopic binders and 1 CD47 binder, engaging myeloid cells. We're developing this asset in multiple myeloma, with plans to, initiate clinical trials in AML later on. The the key differentiating factor of this asset is the fact that it engaged myeloid cells in a crowd of t cell engagers. So it's different, subset of immune cells, which could translate into a competitive advantage. Again, this drug has received orphan drug designation by the FDA. We are now embarking in small molecule coming from the Glenmark Innovation pipeline. And I'm glad to report that the CBLB inhibitor, or GRC 65327, is expected to treat its 1st patient in early 2025, with a DCGI submission scheduled later this year. This will be our first asset with the solid tumor pen solid tumor indications. You may remember last last time I came here, I reported a recent deal with Almirall Therapeutics, a Spanish pharmaceutical company, and our ISB 880 asset. I'm glad to report the progress of our alliance partner with this anti IL-one Rap monoclonal antibody in inflammatory disease. We also, in the meanwhile, licensed our telazorlimab phase 2b asset and its follow on molecule, ISB 830x8, to Astraea Therapeutics. And they have the plan to file the IND for the follow on molecule with their YTE modified version before the end of this year. This is very important for us because those are the intellectual property revenues Glenn mentioned earlier, with, I'd say, world class, type of, out licensing deal. And lastly, I wanna leave you with our roadmap. It's a simple simplified roadmap, to highlight the key information. We formed IGI as part of our cost efficiency model. We will deliver clinical proof of concept with ISB 2,001 and or ISB 1442 this year. At the same time, we have expanded our bid platforms the protein platforms that Ichnos Science fully own. With that, in parallel, we're also expecting to divest

our manufacturing plan to remain even further cost efficient. We will, on the basis of all these elements, set a partnership with, one of our lead assets, at least, in fiscal year 26. All combined, plus the recovery of the biotech market in the US, we shall expect to go to, the Nasdaq for a capital raise in fiscal year 27. Thank you for your attention. I'm now, welcoming on stage, V. S. Mani, our executive director and global chief financial for Glenmark Pharmaceutical.

Mr. Mani: Good evening, everybody. Welcome to Glenmark Investor Day. I'm V. S. Mani. So Glenn had earlier articulated our transition through various uncertainties and all the mitigation measures that we took to emerge stronger. One of the key objectives in the past 5 years has been to derisk the business. And we took a number of measures to derisk the business and the critical ones are, you know, I would like to sort of list out. One is obviously you all are aware that the US benchmark interest rates in the last 2 years went from half a percent to almost 5 and a half percent. So therefore it was imperative for us to kind of reduce our gross debt which we could do very substantially. 2nd was also on the substantial progress in closing of key US litigations. And obviously, we had cases for Zetia, one of our products, as well as some of the cases, the DOJ. I think we have managed to settle some of these cases and obviously de risks substantially. This is very critical in terms of the operational efficiency. And you know that, if you want to improve your EBITDA etcetera, I need to do a lot of work on the GNA side which includes R&D as well. As you can see, our other expenses over the last couple of years have come down. And that's due to the continuous focus on the operational efficiencies. And last but not the least, we have done a lot of work in terms of and you'll see in the next couple of slides in terms of the work that we've done on the Capex as well as the r and d allocation. I mean, all this is, probably obviously helps us to improve our ROCs and minimize the risk. Okay. Over the last 5 years, we have taken a number of initiatives to actually strengthen the balance sheet, which is very important. Okay. And, I would like to bucket these initiatives into 3 slots. Okay. 1 is obviously the SG and a operational excellence program that has really helped us to shore up our margins much better in a very, challenging environment. 2nd is obviously we did, sort of, divest some of our non-core portfolios. And third was we actually spun out 2 of our divisions. 1 was API into Glenmark Life Sciences and the innovation into basically Ichnos. And at a very opportune time we could actually list Glenmark Life Sciences. And now we could actually find a strategic buyer as, it was already explained that we are now looking more at a branded business. So it made a lot of sense. And it absolutely helped us to deliver a balance sheet. Also now with IGI, we are looking at sort of being more, rationalizing or optimizing our further R&D spends. All this will help us. What you can see is that because of this, our, net debt to EBITDA has improved substantially. We used to be about higher than 2 times in 19. Now we are a net cash positive company. Okay. That made a lot of makes a lot of difference. Also, if you can see over the last 5 years, the rating agencies have also upgraded us, across the board. Okay. Thank you. This slide will critically show you how we have managed to sort of optimize our r and d investments and rightsizing the capex. In 19, our r and d spend was almost 13.2%. And we were at almost 12,980,000,000 rupees. So it's really substantial. And now we're looking at something like a 7 to 7 and a quarter in the coming year. So this brings down it substantially. And as earlier Cyril had pointed out our innovation spend would be about 50,000,000 And, as far as the capex goes again in 19 we were at almost 12,372 1,000,000 rupees. And now we are talking about, 7,000,000 rupees. And this has been the ballpark in which we have been spending our capexe in last 3 to 4 years. So I think these are achievable numbers. Okay. So what does all this do? Okay. So in a way if you really look at it, our estimated earnings and also obviously the kind of balance sheet that we have today, if you take put it all together, you can see that our ROCs and our ROEs are, better than, on an on an average basis. If you look at it compared to the peer average, we are definitely will look better. In terms of our ROCEs,

we'll we're looking at almost 19%. And in terms of the ROEs, we're looking at almost 15%. I think both this should help us, you know, very important. So this is a very, critical slide as far as I look at it. So in number of 22, we met you all and we gave you guidance on 7 key metrices. And I would like to now show you what we had guided in 17, in in a number of 22 and where are we today. Okay. So in terms of revenue growth etcetera, we have spoken about 10 to 12 percent growth over the next 3 to 4 years. Today we are saying in FY 25 we'll be at about one lakh 35,000,000 or 1 lakh 40,000,000 depending on how growth happens. R&D expenses we are guided to about 8 and a half to 9% from FY 24. And we're now talking about 7 to 7.25% in the next year. And the EBITDA margin we said would be 23% by FY 27. And now we are saying that coming year will be 19, and we are expecting to improve it by 1 to 2% over each year. And obviously as we had already articulated earlier that we have a number of products that are going to come up in the market. We the ultra is growing or the number of other branded products that will come. So obviously growth will fuel this improvement in the EBITDA margins. And obviously rightsizing some of our expenses will also help us to reach there. Okay. In terms of capex, we have guided to about 7,000,000 over the next 4 years and we pretty much were there most of the times give and take some small changes. We had said that would be a 0 debt company net debt by 26. Be happy to say that we are net cash positive at the end of this year. ROCE we had guided to about 23% in, FY 27. And we are pretty much on track there. Okay. As you can already see, it's very easy. And on terms of the payout ratio we said that we'll evaluate you know enhancing dividend payout ratio buyback over the next 4 to 5 years. What we would like say is that we're looking at a 15 to 20% minimum payout from FY 26. And this would be via dividend or share buyback. Earlier, Glenn had spoken about Glenmark 2.0 and the evolving ideologies. What I would like to bring out here is that how the long term targets are now very aligned with the evolving ideologies. So one was focus on revenue growth and continue to drive capital allocation basis, ROC. So obviously, with the, 12 to 15% revenue growth on CAGR and the focus so much on the in terms of the ROC. I think in terms of the capital investment of water, I think we should see it growing further. We are looking to generate further operating efficiencies to drive continuous margin improvement. We are looking at a long term of 7 to 7 and a half percent in terms of our R&D spends. And obviously we already guided to about 19% in the next year in terms of EBITDA and a further improvement each year by 1 to 2 percent. This is important. Stay averse to debt and remain free cash positive post any dividend, capex, and many etcetera. Obviously there'll be a 7,000,000 spend on capex which is very important in terms of looking at the growth and what we are ambitions that we have. But we will look to drive further improvement in ROE and ROC in the next 4 years. And and the most important, we would like to drive shareholder wealth creation, 15 to 20 percent payout over the next few years. With that, thank you very much. We'll now be ready.

Mr. Utkarsh: Thank you to all the presenters in the management team. So I would request Glenn, Mani, Cyril, Kristoff, and Ashish to come on the stage so that we can start with the Q&A session. As mentioned, our participants joining virtually can also ask questions through the chat box or the question box, on the webcast or on the Zoom link. We'll first give the opportunity to the people present in the room. Anybody has a question? I think we have a few people who can, help you with the mics. So I have a few questions coming virtually. So let's start with those. So one question is on the capex guidance. So while we have said that 700 crores is the guidance in terms of future capex, How do you see this in terms of fixed asset addition and and, and any licensing that we do? Are we planning to add any more, new manufacturing sites? Or, where is the fixed asset edition specifically, focused on?

Mr. Glenn: Well, clearly, I think, you know, given our rollout. Right? And and the 15 12 to 15% top line growth CAGR. Right? I think it'll be important for us to invest in, capex, particularly in terms of building our manufacturing capabilities and capacities mainly on the respiratory area, as a big driver for the company going forward. Additionally, I think in licensing is something we will continue doing. We did envafolimab, recently, which will commercialize in f 26. We'll continue to look for novel assets which can further help, you know, accelerate our our vision to be a branded company while remaining disciplined in terms of the overall Capex. Right? And, so that we don't impact the overall return ratios and and, the other parameters.

Mr. Utkarsh: So we have another question on IGI. So maybe you and Cyril can both chip in. So question is, so in there are 2 parts basically. 1 is, in terms of the pipeline, what's the most exciting asset that, that you are looking forward to? And, maybe Glenn, you can address this. So, how are we looking at investments into YGI beyond f 25? So obviously, there is a roadmap, but, how are we looking at the investments and what's your take on that?

Mr. Cyril: In term of excitement, they're all my babies, and they are only, sourced from our proprietary multi specific platform. I said based on the clinical data available and the recent approval of t cell engagers, we know the t cell engager works. And, and ISB 2,001 being our leading t cell engager and targeting 2, myeloma, targets, is is by default my favorite asset. That being said, I also believe that there is so many t cell engager we need something else than a drug that engages the t cells because they they're gonna be exhausted in those patients. So if we can demonstrate the the value of a myeloid cell engager or in down in our pipeline and a NK cell engager against solid tumor, that would be also a great, competitive advantage. I think this is also the the overall strategy we're building in IGI. We're leveraging different type of immune cells against heme malignancies and select tumors. Now with regards to further funding, I will turn to the chairman.

Mr. Glenn: So I think, look, we've said that, you know, we will be at $50,000,000 this year. Next year, you know, the path forward is we will I don't see us crossing 50,000,000. We will get additional revenues coming out of partnerships. And subsequently, we are looking at a capital raise. So we believe that, form of funding perspective, there's a strong possibility from FY 26, Ichnos will self fund itself, right, going forward. So that's the journey forward, from a funding perspective that we are hoping to achieve. Right? As we go forward.

Audience: Hi. Good evening all. So my question is slightly backward looking. You sold off GLS. How did you arrive at this decision? Now that you also had an output I mean, you also could have contemplated shutting down the US business or selling it out at whatever 1.2 times, sales, whatever the valuation you would have bought. Because it seemed that you are sold off a business which was cash generating, higher margin to kind of keep on funding a business which is structurally challenged. So and and did you take the help of any external advisors? Any consultants were engaged? Who kind of recommended this kind of a strategy? So slightly backward looking question because, it's important to understand, how the decision making will happen in the coming years.

Mr. Glenn: I think the the GLS asset, decision was purely based on the fact that, you know, if you go back in time. Right? We entered the API space. Right? Back in 2,005. Primarily with a vision that we would be a vertically integrated company with the lowest cost structure in the generics business. Right? Thinking

that the US generics business was supposed to be this pot of gold. Right? Where, you know, being vertically integrated would be important to, to succeed in that marketplace. Right? The operating landscape has changed significantly over the last 5, 6 years. Right? So that thesis doesn't hold true. Right? Where you can actually, be a major player and having the best cost structure means the, the most successful company in the US generics market. So given that thesis change. Right? Holding GLS, holding an API platform. Right? Which where Glenmark was using only 30% and 70% of of the API platform was being sold to external customers. Right? Made very little sense for us to keep it within the umbrella. So that's the reason we spun it out. And eventually, we, we recently sold the asset. The rest of the business is a pure branded formulations business while, obviously, running a formulations business has its own challenges. Right? But if you look at our presentation, it's a well diversified business. Right? Coming from multiple geographies. So with very little exposure to any one geography. We've done a lot of hard work in building our capabilities in rest of the world markets. We have some unique positioning. Right? And rest of the world markets. Where we've got all the, you know, we've got a ready platform, particularly in the area of dermatology, respiratory and oncology. Right? And we are an ideal partner of choice because of the platform that what we bring to the table. So I think, you know, being in the formulation space, being a branded company has a completely different connotation. Right? As we go forward for us. So I don't know if that answers your question. Right? But the API, the the sale of GLS and the the spin out of GLS was purely because our ambitions were very different way back in the day, right, when we built GLS. Right? And, today, the US generics market, there are lots of players. There's lots of, competition. There are a lot of guys vertically integrated. And, as you clearly know. Right? The the challenges are very different.

Mr. Ashish: And even for the US business, right, as Christophe mentioned in his presentation, we believe that we have hit the bottom. So with the pipeline that we have on nasal sprays, MDIs, injectables, I think we should be able to grow at a much faster clip from here onwards. So that gives us confidence that even on the generic side, the growth will come back on track.

Mr. Glenn: So so that the vertical integration aspect doesn't hold good anymore. Right? We are working more on respiratory products, on injectable products, on various complex dosage forms.

Audience: And in terms of the margin guidance we're talking about in FY 25 and beyond, no, FY 24 also benefited from a lot of costs that have come off. Right? I mean, you talk about various base chemicals, APIs, intermediates. Those costs have kind of eased out a bit. In fact, quite a bit in FY 24. So when you are giving a 19% EBITDA margin guidance, in FY 25, does it incorporate some bit of cost escalation as well? Or, I mean, how do you see the cost panning out and whether they can be a risk to your margin guidance or not?

Mr. Mani: So when we talk of 19% EBITDA margin, obviously, there is a benefit of some of the R&D expenses, etc. And also the advantage of number of products that we have launched or the products that are going to come. So the expansion of some other markets, all that taken together will take the margin to a 19 plus. Okay. That's how we look at it.

Mr. Glenn: And of course, Ryaltris is a big driver there also in terms of improving the overall margin.

Audience: Right. And one final question on cash generation for FY 25. Now the data have come off sharply, as of end March balance sheet. I believe India sales reset in 3Q had a role to play in that. So with

Aetas likely to go up again, in FY 25, would you still be in a position to be net cash by end of this year? Yeah. Sure.

Mr. Mani: So I'll answer that. So obviously, the debtors or overall working capital may go up by 10 to 12 days. But even taking all that into account and including our capex, etc, we also see some payout in terms of, you know, for our litigation also. We have, what, 300 crores that may come up, which we have given in our call also. We'll still have a small, at least a decent 200 to 300 crore cash generation this year. That's what we're looking at.

Audience: Hi. Good evening. Just one quick question on your R&D. So you are expecting a revenue to grow at 15 to 20%, but maintaining your R&D spend at around 77 and a half percent of revenues. Of this, your item IGS spend should be flat at around 400 crores. So this means that your R&D is actually going up very, very fast in the next 3 to 4 years. So can you just guide us on where exactly you're spending money or the kind of assets that you are looking, at on spending on this this money?

Mr. Glenn: So I think we've been a little conservative in guiding. Right? I mean, our R&D spends could even be lower than 77 and a quarter. Right? Going forward. At this point, as we've said. Right? Our biggest spends are on respiratory development. Right? As we go forward. So, building the portfolio of respiratory products, building some branded products that we are developing to commercialize as we go forward. That's where the bulk of our R&D spends would go. Right? Going forward.

Audience: So it's just Respiratory or you have something else in mind on to go or any of these other products?

Mr. Glenn: So look, respiratory is the biggest driver for us. Right? In terms of R&D spends. But additionally, of course, you know, we have oncology. We have some clinical trials that we'll run envafolimab, you know, some of the others. Right? To get the products registered. But you're right. It's it's clearly a conservative, view. Right? 7 7 and a quarter. There's a strong possibility we could be below that. Okay. As we go forward.

Audience: And just one more. So how many of your US launches today are contingent on your plant approvals? Because your 3 plants under regulatory, scanner for now. Sorry. How many of the US launches, approvals or launches that you expect in the next couple of years, are dependent on your plans getting cleared?

Mr. Glenn: So today, you know, we have, if I look at the US business. Right? We basically have 4 plants which are supplying the US. Right? So we have our indoor and our own about facility, which are clear right now. We have Goa, which is under a warning letter. And Monroe, which is under a warning letter. Right? Most of our filings are all coming out of indoor and our own about. Right? So we are hoping that, you know, the there won't be any major impact on any of the approvals. Right? Going forward.

Audience: Yeah. So, in FY 24, what was the drag because of the wardrobe facility, the overall EBITDA both in terms of remediation cost as well as the fixed cost? And what type of Can you just repeat? I can't hear you well. What was the impact of, the Monroe facility on the EBITDA in FY 24 because of the remediation cost as well as the fixed cost? And what type of delta swing can we see this year sort of reduction in in 26, hopefully, when it comes on stream, what type of upside we can see?

Mr. Mani: Sure. We spent about 25,000,000 in Monroe. So, that's the OpEx that we have. And in the last year, the remediation costs are much lower. It's about 4,000,000. We spent about 30 crores there.

Audience: And secondly, in terms of India, on the productivity front, how do are you seeing the numbers in the next 2, 3 years? On the product? Sorry. Productivity per ML. Hello.

Mr. Glenn: India business, you know, we are clearly among the fastest growing companies. Right? In the Indian space. So I can't give you a specific number on productivity of MR, but clearly, it's it's up there. Right? We have about 5,000 reps today in the India business. It's about a a 4,000 core business, Right? In this year. So you can do the math. Right? On the productivity per MR. Right? But that's something which if you're able to run the, you know, continued on this trajectory, right, of the pace at which we're growing in India, I think, you know, we're pretty comfortable and confident that the India business will continue to fire going forward.

Audience: And then one last thing on your remedial stake in Glenmark life. So what are your thoughts on that? When would you look to monetize the remaining stake that you have? The remaining stake in Glenmark life, what are the thoughts on that? We have some more stake left in Glenmark life. So are we looking to monetize that?

Mr. Mani: So, we have the stake. We'll we'll, I mean, currently it is there, so we'll take at an opportune time. We'll look at what we have to do next. Yeah. Thank you.

Audience: So my question is, what is the share of in licensed products with the total revenue currently and where do you see going forward? And the follow-up, whether the in license, in license contribution will affect the margins?

Mr. Glenn: It's really the in license product share is very very small today. Right? I mean, we've just done these deals. Right? But, I mean, the margin profile of the license products is pretty good. Right? At the gross margin level. So very significant. So I we don't think the overall margins will get negatively impacted by the in licensed product.

Audience: The second question is, what is the current share of those 3 brands? Ryaltris, Winlevy, and, envafolimab up to the total revenue? And, where do we where do we seek, going forward?

Mr. Glenn: Ryaltris, as I said, was 40, $50,000,000 last year. This year, about 80 odd million, in terms of revenues. The other 2 are yet to launch.

Audience: In the future, where do you see?

Mr. Glenn: So we if you see my presentation. Right? We said that 3 of them will be almost 300 to 400,000,000 in the next 5 years.

Audience: Thank you. Yeah. Good evening. Good evening, everybody. So, my question was related to Ichnos. Ichnos, you know, we indicated in FY 26 some capital raise, may be considered. If you give some clarity what kind of, capital raise we are talking, it is about, out licensing funding we are talking about or for us capital raise we are talking about?

Mr. Cyril: We are advancing the portfolio and, we're gonna reach a point where we will get prepared for our pivotal phase, which is expensive. So that's where we don't have the definitive, digit figure, but we know that this will require further support than in addition to Glenmark. So, in replacement to

Glenmark, I should say. So that's that's, our plan here. We're we have a growth estimate of, minimum of $100,000,000, in term of capital rates to help us get the funds to run through the pivotal trial execution and prepare the launch of our first asset.

Mr. Glenn: So That that that that I think I think to answer your question. Right? The the thinking is more in terms of partnership, which will help fund the FY 26 and capital raise in 27. And, you know, it's hard to predict, you know, what the amount is and what the situation will be like, right, as we go forward. Right? In terms of IGA capital raise.

Audience: Yeah. So in in this context, like, in our R&D expenses, towards innovation, we have reduced the expenses there in in a total R&D. So it is it would have been funded internally. So instead of doing this, what we are thinking that going forward will raise money, that is what the strategy we are working.

Mr. Glenn: Yeah. So look, Glenmark has invested substantially on innovation. Right? Over the last decade or 2 decades. The goal is at some point, I IGI should be self self funding. Okay? Right? I hope that makes sense to you. Right? So from in that perspective, next year, we're hoping to do a big partnership, which will help IGI, to fund its its expenses. And the following year, we will do a capital raise. From there on, IGI will be self funding. Does that answer your question?

Audience: Yeah. Understood. Understood. Some clarity. And and and, now the balance sheet is in a good shape. So are we thinking of some M&A opportunity or something? We are scouting something?

Mr. Glenn: Currently, we have nothing on M&A. Right? I mean, we for the kind of growth that we are seeing as an organization for the next 2 or 3 years, you know, we may do some small tuck in acquisitions, but really our focus is is to continue growing the business organically. Right? And to continue to scale the business organically.

Mr. Utkarsh: I think we can take some questions from the Yeah. Virtual audience. So one question is on Europe. So, obviously, we've seen phenomenal growth in the last, 2 years, particularly. So how do we see in terms of a growth percentage or a a a CAGR for Europe going forward? Can we expect a percentage which is similar to the last 2 years or or something something some guidance that we can provide basis the initiatives that we are working on.

Mr. Christoph: So, the the first part of the answer would be the the growth in Europe came from different countries. So it was really well well well spread. Now to to be able to maintain a growth of 50%, that is, of course, is, of course, a a challenge. See, the beauty in Europe is it's quite a complex region, many different cultures, many different languages. Right? But we have a very strong team, and we are able to find the opportunities and to to maximize. We have, of course, will grow further with Ryaltris. We will grow further with Winlevy, our new chemical entity in Acne, Clascoterone. Right? So, certainly, the the growth will be be there in in Europe to maintain a 50% growth over 2 years that I think is, is a challenge, especially the bigger we get. Right?

Mr. Utkarsh: And, on the India business. So, compared to the rest of the large players in the industry, we are much more focused in terms of our therapy areas. So we are strong in 4 or 5 therapy areas. So, obviously, we have grown substantially over the last couple of years, and we've grown faster than the market. Are we confident that we can sustain, this market beating growth only through these 5 areas? Or do we feel the need to expand into maybe therapy area number 6 in the near future?

Mr. Glenn: I think there's substantial growth in the in the India segment. Right? In the 4 or 5 areas that we currently operate. So derm, we are ranked number 2. We will continue to gain market share in the respiratory area. We're now number 2. We still have a good runway in terms of market share gains. Cardiovascular, now we are number 3. And there also, I mean, there are various areas where we still don't have a presence even within the segment. Right? For example, lipid lowering drugs, you know, heart failure. These are areas where we're clearly not up there. And then, of course, diabetes, which is the 4th segment. You know, we've got a number of launches coming in in the diabetes obesity segment. Right? With all the GLP one, products which are out there. So I think, there is enough of a runway in in the 4 segments that we operate. And, of course, now oncology, which we were historically just selling cytotoxic oncology products with the the 2 in licensed products, both envafolimab and the Beijing assets. Right? That should help, you know, help us launch more differentiated oncology products. So I think we've got our work cut out for the next 4, 5 years in India. Right? With with these 5 segments that we operate in. Right? And we think there's enough of growth levers and growth opportunities in the 5 segments that we're operating. Besides that, of course, our OTC DTC segment continues to gain a lot of scale. So we are now almost up to 400,000,000, 3.50, 400 crores in revenues in OTC DTC. So that's a substantial piece, and it's growing very nicely. So that will continue to drive, India growth. So I think the the India business across these 4 5 levers. Right? Will will will do exceedingly well over the next 3 to 5 years.

Mr. Utkarsh: One more question. Again on the business. So ROW, obviously, we again, slightly different than, our peers because we have a pretty broad, presence across various markets. So what risks do you see in terms of the growth going forward? As a region, not individual markets, but as a region.

Mr. Christoph: Well, I think, emerging markets are, of course, different, because by default. Right? You do not have the political stability that you would have in in a in a region such, such as Europe. So there will be inherent risks, which can be, currency risks, or it can be, political risks, by itself. But at the same time, of course, emerging markets offer also offer huge growth opportunities. Right? I've shown this on the slide. When we look at these four regions, LATAM, Asia Pacific, Middle East, Africa, Russia, CIS, the the potential of the markets there there are huge. Now when we talk about, you know, what we can influence as a company. Right? Then we are very well positioned, now to we have a very strong foundation, and now we by adding more products, by adding new model novel, molecules, right, by strengthening our brands, by growing the core, by adding new molecules that we will be able to to outgrow competition, significantly in these in these markets.

Audience: Yeah. On ROC, while the oral target is 19% as a company, do we internally also have a minimum threshold that each of the business segments have to achieve? You know, because while we all understand that the India has much higher OC. So, it looks overall 90 looks at it because is there a minimum threshold ROC that each of these segments have to achieve in FY 25 or a medium term period? And secondly, when you are now being capital allocation every year of 700 per year, what is the minimum threshold there that you look at for any large CapEx?

Mr. Mani: So obviously, when you look at the ROC, each business will have a different ROC. But that is how the capital allocation over the years also have changed. Earlier, as I explained, we were almost at 12,000 odd 1,000,000 rupees we are spending now at 7,000,000 or 700 crores. Obviously, we looked across the board and looked at each business and how we look at the capital allocation. So we'll try our best to ensure that we get to a minimum threshold. It's not good to tell each number for a minimum

threshold, but obviously there could be businesses which will grow in future, so we'll look at it. But on an overall basis, we will try to be as careful as possible in terms of, allocating CapEx or working capital or anything to ensure we get to our ROACE.

Audience: That is on the incremental basis, but overall as a business, overall as a business, is it that in the medium term, once this business plan works out, is it like minimum 12% or 15% ROC each business division has to earn?

Mr. Mani: So we'll try our best to be very close to the number that we just indicated. We said 19, not all of them will be 19, but many of them will be slightly higher also. But at the same time, there are some businesses which are pretty high. So obviously, you cannot, today stop doing anything there. We will obviously try our best how to optimize and improve the profitability there. That's how you get to the number.

Mr. Glenn: But to answer your question, yes. Of course, we have internal thresholds. Right? In terms of how we are allocating capital. Right? But it's impossible to publicly state. Right? What what they are.

Audience: Thank you for the opportunity. Glenn, you mentioned scaling up of priorities will be a big contributor for your, margin expansion ahead. So with 40, 50,000,000, sales currently, is the margin profile substantially ahead of your corporate average? And say, like, we move from 40, 50 to 80 next year. So what kind of delta can come in there?

Mr. Glenn: So there's a substantial delta that we are gaining out of Ryaltris. Right? I think at the, you know, at the company wide level, right, it is having an influence on the overall EBITDA. Right? So there is it's definitely moving the overall EBITDA needle. Right? So when we're guiding this year, 19 percent, Ryaltris has a has a big role to play in that. I can't give you any specifics beyond that. So, obviously, it's ahead of the company, average. Right? But it's and every year that we scale this brand, be rest assured that a big chunk of the EBITDA is coming out of the the Ryaltris, branded presence that we're building out. Yeah.

Audience: And with, product launched in so many markets, how do you book, like, is it booked at the sales or you have different arrangement? Like, sometimes it it will be, like, booked at the net profit level.

Mr. Glenn: So when we are giving you the number, right, of 40, 50,000,000, that includes sales. It includes licensing revenues. It includes it's a mix of various different pieces. Right? So I don't know if that answers your question. Right? There's some markets we are selling on our own. Some markets is through a partner. So you've got licensing revenues. You've got royalties. You've got all kinds of things build baked in there.

Mr. Mani: So I don't so I don't think that is the revenue that we derive from the sales. Okay? So partners may sell sometimes a little higher. So we are present in multiple ways. Somewhere we are our own presence. Somewhere we're doing through partners. And obviously, there are somewhere where there is a royalty or a profit share. So all that breaks in and comes to

Audience: And, what kind of spend do you do for this brand, to further expand? Like, do you spend on, marketing or it's done by partners?

Mr. Glenn: So in the markets where we are present, of course, we spend on marketing. Right? But the the good news is we continue to leverage the infrastructure we've already built in respiratory. Right? So

in most of the emerging markets, markets in Eastern Europe, and multiple other markets. Right? We have already an existing infrastructure and respiratory. So we have field forces on the ground. All that in place. So we're not adding so we're just leveraging that infrastructure much more effectively. Right? In terms of cost. Right? So we're getting a lot of operating leverage in the markets where we are selling. Obviously, in the markets where the partners are selling, it's their responsibility. Right? So they invest in all the marketing spends and and feel force and and so on and so forth.

Audience: Sure. And my, second question is, like, what gives you confidence to say that US bottom, US business is finally bottomed out? Because I guess, we have been, waiting for this business to recover for, last few years, but, things have been shifting, quarter after quarter.

Mr. Glenn: So I think, you know, the US business clearly has been challenging. Right? For us. And, we think we've hit the bottom, purely because, you know, we've now finished most of the remediation work. Some of the plants now are, the productivity output is going out, up from some of the plants. In addition, we've started to get some new product approvals like was a good approval we got. You, the next quarter also we are expecting a couple of good approvals. We've launched a number of in licensed injectable products, almost 5, 6 injectable products, which are doing very well. Right? So I think and that coupled with the nasal spray launches, hopefully, at this year, right, that we will do. That can be quite substantial. So we all these factors make us believe that the US has bottomed. Right? The increased productivity, increased volumes, increase, you know, new product approvals, some new businesses that we are picking up, the launch of the injectable portfolio, the nasal sprays, all these things make us believe that we've hit the bottom in this year. And, of course, subsequent years, you know, with the launch of not just the nasal sprays, but generic flow and, you know, getting launched. Hopefully, we'll we'll be able to commercialize sometime next year, and then, you know, then we've got the first to file products. So it's a full runway of products, which are highly differentiated and and high value added. Right? Which will help grow the US business going forward.

Mr. Utkarsh: Maybe I can squeeze in a couple of the virtual questions. So, so on envafolimab, we have a question. So obviously, this seems like a, an important opportunity for the future. So, what so there are 3 parts to the question. So basically, what are the differentiating factors of enmafolimab and why we are confident about the opportunity? What is the overall size of the market or the opportunity that we are targeting, and what kind of investments will be required in the next, few years to to for us to realize that.

Mr. Glenn: So, the overall market size of of these products. Right? Between Keturah, Nivolumab, and various other products. It's almost a $20,000,000,000 market worldwide. Right? Of which 4,000,000,000 is just emerging markets. Right? For which we have the right. So Indian emerging markets is almost $4,000,000,000. Right? And, you know, given that, you know, we have a huge differentiation, which is a subcutaneous injection, which can be given in a home setting compared to, you know, the the infusion, which has to the patient needs go into the clinic and take the infusion or go into the hospital and take the infusion. Right? So, the sub q injection can be a significant differentiator, coupled with, of course, you know, we we expect to use pricing as a strategy also, right, to gain market share. So these are the 2 big drivers for Envafolimab. Our belief is that, you know, FY 26, we will start the rollout in some of the emerging markets. But the real traction will be FY 27, and beyond. Right? As we go forward. A lot of the investment is leveraging our current oncology infrastructure. So we already have the infrastructure where we have sales reps calling on the oncologist, selling cytotoxic drugs and, some age old products.

Right? And that we can further leverage by now putting some novel drugs in the in the bag. Right? In the, to form a promotion perspective. So that will drive, pretty similar to what we're doing with Ryaltris. Right? Where we are continuing to leverage the existing infrastructure that we built out in emerging markets in India. We're doing the same the model is the same for Envafolimab.

Mr. Utkarsh: One question on the the two sites, Goa and Monroe. So given that they've said that we are the remediation is concluded. So, when are we expecting the reinspection and the warning letter to be, lifted?

Mr. Glenn: So we can't give a concrete timeline. We've already in, you know, we're ready to we've informed, requested the FDA for a meeting on Monroe. So hopefully, that should come through quickly and we can restart manufacturing on. Goa, you know, we are ready. We're done with the remediation. And we'll wait to see when the agency comes.

Mr. Glenn: Maybe take one more from the virtual audience. So, what is the, expected revenue or expected income, from the respiratory device based products? So we have obviously quite a few. We have Ryaltris, we have, the the generic products in the US. But, globally, how do you see the whole respiratory device, and and the contribution, to the revenue in the next 4 to 5 years?

Mr. Glenn: I think that's a little too granular. I I don't think we can give that kind of visibility on the specific device based products. But again, if you see x India. Right? India, we have a big acute business, along with chronic acute driven by Ascoril and Alex, 2 big brands, right, in India. If you see outside of India, most of our business is device based. Right? So almost all our respiratory business, whether it is Europe or in Latin America. Right? Or in in most of the markets is all device based. So, it's it's hard to give a specific number there.

Mr. Utkarsh: Sure. Any questions from the audience? Go ahead.

Audience: Glenn, just, one question for you. You mentioned earlier that, I mean, we have been a poster child of innovation within pharma in the country. Now, given that you have had a vision of creating and sees and bees out of India, do you think IGA in its current shape and form, with barely $50,000,000 of annual spends and possibly, which could come down further going forward, do you think you can realize that vision of creating n c's and b's out of India?

Mr. Glenn: So I feel, you know, IGA has 3 or 4 very exciting assets. Okay. 2 of them are partnered out. Right? So there's always the possibility we'll continue to get milestones and royalties from the 2 assets. Additionally, the 2 assets that, Cyril mentioned. Right? 2,001,442. Very exciting assets. Right? And even if one of these play out. Right, Alankar, We all it takes is one asset. Right? In this game. Right? Because you're talking of highly differentiated opportunities. Right? In the oncology space. So all it takes is one of these to work for us to be transformational. Right? Both for Glenmark, IGI, and for innovation as a whole. Right? So we've, you know, we've done this for a long time. We've invested substantial amount of capital. Right? And the journey for us from here on is to be disciplined about take very concentrated bets. Right? With 1442, 2001 being being, the key ones. Right? And I also think that, you know, IGA will be self sustaining, right, from next year. So it's not like we won't have any exposure to innovation going forward. So even if IGA does partnerships, subsequently, they do a capital raise. Right? We will Glenmark will still have exposure to IGI by way of equity. It's just that we won't need to invest more capital. That's what I believe. Right? In the years to come.

Audience: And, just one follow-up there, on 1342, what's the status? The 1342. The trial has been stopped. Right? So what's happening there?

Mr. Cyril: Thank you. And, I will add to what Glenn said, the opportunity to in license a bit protein platform. And we have the capability within IGI to create new molecules for a partner interested in building their multi specific out of our proprietary bit platform. Your question is about ISB 1342, our CD 38, CD 3, T cell engager. We decided to pause the development of this asset after we demonstrated the clinical proof of concept, the good tolerability, and also the lack of immunogenicity of this, protein. And we presented the results at the ASH annual meeting last December. The reason why we pause the, the development of this, 1st generation bispecific, that we already have 2 innovative assets in relapsed refractory multiple myeloma. And, in our cost efficiency model, we decided to focus on the most innovative asset and to leave this asset for licensing. So we're actively looking for partners willing to take on ISB 1342 for oncology, but also non oncology assets, indications.

Audience: My question was on on the US business. So you mentioned that we are ready at, Monroe and Goa for the FD audit. We are expecting a favorable outcome, but just in case the outcome is not favorable, does it derail our our plans there and, you know, what is the plan of action in case there is, unfavorable outcome.

Mr. Glenn: So Monroe is a non operational site. Right? There's not there's no commercial product being sold out of Monro. So, frankly, you know, other than the cash that we are burning there. Right? Which we'll have to decide depending on how the the agencies, how the inspection goes. Right? Goa, you know, is under a warning letter. We are hoping we've done a lot of remediation. We've done tremendous amount of work. So we'll wait to see how the agency views the work that we've done.

Mr. Utkarsh: Couple of questions I'll again squeeze in. So, in line with the last question. So one question has come, what is the preparedness level on the other sites, basis the learnings that we got from Monroe and and, and Goa.

Mr. Glenn: So as I said, you know, it's been a great learning for us as an organization. Right? And I think over the last 2 years, we've worked really hard in in the whole building the whole quality organization. Right? Rebuilding the quality organization. Right? We have a new quality leader who took over a couple of years ago. And since then, we've been transforming the whole quality organization throughout the organization. So lots of systems, lots of electronic systems that we've invested in. So all that makes us believe that, you know, the learnings we've actually, you know, that we've whatever we've learned from Monroe Goa out now we've, you know, implemented a lot of those changes in the other sites too. So we're much better prepared as an organization.

Mr. Utkarsh: And, on the IGI pipeline, so while we mentioned that we have the POCs coming up, in FY 25, Is there a more specific timeline that we can give in terms of, when are the, and also given the fact that we are now using some of the India sites for the trials?

Mr. Cyril: Timeline, it will be, the data disclosure at the, first in the hash abstract, which will be disclosed close to November, and then during the presentation in December, which will leave us even more time to continue our dose escalation, mature the data, and present a more robust data set in December at the ASH annual meeting. So I'll, invite you to join us at the ASH meeting to wedge those data together.

Mr. Utkarsh: Any questions from the audience? So I have one more which just came in. So, in terms of an EBITDA margins, so we've give guided to a 19% EBITDA margin for FY 25, which is about a 2, 2 and a half percent improvement from our last run rate, basically. So, obviously, this year, a lot of it is coming from the optimization of r and d expenditure, in in IGI. But we also said that we are, in going to target 1 to 2% improvement. So where is the that improvement going to come from in the subsequent years?

Mr. Mani: Okay. As we already explained that, you know, Ryaltris and some of the other brands that we're going to launch, especially Ryaltris has a very good margin, and it's going to grow quite fast. And we already seen it happening. So I think that would obviously help us to grow it further. And as we grow further, there'll be some economies of scale as well. And this whole, how we're working on the SG and a, we'll continue to work on that. But I think with newer markets and more respiratory products being launched everywhere, I think we're going to see some improvement because of that.

Mr. Ashish: I think that the improved growth rates that we have, as we mentioned, right, our growth for the next few years will be around 12 to 15%. Obviously, our cost will not grow by the same rate. So we will have a much higher EBITDA growth and a much higher PAD growth. That gives us confidence that there will be a 1 to 2% improvement in EBITDA margin going forward on a year on year basis.

Mr. Utkarsh: Any other questions from the audience? We have a few more, but I think we have answered those as as a part of the discussion. So I won't, probably take those up. So I think, if there are no other questions from the audience, then, I think we can conclude, the investor day session today. Thank you all again for joining us, and interacting with the management team. And, we look forward to further interactions in the near future. Thank you so much.