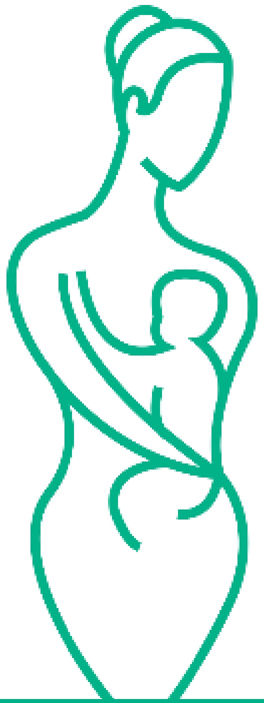


Cipla 2.0: Readying for the next wave of growth

Morgan Stanley's 18th Annual India Summit

Presented by: Umang Vohra

Date: 2 June 2016

Cipla

Disclaimer

Except for the historical information contained herein, statements in this presentation and the subsequent discussions may constitute "forward-looking statements". These forward-looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. These risks and uncertainties include, but are not limited to our ability to successfully implement our strategy, our growth and expansion plans, our ability to obtain regulatory approvals, technological changes, cash flow projections, our exposure to market risks as well as other risks. Cipla Limited does not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date thereof.

* DISCLAIMER: Information relating to any medical products or medical devices contained herein is provided by Cipla for general information purposes only. Information on any of the medical products or medical devices may vary from country-to-country. A reference to a medical product or medical device does not imply that such medical product or medical device is available in your country. The commercial availability of the medical products or medical devices listed herein in each individual country in Europe is dependent on the validity and status of existing patents and/or marketing authorisations related to each. An independent inquiry regarding the availability of each medical product or medical device should be made for each individual country.

The Product information contained herein is not intended to provide complete medical information, and is not intended to be used as an alternative to consulting with qualified doctors or health care professionals.

Nothing contained herein should be construed as the giving of advice or the making of a recommendation and it should not be relied on as the basis for any decision or action. It is important to only rely on the advice of a health care professional.

Established in 1935, Cipla is a pioneer in the Indian pharmaceutical industry

Cipla

Today Cipla is a ~$2bn revenue company with operations in over 100 countries

80 YEARS OF CARING

3rd – India Pharma Market Rank

3rd – South Africa Generics Pharma Market Rank

Top 5 in several emerging markets

Top 15 in United States

35+ Manufacturing Facilities

50+ Dosage Forms

1500+ Products

World's largest inhalation portfolio

1 in 3 HIV patients take Cipla ARVs

Partner of Choice for developed markets e.g. G. Nexium, Pulmicort, Dymista, G. Lexapro

Key strengths and capabilities

Leading healthcare provider for the emerging world

Leadership position in India and South Africa; Established platform in Africa and SE Asia

Strong product pipeline backed up by innovation and strategic alliances

Focused R&D and filing efforts for developed markets in Respiratory, Oncology; Alliances formed with global players to strengthen portfolio and market coverage

World class manufacturing infrastructure and quality culture

35+ accredited plants in India, Africa and Middle East manufacturing 50+ dosage forms; Successful track record of USFDA inspections over the past 15 years

Unmatched capabilities in Respiratory

World’s largest inhalation portfolio with products available in over 100 countries; Vertically integrated manufacturing process from API to devices

Profitable global access business based on cost leadership and therapy expertise

Strong passion to bring access to patients in Africa (and elsewhere) for HIV, Immunology etc. – ahead of others and profitably

Operating in the right mix of developed and emerging markets

Leadership Position	**India**	■ #3 player by value and by volume[1] ; #1 player in Respiratory, Urology & Paediatrics[1] ■ 22 brands in Top 300 brands in India Pharma Market; Rank 2nd in prescription share ■ Continued focus on In-licensing opportunities with global majors
	South Africa	■ #3 generics player with market share of 5%+; #1 player in Respiratory[1] ■ Establishing status of "Partner of Choice" through alliances such as Teva, SII
	Other EM	■ Front end presence established in 20+ markets with leadership position in markets such as Sri Lanka, Yemen, Kenya and Uganda
Strategic Position for Growth	**USA**	■ Commercialising 70+ products ■ Cipla ranks among the top 3 for 19 of our own sold products ■ 100% acquisition of InvaGen Pharmaceuticals Inc. and Exelan Pharmaceuticals Inc.
	EU	■ Launched key Respiratory products (Salmeterol Fluticasone and Mometasone) in select European markets – will continue to build volume market share
Large partner Markets		■ Strong partner relationships established across the globe such as in Australia/New Zealand, Russia/CIS, LATAM

[1]Source: IMS data 12M ending March'15

Building blocks in place to deliver the next phase of growth

Cipla

Strong Product Development & Filing Capabilities

- Market leading Respiratory and HIV portfolio with continuous R&D underway
- 200+ drugs under development – Top 50 projects address a market size based on innovator sales of ~$30bn
- Track record of successful development for partners

Vibrant Emerging Markets Platform

- Recognized leadership position in India and South Africa, witnessing strong growth trends
- Leverage front-end presence in 20+ globally diversified markets – with leadership position in many

Upcoming North America franchise

- Aim to grow from current 8% to 20-25% of overall sales by 2020 - through organic and inorganic routes
- Successful transition from pure B2B to Direct+B2B model in the US, backed by our capabilities in Respiratory, HIV, Oncology
- Building Specialty portfolio

Impeccable Manufacturing capability and Quality focus

- 35+ internationally accredited plants having global scale across different dosage forms
- Best-in-class quality record with successful audit history with USFDA, UK-MHRA etc. over the past 15 years

Innovation has been an integral part of Cipla's growth story

Cipla's 30+ World's first products – with a focus on Inhalation Therapies

Iron Chelator for Thalassemia

3-in-1 Inhaler for COPD

Transparent DPI and single-action, multi dose DPI

3-in-1 cocktails for HIV/AIDS – Triomune

First combination of in a Breath Actuated pMDI

- Static-free spacer with valve mechanism
- Combination of an antihistamine and an intranasal steroid (INCS) for allergic rhinitis
- Tiotropium in pMDI
- Generic Pirfenidone, the 1st and only approved therapy for IPF
- Generic Sildenafil for PAH

Complex & differentiated products launched and commercialized

Onco Lyo Inj (Gemcitabine)

Ophthalmic (Travaprost)

Respule (Albuterol)

Nasal spray (Dymista)

Bilayer tablet (T+A)

Injection (Argatroban)

Soft Gel (Isotretinoin)

Oral Suspension (Amox/Clav)

Hydrophllic Matrix (Metformin tab)

Tablet (Alendronate)

Syrup (Zidovudine)

Capsule (Anagrelide, Rivastigmine)

Molten Mass Encap-sulaion (Vancomycin)

Particulate Coating (Kcl caps)

Controlled Substance (Cet/Pseudo)

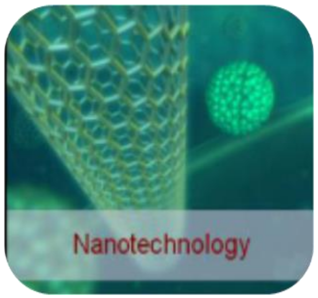
Hormonal Product (Levonorgstrel)

Cipla has a rich history of R&D and manufacturing partnership with global players for blockbuster products such as: G.Nexium (USA), Dymista Nasal Spray (EU, USA), Pulmicort Respules, G. Lexapro (USA) etc.

Focus on several innovative platform technologies for the future pipeline

Cipla

Nanotechnology



Paclitaxel, Fenofibrate, Siromilus

Liposome Injections

Doxorubicin, Amphotericin

Inhalation technology

MDIs and Dry Powder Inhaler

Microsphere Injections

Leuprolide, Triptorelin

Sprinkles

Paediatric care products

Sustained release formulations

- Core/Coat technology
- Hydrophilic Matrix
- OROS Technology
- MUPS Technology

Stemcells

- Strategic alliance with Stempeutics which produces stem cell based medicinal products

Characterization Science including Biosimilars

- 4 disruptive in-house Biosimilars & 1 insulin product currently under development
- Aim to focus on access and affordability

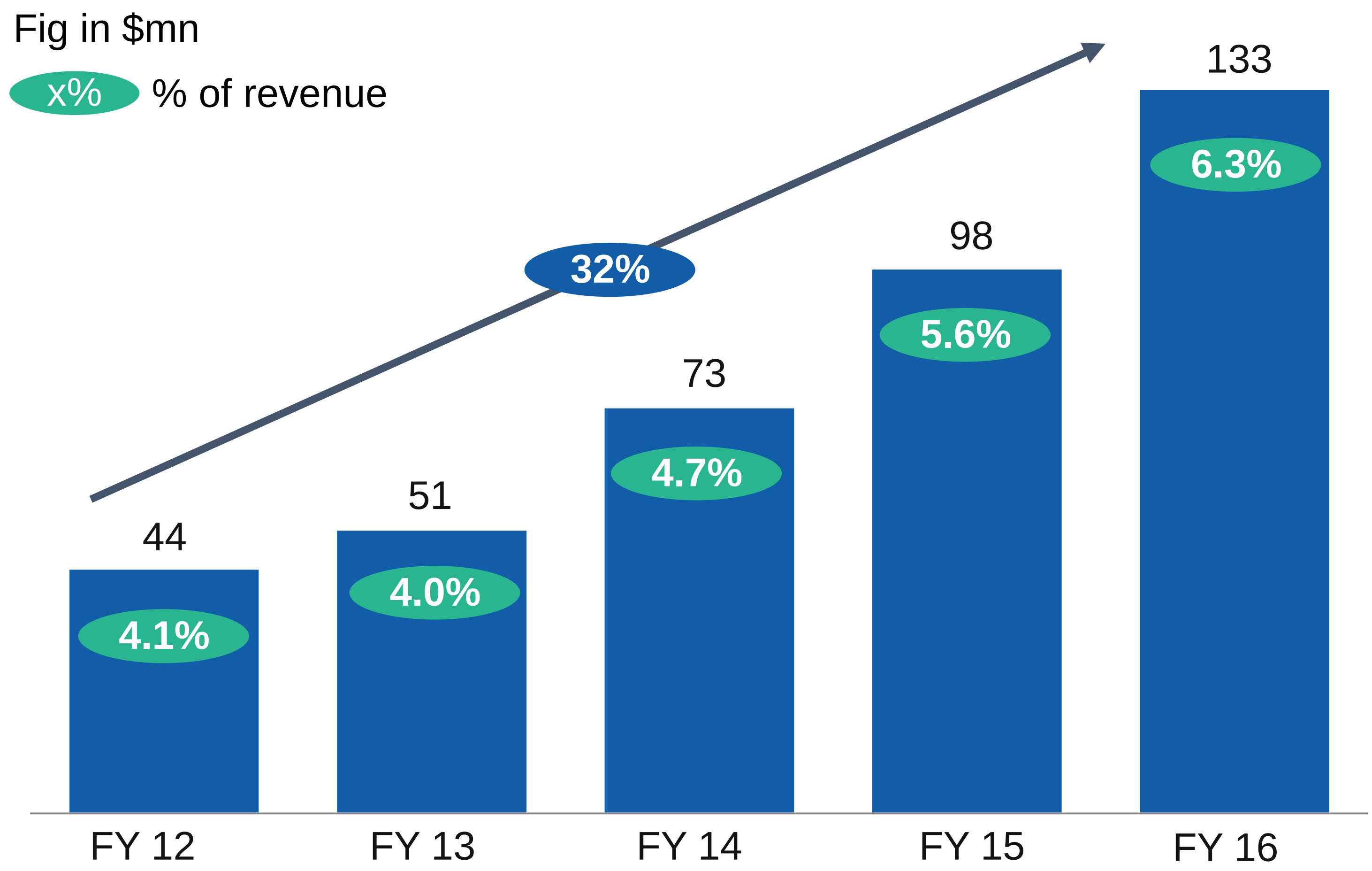
1. Over 100 patents granted including respiratory
2. Over 1500 dedicated and talented scientists

Patent filing includes drug substances & products, platform technologies, polymorphs and crystals & medical devices

Developing new drug delivery systems with an aim to improve compliance and convenience

Developing proprietary medical devices for respiratory medicines

R&D spend increased from ~4.1% of revenue in 2011-12 to 6.3% of revenue for FY 2015-16



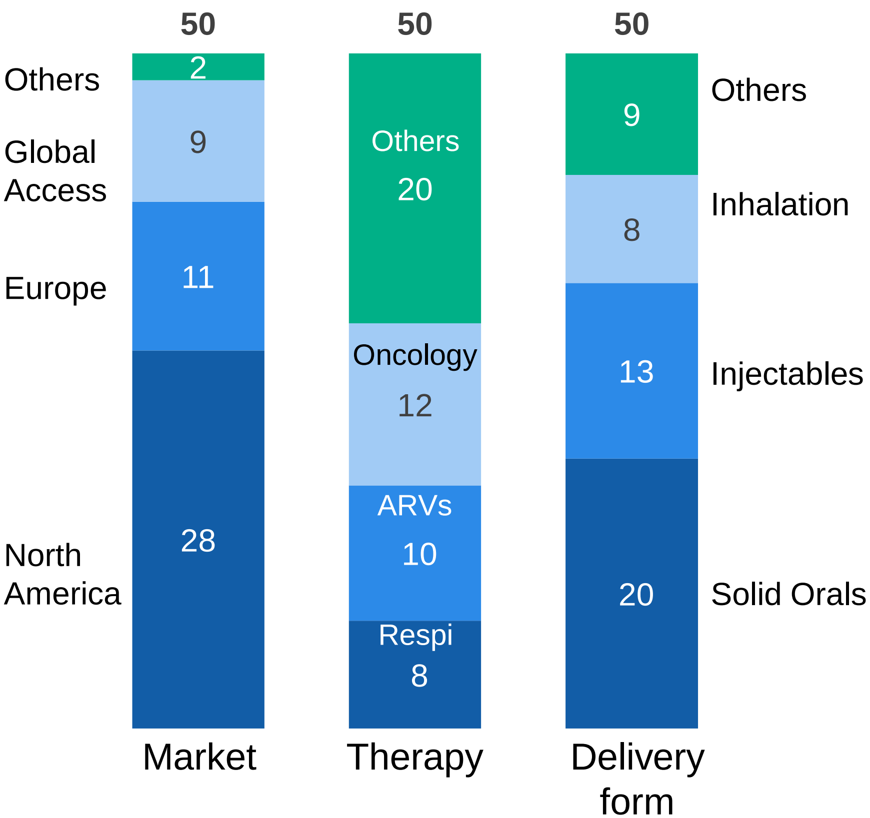
INR/$=65

Over the next 3 years filings are targeted in areas of limited competition

Cipla

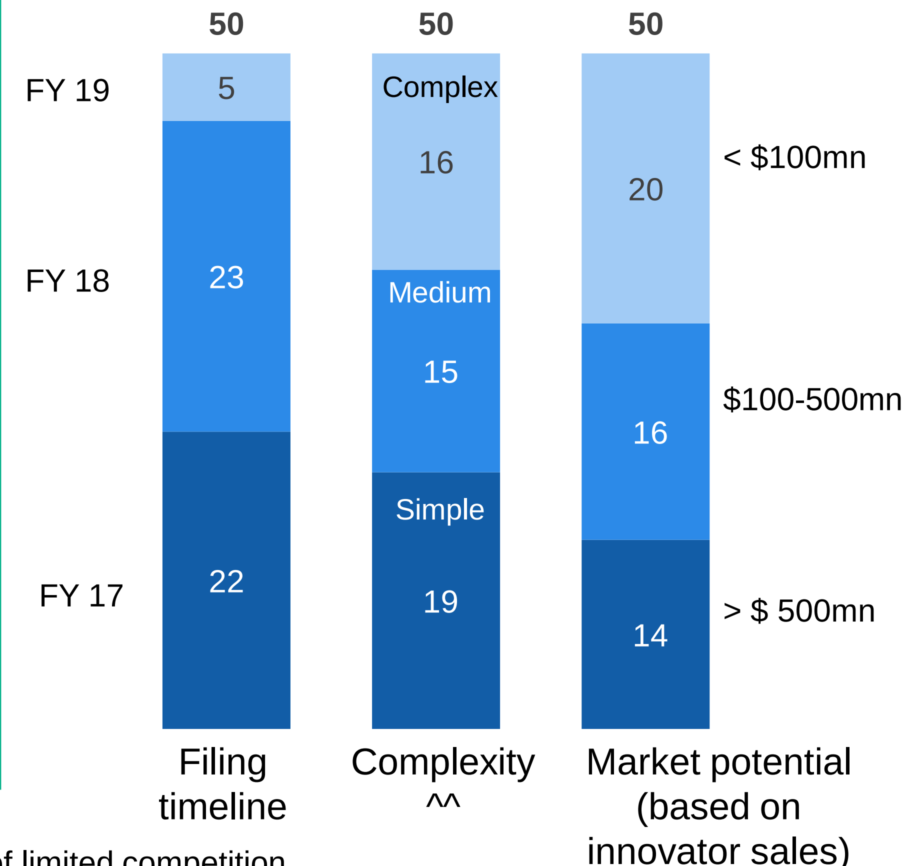
>200 development projects underway: Top 50 projects address a market size based on innovator sales of ~$30bn

Split of Top 50 R&D projects by market, therapy and delivery form



Filing intensity ramping up with a focus on complex products; over 14 developments target products with market potential >$500mn

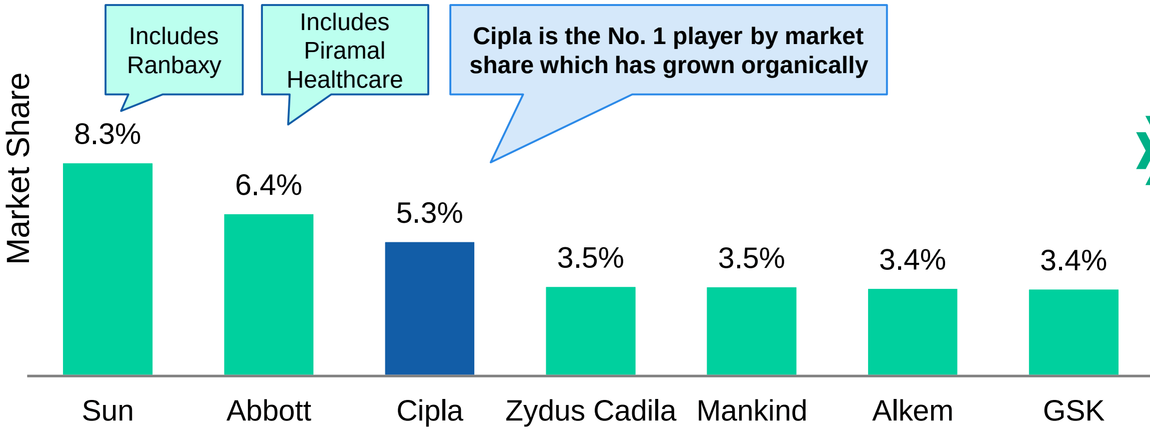
Split of Top 50 R&D projects by filing timelines, complexity and market potential



(^^) Medium and Complex product developments will be in areas of limited competition

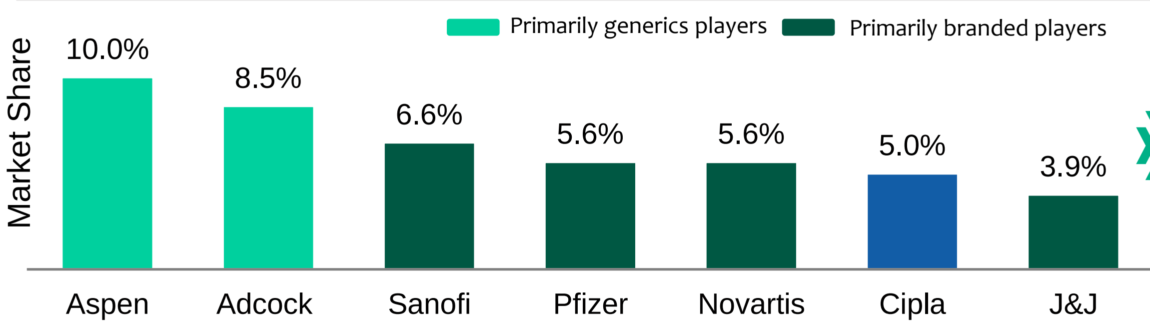
Stronghold in Emerging Markets – India, S. Africa and others

3rd largest player in Indian Pharmaceutical Market



- #1 player in Respiratory, Urology & Paediatrics; Amongst Top 5 players in Cardiology and Opthalmology
- Market share of 5.27% in FY 2014-15[1]
- 22 brands in Top 300 brands in India Pharma Market
- Rank 2nd in prescription share at Physicians; 85% of Indian Drs. prescribe at least one Cipla product

#1 Indian player and 3rd largest generic player in South Africa Pharmaceutical Market



- #1 player in Respiratory; Amongst Top 5 players in CNS and Oncology
- Market share of 5% private market in FY 2014-15[1]
- Over 70% business focused on private market across pharma, nutrition, vet etc.
- "Partner of Choice" for Teva, SII etc.

20+ Front-end markets established across Africa, S.E. Asia and Middle East

- #1 player in Sri Lanka and established presence in Malaysia, Vietnam, Philippines, Nepal, Myanmar and Pakistan
- #1 player in Yemen and significant presence in Middle East countries like Oman, UAE, Iraq
- #1 supplier of ARVs to Uganda Ministry of Health and reputed player in countries such as Kenya, Tanzania
- Recently established direct presence in North African countries of Morocco and Algeria

[1]Source: IMS data 12M ending March'15

Levers in place to accelerate scale up of North America business

Cipla

Continue R&D Focus

- Maintain momentum of filing >15 ANDAs every year
- Target 7+ limited competition own launches in FY 2017
- 3 limited competition partner launches

Fructify inorganic growth

- Successfully launch Invagen pipeline and realize synergies
- 30 pipeline products pending approval; additional ~20 products under development
- 5 first to file opportunities that represent a market potential of ~$8bn

Aim to grow North America business from current 8% to 20-25% of overall sales by 2020

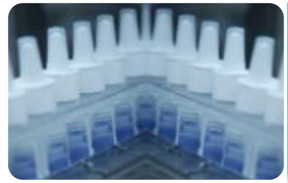
Leverage key partner relationships

- Continue to build on successful partnerships for launch of first-to-market and differentiated generics e.g. Esomeprazole, Dymista Nasal Spray, Budesonide Respules, Escitalopram, Finasteride etc.

Build Specialty Portfolio

- Launch Cipla's own differentiated respiratory and oncology pipeline in near future
- Enhance R&D focus on building specialty portfolio

Global quality and scale across different dosage forms

Tabs and Caps – 23 Billion units	Aerosols pMDI – 75 Million units	Nasal Sprays – 30 Million units	Liquid Injection – 10 Million units	Respules – 400 Million units	Lyo. Injection – 5 Million units
					

3 Pc Eye drops – 20 Million units	FFS Eye drops – 60 Million units	UNIMS – 60 Million units	Oral Liquids – 35 Million units	Creams – 65 Million units	Bulk Drugs – 950 Tons
					

	Regulatory agencies' approvals *(non-exhaustive)*						
Sites *(non-exhaustive)*	**USFDA**	**MHRA - UK**	**WHO – Geneva**	**TGA - Australia**	**MCC – S. Africa**	**Japan**	**Brazil - Anvisa**
Goa, India	✓ (5)	✓ (5)	✓	✓	✓	✓	✓
Patalganga, India	✓ (3)	✓ (1)	✓	✓		✓	✓
Kurkumbh, India	✓ (2)	✓ (1)	✓	✓	✓	✓	✓
Indore, India	✓ (3)	✓ (2)	✓	✓	✓		✓
Baddi, India			✓	✓	✓		

(##) Indicates number of inspections by the regulatory authority in the past 5 years

Well-defined roadmap to leverage capabilities and achieve multi-fold growth by 2020

Cipla

1 Strong Product Development & Filing Capabilities

Continue to invest in pipeline

- Ensure on-track progress for development and filing timelines of top 50 projects
- Accelerate execution plan for in-house biologics – clinical trial for Bevacizumab, proof-of-concept for 2-3 other products
- Target R&D spend to continue to increase, up to ~8% of sales

2 Vibrant Emerging Markets Platform

Enhance leadership position in key Emerging Markets

- India growth plan to target above market rate of growth, with focus on in-licensing and new product introductions
- Retain momentum in South Africa and continue to focus on building private market share
- Retain leadership in key front-ends, such as Yemen, Sri Lanka, North Africa and Iran, with focus on respiratory, oncology and global access segments

3 Upcoming North America franchise

Accelerate scale-up of US business

- Enhance scale of US DTM play through seamless integration of InvaGen and Exelan businesses
  - Launch 5-7 products in InvaGen pipeline
  - Launch 8-10 products from Cipla pipeline, including some in limited-competition areas
  - Target filing of 20-25 ANDAs in 2016-17, including some respiratory and oncology filings
- Continue to build on successful partnerships for launch of first-to-market and differentiated generics

4 Impeccable Manufacturing capability and Quality focus

Maintain quality track record

- Maintain best-in-class quality record with key regulatory entities

Contact Details

Registered Office :
Cipla Limited, Cipla House, Peninsula Business Park, Ganpatrao Kadam Marg, Lower Parel, Mumbai 400 013

For any general queries, Reach us at contactus@cipla.com

For more information please visit www.cipla.com