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 including impact of Covid-19 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, fluctuation in earnings, foreign exchange rates, our ability to manage international operations and exports, our exposure to market risks as well as other risks.

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Nothing contained herein should be construed as 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 has transformed into a world class pharmaceutical company with formidable branded and unbranded generic market franchise on the back of deep-rooted R&D capabilities and strong execution.

Our relentless focus of bringing in best-in-class drugs resonates with our purpose of ‘Caring for Life’; serving patients via innovative respiratory drug-device combinations, complex formulations and broad-spectrum capabilities in injectables, oral solids and inhalation amongst others.

- **One-India**: 3rd Largest pharma company in India
- **South Africa**: 3rd Largest pharma company in the prescription and OTC space
- **North America**: 8th Largest by prescriptions in the US
- **International Markets**: 2nd Largest Indian exporter to EMs

1. As per IQVIA MAT Nov’21; 2. Including branded prescription, trade generics and consumer health business; 3. Market share among generic players as per IQVIA week ending 24th December 2021; 4. As per EXIM data for APAC, LATAM, ANZ and MENA Oct’20 – Sept’21
In FY22, we delivered strong progress on our strategic priorities for FY25 (1/2)

**FY25 targets**

- Incremental opportunity to add $300Mn-$500Mn by FY25

**YTD FY22 progress**

- Launch & scale-up in respiratory assets Albuterol & Arfomoterol; Peptide portfolio unlocking
- Continued market beating performance in India & SA; share of consumer business 7%+
- Tracking annualized revenue of $400Mn+

**Expanding lung leadership globally and maximising value opportunity in US complex generics**

- Maintain market-beating growth in large branded and unbranded generic franchises of India & South Africa; augment consumer wellness franchise

- Focused DTM\(^1\) and new frontier markets (China & Brazil) for organic growth in Europe and Emerging markets; expanding biosimilar partnerships in key markets

\(^1\) DTM – Direct to market
In FY22, we delivered strong progress on our strategic priorities for FY25 (2/2)

<table>
<thead>
<tr>
<th>FY25 targets</th>
<th>YTD FY22 progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital patient care continuum</td>
<td>Continued rigor on creating industry leading digital initiatives</td>
</tr>
<tr>
<td>Global benchmark for quality compliance &amp; ESG</td>
<td>Inclusion in Dow Jones Sustainability Emerging Markets Index</td>
</tr>
<tr>
<td>RoIC expansion to 17%-20% over the long term</td>
<td>Trailing 12-month (Sept-21) RoIC at <strong>22.0%</strong></td>
</tr>
</tbody>
</table>

1. Environmental, Social, Governance
2. Return on Invested Capital (RoIC) = EBITDA - depreciation & amortization + Average [(Fixed assets including goodwill + Current assets excluding cash and cash equivalent) – Current liabilities excluding borrowing)]; H1FY21: Calculations based on Trailing 12-month EBITDA
Strong customer delight, continued rigor on portfolio execution and cash generation initiatives have improved financial metrics

<table>
<thead>
<tr>
<th>FY17-FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue CAGR</td>
</tr>
<tr>
<td>EBITDA CAGR</td>
</tr>
<tr>
<td>PAT CAGR</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue (INR Cr)</th>
<th>EBITDA (INR Cr)</th>
<th>Net debt(^1) to EBITDA</th>
<th>RoIC(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>14,630</td>
<td>17%</td>
<td>1.07</td>
</tr>
<tr>
<td>FY21</td>
<td>19,160</td>
<td>22%</td>
<td>(0.45)</td>
</tr>
<tr>
<td>H1FY22</td>
<td>11,024</td>
<td>23%</td>
<td>(0.53)</td>
</tr>
<tr>
<td>FY17</td>
<td>2,476</td>
<td>17%</td>
<td>Mar-17</td>
</tr>
<tr>
<td>FY21</td>
<td>4,303</td>
<td>22%</td>
<td>Mar-21</td>
</tr>
<tr>
<td>H1FY22</td>
<td>2,572</td>
<td>23%</td>
<td>Sep-21</td>
</tr>
</tbody>
</table>

1. Net Debt = Total borrowings less Cash and Cash equivalents including Current Investments; Sept-21: Net debt ÷ Trailing 12-month EBITDA; 2. Return on Invested Capital (RoIC) = EBITDA - depreciation & amortization + Average [(Fixed assets including goodwill + Current assets excluding cash and cash equivalent) – Current liabilities excluding borrowing]; H1FY21: Calculations based on Trailing 12-month EBITDA
Our One-India strategy continues to witness seamless execution demonstrating scale and continued momentum

3rd largest Pharma company in India\(^1,2\)

<table>
<thead>
<tr>
<th>One-India Revenue (INR Cr)</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>6,420</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY20</td>
<td>6,741</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY21</td>
<td>7,736</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1FY22</td>
<td>5,126</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(\uparrow 15\%\) FY21 YoY Growth
\(\uparrow 39\%\) H1FY22 YoY Growth

Targeting to continue the upward trajectory

- Continued market beating growth and gain ranks
- Increase in share of chronic therapies
- Industry leading MR productivity
- Increase in share of consumer wellness portfolio

Branded Prescriptions: Strong Levers to improve chronic share and depth

- Overall business continues market beating growth
  \(\uparrow 41\%\) H1FY22 YoY Growth
- Strong In-licensing franchise; Partner of choice for Global MNCs
  \(\uparrow 22\%\) H1FY22 YoY Growth

Trade Generics: Establishing deeper connect and strong governance

- Enhancing connect with distributors & stockiest digitally
  \(\uparrow 34\%\) H1FY22 YoY Growth
- 17 Products launched in H1FY22
- Foray into Thyroid and Ophthalmic categories

Consumer Wellness: Harnessing profitable growth

- Strong momentum continues in overall consumer business under CHL
  \(\uparrow 28\%\) H1FY22 YoY Growth
- EBITDA break-even achieved in H1FY22

Note: 1. As per IQVIA MAT Nov’21; 2. Includes Branded prescription, trade generics and CHL; 3. Non-covid products; 4. Adjusted for product transfer in base
In One-India, our branded prescription business is gearing towards a $1Bn franchise; trade generics expanding categories and deepening connect

### Branded Prescriptions: Big Brands growing faster and driving patient outcomes

<table>
<thead>
<tr>
<th>Continued strong market position</th>
<th>Big brands growing bigger</th>
<th>Strengthening in-licensing business (non-covid)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall IPM&lt;sup&gt;1&lt;/sup&gt;</td>
<td>5.5% market share&lt;sup&gt;1&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>Chronic IPM&lt;sup&gt;1&lt;/sup&gt;</td>
<td>7.9% market share&lt;sup&gt;1&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>Asthma &amp; Inhalation&lt;sup&gt;1&lt;/sup&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urology&lt;sup&gt;1&lt;/sup&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cardiology&lt;sup&gt;1&lt;/sup&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foracort®</td>
<td>566</td>
<td>6</td>
</tr>
<tr>
<td>Duolin®</td>
<td>357</td>
<td>24</td>
</tr>
<tr>
<td>Budecort®</td>
<td>300</td>
<td>35</td>
</tr>
<tr>
<td>Seroflo®</td>
<td>299</td>
<td>36</td>
</tr>
<tr>
<td>Brands in top 300 brands in IPM&lt;sup&gt;1&lt;/sup&gt;</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Brands with revenue &gt; INR 100 Cr&lt;sup&gt;1&lt;/sup&gt;</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>FY18 Revenue</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>FY19 Revenue</td>
<td>117</td>
<td></td>
</tr>
<tr>
<td>FY20 Revenue</td>
<td>203</td>
<td></td>
</tr>
<tr>
<td>FY21 Revenue</td>
<td>264</td>
<td></td>
</tr>
<tr>
<td>FY22E Revenue</td>
<td>305</td>
<td></td>
</tr>
<tr>
<td>CAGR</td>
<td>68%</td>
<td>INR 500 Cr Annualized business with new partnerships</td>
</tr>
</tbody>
</table>

### Trade generic business: Strengthening position, portfolio breadth and connect with channel

<table>
<thead>
<tr>
<th>Robust coverage to tier-2 and below markets</th>
<th>Big Brands Bigger via targeted communication</th>
<th>Creating delight with digital connect</th>
</tr>
</thead>
<tbody>
<tr>
<td>India’s largest trade generic business</td>
<td>Brands with revenue &gt; INR 100 Cr</td>
<td>Integrated web-based interface for stockiest &amp; distributor self-service</td>
</tr>
<tr>
<td>Stockiest network 5,500</td>
<td>Brands with revenue &gt; INR 50 Cr - &lt;100 Cr</td>
<td>Whatsapp platform for retail connect</td>
</tr>
<tr>
<td>Pin codes serviced across India 15,000</td>
<td>Launched planned in FY23; includes Anti-diabetic &amp; Injectables categories</td>
<td></td>
</tr>
</tbody>
</table>

Note: 1. As per IQVIA MAT Nov’21

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**Growth**

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Our global consumer wellness franchise is tracking in-line with FY25 aspirations of 10% revenue share.

**Consumer brands in India**
- **19%** \(^1\)
  - H1FY22 YoY Growth in INR terms

**Consumer brands in South Africa**
- **9%**
  - H1FY22 YoY Growth in ZAR terms

**Building strong brands in focus categories**
- Cough & Cold
- VMS
- Pain
- Gut

Share of Consumer business in Cipla for H1FY22

**Levers: Brand building, deepening distribution and category innovations**

**India Gx**
- **OMNIGEL**
  - **41%**
    - H1FY22 YoY Growth
- **Cheston**
  - **53%**
    - H1FY22 YoY Growth

**New line extensions**
- **EASYLAX**
- **nicotex**
- **cofsils**
- **ORS**
- **CLOCIP**
- **Maxirich**

**Focus on brand building on transitioned brands; Four brands gearing to cross INR 100 Cr+ in coming quarters**
- **#1 Nicotine Replacement Therapy\(^2\)**
- **#2 Cough & Cold\(^2\)**
- **#3 Cipladine**
- **#4 Maxirich**

**Consumer reach – # of outlets touched:**
- **Presence in 500k Retailers**
- **40k+ Grocer & others**
- **700+ Modern trade**
- **9 E-commerce**

**SA OTC**
- **ZAR ~1.3Bn Annualized business**
- **3rd largest OTC company growing at @10.1% for IQVIA MAT Nov’21**

**H1FY22 YoY Growth in ZAR terms**
- **43%**
- **14%**
- **66%**
- **8%**
- **6%**

Note: 1. excluding Ciphands; 2. Latest market share estimates; 3. including pharmacies
In South Africa, Cipla continues to drive market beating performance in prescription as well as OTC portfolio

### 3rd largest player in South Africa private market

**ZAR 5Bn+**
Annualized Business including branded and OTC segments in South Africa

<table>
<thead>
<tr>
<th>Therapy</th>
<th>Rank¹</th>
<th>Market share¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respiratory</td>
<td>1st</td>
<td>~13%</td>
</tr>
<tr>
<td>CNS</td>
<td>1st</td>
<td>~10%</td>
</tr>
<tr>
<td>Systemic anti-infectives</td>
<td>1st</td>
<td>~7%</td>
</tr>
<tr>
<td>Cardiology</td>
<td>2nd</td>
<td>~7%</td>
</tr>
<tr>
<td>Alimentary tract &amp; metabolism</td>
<td>2nd</td>
<td>~5%</td>
</tr>
</tbody>
</table>

### Developing leading brands

6 Brands with revenue > ZAR 100Mn in the last 3 years

### Exciting new launches: 37 in YTD Dec-21

- Ezetimibe 10 Teva (Cardio)
- Nuvigil (CNS)

### Expanding footprint in Sub-Saharan Africa

**Kenya: Strong momentum continues**

- #2 Fastest growing company¹
- >3.3x Above market growth¹
- #2 Market share in Inhalers¹

### Future Priorities

- **2%-3%+** Revenue growth above SA private market
- Expansion of strategic partnerships in Southern and Sub-Saharan Africa
- Player in Prescription and OTC space in South Africa Private
- Generics Pharmaceutical Company in South Africa

**Note:** 1. As per IQVIA MAT Nov’21; Rank as per market where we play (WWP) and market share as per total private market (TPM)
Our North America generics business continues to grow driven by respiratory footprint expansion & unlocking of complex generics pipeline

$550Mn+ (FY21) Annualized business | 9% CAGR over FY17-21 | 8th Largest by Prescriptions

Core Cipla US Revenue $Mn²

Revenue from Respiratory products $Mn²

CAGR FY17 – FY21: 18%²

FY17 FY18 FY19 FY20 FY21
260 302 414 491 511

Our strategy of expanding our respiratory footprint has been a key driver of growth in the US

19% Albuterol Gx share¹
41% Arformoterol Gx share¹

Unlocked our first major peptide asset in the US with the approval of a 505(b)(2) version of Lanreotide injection

We expect double digit growth in FY23 by unlocking value of our complex generics pipeline

1. Market Share among Generic players as per IQVIA week ending 24th December 2021; 2. Excludes B2B revenue for the US market
Our focus continues on driving our North America generics business growth through strong execution of our complex asset pipeline pipeline.

### Near to Medium term horizon (Next 3 to 5 years)

- **Continued investments in respiratory Pipeline**
  - Assets in pipeline with market size of $10Bn+¹
    - Review of gAdvair progressing well at USFDA
    - 2 More programs in advanced stage of development
    - 5+ Programs under early stages of development

- **Strong pipeline of complex generics**
  - Assets in pipeline with market size of $7Bn+1
    - 2 Peptide based programs under approval
    - Expect to launch one complex generics injection product in FY24
    - 3 Peptide Programs under development through internal & partnerships

### Long term horizon (beyond 5 years)

- **Potential Para IV (non NCE-1) opportunity**
  - 10+ Products under development

- **Repurpose old molecules through 505(b)(2) route**
  - Two assets under early development

- **Evaluating development of multiple assets under long-acting injection category**
  - Microsphere
  - Suspension
  - Gel technology-based products

**Incremental opportunity to add $300Mn-$500Mn to US franchise over the next 3 to 5 years**

¹. market size estimates are per IQVIA
The footprint of complex dosage forms in our North America generics portfolio continues to expand

Increasing contribution of limited competition portfolio (% Revenue contribution by category)

<table>
<thead>
<tr>
<th>Year</th>
<th>Injectables</th>
<th>Respiratory</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>81%</td>
<td>11%</td>
<td>8%</td>
</tr>
<tr>
<td>FY22E</td>
<td>68%</td>
<td>28%</td>
<td>5%</td>
</tr>
<tr>
<td>FY26 / FY27E</td>
<td>40%</td>
<td>35%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Key launches and pipeline

- **Budesonide Respules** (gPulmicort) - 12/2017
- **Albuterol Sulfate HFA** (gProventil) - 4/2020
- **Arfomoterol** (gBrovana) - 6/2021
- **Lanreotide inj. 505(b)(2)** - 12/2021

Respiratory & Complex Generic Launches over FY22E-FY27E
In **International markets**, we continue to scale-up our organic footprint via focused DTMs and new frontier markets with portfolio and capabilities.

### International Markets: $400Mn+ in Annualized Business

<table>
<thead>
<tr>
<th>Europe: Operations in 20+ Countries</th>
<th>Emerging Markets: Operations in 50+ Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DTM CAGR FY18 – FY22E</strong></td>
<td><strong>24%</strong></td>
</tr>
<tr>
<td>DTM 30% B2B 70%</td>
<td><strong>B2B 59% DTM 41%</strong></td>
</tr>
<tr>
<td>Annualized DTM Revenue</td>
<td>Annualized DTM Revenue</td>
</tr>
<tr>
<td>&gt;$20Mn+ 1 market</td>
<td>&gt;$25Mn+ 1 market</td>
</tr>
<tr>
<td>&gt;$5Mn - &lt;10Mn+ 2 markets</td>
<td>&gt;$15Mn - &lt;25Mn+ 2 markets</td>
</tr>
<tr>
<td>&gt;$5Mn - &lt;15Mn+ 4 markets</td>
<td>&gt;$5Mn - &lt;15Mn+ 4 markets</td>
</tr>
</tbody>
</table>

### Strategy updates

- **New Partnerships** in Spain for biosimilars; DTM operations commenced
- **Entry into deep markets**: 2 Respiratory dossiers filed in Europe
- **Respiratory program** picking momentum with multiple in-licensing deals (incl. Budesonide-Formoterol DPI, FPSM\(^1\) DPI, Bevacizumab), on track for 4x growth from last year
- **New Partnerships** in Australia with Ferring and Novartis
- **Entry into deep markets**: Filings in Saudi Arabia, Mexico and China
- Strong pipeline of in-licensed biosimilars across markets
- **China** manufacturing plant set-up completed; portfolio launches over medium term

### Growth engines poised to deliver high trajectory in deep markets

- Rank across major DTM markets by 2025
- $500Mn International market franchise by 2025

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1. FPSM: Fluticasone Propionate and Salmeterol Xinafoate
Cipla’s innovation engine extending beyond respiratory and biopharma; exploring new avenues under Horizon 2.0

### Biopharma

#### In-licensing partnerships

<table>
<thead>
<tr>
<th>Region</th>
<th>Oncology (Roche)</th>
<th>Diabetes (Eli Lilly)</th>
<th>Diabetes (Boehringer Ingelheim)</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-India</td>
<td>3 molecules</td>
<td>2 molecules</td>
<td>3 molecules</td>
</tr>
<tr>
<td></td>
<td>INR616Cr Market size</td>
<td>INR699Cr Market size</td>
<td>INR3,054Cr Market size</td>
</tr>
<tr>
<td>South Africa</td>
<td>6 molecules</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ZAR300Mn-ZAR500Mn Market size</td>
<td></td>
<td>ZAR600Mn-ZAR900Mn Market size</td>
</tr>
</tbody>
</table>

### Emerging markets

<table>
<thead>
<tr>
<th></th>
<th>6 molecules</th>
<th>4 molecules</th>
<th>1st Biosimilar Bevacizumab launched in Spain</th>
</tr>
</thead>
<tbody>
<tr>
<td>INR</td>
<td>$750Mn</td>
<td>$550Mn</td>
<td>$200Mn</td>
</tr>
<tr>
<td>Market</td>
<td>+</td>
<td>+</td>
<td>Market size</td>
</tr>
</tbody>
</table>

### Co-development partnerships

- JV with Kemwell Biopharma formed for developing, manufacturing & commercializing biosimilars
  - Finalizing Portfolio & protocol for preliminary studies
  - Building organizational capabilities

### Devices

- India’s first pneumotach based portable wireless Spirometer for diagnosis of COPD and asthma
- In-house development of cutting-edge inhalation devices with better efficacy are in progress

### Diagnostics

- Successfully established Covid-19 portfolio with multiple products
  - Vision to build INR 500Cr franchise by launching new age diagnostic solutions fulfilling gap of poor diagnosis in specific therapy areas

### Technology platforms

- Exploring opportunities to build development and manufacturing capability in new age platforms

### Business models

- Exploring setting up a dedicated company operating new business model of offering best in class end-to-end disease management digitally to respiratory patients; leveraging Cipla’s core strengths
### Sharp consumer insighting and robust media campaigns have translated into winning benefits for consumers

<table>
<thead>
<tr>
<th>Sharp consumer insighting</th>
<th>Therapy shaping initiatives</th>
<th>World class media campaigns</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Paving way for new extensions</strong></td>
<td><strong>Berok Zindagi</strong></td>
<td><strong>OMNIGEL</strong></td>
</tr>
<tr>
<td>Playing the price piano and multiple new flavours to cater to a broader and diverse audience</td>
<td>Marquee campaign to increase awareness on benefits of Inhalers</td>
<td>Spontaneous Awareness</td>
</tr>
<tr>
<td><strong>Launching brands in adjacent needs</strong></td>
<td><strong>Prolyte</strong></td>
<td>Revenue</td>
</tr>
<tr>
<td>Such as, Clocip soap in anti fungal category; Rubs in Naselin</td>
<td>Public health messaging to encourage people to consume only WHO approved ORS for diarrhoea</td>
<td>By 15%¹</td>
</tr>
<tr>
<td><strong>Maxirich</strong></td>
<td><strong>South Africa launched inspiring campaign ‘Live2Love’ to build awareness of ‘PrEP’³</strong></td>
<td>Spontaneous awareness</td>
</tr>
<tr>
<td>Building VMS brand playing across spectrum</td>
<td></td>
<td>By 10%²</td>
</tr>
</tbody>
</table>

Note: 1. April-21-Dec’21; 2. Sept-20-Apr’21; 3. pre-exposure prophylaxis
Cipla extending ‘Beyond the Pill’ across patient care; developing better connect with physicians and channel partners digitally in the new normal

Present across patient care continuum; awareness, diagnosis, treatment and adherence

**#BerokZindagi**

- **Media Reach**: FY22 Target: 18 Cr¹
- **Ad & Brand Recall**: FY22 Target: 45%
- **Influencer marketing**

**For Patients**

OTT style video learning and central events platform

International web series program, 10,000+ HCP engagements in 55+ countries
Won Awards for digital transformation in healthcare

**For Physicians**

**ciplamedX**

Late lifecycle brand promotions
Customer engagement program via Cipla OneApp in South Africa: Personalised, single view, loyalty driven Omni Channel engagement with Doctors, Pharmacies and Wholesellers

**For Channel**

**ChannelPaisa**

Extra urban market penetration of chronic legacy portfolio

**Note**: 1. Population reached
We are also transforming our IPD, manufacturing, supply chain, and quality operations for higher performance and resilience.

<table>
<thead>
<tr>
<th>IPD</th>
<th>Significant opportunity for simplification, agile manufacturing &amp; operations</th>
<th>IoT and RPA in analytical development labs</th>
<th>Regulatory Intelligence Platform to improve gather global regulatory updates on a real-time basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>IPD</td>
<td>Making our plant operations ‘touchless’</td>
<td>Implemented Production Planning and Detailed Scheduling (PP-DS)</td>
<td>Integrated Business Planning tool</td>
</tr>
<tr>
<td>Procurement, Manufacturing &amp; Supply Chain</td>
<td>‘Extent of touch’ 80% (LY: 90%)</td>
<td></td>
<td>Digital-Analytics-Automation (DAA): To enable near-real-time data-transparency and data-led decision making</td>
</tr>
<tr>
<td>QC Capacity Planning Tool</td>
<td>Improved planning efficiency</td>
<td>20%-30% release of lab capacity with given resources</td>
<td>Full view of lab capacity during planning meetings, better predictability of stock availability</td>
</tr>
<tr>
<td>Note: 1. Overall Equipment Effectiveness</td>
<td>Better production campaign planning and minimizing change over time</td>
<td>10% improvement in efficiency &amp; customer service</td>
<td>3%-5% Yields for top products</td>
</tr>
<tr>
<td></td>
<td>65%-70% across prioritized units over next 18 months</td>
<td></td>
<td>15+ PP efficiency of top lines (OEE1)</td>
</tr>
</tbody>
</table>

Focus on Continuous Manufacturing
Our people are our most valuable assets. They are the enablers of our purpose of Caring for Life and our partners in the journey towards a future-ready Cipla

**Grooming Future Leaders**
- Functional and Leadership development programs in partnership with world-class universities

**Capability Building**
- Our 1200+ strong R&D team is nurtured by learning and development programs across domain areas such as launch excellence, drug development and sterile capability amongst others
- 1.4Mn+ annual training hours pan-Cipla, with average ~38 hours per employee

**Employee Wellbeing**
- Inclusion & Diversity Council #EqualCipla – 20% gender diversity by FY24
- Enabling employees to focus on holistic well-being amid the evolving pandemic
- Financial assistance policy to support bereaved families

**Our Aspiration**
- University Partners
- Cornell University
- INSEAD
- SMU
- ISB

**Global Employer of Choice**
- Forbes World’s Best Employers
- Great Place To Work Certified

Relentless focus on Agility, Innovation and Execution Excellence
Our commitment towards our ESG Goals has led us to embrace best-in-class globally benchmarked practices.

**Carbon Neutral**
- 8% ↓ GHG emissions over FY20
- 24% renewable energy contribution (15% RE + 9% Grid Hydro)

**Water Neutral**
- 32% of water withdrawn is recycled
- 67% facilities are Zero Liquid Discharge units
- RWH potential: 76,368 m3, 4% of net water consumption

**Zero Waste to Landfill**
- 40% facilities are Zero waste of landfill
- 15% ↓ in waste disposed

**AMR Stewardship**
- 100% India Mfg sites audited + Roadmap for high risk sites
- 43% of domestic supplier audited
- 57% molecules testing of waste water completed

**Green Chemistry & Making it Right**
- Solvent (IPA) elimination has resulted in cycle time reduction of ~2,500 hours, and avoidance of ~300 tCO2e of GHG emissions

**Zero Liquid Discharge units**
- 67% of facilities are Zero Liquid Discharge units

**Wellbeing of Employees & Partners**
- Total Recordable Incident Rate: 0.86 (Best-in-class std <2.5)
- Fatalities: 0
- Process Safety Incident Rate: New metric introduced in FY22

**Environmental**
- Tuljapur, 30 MW Solar power plant largest open access plant in MH
- 33% Stake in Clean Max Auriga Power LLP to boost captive renewable power

**Social**
- Diversity Council formed with focus on Diversity & Inclusion
- 6,97,600+ beneficiaries of programs in health, skill development & education

**Governance**
- Percentile Rank in DJSI 2021 amongst 91 global pharma companies
- Sustainability Council formed in Jan’21
Thank You

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