

32nd Annual General Meeting

Mankind Pharma Limited

September 22, 2023

- Moderator:

- Good afternoon, members. Welcome to the 32nd Annual General Meeting of Mankind Pharma Limited being held through video conferencing. For the smooth conduct of the meeting, all members will remain in mute mode. The audio and video will be unmuted during the session for the members registered as speakers at the AGM. Please note that as per statutory requirements, the proceedings of the Annual General Meeting are being recorded and the transcript will be uploaded on the company website as soon as possible. I now invite Mr. Ramesh Juneja, Chairman and Whole Time Director of the company to initiate the proceedings. Thank you and over to you, Sir.

- Mr. Ramesh Juneja -- Chairman & Whole Time Director, Mankind Pharma Limited:

- Good afternoon, everyone. I welcome all of you to 32nd Annual General Meeting of the company. As this is the first AGM being conducted after the Initial Public Offer and listing of the companies here on the stock exchanges, I am privileged to address all of you on behalf of the company. As confirmed by the Company Secretary, the requisite quorum is present and I call the meeting to order. Now, I would like to introduce the Directors and KMPS of the company joining the AGM. I begin with; Mr. Rajeev Juneja, Vice Chairman and Managing Director. Mr. Sheetal Arora, CEO, Whole Time Director & Chairman of the Risk Committee. Mr. Surendra Lunia, Independent Director & Chairman of the Audit Committee and Nomination and Remuneration Committee. Mr. T.P. Ostwal, Independent Director & Chairman of the Stakeholders Relationship Committee. Mr. Bharat Anand, Independent Director. Mrs. Vijaya Sampath, Independent Director. Mr. Vivek Kalra, Independent Director. Mr. Satish Kumar Sharma, Whole Time Director. Mr. Arjun Juneja, Chief Operating Officer. Mr. Ashutosh Dhawan, Chief Financial Officer. Mr. Pradeep Chugh, Company Secretary & Compliance Officer.
- Before proceeding further, I would like to offer sincere thanks to Mrs. Prabha Arora, Non-Executive Director, who resigned during the financial year 2022-23 and to Mr. Leonard Lee Kim, Non-Executive Director who tendered his resignation on 9th May, 2023 for their available contribution to the board. We also have the auditor of the company joining the AGM. Mr. Vishal Sharma, Partner S.R. Batliboi & Company LLP, the joint statutory auditor of the company. Mr. Pranay Gupta, Director, S.R. Batliboi & Company LLP, the joint statutory auditor of the company. Mr. Mohit Gupta, partner, Bhagi Bhardwaj Gaur & Company, the joint statutory auditor of the company.

- Mr. Shailesh Dayal, partner Dayal & Maur, Company Secretary, secretarial auditor of the company, and Mr. Manoj Kulshrestha, Proprietor M.K. Kulshrestha & Associates, the cost auditor of the company. I would also like to inform the members Advocate Mohit Chaurasia, Proprietor Mohit Chaurasia & Associates has been appointed as the scrutinizer for the voting results at AGM. He is also attending the AGM through video conferencing as per the provision of the Companies Act 2013 and the circular issued by the Ministry of Corporate Affairs and SEBI, the AGM is being conducted through video conferencing. The company has made all the feasible efforts to ensure that members are provided an opportunity to participate and vote to the items being considered at the AGM. To enable the members to vote on the resolution outlined in AGM notice, the company has provided an e-voting facility through NSDL platform. The remote e-voting commenced on Tuesday, 19 September, 2023 at 9:00 AM IST and ended on Thursday, September 21, 2023 at 5:00 PM IST.
- In case you have not exercised your voting rights through the remote e-voting facility you are requested to do so. Voting will remain open for up to 30 minutes and after the conclusion of AGM. The statutory documents, registers, and reports required to be placed at the AGM are open for inspection electronically. The members who wish to inspect these documents, registers, or reports can write to us at investors@Mankindpharma.com and we will facilitate the inspection. Since AGM is conducted through video conferencing, the option to appoint a proxy is not available for AGM, hence the proxy register is not available for inspection. The annual report containing the board reports, the auditor's report, the financial statement, and other reports along with AGM notice have already been sent to the members at the registered e-mail ID. I hope all the members have received the annual reports and AGM notice. With the permission of the members, I take them as a as read. Since there are no qualifications, observations, comments, or remarks in the statutory auditors or secretarial auditors report for the year ending 31st March, the said reports are not being read out.
- Now, invite our Vice Chairman & Managing Director, Mr. Rajeev Juneja to address the members. Over to you, Rajeev.
- **Mr. Rajeev Juneja -- Vice Chairman & Managing Director, Mankind Pharma Limited:**
- Thank you, Chairman Sir. Good afternoon, everyone. It's a privilege to address this distinguished gathering of shareholders and other stakeholders at 32nd annual general meeting. Before moving forward, I must thank all of our stakeholders for supporting the company in its ongoing activities. Your wholehearted participation made sure we could list successfully on the Stock Exchange. This support will help Mankind realize its ambitious vision of contributing towards healthier Bharat by manufacturing healthcare products that adheres to its mantra of quality, affordability, and accessibility. As shareholders who have been with us for some years, would be aware Mankind is a Bharat centric Company.

- The focus is on Bharat because the vast percentage of Indians live in small towns and villages spread across the country. This is also the reason why apart from quality, Mankind's products are based on the critical factors of affordability, accessibility, and availability. Since these three elements find favor with our masses, Mankind's strong bond with the people go back almost three decades when the company was established in Meerut, Uttar Pradesh a small city close to capital of India, but even closer to the masses of the country. These early years taught us the importance of focusing on the healthcare needs of common citizens. As a result, Mankind has always believed in creating its own path by acting as a disruptor in the Indian pharmaceutical market rather than following others. Therefore, we make constant efforts to differentiate Mankind and its stakeholders' campaigns be it through pioneer fixed drug combinations, focused doctor engagement or well-timed market launches that come with affordable prices.
- This tried and tested approach that caters to people from marginalized section has taken the Mankind from #8 in the IPM in 2012 to #4 in terms of value and #1 when it comes to the prescription in the past five years. Our success story does not end with these impressive numbers along with IPM top 5, Mankind is the youngest company to achieve this landmark. What is more impressive is that we have achieved this growth organically compared to our competitors who have gone through the acquisition route. In 2007, Mankind began a new chapter by launching its consumer healthcare business supplementing the domestic formulation business. Since, then the company has transformed operations in sexual, wellness, and other healthcare divisions with the launch of Manforce Condoms, Prega News pregnancy card, Acnestar, and Unwanted 72 contraceptive pills.
- Today, these differentiated products are market leaders in this space. In the days ahead, we plan to extend the consumer healthcare business by leveraging the company's brand dominance. All these efforts are being driven by robust in-house R&D along with our advanced manufacturing capabilities. As a company with its operation focused on India, it is not surprising that major part of our revenue which is over 90% comes from the domestic market. We believe that India has a tremendous growth potential and Mankind is committed to serve our nation whether it is population number, urbanization, and disposable income every rising graph is testament to the growing opportunities today. These growth opportunities are more remarkable because India is one of the fastest growing economies in the world. The best part from the company's point of view is that we are well positioned to capitalize on this opportunity. With more than 4 lakh doctors, we have one of the largest physician's coverage in the country. A field force of 15,000 also provide deep and wide on ground visibility for our products. These advantages are further supported by the countrywide distribution network of more than 13,000 stockists. Since Mankind has one of the largest distribution networks of medical representatives in India, vast number of doctors in India have prescribed our products, formulations, in this way our brands have enabled the companies to consistently generate the highest share of drug prescriptions in the IPM during the last five years.

- Significantly, the fine line separating Bharat and India has been fading in recent years. Thanks to this people living in Tier 2 cities and beyond including those from smaller towns have been aspiring for a better quality of life. Once more this provides new opportunities for Mankind to engage with doctors in these reasons boosting our overall share of prescriptions. Strategically, we have enjoyed being market disruptor by systematically addressing every available opportunity. We sincerely believe high quality healthcare must be available, affordable, and accessible to every Indian citizen, which is a mantra that reflects our brand philosophy. Due to this, our enduring commitment lies in making sure that medications of global quality are available to every citizen at affordable price and therefore to transform India's pharmaceutical segment and increase overall health and happiness level of our people, we are introducing a series of medicines with drug master file, DMF grade API.
- We are also keen to boost our presence in high growth chronic therapeutic areas. As you are aware, lifestyle changes and behavioral trends are contributing to the rising spread of chronic ailments. Servicing this market require a top down approach with increase of presence in class one cities and metros. During the past few years, we have launched various specialty divisions dedicated to chronic ailments such as cardiovascular disease, diabetes, CNS, and respiratory. This focus approach will help us in harnessing the greater growth potential offered by these domains. In select situations, our strategic focus has included inorganic growth for instance to gain and train specialty areas such as transplant, we have acquired certain brands from Panacea. Also, we have been successful in licensing products such as Neptaz, used in treating heart failure, a great success after its launch in May 22. Neptaz has been rated as the country's second-best new product in FY23 according to IQVIA. These measures have led to the chronic rise from around 28% in 2018 to 34% in 2023. In the coming days, we expect this to rise further. This has resulted in strong performance in year 2023.
- Mankind recorded revenue of ₹8,749 crore with the growth of 12% year-on-year, while that of the IPO was 7.9%. we are confident that we will achieve an operating margin band of 24% to 26% in the medium term while consistently outperforming the IPM, but Mankind's journey extends more beyond numbers. Another key aspect is the human initiatives represented by our sustainable goal and CSR campaigns. This is achieved through the sensible use of resources for the larger good of humanity. Some programs include the holistic development of local communities living within Mankind's overall areas of operations. Moreover, as a responsible corporate entity, the company is completely committed to acting as a proactive participant in safeguarding the earth and the environment viewing from legacies that must be protected for coming generations. Coming back to corporate objectives, we are keen on making Mankind the country's most admired pharma company with a sustained growth support of all our stakeholders, we are convinced this goal can be attained sooner than later. Before I hand over to our CEO, Mr. Sheetal Arora on behalf of entire Mankind family sincere thanks to all the stakeholders for standing by us all these years. Thank you very, very much.

- **Mr. Sheetal Arora – Chief Executive Officer & Whole Time Director , Mankind Pharma Limited:**

- Thank you, Rajeev Sir. Good afternoon and a warm welcome to all shareholders on the occasion of Mankind Pharma 32nd AGM. Mankind is a truly unique pharma company totally focused on its mantra of quality, affordability, and accessibility. It is dedicated to the domestic market and offers products that are affordable and world class in quality. This is what has helped to company grow. Over the years, Mankind has carefully invested in nurturing a vibrant corporate image with strategically chosen national and regional brand ambassador who embody our core values and facilitate brand recall. This approach has brought interlink benefits in both our pharma and consumer healthcare vertical, so it is thus no surprise that Mankind has consistently outpaced the Indian pharmaceutical market growth by remarkable margin of 30% to 50% and today your company is ranked #3 in volume terms in financial year 2023. Higher volume in its prescription segments are primarily responsible for this outperformance of Indian pharma market IPM. Between 2018 and financial year 2023, our volume growth bettered the IPM by an impressive 2.2 times. The credit of this success goes to our robust distribution network, large field force, and healthy presence among doctors.
- The greater contribution from prescription-based growth is a commendable achievement. The reason I say this it is because it ensures that our higher quality volume growth is sustainable well into future. Mankind achievements are many since 2020, 37 brands have recorded revenue the exceeding ₹50 crore. Of these, 11 brands have surged past ₹200 crore revenue milestone in financial year 2023. I am sure you will be delighted to know that 19 of our top 20 bestselling brands are among the three highest selling brands in India in their niche molecule groups. What's more 22 of Mankind brands are among the IPM 300 highest selling brands. Your company remain one of the youngest firms to build such a large array of brands in Indian pharmaceutical market. Another component of your company's business strategy has been to expand its footprint in chronic segment.
- In recent year, we have launched several dedicated specialty division primarily inclined toward the chronic therapeutic space. In Sync with this strategy, your company acquired Panacea domestic formulation business in March 2022 and smoothly integrated its operation with Mankind business in financial year 2023. So, I am pleased to reveal that chronic segment has sustained its growth momentum by growing 14% in financial year 2023. Our chronic therapy operation now have 34% share rising from 28% in financial year 2018. Let's come to our financial performance. While you will hear more details later today, the good news continues. The revenue from your company operations was ₹8,749 crore up 12% year-on-year in the pharma space. Secondary sales rose 11% year-on-year versus the IPM growth of 7.9% year-on-year. This means we have outperformed the IPM by 1.3 times during this year. Volume growth reached 2.6% year-on-year as against flat volumes of the IPM. Our prescription share rose from 11.8% in financial year 2014 to 15.5% in financial year 2023; the IPM's highest rate. The consumer healthcare

business also maintained its strong growth trajectory with revenues of ₹692 crore up by 17% year-on-year.

- Considering this past year incurring performance, we are confident of outperforming the IPM in current year too. Our performance will be driven by higher revenue share from chronic segment especially in the metros and class one cities with a multipronged strategy to boost chronic share. We recently launched a series of chronic medicines to provide global grade premium quality drugs of highest purity at domestic price point. Our drugs have the same active pharmaceutical ingredient quality as the API in drug master files submitted to US FDA. Once again, reform our commitment to Mankind mantra of quality, affordability, and accessibility as our modest contribution to building a healthier Bharat. We are also planning to launch a product to enhance our portfolio in white spaces within this existing therapy such as cardiovascular, antidiabetic, CNS, respiratory among others. The launches will be backed by the best in industry customer coverage of doctors, stockists, and chemists as well as by innovating products and marketing techniques. We also intend to venture into Urology, Oncology, transplants, and other new therapeutic segments complementing these initiatives with a proactive investing strategy and opportunistic acquisition in the chronic segment.
- Mankind consumer healthcare business has built a marquee brand over the year with a leadership position in the niche category through consistent market share gains. Moving forward, we remain confident of sustaining strong double-digit growth in this segment. I'm not revealing any secret when I say that Mankind pharma is moving beyond a company that only sells quality products at the most competitive prices. If you are planning to set a new benchmark where collaboration with physician, patient be integral to managing ailments. Towards this, our new digital offering will help us provide an omnipresent ecosystem for all the stakeholders. As we look forward to discovering new opportunities that consolidate our market presence, I sincerely thank the doctors, chemists, and patients who continue to trust us, but most of all my sincere thanks to all the stakeholders who are with us here today. Thank you very much. Jai Hind. Now, I invite our Chief Operating Officer, Mr. Arjun Juneja to address the members. Over to you, Arjun. Thank you so much. bye.
- **Mr. Arjun Juneja – Chief Operating Officer, Mankind Pharma Limited:**
- Thank you, Sheetal Sir. Good afternoon to all of our shareholders and our esteemed stakeholders present on this historic occasion. Our stakeholders would know that we at Mankind Pharma have always been devoted to serve every citizen through the best of healthcare innovation fortified by a vibrant R&D capabilities and robust in-house manufacturing facilities. Thanks to this, our service to the nation attitude, Mankind has been consistently raising the benchmarks of pharmaceutical excellence by providing the best of healthcare solutions for all citizens across all sections of the society driven by our core values. Coming to our operations, given the geopolitical firestorm unleashed by the Russia-Ukraine war and stringent pandemic control measures imposed within China casts a long shadow on industry operations majorly

affecting them during the first six months of this fiscal. These challenges led to a sharp surge in API prices during the first half of this year, but thanks to our proactive steps, we buffered the company's operations against some of these risks.

- Although, profitability in these two quarters was still impacted, yet Mankind negotiated these turbulent times with greater resilience via calibrated moves that ensured we stayed in a healthy strategic and operational shape. Positive results were also ensured by our focus on optimizing the manufacturing ecosystem, it is no surprise that we run 25 world class manufacturing facilities. The formulation manufacturing units hold an annual installed capacity of 42 billion units across a broad spectrum of dosage forms, this includes tablets, capsules; both soft and hard gels, injections, eye drops, liquid syrups, inhalation products, cream, ointments, sachets, contraceptives, and other over-the-counter products focusing on our three core values of quality, affordability, and accessibility, it is very important for us to stress upon our own in-house manufacturing. Today, we are very proud to say that your company manufacturers 75% of its products in-house. This helps us in ensuring top notch quality in our products and in achieving economies of scale thereby reducing costs. It also gives us full control over supply chain and delivery timelines, boosting our competitive advantage. Importantly, our manufacturing plants are there to some of the most rigorous regulatory norms. As a result, some of our units have won accreditations from US FDA while others have received certificates from WHO and comply to PIC/S good manufacturing practices.
- Considering the success on this front in the upcoming period, we intend to raise the percentage of in-house manufacturing. Our first R&D was established in 2011 and today it gives me immense pleasure to inform you that your company and its subsidiaries operate 6 R&D centers with most of the units located in Haryana. Our biggest R&D in Manesar, Haryana is recognized by DSIR while our other R&D centers comply with US FDA's, GLP, and quality by design research standards. One of our centers has also been inspected by the US FDA. With more than 600 scientists including around 40 holding PhD degrees, our R&D team focuses on developing niche APIs and complex generic formulations enhancing the efficacy and quality of existing products with consistent process and product improvements. We also focus on developing high end biosimilars peptides and new chemical entities. Currently, nearly 2% to 2 ½% of our annual revenues are invested in R&D. The laser sharp focus on R&D is poised to provide advanced pharmaceutical solutions while expanding our market presence by innovative approaches.
- A major milestone of the persistent R&D focus is our successful development and commercialization of Dydrogesterone, a synthetic hormone used in threatened abortions. As the first Indian pharma company to launch such a complex molecule, we have established a dedicated manufacturing plant for this molecule, which should become operational next month. Once the facility is on stream, Mankind will rank as one of the largest and the most economical manufacturers of this vital product. Your company's R&D is also involved in super innovative research of new chemical entities. We have filed a new drug GPR119, which is under phase one clinical trials for treatment of type two diabetes and obesity. Two more of new

drugs are under preclinical phase for the treatment of autoimmune diseases and cancer. Over and above that we are developing biosimilars for indications like cancer, respiratory, metabolic diseases, and autoimmune disorders using advanced platform biotechnologies like mabss, peptides, and proteins.

- We are also developing cutting edge drug device combination products in the field of respiratory. This approach will not only differentiate the company's offerings, but also position us as a leader in advanced treatments. The other areas attracting substantial focus are cost, process optimization, and yield maximization efforts. These initiatives have provided a big jump to the company's gross margins increasing the same from 61% in FY2016 to approximately 67% in FY2023. Moving forward, several other initiatives including supply chain automation, cost optimization programs, warehouse automation, and product expiry management, these advances will help us in further optimizing operations in enhanced service levels. Our sustainability program also needs a mention among crucial green initiatives. The company has been maintaining a steady gaze on the importance of embedding ESG elements to make sure our ongoing growth adheres to the sustainability agenda by working extensively on water conservation in the last two years, a sustainable operations have conserved 8,615 kilo liters of water via rainwater collection and recycle 1,06,680 kilo liters of water.
- Another heartening news concerns over plants concerns of a plan to provide plastic neutral by 2024. We have already collected 100% plastic waste for recycling PAN India. Propelled by greater innovation and collaborations, we will keep prioritizing novel product launches while simultaneously working to differentiate our brands by introducing more DMF grade products with superior packaging. We are also strengthening the capabilities of our teams to achieve higher growth trajectories. before I conclude, on behalf of Mankind Pharma and our board, I take this opportune moment to thank all customers and shareholders who firmly retain their trust in our products and capabilities. Also, we are extremely grateful to all our teams who have been instrumental in Mankind achieving numerous impressive milestones year after year. Thank you one and all. now, I invite our Chief Financial Officer, Mr. Ashutosh Dhawan to present the financial overview for the financial year 2022-23. Over to you, Ashutosh ji.
- **Mr. Ashutosh Dhawan – Chief Financial Officer, Mankind Pharma Limited:**
- Yeah, thanks Arun ji. A very good afternoon, ladies and gentlemen. It's my pleasure and privilege to be addressing this gathering of esteemed shareholders and our patrons on such a memorable occasion. All those stakeholders who have been following Mankind Pharma's journey closely will be aware that our company has consistently outperformed the Indian pharmaceutical market, which is IPM over the last decade or so. A strong portfolio of brand has been instrumental in ensuring growth rate which has been faster than the IPM's growth rate. This consistency of the growth rate has made Mankind Pharma a domestic focused business of scale. Through the financial prudence, we have sustained our growth momentum in terms of revenue as well as margins in this competitive business environment. I would like

to highlight that in terms of financial matrices, we have been a consistent performer over the last decade. Organically, we have maintained revenue growth at the CAGR of close to 15% and the EBITDA growth has been at a CAGR of close to 20% over the last decade. We have been able to achieve this due to our focused approach of following the principle of frugality as well as the cost consciousness.

- This has helped us in achieving sustained growth in the margins over all these years. We have remained a net cash positive company with consistent generation of free cash flows over the last decade. In fiscal 2023, the company has clocked its highest ever revenue of ₹8,749 crores with EBITDA of ₹1,913 crores with EBITDA margin of 21.9%. The profit after tax, PAT for the year has been ₹1,310 crores with a PAT margin of 15%. The cash flow from operations for the fiscal 2023 was ₹1,813 crores and the earning per share of ₹32. While there has been a drop in the EBITDA margin of 390 basis point as compared to the last year, this has been primarily due to the higher API cost in the first half of fiscal 23. This impacted our gross margins unfavorably. This coupled with the higher employee cost as we increased our sales force in the fiscal 22 in a phased manner whereas in fiscal 23, we had a full year cost impact. Furthermore, there was certain one of cost which we incurred because of the business integration of the brands which we acquired from Panacea Biotech. Nonetheless, the company has undertaken several cost and productivity improvement steps in the last few quarters. With these measures in play, we have been able to achieve improvements in our gross margin from 66.7% in fiscal 23 to 68.2% in quarter one of fiscal 24. We are confident that in the medium term, our EBITDA margins will bounce back in the range of 24% to 26% even as our growth sustains to be at 1.3 to 1.4 times the IPM growth.
- During the fiscal 23, company has generated cash from operations of ₹1,813 crores out of which ₹832 crores was deployed towards the capital expenditure. Out of these 832 crores of capital expenditure, approximately 56% has been spent on the capacity enhancement of our manufacturing plants and close to 26% on the new corporate offices and the balance is towards infrastructure upgradation and digitalization initiatives. As of 31st March, 2023, the company has a net cash position of ₹1,366 crores. Moving forward, we are renewing the company's emphasis on improving key profitability matrices to maximize stakeholder's value. We have delivered return on capital employed ex-cash of more than 25% in fiscal 23 despite inorganic growth activities, which were undertaken in fiscal 22.
- As the company aims for operational and execution excellence, we will continue to focus on our core values. One of the core values is quality and we remain wholeheartedly committed to deliver best in class quality medicines at an affordable price and continue launching new products. In this regard, our R&D team at 6 R&D centers are working relentlessly to consistently improve the manufacturing processes as well as the quality of our products. Hence, we had spent ₹188 crores on R&D during the fiscal 23. To ensure our healthcare products are easily accessible and available in almost all the areas of India, we have expanded our reach to 13,000 plus stockists through 75 C&F partners across India. Likewise, our diversified portfolio signifies a de-risking strategy across fast growing segments be it

cardiovascular, gastrointestinal, respiratory, and other key therapeutic segments. Our growth has consistently outrun the IPM growth. During the year, our top five specialties contributed 56% of the total revenue with market share ranging between 4% to 7% in terms of sales value. Being the company primarily engaged in domestic operations, more than 90% of our revenues are getting generated within India, which is one of the fastest growing pharma markets globally.

- Therefore, we enjoy earning stability due to lower capital intensity as compared to overseas markets. As you know, healthcare and pharma penetration in India is significantly lower as compared to other emerging countries. Just to highlight, the pharma spent in India as a percentage to GDP is close to 0.66%, which is even lower than some of the BRICS countries like Brazil, wherein the spend is close to 1.48% of their GDP on pharma. We strongly believe domestic formulation has a huge growth potential and our teams are focused towards maintaining the same growth momentum. Needless to mention, we are confident that the company will maintain its robust growth rate in the coming years and the future will be brighter than before. On this happy note, I would like to close my address. Now with this, I now request Mr. Pradeep Chugh, the Company Secretary and Compliance Officer to brief us on all the resolutions proposed in the AGM notice. After a briefing of the resolutions, we will open the floor to the members who have registered themselves to speak at the AGM. Thank you so much. Over to you, Pradeep.

- **Mr. Pradeep Chugh -- Company Secretary & Compliance Officer, Mankind Pharma Limited:**

- Thank you, Sir. Dear member, since this meeting is being held through video conference and the resolutions provided in the notice have already been put to vote through e-voting, there will be no proposing and seconding for the resolution. Now, I will read in brief the resolutions proposed in the AGM notice.
- Item #1 is an ordinary resolution to receive, consider, and adopt
 - o A - the standalone audited financial statements for the financial year ended March 31st, 2023 and the reports of the Board of Directors and auditors there on.
 - o B - the consolidated audited financial statement for the financial year ended March 31st, 2023 and the reports of the auditors there on.
- Item #2 is an ordinary resolution to appoint a Director in place of Mr. Rajeev Juneja DIN 00283481 who retires by rotation and being eligible offer himself for reappointment.
- Item #3 is a special resolution for the reappointment of Mr. Ramesh Juneja, DIN 00283399 as a Chairman and Whole Time Director of the company.
- Item #4 is an ordinary resolution for the reappointment of Mr. Rajeev Juneja, DIN 00283481 as a Vice Chairman and Managing Director of the company.

- Item #5 is an ordinary resolution for the reappointment of Mr. Sheetal Arora, DIN 00704292 as Chief Executive Officer and Whole Time Director of the company.
- Item #6 is a special resolution for ratification of the Mankind employee stock option plan 2022.
- Item #7 is a special resolution for ratification of grant of employee stock option to the employees of group companies including subsidiary companies or associate companies under the Mankind employees stock option plan 2022.
- Item #8 is an ordinary resolution for ratification of the remuneration of the cost auditor for the financial year 2023-24.
- The text of the resolutions along with the explanatory statement is provided in the AGM notice circulated to the members. If any member wishes to know more details about the resolutions, the concerned individual is requested to refer to the AGM notice. Now, I request the moderator to open the floor for the speaker members. Thank you.
- **Moderator:**
- Thank you, Sir. Just to bring to everyone's notice, the remote e-voting started on 19th September, 2023 at 9:00 AM and ended on 21st September, 2023 at 5:00 PM. The company has received requests from some members to register them as speakers at the AGM. Now, we will open the floor for speaker members to ask questions or express their views. Members may also note that the company reserves the right to limit the number of members asking questions or making suggestions depending on the availability of time. We will be inviting the members who have registered as speakers and unmute their mic for them to speak. Before the members start speaking, they're requested to turn on the video and if for any reason they're not able to join through video mode, the members can speak through audio mode only. While speaking, we request the members to use headphones or earphones so that they are clearly audible and can minimize any background noise. The speaker members are also requested to ensure that the strength of the Wi-Fi connectivity is good, no other background applications are running, and proper lighting is available to ensure a clear video. Members who need technical assistance during the AGM may reach out to NSDL via e-mail or the helpline provided in the AGM notice. If there are any connectivity issues at the speaker's end, the moderator will mute the speaker and the next speaker will be invited to speak. We request the speaker members to kindly limit their speech, questions, clarifications etc. to a maximum of three minutes so that all the speaker members have fair time. To avoid repetition, the answers to all the questions will be provided towards the end.
- I now call upon our first speaker member, Mr. Shripal Mohnot to ask your question. Sir, I request you to unmute your audio and turn on your video.
- **Mr. Shripal Mohnot – Shareholder:**

- I'm audible to you, Sir?
- **Moderator:**
- Yes.
- **Mr. Shripal Mohnot – Shareholder:**
- *Meri aawaz aa rahi hai Sir aapko? Mai Shripal Singh Mohnot, Gurugram, Haryana se bol raha hoon. Aap sabko sadar pranam, sadar namaskar. Aadarniya Chairman saab, aapke direction mein company ne amulya 32 saalomein bahot accha taraqqi ki hai iske liye main aapko aur aapke pure board ko bahot bahot badhayi deta hoon. IPO ki apar safalta keliye pure board ko tatha company ke sabhi karmachariyonko bhi badhayi deta hon in sabki tapasya se company ko IPO mein apar safalta mili hai. Harame Rajasthan mein kahavat hai "magan mile na bheek, bin mange moti mile" aapne shareholder ko manganese pahile itna hi de diya ki manganeki jaroorat nahi. Listing ke baad share price nayi unchayi ko choo raha hai yeh kamal aapke vishwas aur acche prabandhan ka natija hai. Aaj ke prastavit sabhi prastaav ka mai purna samarthan karta hoon. Bharat naya bharat ban raha hai. Ane wale salon mein demand badhegi iske liye aapki kitni tayyari hai vistar se batayen? Punji ki vyavastha kaise karenge? Aapne financial year 2022-2023 mein dividend ki ghoshna na karke bahot bade sahas ka parichai diya hai. Isse company ki balance sheet ko majbooti milegi jo bhavishya mein Vistaar ke kaam aayegi. AI aur R&D ke future plan ko batayein. Aap company ke generic business mein sudhar ke baremein kya kadam utha rahe hai Vistaar se batayein hai.*
- *"Ghar ghar Tiranga, ghar ghar Mankind" aapse nivedan hai ki bahvishya mein bhi AGM/EGM, board meeting, video conferencing ke dwara hi kijelega isse tan, man, dhan ki bachat hogi jo company ke pragati mein bahot bada yogdaan hoga. Aap manavta keliye bahot hi punya aur paropkaar ka karya kar rahe hai. Jo dil se dua milti hai wo company ke pragati mein bada yogdan hoga. Aapke CFO saab aur Company Secretary saab bahot accha kaam kar rahe hai, samai par balance sheet, notice mil gaya hai. Company Secretary saab tatha unke sahayogion ne apna amulya samai nikalkar hamara margadarshan kiya hai iskeliye main unsab ka abhar vyakta karta hoon aur Chairman saab aapse bhi nivedan karta hoon pure secretarial team ko ashirvad dijiye jinki kadi tapasya aur mehenat ki vajahase hum aapke samne prastut ho payen hai. Aap factory visit ki vyastha karenge, sone mein suhaga hoga aur aapke acche shashan aur prashashan ki vyastha dekhkar ek naya Anubhav hoga. Jai Mata Ki. Dhanyawaad. Jai Hind.*
- **Moderator:**
- Thank you, Sir. Our next speaker is, Mr. Subhash Kumar Wadhwa. Sir, I request you to unmute your audio and turn on your video.
- **Mr. Subhash Kumar Wadhwa – Shareholder:**
- Hello, I'm audible?

- **Moderator:**
- Yes Sir, you are audible. Can you please turn on your video?
- **Mr. Subhash Kumar Wadhwa – Shareholder:**
- Respected Chairman and Board of Directors, good afternoon. My name is Subhash Wadhwa and I first of all congratulate Chairman and entire management of Mankind for doing very well during financial year [voice breaking, connectivity issue] . Our secretarial department under the leadership of Mr. Pradeep Chugh Sir [Voice Breaking, connectivity issue] I am happy that we get response [Voice Breaking, connectivity issue] Thanks for confirming my name. I support all the resolution in the meeting.
- **Moderator:**
- Connectivity issues with Mr. Subhash, so we will be inviting our next speaker. Our next speaker shareholder is, Mr. Pradeep Sood. Sir, I request you to unmute your audio and turn on your video.
- **Mr. Pradeep Sood – Shareholder:**
- Can you hear me?
- **Moderator:**
- Yes Sir, we can hear you. Can you please turn on your video?
- **Mr. Pradeep Sood – Shareholder:**
- , Sir. Thank you very much.
-
- *Yeah. Namaskar Chairman, Sir. Main Pradeep Sood Delhi se apne sathi bhai Ajay Khurana ji ke sath apka or pure Board of Directors ka tahe dil se swagat karta hu or shukar guzar hu apka ki apne muje bolne ke liye samay diya.. Chairman Sir, bite saalon se aap jis mehnat, lagan, imnadari se company ke liye jis devotion or dedication se kam karte chale a rahe hay or is company k shares ko nayi unchayian di hay aur behetereen results diye hai aura age ane vale samay may acha dividend milegais bat ka pura bharosa hay or chairman sir hum yeh aasha jtate hay or hame pura bharosa hay or hum yeh umeed ke sath keh sakte hay ki age ane vale samay may bhi isi tarah se ap log mehnat karte huye is company shares ko or nayi unchayia dege, bahut hi behtrin return ayega or ane vale samay may hame bahut hi acha dividend milega. Baki main apne secretarial department ki jitni tarif karu kam hay. Hmar Company Secretary saab, Pradeep Chugh Ji ka may dhanyawad karna chahta hu ki jab bhi hmari koi bhi grievances hoti hay, kisi bhi tarah ki hum unko mail karte hay or hame turant mail par uska jwab mil jata hay. Chairman Saab may fir se apne*

sathi bhai Ajay Khurana ji k sath apko pure Board of Directors ko namaskar karta hu Thank you, Sir. Thank you very much.

- **Moderator:**

- Thank you so much, Sir. Our next speaker is, Mr. Ronit Gaba. Sir, I request you to unmute your audio and turn on your video please.

- **Mr. Ronit Gaba – Shareholder:**

- Hello, I hope I'm audible and visible?

- **Mr. Ronit Gaba – Shareholder:**

- Respected Chairman Sir, Board of Directors, and by fellow members, good afternoon all of you. Myself Ronit Gaba from Haryana. Firstly, I congratulate all the Mankind team for their success.

- **Mr. Ronit Gaba – Shareholder:**

- Am I audible to you?

- **Moderator:**

- Yes Sir, you are. I request you to please restart, we lost you in between.

- **Mr. Ronit Gaba – Shareholder:**

- Okay, okay, sure.

- **Moderator:**

- Thank you so much Sir and sorry for the inconvenience.

- **Mr. Ronit Gaba – Shareholder:**

- Respected Chairman Sir, Board of Directors, and my fellow members good afternoon all of you. myself Ronit Gaba from Haryana. Firstly, I congratulate all the Mankind team for their successfully launching and listing of our company at both of the Stock Exchange. Chairman Sir, MD Sir, and CEO Sir, I'm giving you applauds for you able leadership and moving company ahead with excellent work. I had appreciate management for the hard work they are putting to increase shareholder value. Sir, I'm confident that with your vision and determination you will lead our company to create greater height. Sir, I would like to know details for the current year CapEx and highlight it for the CapEx plan for the next financial year. Further, I support all the resolutions of today and before I end up my speech, I will like to give special thanks to our secretarial team. Thank you so much for giving me this opportunity to joining as a speaker-shareholder. All the best, very best Sir for your future endeavor. Thank you so much.

- **Moderator:**
- Thank you so much, Sir. We now invite our next speaker, Dr. Rishita Garg. .
- **Dr. Rishita Garg – Shareholder:**
- Respected Chairman Sir, very distinguished members of the board, and fellow shareholders good evening to you all. Myself, Dr. Rishita Garg from Delhi. First and foremost, I thank the Company Secretary and his team for sending the balance sheet on time, It is transparent and adhering to all the parameters as required by corporate governance. Respected Chairman Sir, I have a small question. I would like to know that how many plants are US FDA inspected? With this, I send my best wishes to Chairman Sir, the Board of Directors, and more importantly all the employees of the company for their dedicated support. Thank you very much for patient hearing.
- **Moderator:**
- Thank you so much, ma'am. Our next speaker is Ms. Komal. Ma'am, I request you to unmute your audio and please turn on your video too.
- **Ms. Komal – Shareholder:**
- Am I audible?
- **Moderator:**
- Yes ma'am, you are audible. Could you please turn on your video?
- **Ms. Komal – Shareholder:**
- Ma'am, there is a network issue in my area, so the video is off.
- **Moderator:**
- Okay, sorry. Please continue.
- **Ms. Komal – Shareholder:**
- Very good afternoon to my respected Chairperson, respected MD, and well decorated esteemed Board of Directors, myself Komal joining this meeting from Dehradun, Uttarakhand. Thank you, respected Chairman Sir, MD Sir, for the detailed in depth easy to understand speeches. I like to thank you as retail investor. I think you told us about everything what you did last year. I think under the leadership of our Chairperson, our company come out as a winner. Our company has given a huge return of 80% from the IPO price, so I'm really proud. Sir, I have a question. Last year company has acquired brand from Panacea Biotech, can you please provide performance update on the same? Sir, I supported all the resolutions. I would again like to thank our Chairman, MD, CEO, COO, CFO, CS, and his entire team for higher

standard of excellent corporate governance and thank you very much, Sir for allowing me this platform to share my views and express about the company. Thank you, Sir.

- **Moderator:**

- Thank you so much, ma'am. Our next speaker is, Mr. Harsh Bharadwaj. Sir, I request you to unmute your audio and turn on your video please.

- **Mr. Harsh Bharadwaj – Shareholder:**

- Good afternoon all. Am I audible?

- **Moderator:**

- Yes, you are now. Thank you.

- **Mr. Harsh Bharadwaj – Shareholder:**

- Good afternoon, all. I'm Harsh Bhardwaj shareholder of Mankind Pharma Limited. At first, I would like to thank the Board of Directors and Company Secretary to give me a chance to speak something on this platform. I believe my company isn't strong brands and it will perform better to better in coming future. I have a small question. Sir, can you please elaborate on your expansion or growth plan or is there any plan for acquiring any company or brand in near future?

- **Moderator:**

- Thank you so much. Now, I would like to invite our next speaker, Mr. Sandeep. Sir, I request you to unmute your audio and turn on your video please? Sir, you're not audible. I request you to please turn on your audio.

- **Mr. Sandeep – Shareholder:**

- Am I audible?

- **Moderator:**

- Yes Sir, we can hear you now.

- **Mr. Sandeep – Shareholder:**

- Respected chairman, distinguished directors and members of the company, sir, I feel highly privileged to speak in front of such an excellent board, all of whom are experts and experienced in their own field of specialization. I appreciate the cooperation and assistance of the secretarial department, without which this meeting would not have been possible for me. Now, sir, I wish to put some questions.

-

- How many ANDA we have filed in financial year 2022-23 and How many ANDA approvals we have received in financial year 2022-23?
-
- Sir, I am in the favour of all resolutions set forth in the Notice of AGM. Sir, with this, I wish our organization every success in all our efforts in the years to come.**Moderator:**
- Thank you so much, Sir. We will now try and reconnect Mr. Subhash Kumar Wadhwa. Sir, I request you to please unmute your audio and turn on your video. I would like to re-invite Mr. Subhash Kumar Wadhwa please.
- **Mr. Subhash Kumar Wadhwa – Shareholder:**
- Hello, I'm audible?
- **Moderator:**
- Yes Sir, you are audible now.
- **Mr. Subhash Kumar Wadhwa – Shareholder:**
- Respected Chairman and Board of Directors, good afternoon. My name is Subhash Wadhwa and I have joined from New Delhi. I first of all congratulate Chairman Sir and entire management of Mankind Pharma for doing very well during financial year 2023. Our secretarial department under the leadership of Pradeep Chugh Sir is very proactive and I am happy that you get response from them quickly. Thanks for confirming my name as speaker. I support all the resolution of the company. After remarkable performance of the company, I expect from Chairman Sir to reward shareholders with handsome dividend. I also want to know from Chairman Sir whether the company is planning for a bonus issue? Thank you very much, Sir.
- **Moderator:**
- Thank you so much. That was the last speaker member. Thank you everybody for your participation. We have also received one video from a member. The video is from Mr. Manoj Kumar Gupta from Kolkata. Can we please have the video?
- **Mr. Manoj Kumar Gupta – Shareholder:**
- Respected Chairman, Board of Directors, fellow shareholders, my name is Manoj Gupta, I'm from Calcutta. I feel proud to be part of Mankind Pharma and we shareholders has got a good return after got the shares in the IPO and the share price is very good and I believe that this trend will continue in the pharma market and Sir when you will consider the dividend. I believe the board will consider dividend very soon and board will give a good return to the investors in future also and shareholders will get more return from the stock market in future also in the Mankind Pharma investment because now the pharma business will go up in future

and I strongly support all the resolutions with the hope that company will go on new heights under your leadership in future. Thank you.

- **Moderator:**

- Thank you so much. The management will answer your question shortly. Meanwhile, let's take a look at some of the AVs of Mankind Pharma.

- *(Audio-Visual of The Company)*

- Now, I request the management to answer the questions raised by the members. Over to you, Ramesh Sir. Thank you.

- **Mr. Ramesh Juneja -- Chairman & Whole Time Director, Mankind Pharma Limited:**

- Thank you. Dear shareholders for all your queries now I request Mr. Ashutosh Dhawan, our CFO to respond to the finance related queries. Over to Ashutosh.

- **Mr. Ashutosh Dhawan – Chief Financial Officer, Mankind Pharma Limited:**

- Yeah, thank you, Sir. Thanks, chairman Sir. I will be taking over the finance related queries. So, one of the query which has been received is with regard to our preparedness as to how to meet future demand and the fund requirements thereof. I would like to highlight that approximately 75% of our sales they are catered through our in-house manufacturing facilities. During the fiscal 23, we have expanded our manufacturing capacities and have added two more facilities during the year. In totality, we have 25 facilities with the total installed capacity of 42 billion plus units annually across wide range of dosage forms and currently the aggregate utilization level is close to 60%, so therefore, we have a sufficient headroom available to meet the increasing future demand. Moreover, as a part of our capital allocation strategy, our first priority is to expand our manufacturing facility so that we can meet the growing demand as per the business requirements. Also, to highlight that there is a surplus net cash of more than ₹1,750 crore as on 30th June, 2023, which also offers an adequate headroom to pursue any inorganic and to fill up the white spaces and to support expansion plans.

- Moving on to the next query, which is with regard to the bonus shares. As you know, that we have recently got listed in May 2023, hence any decision related to capital restructuring including bonus shares etc. will be taken up by the board as and when the need arises and the same will be submitted for shareholders consideration and approval accordingly. The next query which has been received is with regard to the distribution of the dividend. I would like to highlight that company do have a dividend policy, which is available at the company's website. We do have a dividend payout history, although in the last three years we have not paid any dividend as we wanted to conserve cash during COVID exigencies and to support future growth plans including inorganic opportunities. As you know that we are a growth focused company, however, we are open to dividend distribution and the decision with

regard to the dividend payout shall be considered by the board at an appropriate time.

- Moving on to the next query, which is with regard to the CapEx and the CapEx plans for the next year. As we highlighted in fiscal 23, the company has incurred the capital expenditure of ₹832 crores and which has been fully funded through our internal accruals and broadly the CapEx has been incurred for capacity enhancement of our manufacturing plants as well as infrastructure upgradation and to support automation and digitalization initiatives. CapEx for the fiscal 24 is expected to be close to ₹600 crores which includes both; the growth as well as the maintenance CapEx. Now, I will request Mr. Arjun Juneja, our Chief Operating Officer to take all the operations related questions. Over to you, Arjun ji.

- **Mr. Arjun Juneja – Chief Operating Officer, Mankind Pharma Limited:**

- Thank you, Ashutosh ji. We received a query regarding the AI and R&D plans of the company. I would like you to note that in FY2023, we have incurred ₹188 crores towards research and development. Historically, our R&D expenditure has been in the range of 2% to 2½% and in the current fiscal year we expect R&D spends to be in the same range. We continue to focus on complex formulation development to enhance product efficacy and quality. We will focus on development of biosimilars, respiratory drug device combinations, and continued focus on new chemical entities to solve the unmet needs in the clinical treatment. We've also been investing a lot and will continue to invest in digitization and developing IT platforms to enhance customer and patient experience and drive internal efficiencies using automation based on AI/ML technologies. Improve internal decision making through cutting edge data analytics. Recently, we have launched two sophisticated tools Docflix for the enhancing doctor engagement with the rich medical content and the second one is the next generation AI driven sales force automation tool to automate sales force engagements with all the stakeholders.

- Then, there was a query related to US FDA inspected plants. Currently, we have three manufacturing facilities which have been successfully inspected by US FDA. One of the facilities is of formulations, the other one is APIs, and the third one is of intermediates.

- There is a query regarding the number of ANDS filed and approved during the financial year 2022-23. Company has filed about 55 ANDAs until March 2023 of which 29 ANDAs are approved and three are under tentative approval until March 2023.

- Now, I request Mr. Sheetal Arora, our Chief Executive Officer to take marketing related questions. Over to you, Sheetal Ji.

- **Mr. Sheetal Arora – Chief Executive Officer, Mankind Pharma Limited:**

- Thank you, Arjun. There was one question on improvement of generic business for the company. To answer your question, yes, we do have a generic business, which

we have launched last year only, which is contributing less than 3% of the overall complete revenue. The business is growing at a reasonable growth rate, but Mankind is known for our brand building. Right now, we have 37 brand which is more than ₹50 crore, so we always focus on building a brand. So, I would like to emphasize that our company will continue to focus on growing the domestic branded generic business, which is expected to outperform the IPM growth in time to come and another question was there, last year the company had acquired brands from Panacea Biotech, can you please provide performance update on the same? Yeah, the company has acquired brand from Panacea in the month of March 2022 and this is the first full year of operation within Mankind Pharma.

- I'm pleased to highlight that we successfully integrated the brand which we have acquired last year from Panacea Biotech and within first year of its operation. So, brand acquired from Panacea is showing healthy growth with a strong margin, so in a time to come those brands will also grow. So, now I request Mr. Rajeev Juneja, Vice Chairman and Managing Director to take strategy related question. Over to you, Rajeev ji.

- **Mr. Rajeev Juneja -- Vice Chairman & Managing Director, Mankind Pharma Limited:**

- We have received a question related to growth plan and future acquisition of the company. We have a very, very simple and defined strategy for that. There are certain things which we are emphasizing and doing. First is that we will continuously work on our chronic side, the advantage basically is whatever prescriptions are there that is your base sale whatever new prescriptions you bring that adds growth to that, this is one. The second basically is what to increase chronic sales we need to penetrate in Tier 1 and Tier 2 cities and metros as well. Apart from this right now we are focusing a lot on DMF API quality products, which is of international quality to Indians creating niche for high future growth. This is another strategy which is absolutely unique in Mankind. We'll also continue to develop digital platform to enhance doctor's engagement. Apart from this, we focus very aggressively on our consumer healthcare business. We'll try that how fast how soon prescription products can convert into OTX and OTX to OTC. There also we are working quite aggressively. One more thing, we mentioned in the past as well that in license we are pursuing in licensed products as well and soon we'll do plenty of, hopefully.
- The second part of the question basically is what acquisition side? Again, we will definitely look for acquisition, but only those companies where those companies' products can add value to Mankind's products. We are very, very clear that chronic would be one, consumer healthcare would be another segment where we'll focus. That is there, but at any given time whenever we go for any kind of acquisition, the important thing basically is that the valuation should be right; the future growth and valuation both should have a balance. These are our future plans.
- Now, I hand over to our Chairman Sir to take over and conduct the proceedings.

- **Mr. Ramesh Juneja -- Chairman & Whole Time Director, Mankind Pharma Limited:**

- Thanks, Rajeev. I think we have answered most of the questions raised by members. If any question is left unanswered, I request members to write to us. The e-mail ID is available in the AGM notice. Dear members, we have received unprecedented response on the members for registration as speaker. Due to time constraints, we could allow a limited number of speakers at this AGM, however, should you have any questions or suggestions, you are most welcome to write to us. We will be happy to look at them and answer in due course. With this, I would like to thank all the members for attending the AGM.
- As mentioned earlier, the e-voting facilities will remain open to the members for the next 30 minutes. The members who have not yet recorded are requested to cast their votes. On behalf of the board, Mr. Pradeep Chugh, the Company Secretary and Compliance Officer is authorized to receive the scrutinizers support and announce the voting results in compliance with the statutory provisions. The resolution outlined in the notice shall be deemed to be passed today subject to receiving the requisite number of votes. The voting results along with the scrutinizers consolidated report could be declared and hosted on the company's website and the website of NSDL within two working days and shall also be filled with Stock Exchanges. A transcript will also be available on the company's website as soon as possible. Subject to voting, I declare proceedings of the AGM as concluded. Once again, I thank you all for participating in the AGM and pray for your safety and good health. Thank you.

End of Transcript