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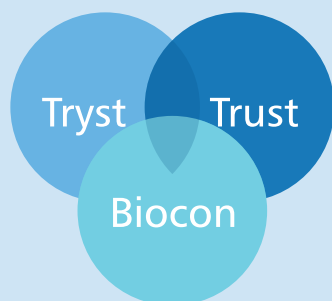
36th Annual General Meeting

Chairperson's Address

July 25, 2014

A decorative graphic on the right side of the slide. It features two overlapping circles, one light blue and one dark blue, with the text "Tryst and Trust" in white. To the right of the circles is a large, detailed blue molecular structure, possibly a protein or a complex molecule, rendered with a glass-like texture and reflections.

Tryst and Trust



Dear Shareholders,

It gives me great pleasure to welcome you to the 36th Annual General Meeting of your company, an important milestone that is reminiscent of several trysts that we have made with business and science in order to build enduring trust and value for all our stakeholders.



➤ BUILDING TRUST

Trust lies at the heart of what we do and what we strive to do.

We have won the trust of doctors and patients by helping them access cutting-edge and high quality drugs at treatment costs that are affordable.

We have earned the trust of regulators by ensuring that our manufacturing and laboratory facilities adhere to the most stringent quality and compliance benchmarks.

We have earned credibility as a reliable partner for global pharma companies through our steadfast pursuit of painstaking IP-led research and regulatory compliance.

We have won the trust of our stakeholders and our peers through our proven scientific expertise and our steadfast commitment to our shareholders to deliver premium returns through innovation led market differentiation.

➤ TRYST, TRUST & COMPETITIVENESS

We have ensured that risks are well-balanced through a portfolio that straddles products and services and spans disease areas as varied as cardiovascular, diabetes, nephrology, oncology and inflammatory diseases. Our services business led by our wholly owned subsidiaries Syngene and Clinigene, has built leadership by providing a wide array of research offerings to a diverse global client base.

This model has enabled your company to operate a cash-flow-positive, self-financed business model that allows the innovation needed to deliver both access and affordability. We have consistently invested around 8-10% of our annual Biopharma turnover in drug innovation which makes us one of the sector's highest R&D investors.

Biocon's Tryst

1979 - First Indian company to manufacture and export enzymes to US and Europe



2001 - First Indian company to be approved by US FDA for the manufacture of lovastatin from solid state fermentation



2004 - First company worldwide to commercialize human insulin developed on a Pichia expression system

Biocon has built its business on a strong foundation of innovation, integrity and quality and this has helped us in creating sustained economic value for all our stakeholders.

➤ MAKING A DIFFERENCE TO GLOBAL HEALTHCARE

As we prepare for our next tryst, our efforts are focused on making a difference to global healthcare. We are committed to pursue the path of providing affordable access to essential drugs especially for diabetics, cancer patients and those afflicted with autoimmune diseases.

At Biocon, we believe that without affordability drug innovation would serve no purpose. Our products that encompass generic Statins, Insulins, Monoclonal Antibodies and a number of novel drugs, have been developed keeping this philosophy in mind.

Biopharmaceuticals like Insulins and Monoclonal Antibodies are lifesaving medicines for Diabetics and Cancer Patients and are beyond the economic reach of most patients in the developing world.

Your company has played a disruptive role in developing these critical drugs at a relatively affordable level and have thereby enabled access to a large number of patients across the developing world.

Right to healthcare is at the core of the global debate on inclusive and equitable economic development. It is well recognized that there exists a huge gap between the healthcare standards of advanced and emerging economies. Nearly 2 billion people, a third of the world's population, lack access to essential medicines; millions across the world do not even have access to basic healthcare.

Biocon's Tryst

2006 - India's first indigenously produced novel monoclonal antibody BIOMAb EGFR® to treat head & neck cancer launched



2013 - World's first anti-CD6 monoclonal antibody ALZUMAb™ to treat psoriasis launched in India



2014 - CANMAb™, world's most affordable trastuzumab for treating metastatic breast cancer, launched in India

It is not surprising then that governments all over the world are talking of an affordable universal healthcare system.

At Biocon, we are only too aware of the power of science and technology in developing innovative and affordable solutions for unmet and essential medical needs.

➤ TRYST, TRUST & PERFORMANCE

I am proud to say that last year Biocon showed to the world, not once, but twice how this can be done.

In FY14, your company commercialized ALZUMAb™, the world's first anti-CD6 monoclonal antibody for psoriasis; and CANMAb™, the world's most affordable trastuzumab. We are pleased that a large number of patients have benefited from these two products.

CANMAb™ provides a quality, convenient and affordable option for HER2-positive breast cancer patients in India. Around 150,000 new patients are diagnosed with breast cancer every

year in India, of which nearly 25% cases are HER2-positive and eligible for treatment with CANMAb™.

While CANMAb™ is an important milestone for your company's biosimilars program, the launch of ALZUMAb™ is a big leap of success in our pursuit of novel molecules. This "First in Class" biologic drug has brought relief to hundreds of Psoriasis sufferers in India within months of its introduction. Efforts are now focused on extending the use of this drug for other autoimmune indications such as Rheumatoid Arthritis, Multiple Sclerosis and many orphan diseases that have no available treatment at this point in time.

The potentially game-changing Oral Insulin Program, IN105 is also progressing well in the clinic. Our partners, Bristol-Myers Squibb have financially supported a number of clinical trials that are being conducted in the US to evaluate this path breaking innovation in terms of its mode of action in Diabetes control.

In FY14, we also expanded our Novel Drug pipeline by entering into 2 strategic R&D partnerships:

- A co-development program with Advaxis for a novel cancer immunotherapy to treat HPV-associated cervical cancer.
- A co-development program with Quark Pharma for a novel siRNA-based asset for a rare eye indication.

➤ INSULINS

It is a matter of great pride that your company is now the world's fourth-largest and most affordable Insulins producer. Our Recombinant Human Insulin and Basal Insulin Glargine have expanded access to millions of Diabetics in nearly 50 countries and thereby greatly improving the control and management of this metabolic disease.

Two other Insulin analogs, Insulin Lispro and Insulin Aspart are in advanced stages of pre-clinical development. We have partnered our Insulin analogs with US based generics major, Mylan and together we believe that we will make a significant world wide impact on diabetes management.

Our current Insulins capacity in India will be further enhanced with the commissioning of our Malaysian facility in FY15. This will enable us to cater to the growing demand for Insulin and Insulin analogs commensurate with the alarming increased incidence of Diabetes across the globe.

➤ BRANDED DRUGS

Industry growth decelerated to 6% in FY14 as pharma companies were buffeted by a perfect storm of economic slowdown, trade-related issues and drug price controls. This challenging environment notwithstanding, Biocon outperformed the industry average. Your

company grew the India business at more than twice the pace attained by the rest of the Indian pharma industry.

Going forward, we expect your company post strong growth in this segment.

➤ SMALL MOLECULES

Bulk drugs or APIs derived from Small molecules has built core strengths in fermentation and complex molecules. The path ahead is to move up the value chain into finished dosages, by developing and filing our own dossiers for emerging and developed markets. We expect to file our first ANDAs for the US market this fiscal.

➤ RESEARCH SERVICES

Syngene and Clinigene are vital components of our end-to-end biopharma expertise. Syngene has established leadership dominance as India's largest and Asia's second-largest research services company, and reported an impressive 31% revenue CAGR over the past three years.

A major highlight last fiscal was the inauguration of Baxter's Global Research Center at Syngene, making it the third major global pharma company with whom we have a multi-year engagement.

➤ ENHANCING MANAGEMENT BANDWIDTH

The creation of strategic business units in FY13 has transferred key operational responsibilities to the next level of leadership, leaving senior management to focus on strategic issues. This change in the organizational structure has led to the natural transition of Dr Arun Chandavarkar from Chief Operating Officer to Chief Executive Officer and has been inducted into your Company's Board as Joint Managing Director.

This marks an important stage in succession planning. As Chairman and Managing Director, I look forward to working closely with Arun in steering the Company to new heights. Arun Chandavarkar brings sterling credentials to his position; he has been a core member of our Company's leadership team for over 24 years and has played a key role in growing your Company as Chief Operating Officer since 2006.

Another key appointment made this fiscal was that of Ravi Limaye as President of Sales and Marketing with effect from March 2014. Ravi comes into this position with over 25 years' experience in the pharmaceutical industry in various roles with several multinational companies. He brings with him wide ranging work experience in India, emerging markets and the Asia-Pacific.

I would also like to announce the retirement of President & Chief Financial Officer Murali Krishnan after a stellar innings that spanned over three decades.

I would like to thank him for his invaluable contribution to your company's evolution from a pioneering enzymes company to a globally reputed biopharmaceutical enterprise. Siddharth Mittal will take over as CFO from Murali with effect from 1st August 2014.

Murali has been one of the early employees of Biocon and over the last 33 years has worked closely with me in building the company that we are today. His area of influence and expertise has extended much beyond financial matters into key strategic areas, people matters, compliance and audit and much more. Murali will always remain a strong Brand Ambassador for Biocon and I hope to keep him engaged with the organization in more ways than one.

Siddharth Mittal has worked closely with Murali over the past few years and I am confident that under his leadership, the finance team is well poised to take the company to the billion dollar sales target by 2018.



Dr. Arun Chandavarkar
CEO & Joint MD



Mr. Ravi Limaye
President, Marketing



Mr. Murali Krishnan
President, Group Finance



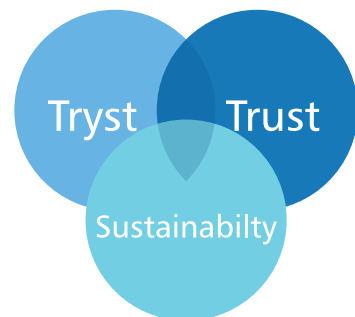
Mr. Siddharth Mittal
President, Finance & Accounts

➤ TRYST TRUST & SUSTAINABILITY

At Biocon, we believe our efforts in providing better healthcare through affordable innovation do not stop at developing new medicines. We strive to enable social inclusion by providing medical access to those at the margins of society through our corporate social responsibility initiatives.

It is our firm belief that every citizen deserves a 'Right to Health'. The Biocon Foundation has been working with communities through integrated healthcare programs that span micro-insurance (Arogya Raksha), health delivery and health education. During FY14, the Foundation implemented an innovative program for the early detection of oral cancer and cervical cancer through screening and education.

On the education front, we have spearheaded initiatives to empower under-served rural youngsters with acquiring experiential learning in basic math, computer and language skills.



We have also addressed the 'Right to Sanitation' by working with the government to provide basic sanitation to rural communities. We have built over 1500 household toilets and several community toilets.

In addition, we provided clean drinking water and set up rain water harvesting systems in villages.

'Biocon Nagara', a township that we constructed for the flood victims of Mangalgudda Village in North Karnataka, is now a thriving community of 500 solar powered homes each with its own toilet. A Primary Health Centre, a community hall and a School are now being constructed to make Biocon Nagara a self-contained model township.



As a responsible corporate citizen, Biocon has also taken the lead in unveiling a learning initiative that will provide the biotech sector with well-trained, industry ready talent. We have set up the Biocon Academy as a one-of-its-kind Centre of Excellence for Advanced Learning in Applied Biosciences.

Biocon Academy will focus on developing skills that inculcate a spirit of experimentation, application of knowledge and an innovation led approach among engineering and life-science graduates in India in order to bridge the current gap that exists

between academic knowledge and industry skills.

By collaborating with leading academic institutions globally, Biocon Academy aims to bring world-class training programs for biotech students in India and thus develop a new cadre of life sciences professionals with specialized skills.

I would like to mention here that our commitment to employee engagement and talent enhancement has earned us the global recognition of being amongst the World's Top 10 Best Biopharma Employers.

➤ FINANCIAL PERFORMANCE

A passion for excellence drives Biocon to constantly engage in leveraging our strengths to deliver robust financial performance that builds sustainable value for our esteemed stakeholders. This is evident from the robust set of financial results we delivered in FY14.

At a consolidated level, we grew 16% over the last fiscal, primarily driven by our subsidiary company Syngene that delivered a robust 28% growth in our Research Services business and a 15% growth in our core Biopharma business vertical. Excluding the previous year's one-off exceptional earnings, our Profit before Tax grew by a significant 32% over FY13.

The growth in our Biopharma business was led by a substantial increase in Insulins sales aided by a key capacity expansion in Bangalore that went on stream in Q1 of FY14. This enabled us to expand our geographical footprint and our customer base. The Biopharma business also benefited from an improved product mix comprising immunosuppressants, statins and other specialty fermentation-derived molecules. These export-led businesses were also positively impacted by a favourable USD-INR exchange rate.

➤ LOOKING AHEAD: OUR TRYST WITH DESTINY

As we prepare for our tryst with FY15, we do so through a greater investment in R&D, a greater effort to augment operating efficiencies and with a greater focus on product launches and product licensing.

The commissioning of our Malaysia Insulin facility will enable us to address the increasing global demand for Insulins.

All our efforts thus far and in the future underscore our steadfast commitment to enhance stakeholder value and achieve our goal of US\$1 billion in revenues by 2018.

In closing, I would like to thank all our shareholders for the unstinted support and enduring trust they have reposed that has helped us build a business led by science for the greater good of global healthcare.

Thank You



Kiran Mazumdar-Shaw
Chairperson

