

## **BIOCON -AGM – 23.07.2021 AT 3.30 PM Through Virtual Mode.**

**Speaker:** We started the year 2020 with determination and a hope to advance our mission of touching millions of patient lives. An unexpected pandemic halted the world. The devastation was unprecedented deaths, lockdowns, livelihoods lost and economies stalled. Humanity came together to fight the COVID-19 threat. Biocon Limited took the lead in responding to this global crisis. We ensured continuity of production and supply of our life saving medicines globally. Overcoming several challenges, we continue to take our products to the global market biosimilar peg filgrastim launched in Australia and Canada, insulin glargine launched in the US. We stepped forward to play our part and serve the nation with innovative science. We repurposed a novel drug to treat patients with COVID-19 complications. We help scale up testing capacity in the country. We offered a portfolio of therapies for COVID-19 patients across the spectrum. We ensured patients continue to receive uninterrupted treatment and care in even far flung parts of the country. We ensured our employees remain safe. We communicated on things that matter. We continued on our mission of unlocking universal access to affordable high quality insulins in low and middle income countries. We were able to benefit 3.1 million patient lives globally through our biosimilars. 2020 taught us that life is not to be taken for granted; that little things in life matter the most; that there is always hope if we do not give up. Let's hope for a healthy world for us to be more compassionate to make an impact to many more patient lives.

**Dr. Belani:** I've weathered the COVID storm called the cytokine storm in medical coordinates. I am Dr. Belani, 66 years old treated in Breach Candy in Mumbai. Dr Om Srivastav the very famous specialist in infectious diseases in this country had readied plasma for infusion. However, for the need for plasma infusion was mitigated by administration of alzumab. Alzumab called the sinister and life threatening impact of the cytokine storm, my turnaround has been a miracle. I cannot thank my treating doctors who worked tirelessly along with the dedicated team of doctors and nurses at the ICU in Breach Candy hospital and above all, Kiran Mazumdar Shaw, Chairperson of Biocon providing me the elixir of life Alzumab.

**Rekha Bhaskaran:** I am Rekha Bhaskaran. I was a victim of COVID-19 during the first wave last year. I was very critical, had developed bilateral pneumonia followed by breathlessness. I was hospitalised for almost eight days in Bangalore hospital. My family had a very stressful period during that time. Doctors gave me Alzumab, which put me on a path to recovery.

I thank God and also to Biocon's lifesaving drug – Itolizumab, which gave me a new lease of life. My special thanks to Kiran Ma'am for all that you've done for us, and also for the patients all over the world. Thank you.

**Sumeet Ashok Kotak:** My 75-year-old father tested positive for Covid 19 in April'21 and had to be admitted to a hospital in Mumbai. The hospital had asked me to procure Itolizumab, an injection for my father, and it was out of stock. I reached out over 200 people but I failed to procure this. It was then that I contacted the communications team at Biocon biologics, with the help of their colleagues in the medical affairs helped me procure this injection well in time. Thanks to that quick response, I was able to procure

the Itolizumab injection on time after being administered this critical therapy, my father's health improved and he has recovered completely now. Thanks again to the entire team.

**Kumudha Raju:** My name is Kumudha Raju. I'm from Bangalore, India. I was diagnosed with cancer in the year September 2018. I underwent a number of therapies and radiations, then injections for one year. Every three weeks I had to take one injection for not relapsing. Now I'm on hormone medicines for next five years. I've generally been a very healthy person working from morning six to even night 9- 11-11:30pm working woman. I had a lump actually which was visible but I didn't know it would be cancer so I just ignored it. All lumps are not cancer they say. We didn't know how to react at that time because instantly you know when it was diagnosed we couldn't... The word cancer is flaring, there is no doubt about it. But I couldn't react till I went to Shankara cancer hospital and it was confirmed. It was not so easy for us to take. They cried. I cried. Yes. But I used to cry when I was alone not in front of my children, because they would get affected. After the surgery, then we came to know that it had spread through the lymph nodes and all. Out of 19 lymph nodes, I think 15 lymph nodes it had spread, so they removed all the lymph nodes. And doctor said, I wish he would have come one year back. It has taken almost more than a year to spread to this extent. Now, that is what I tell everybody, please go for a check-up at least once in a year so that you know. I wish I had gone a year back, I think I wouldn't have suffered so much. It's almost one and a half year I have come to a normal routine. I don't feel that I'm a cancer patient now. There is cure for everything but the willpower counts. See for me also, I took a month to accept the fact- Yes, I'm diagnosed with cancer. But then I thought crying doesn't help. Then our family has to know if a lady in the family is sitting and crying all the time; I don't think so the children or anybody in the family can be happy. So only if I am cheerful, they can also move on. Now I do of course walking because doctors have said that I must walk the morning or the evening for lifetime. Every cancer patients should start living for themselves. There is still a long way to go. We cannot be a patient every day at home for us to take care. I have started learning now. I've started understanding life now. I think that there is a second life for me.

**Speaker:** On January 11, 1922 insulin was first used in the treatment of diabetes. Leonard Thompson, a 14 year old boy with diabetes was given the first injection of insulin. It's nearly 100 years since insulin was discovered by Sir Frederick Banting and Charles best.

However, there are millions of patients across the world still do not have access to this life saving therapy. Diabetes now is a worldwide NCD pandemic, which affects over 475 million patients globally. One in two adults with diabetes go undiagnosed, one in five people with diabetes or above 65 years of age. 10% of global health expenditure is spent on diabetes. As per the World Health Organisation there will be 700 million people with diabetes by 2045. At Biocon biologics, our mission is to unlock universal access to affordable insulin to diabetes patients. Biocon biologics has over 15 years of experience in addressing the needs of patients with diabetes. And we have provided over 2 billion doses of human insulin worldwide. At a time when the world is seeking viable long term solutions to improve insulin access, and affordability, Biocon biologics came forward with its mission 10 cents for low and middle income countries. Biocon biologics rolled out mission 10 cents in Philippines and signed memorandum of understanding with two

municipalities and a social enterprise reach 52 to enable affordable access to quality influence in the country. Our aim is to provide its insulin products to one and five diabetes patients in need of insulin based therapy anywhere in the world. Having made a difference to people with diabetes with its RH insulin, we are now making a difference to global health by enabling access to insulin glargine in more than 60 countries. The recent approval of our insulin glargine by US FDA is a testimony to Biocon biologics commitment to World Class quality. Our insulin glargine is commercialised now, in the US, Australia, EU, Japan, Mexico, Malaysia and India.

As a committed global biologics player, we are leveraging our science scale and expertise to shift the access paradigm for patients in need of biosimilars across the globe.

With our world class biosimilars portfolio Biocon biologics served over 3 million patients and aspire to impact 5 million patients by FY- 22.

We are here to make a difference. Biocon biologics transforming healthcare, transforming lives.

**Mrs. Kiran Mazumdar Shaw:** Good afternoon ladies and gentlemen. Welcome to the 43rd Annual General Meeting of your company, Biocon limited. The pharmaceutical and healthcare industries fight against Covid 19 intensified over the past year as fresh waves of infection hit many countries around the world as the pandemic left societies and economies in disarray, biotechnology led companies quickly developed diagnostics, vaccines, and therapies to tilt the battle in favour of humanity. India has been at the forefront of this crusade producing cost effective vaccines at scale for millions of people. And at the same time, the country has continued to supply the world with generic and biosimilar therapies to prevent and treat non Covid health threats such as cancer, diabetes, heart attacks, HIV infections, malaria, tuberculosis, etc. The unwavering purpose of our company to put patients first enabled us to sustain the supply of life saving medicines worldwide. We also took up the challenge to find solutions to support India's fight against Covid 19 by leveraging our deep scientific expertise and large scale manufacturing capabilities, from diagnostics to therapies from testing to vaccinations, we did our best to make a meaningful difference.

As we continue with our operations, we also focus on protecting our people and ensuring their health and well-being. We invested in implementing strict safety protocols and regularly engaged with our people to keep them motivated. The leadership team constantly monitored the fast evolving situation and took data driven decisions for operational planning across our facilities. Our biosimilars business revenues at 28,000 million recorded a growth of 21% in FY, 21. We commercialised our third biosimilar insulin glargine in the US, and obtained regulatory approvals for key biosimilars, Bevacizumab and insulin as part in the European Union. Our biosimilars have benefited over 3.1 million patients during the year as the only company from India to have three biosimilars commercialised in the US and among the select few globally to have five biosimilars approved in Europe, we are confident of enabling affordable access to expensive biologic drugs for millions of patients globally. Our diverse portfolio of products straddling monoclonal antibodies for cancer and autoimmune diseases and Rh insulin and insulin analogues for diabetes, as well as our continued commitment to quality and product safety positioners to deliver robust and enduring growth in the coming years. The market potential for biosimilars remains solid with biologics worth USD 90 billion in originator sales losing exclusivity over the next decade. The confidence of investors in Biocon biologics growth story is reflected in the entities post money valuation of USD 4.1 7 billion during the last

round of fundraising from Abu Dhabi based ADQ. We have thus far raised 330 million US dollars from top notch global investors like True North, Tata Capital Growth Fund and Goldman Sachs. Before I move on to the rest of my address, I would like to invite my fellow board members to be introduced to all of you. With me on the dais is my husband, Mr. John Shaw - Vice Chairman and non-executive director; to my left is Mr. Siddharth Mittal - Managing Director and Chief Executive Officer. We also have the company secretary - Mr. Mayank Varma and joining us virtually are my other fellow board members - Mr. Bobby Kanubhai Pareek - independent director and Chairman, Audit Committee and risk management committee and also the stakeholders relationship committee. Dr. Vijay Kachru - Independent director, Mr. M Damodaran - independent director, Professor Ravi Mazumdar - non-executive director. And also joining us on the virtual platform is Mr. Indranil Sen- Chief Financial Officer. Mr. Daniel Bradbury and Miss Mary Harney - independent directors have asked for leave of absence and they have both regretted their inability to join this meeting to attend this meeting on the virtual platform. Apart from our directors, we also have BSR and company LLP statutory auditors, and V Sreedharan and Associates, secretarial auditors who have joined this meeting from their respective locations. Participation of members through video conference is being recalled for the purpose of quorum as per the circular issued by the MCA and section 103 of the Companies Act 2013. As the requisite quorum is present for the annual general meeting, I call this meeting to order. Notice of the 43rd annual general meeting and the annual report for FY 20-21 were sent through email to all the shareholders whose email ids are registered with the company or the depository participants in compliance with the MCA and SEBI circulars. As the AGM notice is already circulated to the members I take the same as read.

Today, there are seven resolutions proposed to be passed as set out in the notice of the AGM. The company has taken all necessary steps required as per the provisions of the Companies Act and circulars issued by MCA, to enable the members to participate and vote on the resolutions as set forward in the notice. Members who have not cast their vote through remote e-voting and who are participating in this meeting, will have the opportunity to cast their votes through the instant poll facility provided by KayFin technologies private Limited. I also now request our company secretary to provide general instructions to the members regarding participation in this meeting, and on casting of votes through the e-voting facility. Thank you.

**Mr. Mayank Verma:** Good afternoon all the shareholders and directors. Members may note that this meeting is being held to video conference in compliance with the provisions of Amytech 2013 and circular issued by Ministry of Corporate affairs. The facility to join this meeting through a video conference is being made available to all the members on the first come first serve basis. All the members are kept on mute to enable seamless connect of the meeting. Rest assured the registered documents have been made available electronically after inspection by the members during this meeting. Members who wish to seek inspection of documents can resend the request to [co.secretary@biocon.com](mailto:co.secretary@biocon.com). As the meeting is being held to video conference, the facility for appointment of proxies by the Members was not applicable. Hence, the proxy register is not available for inspection. The company received requests from few members to register them as a speaker at the meeting. Accordingly, the floor will be open for these members to ask their questions and express their views. The Moderator will facilitate this session once

the chairperson open the floor for Q&A. It may be noted that the company reserves the right to restrict the number of members asking the questions depending on the availability of time at the meeting. Now, let me summarise the seven resolutions proposed at this meeting for members approval. The first few resolutions pertain to the adoption of financial statements as on 31st of March 2021, upon reappointment of Professor Ravi Majumdar, who retired by rotation and being eligible for the free appointment as director. The reappointment of BSI and Co LLP Chartered Accountants as a statutory auditor of the company and to fix their remuneration. Resolution four to seven are special business. Resolution four pertains to reappointment of Mr. Bobby Pareek for a period of five years from the conclusion of this meeting till the conclusion of the AGM scheduled in 2026. Resolution five pertains toward the approval sought for revision in remuneration payable to the non-executive directors by way of commission. Resolution six is towards the approval and increase in the limit of managerial remuneration payable to Mr. Siddharth Mittal Managing Director in excess of the limit restriped under the Companies Act. The final resolution is towards certification of the payment of remuneration to the cost auditors for the financial year 21-22. The text of the resolutions along with equity statement is being provided in the notice circulated to the members. In compliance with the MCS circular, the item of special witness in the Asian notice are considered unavoidable and hence proposed for the approval of the members at this meeting. In compliance with the provisions of Companies Act and SEBI regulations, the company has arranged for e-voting facility for all the members holding shares of the company as on the cut-off date of July 16 2021 through Kayfin Technologies Private Limited on all the resolutions proposed at the AGM. The remotely waiting period commenced on Sunday, that is July 18 2021, at 9pm IST and ends yesterday at 5pm. Members who have joined us today for this AGM through the video conference, and who have not cast their vote during the remote voting period can still cast their vote on all the resolutions as set forth in the AGM notice through the Instapoll facility provided by Kayfin technologies Private Limited. Members may click on the thumb option below the screen to cast their votes on the resolutions. Mr. V Sreedharan practising company secretary has been appointed by the board as a scrutiniser for the e- voting process. Upon submission of record by the scrutiniser the results of a voting and the insta poll will be intimated to the stock exchanges at the conclusion of the AGM and made available on the website of the company and Gryphon technologies our RTA. Statutory auditors, BSR and company LLP and secondary auditors V Sreedharan associates have expressed unqualified opinion on their prospective reports for the financial year 2021. The statutory auditor's report on standalone financial results and consolidated financial statements are made available on page number 185 and 249 of the annual report respectively. The secretarial annual report is available on page number 128 of the annual report. As the auditor's reports are already circulated to the members as the part of annual report, we take the report as read. Now I request Kiran to continue with the Chairman speech.

**Mrs. Kiran Mazumdar Shaw:** Thank you Mayank. Continuing with my chairman's address, I would like to now turn to our genetics business. The genetics business acted with agility to ensure supplies of much needed generic API's or active pharmaceutical ingredients and formulations from India to the rest of the world, benign fears of large scale medicine shortages due to the pandemic. We supply statins immunosuppressants, narrow spectrum antibiotics and other API's to over 100 countries and we were

able to serve our partners despite Covid related disruptions. Revenues from the generics business grew by 6% over the previous year to 23,359 million, supported by double digit growth in generic formulations and a modest single digit growth in API's. In FY 21, generics formulations, achieved a key milestone with the launch of tacrolimus capsules, an immunosuppressant used to treat organ transplant patients in the US. We delivered 2 billion statin tablets for the benefit of patients in the US in FY 21. It also entered into new partnerships to expand commercial footprint to Singapore, Thailand, and Brazil. We remain committed to investing in building new capabilities and capacities across functions, including R&D, manufacturing and quality and expanding our product portfolio to deliver long term sustainable growth in our generics business. Coming to novel biologics, realising the acute need for an effective treatment for people hospitalised with COVID-19, and those developing severe illness we repurposed our first in class anti CD six monoclonal antibody Itolizumab, which has a unique mechanism of action in controlling cytokine release syndrome. The drugs controller General of India or DCGI, granted a restricted emergency use approval to Itolizumab in July 2020 to treat CRS in patients experiencing moderate to severe acute respiratory distress syndrome or ARDS due to Covid. We are gathering additional data as part of the phase four post marketing study for Itolizumab which will further validate the potential of this therapy in COVID-19. During the devastating second wave, Itolizumab was deployed to treat over 20,000 patients affected with severe disease. I'm sure many of you have heard the audio visual that was played for all the shareholders where we have received many many testimonials from various care givers, doctors and patients. Results from the phase two clinical trial which established Itolizumab as a promising safe and effective immunotherapy for COVID-19 with survival and recovery benefits have been published in a prestigious peer reviewed scientific journal in FY 21. Equilibrium our US based partner reported encouraging developments on the clinical advancement of Itolizumab in treating acute graft versus host disease, lupus, lupus nephritis and uncontrolled asthma. We're expecting clinical data from all these studies later in the year. Boston based Bicara therapeutics is our Boston based start-up is spearheading the development of novel bifunctional fusion antibodies in immuno oncology. Its lead programme VC 101 is in phase 1 clinical trials in the US and Canada. Bicara started operating as a standalone company under an independent management team in FY 21, after which we seeded control to its board and management. Despite a challenging year Syngene successfully delivered on its commitment to client company for their research and development needs. It delivered revenue of 21,843 million and an annual growth of 9%. Syngene also built on its integrated drug discovery and development portfolio during the year, signing on new clients and renewing contracts, scientific and manufacturing capabilities during the year.

The Biocon group was able to pivot very quickly its capabilities to fight against covid 19 in FY 21. We have a comprehensive portfolio of products for treating COVID-19 patients at different stages of the disease spectrum, including Remdesivir or Remwin when for mild to moderate patients Alzumab L or Itolizumab for moderate to severe patients and Psychosab for critical patients. Biocons' Research Services subsidiary Syngene manufactured Remdesivir under a licence from Gilliat and distributed in India through Biocon biologics and Sun Pharma to address patient needs for the for this life saving therapy. Syngene leverages its deep scientific expertise to develop various solutions to support the nation's battle against COVID-19. Syngene also repurposed its high end laboratory and conducted over 185,000 RT PCR tests, of which 90% were free of cost in FY 21. This was provided to the government of Karnataka largely for its testing and

tracking needs. The company also developed an Eliza antibody test kit for COVID-19. Currently, scientists at Syngene are engaged in developing and validating several relevant assays for assessing immune response to SARS- COV 2. To support the government's efforts to combat and contain the pandemic, Syngene has set up a vaccination centre to provide free vaccination for Biocon group employees and their families. And through the Biocon Foundation's Elart smart clinics, and other initiatives, we are now providing COVID-19 vaccinations for marginalised and neighbouring communities. I would now like to pay tribute to our colleagues who are lost to this pandemic. The second wave of COVID-19 in India has tragically impacted us and we have lost some of our dear colleagues across Biocon, Biocon biologics and Syngene. We express our deepest condolences to the bereaved families and I would like to basically observe a minute's silence in respect of their lives.

Thank you. We understand that we cannot compensate the loss of a human life. However, we have taken steps to help their families rebuild their lives. The Biocon group has decided to pay the families of the deceased 50% of the employee's gross salary for two years up to a maximum pay out of 50 lakhs. We will also extend the education allowance support for two children until the age of 18. We will also assist with job hiring for either the spouse or the or a child in one of our group companies, or help them find employment elsewhere in education and eligibility. The above support is in addition to the Group Term Life Insurance and other benefits applicable to the company's policy. We sincerely appreciate the contributions made by our dear colleagues and earnestly shared the grief of their families. Now coming to financial performance, despite a tough and unpredictable year, Biocon delivered a credible financial performance with consolidated revenue growing 14% to rupees 73,603 million and hit the \$1 billion mark. EBITDA grew 8% to rupees 19,071 million, representing an EBITDA margin of 26%. net profit before exceptional item and discounting this continuing operations was at rupees 7540 million. Our determination to keep investing in science to stay a step ahead of the pandemic is reflected in the 19% rise in our gross R&Dspends to 6270 million in the year. Coming to dividends on account of the uncertainty due to the unprecedented second wave of the covid 19 pandemic in India, Biocons' Board of Directors has deemed it prudent not to declare a dividend for FY 21 in order to prioritise cash and maintain liquidity. Coming to management changes, the Board of Biocon biologics appointed Dr. Arvind Chanderwarkar as the Managing Director with effect from January 21 2021 and entrusted him to steer the company to the next level. Shreyas Tambe was promoted from chief operating officer to the position of Deputy Chief Executive Officer at Biocon biologics. We appointed Sushil Umesh as the Chief Commercial Officer for emerging markets to drive this biosimilars business in these markets. Sushil brings over 30 years of experience in the pharmaceuticals industry, having worked in India, France and Sub Saharan Africa, for leading global pharma companies. I do believe we now have a strong leadership team in place to drive future growth of our biosimilars business and return the company to its high growth trajectory soon. I will also be playing a more active role as executive Chairperson of Biocon biologics limited. I'm also happy to welcome Professor Peter Piot, director of the London School of Hygiene and Tropical Medicine and the Hander professor of global health to the Board of Biocon biologics limited as an independent director. His scientific experience expertise and his long experience in global healthcare will be invaluable for the company. The board of Biocon Ltd has appointed Indranil Sen as the Chief Financial Officer of Biocon in place of Anupam Jindal who resigned from the post due to personal reasons.

I now have an announcement to make. John Shaw, my husband, who is vice chairman of Biocon will retire from the Board of Directors due to health reasons on the conclusion of today's AGM. He has been a key member of the company's board and management teams since 1999 and has contributed in a significant manner to the transformation of Biocon from a small enzymes company to a globally recognised biopharmaceutical company. Over the last 22 years he has played an important role in building Biocon ensuring the highest levels of corporate governance in the company, as well as in the financial and strategic development of the group. On behalf of the board, I express my deep appreciation and gratitude to my husband John, for his stewardship and guidance and for the invaluable role he has played in shaping Biocon. Thank you, John.

Coming to environmental and social governance, Biocon's commitment to environmental, social and governance is about health equity, purposeful employment and ethical business practices. Biocon has built its business culture on a bedrock of purpose, ethics and equity. A purpose driven business philosophy has provided us with a compelling reason they throw to embed social impact in all that we do. From our origins as a pioneer enterprise that inculcated a research driven strategy to address eco-friendly enzyme based solutions in industrial processing to our innovation led healthcare solutions that provide affordable access to patients who battle cancer, diabetes and autoimmune diseases, we are prepared with a sense of business responsibility that has both ethics and equity at its core. As a global corporate citizen, we have pursued business leadership on a platform of affordable access to essential and lifesaving medicines, which encompass generic and biosimilar drugs. Affordability has always been a challenge to patients in low and middle income countries, as well as to those who cannot afford insurance in even high income countries. We have over the past two decades, provided equitable and affordable access to millions of patients across the world- be it life sustaining immunosuppressants like tacrolimus have breast cancer drugs like Trastuzumab or insulin and insulin analogues for people with diabetes. Our responsible business practices which embed social impact in all that we do includes effectively managing environmental, social and governance matters. While the principles of ESG sustainably and caring for people and communities have been ingrained in our company's DNA since inception, we are proud to present our first ESG summary report this year. The ESG summary report has been distributed to all our shareholders along with the annual report. The ESG report presents efforts made and progress achieved by the company in delivering on our commit on our commitments, and seek to address the growing interest and expectations of our global stakeholders across ESG domains. Later this year, we will publish our first global reporting initiative, aligned ESG report which will provide comprehensive insights into our ESG performance over FYI 21. Coming to patient equity, Biocon is proud of its stated mission of impacting health equity through affordable access to essential and lifesaving medicines. We have augmented our commitment to global health through several partnerships with health initiatives sponsored by UN aids, Clinton Health Access Initiative, etc. Our 10 cents per day insulin initiative is to enable access to diabetes patients in low and middle income countries. Coming to people equity underpinning our health equity initiatives is our commitment to an equitable and inclusive workplace. We aim to make Biocon an equal opportunity enterprise from recruitment to career and leadership development. We would like to get to a 50:50 gender ratio by 2030, of which the ratio at the moment is only at 3:17. We firmly believe that gender and diversity are the hallmarks of progressive businesses. When it comes to environmental equity, we have



always been a responsible company who goes beyond statutory compliances to create responsible business practices and judicious use of natural resources. Addressing the climate change emergency, we are committed to climate change mitigation through actions in to limit global warming, and it's related effects. As part of our unceasing efforts to lower greenhouse gas emissions over the long term, we use every opportunity to increase renewable energy across our operations through on site solar installations and by sourcing wind energy to offset grid supply.

These efforts led to increase in the share of green power to over half of our total energy consumption for the year across the Biocon group. Our carbon footprint reduction efforts have led us to achieve Co2 emission cuts of over 102,600 tonnes in FY 21. During the year we also made substantial capital investments to upgrade to the latest advancements in wastewater treatment. A new 600 KLD capacity zero liquid discharge effluent treatment plant based on advanced membrane bioreactor reactor technology was installed in Bengaluru at an investment of 80 million rupees in FY 21. This has led to 400,000 litres of incremental water savings per day across Biocon and biologics in India. Coming to Biocon Foundation, our corporate social responsibility reflects our ESG goals from our environmental efforts in Lake revival, our efforts in enabling employability through the Biocon academy and investing in digital health initiatives through Elaj smart clinics in primary health, we have packed across various aspects of CSR. The Elaj smart clinics operating at the 20 government run primary health centres, and three Biocon foundation operated health centres continue to provide outpatient services across seven districts of Karnataka in FY 21. Despite pandemic related challenges, foundation staff coordinated testing, tracking and vaccination for COVID-19 in these districts, our Elaj clinics recorded patient footfalls of over 61,000 during the year. The foundation also inaugurated the new buildings which helped construct for the government higher Primary School Huzkuru, Bengaluru, and the government higher Primary School in Seeratunkuru. Over 500 students will have access to better learning due to well-equipped new buildings. Coming to digital governance, Biocon is investing in building a robust digital architecture that will support data platforms and data networks across organisational functions. ESG is at the core of Biocons digital transformation, wherein we aim to enhance quality and compliance, augment productivity through enhanced operational excellence and enable data integrity through technology lead data transparency. Digitalization, we firmly believe has the ability to build higher standards of governance and deliver greater levels of trust to all stakeholders. Now looking ahead, in the face of the biggest health calamity faced by humanity in a century, Biocon kept its commitment to its patients and partners in FY 21. We hope that with increasing vaccination coverage, the social and economic situation in India will improve, we look forward to an overall improvement in business sentiment. On the back of investments made so far, we expect to drive revenue growth in our biosimilars Research Services and genetics businesses in a FY 22. We will continue to focus on expanding our product portfolio, strengthening the development pipeline and accelerating capacity enhancement. We will invest in skilling our workforce to prepare for a digital future. Access to essential and lifesaving medicines is an ethical issue. The covid 19 pandemic has exposed both the inequity and the ethical and moral failure of the world's governance system. The unconscionable disparity between the rich and poor nations in access to vaccines mirrors the enormous health inequity when it comes to medicines. At a time when the world sadly acknowledges inequitable access to vaccines. We hope that our purposeful business philosophy embedded in health equity and access resonates with

our partners and every stakeholder. I would like to thank our esteemed shareholders, partners and other stakeholders for continuing to repose their faith in us. While the pandemic will bring many further challenges our unwavering purpose of ensuring equitable access to health care gives us the confidence to build a stronger better Biocon for the future. Thank you.

**Mr. Mayank Verma:** Thanks, Kiran.

Dear members before we proceed with a Q&A session, we will request you kindly bear in mind few points. More data we announce the name of each shareholder who has registered himself as a speaker, shareholder. Kindly unmute yourself before you proceed to ask your question. Each shareholder will have two minutes of his or her question. Time two minutes of time for your question and request to keep your question brief and specific. I will request our moderator to facilitate our Q&A session. Moderator may I have our first speaker please?

**Moderator:** Thank you Sir! This is the moderator here. I'll bring the registered speakers one by one who are currently available now. The first speaker is Mr.K Sadananda Shastri. Sir, I would request you to unmute your audio and switch on your camera to proceed with your query. Thank you! Mr Sadanand Shastri.

**Mr Sadanand Shastri:** Hello?

**Moderator:** Yes, Sir. You're audible Sir, please proceed.

**Mr. Mayank Verma:** Mr Shastri....

**Moderator:** Sir, I think he's joining back again.

**Mr. Sadanand Shastri:** Hello.

**Mr. Mayank Verma:** Yes Yes, Mr Sadanand. We can hear you.

**Mr Sadanand Shastri:** Hello, hello. It is audible.

**Mr. Mayank Verma:** yes yes.

**Mr Sadanand Shastri:** Are you seeing me?

**Moderator:** No, we are able to get your video sir but your audio is on we are yet to get your video, please switch on your camera

**Mr. Sadanand Shastri:** Now. Okay. Hello. Not yet Sir.

**Moderator:** We didn't get your video. Can I start now?

No.

**Mrs. Kiran Mazumdar Shaw:** Now we can see you.

**Mr. Sadananda Shastri:** Okay. Good afternoon I'm Sadananda Shastri from Bangalore, My number is 11702201. Rights are very much useful to the company. I will take a minute more. In the absence of physical copy of annual report, we are facing many problems where your statement and page number three, the year made unprecedented demands of us. Appreciate that stuff to your international revenue it was at 90% domestic, Biocon should be second. I'm proud to say because I am a well-wisher. Page number 11, you have explained the biosimilar insulin, it is very worth. On the other hand, the stage of oral insulin not explained. Why? I was very much anxious for getting vaccine from my company, but disappointed. You have advised the government to vaccinate the taxpayer, but did not provide the vaccine. I'm affectionately annoyed with the fact that the both stalwart Syngene and Biocon could not find out a suitable and effective and low cost vaccine like Barb Biotech and Serum Institute. I express my deep condolences to those scientists and employees who lost their lives for COVID and on the other hand, I'm very much impressed for the humanitarian consideration shown by you in rehabilitating the bereaved family. Page Number 17, I heartily welcome your decision in postponing the dividend due to COVID uncertainty. I urge upon you to utilise this small sacrifice of shareholders to use. COVID will not end immediately but Biocon's responsibilities still more to find out the effective and low cost vaccine as it is the need of the hour at present. It is my suggestion. Page number 42- it is peculiar to note that generic under research revenue has a meagre growth, but Biosimilar is 21% growth. What is the speciality? Is it a good sign? Why the other two are lagging behind? Profit graph is showing meagre 1% growth when we can reach the level of 2019 here. Page number 105 Board's report standalone revenue slightly decrease, expenses slightly increase. Why? Page number 106 - fire action took place during 2016, but still the company has not received a full claim, partial payment being received. What is the total claim leftover out of 2120 million? Page number 115 – I am sorry, I personally feel, as far as the CSR is concerned, the attitude of foundation team is not helpful to the company. Foundation people better to mend their present attitude. Page number 194 - standalone balance sheet, your profit after tax is showing negative growth to the extent of 1500 million. Why is there decrease in such a way? Number 258 last one, the property plant increased by 2000 million, but depreciation is also increased by 2000 million. Why? GBIT is showing a negative variance profit influence and again by compromised that is exceptional items. What is your comment? Lastly, additional deposits with bank by 10,000 million is it not the excess liquidity which would distort your funds deployment. Thank you very much. See you next again by in Biocon auditorium. Till then be safe and cheerful. Thank you, Madam.

**Mrs. Kiran Mazumdar Shaw:** Thank you, Mr. Sadanand Shastri, for all your good wishes and your good comments. I would just like to answer some of your questions and then I will pass it on to my colleague Siddharth Mittal to take on some of your financial questions too. To begin with, I want you to understand

that oral insulin is still at a very early stage of testing and hence, we have given you much more information on our recombinant human insulin. As far as vaccines are concerned, you will understand that you know, Biocon is not a vaccine company, but I can tell you that Syngene has been supporting vaccine companies with a lot of scientific and research support. So, many of the existing vaccine makers are relying on Syngene for some of their analytical requirements. And I would also like to say that, as far as Biocon is concerned, obviously, we have done our bit for COVID-19. We have also developed and repurposed some of our, one of our drugs to treat COVID patients, which are useful. So I would suggest, I would say that, whilst we may not have been making a vaccine, please understand that every company has its strengths and its focus area. We have not we haven't made vaccines, but we certainly have supported and helped vaccine manufacturing companies in many many ways. I will now, hand it over to Siddharth some of the other you know, aspects of the questions you asked.

**Mr. Siddharth Mittal:** Well, there was a question regarding reduction in profits in the standard financial statements. So, if you look at March 20, financials we had a onetime income or exceptional income of 1597 million, but if we exclude that, our profit before tax, and before exceptional item on a standalone basis was in line with the previous year. I would also encourage you to look at the consolidated financials, the standalone profit of Biocon limited reflects only a part of our business while you should look at all our businesses to understand the financial performance of the group. There was a question regarding cash balance, why the cash balance has gone up last year, and as you know that we have \$100 million from various private equity funds in last year to build and invest in our capacities and R&D pipeline. These investments take multiple years and we would be deploying the cash in R&D and building new plants in the coming years. So till then the balance would obviously reflect in the bank. There was a question around growth, why the growth for the generics business was lower and compared to the growth which we saw very healthy growth in biosimilars. Now, let me assure the shareholders that the generics business is a very important business for the group. We have started to invest in this business, both in terms of capacities and pipeline. And over the next few years, we will start seeing dividends in terms of the growth that this business will generate. I think I've covered most questions that you had asked. Yeah, we can move to the next question, please.

**Moderator:** Thank you, sir. We'll move to the next speaker Mr. Kaushik Narendra Shaukat. I will request you to unmute your audio and switch on your new camera to proceed with further.

**Mr. Kaushik Narendra Shaukat:** And the outset, let me introduce myself as Kaushik Shaukat from Mumbai. Good afternoon Madam and all, Directors at the Board. Professionally, I am a chartered accountant, medically I suffer from dystonia. In simple terms 55% of my body is paralysed. And this impacted my right hand my right leg and a speech. I have not however treated this as a hindrance. As I have mentioned this earlier, despite my medical condition, I have successfully completed my Chartered accountant course as I strongly believe that I'm self-reliant and a self-dependent and by virtues of Biocon that shares the same principle of making people self-reliant through your ongoing and continuous flow

because you have made and are making a positive change in the society. Madam, today on the occasion of Guru Purnima, if you can shower, some blessings on me, it can change my life too.

Due to aforesaid I have previously approached Biocon to work in the certification area. Unfortunately that has not progressed. I have put therefore like to use this forum to reach out to you and explore avenues where we could work together. I'm confident that you will find my professional acumen or value add to your esteemed obligation and will empathise with my condition and I would like to thank Board of directors for giving me the opportunity to speak and also patiently hearing me. Before I end my speech, I would like to do a special thanks to our entire Secretary department, including Aishwarya Kumar. It was only him that made this event possible for me. Please accept my thanks and it is from bottom of the heart. I am also hopeful that company will empathise with me and will really consider me. Can I expect positive response from the company? And so I was audible and properly and clearly audible. Thank you so much.

**Mrs. Kiran Mazumdar Shaw:** Thank you Kaushik bhai. I'm very sorry to hear about your health condition. You can certainly reach out to my colleagues and we will see how we can help you. But in the meantime, rest assured that we will certainly go by your own guidance that we will make people self-reliant through skilling. I would also like to thank you for speaking at this AGM. And on the occasion of Guru Poornima of course, I do share my you know, good wishes to everyone. And all of us need to look up to our respective gurus. Thank you very much.

**Moderator:** Thank you! So we will move to the next speaker. Our next speaker is Mr. Mukesh, I'd like you to unmute your audio and switch on your camera so you could proceed with

**Mukesh:** नमस्ते everybody, I'm just speaking I'm not switching on the video, only audio. It's nice to see you all though virtually. Thanks to the technology of 21st century and at least we are able to do all this. It has been a very bad pandemic year, unlike any other in human history, with nearly 4 million lives lost across the globe. And I offer my prayers and whatever best I can offer to the families of people whom we don't even know including those who are being lost by Biocon as your colleagues in all that. Nice to see Mr. Damodaran, Ravi bhai, Dr Kachru, Bobby bhai. Wish it was a personal and physical meeting. One of the questions you have already answered what I had was, is it not possible that we can get into the vaccine business because it's something very similar, though I understand it's not exactly the same that we are doing at Syngene and Biocon. But if it's possible to explore because in years to come, this is likely to be a great business opportunity, if we can also diversify into that if there are opportunities for it. As is one thing I would like to mention is very sad to see that you mentioned your husband John is now going to be retiring and it has always been a pleasure to see him his pleasant demeanour whenever we meet him personally. So, hope to see him sometime somewhere in future. One request I have- Madam this maybe slightly out of the context here, but then this is the forum where it needs to be brought to the attention of people like you, who are a nationally recognised personality and that needs to be a think tank on many shareholders of certain companies and otherwise you know, the investors are not having ease of investment or ease of living with the Prime Minister has been talking about so as part of ease of living, ease of investment and eventually ease of dying also comes out of that. If the unlocked, if people are able

to you know get their shares and many other assets that are locked up due to redundant and ridiculous rules and regulations, retransmission of shares or you know probably some of you may be aware one lakh crore rupees is lying is the Government of India unclaimed due to these kinds of things. And many such and we as small investors are totally helpless either with the companies or with the regulators. And as a lead company, nationally recognised company and prestigious company, I would like you to please take some initiatives along with some like-minded companies, and I'm sure there are several of them in in this country. If something can be done, I have a lot of inputs about this. This is for the sake of millions of investors and public in general. And I wish everybody a lot of good health. Good luck. And hope to see you sometime as soon as possible. Wish you all the best. Thank you.

**Mrs. Kiran Mazumdar Shaw:** Thank you Mukesh bhai. Yes, it's a pity that we can't meet in person otherwise I always look forward to meeting you at our AGM and you have been such a faithful participant at every one of our AGM's. So hopefully next year, this time we will be able to meet in person, but thank you for all your wishes.

**Moderator:** Thank you Ma'am. So we'll move to the next speaker. The next speaker is Mr. Aspi Bamanshaw. I would request you to unmute your audio and switch on your camera to proceed as required. Mr Aspi. Yes Sir, you have unmuted please proceed.

**Aspi Bamanshaw:** Can you hear me? Yeah, yes. Quite good, first quarter profits were down. Firstly, I would like to comment on the dividend. It's good that you skipped the dividend and ploughed back the money. I would prefer appreciation to a dividend. Second the IPO Biocon biologics, ensure that there is no IPO you should give to the shareholders of Biocon directly and listed. The President was Reliance Industries. So many companies are separated from Reliance Industries and all those companies got listed with almost 10% of the amount. If you consult the merchant banker, he will say IPO is essential, they won't get the income. You should see Glenmark Pharma, the rich list but ultimately SEBI commented that retail now to increase it to 35% and that's where there is no quarter. So, I would request you not for like 10 straight go for a listing by giving to the shareholders. If you can charge some premium rather than giving it free, but I would ensure I would like you to ensure that entire amount goes only to the shareholders of Biocon. Madam, Thank you very much and I hope next year also you keep videoconferencing. Thank you.

**Mrs. Kiran Mazumdar Shaw:** Thank you, Mr. Aspi. I've noted all your comments and suggestions and we'll certainly keep that in mind. Thank you very much for participating.

**Moderator:** Thank you Ma'am. We will move to the next speaker. The next speaker is Mr. Vinod Motilal Agarwal. I would request you to unmute your audio and switch on your camera to proceed with your query. Thank you. Mr Vinod. Mr Vinod I would request you to unmute your audio

**Vinod Motilal Agarwal:** Can you hear me?

**Moderator:** Yes Sir. Please proceed

**Vinod Motilal Agarwal:** Respected Chairman Madam Majumdar Shaw. I had heard read about you first in the magazine economist that was about...

**Kiran Mazumdar Shaw:** We can't hear you

**Moderator:** Mr Vinod we are losing your audio maybe you can switch off your video and proceed so that it will take care of the bandwidth

**Vinod Motilal Agarwal:** I welcome Mr Siddharth Mittal and CS Mayank Varma ji for making such an elaborate annual report of more than 324 pages in this COVID times. Okay, now The only Indian company with the three new biosimilars approved in the USA five similar approved biosimilars approved in this thing. And we have a lot of appreciation from how can you hear me? Hello?

**Kiran Mazumdar Shaw:** Yeah, yeah, continue.

**Vinod Motilal Agarwal:** Okay, you have no on the pages in the 78,54,55,64,65 there are so many good words from the patients and from our partner companies, companies abroad for company which have done a very good work in the Covid times. And supplying Itoluzumab for the patients, and I disagree with my previous speaker, that if you come up with biologics IPO, do keep a quota for the existing shareholders of Biocon because it's a way of rewarding the loyal shareholders of Biocon and it is not something else. Like, if in good times the company cannot reward the shareholders, then when will they reward? We understand that this was our bad year, so you're not going to give us dividend. When the good times come with do give us interim dividends. Also, if we can have in the third or fourth quarter if the results are good, you can give us interim dividends and also, and then it's nice to know that you will come out with immunosuppressant for transplant and patients abroad. Very nice. And I wish the company all the best for the future. And this is Vinod signing off.

**Kiran Mazumdar Shaw:** Thank you very much, Mr.Vinod. We know the good one. Thank you for all your suggestions. And of course, we will keep everything in mind. We always are very fair and equitable company. So we will certainly keep all your suggestions in mind. Thank you.

**Moderator:** Thank you Ma'am. We will move to the next speaker. The next speaker is Mr.Abhishek. I would request Mr. Abhishek to unmute your audio and switch on your camera to proceed with further Mr. Abhishek Jain.

Mr Abhishek, you're not unmuted, I request you to unmute your audio and proceed with your query. Since there is no response from the speaker, Mr. Abhishek, with your permission I'm moving to the next speaker. The next speaker is Mr.P Jaichand. I will request Mr Jaichand to unmute your audio and switch on your camera to proceed.

**Abhishek:** Abhishek here Sir.

Jaichand has not joined Sir. Kindly connect Abhishek Sir.

**Moderator:** Ok Please proceed.

**Abhishek:** Okay. So my name is Abhishek DB ID is 301637 and client ID is 41359155. First of all, I congratulate the management on the eve of annual level body meeting. Trust all is well with you and your family in this challenging situation. Our company deserves much more respect than the current market cap after completing more than decade of successful operations, profitability, dividend history and becoming one of the strongest brands in our respective industry segment. But we would like to know what's the real impact of COVID and as most of the shareholders already said, that I would not like to go in detail in that and what in this COVID time any employees we have sacked? Any hired salary cuts? Any salary cut was being taken by the management and what is the view of the management point forward sustainability of profit earning loads will remain challenging in the coming quarters. And what are the management efforts to improve working capital, sales ratio, ROC, Evita and interest coverage ratio. So what are the management efforts to have one call and quarterly presentations with global investors and investor fraternity on a regular basis? And what are the management efforts to reduce the other expenses, legal professional charges and audit fees. Myself and my team are running a legal firm in the name and Skylock associate in Chennai. I would request you to kindly enrol our firm into the empanelment of the company and we will be glad to extend our services. So then what is the policy related to during an accommodation and certainly dividends evident and dependent on that. And regarding the CSR part, the company has given a very good toss amount of CSR during the year. And I would request the management to kindly dedicate as much as CSR towards the COVID pandemic so that the world can come out of this crisis as soon as possible and also dedicate some funds towards the investor fraternity who are being affected by COVID and whose family members are being affected by Covid after verifying their credentials. If they are really eligible, the management can take a call to dedicate some funds from the bottom CSR for the investor granted hearing. Nothing much to ask Sir. I wish the company and the Board of Directors a great success and prosperity in the coming future. Thank you for the opportunity. I hope to see you in the physical AGM next year. Thank you, sir.

**Kiran Mazumdar Shaw:** Thank you, Mr. Abhishek Jain. Thank you for all your suggestions. I think as a company we will certainly listen to all our shareholders suggestions, As regards your suggestion, your queries and suggestions on our financial management and, and other aspects of governance, believe me, we are making sure that we look at all these aspects that you have just mentioned very seriously. We are a very well governed company and we will make sure that we address all the aspects of cost efficiency, operational excellence, and other aspects of expenses. Just for your information, we did not, you know, downsize during the pandemic. we did not basically we did not have salary cuts, but we did, you know, delay increments till we were in a position to give it but I'm happy to say that, starting this fiscal, we have given them increments, promotions and a one-time bonus for last year. So, all those corrections have



happened. And we now have a very, you know, highly engaged and highly charged workforce who are looking forward to the future with a lot more confidence after going through a very devastating second wave. So, we are looking forward hoping that we are, the worst is behind us, and we look forward to a brighter future. Thank you very much.

**Moderator:** Thank you Ma'am. We will move to the next speaker

The next speaker is Mr. Rajesh Kevalram Chainani. Generally, I will request you to unmute your audio and switch on your camera to proceed with the query. Thank you. Mr Rajesh

**Rajesh:** Hello! Am I audible.

**Moderator:** Yes, sir. You are audible Sir.

**Rajesh:** Respected chairperson Madam Mazumdarji, highly distinguished Board of Directors, and my fellow shareholders online. Madam, first of all, I would like to say that company has been performing very well from years, two years, I have received so many bonuses also. But few times from few years I am seeing the performance of the company, the price for the company has not gone up. Hello

**Kiran Mazumdar Shaw:** I can hear you.

**Rajesh:** The highest prize of this year was 487. So I looked at the prices when the stock market is rocking. So our performance also should rock, our share price also should rock. I know it's not in our hands, but the market should give a thumbs up. Yesterday bond companies like Laurence lime and all they were at 2 rupees pay selling and they have reached the level of 700. But I'm a very faithful shareholder of this company from years, because I have received twice I have received one to one bonus so I hope really my company really performs very well, in the coming year we should flourish with a stock price. And a lot of suggestions have been already given so I don't have very much to say but it's really nice that at least you have not I see here not give the salaries in the same level, a lot of good CSR activities have been done. So next year I hope I travel to Bangalore for the physical meeting. To end this I want to just say a few words, you know,

ना दूर रहने से रिश्ते टूट जाते हैं और ना पास रहने से जुड़ जाते हैं यह तो एहसास के पक्के धागे हैं जो याद करने से और मज़बूत हो जाते हैं

So we are always with you, madam. And I support all these resolutions. And thank you very much. This is these were my few words for the entire managing team. And Mr Damodaran is always there. I met him many times in Bombay and so is one of the most honest person. So I know there's nothing much to say. Thanks a lot, ma'am.

**Kiran Mazumdar Shaw:** Thank you, Rajesh Ji, for your wonderful words and also I understand your concerns about Biocon. Biocon has performed as a stock very strongly over the last few years. Obviously,

in the recent past, it has not been able to sustain that kind of growth, but I can tell you that our business is looking good. Very often, you can see that this is a sector now that is a very important sector. And I hope that with all that we do that we get our due in terms of recognition as a company that is seeking global leadership. Thank you so much.

**Moderator:** Thank you Ma'am. We will move to the next speaker

The next speaker is Miss Devaki Ramadevi. Davey, I would request you to unmute your audio and switch on your camera to proceed with the query. Miss Devaki.

You have unmuted. Please proceed with the query.

**Kirti Shah:** My name is Kirti Shah.

**Kiran Mazumdar Shaw:** Okay please go ahead

**Moderator:** There is no response from the speaker Miss Devaki Ramadevi, so we will move to the next speaker. The next speaker is Mr. Yusuf Yunus. I would request Mr Yusuf to unmute your audio. Mr.Yusuf again, you have muted yourself. Request you to unmute yourself and proceed with the query.

Connectivity issue with Mr Yusuf.

He has joined back Sir

**Yusuf Yunus:** Good morning. Can you hear my voice? Good morning. Good afternoon, ma'am. My company Bio team and I am very grateful for grateful to give a link Sir and these people I am joined. But what about the mobile? Some technical problem is there. A link coming in and going.might have some technical problems because I am very far. And I wish John Sir who is a pillar of our company and he has left. This is his last year. My good wishes for our madam for our John Sir and this team and all our say department they are very excellent and they're very hard working madam. Around 490, 400 rupees  
और आप ने हमको

**Moderator:** Unfortunately, we lost this connectivity. With your permission, can I proceed with the next speaker? Thank you. So we will go to the next speaker. Our next speaker is Miss Celestron Elizabeth. I would request you to unmute your audio and switch on the camera to proceed with the query.

**Celestron Elizabeth:** Hello, hello. Can you hear me? Yeah. Can you hear me?

**Moderator:** Yeah, yes, yes. Very good. Very good.

**Mrs. C Mascarenhas:** Respect respected Chairperson Mrs. Kiran Mazumdar, other team, other honourable directors, my fellow shareholders attending this virtual meet. My name is Mrs. C Mascarenhas. I'm speaking from Mumbai. First of all, I thank the company Secretary and the team for sending me this e- annual report. I would like a hard copy because I get a lot of eye watering problem. I

thank the Kay Fintech for giving me this platform to speak and participate in this AGM. Now I come to the working. Of course, there was all these hardships of COVID so we have to wait for the future to get the dividend. In good days madam you have rewarded us handsomely by dividend and very good bonuses. When the board things paid, I feel you will do the you will do at the right time because you are always caring for the small shareholder. And I hear I think about Warren Buffet's Hathaway which never give dividends, but there was always capital appreciation. Anyway, I leave it to madam and her team and I know I will wish you'll all the best that we go up the ladder and we become very powerful, very powerful company. Biocon means very powerful already. we have so many - Syngene you gave us now still we are looking for further. Here I congratulate for all the awards and accolades received and also a great CSR. I appreciate the CSR worker done to the humanity. Madam keep it up and your team. Now I have I have some few queries. Did we face disruptions in supply chain of raw materials especially the API? How it was tackled? What about the oxygen supply which was all directed for hospitals? Now what is the position these days? Could you throw some light in our start-up BioCare. Will you list this in future or are you still supporting it and if there is a requirement in two points you can always come with the rights in Biocon because nowadays the market is so heated. Today Zomato even I applied I didn't get so it is so much we pay the company has nothing means it is in laws that is getting so much premium. So if you come with the rights it would be also very good because these days everything all the IPOs everything paper sells like hotcakes. Now my third question is we have medicine drugs, drugs for diabetes, cancer and other ailments many ailments. Madam, I suggest you or I can just share my thoughts. What about developing some drug for Covid because this COVID will not go away fast. That is what I feel. it has it will stay for at least four or five years. So, if we have a such a big research team, so if we do some research or get from the labs, there are many working on it. So if some medicine like Paracetamol and all that we take in cough and cold, we get something like COVID so you take rest for 8 days finished and then you're fine. I look out for such lesser sort of situation. Rest I endorse the view of Mukesh about this demat even I am getting a lot of problem not in Biocon but the other companies, which I have invested long back. And madam I hope you little intervene with the various agencies so that you make our dematting easy you know. So I end up here. Only one more any PLI benefit of the Government of India we are eligible and have been applied. Lastly, I support all the resolutions. I wish our company all the best. May it grow instant to sell. And we see Biocon market cap doubling and tripling, not even doubling, tripling in the next year, when the COVID will become less. With this thank you very much. May God bless you and all our people. And especially I pray for the health of Mr. John, who has contributed a lot from 99 or something. I wish him that his health gets better. I pray to my God. Thank you very much.

**Kiran Mazumdar Shaw:** Thank you Mrs. Mascarenhas for your very good wishes and kind words. Let me answer one or some of your questions you had asked whether what kind of supply disruptions did we have due to COVID? You're absolutely right. We did face a lot of disruptions during the second wave, especially with respect to oxygen supplies, because most of the oxygen requirements were diverted for medical use. And as you know, as a fermentation industry, we do require oxygen. So we did have some challenges. But I'm pleased to inform you that the worst is over and behind us, we are now back to normal. And most of these challenges that we had faced in terms of both the supply chain disruptions as well as

the fact that many of our employees on site were infected, and had to be had to be quarantined, and therefore there were a lot of disruptions at work as well. But all that is now behind us and we're almost back to normal. I certainly take on board a lot of the other aspects of business that you said, we will keep all this in mind, as you very rightly said, as a company we are very, very considerate and empathetic in terms of what our shareholders, especially minority shareholders, how we take care of them. So please rest assured that we will certainly, you know, take all this into consideration. Thank you very much.

**Moderator:** Thank you Ma'am, we will move to the next speaker. Speaker, Miss Lekha Satish Shah. So I would request Miss Lekha to unmute your audio and switch on your camera to proceed with your query.

**Lekha Satish Shah:** Hello, can you hear me ma'am?

**Kiran Mazumdar Shaw:** Yeah.

**Lekha Satish Shah:** Thank you, ma'am. Respected chairperson ma'am, Board of Directors and members. Good evening to all of you, myself, Lekha Shah from Mumbai. First of all, our company secretarial team for suggesting very good investor services, and also sending me the AGM notice by email veiling came in such a difficult situation. But I am very grateful to Mrs. Aishwarya ma'am. Madam, I'm very happy to see all the good deeds that you have done during this difficult time. Ma'am, I pray to God that he always share his blessing upon you. I would like to congratulate our committee winning various awards this year. I am sure that that List of awards will keep getting longer and longer in the years to come. And also I am glad the company is doing very well in the field of CSR activities. Ma'am I am confident that with your vision and determination, you believe our company to greater height, and also I pray to God, our company should progress more and more under you are newer teams. I would like to ask few questions. My first question is all our come our company employees, vaccinated against COVID-19? My second question is, how is the company preparing itself in a post COVID world? My third question is, what are the learning from the lockdown and how is the company implementing those learning? My fifth question is how we are engaging all employees? My next question is, how many of our company employees were affected by COVID-19? So, I would like to say, I strongly propose whatever possible resolutions for today's meeting, and my best wishes, always of our company, and this prosperity. Thank you, ma'am.

**Mrs. Kiran Mazumdar Shaw:** Thank you, Madam.

Let me answer your questions. Thank you for all your good wishes, you will be very happy to know that we have vaccinated over 90% of our employees to date. And I think we have created a very safe environment in terms of how we dealt with COVID. In the past, we have from day one, introduced a very rigorous testing, you know, protocol where we made sure that every employee was subjected to regular and routine testing, to make sure that people who are coming on site for working were not positive. And if they were found positive, they were asked to remain at home and quarantine. And of course, we used to be in constant touch with our employees and, you know, ensure that they did not need any hospitalisation. And if they did, we, of course, help them. Unfortunately, we did lose some of our

colleagues, despite all these measures we took. Largely these were employees who had gone back to their home towns and villages, and they did not have access to very good hospital care. We have, of course, made sure that we are in constant touch with our employees, we continue to make sure that our workplace is safe. We, over this last second wave we've had over 500 people who were infected. And as I said, we also had people who lost their lives, but I think of the majority of the 500 have recovered and back to work. So I would say that yes, we went through a lot of disruption because of the large number of people who were infected. And of these 500 many people were not on site. They were also off site, but nevertheless the company has taken with each one of our employees. So with that, I would like to wish you all the best and I hope you also are vaccinated and staying safe. Thank you.

**Lekha Shah:** Thank you so much Ma'am.

**Moderator:** Thank you Ma'am. We will move on to the 13<sup>th</sup> speaker Mr Kirti Shaw. I would request Mr Kirti Shaw to unmute your audio and proceed with the query.

**Kirti Shaw:** Good evening. Good evening Ma'am Good evening. आप ने बहुत बढ़िया reply दिया हुआ है. तभी I am satisfied with this. बहुत ही बढ़िया हैंडल किया हुआ है, बहुत ही बढ़िया बात है. Madam लेकिन अभी जो question reply में भी आपने जवाब दिए उसमें FIS बहुत ही ज्यादा है . FIS आप कभी भी ये कर सकते हैं जैसे की market खराब हुआ तो FIS अपना माल बैच की जाति है. FIS का होल्डिंग कम रहे और DIS Mutual fund का होल्डिंग बढ़ जाये तो भी अच्छी बात है . Madam ये K-FinTech का कभी भी video नहीं चल रहा है, उसकी क्या वजह है, वह समझ में नहीं आ रहा है. Madam, यह K-FinTech का वीडियो और यह switcher number आप बोलेगा तो ज्यादा अच्छा रहेगा. (inaudible) switcher number. ऐसा करके आप बताएगा तो ज्यादा अच्छा रहेगा, madam. Madam, अभी आपका जो december quarter का जो profit था, वह करीब 33 crore का था, और march quarter का profit है 67 crore का. बहुत ही बढ़िया (inaudible) में आपने working दिखाया हुआ है. और net profit margin आपका जो 7% था december quarter में, वह march quarter में आपने 14% बताया हुआ है. वह बहुत ही अच्छी बात है तो करंट सिचुएशन कैसा है, आज आप कैसे बढ़ना चाहते हो, और आज की date में company की patent कितना (inaudible) किया हुआ है, और आज की date में company की valuation क्या होनी चाहिए? वह तो हम बढ़ायेगा तो वही तरह share price भी काफी अच्छी तरह से बढ़ सकती है. अभी आपका जो भी (inaudible) कोई लेटर होगा, तो इसमें आप (inaudible) research के बाद आप यह सब सारा valuation, patent value सब और (inaudible) तो ज्यादा अच्छा रहेगा. और madam अपना अभी इसमें LIC का कितना holding है? कही जगह आपने 4.11% लिखा है, कही जगह में आपने 4.27% लिखाया है. यह इतना difference क्यों आ रहे हो, वह समझ नहीं आ रहा है, LIC का holding में, insurance company. यहाँ का insurance company का separate है 4.27%, (inaudible) insurance company का. वह क्या है, detail में थोड़ा बताएगा तो ज्यादा अच्छा है. और काफी question इसके पहले काफी बोल चुके हैं, वह मैं repeat नहीं करना चाहूंगा.

और इतना अपना ROE इतना low क्यों हैं, madam? ROEअभी जो low हैं, उसका भी आप थोड़ा reason बताये की इतना low ROE क्यों आ रहे हैं. और madam,अभी बाकी मैंने आपको email किया हुआ है, आप email का reply करेंगे. और आपक जो team हैं, जो secretarial team, वह काफी अच्छी तरह से cooperate कर रहे हैं 2-4 दिने से, काफी अच्छी तरह से follow-up करके सही तरह से shareholder का service दे रहे हैं. वह बहुत ही अच्छी बात हैं. आगे भी continue करते रहे. आप इतना CSR work अच्छी तरह से आपने एक ऐसे lady, ऐसे more powerful होती हैं, और पैसे के बारे में और services बारे में जो humanity के लिए, वह बहुत ही अच्छी बात हैं, madam आपने बहुत ही अच्छी तरह से आप यह निभा रही हो. Wish you all the best. Thank you very much. God will help you for the company and the whole team. Wish you all the best. Thank you very much.

**Mrs. Kiran Mazumdar Shaw:** Thank you, Kirti भाई, for all your good words. I can tell you that as far as some of the questions that you asked, की about the company's performance and recognition, I think we are trying to work very hard to put this company, you know, right on top. We are a very unique company आपको तो पता हैं की हमारी कंपनी बहुत वशेष हैं, क्युकी हमारी जो दवाइया हैं भारत में हमारी कंपनी में ही से तीन product US FDA में approve हुई हैं और पांच product Europe में approve हुई हैं. और किसीकी इतनी products approve नहीं हुई हैं biosimilars की क्षेत्र में. तो उसिलिये हम मानते हैं की we have a very bright future. Our teams are very very focused on research and development और हमें काफी patrons भी हमें मिली हैं. और हम बहुत ही कोशिश करेंगे की हमारे shareholders हमारे से खुश रहेंगे. और बहुत ही म्हणत से हम यह कोशिश करेंगे की आप लोग हमारे से बहुत खुश होंगे. और LIC की holding के बारे में, can you please tell me what is the-

**Mr. Mayank Verma:** As on 31st of March, it's 4.11 and as on June is 4.22.

**Mrs. Kiran Mazumdar Shaw:** आपने सुना हैं, वह मार्च में 4.11 थी LIC की holding और जून में 4.22% holding. मतलब की उन्होंने थोड़े और share खरीदे हैं हमारे कंपनी में.

**Mr. Siddharth Mittal:** आपकी एक और question था की फी holding इतनी high क्यों हैं.

अगर आप देखेंगे हमारे जो businesses हैं तीनों research services business, biosimilars business, यह दो ऐसे businesses हैं जो India में और कोई companies के पास नहीं हैं. generic business जो एक हैं, जो की India में बाकी generic companies हैं, तो जो investors हैं, global investors. वह लोग काफी companies में invest करती हैं but जो international investors हैं, उनके लिए research services of biosimilars में invest करने की opportunity Biocon के through हैं. यह दोनों businesses, international businesses हैं काफी interesting और differentiated businesses हैं. So जो बड़े funds हैं, globally जो बड़े funds हैं, उनको they understand the importance of these

businesses. And we think that having international investors is also important because उससे आपकी company का जो profile है, it's a global company, वह एक अच्छा showcase होता है. और हमारा जो customer base है, हमारे जो subsidiaries हैं जैसे Bicara भी जो हमारी US-based subsidiary हैं, उनके लिए भी benefit होता है. So, अगर international investors होने से भी कोई खराब हमें नहीं लगता है कुछ होता है, it is a good thing to have and but at the same time हमारे जो domestic shareholders हैं और जो individual shareholders हैं, वह लोग काफी important pillar हैं कंपनी के. They've stayed with us for many, many years and we thank them for their trust and belief in our company.

**Moderator:** Thank you, sir. We will move to the next speaker. The 14th speaker Mr. Dinesh Motwal Kotecha is not available. We'll move to the 15th speaker, Mr. Rakesh Kumar Singh. I will do request Mr. Rakesh to unmute your audio and switch on your camera to proceed with your query.  
Mr. Rakesh?

**Mr. Rakesh:** Hello?

**Mrs. Kiran Mazumdar Shaw:** Yes. Please, please continue.

**Moderator:** Unmute yourself, please proceed with the query.

**Mr. Rakesh:** Yeah. Thank you. Good evening, all. Most of the answers already given. Still I have few questions. First is the stock price is underperforming since beginning of this calendar year 2021. What can be the reason? And pharma companies are doing well but Biocon is underperforming. So, what can be the reason? Third question is, what are the growth targets and plans for next five year, 10 year and beyond? And I observed that the results shown on BSE site is not matching with the results given in annual report. I can, 2021, 2028 crores revenue is written. And then annual report, 73,603 millions are given. So, this is not matching. In 2020 also, 65,000 million is in annual report and on BSE site, 1988 crores are-

**Mrs. Kiran Mazumdar Shaw:** Yeah, so I think that difference is, the difference you're mentioning is between consolidated numbers versus standalone numbers.

**Mr. Rakesh:** Okay, I will check again.

**Mrs. Kiran Mazumdar Shaw:** Yeah, it is standalone versus consolidated.

**Mr. Rakesh:** Okay, fine. And one more thing, revenue is increasing year over year, but profit is decreasing. How, I am not able to understand. In 2009, revenue is 56.5000 million, 2020- 65,000 million, 2021- 73.6000 million. But revenue is decreasing 9000, then 7482, then 7400. And-

**Speaker:** Encourage you to look at the-

**Mr. Rakesh:** Physical copy of annual report because reading hundreds of pages on screen is very difficult. And are we prepared for wave three if it comes?

**Mrs. Kiran Mazumdar Shaw:** Yeah. So to answer your questions, I think first and foremost, our stock has done extremely well in the last one year. But yes, it has remained a bit stagnant in the last several months. But I think, you know, with the kind of growth prospects that we have, we expect the stock to do better. I think it's all about how markets perceive certain businesses. So right now, of course, the excitement is about companies that have, you know, vaccines or companies that have a large, COVID portfolio. So I think our business is very differentiated. Unfortunately, we don't have comparable companies in the country. And so we're a standalone stock. And we get judged on a very different set of metrics compared to other companies. But we obviously strive to see how we can keep creating shareholder value. In terms of your comments on profits, I will leave it to my colleague to comment on that, because I'm surprised at your comments.

**Mr. Siddharth Mittal:** So I think you should read the financial statements, which are excluding the exceptional items. I know the annual report is very lengthy, it is 300 pages, but you can refer to pages 42 and 43, which has a snapshot of the financial summary for the year. And as you can see that the revenue has grown for the overall company at 14%. While there was a D growth of 1% in terms of profit, and we are investing heavily in R&D. So the R&D income, R&D expenses are going up. We are also investing in other operating expenses which were incurred to grow various parts of the business and some of the new plants that we have commissioned, for which the revenues would start in the coming years in various businesses. So we will start seeing income go up in the years to come.

**Mrs. Kiran Mazumdar Shaw:** I would also like to add, I think there was an earlier question also about ROCE and I think we must understand that this business is a very gestational business. So, unlike other sectors when you invest today, the return on that investment comes after several years. So for some time, the ROCE is quite low, and then it starts picking up the moment you start commercialising from that facility. The problem is that we are under a lot of regulatory requirements, which does not allow us to supply as soon as the plant is commissioned. Another question I forgot to answer it, which a previous speaker had asked was about the PLI scheme. We are we have applied under the PLI scheme for all our companies. And we expect to be granted, you know, this PLI incentives under each one of these applications. So I think overall, I think the business is positioned to be very, very strong and differentiated. And we are very optimistic and about the future. And I think we will continue to remain a very differentiated stock for all investors to be very proud of.

**Moderator:** Thank you, ma'am. We'll move to the next speaker. The 16th speaker is Mr. Hiranant Kortwani. I would request you to unmute your audio and switch on your camera to proceed with Mr.



Hiranant. Sir, please proceed with your query. You have unmuted yourself. Please go ahead. You're muted yourself. Please unmute and proceed with query.

Okay, since there's no response from him, we will move to the next speaker. Our next speaker is Mr. Arun Kumar (inaudible). I would request Mr. Arun Kumar to unmute your audio and switch on your camera to proceed with your query. Thank you. Mr. Arun Kumar, you have unmuted, please proceed.

**Mr. Arun:** Is the video on?

**Speakers:** Yeah, yes. Yeah.

**Mr. Arun:** Good evening, everybody. Very proud and humbled of your business acumen, wisdom and grounded nature, Kiran. Questions; what was the understanding and the goal with Bristol Myers Squibb? How do you think this will pan out after the pandemic? That 26% stake Hinduja Renewables, I think, I believe it's only a start. What is our goal for clean and neat energy? Do we buy power from Karnataka government or private companies? I believe in Karnataka, private players are offering at a much cheaper price. What is Biocon doing? In conclusion, there is no greater fulfilment than to touch and transform lives. People are bursting with life do not need a purpose to live. Life is an unwavering purpose unto yourself, Kiran, I wish you all the best. Thank you.

**Mrs. Kiran Mazumdar Shaw:** Thank you very much, Arun Kumarji. Let me say that we are also very committed to environmental sustainability, our green energy ratio is just crossed 50%. And we would like to actually get to a 75% green energy target in the very near future. And as far as purchasing the rest of the power is concerned, right now we are purchasing from Karnataka government, but we are looking at other avenues of buying power. So that's really the main kind of, you know, trust that we have given in terms of green energy. As far as Bristol Myers Squibb is concerned, this is a research services agreement that our research services company Syngene has with Bristol Myers Squibb. It's a very important partnership under which there is a dedicated centre just to conduct Bristol Myers Squibb research, and it is a very important part of the business that Syngene does. They have many such dedicated centres, but the Bristol Myers centre is the largest. So I think this is a business that really is very important to endorse the capability base and the scientific prowess of a company like Syngene. So I hope that answers your question, and thank you for your good wishes.

**Moderator:** Thank you, ma'am. The other two speakers, Mr. Peter and Dikshit (inaudible) has not joined. So we're left out with one speaker, Ms. Devaki Rampresh, she has joined back, so I request Ms. Devaki to unmute your audio and switch on your camera and ask your query.

**Speaker:** Hello, good afternoon, everybody.

**Speaker:** Good afternoon, please go ahead.

**Speaker:** Madam, I'm son of Devaki. So, I would like to express my happiness regarding the EPA which received a letter from Mayank Verma sir. Thank you very much sir, Mayank sir. Actually, my father was invested in this company in 2010, it is amounting to 25,000 rupees altogether and he was expired in 2014 unfortunately, after that, my mom also expired then we received a letter from Mayank sir that my father has shares in Biocon company. And today the value of the shares (inaudible) rupees. That amount helped us a lot during these tough times. And Mr. Amit sir had called regarding these shares and they helped us to take the session company and thank you, Mayank sir. Thank you, Amit sir, we are owed to the Biocon team. Thank you very much.

**Mrs. Kiran Mazumdar Shaw:** Thank you very much.

**Mr. Hiranant Kortwani:** Hello, I am Hiranant Kortwani. Now I am audible?

**Mrs. Kiran Mazumdar Shaw:** Yes.

**Speaker:** Please go ahead, Mr. Kortwani.

Yeah, it was distortion from that time but okay. I will come to the point. नमस्ते to all. Madam, what is your experience with dealing with the USA FDA? How is your experience? Share your experience with the US dealing with the US FDA? Because if you can, and how what is growth we expect from the European market, American market and Brazil market? I see the only growth will not be the prosperity, prosperity the means profit. I have some reservation on the particular the dividend part because we old people rely on the dividend. I am of opinion dividend should be given in two tranches, one in February, the interim, one in this after the AGM. What is your call, our women employee, if you can share that percentage of women employee, our global percent of 120 territories? From the growth and profitability will come your capital outlay particularly the capital expenditure in globe. What is the yield? If you can give me, I'll be thankful to you. Particularly your investment in (inaudible). What is the future of that investment? When yield will come? I'm here to comment on the insulin business. The vaccination will come and go, no problem. But your presence in the insulin, because you market it globally, particularly in India. What are your call on that? How you're going to research R&D and the market and the profitability? And please throw some light on that. Thank you.

**Mrs. Kiran Mazumdar Shaw:** Yeah, so to answer all your questions, your first question was about how do we deal, how is it to deal with US FDA. US FDA is a very stringent regulatory authority. They expect certain levels of quality systems. And obviously they come and inspect us, they inspect our quality systems, management systems, they want to make sure that you have a very good quality management system. And they want to make sure that we are compliant with what they require. And I think we have done very well because we have got many, many products in the US market, especially in terms of biosimilars, we are the only company with three products approved by US FDA. So I think we are very familiar with what the US FDA standards are and what they need from us. When it comes to various parts of our business, I

think yes, there are lots of very good opportunities for many segments of our business. I think the insulins business is a very important and big opportunity for Biocon. We are currently selling our insulin and insulin products in many, many countries, almost 75 countries in the world. You know, patients are benefiting from our drugs. And we believe that with what we call as the interchangeability label that we expect for insulins, it will become a very big opportunity for us even in the US. As far as US and European markets are concerned, of course, these are very important markets. And we continue to pursue all market opportunities, not just US, Europe, but also global markets. Brazil is, like you said, a very important market as well. And likewise, there are many, many other such markets, which are very important markets for us like Mexico, like Turkey, like in Asia Pacific regions. Malaysia is, of course, a very important market. For us, and China, of course, becomes a very important market for us. So I think overall, we want to see ourselves as a global player catering to all markets. And we believe that the product portfolio that we have is a very interesting product portfolio that will help us to grow in a very enduring way. So, that is as far as what I can say. And we are, we have not been able to, you know, deliberately declare dividend this year because, as you know, there were a lot of uncertainties related to COVID. And, you know, it was prudent not to, you know, declare dividends and save that cash to invest in some of our growth opportunities that we need to. So with that, I thank you for all your good wishes and questions. And with this, I think we come to the end of the Q&A session. I would like to thank all the shareholders directors and other invitees for attending the 43rd annual general meeting. The meeting now stands concluded, members may note that the E-voting will be available for the next 30 minutes on the K-Fin Technologies website. I wish you good health, safety, and I hope you are all vaccinated. I would like to request now all the directors and invitees to kindly log out. Thank you very much and namaskara.