



Change of
Course.

Stay on
Course.

Caplin Point Laboratories Limited
Corporate Office, Chennai (India)



The Course of This Report



CAUTION REGARDING FORWARD-LOOKING STATEMENTS

In this annual report, we have disclosed forward-looking information to enable investors to comprehend our prospects and take informed investment decisions. This report and other statements – written and oral – that we periodically make, contain forward-looking statements that set out anticipated results based on the management's plans and assumptions.

We have tried wherever possible to identify such statements by using words such as 'anticipates', 'estimates', 'expects', 'projects', 'intends', 'plans', 'believes' and words of similar substance in connection with any discussion on future performance.

We cannot guarantee that these forward-looking statements will be realised, although we believe that we have been prudent in our assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected.

We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

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Change of Course.

Stay on Course.

CHANGE OF COURSE & STAY ON COURSE are like day & night. One can't happen without the other following it. To be more accurate they are both present all the time.

The power lies in choosing what, when, where and how to change, or stay the course.

"Revolutionary ideas are shown, not told."

– Bill Gates.

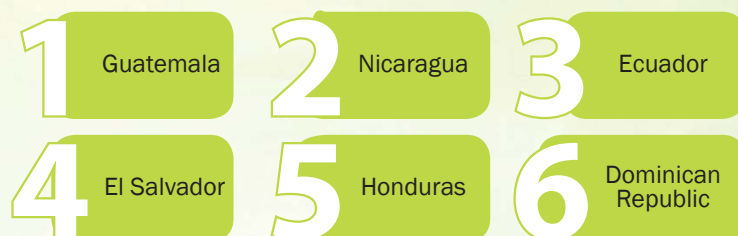
**Change, of Course,
Is the Change of Course.**



STAYING ON COURSE

Our business model in the small geographies of Latin America (LATAM) is something that we have shown as one with immense success. We did this by choosing to serve the Bottom of the Pyramid (BOP).

Around ninety percent of our total revenues from operations (exports) i.e. ₹1,300 Crores+ came from six small markets:



The population of these six countries put together is more or less the same as the population of Tamil Nadu.

Staying on Course is to focus on Maximum Viable Products (MVPs). MVP is the version of a new product developed based on the validated learnings gathered from the markets. The goal of an MVP is to test the fundamental business hypothesis (leap of faith assumptions) and thereby convert these hypothesis or assumptions into reality for future products and solutions, as quickly as possible and follow this course in various markets.

We believe that our business model of serving Bottom of Pyramid with affordable medicines and through an end-to-end presence across the industry value chain is sustainable and replicable. A strong proposition to STAY ON COURSE.

“Give up the Drop, Become the Ocean”

- Jalāl al-Dīn Muhammad Rūmī (Rumi)

THE CHANGE OF COURSE

The move to the bigger markets such as Chile, Peru, Colombia, Mexico and Brazil and STAY ON COURSE with the same business model as in the smaller geographies except Brazil.

Our success model encompasses starting small, testing our proposition in the markets, adopting to the feedback received and tweaking our proposition away from the established wisdom; and be prepared for the right and opportune time is the CHANGE OF COURSE.

CHANGE OF COURSE is our engagement in the complex products within our product portfolio for the regulated markets and Rest of the World (ROW). Further, we are focusing on design of Difficult to Manufacture (DTM) products or complex products which becomes a unique key differentiator of our product basket in a given market. This new offering of same product with same colour and same packaging will make the customer comfortable and make the customer choose our product over others' product.

CHANGE OF COURSE, thus helps us expand further with new and improved offerings while we will STAY ON COURSE of our successful business model.



Know Caplin – Business & Genesis

Caplin Point Laboratories Limited (Caplin) is a fully integrated, global pharmaceutical company from India. Founded in 1990, Caplin has been accredited as 2nd Highest Wealth Creator in a decade ending 2020. Ranked amongst the top R&D spenders in India across all industries.

Caplin is present across the pharmaceutical value chain right from APIs to Finished Formulations, Research & Development, Clinical Research, Contract Research Organization (CRO), Marketing & Distribution, Online Platform for Pharmacy Automation and finally to the recent addition of capabilities to build Key Starting Material (KSM) prior to the API stage.

Caplin is present across 23 countries with a dominant presence in Latin America (LATAM), Southern Africa and Francophone Africa along with a growing presence in United States of America and European region.

Caplin's products span across Liquid & Lyophilized Vials, Pre-filled Syringes, Ophthalmic dosages, Pre-mixed Bags, Tablets, Dry Syrups, Liquid Syrups, Softgels, Liquid Injectables (Ampoules & Vials), Emulsion Injections (Ampoules & Vials), Capsules, Suppositories, Topicals and Sachets.

Caplin has a strong manufacturing presence primarily in India and overseas (China) which are individually and relevantly approved or certified by USFDA, EU-GMP, ANVISA-Brazil, INVIMA-Colombia and COFEPRIS-Mexico. We take pride in manufacturing in India for the world in this highly regulated pharmaceuticals industry.

VISION

Caplin Point aims to create new niches in our existing markets to ensure the current foothold remains strong and innovative. We envisage implementing our unique business model across the globe to ensure patients get access to quality medicines at affordable prices.

MISSION

Innovate to change the rules of the game and not to compete in the game. Innovation distinguishes between a leader and a follower.

KNOW THE KEY NUMBERS

4000+

products
registration

650+

pharmaceutical
formulations

36+

therapeutic
sections

7

facilities in India
including R&D

23

countries

340+

Scientists

22

ANDAs filed, 18
ANDAs approved



OUR STRATEGIC DECISIONS WHICH WILL HELP US IN SCALING UP VALUE CHAIN

Plant to Portal

Proposed extension from product manufacture to retail interface through Healthcare portal automating pharmacies, clinics and diagnostic labs.

This deployment of healthcare portal would generate big data for generics which will lead to better product positioning and insights.

Direct Approach

Direct marketing to pharmacies and wholesales; circumventing trade channels. Currently 20% revenue is generated from direct sales.

Widen interface with 14,000 pharmacies to address bottom of the pyramid customers and engage with doctors.

Forward integration

Caplin moves further up the value chain with acquisition of its channel partners at Latin America.

Thereby controlling manufacturing export, import, distribution with direct access to retailers and wholesalers.

Backward integration

API Plant will cater to US and LATAM business as well as upcoming Oncology business.

Backward integration into API for complex injectable products.

Targeting complete backward integration from Key Starting Material (KSM) to intermediates and API.

Setting up of CRO

CRO wing of Caplin Point will cover BE/BA studies for captive consumption, before scaling up as a commercial CRO.

Target markets are China, US, EU and LATAM.

Company's CRO wing Amaris Clinical completes back-to-back virtual and physical US FDA audits, EIR received for the first inspection.

Know Caplin – Products



Caplin stands for best quality products, at most value for money pricing and are manufactured at most advanced manufacturing facilities that are certified at most stringent affiliations and accreditations.

Our products are broadly classified under two types of markets:

REGULATED MARKETS

Products	Annual Production Capacity (Units)
Liquid & Lyophilized Vials	140 Mn
Pre-Filled Syringes.....	16 Mn
3-pc Ophthalmic Droppers	7 Mn
Pre-Mix Bags.....	4 Mn

EMERGING MARKETS

Products	Annual Production Capacity (Units)
Tablets.....	1500 Mn
Dry syrups – Bottles.....	1 Mn
Softgels.....	220 Mn
Capsules	400 Mn
Suppositories.....	30 Mn
Liquid syrups – Bottles	6 Mn
Liquid injectables in ampoules & vials	20 Mn
Lyophilized vials	2 Mn
Prefilled syringes (PFS)	12 Mn
Emulsion injection in ampoules & vials	6 Mn
Topicals	15 Mn
Sachets (Liquids & Powders).....	20 Mn



Know Caplin – Products

