




Committed to
perform

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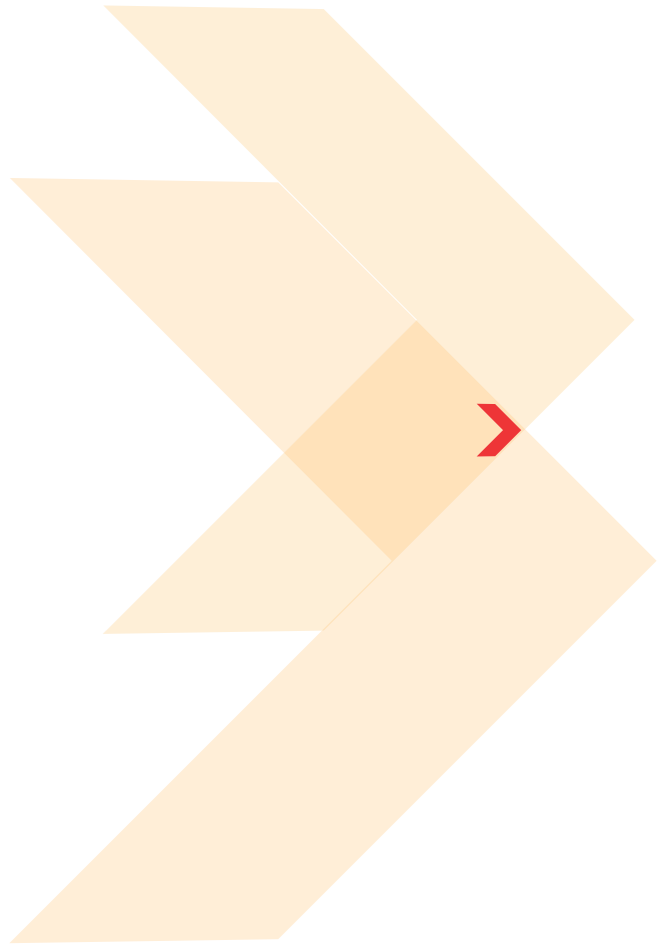
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At Glenmark, our continuous endeavour has been to perform consistently. The world is grappling with uncertainty and volatility. The old order is being challenged. Disruption is commonplace. Crude and commodities have been in a free fall. The geopolitical situation is stressful. Amid all of this, the Indian economy stands tall as a symbol of stability and fortitude. However, the global headwinds have not spared many companies that are linked to world trade. Our belief helped us act with resilience and deliver encouraging outcomes, despite challenging industry scenario.

We registered good revenue growth during the year, primarily driven by our strong performance in India and the US. We gained significant market share with several new product launches as we continued to focus on the areas of dermatology, respiratory, cardiovascular and diabetes. This was an important year as our US business received the highest number of approvals till date. Strategic location

has always been one of our key strengths, and we are now in the final phase of operationalising our formulations plant in Monroe, North Carolina. We in-licensed generic Seretide Accuhaler in Europe, a significant step towards building a strong respiratory franchise in Europe.

Our out-licensing deals have helped us build a reputation of an innovation-driven organisation. We are committed to enriching lives by finding cures for unmet medical needs. We have regularly made investments in R&D and have a strong in-house pipeline of seven novel molecules, both NCEs and NBEs, in pre-clinical/ clinical development. We now have two clinical candidates targeting oncology indications based on our proprietary best-in-class BEAT® platform.

With our robust pipeline of products across all markets, a strong innovative engine, a well spread and diversified manufacturing set-up, a truly global team and robust systems and process along with our dedication to perform, we are certain that we will attain new heights in the years to come.

RESEARCH-DRIVEN, GLOBAL AND INTEGRATED

We at Glenmark, are relentlessly striving to make the lives of patients better across the globe since 1977. We are a leading, research-driven, integrated, global pharmaceutical organisation. Listed with Indian stock exchanges in 2000, Glenmark has current market capitalisation of USD 3.6 billion*. In the pursuit of enriching lives, Glenmark has evolved into a global organisation and a leading player in the discovery of molecules within a short period of time. Glenmark is actively engaged in the development of New Chemical Entities (NCEs) and New Biological Entities (NBEs), and has 7 novel molecules, 2 NCEs and 5 NBEs, in various stages of pre-clinical and clinical development.



Vision

TO EMERGE AS A

LEADING INTEGRATED RESEARCH-LED GLOBAL

Ranks among the top 80 companies in the world¹

Ranks 8th among companies in Asia²

Ranks 10th among companies based out of emerging markets³

Fastest growing among top 20 pharmaceutical companies in India⁴

11 finished dosage plants in four countries

5 API plants in India for captive and commercial requirements

1 biologics manufacturing site in Switzerland

Established research capabilities in both novel small molecules and biologics

7 innovative molecules in advanced clinical and pre-clinical stages of development

Commercial presence across five continents

More than 70% of revenue from international markets

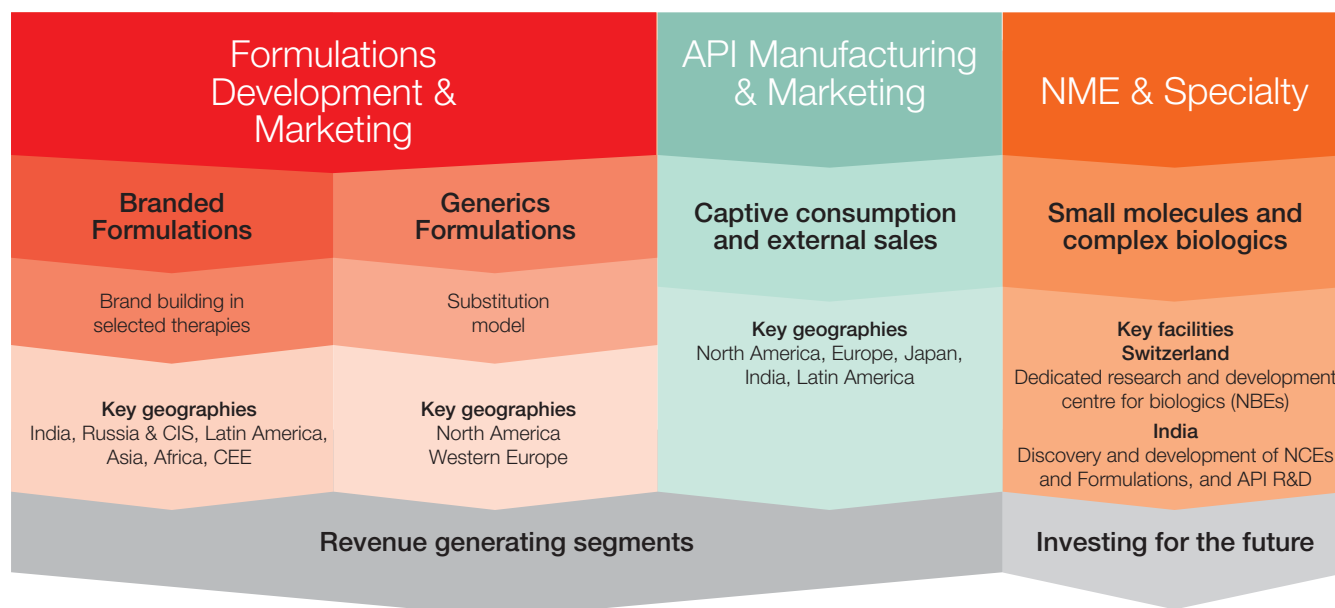
PHARMACEUTICAL COMPANY

GLENMARK AT A GLANCE

Glenmark's business has been primarily structured into Branded and Generic Formulations, Active Pharmaceutical Ingredients (APIs), and Drug Discovery & Development.

Notes:

- 1: SCRIP Rankings 2016 | 2: excludes Japan | 3: includes countries like Brazil, Russia, India, China and South Africa | 4: In terms of retail formulation sales (Source: IMS)
- *Exchange rate: USD1 = ₹ 66 (Market data based on closing pricing on NSE as on 31 May, 2016)



DRUG DISCOVERY

We believe innovation is the only way to build a truly global organisation that delivers outstanding results. In line with this belief, Glenmark's ground-breaking drug discovery efforts are focused in the therapeutic areas of Inflammation, Pain and Oncology. Glenmark has a pipeline of seven first-in-class molecules, both NCEs and NBEs, in clinical and pre-clinical development. Glenmark has made its mark in this area by out-licensing its own molecules in various stages of clinical development to large global multinationals. Glenmark has successfully out-licensed seven molecules to five companies and have received a total of USD 217 million in up-front and milestone payments, cumulatively. We are the only company from emerging markets to execute multiple deals on novel molecules.

BRANDED FORMULATIONS

In pursuit of our mission of enriching lives, Glenmark's Branded Formulations business has grown from strength-

to-strength and is focused in the emerging markets of India, Russia and CIS, Africa, Asia, Latam etc. The formulations business focuses on therapeutic areas viz. dermatology, anti-infective, respiratory, cardiac, diabetes, gynaecology, CNS, and oncology. India is the largest market in terms of revenue for the organisation.

GENERIC FORMULATIONS

Our products are primarily marketed in US and Western Europe. Our US formulations contributed 32% of net revenue and Europe formulations contributed 9% of net revenue in FY16. We are one of the largest dermatology players in the US Generics market and have become the fastest growing generic company in Germany. Our US product portfolio consists of more than 110 generic products authorised for distribution. In US, we have the largest number of products authorised for distribution among the generic manufacturers. We aim to launch Sole FTF – g-Zetia in December 2016, in

our endeavour to offer high quality and differentiated generic products. With an expected market size of USD 2.4 billion it poses significant growth opportunity for the Company.

API

Glenmark's API division partners with leading global generic companies, by supporting partnerships through advanced process chemistry skills and innovative intellectual property. We supply APIs for captive consumption and to leading generics companies across US, Europe, Japan, India and other markets. Glenmark is a market leader for many API products in semi-regulated markets and has also established a leadership position with its first-to-file offerings in regulated markets. Some of our products that enjoy leadership positions are Amiodarone, Lercanidipine, Adapalene and Perindopril. Our API business contributed 9% to the net revenue in FY16. Our two API plants in Ankleshwar and Dahej successfully completed US FDA inspections in FY16.

We enjoy market leadership in focused therapy areas in Indian Pharmaceutical Market:

#2

in Derma

#6

in Respiratory

#8

in Cardiac

OUR GLOBAL ASSETS

40

Nations with
our offices

17

Manufacturing
facilities

4

Continents with
manufacturing facilities

5

R&D centres



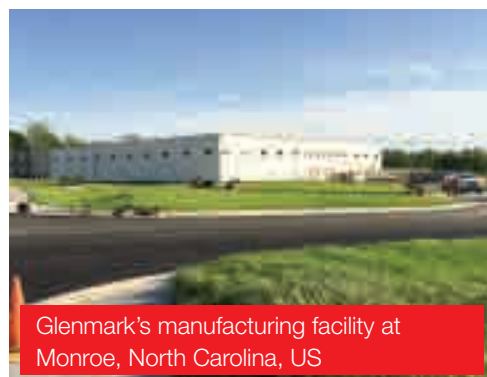
Our facilities have an
excellent track record of
regulatory approvals and
compliances.

MANUFACTURING FACILITIES

Glenmark's commitment to uncompromising, world-class quality standards is reflected in its state-of-the-art manufacturing facilities located across the globe. Glenmark has 17 manufacturing facilities, world over, which are approved by various regulatory bodies such as the US FDA, UK MHRA, WHO-GMP, Canadian TPD, South African MCC and ANVISA of Brazil.



Glenmark's manufacturing facility
at Goa, India



Glenmark's manufacturing facility at
Monroe, North Carolina, US

GLOBAL MANUFACTURING NETWORK

	Location	Dosage Form	Key Markets
Formulation Facility	Goa	Oral Solids, Semi Solids and Hormones	US and Western Europe
	Indore	Oral Solids, Injectables	US and Western Europe
	Baddi – I	Semi Solids, Oral Solids and Oral Liquids	US, India and ROW
	Baddi – III	MDI, DPI and Nasal Spray	India, Brazil, Russia and ROW
	Aurangabad	Oral Solids (Oncology) and API	US
	Nalagarh	Oral Liquids and Semi Solids	India, ROW and Latin America
	Nashik	Oral Solids, Liquids, Semi Solids and Powders	India, RCIS, Latin America and ROW
	Sikkim	Oral Solids	India
	Monroe, US	Oral Solids and Injectables	US
	Argentina	Oncology Injectables	India, Latin America and ROW
API Facility	Czech Republic	Oral Solids and Semi Solids	Central and Eastern Europe
	Ankleshwar	API	US, Europe, Japan and ROW
	Dahej	API	US, Europe and ROW
	Aurangabad	Oral Solids (Oncology) and API	US
	Kurkumbh	API	India
Biologics Facility	Mohol	API	India
	Neuchâtel, Switzerland	mAbs	For clinical development

R&D FACILITIES

Innovation lies at the heart of all aspects of Glenmark. Its R&D centres are well equipped to deliver innovation by combining cutting-edge technology, state-of-the-art infrastructure, and the brightest minds in the business. Glenmark's R&D team of over 800 members across five R&D facilities is committed to address the evolving needs of patients and enrich lives globally.



Glenmark's R&D centre at Navi Mumbai, India



Glenmark's R&D centre at La Chaux-de-Fonds, Neuchâtel, Switzerland

NEW MANUFACTURING FACILITY IN NORTH CAROLINA, US

Glenmark has expanded its manufacturing footprints in the key strategic market of North America and is in the final phase of operationalising its formulations plant in Monroe, North Carolina. The facility is spread over 100,000 sq. ft. and manufactures oral solids and injectables. The team comprises of qualified personnel with average experience in the pharmaceutical industry of over 10 years. We have plans to add new dosage forms in the near future. The facility dedicated exclusively to the US market will help us serve our growing business in the country.

GLOBAL R&D CENTRES

	Overview	Capabilities	Pipeline
Switzerland	The Biologics Research & Development Centre is dedicated to discovery and development of monoclonal and bispecific antibodies (mAbs) (inception to clinical development).	<ul style="list-style-type: none"> • Biologics R&D: Engineering monoclonal antibodies, Cell line development, In-vitro testing • Process Development & Industrialisation: Antibody production and purification, GMP Cell Banking and Biologics Manufacturing 	<ul style="list-style-type: none"> • Monoclonal antibodies • Bispecific antibodies
Navi Mumbai, India	The New Chemical Entity (NCE) R&D Facility was established in 2000. It is spread over 125,000 sq. feet area. Expertise in NCE discovery (target selection to clinical development).	<ul style="list-style-type: none"> • Medicinal Chemistry • Process Chemistry • Analytical: HPLCs, GCs, NMR, XRD • In-vitro Biology • In-vivo pharmacology: Inflammation, metabolic disorders 	<ul style="list-style-type: none"> • Discovered 15+ NCEs over last decade • 6 molecules reached clinical trials
Sinnar, India	The Formulations Development R&D centre is spread over 30,000 sq. feet area. Novel Drug Delivery Systems (NDDS) is the area of focus and branded formulations for global markets (meet regulations) are developed.	<ul style="list-style-type: none"> • Formulation for all dosage forms • Patent applications for novel technologies 	<ul style="list-style-type: none"> • NDDS projects: innovative formulation as pegylated liposomes, dry powder inhaler, and nasal spray

STRATEGIC PRIORITIES: GLENMARK IN THE NEXT DECADE

Glenmark has progressed into a global organisation in a short period of time. Our prudent strategic priorities have helped us become a leading research-driven, global, integrated pharmaceutical company. Our evolution as one of the successful pharmaceutical companies across emerging markets is reflected by our expanded wealth creation, manufacturing footprint, international operations, and global employee base. We have positioned ourselves as a leading player in the discovery of new molecules over time.

OUR EVOLUTION

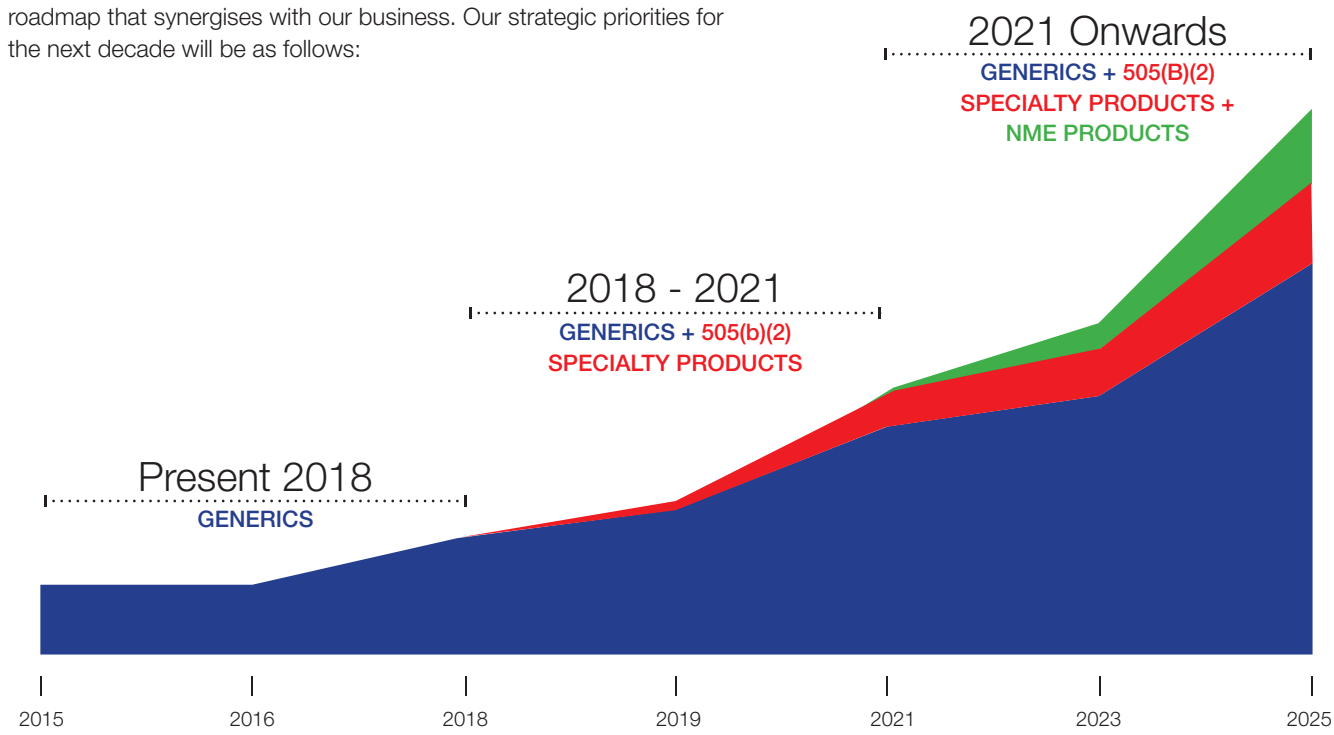
	Year 2000	Year 2016
Wealth creation	Consolidated turnover: USD 31mn Market capitalisation: USD 40mn	Consolidated turnover: USD 1.2bn Market capitalisation: USD 3.6bn
Manufacturing footprint	2 formulations facilities	<ul style="list-style-type: none"> • 17 facilities across formulations and API in 4 continents • New formulation facility commissioned in the US in 2015 • New GMP-grade biologics plant in Switzerland with up to 250 L batch size
International operations	About 8% of total turnover	<ul style="list-style-type: none"> • More than 70% of total turnover • Presence across US, Europe, Russia, Brazil etc.
Innovation	Initiation of NME research	<ul style="list-style-type: none"> • Seven out-licensing deals signed with Eli Lilly, Merck, Sanofi and Forest Labs • USD 200+ mn of cash through out-licensing deals • 7 Novel molecules in pipeline
Global employee base	Less than 1,000	More than 12,000

Source: Bloomberg

Note: Exchange rate: USD1 = ₹ 66 (Market data based on closing pricing on NSE as on 31 May, 2016)

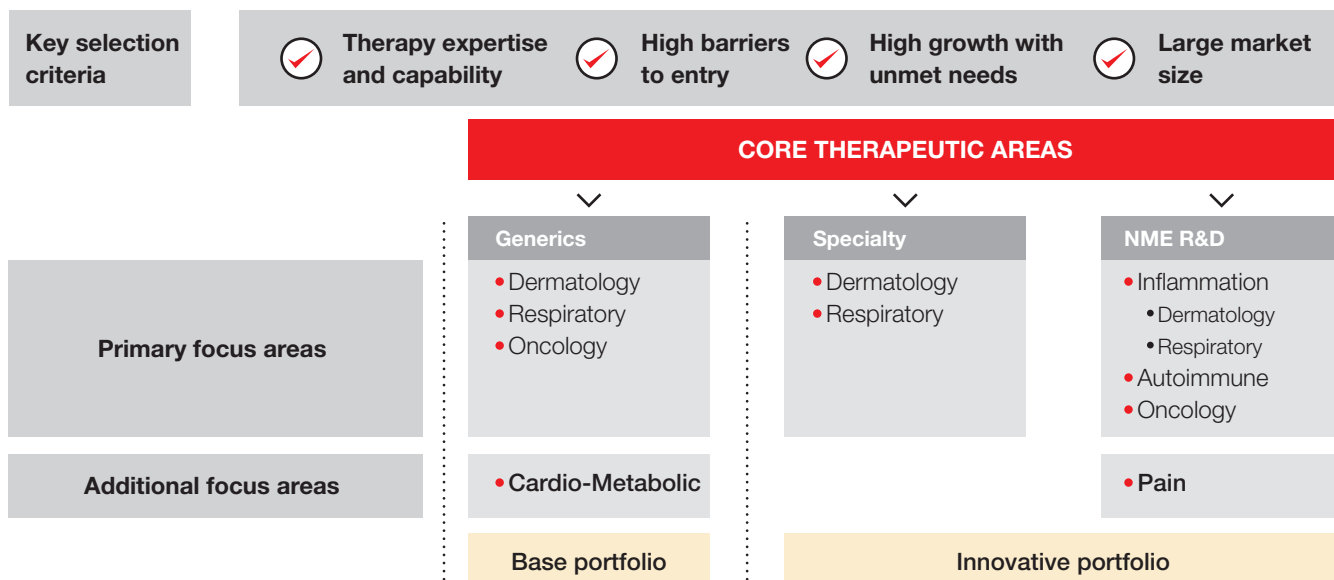
POSITIONED FOR FUTURE SUCCESS

To continue our growth trajectory we have laid down a strategic roadmap that synergises with our business. Our strategic priorities for the next decade will be as follows:



We have built a robust growth framework and aim to continue focusing on what we do best – ‘innovation’. We are determined to develop innovative molecules to address evolving needs of patients, in areas where we can make a real difference. Glenmark’s drug discovery endeavours are focused on the therapeutic areas of dermatology, respiratory and oncology.

FOCUSED APPROACH TOWARDS INNOVATION



CHAIRMAN'S MESSAGE



Glenn Saldanha, Chairman & MD



Over the next decade, our aim is to transform the organisation to an innovative company with revenues being generated from the innovative portfolio of the business. Our objective will also be to build global leadership position across our core therapy areas of dermatology, respiratory and oncology.

Dear Shareholders,

The global pharmaceutical industry is evolving at a rapid pace. However, certain key trends can be easily identified: pricing pressure across markets; enhanced regulatory constraints; a perceptible shift towards more complex treatment alternatives; decline of commodity generics in the US; and macro-economic challenges across emerging markets.

There are some positive trends as well: the global spending on medicine is rising owing to population growth, changes in demographic landscape, rise in economic wellbeing, health awareness, expanded health insurance market, and growing access to medicines across the world. Healthcare spending is likely to touch USD 1.4 trillion by 2020,

with pharmerging markets expected to consume the largest number of pharmaceutical products; around two-thirds of the global medicine volumes. Therefore, while there are short-term hardships, the big picture is one of optimism.

CONSISTENT PERFORMANCE

Operating in such a landscape, your Company registered a revenue growth of 15.12%, which was primarily driven by encouraging performance in India and the US. Our business in India continued to grow during the year, and gained significant market share with several new product launches. The year also saw strong performance of our leading brands across therapeutic areas. We continued to sustain our position among the fastest growing companies in the Indian formulations space. Our focus areas (dermatology, respiratory, cardiovascular and diabetes) continued to drive our India growth story.

Our US business also gained traction, as we received the highest number of approvals till date in the year under review - 24 ANDAs. The slowdown in US FDA approvals for generic drugs in prior years had adversely impacted the generics market globally. As a result of increased approvals, growth rebounded after a long period of time for our US business. We received the first injectable approval in the US for Bendamustine Hydrochloride, and this marks our entry into the generics injectables segment in the country.

Although our India and the US businesses did well, the currency depreciation in emerging markets significantly impacted the overall performance. Emerging markets