



Annual
Report 20¹⁸/₁₉

ON TRACK

Ind-Swift Laboratories Limited

BETWEEN THE COVERS

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724.42

Revenue (₹ crore)

Against ₹731.29 crore
in 2017-18

157.25


EBITDA (₹ crore)

Against ₹141.46 crore
in 2017-18

48.52

Net Profit (₹ crore)

Against ₹16.36 crore
in 2017-18




Nobody said it'd be
easy.

Nothing worth
its salt ever is.
And indeed, the
transformation
journey that we
began some years
ago met with its fair
share of ups and
downs as well.

But then as is always said,
whatever the circumstance,
we always have a choice.

The choice to remind
ourselves of the "why" behind
the journey. The choice to
keep our eyes on the "where"
we aimed to reach. The
choice to not doubt the "how"
we decided to follow.



Everything
is a mirror. What
we feel and
believe inside is
what manifests
on the **outside.**

Hence, in spite of every reason
being there to let concern feed on
our mind, we chose to stand our
ground, have faith in our journey
and stay positive.

Having won **our mind** battle, we persevered on our **transformation journey.**

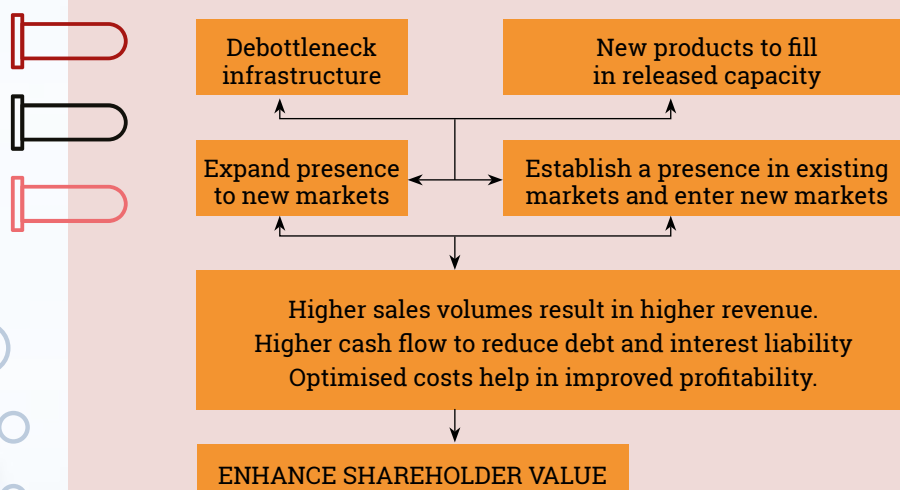
- ⚗ We relied on strong, decisive actions to overcome significant challenges.
- ⚗ We focused on identifying and correcting major bottlenecks in our business.
- ⚗ We tapped into newer verticals and high-potential markets.
- ⚗ We reduced the debt in our books.

Nobody said this'd be easy. But certain journeys are worth the work!

And this one certainly was. In a matter of five years, we made a decisive shift – from losses to profits.

Having made this meaningful turnaround, we are firmly on track to make our success sustainable.

Our growth strategy



On track

For **higher** volumes

Having tasted the sweetness of success, the challenge lies in catalysing the momentum.

At Ind-Swift, we experienced something similar. Once the euphoria of a profitable turnaround in 2017-18 settled it, moving to a higher plain was the immediate challenge. This meant seeking new market opportunities in existing and new market spaces to grow our market share. Easier said than done, especially in an otherwise cluttered API business space!

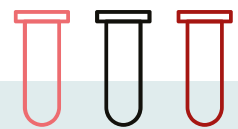
We relied on our people to make this a reality. They did not disappoint.

The team worked relentlessly to strengthen relations in global and Indian markets. They entrenched deeper in regulated markets even

as they continued development activities in pharmerging markets. They grew volumes with customers in the US, Japan and Europe. They consolidated the Company's presence in Vietnam, Malaysia, Philippines and Taiwan. They increased our market share for key products in the domestic market. They added new customers and established a foothold (for the first time) in multiple pharmerging markets. They grew our market share and widened our market presence.

The result of these efforts narrowed down to just one heart-warming reality. The team's confidence of upping our momentum in the coming years has also moved a few notches higher.

Human capital makes a defining difference!



57%

Revenue from regulated
markets in 2018-19.

On track

For higher output

Whenever you think of creating capacity, the first question that crosses the mind is 'where are the funds?'

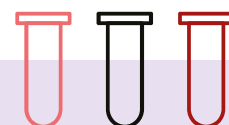
At Ind-Swift, we were faced with the same dilemma. Because, having made a decent comeback in 2017-18, we needed to up the momentum. So, while additional capacity emerged as an absolute necessity, our financial position could least afford the luxury of a substantial investment.

We threw this challenge at our people. They surprised us with their ingenuity.

They unlocked capacity leveraging intellectual capital in place of financial capital. They upped our operational threshold for nine large volumes products primarily through debottlenecking initiatives and process chemistry changes. They improved our solvent recovery through minor modifications in our existing infrastructure. They optimised utility consumption by strictly adhering to the globally-benchmarked SOPs. As a result, our production volumes increased.

With minimal investment in the shopfloor, they were able to expand our ability to capitalise on future opportunities.

Intellectual capital works wonders!



Capacity unlocked!

We unlocked the capacity of our key molecules, namely ATORVASTATIN, CLARI GRANULES, IVABRADINE, ACAMPROSATE, IMATINIB and EZETIMIBE among others, by about 20-40%.

On track

For a larger basket

When sustained growth is the clarion call, rejuvenation is the necessary mandate! The question remains rejuvenation of what?

At Ind-Swift, this thought did cross our minds too. For in the pharmaceuticals space, rejuvenation can mean more things than one. Moreover, with our hands tied owing to limited resources (especially financial), we had to make a choice. Whether it was the right one or not, we would realise only a few year later.

We allowed our R&D teams to brainstorm on this impasse. And this is what they did.

They reworked on processes of our key products to make them better and competitive.

The processes of all key products namely, Atorvastatin, Clarithromycin, Fexofenadine, among others were restructured to make our products more competitive in the market place.

They revisited our existing product pipeline to identify ready-to-launch products.

Reinitiated the scale-up process of Sitagliptin and Saxagliptin (anti-diabetic) products developed almost a decade ago; they should be launched in the next 12-18 months.

Worked on two anti-cancer APIs namely Pazopanib and Ibrutinib which should be added to the product basket in the near term.

Worked on a basket of 3-4 products which should be up-scaled and commercialised in the next 18-24 months.

They restructured processes of our customer products to seal a lasting bond of trust.

Improved the process for manufacturing Imatinib, (a CRAMS product for a European client) to align it with dynamic regulatory requirements.

Undertook important process improvements for Metronidazole, a CRAMS product, the validation batches were submitted in July 2019

Implemented essential process improvement for other products namely Ropinirole, Valganciclovir among others which has improved productivity and process stability.

In doing so, we have strengthened our prospects for a better and more profitable tomorrow.

People capital transformed potential into promise!