



Pfizer Limited

The Capital, 1802 / 1901,
Plot No. C - 70, G Block, Bandra Kurla Complex,
Bandra (East), Mumbai 400 051.
Tel : +91 22 6693 2000 Fax : +91 22 2654 0274

September 1, 2017

The Corporate Relationship Dept.
BSE Limited
1st Floor, P.J.Towers
Dalal Street, Fort
Mumbai - 400 001
Scrip Code: 500680

The Manager, Listing Dept.
The National Stock Exchange of India Ltd.
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block
Bandra-Kurla Complex, Bandra (E)
Mumbai - 400 051
Scrip Symbol: PFIZER

Dear Sirs,

Sub: Pfizer Limited – Annual Report for the financial year ended March 31, 2017

Pursuant to Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, please find enclosed herewith is the copy of the Annual Report of the Company for the financial year ended March 31, 2017.

We request you to kindly take the same on record.

Thanking you,

Yours truly,

For Pfizer Limited

Prajeet Nair
Company Secretary

Encl: A/a



Pfizer Limited

Get HEALTHY Stay HEALTHY

Annual Report
2016-17



CONTENTS

Pfizer at a Glance	02
Message from the Managing Director	04
Product Portfolio	06
Key Performance Indicators	08
Board of Directors	10
Leadership Team	12
Get Healthy, Stay Healthy	14
Corporate Social Responsibility	38
Corporate Information	41
Notice	42
Board's Report Including Management Discussion and Analysis	55
Corporate Governance Report	93
Business Responsibility Report	106
Independent Auditor's Report	113
Balance Sheet	120
Statement of Profit and Loss	121
Statement of Cash Flows	122
Statement of Changes in Equity	124
Notes to the Financial Statements	125

HIGHLIGHTS FY 16-17

Net Revenue (₹ Lakhs)

FY 16-17	201,726
FY 15-16	207,160

▼2.6% Y-o-Y

Net Revenue [excluding Corex Cough Syrup and products sold/transitioned in FY 16-17] (₹ Lakhs)

FY 16-17	176,332
FY 15-16	168,775

^4.5 Y-o-Y

Profit after Tax (₹ Lakhs)

FY 16-17	33,678
FY 15-16	30,498

^10.4% Y-o-Y

Cash & Bank Balance (₹ Lakhs)

FY 16-17	152,309
FY 15-16	102,465

^48.6% Y-o-Y

Get HEALTHY Stay HEALTHY

The world today is changing by the minute. Newer and better healthcare solutions are being developed to improve the quality of life at a breathtaking pace.

From medicines to devices to diagnostics, we are witnessing innovations that will prove to be game changers in the healthcare industry. However, lifestyle challenges and lack of awareness pose as barriers for people to get healthy and more importantly staying healthy.

While every country around the world works towards addressing this issue, every individual can also take control of the choices they make to stay healthy. We are cognizant of the fact that it is important for people to be aware of relevant information and tools that will help identify health symptoms that call for attention towards prevention and to take an informed decision on whether it is time to meet the doctor.

‘Get Healthy, Stay Healthy’ is our global initiative to empower and guide individuals to make the right choice and informed decisions about their health. Every year, we stay true to this principle and continue to help create platforms that provide sharable information to our stakeholders that will be translated in making patients lead a better and healthier life.

Keeping patients at the center of everything we do, we will continue to remain committed to our principle of helping people stay healthy.

**The 2016-17
Annual Report
is a dedication
to all those who
take the initiative
in making the
right choices to
‘Get Healthy,
Stay Healthy’,
contributing
to a better,
happier and
healthier world.**

PFIZER AT A GLANCE

Pfizer's purpose is to innovate to bring therapies to patients that significantly improve their lives. With more than 140 R&D collaborations, 63 manufacturing sites and over 91,000 colleagues across the world; Pfizer Inc. is committed to working with patients, healthcare providers and governments to help improve the health of people.

Pfizer Inc.

Pfizer Inc., the parent Company of Pfizer Limited, was founded in New York in 1849 and today, is the world's premiere biopharmaceutical corporation with annual revenues of \$ 53 billion in 2016. It produces and markets its medicines, vaccines and other consumer healthcare products across 175 markets globally.

Pfizer's rich and diverse pipeline includes small-molecule drugs, large-molecule biotherapeutics such as antibodies, cell and gene-based therapies and vaccines. For each of these programs, Pfizer scientists draw on a wealth of state-of-the-art science and technology, spanning many disciplines, with a single aim to deliver best-in-class treatment to patients. Pfizer works to translate advanced science and technologies into the therapies that matter most.

Pfizer Inc. manages its commercial operations through two businesses: Pfizer Innovative Health and Pfizer Essential Health.

➔ Pfizer Innovative Health (PIH)

Pfizer Innovative Health (PIH) includes six business groups – Inflammation & Immunology, Internal Medicine (neuroscience and pain, cardiovascular and metabolic), Oncology, Rare Disease, Vaccines and Consumer Healthcare. These therapy areas under PIH work towards developing, registering and commercialising novel medicines in areas where Pfizer can lead and significantly impact patients' lives.

PIH is focused on increasing access to Pfizer's innovative portfolio of medicines to people across developing countries. Its Patient and Health Impact group develops solutions for increased patient access, demonstrates the value of its innovations and ensures broader business model innovation. With a renewed mission and bold structure designed to amplify each group's strengths, PIH is positioned to lead change for healthcare around the world.

➔ Pfizer Essential Health (PEH)

Formerly known as the Global Established Pharma business – PEH is a leader in non-viral anti-infectives, biosimilars and sterile injectable medicines. In emerging markets, the PEH portfolio of affordable, well-known branded medicines makes it a critical partner in the global public health community.

It markets legacy established products in developed countries that have lost marketing exclusivity. In emerging markets, it brings quality legacy brands that provide significant value to patients and health care professionals. With the acquisition of Hospira, Pfizer Inc. is now the number one sterile injectables Company globally and number two in biosimilars. PEH pursues growth opportunities in both developed and emerging markets including organic and inorganic initiatives, such as partnerships, product enhancements and innovative delivery technologies.

Pfizer Limited

Pfizer Limited began its operations in India in 1950. Today, with an annual total income of ₹2,017 crores, it is the 3rd largest pharmaceutical multinational company in India. It has a portfolio of over 200 products across 15 therapeutic areas. Its top brands include Prevenar, Lyrica, Becosules, Gelusil and Folvite among others. It has the distinction of being the first pharmaceutical company in India to start clinical research. The Company has a state-of-the-art and award winning manufacturing facility in Goa that produces more than a billion tablets annually. Employing 2,839 colleagues across commercial operations, manufacturing and other functions, the Company is committed to providing therapies to prevent, treat and cure some of the most critical diseases that affects India today.



₹2,017 crores

Total revenue



Over 200 products

across 15 therapeutic areas



2,313

Field force colleagues

1st

pharmaceutical
company to start
clinical research in India

60+ years

of serving the healthcare
needs of the country

Household brands

Gelusil, Becosules, Folvite

Key Highlights

12 brands are in the
leadership position in their
respective represented
product markets

Prevenar 13 leads the
Pneumococcal Vaccine
segment with 59.6%
market share*

Acquisition /

New launches

Meropenem, Nexium,
Corex T and Folvite Active

* IMS MAT March 2017

MESSAGE FROM THE MANAGING DIRECTOR

Dear Shareholders,
Let me start by taking this opportunity to thank you for the support you have provided during my first year as Managing Director of your Company.
Among our most important decisions this year was a 'reimagination' of the larger strategy to shape the organisation in a much more focused way around core customer needs.

Our business teams are now structured as Primary Care, Critical Care, Specialty Care, Vaccines, Inflammation and Immunology and Consumer Healthcare with focus on product portfolio, customer identification and go-to-market strategy that best addresses each of these segments. We believe that this approach will enable your Company to build very specific competencies on high priority therapy areas. Our strategy has received a strong endorsement from the global Pfizer organization, expressing and extending support of the global Pfizer community towards achieving our goals.

BUSINESS STRATEGY

Our 'reimagined' strategy also opened up opportunities to review and strengthen the product portfolio. In this direction, we have taken some of the most impactful steps possible.

The respiratory portfolio was reviewed thoroughly during the year with an objective to launch new products that leverage the equity of our flagship brands while discontinuing those that did not align with our portfolio plans. As a result, we decided to discontinue the manufacturing of Corex Cough Syrup (Chlorpheniramine Maleate + Codeine Phosphate) and introduced Corex T (Triprolidine Hydrochloride 1.25mg & Codeine Phosphate 10mg), a new offering, that will better address patient and Physician needs. I am proud to say that the launch of Corex T has been one of the most meticulous and successful launches in the recent history of your Company and will extend the equity of the Corex brand to a wider segment of prescribers. We have similarly built upon the strengths of our major brands with the launch of new products in the folic acid category and gastro-intestinal therapy area.

With the acquisition of Nexium and Meronem, we remain committed towards our strategy of both organic and inorganic growth. We continue to explore opportunities to bring our global brands to India.

OPERATING ENVIRONMENT

The pharmaceutical operating environment has been challenging for some time now and the year under review was not different. Your unwavering support and trust in the Management has enabled us take important decisions in order to mitigate some of these operating challenges as best possible and set grounds for future growth.

Some of the key challenges faced by your Company along with the industry were

1. **National List of Essential Medicines:** The expansion of this list has had an impact on your Company this year. A large part of our portfolio in therapy areas such as Women Healthcare and Anti-infectives, came under price control.
2. **Fixed Dose Combinations:** The year also saw continuing litigation on the Fixed Dose combinations ban imposed by the Government, causing loss of revenue due to the uncertainties around the future of these products. As we had stated earlier, we fully support the intent of removing irrational combinations from the marketplace, but not the process where products with due state and central approvals were also included in this list.
3. **Demonetisation:** The policy decision to withdraw ₹500 and ₹1,000 currency notes had a short-term impact in the trade, thereby impacting our business in the months of November and December.
4. **Medical Council of India (MCI) guidelines on generic prescriptions:** The confusion around generic prescription prevails. The sudden announcement caught the industry by surprise. As a country, we are not yet ready for this and such regulations need deeper consideration before being implemented.
5. **Goods and Services Tax (GST):** As we started the new financial year, the implementation of GST led to significant down-stocking in trade channel and short-term revenue impact.

We do strongly believe that some of these reforms such as demonetization and GST will have a positive impact on the industry in the long-term. However, the short-term negative impact will need to be closely monitored and mitigated where possible.

PEOPLE AND CULTURE

As we progress, our greatest asset remains our People and Culture. Throughout the year, we have undertaken several initiatives to build and invest in these capabilities. Our focus on the Field Force continues through to the current year with several new initiatives to upgrade skills and develop talent in the field organization.

CORPORATE SOCIAL RESPONSIBILITY

I am happy to share that your Company continued to pursue an active Corporate Responsibility agenda during the year. Our flagship CSR initiative – the Pfizer IIT-Delhi Innovation and IP Program provided grants and resident incubation at IIT - Delhi to the first batch of indigenous healthcare innovators this year. These young individuals and start-ups are developing important



new innovations that can address some of India's pressing healthcare needs through novel products and solutions. Your Company has also initiated a comprehensive partnership program with key stakeholders to combat Anti-microbial resistance – one of the most significant challenges that India, and indeed the world, is facing today. Our Swachh Vidyalaya program grew from strength to strength this year with an expansion to new territories including Delhi, Lucknow, Haryana and Goa. Pfizer colleagues volunteered to build sanitation facilities in schools to provide this basic human right where it did not exist earlier.

In summary, FY 16-17 has been a year of laying foundations for success while navigating through an unpredictable and challenging operating environment. I am reassured of the resilience of your Company to face and succeed in a volatile environment as also its agility to spot and invest in growth opportunities. The focus remains on our business fundamentals i.e. product portfolio augmentation in core therapy areas, innovative go-to-market model, investing in building capabilities and culture. And while doing so, we will continue to be ethical and compliant as that is the core of our operating principle.

As always, I look forward and seek your support towards building your Company's growth story.

Yours sincerely,

S. SRIDHAR
MANAGING DIRECTOR

PRODUCT PORTFOLIO

Key Brands

VACCINES

Prevenar 13



INFLAMMATION AND IMMUNOLOGY

Lyrica, Enbrel, Champix



CONSUMER HEALTHCARE

Anacin,
Anne French



CRITICAL CARE

AI (Anti-Infective)

Magnex,
Zosyn, Tygacil



PREVENAR-13

1

DALACIN C Inj

1

MAGNEX

1

OVRAL-L

1

PREMARIN VC

1

MUCAINE

1

Top brands and their positions in the Represented Product Market* (RPM)

* RPM as defined by internal teams based on the Indications of Pfizer brand. Market value of brands included in the RPM is basis IMS MAT MAY 2017.

SPECIALTY CARE

WHC (Women Healthcare)

Folvite, Ovral L,
Autrinn, Premarin

CV (Cardiovascular)

Minipress XL, Amlogard,
Viagra

CNS (Central Nervous System)

Ativan, Daxid, Pacitane



PRIMARY CARE

Respiratory

Corex T,
Corex Dx,
BronCorex,
Trulimax

Trade Team

Gelusil, Wysolone,
Becosules

Pain Team

Dolonex



MINIPRESS-XL

1

FOLVITE

1

PACITANE

1

ATIVAN

1

WYSOLONE

1

BECOSULES/Z

1