

## BOARD'S REPORT

Dear Members,

On behalf of the Board of Directors (the 'Board'), it's our immense pleasure to present the 25th Annual Report of your Company, along with the audited financial statements and Auditors' Report for the financial year ended March 31, 2018.

### FINANCIAL REVIEW

Your Company's performance during FY18, compared to the previous year is summarised below.

| Particulars                                  | (Rs. in Mn)    |                |
|--|----------------|----------------|
|  | March 31, 2018 | March 31, 2017 |
| Total revenue                                | 14,849         | 12,716         |
| Total expenditure                            | 9,587          | 7,933          |
| Profit before interest, depreciation and tax | 5,262          | 4,783          |
| Depreciation and interest cost               | 1,541          | 1,318          |
| Profit before tax                            | 3,721          | 3,465          |
| Tax expenses                                 | 670            | 592            |
| Profit for the year                          | 3,051          | 2,873          |
| Other comprehensive income                   | 87             | 848            |
| Total comprehensive income                   | <b>3,138</b>   | <b>3,721</b>   |

Key highlights of the Company's financial performance during FY18 are as under:

- Revenue increased by 17% (from Rs. 12,716 Mn to Rs. 14,849 Mn)
- Earnings before interest tax depreciation and amortisation (EBITDA) grew by 10% (from Rs. 4,783 Mn to Rs. 5,262 Mn)
- Profit after tax increased by 6% (from Rs. 2,873 Mn to Rs. 3,051 Mn)

A detailed financial performance analysis is provided in the Management Discussion & Analysis Report, which is part of this Annual Report.

### OPERATIONAL REVIEW

During FY18, the Company continued to make significant impact on its customers' businesses through its commitment to innovation, operational efficiencies, diligent cost control, strong emphasis on quality and compliance. In line with the Company's vision of becoming a world-class partner to its clients, it ramped its capabilities, expanded capacity, entered new markets and successfully cleared various regulatory audits. Moreover, the Company also added new clients and widened the scope of engagement with existing clients. All this was done with a singular objective of becoming a truly 'one-stop solution' for our partners.

The year saw significant traction in the Company's dedicated R&D Centre vertical. The ongoing collaboration with Bristol Myers-Squibb (BMS) for the BMS Biocon R&D Centre (BBRC) has been extended until 2026. Syngene will also set up a new dedicated facility for BMS spread across 25,000 sq. ft. that will house an additional team of 75 scientists. Syngene and Amgen Inc. also expanded the size and scope of the Syngene Amgen R&D Centre (SARC), the dedicated R&D Centre set up for Amgen. According to the agreement, the size of SARC will double to 50,000 sq. ft. and will house a multi-disciplinary team of up to 185 Syngene scientists. The collaboration with Abbott Nutrition for the Abbott

Nutrition Research & Development (ANRD) centre expired at the end of the calendar year 2017.

The discovery research business got a significant impetus with the signing of a strategic collaboration with GlaxoSmithKline (GSK). The collaboration will focus on accelerating the discovery of new drug candidates using Syngene's discovery services platforms. Syngene will set up a customised discovery research laboratory for GSK to support projects across several therapeutic areas.

Adherence to quality and compliance is one of the cornerstones of Syngene's success. The Company diligently complies with global regulatory requirements and continues to impress regulatory authorities and auditors with the quality of its facilities and its adherence to various GXP requirements. During FY18, Syngene successfully cleared inspection of the Pharmaceutical and Medical Devices Agency (PMDA) inspection, considered one of the most stringent regulatory authorities globally. During FY18, a Form 483 was issued by the US FDA for the small molecule Human Pharmacology Unit (HPU) laboratory. The Company has filed its responses to the regulator and expects the Form 483 to be withdrawn. It also strengthened its presence in the non-pharma sector with the signing of a multi-year development and manufacturing collaboration with Zoetis, a global leader in animal health.

Biologics is one of the most promising sectors and is estimated to contribute close to 30% of the total pharma market revenue globally by 2020. The Company has made strategic investments in strengthening its capacity and capabilities in biologics research and manufacturing to leverage on the emerging business opportunities in this domain. It commissioned a new state-of-the-art biologics manufacturing plant complete with three cutting-edge single-use bioreactors, each with a capacity of 2,000 litres, and is designed for manufacturing clinical as well as commercial batches for global markets.

The construction activities at the upcoming API manufacturing facility at Mangalore has commenced and the facility is scheduled to begin operations by FY20. When commissioned, it will significantly ramp up Syngene's commercial manufacturing capacities. The S2 facility, that was significantly impacted due to the fire in December 2016 has been refurbished and is expected to be operational in the first half of FY19. Once operational, it will further add to Syngene's capacity. The total capacity at the Human Pharmacology Unit ("HPU") in Bangalore currently stands at 190, with the addition of 76 more beds during FY18. This will further strengthen the bioequivalence study capabilities of the Company's clinical development business.

### SUBSIDIARY COMPANY/JOINT VENTURE

During FY18, the Company incorporated a wholly-owned subsidiary, Syngene USA Inc., to have a firm foothold in the US market and allow easy access to its clients based in that region.

Pursuant to the first proviso to Section 129(3) of the Companies Act, 2013 ('the Act') and Rules 5 and 8(1) of the Companies (Accounts) Rules, 2014, salient features of the financial statements, performance and financial position of subsidiary is given in Form AOC-1 as Annexure 1 to this Report. The consolidated financial statements presented in this Annual Report include the financial results of the subsidiary.

### MATERIAL CHANGES AND COMMITMENTS

No material changes and commitments have occurred after the closure of the financial year till the date of this Report, which may affect the financial position of the Company.

### DIVIDEND

The Board recommended a final dividend of Re. 1 (i.e. 10%) per equity share for FY18. The total dividend pay-out will amount to approximately Rs. 242 Mn (including dividend distribution tax). The dividend, if approved at the Annual General Meeting (AGM), will be paid to those members whose name appears in the Company's Register of Members as on the record date of July 18, 2018 and the dividend pay out date is August 1, 2018.

In compliance with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirement) Regulations, 2015 ("SEBI Listing Regulations"), the Dividend policy of the Company is available on the Company's website at <http://www.syngeneintl.com/investor-relations/corporategovernance>. A copy of the same is annexed to this Report as Annexure 2.

### RELATED PARTY CONTRACTS OR ARRANGEMENTS

There were no materially significant related party transactions entered between the Company, Directors, management or their relatives, except for those disclosed in the financial statements.

All the contracts/arrangements/transactions entered by the Company with the related parties during FY18 were in the ordinary course of business and on an arm's length basis.

Accordingly, particulars of contracts or arrangements with related parties referred to in Section 188(1) along with the justification

for entering into such a contract or arrangement in Form AOC-2 does not form a part of the Report.

The Company formulated the policy on 'Materiality of Related Party' transactions and on dealing with 'Related Party Transactions' and the same is available at <http://www.syngeneintl.com/investor-relations/corporate-governance>.

The details of related party disclosures form part of note to the financial statements provided in the Annual Report.

### CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO

The particulars, as prescribed under Section 134 (3) (m) of the Companies Act, 2013, read with Rule 8(3) of the Companies (Accounts) Rules, 2014, are annexed to this Report as Annexure 3.

### TRANSFER OF UNPAID AND UNCLAIMED AMOUNT TO INVESTOR EDUCATION AND PROTECTION FUND

The Ministry of Corporate Affairs under Section 124 and 125 of the Companies Act, 2013 requires dividends that are not encashed/claimed by the shareholders for a period of seven consecutive years, to be transferred to the Investor Education and Protection Fund (IEPF). In FY18, there was no amount due for transfer to IEPF.

### CHANGE IN THE NATURE OF BUSINESS

There has been no change in the Company's nature of business. Your Company continues to be one of the largest and fastest growing Contract Research Organisation ("CRO") in the world.

### LOANS, GUARANTEES OR INVESTMENTS

Loans, guarantees and investments covered under Section 186 of the Companies Act, 2013 forms part of the notes to the financial statements.

### DEPOSITS

During the financial year, the Company did not accept any deposits covered under Chapter V of the Companies Act, 2013.

### CREDIT RATING

CRISIL has rated 'CRISIL AA/Positive' on the banking facilities availed by Syngene from various banking/financial institutions. The rating on the short-term facilities were reaffirmed at 'CRISIL A1+'.

### PAID-UP CAPITAL

During the financial year, the paid-up share capital stood at Rs. 2,000 Mn.

### HUMAN RESOURCES

Your Company considers its people its biggest assets. As on March 31, 2018, it had 4,138 full-time employees, including 3,540 scientists. This diverse talent pool of scientific and non-scientific professionals continues to support its business in achieving

sustainable growth by building the right capabilities. In FY18, your Company was awarded for its Best Talent Management Strategy by the ET Now – World HRD Congress. To attract and retain the best talent, Syngene continues to foster an engaging work environment to attract and retain the best talent. Going forward, the Company intends to continue driving significant growth with its strong intellectual strength and deep knowledge base.

## PARTICULARS OF EMPLOYEES

Disclosures pertaining to remuneration and other details as required under Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 are annexed to this Report as Annexure 4.

Particulars of employees' remuneration, as required under Section 197(12) of the Companies Act, 2013, read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, forms part of this report. Considering the first proviso to Section 136(1) of the Companies Act, 2013, the Annual Report, excluding the said information, was sent to the shareholders of the Company and others entitled thereto. The said information is available for inspection at the registered office of the Company during working hours up to the date of the ensuing AGM. Any shareholder interested in obtaining such information may write to the Company Secretary in this regard.

## EMPLOYEE STOCK OPTION PLAN

Syngene's Employee Stock Option Plan ("the Plan") is administered by the Syngene Employee Welfare Trust ("the Trust") under the instructions and supervision of the Nomination and Remuneration Committee (NRC). The Trust overall holds 66,80,000 equity shares of the Company. The NRC, on various occasions, had granted options to various eligible employees of the Company through the trust. The options under each tranche will vest in the ratio of 25%, 35% and 40% at end of second, third and fourth year from the date of each grant, respectively. The exercise period under each tranche is three years from the date of each vesting.

During the financial year, there was no change in the Plan and the Plan is in compliance with SEBI (Share Based Employee Benefits) Regulation, 2014. A total of 1,21,500 options were granted to eligible employees and 14,47,561 equity shares were transferred to eligible employees by the Syngene Employee Welfare Trust on exercise of stock options. Further, the Company has obtained a certificate from the statutory auditors of the Company that the scheme has been implemented in accordance with SEBI (Share Based Employee Benefits) Regulation, 2014 and in accordance with the resolution passed by the shareholders.

As required under Regulation 14 of the above said Regulation, the applicable disclosure as on March 31, 2018 is annexed to this Report as Annexure 5. The details of the Plan form part of the notes to accounts of the financial statements in this Annual Report.

## CORPORATE GOVERNANCE REPORT

The Company's philosophy on Corporate Governance is to

consistently follow good governance practices based on fairness, integrity, transparency, professionalism, honesty and accountability in all its business practices and dealings. The Company's corporate governance framework focusses on adequate and timely disclosures, transparent and robust accounting policies and a strong and Independent Board to maximise shareholders' benefits.

The Company's Report on corporate governance for the financial year ended March 31, 2018 as per Regulation 34(3) read with Schedule V of the SEBI Listing Regulations forms part of the Annual Report.

## AUDITORS' CERTIFICATE ON CORPORATE GOVERNANCE

As required under Schedule V(E) of SEBI Listing Regulations, the auditors' certificate on compliance with the requirement of corporate governance is enclosed as Annexure 6 to this Report. The auditors' certificate for FY18 does not contain any qualification, reservation or adverse remarks.

## DIRECTORS

### I. Appointment

During the financial year, Jonathan Hunt, Chief Executive Officer, has been elevated as the Whole-time Director of the Company effective from May 1, 2017 for a tenure of five years and the same has been approved by the shareholders at the 24th Annual General Meeting held on July 28, 2017.

The Board also appointed Vinita Bali as an Independent Director (Additional) on the Board of the Company effective from July 31, 2017, who shall hold office up to the date of the ensuing AGM. Thereafter, subject to shareholders' approval, she will be appointed as an Independent Director for a term of three years commencing from the date of the Board's appointment till the conclusion of the AGM proposed to be held in 2020 and she will not be liable to retire by rotation.

### II. Re-appointment

The shareholders, at the AGM held on June 30, 2016, had appointed Suresh Talwar as an Independent Director for a tenure of three years i.e. commencing from the date of board's appointment till the conclusion of 25th AGM scheduled on July 25, 2018.

The Board, at its meeting held on April 25, 2018, had re-appointed Suresh Talwar as an Independent Director for an another term of five years commencing from the conclusion of the 25th AGM till the conclusion of the 30th AGM proposed to be held in 2023 and he will not be liable to retire by rotation.

The brief resumes of the Directors seeking appointment/re-appointment at the ensuing AGM, in pursuance of Regulation 36(3) of SEBI Listing Regulations, are annexed to the AGM Notice.

### III. Retirement

John Shaw, shall retire by rotation at the ensuing AGM and is eligible for re-appointment. The Board recommends his re-appointment and the same forms part of the AGM Notice.

### KEY MANAGERIAL PERSONNEL

Pursuant to Section 203 of the Companies Act, 2013, the Key Managerial Personnel (KMP) of the Company are Kiran Mazumdar Shaw, Managing Director; Jonathan Hunt, Whole-time Director and CEO; M. B. Chinappa, Chief Financial Officer and Mayank Verma, Company Secretary.

### POLICY ON DIRECTORS' APPOINTMENT AND REMUNERATION

The Company's policy on Director's appointment and remuneration, including the criteria for determining qualifications, independence and other matters, as provided under Section 178(3) of the Companies Act, 2013, is annexed to this Report as Annexure 7.

### DECLARATION BY INDEPENDENT DIRECTORS

The Company has received declarations from all the Company's Independent Directors confirming that they meet with the criteria of independence as prescribed under Section 149 (6) & (7) of the Companies Act, 2013 and SEBI Listing Regulations.

### BOARD DIVERSITY

A diverse Board enables efficient functioning through differences in perspectives and skills and fosters differentiated thought processes at the back of varied industrial and management expertise, gender, knowledge and geographical background. The Board recognises the importance of a diverse composition and has adopted a 'Board Diversity Policy', which sets out the approach to diversity. The Board Diversity Policy of the Company is available at <http://www.syngeneintl.com/investor-relations/corporate-governance>.

### BOARD EVALUATION

Pursuant to the provisions of the Companies Act, 2013 and SEBI Listing Regulations, the annual performance of the Board, its Committees, Chairperson and Individual Directors including Independent Directors was evaluated as per the criteria laid down by the Nomination and Remuneration Committee. The details of said evaluation has been enumerated in the Corporate Governance Report that forms part of this Annual Report. The outcome of the Board evaluation for FY18 was discussed by the Independent Directors, the Nomination and Remuneration Committee and the Board at their meeting held on January 23, 2018.

### NUMBER OF MEETINGS OF THE BOARD

The Board met four (4) times during the year under review. The details of Board meetings and attendance of the Directors is provided in the Corporate Governance Report.

### AUDIT AND RISK COMMITTEE

The Audit and Risk Committee has reviewed the accounts for the year ended March 31, 2018. The Board accepted all recommendations made by the Audit and Risk Committee.

The members of the Audit and Risk Committee are Paul Blackburn (Chairman), Russell Walls and Suresh Talwar. The list and composition of the various other Board-level Committees are provided in the Corporate Governance Report.

### ADEQUACY OF INTERNAL FINANCIAL CONTROL

The Company had laid down certain guidelines, policies, processes and structures to enable implementation of appropriate internal financial controls across the organisation. These control processes enable and ensure the orderly and efficient conduct of the Company's business, including safeguarding of assets, prevention and detection of frauds and errors, the accuracy and completeness of the accounting records and timely preparation of reliable financial information. There are control processes both in manual and IT applications, including ERP applications, wherein the transactions were approved and recorded. Review and control mechanisms are built in to ensure that such control systems are adequate and operating effectively.

Because of the inherent limitations of internal financial controls, including the possibility of collusion or improper management override of controls, material misstatements in financial reporting due to error or fraud may occur and may not be detected. Also, evaluation of the internal financial controls is subject to the risk that the internal financial control may become inadequate because of changes in conditions or that the compliance with the policies or procedures may deteriorate.

The Company has, in all material respects, an adequate internal financial controls system and such internal financial controls were operating effectively based on the internal control criteria established by the Company considering the essential components of internal control stated in the guidance note on audit of internal control over financial reporting issued by the Institute of Chartered Accountants of India.

### RISK MANAGEMENT POLICY

Syngene has in place an enterprise-wide risk management architecture that provides a holistic approach to the best of its capabilities. The Company identifies, assesses and mitigates risks that could materially impact its performance in achieving the stated objectives. The Audit and Risk Committee, on a quarterly basis, reviews critical risks along with its mitigation plans. The Committee also ensures that the Company is taking appropriate measures to achieve prudent balance between risk and reward in both ongoing and new business activities. The Committee, on a regular basis, reviews the Company's portfolio of risks and examines it under the light of the Company's Risk Appetite. The Committee also recommends changes to the risk management technique, associated frameworks, processes and practices of the Company.

## DIRECTOR'S RESPONSIBILITY STATEMENT

Based on the framework of internal financial controls established and maintained by the Company, work performed by the internal, statutory and secretarial auditors, reviews performed by the management and the relevant Board Committees, the Board, in concurrence with the Audit and Risk Committee, is of the opinion that the Company's internal financial controls were adequate and effective as on March 31, 2018.

In compliance with Section 134(5) of the Companies Act, 2013, the Board, to the best of their knowledge, hereby confirm the following:

- (a) In the preparation of the annual accounts, the applicable accounting standards had been followed along with proper explanation relating to material departures.
- (b) The Directors had selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit and loss of the Company for that period.
- (c) The Directors had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities.
- (d) The Directors had prepared the annual accounts on a going concern basis.
- (e) The Directors had laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and operating effectively.
- (f) The Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

## AUDITORS

### Statutory Auditors

M/s. B S R & Co. LLP, Chartered Accountants (ICAI Registration No. 101248W/W-100022) were appointed as Statutory Auditors of the Company at the 23rd AGM held on June 30, 2016, to hold office from the conclusion of the 23rd AGM till the conclusion of the 28th AGM proposed to be held in 2021.

The Auditors Report on the financial statements of the Company for the year ended March 31, 2018 does not contain any qualification, reservation or adverse remark. The Auditors Report, enclosed with the financial statements, forms part of the Annual Report.

### Internal Auditors

The Board, at its meeting held on October 20, 2016, had appointed M/s. Ernst & Young LLP as the Company's Internal Auditors for a period of three years.

### Secretarial Auditors

Pursuant to Section 204 of the Companies Act, 2013, the Board had appointed M/s. V. Sreedharan & Associates, Practising Company Secretaries, as Secretarial Auditors to conduct the Secretarial Audit of the Company for FY18. The Secretarial Audit Report does not contain any qualification, reservation or adverse remark and is annexed to this Report as Annexure 8.

## REPORTING OF FRAUD BY AUDITORS

During the year under review, neither the statutory auditors nor the secretarial auditors have reported to the Audit and Risk Committee any instances or material fraud on the Company by its officers or employees under Section 143(12) of the Companies Act, 2013, the details of which need to be provided in this Report.

## EXTRACT OF ANNUAL RETURN

In compliance with Section 92 and Section 134(3)(a) of the Companies Act, 2013, read with applicable Rules made thereunder, an extract of the Annual Return in Form MGT-9 is annexed to this Report as Annexure 9.

## MANAGEMENT DISCUSSION AND ANALYSIS REPORT

As required under Regulation 34 of SEBI Listing Regulations, the Management Discussion and Analysis Report forms part of this Annual Report.

## CORPORATE SOCIAL RESPONSIBILITY

As per Section 135 of the Companies Act, 2013, the Company constituted a Corporate Social Responsibility Committee, comprising Dr. Bala S Manian (Chairman), Suresh Talwar, Dr. Vijay Kuchroo, Vinita Bali and Prof. Catherine Rosenberg. The Committee monitors and oversees various CSR initiatives of the Company.

The Company's CSR initiatives are based on the principle of making a long-term impact through programmes that promote social and economic inclusion. The Company is committed to innovation and access to affordable healthcare. In line with this commitment and as a socially responsible organisation, the Company invested in CSR programmes aimed at making a difference to the lives of marginalised communities.

The Company's CSR activities are executed through Biocon Foundation, which develops and implements programmes in the areas of healthcare, education, infrastructure projects, rural development, promotion of art and culture, gender equality and safety of the vulnerable sections of the society.

The Company's CSR policy is available on its website at <http://www.syngeneintl.com/investor-relations/corporate-governance>. A detailed report on CSR activities is annexed to this Report as Annexure 10.

## BUSINESS RESPONSIBILITY REPORT

In compliance with Regulation 34(2)(f) of the SEBI Listing Regulations, the Business Responsibility Report (“BRR”) forms part of this Annual Report. The BRR contains a detailed report describing the initiatives taken by the Company on business responsibilities vis-à-vis the nine principles of the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business framed by the Ministry of Corporate Affairs.

## WHISTLE BLOWER POLICY/VIGIL MECHANISM

The Company’s Whistle Blower Policy allows employees, Directors and other stakeholders to report matters such as genuine grievances, corruption, fraud, misconduct, misappropriation of assets, non-compliance of code of conduct of the Company or any other unethical practices. The Policy provides adequate safeguard against victimisation to the Whistle Blower and enables them to raise concerns to the Integrity Committee and also provides an option of direct access to the Chairperson, Audit and Risk Committee. Syngene has engaged “In Touch India, Ernst & Young” to provide online platform to raise complaints by the whistle blower. During FY18, none of the personnel have been denied access to the Chairman of the Audit and Risk Committee.

The Whistle Blower Policy is available on the Company’s website at <http://www.syngeneintl.com/investor-relations/corporate-governance>.

## DISCLOSURE UNDER SECTION 22 OF THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

Syngene has a strict Prevention of Sexual Harassment (POSH) Policy in accordance with the statutory requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The Policy is applicable to all employees, including the Company’s contractual employees. The Company is committed to providing a workplace that is free from discrimination, harassment and victimisation, regardless of gender, race, creed, religion, place of origin and sexual orientation of a person employed or engaged with the Company. The Internal Committee (IC) has been constituted to consider and redress all complaints of sexual harassment at workplace. Employee sensitisation programmes on POSH were conducted during the year under review. In FY18, one case was reported and resolved under POSH as on March 31, 2018.

## SIGNIFICANT AND MATERIAL ORDERS BY THE REGULATORS OR COURTS OR TRIBUNALS

During FY18, there have been no significant and material orders passed by the regulators or courts or tribunals impacting the going concern status and the Company’s operations in future.

## STATUTORY DISCLOSURES

None of the Directors of the Company are disqualified as per provisions of Section 164(2) of the Companies Act, 2013. Your Directors have made necessary disclosures, as required under various provisions of the Act and SEBI Listing Regulations.

## SECRETARIAL STANDARD DISCLOSURE

The Company has complied with the provisions of applicable secretarial standard issued by The Institute of Company Secretaries of India (“ICSI”).

## GREEN INITIATIVE

We request all the shareholders to support the ‘Green Initiative’ of the Ministry of Corporate Affairs and Syngene’s continuance towards greener environment by enabling service of Annual Report, AGM Notice and other documents electronically to your email address registered with your Depository Participant/ Registrar and Share Transfer Agent.

We also request all the investors whose email id is not registered to take necessary steps to register their email id with the Depository Participant/ Registrar and Share Transfer Agent.

## ACKNOWLEDGMENTS

We place on record our gratitude to our employees at all levels who have contributed to the growth and sustained success of the Company through their dedication, hard work, cooperation and support. We would like to thank all our clients, vendors, bankers, investors, media and other business associates for their continued support and encouragement during the year.

We also thank the Government of India; the Government of Karnataka; the Ministry of Information Technology and Biotechnology; the Ministry of Commerce and Industry; the Ministry of Finance and Corporate Affairs; the Department of Scientific and Industrial Research; Central Board of Indirect Taxes and Customs; the Reserve Bank of India; the Central Board of Direct Tax; SEZs (Special Economic Zones), BIRAC (National Biopharma Mission) and all other government agencies for their support during FY18 and look forward to their continued support in future.

For and on behalf of the Board,

Date: April 25, 2018  
Place: Bengaluru

**Kiran Mazumdar Shaw**  
Managing Director  
DIN: 00347229