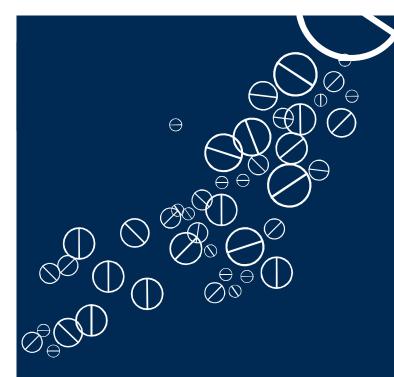
adcock indcam



ABRIDGED PRELIMINARY AUDITED GROUP RESULTS

for the year ended 30 September 2013



Table of Contents

Corporate Activities - Shareholder Update

Financial Results

Operating Environment

Business Performance

- o Southern Africa
- Rest of Africa
- o India

Outlook

adcock ingram

CORPORATE ACTIVITIES - SHAREHOLDER UPDATE

Dr Khotso DK Mokhele



CFR PHARMACEUTICALS

Binding offer to acquire Adcock Ingram



- Adcock Ingram and CFR published a joint firm intention announcement on 15 November
 - ✓ Final binding offer from CFR to be implemented via a scheme of arrangement
 - ✓ **R73.51** offer price, a 31% premium to the unaffected share price
 - ✓ Total scheme consideration of R12.6 billion to be settled through a combination of cash and CFR shares
- o Adcock Ingram Board is recommending the CFR offer
- o JP Morgan has opined that the CFR offer is fair and reasonable
- Significant shareholder support received
 - ✓ Shareholder meetings on 18 December 2013
 - ✓ CFR offer subject to shareholder and regulatory approval
- o Engagement with PIC on-going
 - ✓ Comprehensive response sent to PIC letter



CFR PHARMACEUTICALS



Creating an emerging markets pharmaceutical leader

The rationale for the combination of Adcock Ingram and CFR is compelling

- o a uniquely diversified emerging markets pharmaceuticals group
- a presence in more than 23 countries and employing more than 10 000 people
- access to high-growth markets
- o an expanded geographical and manufacturing footprint
- o a complementary product portfolio
- o well positioned to **explore other emerging markets** and **consolidation** opportunities across **Latin America**, **Africa**, **South East Asia and India**
- CFR estimated total synergies of at least R4,5 billion (about US\$440m)





Compelling rationale for the combination of Adcock Ingram and CFR

CFR PHARMACEUTICALSCulmination of Adcock Ingram's growth strategy



Step1: Extensive modernisation of manufacturing facilities

- World-class standards are demanded of a pharmaceutical sector that is global in nature
- Modernisation significantly increased production capacity and positioned Adcock Ingram for growth
- o Created operational efficiencies to compete in a global market

Step 2: Access to new markets and geographic diversification

- o Adcock is growth constrained as a single country operator
 - Evaluated transformational acquisitions
 - Settled for smaller acquisitions in Ghana and India which were non-transformational

A combination with CFR provides Adcock Ingram with the scale and reach to accelerate its growth strategy

- Creates access to new growth markets (Latin America & South East Asia)
- Generates operational efficiencies through transfer of manufacturing and additional investment
- Complementary product lines make Adcock Ingram a much stronger competitor in its existing markets





Enhanced competitive capability for Adcock Ingram

CFR PHARMACEUTICALS



Adcock Ingram joining leading companies in the global pharma sector

Attributes of leading companies in the global pharmaceutical sector Emerging market leaders either have, or are developing, these capabilities (Aspen, Hikma, Sun and Lupin)	Adcock + CFR
Operating efficiencies through economies of scale	✓
Access to and ability to serve multiple markets	✓
R&D spend leveraged by formulating products once to sell across multiple markets	√
Speed to market and therefore ability to compete in markets when generics first enter	√
Broad portfolio of differentiated products and therefore more important to key customers	✓





Enhanced competitive capability for Adcock Ingram

CFR PHARMACEUTICALS

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CFR's confidence in South Africa is clear

- o One of the largest FDI investments in recent years
 - Consistent with NDP and national strategic objectives
 - 40% of SA's total annual cash FDI requirement
- o Investment in manufacturing and export-driven growth
 - Additional investment in manufacturing, including R&D
 - Transfer of manufacturing to SA
 - Increase in exports from SA to Latin America and South East Asia
- Preserve and grow jobs in SA
- Maintain and enhance existing B-BBEE relationships
- Retain and enhance Adcock Ingram's proudly South African roots





Adding value to South Africa

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FINANCIAL RESULTS

Andy Hall

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Income Statement

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	2013	2012	
	R'm	R'm	+/- %
Turnover	5,445.6	4,599.2	18.4
Gross profit	2,236.8	2,094.0	6.8
Gross profit %	41%	45%	
Operating profit	890.8	868.8	2.5
Equity accounted earnings	2.7	-	
Income from investments	12.6	26.9	
Net financing costs	(58.0)	(8.4)	
Profit before tax	848.1	887.3	(4.4)
Income tax expense	(246.9)	(168.2)	
Profit after tax	601.2	719.1	(16.4)
Non-controlling interests	(13.4)	(13.5)	
Net profit	587.8	705.6	(16.7)
HEPS (cents)	350.5	422.4	(17.0)

Operating expenses

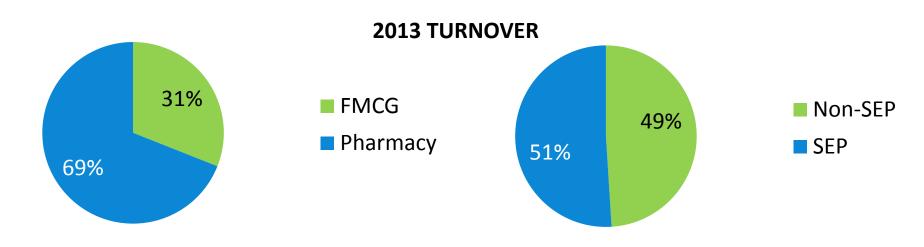


	2013 R'm	2012 R'm	+/- %
Selling and distribution	699.6	571.5	22.4
Marketing	211.9	208.6	1.6
Research and development	104.9	81.6	28.6
Fixed and administration	410.9	363.5	13.0
Foreign exchange gain	(42.4)	-	
Gain on fair valuation of investment	(38.9)	<u>-</u>	
Total	1,346.0	1,225.2	9.9

Segmental Analysis

	0
adcock	ingram

		2013 R'm	+/- %	2012 R'm
	Turnover	2,002.3	11.7	1,791.9
ОТС	Gross Profit	1,058.0	6.2	995.8
	GP%	<i>52.8%</i>		<i>55.6%</i>
	Contribution after			
	marketing (CAM)	707.4	7.1	660.5
	CAM%	<i>35.3%</i>		<i>36.9%</i>



Segmental Analysis



		2013 R'm	+/- %	2012 R'm
	Turnover	1,852.8	21.9	1,520.2
PRESCRIPTION	Gross Profit	608.2	(5.1)	641.0
	GP%	<i>32.8%</i>		42.2%
	Contribution after			
	marketing (CAM)	321.7	(13.5)	371.8
	CAM%	17.4%		24.5%

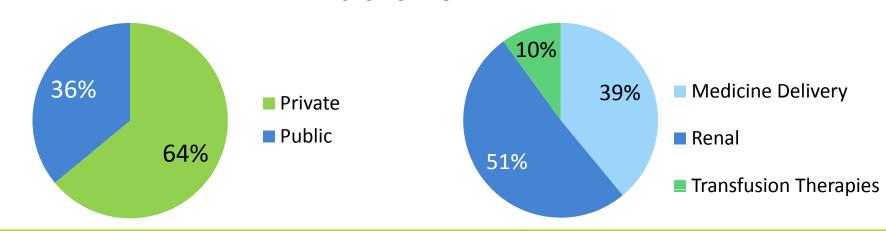


Segmental Analysis



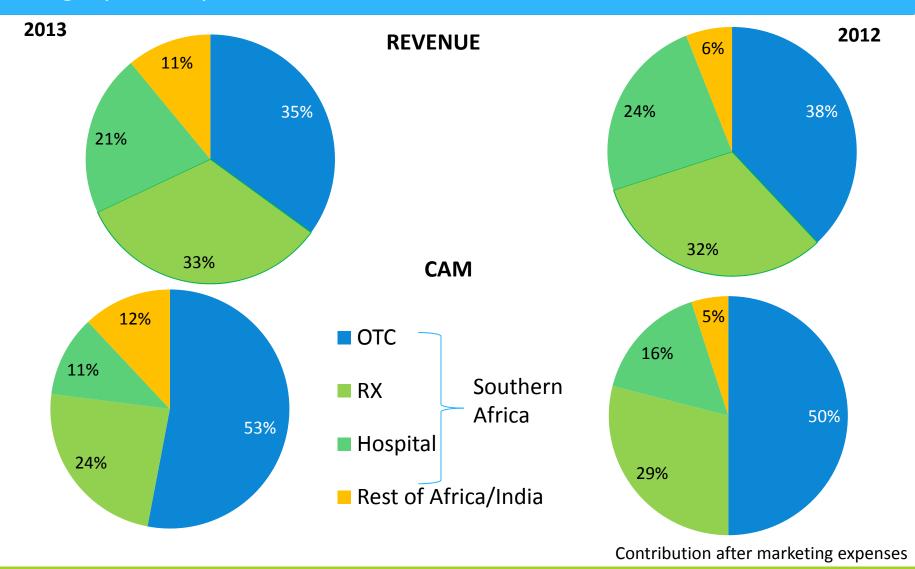
		2013 R'm	+/- %	2012 R'm
	Turnover	1,175.7	4.6	1,123.8
HOSPITAL	Gross Profit	303.0	(13.8)	351.5
	GP%	25.8%		31.3%
	Contribution after mar	keting		
	(CAM)	148.1	(30.6)	213.4
	CAM%	12.6%		19.0%

2013 TURNOVER



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Geographical split



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Statement of Financial Position

	2013 R'm	2012 R'm
Non-current assets	3,412	2,443
Property, plant & equipment	1,766	1,560
Intangible assets	1,435	711
Investments & loan receivable	193	167
Investment in associates	3	-
Deferred taxation	15	5
Net current assets	528	1,340
Current assets	3,406	2,839
Inventories	1,558	956
Trade receivables & other receivables	1,619	1,320
Cash and cash equivalents	163	493
Taxation	66	70
Current liabilities	2,878	1,499
Bank overdraft	1,308	-
Trade accounts payable	806	634
Other payables and provisions	628	434
Short-term borrowings	136	431
Total	3,940	3,783

Borrowings

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Total net debt	1,286	43
Net overdraft/(cash)	1,145	(493)
Loans	141	536
Long-term	5	105
Less: Short-term	(136)	(431)
Loans	141	536
	2013 R'm	2012 R'm

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Statement of Cash Flows

	2013 R'm	2012 R'm
Operating profit	891	869
Adjusted for:		
Non cash flow items	314	208
Cash operating profit	1,205	1,077
Working capital changes	(631)	(292)
Interest, dividends and taxation	(602)	(327)
Net cash (outflow)/inflow from operating activities	(28)	458



Statement of Cash Flows – Investing Activities

		2013 R'm	2012 R'm
Cash flows from investing activities		(1,165)	(534)
Cost of business acquired		(822)	-
Purchase of property, plant and eq	uipment		
	Expansion	(65)	(277)
	Replacement	(279)	(235)
Purchase of intangible assets		-	(13)
Proceeds on disposal of property, p	lant and equipment	-	2
Increase in loans receivable		-	(11)



Statement of Cash Flows – Financing Activities

	2013 R'm	2012 R'm
Cash flows from financing activities	(443)	(534)
Acquisition of non-controlling interests	-	(11)
Proceeds from issue of share capital	5	7
Purchase of treasury shares	(48)	(46)
Distribution out of share premium	-	(179)
Share issue expenses incurred by subsidiary	(4)	-
Net decrease in borrowings	(396)	(305)

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OPERATING ENVIRONMENT Dr Jonathan Louw



Regulatory



Single Exit Price (SEP)

- DoH model renders an 8.9% increase
- Implementation estimated to be April 2014

International Benchmark Pricing (IBP)

- Mainly affects products under patent
- DoH/Pricing Committee to determine how to progress in 2014
- Potential impact on Adcock Ingram cannot be determined

Logistics Fees

- Discussions with DoH ongoing
- Potential impact on Adcock Ingram is uncertain

No progress made on pricing regulations

Regulatory



Product Registrations

- Adcock Ingram continues to work with the MCC to reduce backlog
- Amendment Bill to enable SAHPRA: progress not anticipated before May 2014
- e-CTD pilot phase underway to establish faster registration process: Adcock Ingram participating

Complementary and Alternative Medicines Regulations (CAMS)

- Guidelines have been published
- Current requirements of safety, efficacy and quality as per the Medicine Act are
 now applicable

Draft Policy on Intellectual Property

- Draft IP Policy aims to create a common policy across government's
 departments
- o Seeks to implement parallel importation and compulsory licensing
- Policy focuses on pharmaceuticals
- Impact uncertain without greater detail

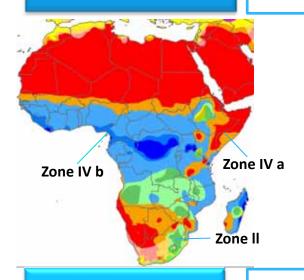
Improvement in speed of product registrations

Regulatory



Rest of Africa

- o Evolving regulatory framework aligned to stringent regulatory bodies e.g. WHO
- o Progress on regulatory harmonisation slow with some advance in East and West Africa
- Adcock Ingram has specific capability for Zone IV b stability testing





New Stability Suite

India

- National List of Essential Medicines (NLEM) and Drug Price Control Order 2013
- Additional warning to be added to antibiotic labels
- Highly fragmented regulatory process

Significant capability for Zone IV b stability testing



Level 3 B-BBEE contributor

Key Challenges Planned Actions Ownership Maintain 10% subminimum for black shareholding **Enterprise Supplier Development** o Increased focus on spend with black owned (51%) and o Combination of Procurement and Enterprise Development black women suppliers (31%) 40% **Management Control** o Align recruitment and retention of African, Coloured o Combination of Management Control and Employment Sub-minimum and Indian staff to Employee Active Population Equity **Skills Development** o Increase number of disabled learners o Spending on black employees is now 6% versus 3% of payroll o Retain graduates, apprentices and disabled learners o Only accredited training conferences; seminars do not qualify as training **Social Economic Development Programmes** o Community development initiatives to focus on Health o Focus should be on Health and not Education

A leading empowerment player in the healthcare industry

Overview

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Leverage Capital Investments

- o **Supply chain integration** across Adcock Ingram's value chain
- o Increased management accounting capability across all operational units
- Upgrade technical transfer skills
- Build leadership capacity
- o Procurement centralisation synergies
- Oracle alignment





Improve margins by reducing costs



Critical Care – Aeroton

Implementation of new technology and introduction of efficiencies

- o Introduction of high speed automated systems
- Utility saving projects
- o Eleven major continuous improvement projects
- Information and planning system upgrades from BPCS to Oracle 12



Improving Critical Care profitability

High Volume Liquids facility - Clayville

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Improve capacity utilisation

- Leverage capacity to lower unit cost of production
- o Focus on equipment and labour efficiency
- Centralisation at Clayville of all the South African laboratories
- Contract manufacturing



Striving for greater efficiencies

ARV & OSD - Wadeville



Expansion and refinement

- Leverage ARV tender volumes to reduce production costs
- Oral solid dosage capacity to be increased from 2 billion to 3 billion tablets/capsules
- o Capacity will be increased further
- Two granulation suites
 - Two tableting machines
 - Three packing lines
- o Transfer of liquid volumes to Clayville progressing
- Maintain FDA acceptance



Striving for greater efficiencies

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BUSINESS PERFORMANCE



PORTFOLIO of BRANDS









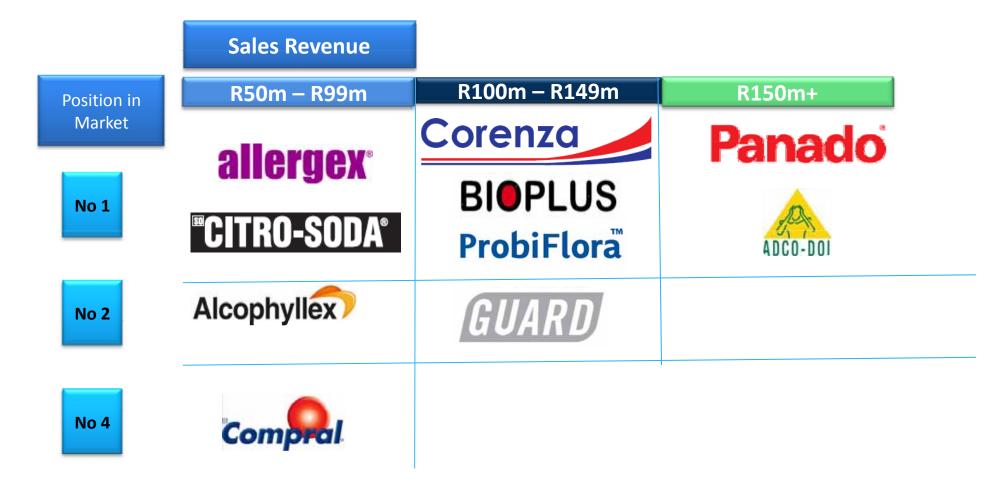


Catering to an economically diverse customer base

MARKET LEADERS



7 of top 10 brands



Source: IMS TPM-MAT Sept 2013. Panado measured in Paracetamol-only

market

Source: Aztec MAT Sept2013,

Driving Category Leadership in our top brands

OVER-THE-COUNTER

Performance



#1

Pharmacy Performance

Category leadership in Pain, Colds & Flu, Allergy, Digestive Wellbeing and Feminine Health



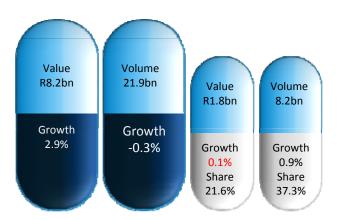


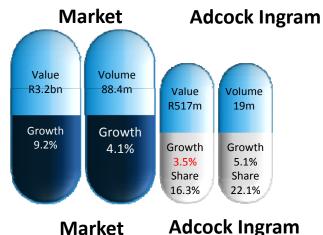
FMCG Performance

Category leadership in Supplements, Feminine Health, Digestive Wellbeing and #2 in Pain

OTC growth driven by mix

- o Economy portfolio
- Single dose packs





Market

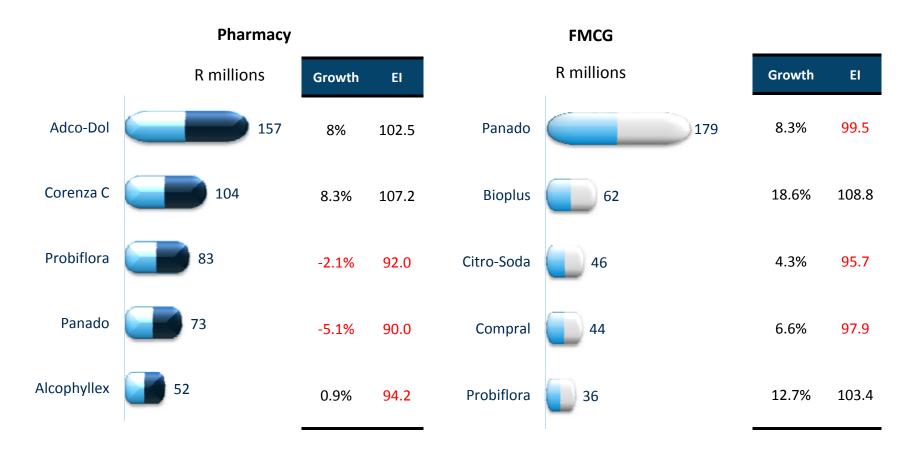
Source: IMS TPM-MAT Sept 2013 Source: Aztec MAT Sept2013

Adcock Ingram is the Number 1 Player in the OTC Market

PHARMACY and FMCG BRANDS



Performance



Source: IMS TPM-MAT Sept 2013, Source: Aztec MAT Sep 2013

Strategy focused on our top brands

STRATEGY IMPLEMENTATION

Pharmacy







Market Leadership



Differentiation and Innovation



Consumer insights unlock brand growth

STRATEGY IMPLEMENTATION *FMCG*









Market penetration strategy







Leverage basket to drive high visibility



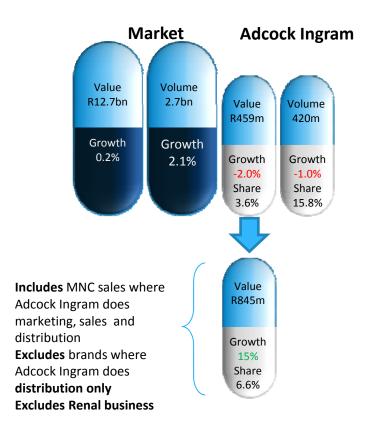
Consumer insights unlock brand growth

SPECIALISED HEALTHCARE



Delivering performance through collaboration

- Largely dominated by multinationals
- Primarily competing with originator prescription medicines
- o Category mostly higher priced, lower volume
- Funding pressure remains as funders continually squeeze costs
- o Risk of generic and therapeutic substitution
- MNC data not reflected in IMS under Adcock
 Ingram

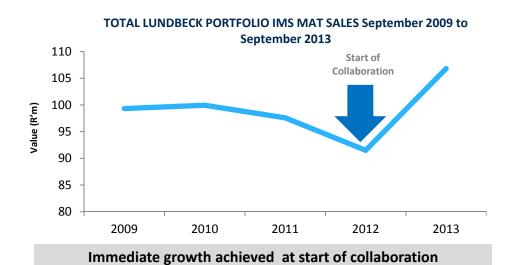


Source: IMS TPM MAT Sept 2013

MNC COLLABORATIONS

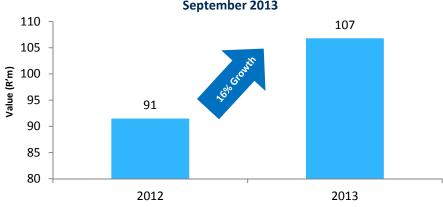
Lundbeck





- Double digit value growth attained on all brands
- Growth attained through:
 - Targeted promotional campaigns
 - Effective key account management
 - Marketing and sales effectiveness
 - Thought leader development
 - Collaboration partner support

TOTAL LUNDBECK PORTFOLIO IMS MAT SALES September 2012 vs. September 2013



Focussed campaigns resulting in increased market shares









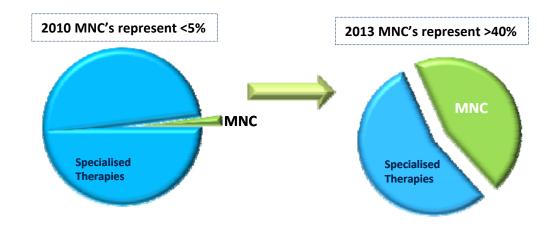
IMS TPM September 2013

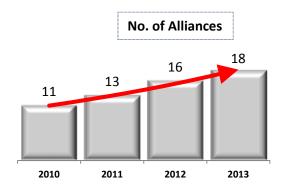
Alliance with Lundbeck exceeds expectations

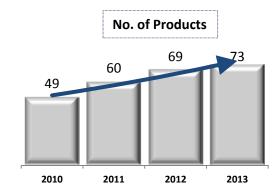
SPECIALISED THERAPIES

Strategic alliances









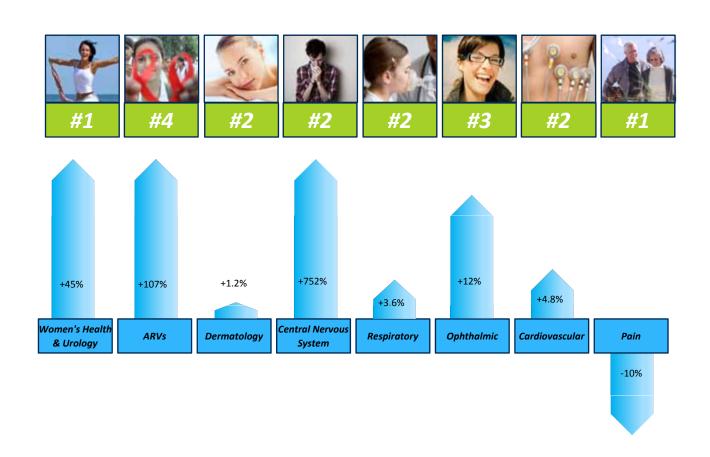
Source: Pie Charts – IMS TPM Mat Sept 2010,2013 Products and Alliances – Internal Al Information

Expanding potential and reducing risk through Multinational Collaboration

SPECIALISED THERAPIES



Critical mass in therapeutic categories of choice



Leadership positions created through successful strategies and execution

SPECIALISED THERAPIES

ARV franchise performance



Efficiency

- Enhancing our understanding of the complexity of diverse product manufacture
- o Managing major ARV manufacturing growth
- Price increases being applied
- Managing cost

Relationship

Building understanding of primary customer (DOH)
 through engagement and dedicated resources





The South African Anti-retroviral Treatment Guidelines 2013 Sales Data Al Internal Sales Data to Mat Sept 2013 Public Sector Share Data: IMS June 2013

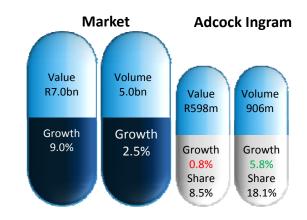
Adcock Ingram ARV business has doubled

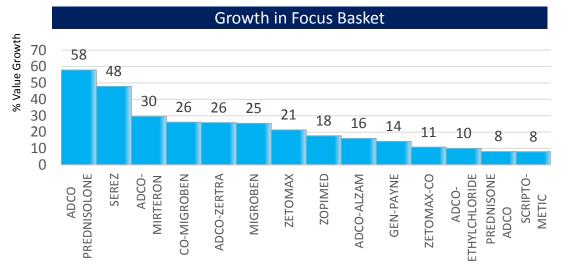
GENERICS

Pharmacy performance



Top 5 Brands			
	Value Rm	Growth	El
GEN-PAYNE	83.8	14.4	109.5
ADCO-ZOLPIDEM	59.9	-1.7	91.9
ADCO-SIMVASTATIN	55.4	5.7	109.5
ADCO-AMOCLAV	23.5	-34.0	66.1
ZETOMAX	23.1	21.4	120.7





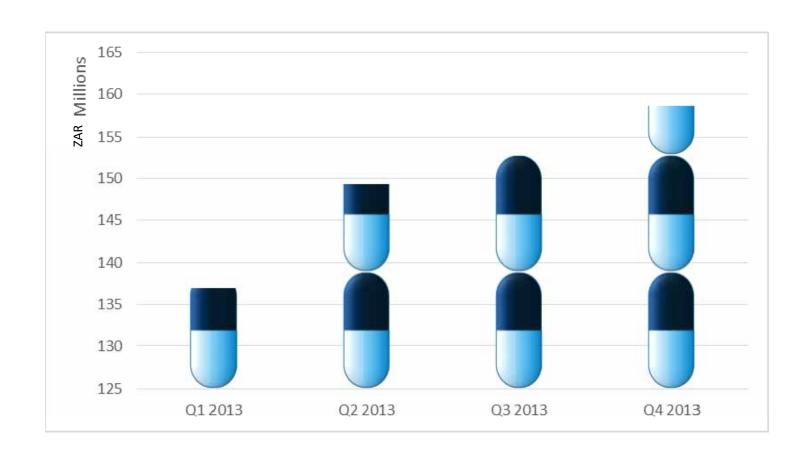
Adcock Ingram is ranked 2nd in Volume in the Generics Market

Source: IMS TPM MAT Sept 2013

SUSTAINED GROWTH

Throughout the year



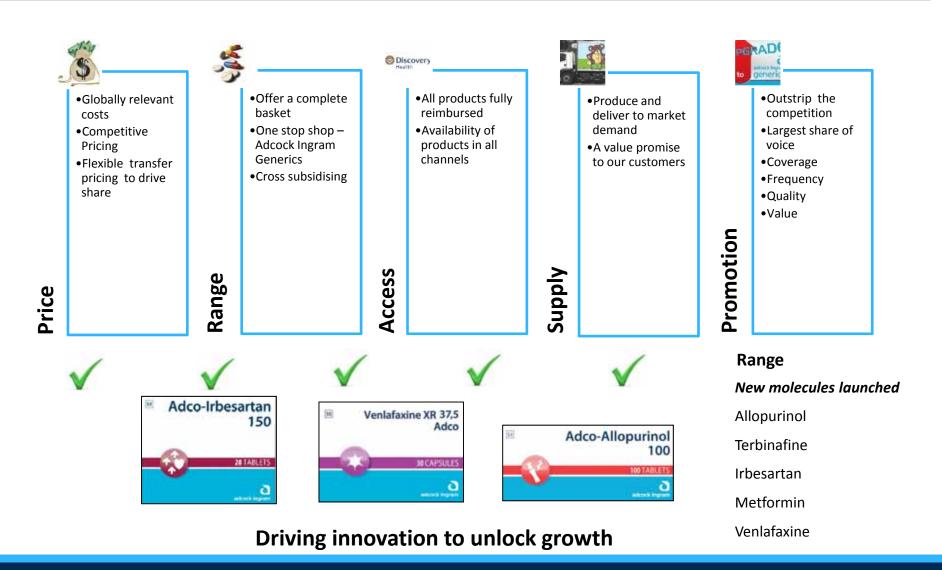


Generics maintain consistent growth throughout 2013

Source: IMS TPM Quarterly 2013

ENSURING STRATEGIC LEVERAGE





HOSPITAL PERFORMANCE



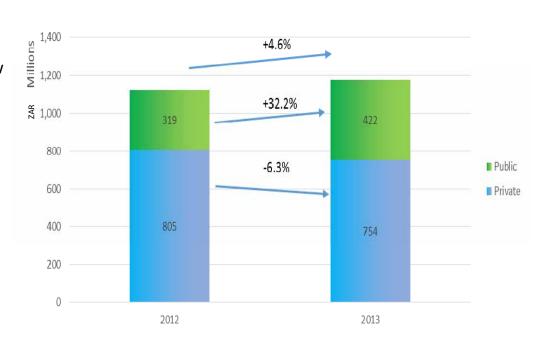
Market

- Operating environment remains challenging
- Adcock Ingram and the market continue to grow as private and public sectors increase capacity

However margins are under pressure

- Price deflation
- Exchange rate decline
- Input cost inflation
- Private/Public Sector sales mix

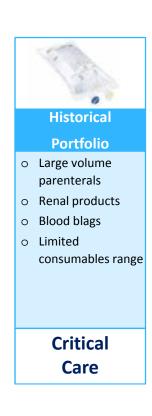
Adcock Ingram Hospital Sales Grow

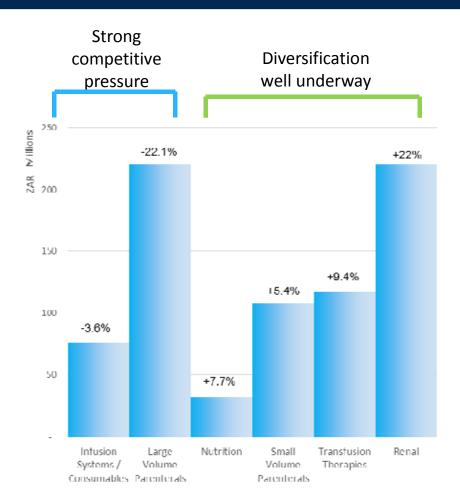


DIVERSIFICATION

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Grow into adjacent categories









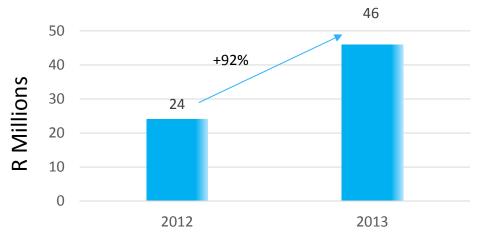
Innovation assisting the core business to grow

Source: Adcock Ingram Sales Data

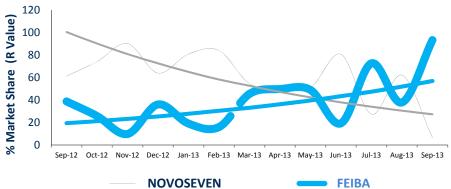
MARKET LEADERSHIP

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Haemophilia









Source : Adcock Ingram Sales Data Sept 2013, IMS TPM MAT September 2013

Revised strategies lead to unprecedented success

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REST of AFRICA

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A heterogeneous group of markets

Ghana:

○ Shareholding in Ayrton – 78.3%

Kenya:

100% owned subsidiary

Zimbabwe:

- Datlabs, a 100% owned subsidiary
- Manufacturing and distribution capabilities

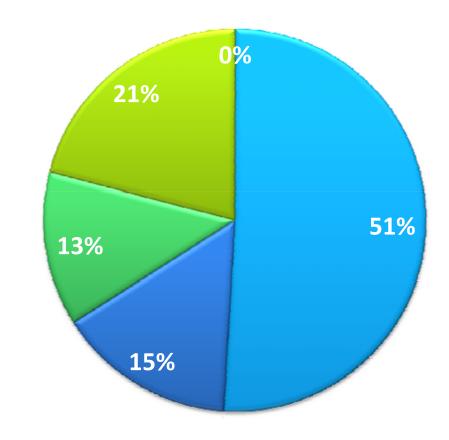


Expanding footprint in Sub-Saharan Africa

Sales contribution







42% Growth 2013 versus 2012

Source: Internal Sales

Market dynamics

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Affordability

Combining quality, convenience and an affordable price point

Diversity of markets

Small fragmented markets with disparate regulatory regimes

Growth of middle class diseases

Shifting disease profile from infectious to cardiovascular diseases

Access to healthcare

Poor healthcare infrastructure, under-diagnosis and under-treatment

Competition

Increasingly competitive environment





Tailor product offerings for diverse markets

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Innovation will drive growth

- Build Adcock Ingram brand awareness
- Market-tailored formulations and flavours
- o Leverage formulations into FMCG
- New packaging to increase appeal to a growing middle class





Establish one brand, one promise

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INDIA

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Current y	vear	perto	rman	ce

- o Turnover of R 169 million in 8.5 months
- o Investment criteria met

Integration

- Successful resolution of labour issues
- o Smooth transition of the supply chain from Cosme to Adcock Ingram

Challenges

- O GDP growth in India slows to 5%
- o Pharma market growth in single digits
- New Pricing Policy

2014 Priorities

- Employee retention measures to control attrition
- o Sales force effectiveness training to improve doctor call rate outcome
- o Distribution & IT system will be given high priority

Established footprint in India

INDIA

New product launches

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Iret Capsules: Acne Launched: July 2013

Ferose XT Iron: Severe anaemia

Launched: July 2013

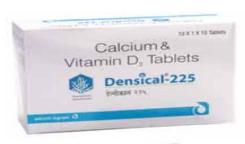
Densical Tablet: Calcium supplement

Launched: August 2013

Chymogram Plus: Mild to moderate pain

Launched: September 2013







Innovation contributes R3 million in three months

OUTLOOK

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- CFR's offer is attractive as an emerging market company
- Portfolio and geographic expansion and diversification
- O Adcock Ingram manufacturing capacity key to the merger
- Current economic climate of concern
- o Risk of further margin compression remains due to depreciating Rand
- Potential of increased volumes for the public sector
- The multinational partner of choice strategy delivers attractive value
- New product launches in Africa and India



Adding value to life

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APPENDIX



TOTAL MARKET BREAKDOWN South Africa MAT



Market

Adcock Ingram

Source: IMS TPM Sept 2012

Total Market	
Market	Adcock Ingram
Value: R 32.4 bn	Value: R 3.0bn *[9.4%[
Growth: 2.3%	Growth: 1.2%
CU: 44.0bn	CU: 11.3bn [25.8%[
Growth: -1.6%	Growth: 6.5%

Private Sector	
Market	Adcock Ingram
Value: R 28.0 bn	Value: R 2.9bn *[10.2%]
Growth: 3.1%	Growth: 0%
CU: 29.6bn	CU: 9.5bn [32.2%[
Growth: 0.4%	Growth: 1.3%

Public Sector	
Market	Adcock Ingram
Value: R 4.2 bn	Value: R 185m [4.3%]
Growth: -2.7%	Growth: 25.4%
CU: 14.5bn	CU: 1.8bn 12.7%
Growth: -5.4%	Growth: 45.1%

Prescription	
Market	Adcock Ingram
Value: R 19.7 bn	Value: R 1.1bn *[5.5%]
Growth: 3.1%	Growth: 0%
CU: 7.6bn	CU: 1.3bn [18%]
Growth: 2.4%	Growth: 3.5%

OTC (over the Counter)		
Market	Adcock Ingram	
Value: R 8.4 bn	Value: R 1.8bn *[21.6%]	
Growth: 2.9%	Growth: 0.1%	
CU: 22.0bn	CU: 8.2bn [37.3%]	
Growth: -0.3%	Growth: 0.9%	

Original R&D products- (Patented & Non-patented original branded		
Market	Adcock Ingram	
Value: R 12.7 bn	Value: R 459 m *[3.6%]	
Growth: 0.2%	Growth: -2.0%	
CU: 2.7bn	CU: 420m [15.8%]	
Growth: 2.1%	Growth: -1.0%	

Generics Off Patent >Schedule 3		
Market	Adcock Ingram	
Value: R 7.0 bn	Value: R 598 m *[8.5%]	
Growth: 9%	Growth: 0.8%	
CU: 5.0bn	CU: 908m [18.1%]	
Growth: 2.5%	Growth: 5.8%	