

RANBAXY

Trusted medicines. Healthier lives



Ranbaxy Corporate Office, Gurgaon, India

Corporate Presentation

Safe Harbor

Except for the historical information contained herein, statements in this presentation and the subsequent discussions, which include words or phrases such as “will”, “aim”, “will likely result”, “would”, “believe”, “may”, “expect”, “will continue”, “anticipate”, “estimate”, “intend”, “plan”, “contemplate”, “seek to”, “future”, “objective”, “goal”, “likely”, “project”, “should”, “potential”, “will pursue” and similar expressions or variations of such expressions may constitute "forward-looking statements". These forward-looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. These risks and uncertainties include, but are not limited to our ability to successfully implement our strategy, our growth and expansion plans, obtain regulatory approvals, our provisioning policies, technological changes, investment and business income, cash flow projections, our exposure to market risks as well as other risks. Ranbaxy does not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date thereof.

Mission & Values

Mission

Enriching lives globally, with quality and affordable pharmaceuticals.

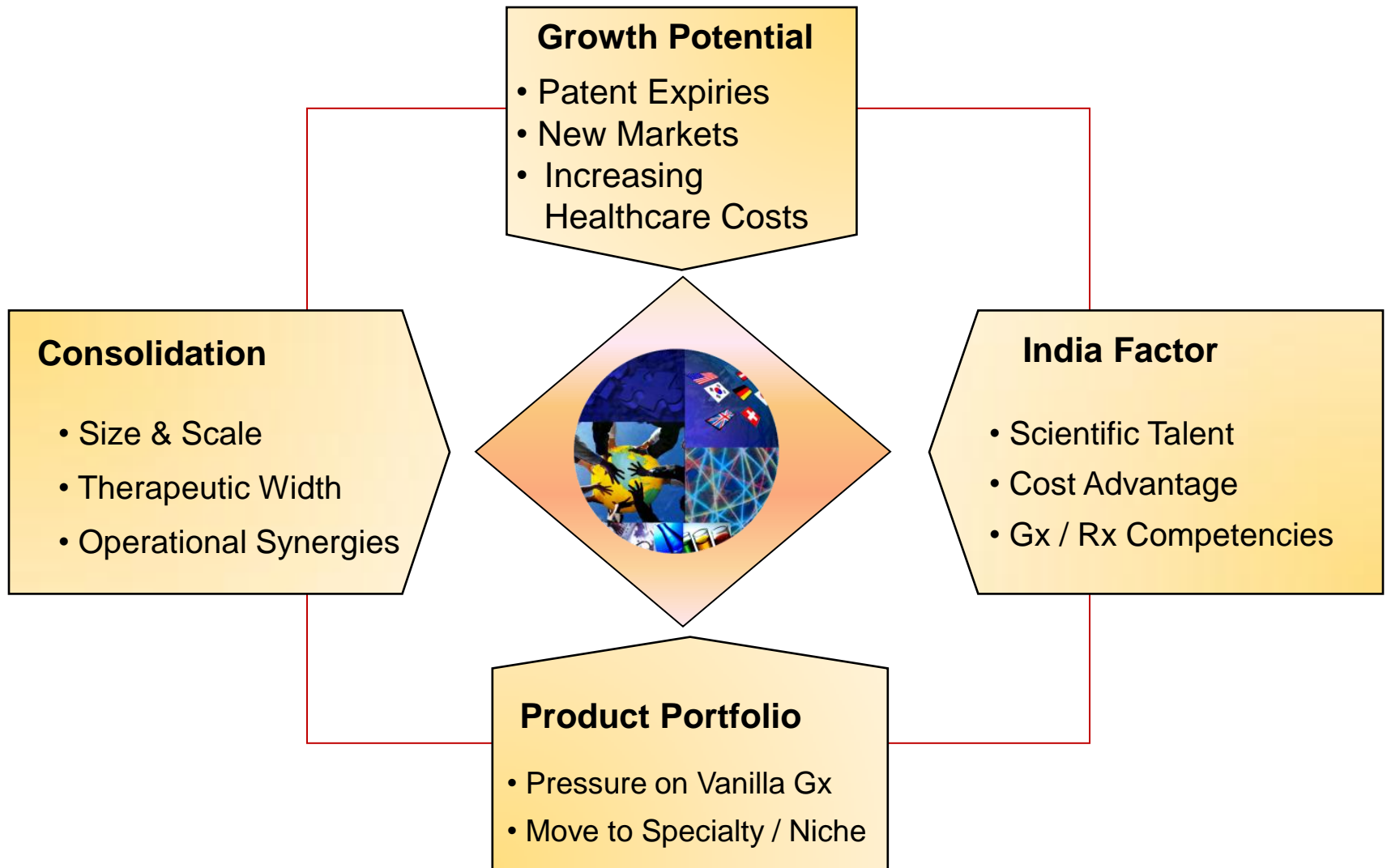
Values

- Achieving customer satisfaction is fundamental to our business
- Provide products and services of the highest quality
- Practice dignity and equity in relationships and provide opportunities for our people to realise their full potential
- Ensure profitable growth and enhance wealth of the shareholders
- Foster mutually beneficial relations with all our business partners
- Manage our operations with high concern for safety and environment
- Be a responsible corporate citizen

Ranbaxy Overview

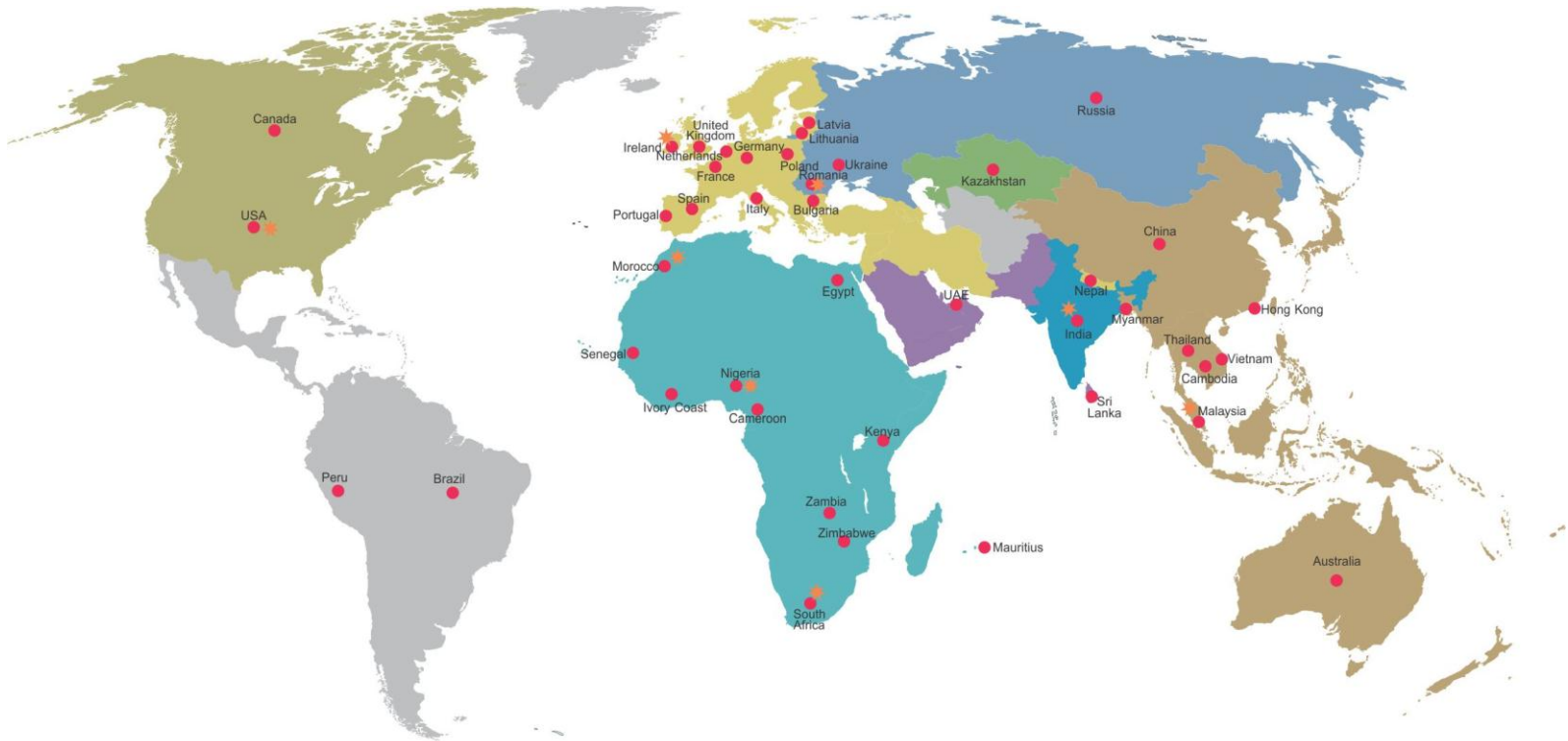
- India's largest pharmaceutical company
- Ranbaxy & Daiichi Sankyo combined rank among the top 20 global pharmaceutical companies
- Worldwide Presence
 - Ground presence in 43 countries, products sold in over 125 countries
 - Manufacturing locations in 8 countries
- Global consolidated sales: US \$ 2.1 Bn (2011)
- Highest R&D spender amongst Indian Pharmaceutical companies
- Over 14000 employees globally represented by 50 nationalities

The Global Generics Advantages



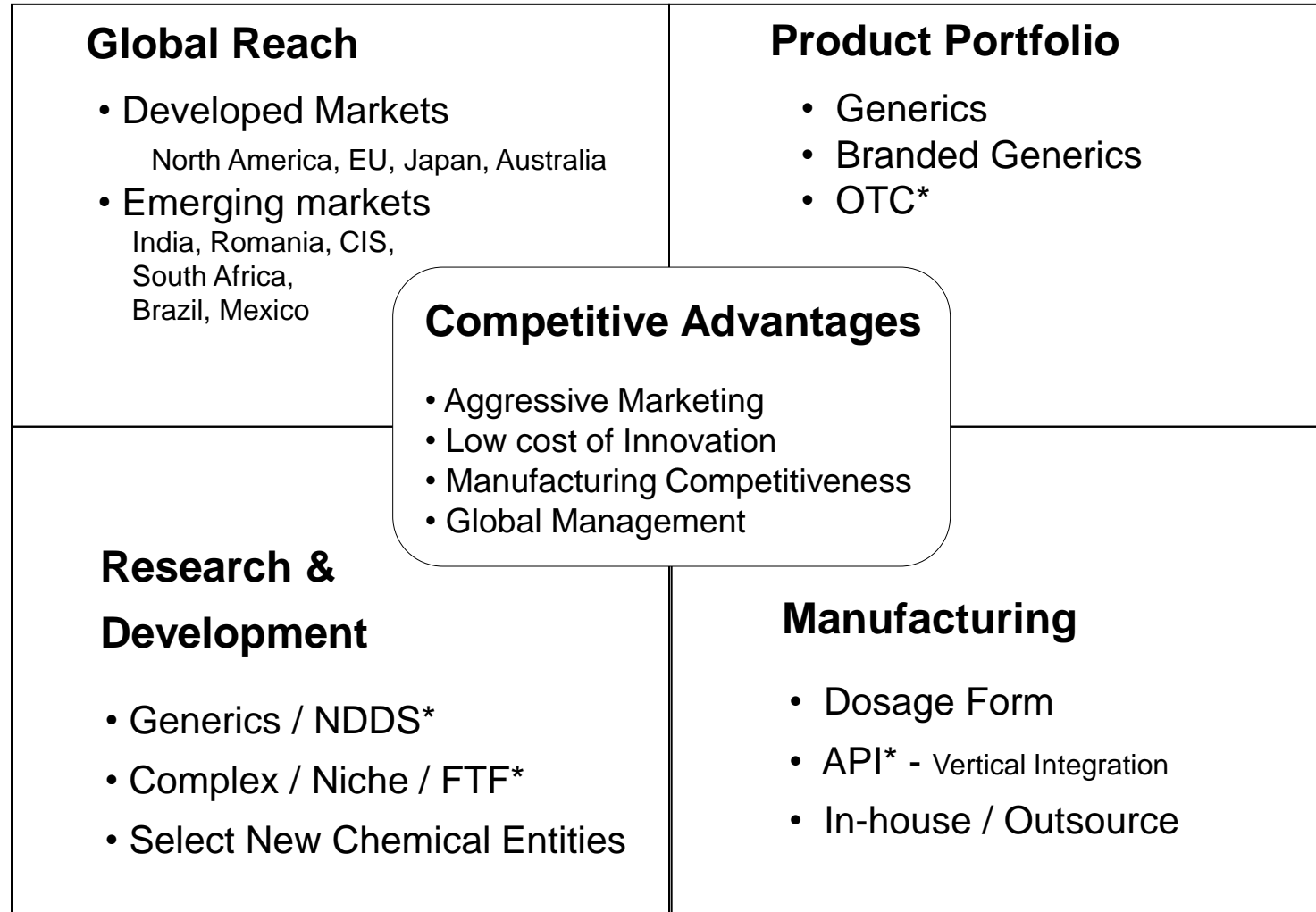
Global Presence

- North America
- Latin America
- Europe
- Africa
- Asia (incl. Middle East)
- Japan



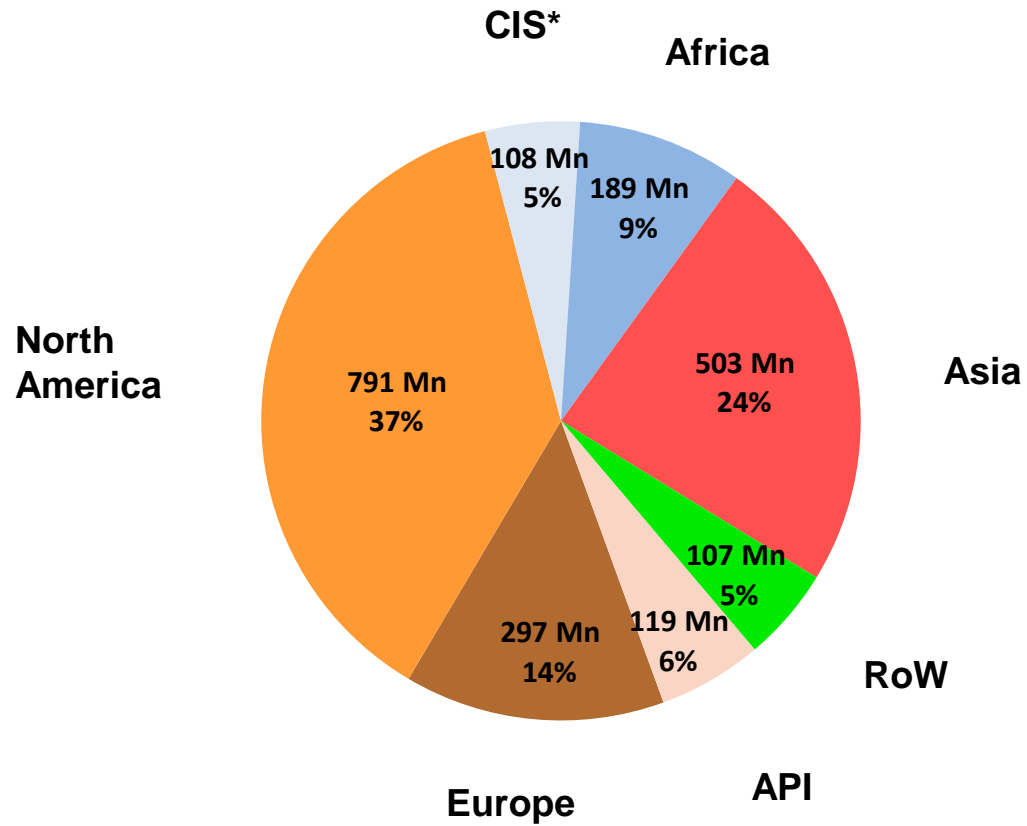
- Ground Presence in 43 countries
- ★ Manufacturing Facilities in 8 countries

Business Processes



*OTC: Over-The-Counter, NDDS: Novel Drug Delivery System, FTF: First to File, API : Active Pharmaceutical Ingredients

Global Sales Split

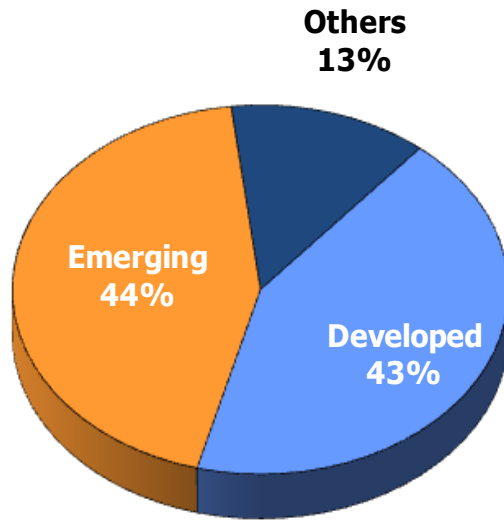


US \$ 2.1 Bn (2011)

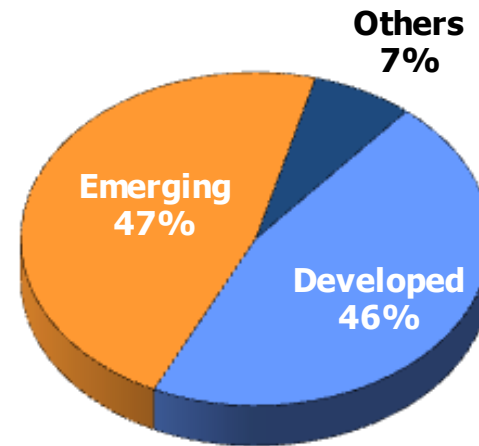
All figures in US \$

* CIS includes Russia & Ukraine belt

Evolution of Market Mix



FY 2005



FY 2011

- Improving balance in market mix
- Growth well spread across geographies
- Positioned to leverage various market opportunities

Key Geographies

North America

- Pioneer entrant from India
- Strong local presence

Europe

- Well established presence in 23 of 27 EU countries
- Key markets – Germany, UK & France

Emerging Markets

- Account for around 47% of sales
- Profitable branded generics markets
- India's largest pharmaceutical company
- No. 1 Generic player in Romania
- Established Infrastructure in Romania, Brazil, Russia & South Africa

Presence in Developed Markets



USA

- Largest generic market worldwide
- Significant patent expiries through 2015
- Launched Atorvastatin (generic version of world's largest selling drug) in US with 180 days exclusivity (2011)
- Launched FTF's - Valacyclovir (2009) & Donepezil (2010)



EU

- Germany, UK - mature markets
- France, Spain, Italy, Romania - emerging markets
- Ranbaxy has presence in 23 of the 27 EU countries



Japan

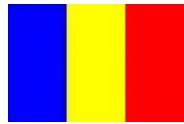
- Emerging generic market
- Opportunity to develop, manufacture & supply products through Daiichi Sankyo Espha

Presence in Emerging Markets



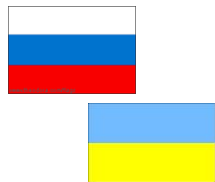
India

- India's largest pharmaceutical company
- Growing at a fast pace



Romania

- Ranked as the No. 1 Generics Company
- Strategic for servicing EU operations



Russia &
Ukraine

- Strong base in acute therapies
- Fast expanding into chronic and OTC segments



South Africa

- Key market in the African continent
- A strong No. 5 player in the region

India



- India's largest pharmaceutical company
- One of the largest distribution networks that comprises over 4000 field force
- Dedicated task forces for specialised & chronic therapies
- 9 brands in Top 100 of Industry
- Project 'Viraat' – A key initiative to strengthen company's domestic leadership position

Research & Development

State-of-the-art R&D facilities based in Gurgaon (India)



Research & Development

- Dedicated Facilities for Innovative & Generics Research
- > 1200 R&D Personnel
- Highest R&D spender amongst Indian Pharmaceutical companies
- India's first New Drug, Synriam™ launched by Ranbaxy
 - New Age Cure for Malaria (arterolane maleate 150 mg + piperaquine phosphate 750 mg)
- NDDS (Novel Drug Delivery System) based products
- Collaboration with GSK in Clinical Development of New Chemical Entity
- R&D collaborations with Industry & Academia

Global Manufacturing Strengths

- cGMP compliant world-class API & Dosage Forms manufacturing facilities across the globe
- 8 manufacturing locations worldwide
- API facilities - increasing vertical integration
- Creating capacities for specialty products
- New facilities added in cost advantageous geographies



Ranbaxy – Daiichi Sankyo Partnership



RANBAXY

Global Pharma Innovator

Global Generics Company

- A path breaking confluence that redefines the global pharma paradigm
- Strategic combination creates an Innovator and Generic Pharmaceutical Powerhouse

Hybrid Business Model

- Significant and sustained operational and strategic synergies across the globe
 - Collaborative marketing opportunities leveraging Ranbaxy's substantial footprint
 - Manufacturing
 - R&D
 - Global supply chain
 - IT
 - CSR
- Combining innovator and generics capabilities, to straddle full spectrum of pharma value chain

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Inorganic Strategy

To capitalize on the opportunities in the ongoing consolidation for...

- Size and scale in developed & emerging markets
- Expansion of geographical reach
- Access to niche and complex products / therapeutic areas
- Costs efficiencies in manufacturing and R&D

...providing a strategic and value accretive fit

Key Acquisitions & Alliances Since 2006

> US \$ 500 Mn spend on M&A



- Terapia (Romania)
- Be-Tabs (South Africa)
- Allen (Italy)
- Mundogen (Spain)

- Zenotech (India)
- Cardinal Drugs (India)
- Biovel* (India)

*Acquired Product Rights And Manufacturing Facility From Biovel

Corporate Social Responsibility

- An essential component of Ranbaxy's CSR is to care for the community
- Ranbaxy started community healthcare services under the Rural Development Trust banner (later re-christened as 'Ranbaxy Community Health Care Society') in 1979
- Provides a blend of curative, preventive and health promotive services covering areas of maternal child health, family planning, adolescent health, reproductive health and education
- Integrated health care services provided to about 5,00,000 people across 110 villages and urban slum areas - infrastructure includes 16 Mobile Health Care Vans
- Operates in the states of Punjab, Haryana, Himachal Pradesh, Madhya Pradesh
- Public Private Partnership (PPP) with the Punjab State Government, to deliver healthcare services in identified districts of Punjab
- A joint initiative with Daiichi Sankyo rolled out in Dewas district to strengthen medical & healthcare services in this area. Focus is on reducing child mortality and improving maternal health and combating HIV/AIDS, malaria and other diseases.



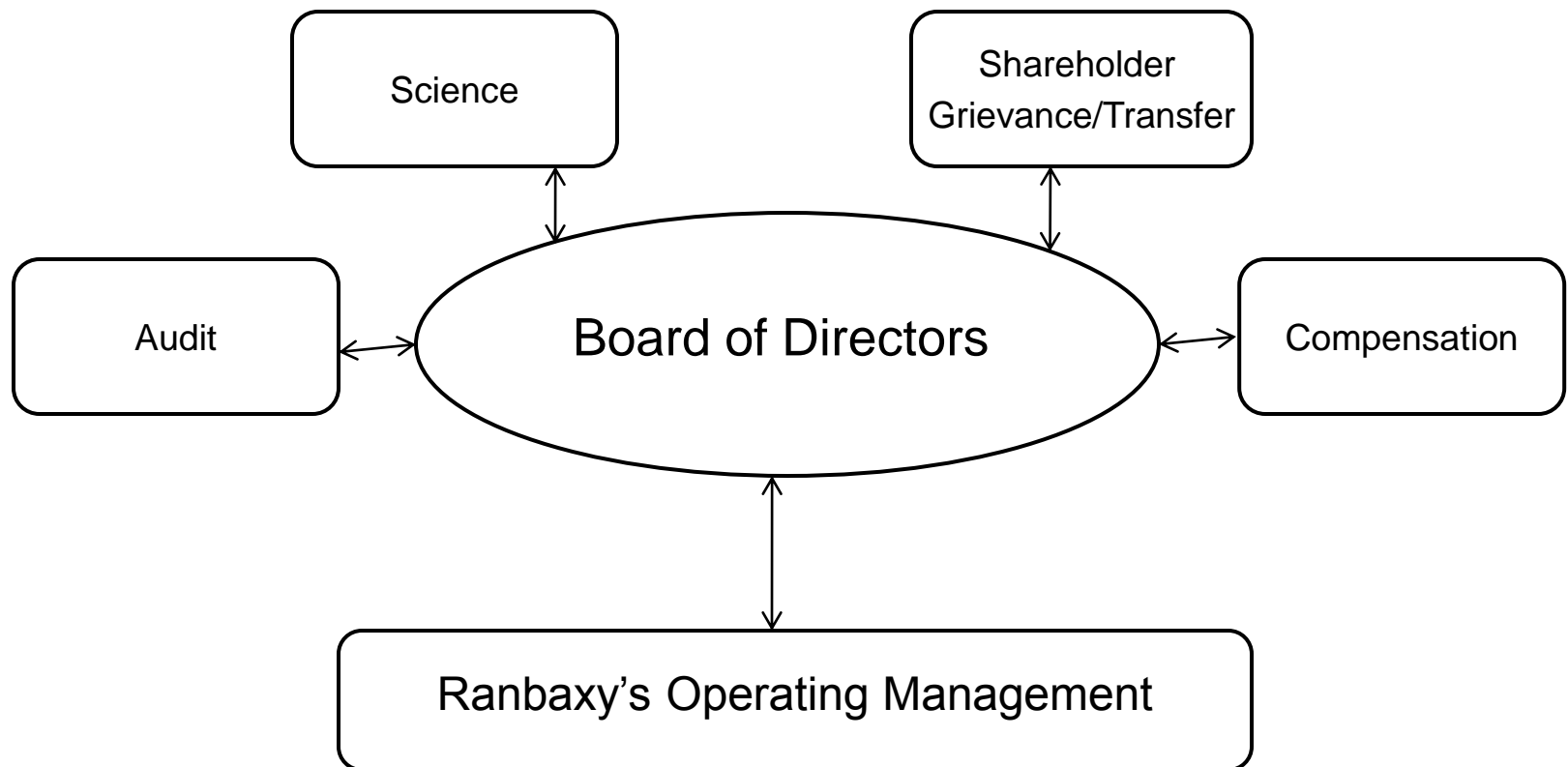
Corporate Social Responsibility

- AIDS awareness and counselling is a priority component of the CSR programme
- Anti-Aids
 - Provides innovative and affordable anti HIV medicines
 - Around 1 Mn patients worldwide benefit from Ranbaxy's ARV drugs
- Engaged in a path breaking research for developing an anti-malarial new drug
- Partnerships with Government, Medical Colleges, NGO's, Educational Institutions, Confederation of Indian Industry and other like minded agencies
- Ranbaxy's efforts and significant focus on reducing Child Mortality, Improving Maternal Health and Combating HIV/AIDS, Malaria and other neglected diseases tie in seamlessly with the Millennium Development Goals set forth by the United Nations Development Program



Corporate Governance

“An institutionalized framework of Corporate Governance and Code of Practices to strengthen decision making and compliance with ethical integrity and reliability”



Thank You