

Ranbaxy Laboratories Limited



RANBAXY

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.

Ranbaxy Overview



Global Presence

- Top 10 Global Generic Company
- Sales in ~125 Countries
 - 2009 Revenue: \$ 1.5 Billion
 - 77% International; 23% India
- Ground Presence in 46 Countries
- Global Team with Global Mindset
 - 13,000 Employees; Over 50 nationalities



Unique Strengths & Capabilities

- Entrepreneurial & Empowering Culture
- Strong Presence in Emerging Markets : 59% of DF Sales
- Foray into Biosimilars and Specialty Injectables
- Global Regulatory Prowess



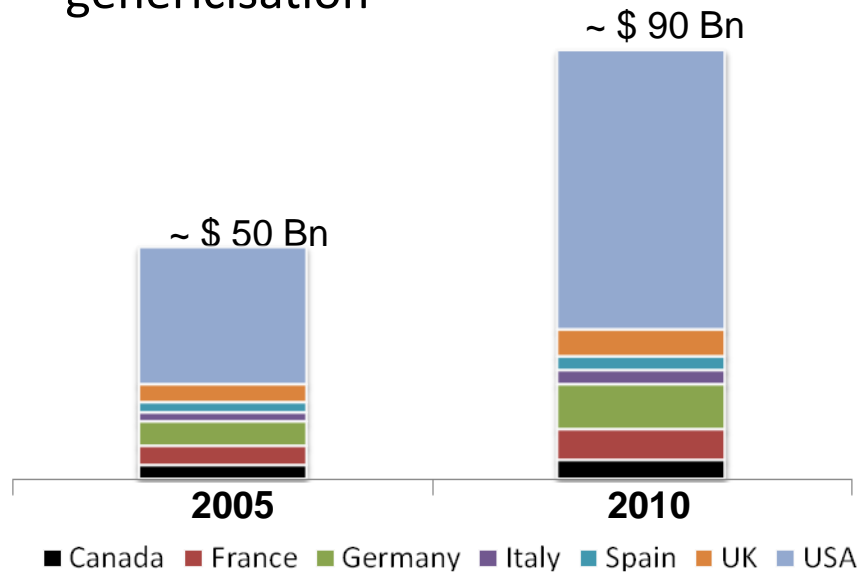
Vertically Integrated

- Manufacturing – DF and API
 - 21 sites in 7 countries
- R&D
 - #1 Cumulative ANDA Filer from India
 - > 1300 R&D Personnel
 - World-class Drug Discovery Infrastructure
 - NCE collaborations
 - Demonstrated NDDS capabilities

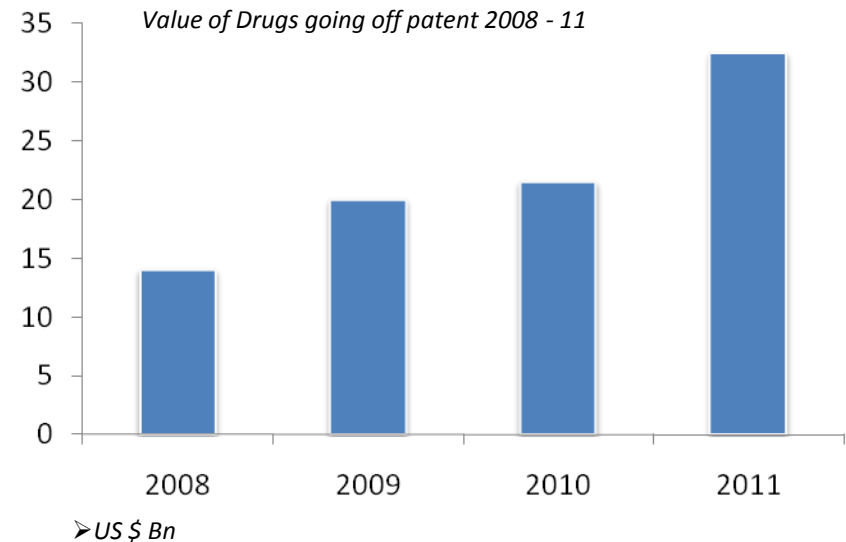
***Largest pharmaceutical company out of India
with global reach and competencies across the value chain***

Key Growth Drivers

- Advanced markets: Increasing genericisation



- Significant patent expiries through 2011



- Rationalizing Healthcare costs a key priority for Governments

- Emerging Markets: accelerating branded generics



➤ Russia

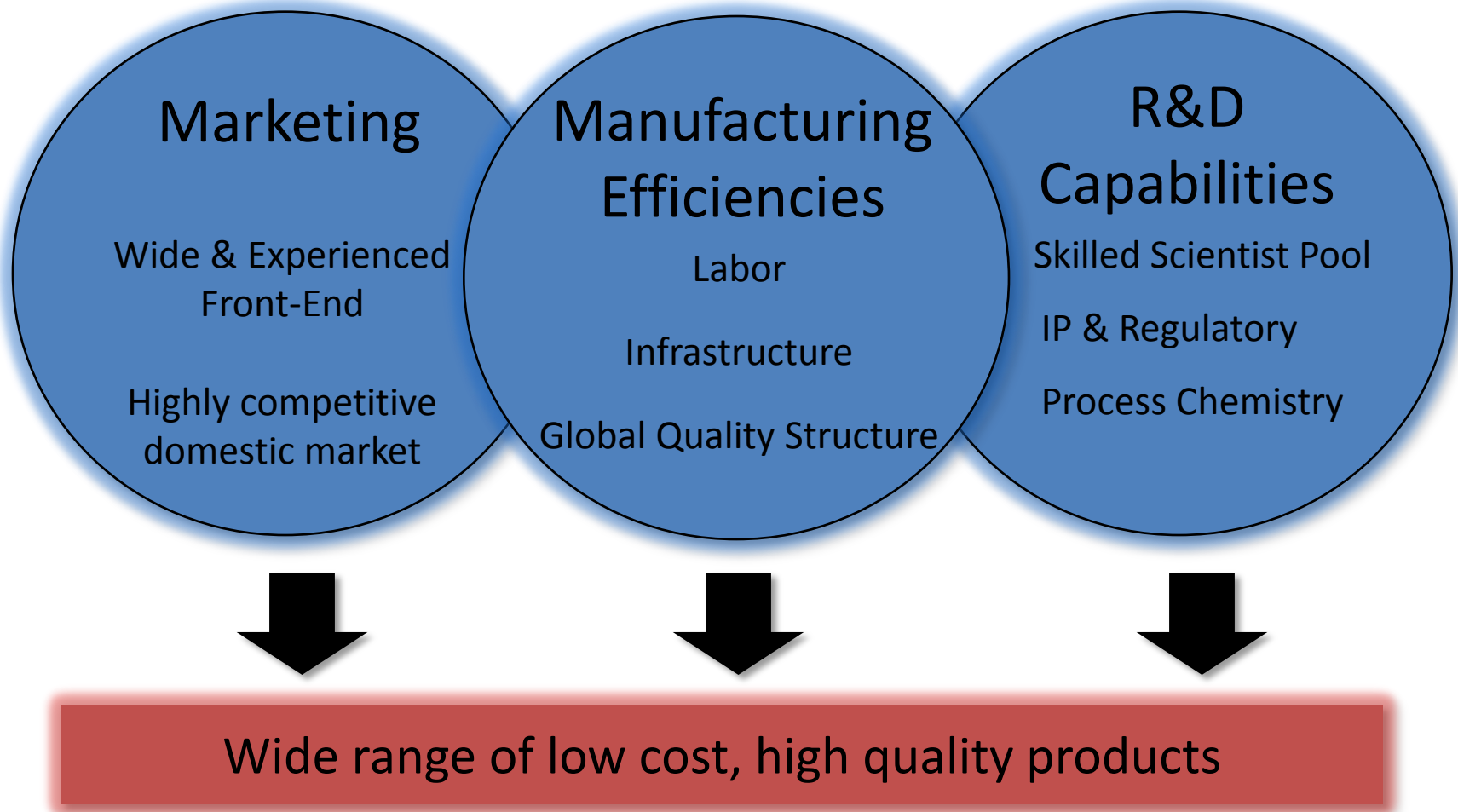


➤ South Africa

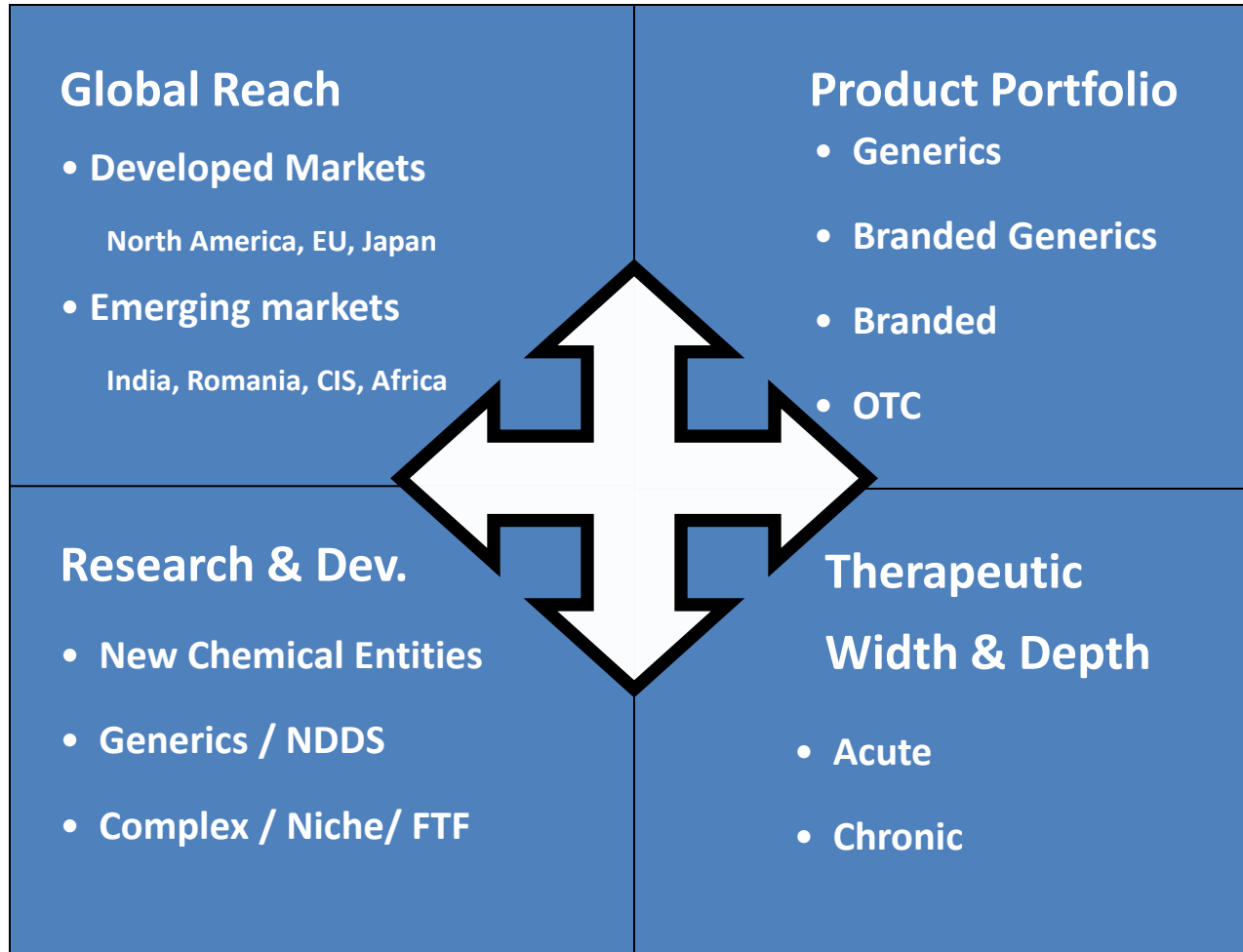


➤ India

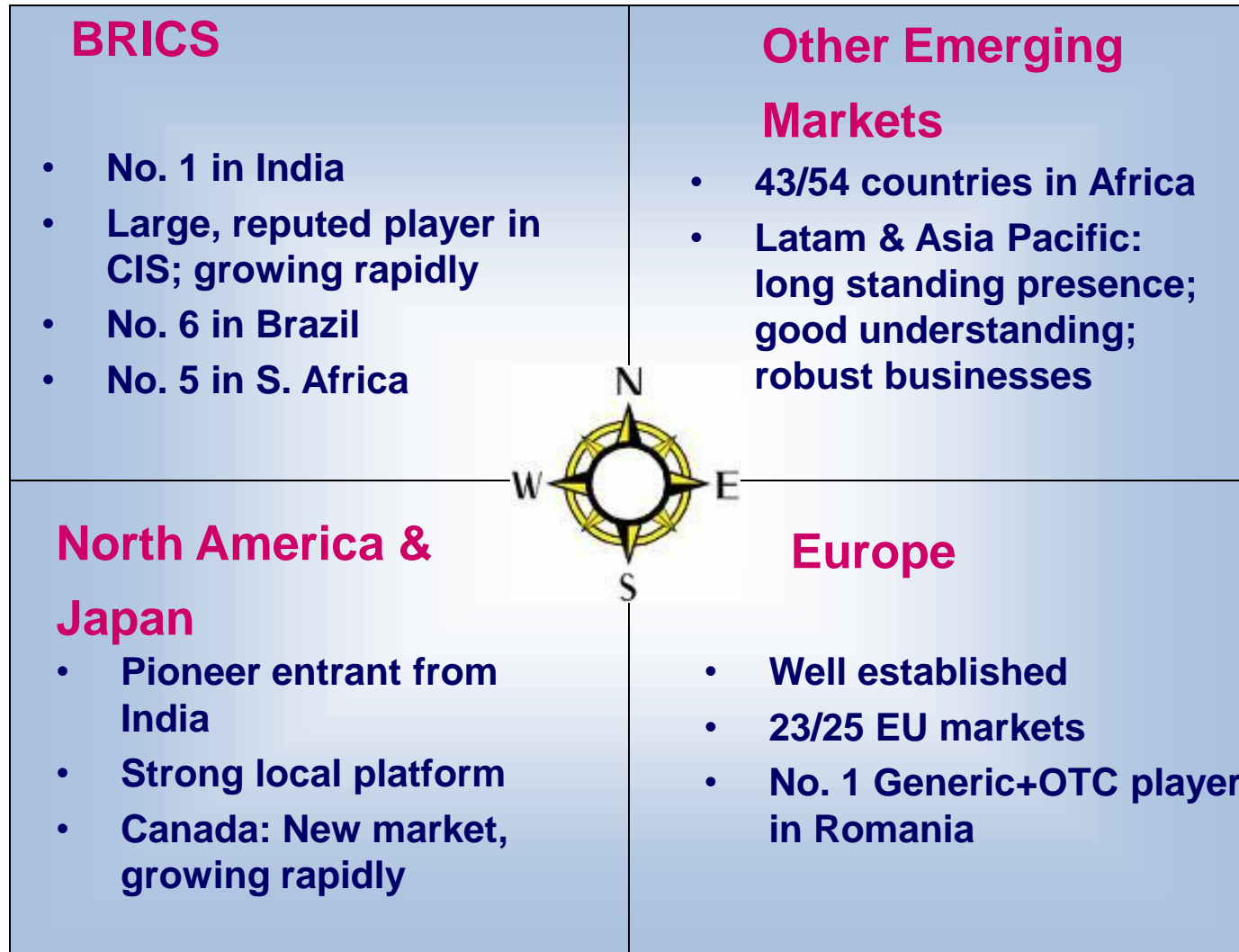
Competitive Advantages



Business Model



Perhaps the largest front-end in the generic industry

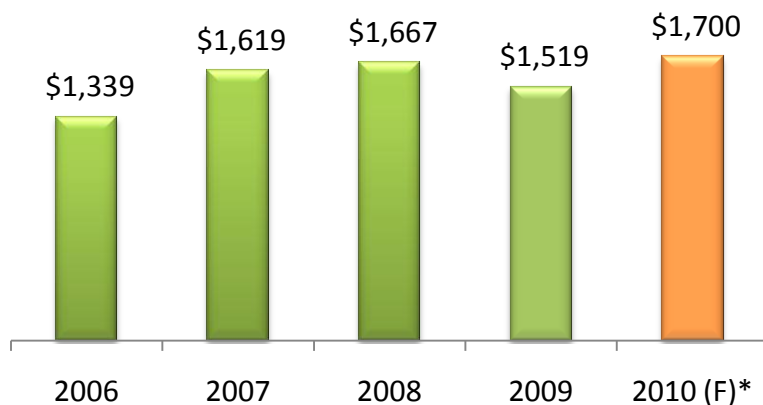


Ground presence in 46 countries; products sold in 125

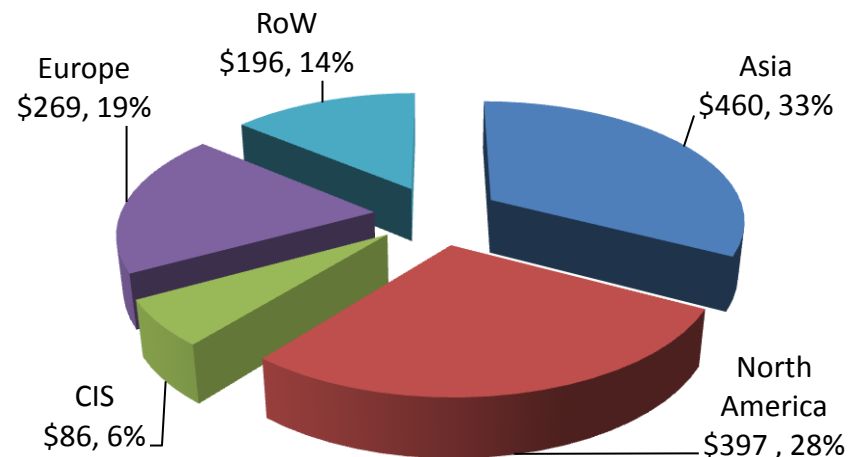
Revenue Profile

\$ Million

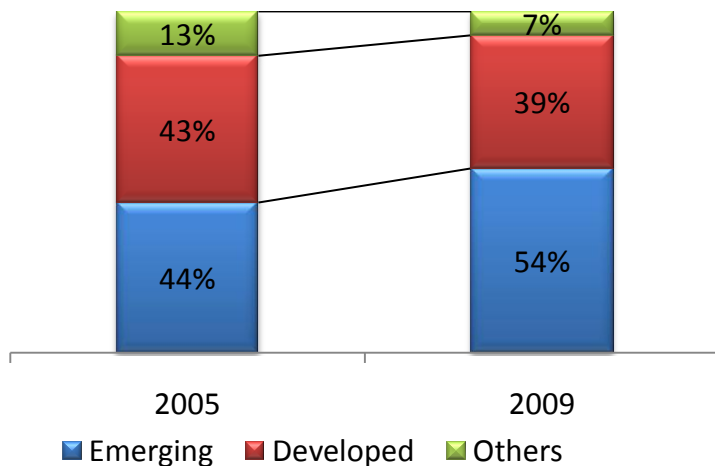
Global Revenue



DF Revenue Breakdown- 2009



Market Mix



Favourable Market Mix

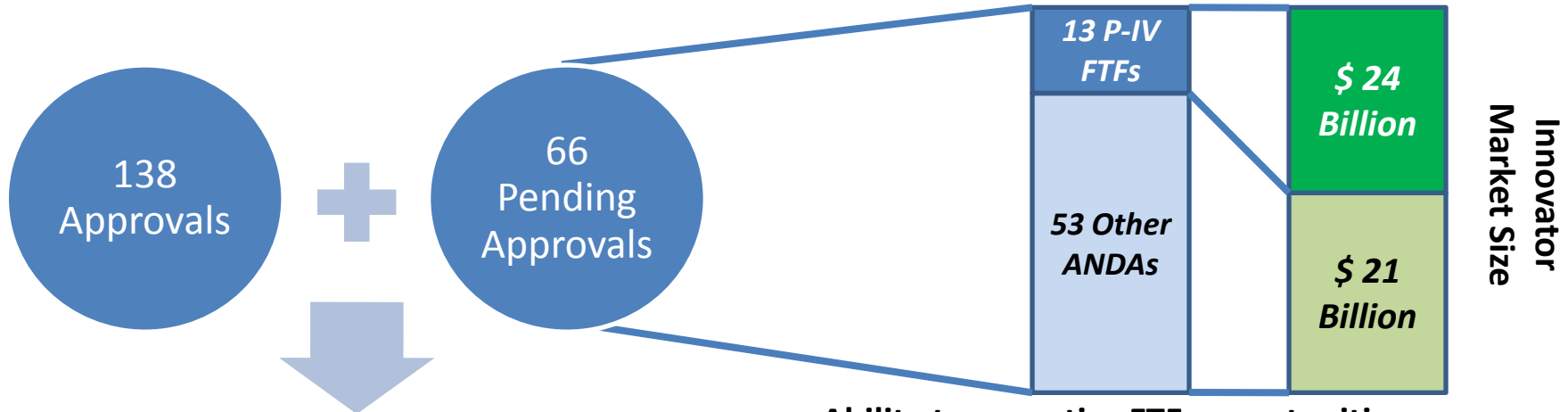
- *Revenues spread across geographies*
- *Growing share of high growth, sustainable branded business in Emerging Markets*
- *Substantial presence in regulated, western markets: high volume base business + large Para-IV / FTF opportunities*

=> Stability and sustainability of profits

Extensive ground presence, especially in high-growth brand-driven emerging markets

* 2010 Guidance is based on INR-USD exchange rate of 46.00

One of the largest ANDA and FTF Pipeline



Ability to monetize FTF opportunities...

Molecule	Innovator	Market Size	Status	Year
Simvastatin*	Merck (Zocor®)	\$ 0.5 Bn	Launched	2006
Pravastatin*	BMS (Pravachol®)	\$ 0.2 Bn	Launched	2007
Sumatriptan	GSK (Imitrex®)	\$ 1.0 Bn	Launched	2008
Valacyclovir	GSK (Valtrex®)	\$ 1.3 Bn	Launched	2009
Esomeprazole^	AZN (Nexium®)	\$ 5.5 Bn	Settled	2009-14
Tamsulosin	BI**/Astellas (Flomax®)	\$ 1.2 Bn	Settled	2010
Atorvastatin	Pfizer (Lipitor®)	\$ 8.0 Bn	Settled	2011
Pioglitazone Hyd.	Takeda (Actos®)	\$3.0	Settled	2012

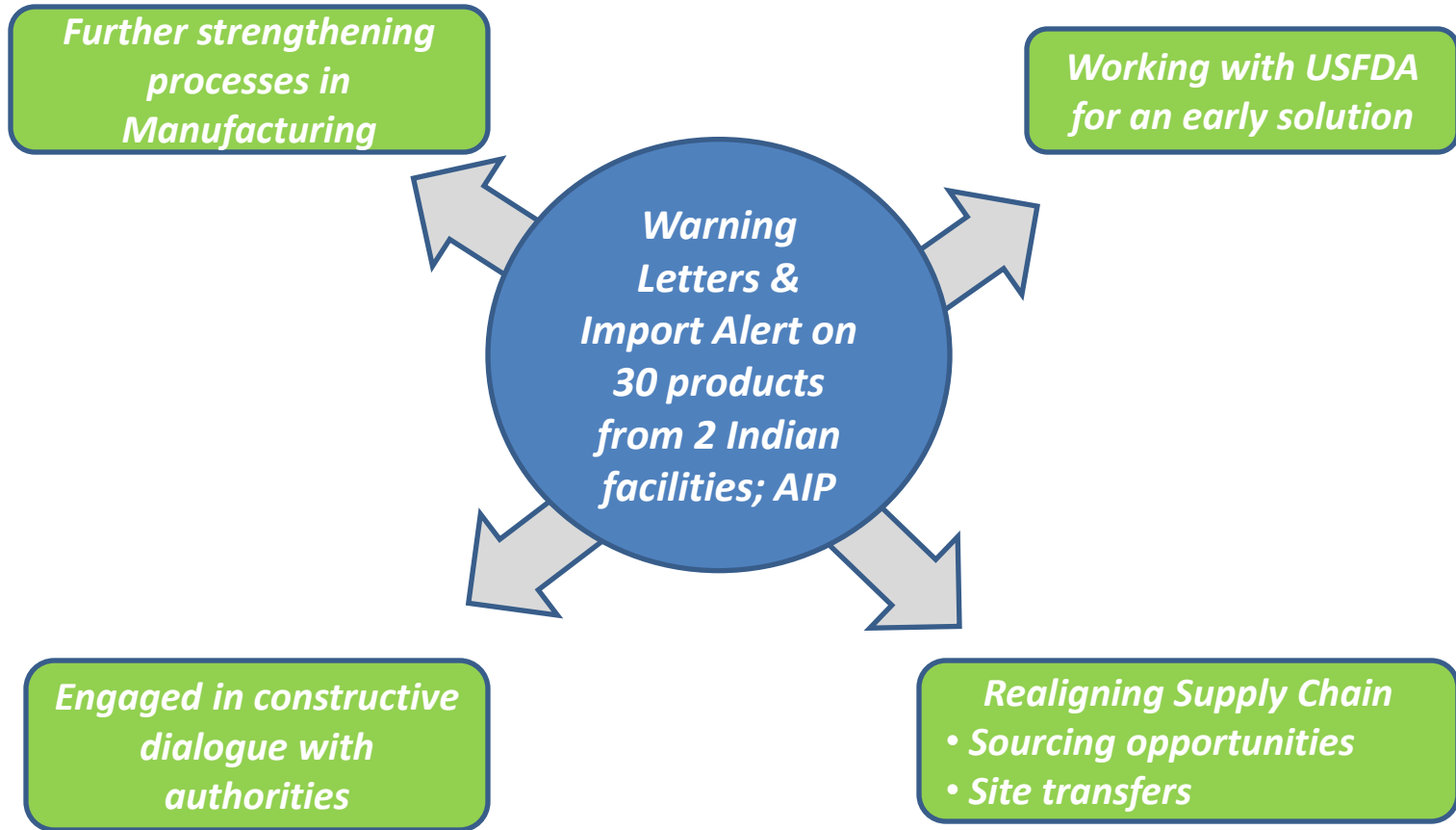
Proven R&D and IP capabilities for developed markets => large base business + consistent upsides through Para-IV FTFs

*FTF for the 80 mg dosage strength respectively. Market sizes at innovator prices (Source :IMS); **BI – Boehringer Ingelheim

^ Including supply agreements beginning 2009 thru 2014 & 180 days exclusivity in 2014. Anticipated FTF launches depending on regulatory approval & litigation outcome, where applicable

Recent US Developments – Multipronged Strategy

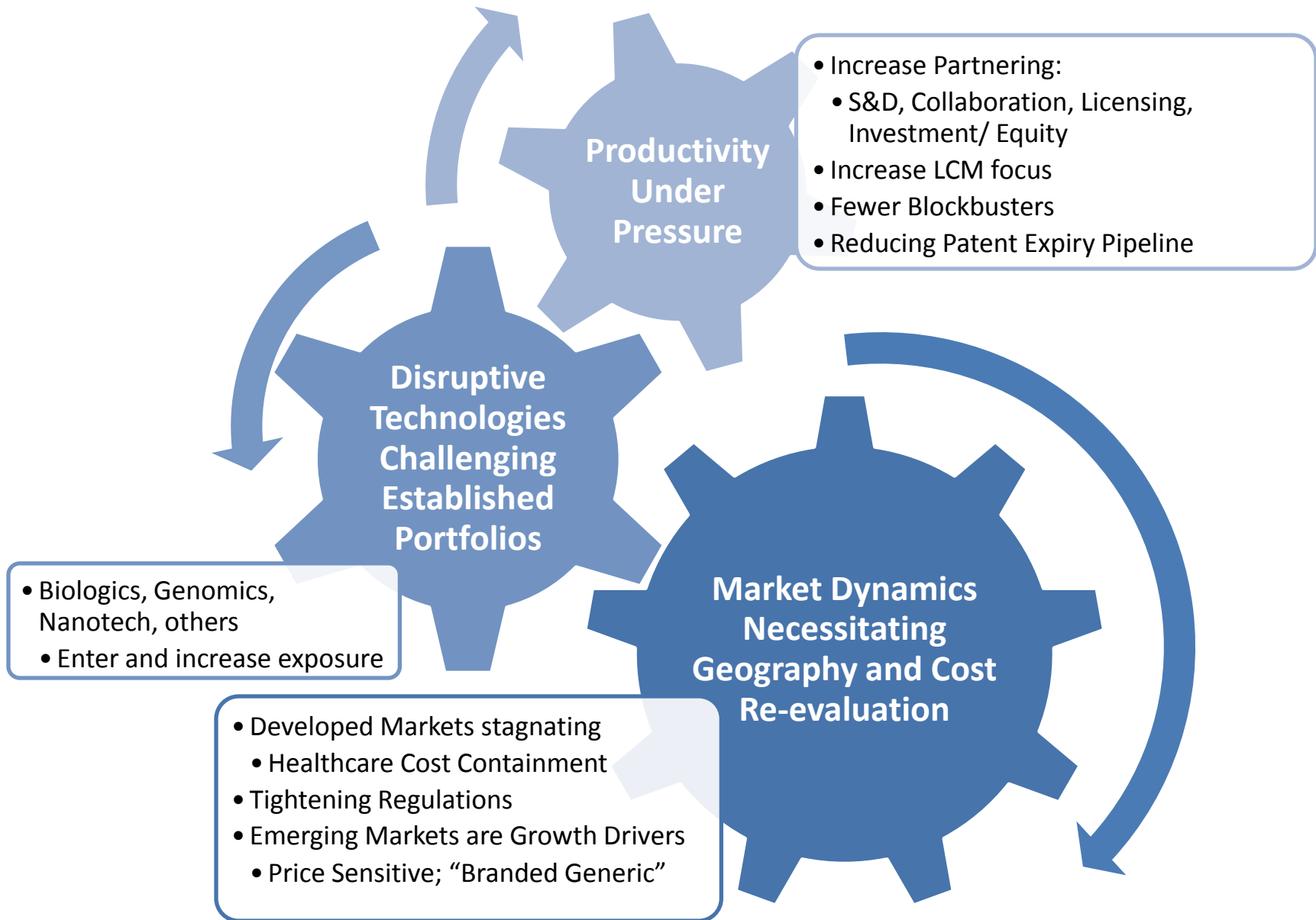
Resolving the USFDA Import Alert and AIP is the highest priority



We are working on all fronts to resolve all matters and minimize business impact

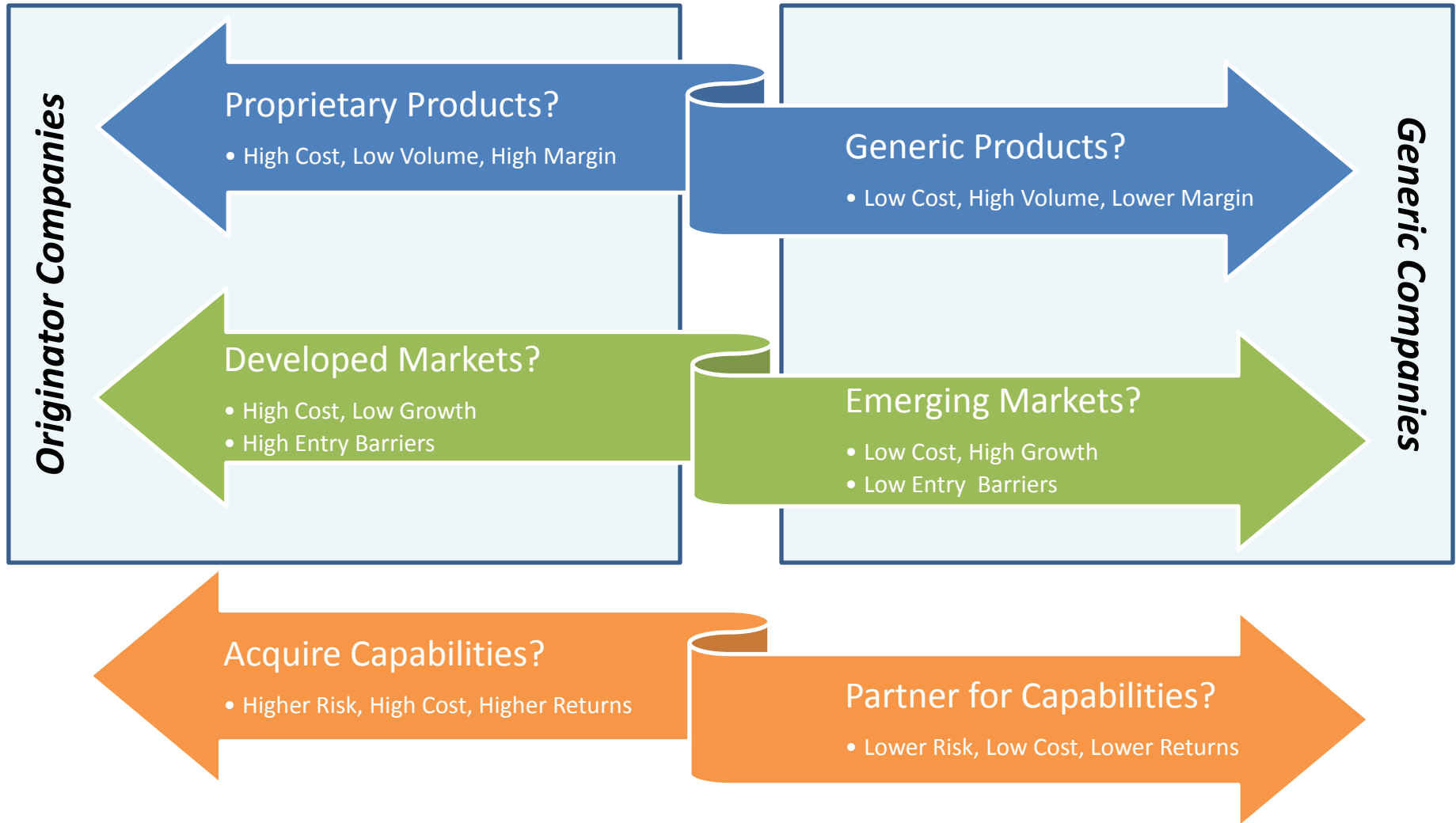
Prepared for the future

Pharma & Business Imperatives...



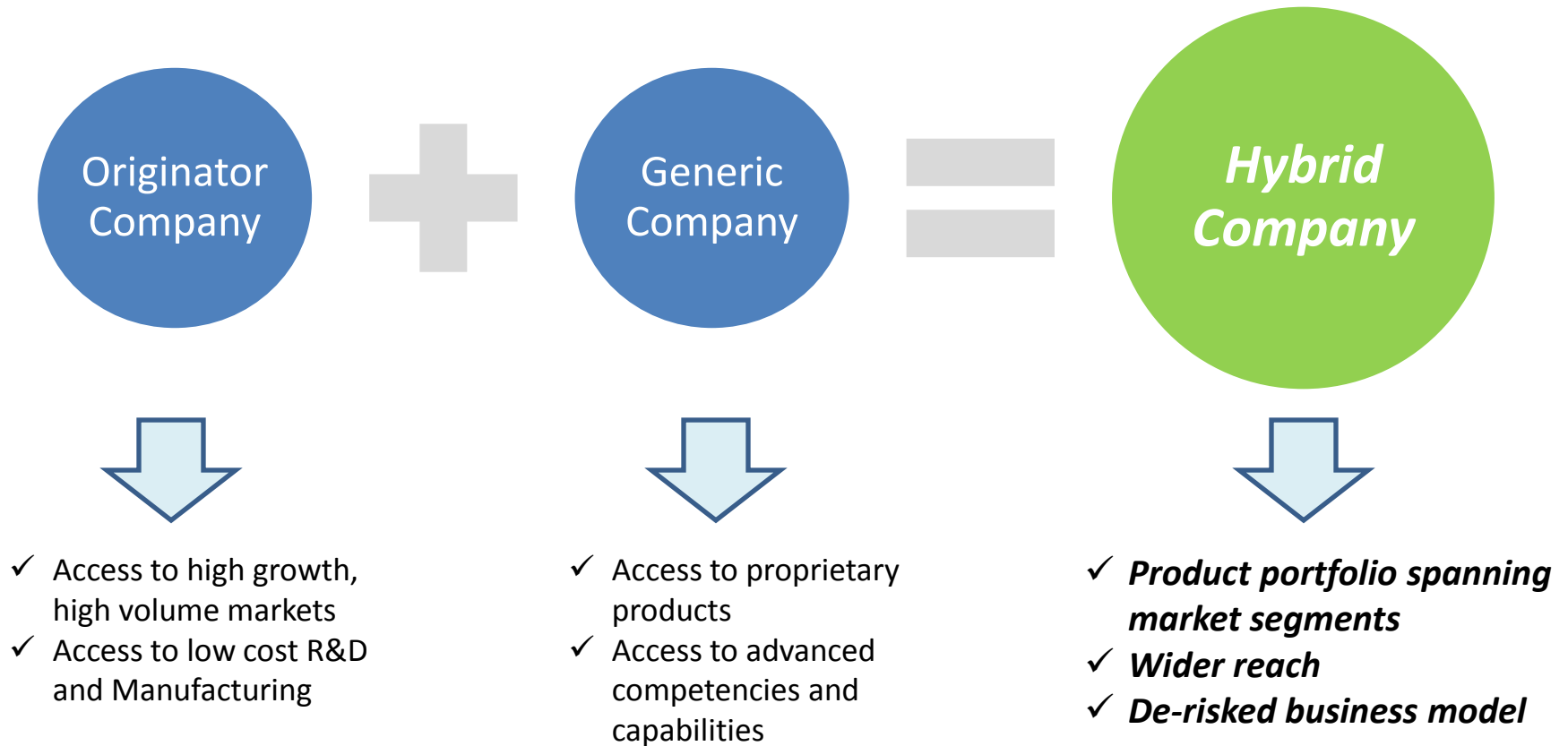
With increasing pressures in the developed world, high-growth emerging markets necessitate higher focus

...Are Forcing a Rethink of Established Models



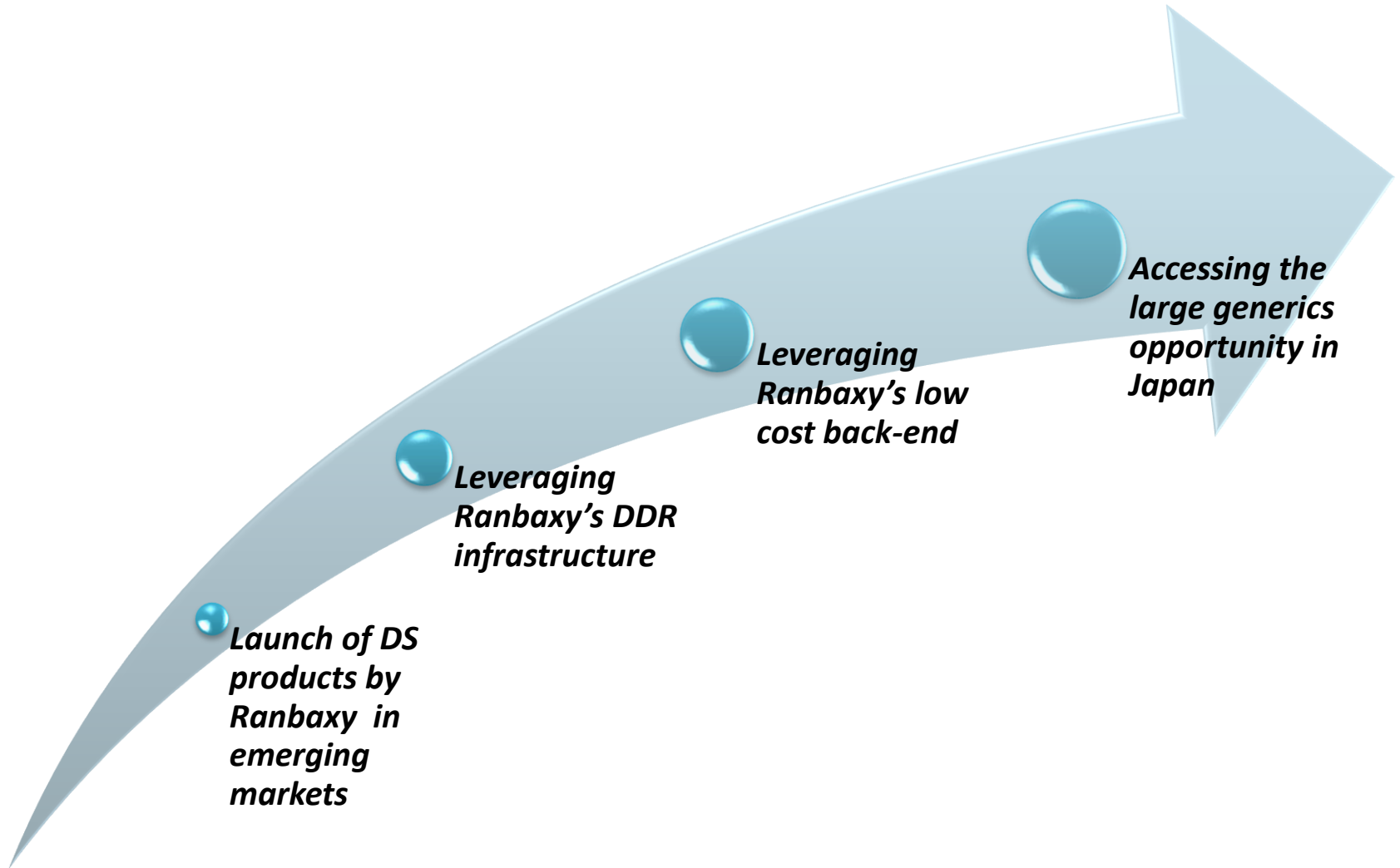
Going forward, will "pure-play" models be able to cater to shareholder expectations?

Combining Capabilities will Drive Growth



Increasing trend of leveraging both models

Ranbaxy-Daiichi Sankyo: Key Synergies



A win-win for Daiichi Sankyo and Ranbaxy

In Summary

- A vertically integrated global pharmaceutical Company
- Presence across all key developed & emerging markets
- Strong distribution network & brand building capabilities
- Cost efficient India based Research & Development and Manufacturing
- Robust generic product flow
- New high growth specialty segments



Thank You

