



Corporate Presentation



Certain statements in this document are forward looking based on management's current expectations but actual events may differ materially due to various factors. These statements are related but not limited to future objectives, plans, status, events, circumstances, progress and outcome of research and development, potential product attributes, usage, launch dates and sales potential, changes in the value of rupee and other foreign currencies and environmental changes.

These forward-looking statements based on estimates and the anticipated effects of future events on current and developing circumstances are subject to numerous risks and uncertainties and are not necessarily predictive of future results. Actual results may differ materially from those anticipated in the forward-looking statements.

Jubilant may, from time to time, make additional written and oral forward looking statements, including statements contained in the company's filings with the regulatory bodies and our reports to shareholders. The company assumes no obligation to update forward-looking statements to reflect actual results, changed assumptions or other factors.

Presentation Outline

Jubilant Life Sciences - A Snapshot

Industry Overview

Our Business

Competitive Advantage

Key Financials

Growth Drivers

Key Highlights

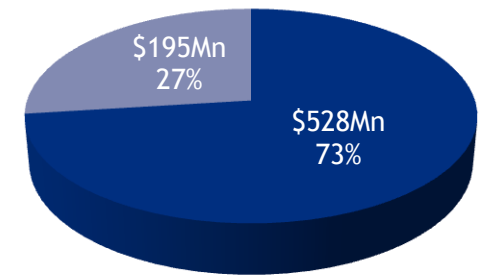


Integrated Pharma & Life Sciences Company

**‘Partner of Choice’
to Global Life
Sciences Companies**

- Providing Life Sciences products and services across the value chain
- Largest Custom Research & Manufacturing service (CRAMS) Company & Leading Drug Discovery & Development Solution provider out of India
- Reputed and High Quality relationships with 18 of the Top 20 Pharma companies, and 7 out of the top 10 Agrochemical companies globally
- Market cap of the Company has increased by over 100 times from Jan 2001 to Jan 2011 (ref point : 1st week of Jan)
- Part of Jubilant Bhartia Group, with founders shareholding at 47.3%

Net Revenue FY 10 - US\$ 723 Mn
(Rs. 33,620 Mn)



■ Life Science Products

■ Life Science Services

Global Presence

Present in India, North America, Europe and China
International sales in more than 65 countries

Employs over 5700 people including 1200+ in R&D and over 1400+ in North America

Corporate Office and R&D Centres in Noida, India
Discovery Centre in Bangalore, India
7 manufacturing facilities in India and 3 in North America

Kirkland, Quebec, Canada
USFDA approved facility for contract manufacturing of Sterile injectables & Non Sterile products and RadioPharma

Spokane, Washington, USA
USFDA approved facility for contract manufacturing of Sterile injectables & Non Sterile products and Allergenic Extracts

Salisbury, Maryland, USA
USFDA approved facility for generics

Bedminster, New Jersey, USA
Clinical Research Centre
Jubilant Life Sciences - Marketing Office

Merelbeke Belgium
Regulatory & Generic Marketing

Dusseldorf, Germany
Jubilant Clinsys, Europe office

Shanghai, China
Marketing Office

Noida, Uttar Pradesh
Corporate Office & R&D Centres

Roorkee, Uttarakhand
UKMHRA approved facility for generics

Gajraula, Uttar Pradesh
Largest integrated pyridine & its derivatives facility in the world

Samlaya, Gujarat
Animal Nutrition Products

Bharuch, Gujarat
SEZ for Vitamins and Life Science derivatives

Ambarnath, Maharashtra
Exclusive Synthesis - Pyridine derivatives

Nira, Maharashtra
Life Sciences Chemicals

Bangalore, Karnataka
State-of-art Discovery Centre

Nanjangud, Karnataka
USFDA, AFSSAPS & PDMA approval
API manufacturing facility

- Corporate Office
- Manufacturing Facilities
- R&D Facilities
- International Subsidiaries
- Indian Subsidiaries
- Branch Offices

Note: This illustration is not exhaustive. This illustration is not to scale

Awards & Recognition



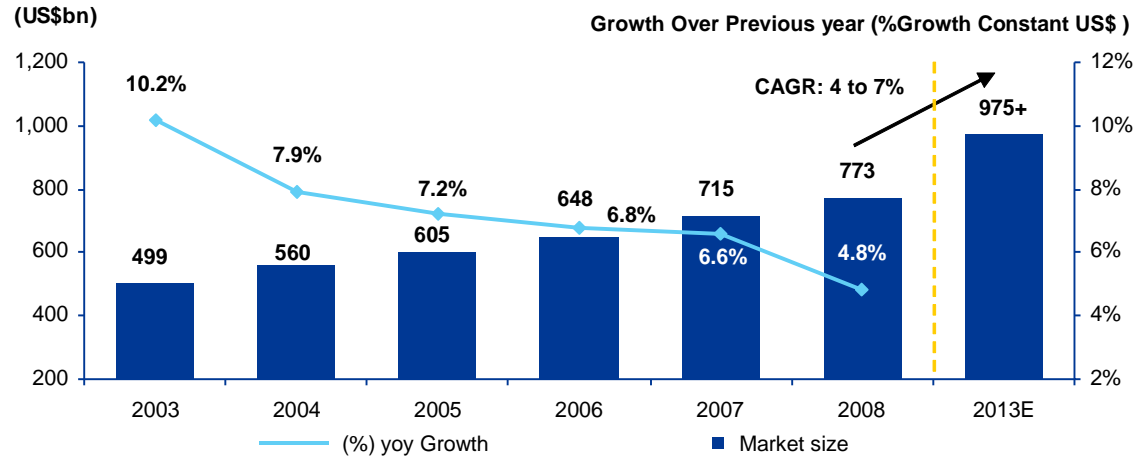
- **Golden Peacock Environment Management Award** 2010 by World Environment Foundation (WEF) for **API facility at Nanjangud, Mysore, India**
- **'Gold Certificate of Merit'** by Economic Times India Manufacturing Excellence Award 2010 for our **EOU facility at Gajraula**
- Frost & Sullivan Award- **Indian Contract Research Organization of the Year - 2010** to Jubilant Biosys Ltd
- **Certification of Commendation for Strong Commitment for Sustainability** by CII-ITC Sustainability Awards 2010
- **Two ABCI Awards** 2010 for **Communication efforts** of Jubilant Life Sciences- Gold for e-newsletter and Bronze for CSR Communication
- **NDTV Profit Business Leader of the Year** 2009 as the Best Pharmaceutical Company
- **PHD Chamber Annual Excellence Award 2009** for Good Corporate Citizen
- **Acharya PC Ray Award** 2009 for Development of Indigenous Technology for 4DMAP
- **Industry Excellence Award 2009** from Institution of Engineers India, Kolkata
- **Frost and Sullivan – India Excellence in Healthcare Award** as the Best Contract Research Manufacturing Organization of the Year 2009
- **ET – IMEA 2009 Platinum award** by Frost & Sullivan, in the Pharmaceutical category for **the API facility at Nanjangud**
- **Corporate Excellence Award 2009** as the **Best Pharma Company** from the Amity University
- **Business Excellence award** 2009 to our **Samlaya plant** by Baroda Management Association
- **Bio-Services Company of the Year** 2009 for **Jubilant Biosys** awarded by BioSpectrum Magazine
- **BioSpectrum Person of the year** Award conferred upon **Hari S Bhartia Co-Chairman & Managing Director**
- **Best Performing CFO** 2009 of the year for the Pharma Sector to **R Sankaraiah** by CNBC-TV18
- **Best CFO of the year** 2009 (FMCG, Health and Retail Sector) to **R Sankaraiah** by Institute of Chartered Accountants of India

Industry Overview



Industry trends support shift towards outsourcing

Declining growth in global Pharmaceutical market



Global Pharma experiencing declining growth & margin pressure

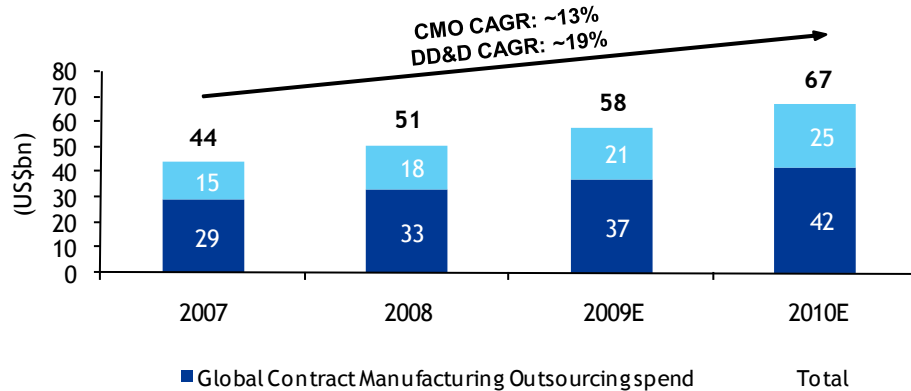
- Governmental pressure to reduce market price of products on account of spiraling healthcare costs
- Patent expiry of many key innovative products resulting in pressures on revenues and margins
- Declining R&D productivity leading to reduced pipeline

Key Drivers for Global CRAMS Industry

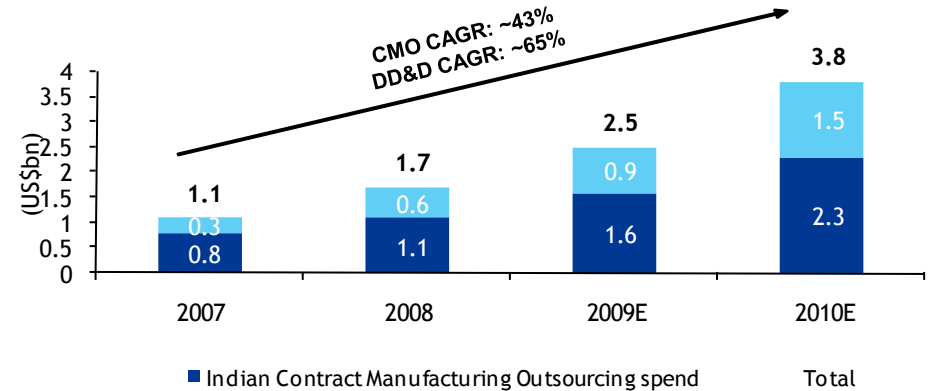
- Pressure to reduce manufacturing costs to protect margins
- Increasing need to develop innovative products faster and at low cost
- Changing mindsets towards R&D and manufacturing outsourcing

Significant growth opportunity in outsourcing

Global Outsourcing Spend



Indian CRAMS Market



Products (CMO)

- CMO accounts for 24% of total pharmaceutical manufacturing spending
- API and intermediates contribute almost 67% of the total outsourcing market
- Many of the emerging bio-pharma and biotech companies do not have the internal manufacturing capacity and are outsourcing as the cost of investing in new facilities is prohibitive

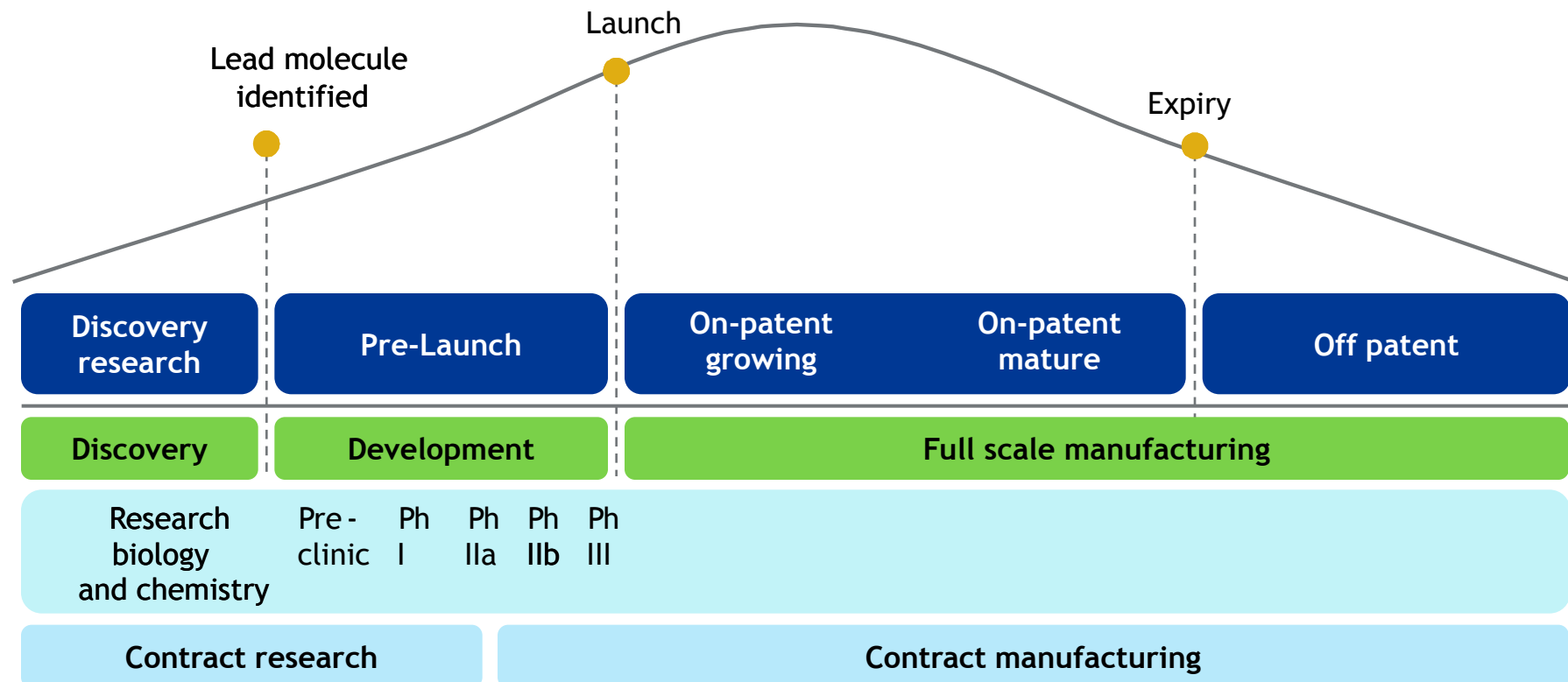
Services (CRO)

- Global pharma spending for R&D was US\$129bn in 2008. Drug discovery and development market contributed US\$49bn and outsourcing was 37% of total drug discovery and development market
- Discovery led outsourcing opportunity to reach US\$ 8 bn by 2010
- Development led outsourcing opportunity to reach US\$ 17 bn by 2010

India Advantage

- World-class US FDA compliant infrastructure set up by leading players
- Large talent pool and low R&D and manufacturing cost
- High capital efficiency

Jubilant - One stop shop for the global pharma industry



Source: OPPI - Ernst & Young Report 2009

JUBILANT PRESENCE ACROSS VALUE CHAIN



Jubilant- The preferred partner of Choice

Key challenges faced by global pharma

- Ensuring innovative product pipeline with lower R&D spend
- Governmental pressure to reduce market price levels
- High in-house cost of manufacturing
- Patent expiry induced revenue & margin pressures

Jubilant's offerings

- High quality and low cost drug discovery and development services for expanding pipeline of innovative products
- Products from pre- clinical to clinical, intermediate to finished at speedier, high quality & lower cost
- Contract manufacturing services at substantially lower cost than their internal cost with high quality and on time deliveries
- Complete life cycle management from pre to post patent expiry of innovative products



Jubilant provides a competitive advantage to global pharma & biotech companies

Our Business



Net Revenue FY10 - US\$723 Mn

Life Science
Products
(73%)

- Life Science Ingredients (61%)
- Generics (12%)

Largest Custom
Research and
Manufacturing Services
company out of India

Life Science
Services
(27%)

- CMO of sterile & non sterile products (20%)
- Drug Discovery & Development Services (7%)
- Healthcare (0.2%)

Generating synergies
from Integrated
offering

Life Science Ingredients

API

- Provider of bulk drugs to generic pharma companies
- Focus on therapeutic segments - CVS, CNS, Gastro-intestinal and anti-infectives

Proprietary Products & Exclusive synthesis

- Custom manufacturer of advanced intermediates, innovator active ingredients & preparatory products to global pharma and agrochemical companies
- Service offerings include route design, process development & analytical method development

Nutrition Ingredients

- Leading provider of nutritional ingredients for pharma, human and animal applications such as Niacin, Niacinamide and Choline Chloride

Life Science Chemicals

- Product supplies to Life science industry such as Acetic Anhydride and Ethyl Acetate

Globally No.1 in Carbamazepine, Oxcarbazepine, Lamotrigines and No.2 in Citalopram, Risperidone APIs

Globally No.1 in Pyridines & 11 advanced intermediates

Globally No 3 in Niacin/Niacinamide Nutrition Ingredients

Generics

Radio Pharmaceuticals

- Development, manufacture and marketing of radiopharmaceutical products for diagnostic and therapeutic use

Allergenic Extracts

- Major therapeutic and diagnostic extracts for allergy derived from pollens, animals and stinging insects venoms

Dosage Form

- Provider of high quality finished dosage forms (tablets and capsules)

- Leader in I-131 in USA with ~69% market share
- Globally among top 3 in several Generics
- Globally among top 3 leading allergy therapy companies

CMO - Sterile & Non Sterile Products

- CMO services for Lyophilized products, liquid fills, biologics, suspensions and WFI / diluent and clinical trial quantities
- CMO services for ointment, cream and liquid

Leading player in North America in CMO for Sterile injectables

Drug Discovery & Development Solutions

- Providing integrated Drug Discovery and Development Solutions to global pharma and biotech companies
- Discovery Research: Target to IND, functional services, medicinal chemistry and scale up synthesis
- Clinical Research: Integrated from Phase I to Phase IV in US, Europe and India
- JV with Lilly for managing drug development from Pre-clinical to Phase II - proof of concept

Leading player in India in Drug Discovery & Development Solutions

Healthcare

- A hub & spoke model to provide affordable high-quality health care services in West Bengal, India, plans to set up total of 1000 beds with 265 beds operational currently

Unique affordable healthcare model operational with 265 beds, in West Bengal, India

Reputed & high quality relationships

Business strength validated by high quality relationships...

... with low concentration risk

AMGEN

AstraZeneca

Duke Medicine

Endo Pharmaceuticals

Forest Laboratories

GE Healthcare

GlaxoSmithKline

Guerbet

Johnson & Johnson

Lilly

Merck

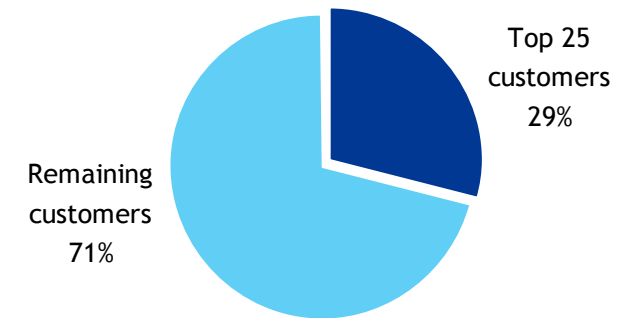
Orion

Southern Research Institute

Syngenta

UAB Research Foundation

FY10 Revenue



Our clients

- 18 out of top 20 pharma
- 7 out of top 10 agro chemical companies

High quality customers in over 65 countries globally across all business segments

Competitive Advantage

Vertical Integration

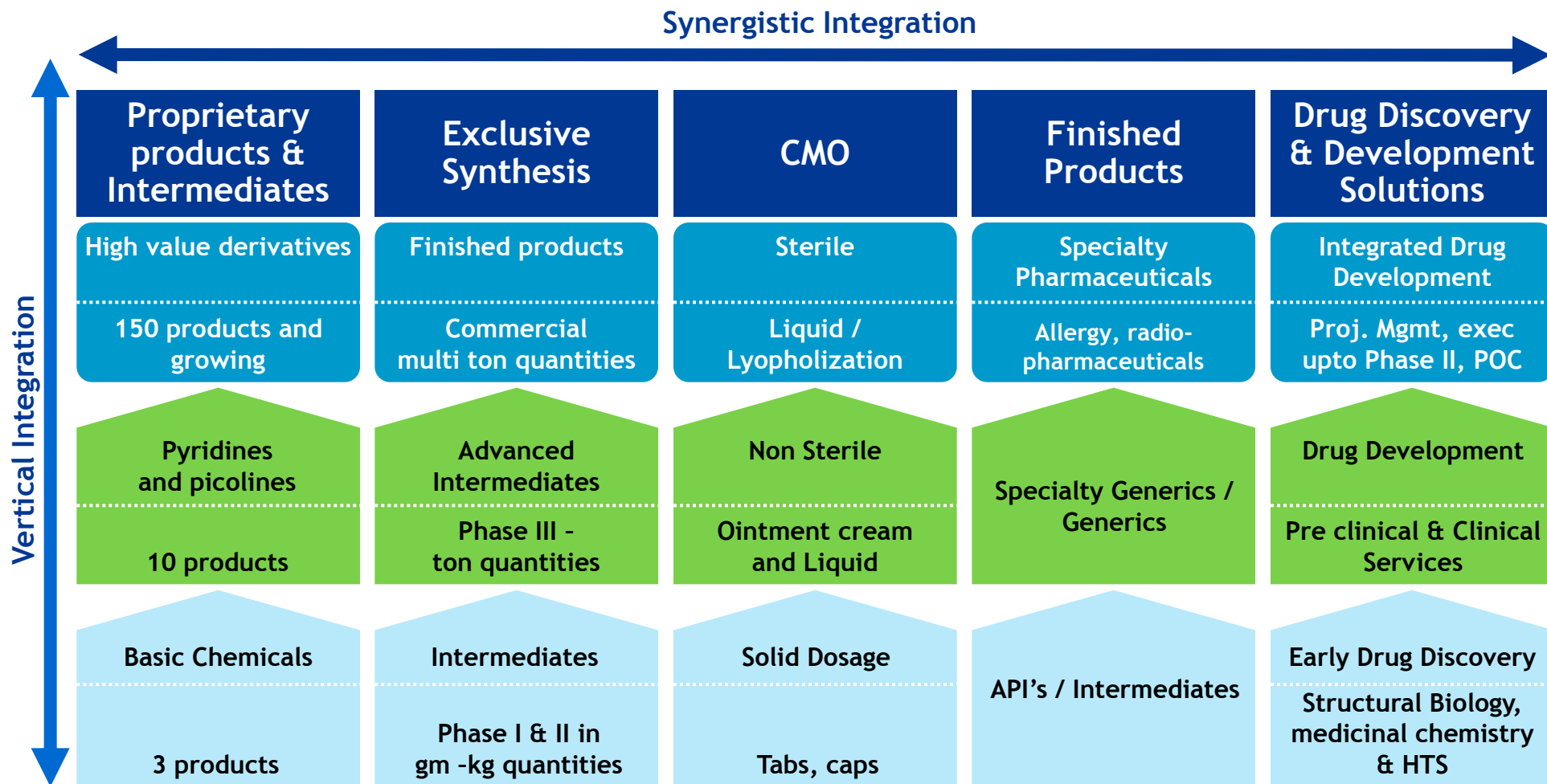
Continuous Improvement

Culture of Innovation

Focus on Premium Regulated Markets



Vertical Integration



A uniquely synergistic and vertically integrated portfolio offering competitive advantage

Manufacturing excellence

Lean management & Six Sigma

- Removing process inefficiencies
- Addressing process variation
- Alignment to customer requirement
- Talent pool of 33 Black belt & 641 Green belt working on 171 projects
- Improve plant effectiveness & asset utilisation through Total Productivity Management

Design excellence

Design for Six Sigma (DFSS)

- Cut in cycle time of product development and process development

Customer excellence

Project Management

- Effective time and cost management for customer's new product development projects

Customer dashboard & forecasting

- Analytics for better business decision making and forecasting accuracy

Continuous cost improvements

- Improvement in efficiency norms
- World class supply chain management leading to reduced working capital
- Operational improvement through employee participation
- Investment in R&D for new product/process development
- Capacity increase through de-bottlenecking

Amongst the low cost producers globally for most products

Infrastructure

- State-of-the-art, GLP compliant R&D facilities
- 1200+ strong R&D team across 8 locations globally

R&D Focus Areas

- CRAMS : Process & Product development
- API: CNS, CVS, gastro-intestinal, anti allergy
- Dosages forms : IR & NDDS Products
- Drug Discovery & Development services
- Integrated Drug Development
- Radio Pharmaceuticals
- Allergenic extracts

Strengths

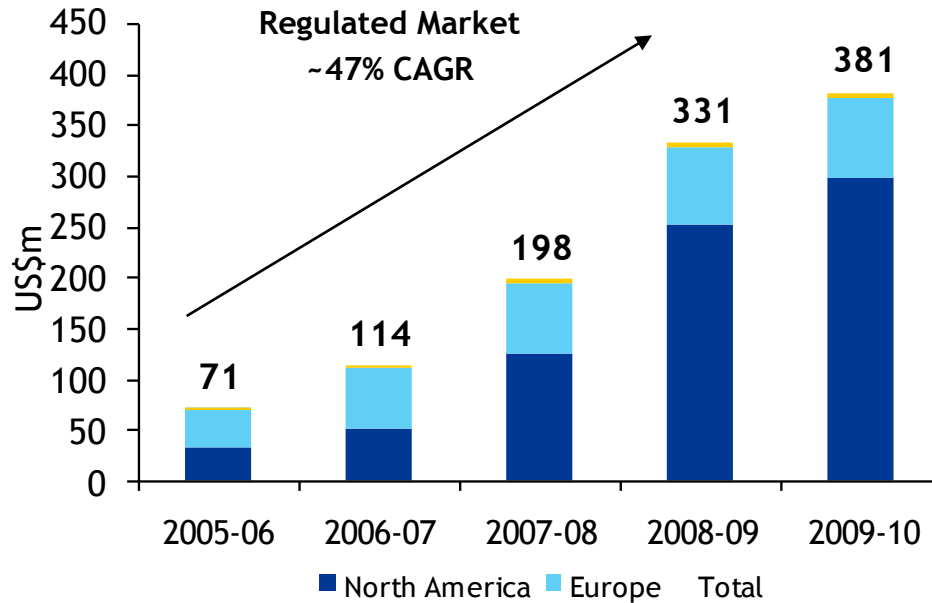
- Expertise in development of non-infringing processes for APIs and Dosage forms
- Strong IPR and Regulatory Affairs
- High skill and low cost operation
- Large number of process patent applications filed
- Three-platform technologies developed for taste masking, orally disintegrating, and delayed release
- Ability to do specialized formulations and design equipments for radiopharmaceuticals

Providing innovative products and economically efficient solutions

Focus on premium regulated markets

Growing presence in high value markets

PLSPS Revenues in regulated markets



- Moving up the value chain in geographies
- Regulated Markets contribute 73% of PLSPS* international revenues; 5 Years CAGR ~47%
- Higher margins and steady revenue growth

Strategic multi-location presence

Multi-location strategy to meet customer needs of CMO & CRO businesses

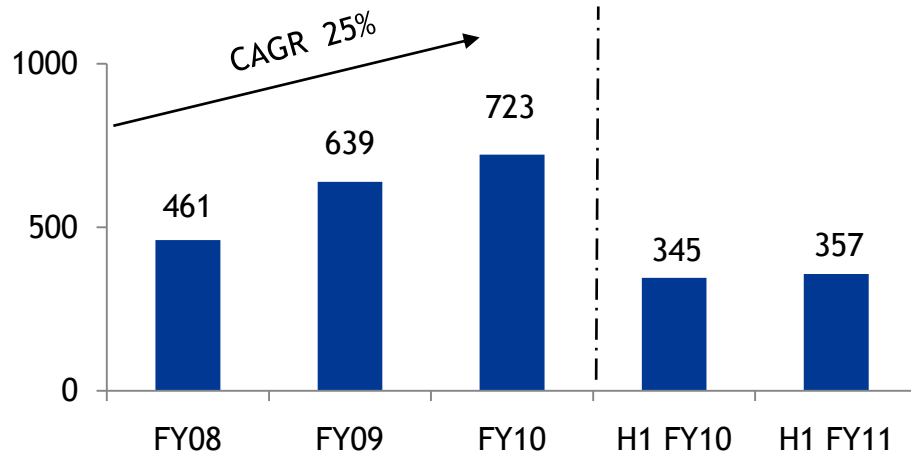
- Outsource to India for cost competitive advantage (e.g. intermediates, API, research services)
- Dual manufacturing facilities for solid dosage in US & India
- Present in North America for manufacturing of sterile injectables to meet innovator pharma companies requirements
- Radiopharmaceutical presence in North America due to nature of products and proximity to key markets
- Offer clinical research in USA, Europe and India to provide global execution capabilities

* pre- demerger of APP business in Nov 2010

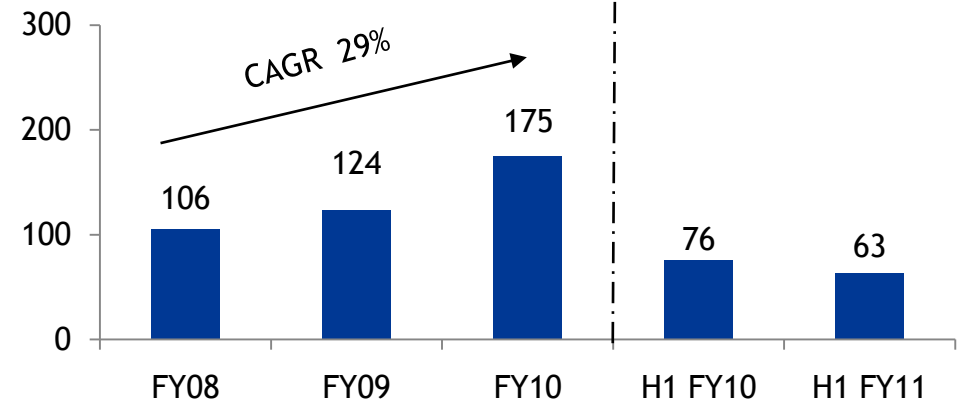
Key Financials



Revenue



EBITDA



All Figures are in US \$ Mn

1USD=46.53INR

Effective Nov 15, 2010 Jubilant Life Sciences has demerged its Agri & Performance Polymers business into an independent entity. Net Revenues FY 2010 of the Company before demerger were US \$ 813 mn (Rs 37818 Mn)

Growth Drivers



Life Science Ingredients

API

- Commissioning of new plant for sartans
- Introduction of new products, which are going off-patent such as valsartan, Irbesartan, Donepezil etc
- DMFs-38

Proprietary Products & Exclusive synthesis

- 20% increase in capacity of pyridines and Picolines
- New contracts under advance stage of discussions with large innovator companies in Exclusive Synthesis & Contract Manufacturing business
- Pipeline of 13 products (3 in Phase II and 10 in Phase III)

Nutrition Ingredients

- Setting up of Niacinamide plant in SEZ to convert the available Beta picoline and 3 CP to high value added products

Life Science Chemicals

- Targeting increase in capacity by more than 50% over next two years by plant modification and de-bottlenecking to meet the increase in demand

- Signed contracts for FY11: US\$ 77m - equivalent to 38% of FY10 sales

Generics

Radio Pharmaceuticals

- Planning launch of new products such as RubyFill in 2012, generic of Magnevist 2013 and MolyFill in 2015

Allergenic Extracts

- Working towards development and launch in North America of a new 'sublingual delivery system' by 2014-15

Dosage Forms

- 31 products approved and 24 expecting approval

- Signed contracts for FY11: US\$ 23m - equivalent to 28% of FY10 sales

CMO - Sterile & Non Sterile Products

- Expansion of clinical to commercial development to filling capability
- Pipeline of 55 products (30 in Phase I, 15 in Phase II and 10 in Phase III)

- Signed contracts for FY11: US\$ 102m - equivalent to 72% of FY10 sales

Drug Discovery & Development Solutions

- Full benefit of signed contracts to be realised from FY 2011 onwards
- Lilly contract extension for 5 years, Endo Oncology deal expanded and AZ portfolio deal consistently growing
- Excellent traction of business for functional aspects like chemistry, biology from pharma and biotec companies due to improved market conditions
- Re-organisation of businesses by global pharma companies

- Signed contracts for FY11: US\$ 43m - equivalent to 80% of FY10 sales

Our Approach to sustainable development focuses on the triple bottom lines of Economic, Environment and Social performance

Our Initiatives are directed towards

Green Jubilant	Safe Jubilant	Responsible Jubilant
<p>Environmental initiatives focused on:</p> <ul style="list-style-type: none"> Energy and water conservation by use of bio-fuels Reduction in greenhouse gas emissions and carbon footprint Reduction of fresh water consumption and effluent treatment with minimal discharge 	<ul style="list-style-type: none"> Safety at work prime focus area International safety standards are practiced Quarterly assessments and reviews help to draw action plans for continuous improvements 	<ul style="list-style-type: none"> Committed to serve the society through products and services while maintaining harmony with the Environment Social Interventions directed at empowering communities through : <ul style="list-style-type: none"> Supporting govt. rural Primary Education Strengthening Basic Healthcare facilities with a focus on Mother & Child Improving employability of women & youth through skill development Partnerships with WHO, UNDP and NGOs



Corporate Sustainability Report published every year as per Global Reporting Initiative (GRI) guidelines and it is audited by Ernst & Young

Rated A+ for 4 consecutive years by GRI

Key Highlights -Jubilant Bhartia Group



Jubilant Bhartia Group - Snapshot



Pharma & Life Sciences

Integrated pharma & life sciences player providing products and services to global life sciences companies

Revenues FY2010:
US \$ 723 Mn
(Rs. 33,620 Mn)



Agri & Performance Polymers

Leading player in Agri and Performance Polymers sectors

Revenue FY 2010:
US \$ 90 Mn
(Rs. 4,200 Mn)



Food & Retail

Food

Jubilant FoodWorks- a master franchise of Dominos Pizza in India, Sri Lanka, Bangladesh and Nepal

Revenues: FY 2010:
US\$ 91 Mn (Rs. 4,239 Mn)

Retail

Jubilant Retail business with 4 hypermarket cum malls in Bangalore, India

Jubilant MotorWorks - sales and service of Audi make cars in Karnataka and Tamil Nadu



Oil & Gas

Portfolio of 10 blocks in India and 1 block in Australia and 3 in Yemen

Producing Asset - Kharsang

Development Asset - KG block



Services

Aerospace

Exclusive representative for sales & marketing of Bell Helicopters and represents other international aerospace companies.

Oil & Gas Services

Consultant to Transocean-offshore drilling company, for Marketing, Technical, Commercial, Legal and Operational areas.

Manning and Marketing services for Tidewater Marine International etc

Jubilant Bhartia Group : Valued over US\$ 3Bn
Employs 20,000 people across the globe with 1400 in North America



- Jubilant Bhartia Foundation, a not for profit organisation is a social arm of Jubilant Bhartia Group
- The foundation is engaged in community development work focusing on primary education, basic healthcare, skill development through vocational training for youth & women
- Aims at long term sustainable social intervention by empowering communities through 4P model (Public-Private-People-Partnership)

OUR VISION

- To acquire and maintain global leadership position in chosen areas of businesses
- To continuously create new opportunities for growth in our strategic businesses
- To be among the top 10 most admired companies to work for
- To continuously achieve a return on invested capital of at least 10 points higher than the cost of capital

Our Values



OUR PROMISE

Caring, Sharing, Growing

*We will, with utmost care for the environment
and society, continue to enhance value for
our customers by providing innovative products
and economically efficient solutions;
and for our stakeholders
through growth, cost effectiveness
and wise investment of resources*

Thank You