



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 - Overview

Industry Overview

Our Business

Competitive Advantage

Growth Drivers

Corporate Sustainability

Corporate Social Responsibility

Jubilant Bhartia Group - Highlights

Vision Values & Promise

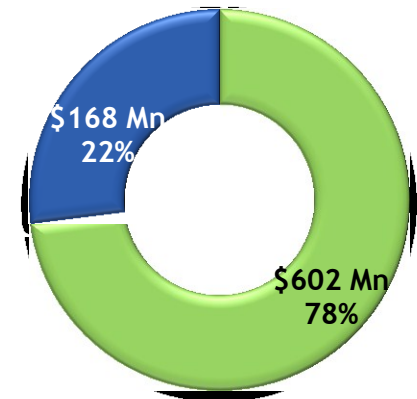


**Integrated Pharma &
Life Sciences
Company**

**‘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 19 of the Top 20 Pharma companies, and 7 out of the top 10 Agrochemical companies globally
- Part of Jubilant Bhartia Group, with founders shareholding at 47.18%

Net Revenue FY 2011
US\$ 770 Mn (Rs. 34,334 Mn)



■ Life Science Products
■ Life Science Services

Global Presence

Present in India, North America, Europe and China
International sales in more than 70 countries

Employs over 5700 people including 1300+ 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

Lucknow

Pune
Hyderabad

Bangalore, Karnataka
State-of-art Discovery Centre

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

Chennai

- 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



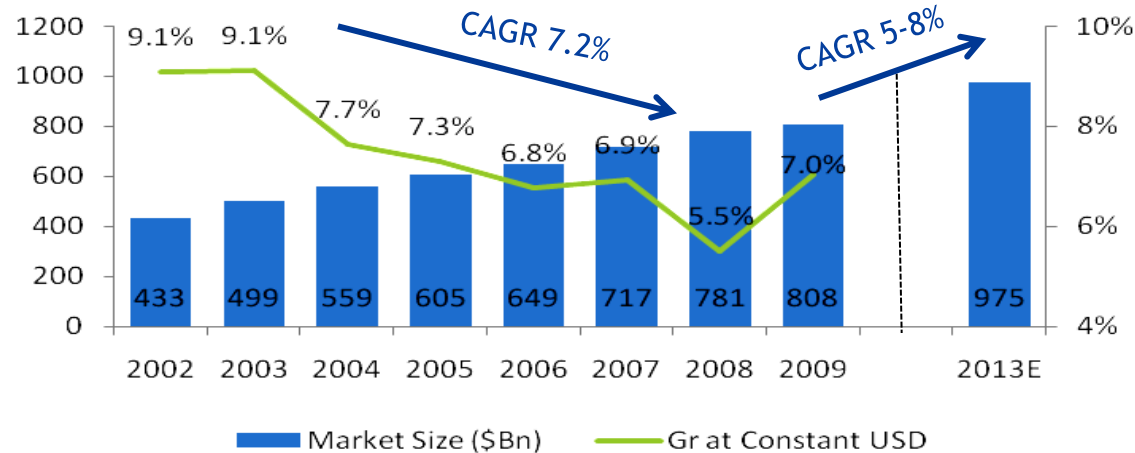
- **Ernst & Young Entrepreneur of the Year 2010 Award** for Life Sciences & Consumer Products to Mr. Shyam S Bhartia and Mr. Hari S Bhartia
- **Golden Peacock Innovation Award 2011** for developing Niacin by Vapour Phase Catalytic Oxidation of Beta Picoline.
- **Two Environmental Best Practices Award 2011**, by CII-Sohrabji Godrej Green Business Centre, under Most Innovative Environmental Project and Most Useful Environmental Project for the Co-processing of Hazardous waste in Cement Kiln at our plant at Nanjangud, Mysore, India
- **CII – EHS Award 2010** - First Place for Excellence in EH&S systems at the Nanjangud Plant , among Medium scale industries
- **Safety Innovation Award 2010** by The Institution of Engineers (India) for implementing Innovative Safety Management Systems at Nanjangud Plant
- **National Award for Excellence in Water Management – 2010** by CII-Sohrabji Godrej Green Business Centre for our Nanjangud plant
- **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 4DMP
- **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



Source: IMS Health Market Prognosis 2010

Global Pharma experiencing declining growth & margin pressure

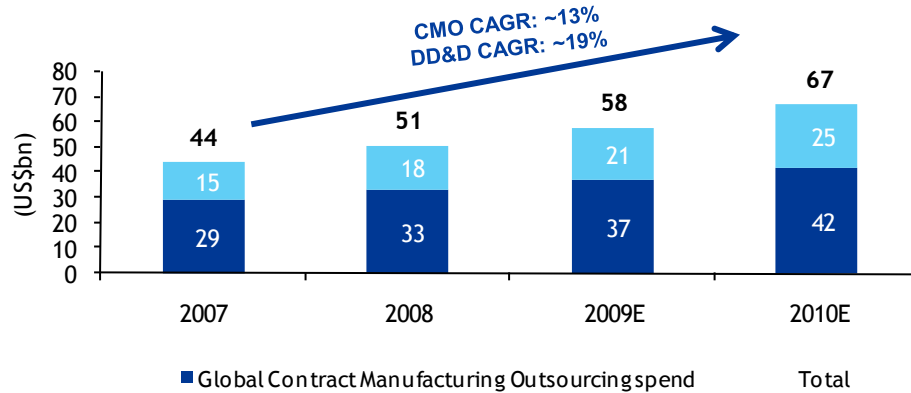
- Spiraling healthcare costs trigger Governmental pressure to reduce product prices
- Patent expiry of key innovations resulting in pressures on revenues & margins
- Declining R&D productivity leading to reduced pipeline

Key Drivers for Global CRAMS Industry

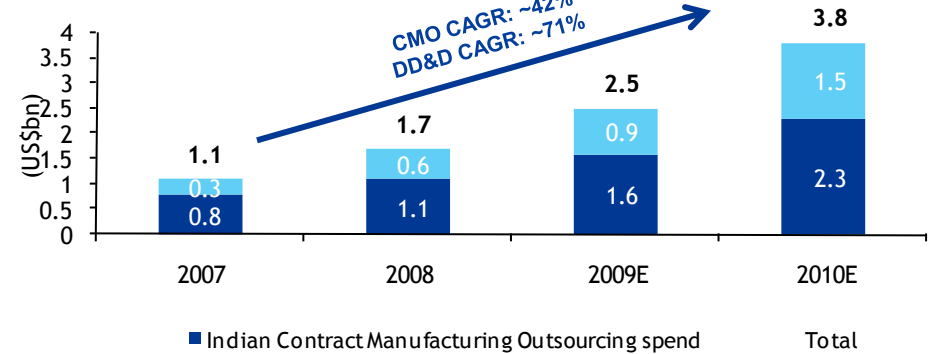
- Pressure to reduce manufacturing costs and protect margins
- Increasing need to develop innovative products faster and at low cost
- Changing mindsets towards R&D and Manufacturing outsourcing

Significant Growth Opportunity in Outsourcing

Only 19% of R&D and Manufacturing spend Outsourced



Indian CRAMS Market to grow 51% CAGR



Products (CMO) -
Growth driven by low
utilizations,
prohibitive Capex

- CMO accounts for 24% of total pharmaceutical manufacturing spending of \$135Bn
- API and Intermediates contribute almost 67% of global manufacturing outsourcing
- Indian CMO growing at 3X the rate of global market growth

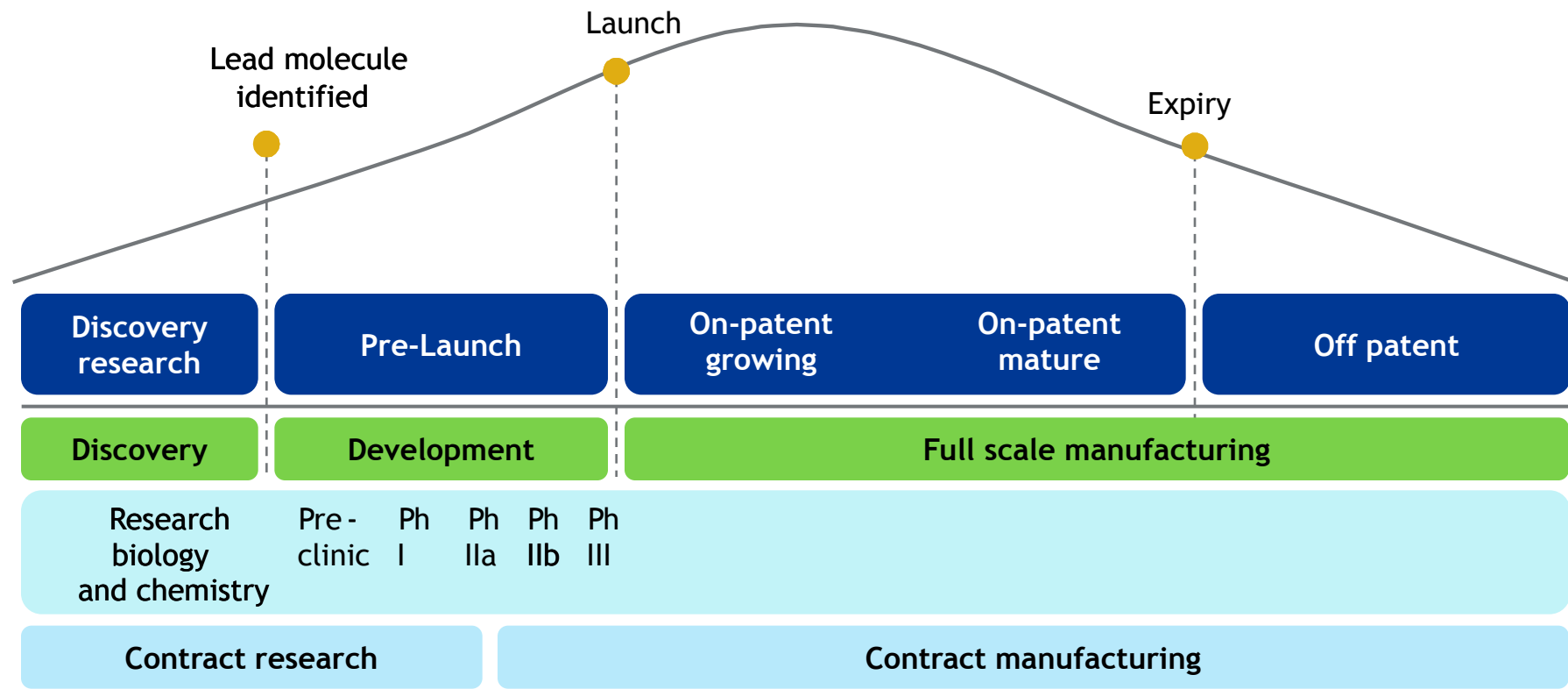
Services (CRO) -
Growth driven by
integrated
capabilities, value
offerings

- DDDS market at \$49Bn is 38% of \$129Bn Global pharma spending on R&D
- CRO accounts for 37% of this Drug Discovery and Development market
- Indian CRO at 3% to grow at 3.7X the rate of global DDDS market

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 FY11 - US\$ 770 Mn

**Life Science
Products**
(78%)

- Life Science Ingredients (65%)
- Generics (13%)

Largest Custom
Research and
Manufacturing Services
company out of India

**Life Science
Services**
(22%)

- CMO of sterile & non sterile products (15%)
- Drug Discovery & Development Services (6.1%)
- Healthcare (0.9%)

Generating synergies
from Integrated
offering

Life Science Ingredients

APIs

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

Proprietary Products

- Custom manufacturer of advanced intermediates, innovator active ingredients & preparatory products for global pharma and agrochemical companies
- Portfolio comprises Pyridines, Picolines, Amino Pyridines, Cyano Pyridines, Chloro/Bromo/ Fluoro Pyridines and many other derivatives

Exclusive synthesis

- Custom manufacturing of Intermediates and NCE's on Exclusive Synthesis basis
- Service offerings include route design, process development & analytical method development

Life Science Chemicals

- Provider of Acetic Anhydride, Acetic Acid and Ethyl Acetate to Life Science and Pharmaceutical industry

Nutrition Ingredients/ Vitamins

- Leading provider of nutritional ingredients for pharma, human and animal applications
- Niacin and Niacinamide (Vitamin B3)
- Choline Chloride (Vitamin B4) for Animal Nutrition; Specialty Premixes for poultry

Globally No.1 in 5 API products (Valsartan, Carbamazepine, Oxcarbazepine, Lamotrigine & Pinavarium Bromide) and No 2 in 2 products (Citalopram, Risperidone)

Globally No.1 in Pyridines, Beta picolines & 14 other Pyridine derivatives -Fine Chemicals

Globally amongst top 10 players in Ethyl Acetate & Acetic Anhydride

Globally No 3 in Niacin & Niacinamide /Vitamin B3- Nutrition Ingredients

Generics

Solid Dosage Form

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

Radio Pharmaceuticals

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

Allergy Products

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

- Globally among Top 3 in several Generic Dosage Forms
- Leading market share positions in Four therapeutic and imaging Nuclear Medicine products in North America
- Leading No. 2 Allergy Therapy Company in the USA

*Market positions sourced from Company analysis & estimates

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 pharmaceutical contract manufacturer of multiple sterile and non-sterile dosage forms in North America

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

Leadership in Integrated Drug Discovery and Development solutions with location across India, Europe and the US.

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 165 beds operational currently

Unique affordable healthcare model operational with 165 beds, in West Bengal, India

Competitive Advantage

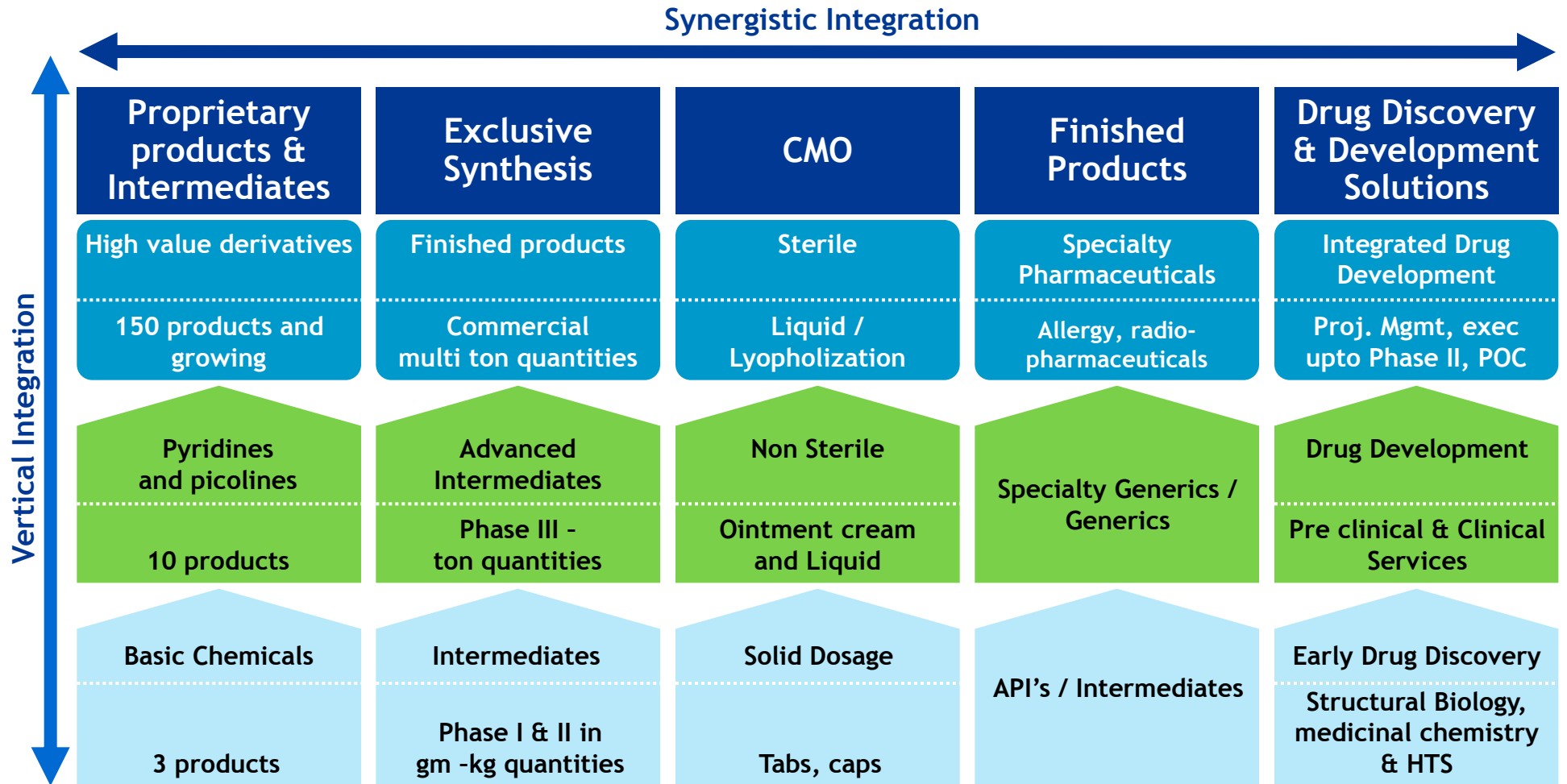
Vertical Integration

Culture of Innovation & Continuous Improvement

High Quality Relationships



Vertical Integration



A uniquely synergistic and vertically integrated portfolio offering competitive advantage

Culture of Innovation

- 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

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

Providing innovative products and economically efficient solutions

Reputed & high quality relationships

Business strength validated by high quality relationships...

AMGEN

AstraZeneca

Duke Medicine

Endo Pharmaceuticals

Forest Laboratories

GE Healthcare

GlaxoSmithKline

Guerbet

Johnson & Johnson

Lilly

Merck

Orion

Southern Research Institute

Syngenta

UAB Research Foundation

Our clients

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

High quality customers in over 70 countries globally across all business segments

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 17 products (4 in Phase I, 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

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

- 17 ANDAs & 16 Dossiers approved
- 17 ANDAs & 9 Dossiers awaiting approval

CMO - Sterile & Non Sterile Products

- Expansion of clinical to commercial development to filling capability
- Pipeline of 51 products (28 in Phase I, 14 in Phase II and 9 in Phase III)

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

Corporate Sustainability



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

Our Initiatives are directed towards

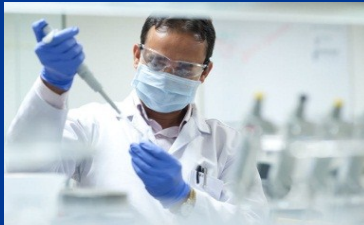
Green Jubilant	Safe Jubilant	Responsible Jubilant
<p>Environmental initiatives focused on:</p> <ul style="list-style-type: none"> Energy and water conservation by use of bio-fuels Reduction in greenhouse gas emissions and carbon footprint Reduction of fresh water consumption and effluent treatment with 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 of Jubilant Life Sciences 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



Corporate Social Responsibility



Corporate social responsibility is the commitment of businesses to contribute towards inclusive growth

Mission & Purpose

- To contribute towards improving the quality of life of the community around its manufacturing locations and develop mutual trust and cordial relationships
- To bring more focus to this area of social interventions, Jubilant Bhartia Foundation, a not for profit company was launched in 2007 to carryout various social initiatives
- As a part of the Jubilant Bhartia Group, the foundation focuses on conceptualizing and implementing the Corporate Social Responsibility initiatives for the group

CSR Spectrum

CSR Spectrum

Objective

Action

Ultimate Goal

National and
International
level

Manufacturing
locations
(with community)

Fulfilling the role of a
responsible corporate
citizen by contributing
towards inclusive growth

Winning the trust of
the community

➤ Recognizing and rewarding Indian
Social entrepreneurs in
collaboration with Schwab
Foundation

➤ Providing scholarships in R&D and
technology sector

➤ Philanthropic mode to Community
development mode

➤ Initiatives in line with MDGs
(Millennium Development Goals)

**Inclusive
Growth**

Initiatives towards Community Empowerment

Our Approach

4P model

Public-Private-People Partnership



Our Reach

53 villages in India
255,000 population



Key Projects

Nirog Bachpan –

Disease Free Childhood

Swasthya Prahari- Health Guards

Muskaan – SMILE

Nayi Disha- New Direction

Social Entrepreneurship Award along with Schwab Foundation

Need Based –

- Community development – eg Infrastructure & others
- Employee Participation in CSR at various group entities

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 FY2011:
US \$ 770 Mn
(Rs. 34,334 Mn)



Agri & Performance Polymers

Leading player in Agri and Performance Polymers sectors

Revenue FY 2011:
US \$ 124 Mn
(Rs. 5,540 Mn)



Food & Retail

Food
Jubilant FoodWorks- a master franchisee of Dominos Pizza and Dunkin' Donuts in India

Revenues: FY 2011:
US\$ 152 Mn (Rs. 6,783 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

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