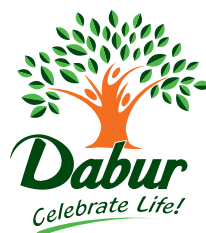


DABUR PHARMA LIMITED



Company Background

Dabur Pharma Limited, headquartered at New Delhi in India, was incorporated in March 2003. It is an associate company of Dabur India Limited. The company develops, manufactures and markets pharmaceutical products including anticancer products; products in cardiovascular, antibacterial, anti-diabetic and digestive segments; oral and injectable finished dosage forms; and active pharmaceutical ingredients (API), and intermediates. The company's main focus is on the oncology segment; it markets 45 products of this segment in over 40 countries. Some of the key products that the company markets are paclitaxel, docetaxel, irinotecan, oxaliplatin, gemcitabine, temozolamide and thalidomide.

Dabur Pharma Limited manufactures finished dosage forms at its manufacturing facilities in Bordon, UK, and Baddi, India. It produces APIs in its manufacturing location at Kalyani in India. The company has another manufacturing facility at Sahibabad in India. These manufacturing facilities are approved by the UK Medicines and Healthcare products Regulatory Agency (MHRA), US Food and Drug Administration (FDA) and regulatory bodies of various other countries such as Jordan, Zimbabwe, Belarus, Australia and Hungary.

In the financial year ending 31 March 2006, Dabur Pharma reported sales of EUR 50 million, thus registering a growth of 14.5 per cent over EUR 43.7 million reported the previous year. The company's international business grew by 10.2 per

cent to EUR 21.9 million. As on 31 March 2006, Dabur Pharma had 898 permanent employees.

Dabur Pharma Ltd. in the European Union (EU)

Dabur Pharma entered the EU through its wholly owned subsidiary Dabur Oncology Plc.

Dabur Pharma in the UK

In the UK, Dabur Pharma is present through its subsidiary, Dabur Oncology. The company's manufacturing facility at Bordon in the UK was set up in 2001 with an investment of EUR 16.75 million. It is approved by UK MHRA and US FDA. This subsidiary markets its oncology products in the US through its US-based alliance, Hospira Laboratories, which is a leading supplier of generic injectable drugs. Dabur Oncology registered a total income of EUR 0.12 million in FY 2006. Dabur Pharma leverages the capabilities of Dabur Oncology to serve its clients based in Europe and the US, making this subsidiary strategically important for the parent company.

Factors for Success

Intensive R&D

Dabur Pharma Limited is one of the largest R&D spenders, with R&D expenditure for FY 2006 amounting to EUR 5 million, which was nearly 10 per cent of the total sales of the company. Currently, the company employs more than 200 R&D personnel. Its focus on R&D has helped it develop a rich product portfolio with a growing

product pipeline. It has filed more than 130 patents across the globe, 40 of which have been granted. Most of the R&D activities for Dabur Pharma are carried out by the Dabur Research Foundation (DRF).

Seizing the Market Opportunity

Dabur Pharma has always been quick to spot market opportunities and capitalise on them. It has filed for many drug approvals in Europe, many of which are likely to be approved in line with the patent expiry. The company has followed a differentiated strategy for regulated markets; it has targeted niche markets in the oncology segment with product offerings of 15 products for the US and European markets.

Developed Marketing Infrastructure

Dabur Pharma has a strong marketing set-up spanning 40 countries. It has set up its overseas offices in the UK, Malaysia, Russia, Thailand, Philippines and Brazil. It has received marketing approvals from various countries across the globe; it has its marketing operations spanning Europe, Asia Pacific, Africa, Latin America and the Commonwealth of Independent States. The company also expects marketing approvals from some other countries in the EU.

Vertical Integration

Dabur Pharma, with its Therapeutic Goods Administration (TGA) and MHRA-approved manufacturing facilities, is vertically integrated. This increases the company's cost competitiveness, as compared to its peers. The company not only manufactures oncology APIs but also the raw materials required, such as some of the plant extracts needed to manufacture oncology drugs.

Future Plans

Expanding Base in the EU

Dabur Pharma Limited is focussing on expanding its marketing base. The company plans to enter new markets in a phased manner; it is focussing mainly on the less regulated markets of Europe. The company will first target the markets where it has a ready pipeline of products to be launched, such as the UK, France, Germany, Spain and Italy. Later, it will focus on other EU regions, after obtaining regulatory approvals from the authorities in these regions for marketing its products. It expects to increase its market share in the existing markets by enriching its portfolio through new product launches.

Aggressive Filings

In the coming years, Dabur Pharma will become more aggressive in its filings for the European market, with a focus on the area of oncology. The company plans to file four abbreviated new drug applications (ANDAs) and eight filings in Europe in FY 2007.

Focus on the Formulation Business

Dabur Pharma operates mainly in two business segments – production of bulk drugs and the formulation business. In the past few years, the main driver of the company's growth has been its formulation business. However, the profit margins in this segment are shrinking as a result of the increasing competition in the bulk drug business. Therefore, Dabur Pharma will continue to focus on its formulation business in the future.

www.daburpharma.com