

LUPIN LIMITED



Report

Future-focused.

Future-focused.

Annual Report for Shareowners 2000-2001

Forward-looking statement

In this Annual Report we have disclosed forward-looking information to enable investors to comprehend our prospects and take informed investment decisions. This report and other statements - written and oral - that we periodically make contain forward-looking statements that set out anticipated results based on the management's plans and assumptions. We have tried wherever possible to identify such statements by using words such as 'anticipate', 'estimate', 'expects', 'projects', 'intends', 'plans', 'believes', and words of similar substance in connection with any discussion of future performance.

We cannot guarantee that these forward-looking statements will be realised, although we believe we have been prudent in assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should bear this in mind.

We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

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This is the age of the Designer drug

Pioneering drugs that are designed to deliver increased patient convenience. Through stronger efficacy. Reduced dosage. Controlled release. And greater affordability.

Lupin Limited is a responsible, future-focused provider of remedies.

The company is committed to the professional implementation of its future-focused business strategy. That will help the company discover New Chemical Entities. Develop Novel Drug Delivery Systems. Address growing patient needs. And make the world a happier place to live in.

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Corporate description

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The new Lupin - Lupin Limited - is an amalgamation of Lupin Laboratories Limited and Lupin Chemicals Limited. The amalgamation became effective from 1 April 2000. The company is headquartered in Mumbai. The Lupin Group, promoted by Mr D. B. Gupta, commenced business more than 30 years ago.

Lupin Limited is one of India's largest manufacturers of bulk actives and formulations. The principal bulk actives manufactured by it include Rifampicin, Pyrazinamide, Ethambutol (anti-TB), Cephalosporins (anti-infectives) and cardiovasculars. The company also possesses competencies in phytomedicines, in which medicines are made out of plant and herbal resources supported by the discipline of modern medicine.

Lupin is a national leader in anti-TB drugs with a market share of 40.9 per cent. It is one of the leading global manufacturers of Rifampicin (through the complex fermentation process) with an Indian market share of 45 per cent. Lupin's Rifampicin plant is one of only three plants in the world to receive a USFDA certification.

Lupin's world-class manufacturing plants are based in Mandideep (near Bhopal, Madhya Pradesh), Aurangabad (Maharashtra), Ankleshwar (Gujarat) and Tarapur (Maharashtra). A number of these facilities have been approved by the USFDA and UKMCA.

Lupin has established a world-class R&D facility in Pune to spearhead Novel Drug Delivery Systems (NDDS) and the discovery of New Chemical Entities (NCE).

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Vision

Vision

To emerge as a global generics player. To enter the advanced markets of the world with a sustained presence over the long-term.

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Road map

- Planning proactively to produce the right products at the right time with the support of USFDA and other quality certifications.
- Introducing products in the anti-diabetes, anti-asthma and anti-

- psychotic therapeutic segments.
- Entering advanced markets with Novel Drug Delivery Systems and New Chemical Entities.
- Maintaining the highest standards of

- current Good Manufacturing Practices (cGMP).
- Delivering customer value through a high quality of technical support, analytical data, technical documentation and regulatory

- compliance.
- Generating a cost advantage for the company and its customers through process innovation, raw material efficiency, innovative R&D and engineering.

- Making operations safe and reliable by minimising waste, implementing effective waste treatment and protecting the environment.



Mission

Mission

While committing to an on-going improvement in performance revolving around effective customer management, we will:

- maintain the highest levels of integrity in business conduct,
- a strong sense of public responsibility,
- and earn a competitive return on investment for our shareholders.

We are orienting ourselves to excellence in technology, research, marketing, manufacturing and distribution. Through continuous company-wide improvement and innovations, we will strengthen our leadership position worldwide.

We will promote and provide an open and participative work environment with growth opportunities for all employees.



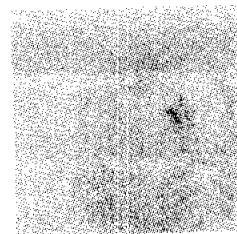
Lupin through the years

1968

The Lupin Group commences business.

1980

The Group commissions a formulations plant and an R&D centre in Aurangabad.



1981

Ethambutol production begins; Lupin is one of the largest producers in the world with a

global market share of over 80 per cent.

1987

Cephalexin and 7 ADCA plants go on-stream.

1989

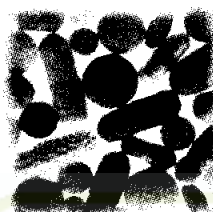
Joint venture in Thailand - Lupin Chemicals (Thailand) Ltd - established.

1991

Injectable cephalosporin (bulk and dosages) production initiated.

Two plants receive approvals for maintaining stringent standards laid down by the USFDA. The Group secures the ICMA

technology award for the successful manufacture of vitamin B6.



1992

The fermentation plant of Lupin Chemicals is established. Lupin Laboratories and Lupin

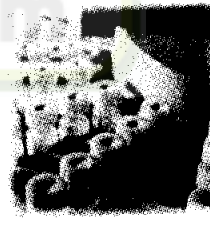
Chemicals raise money through an IPO in 1993-94. The sterile plant for injectable cephalosporins (bulk) is commissioned.



1996

The best exporter award conferred by the Government of India. The company receives

the ICMA Technology award for injectable cephalosporins.



1997

MCA approval granted for Lupin's injectable cephalosporins dosages plant.

Acquisition of an oral cephalosporin manufacturing facility in the USA. MCC (South Africa's regulatory authority)

approves formulations facility at Aurangabad.

1997

USFDA approval received for three plants manufacturing Cefaclor, 7 ACCA and Rifampicin.



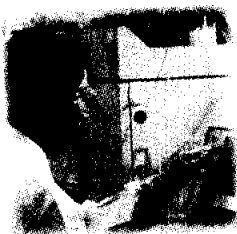
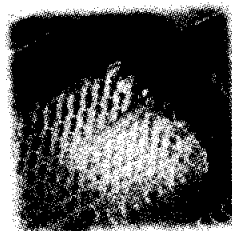
1999
UKMCA approval received for injectable cephalosporin bulk actives plant.

2000
The Cefotaxime facility is approved by the USFDA.

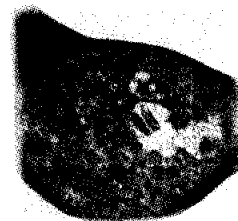
2000
The company's restructuring operations yield encouraging results.

2000
Work commences on the Lupin R&D Centre at Pune.

2001
Lupin Laboratories and Lupin Chemicals are amalgamated to form Lupin Limited.



2001
A state-of-the-art USFDA approvable oral cephalosporin bulk active plant is commissioned.



Highlights, 2000-01

The anti-TB segment de-grew for two years. Lupin's **double digit growth** increased its market share to 40.9 per cent.

Lupin Laboratories and Lupin Chemicals **amalgamated**. Objective: leveraging synergies between the companies and enhancing shareholder value.

A restructured marketing division more than doubled Lupin's sales growth to 11 per cent.

Four centres of excellence were created to provide research and business support.

Lupin created product-specific drug delivery systems through **patentable intellectual wealth** in platform technologies.

Lupin entered UK and France by supplying **Cefotaxime** (injectable cephalosporins) to Merck Generics.

Lupin became the only Asian pharmaceutical company to receive **USFDA approvals** for its sterile cephalosporin facility.

Lupin launched **Anxicalm, J Wort and Fibril Rich** in the therapeutic areas of anxiety, depression and bowel regulation, the first herbal products of their kind.

The company introduced **Atorvastatin**, a cholesterol-lowering drug. Lupin also introduced **Rofecoxib** and **Celecoxib**, latest NSAIDs, enjoying minimal side-effects.

Lupin enhanced its plant capacity to make **Lisinopril**. This will help the company to emerge as a cost leader in the developed and the developing markets.