



People, Processes, Products The DNA of our Success



sanofi aventis

Because health matters



53rd Annual Report 2008

Aventis Pharma Limited

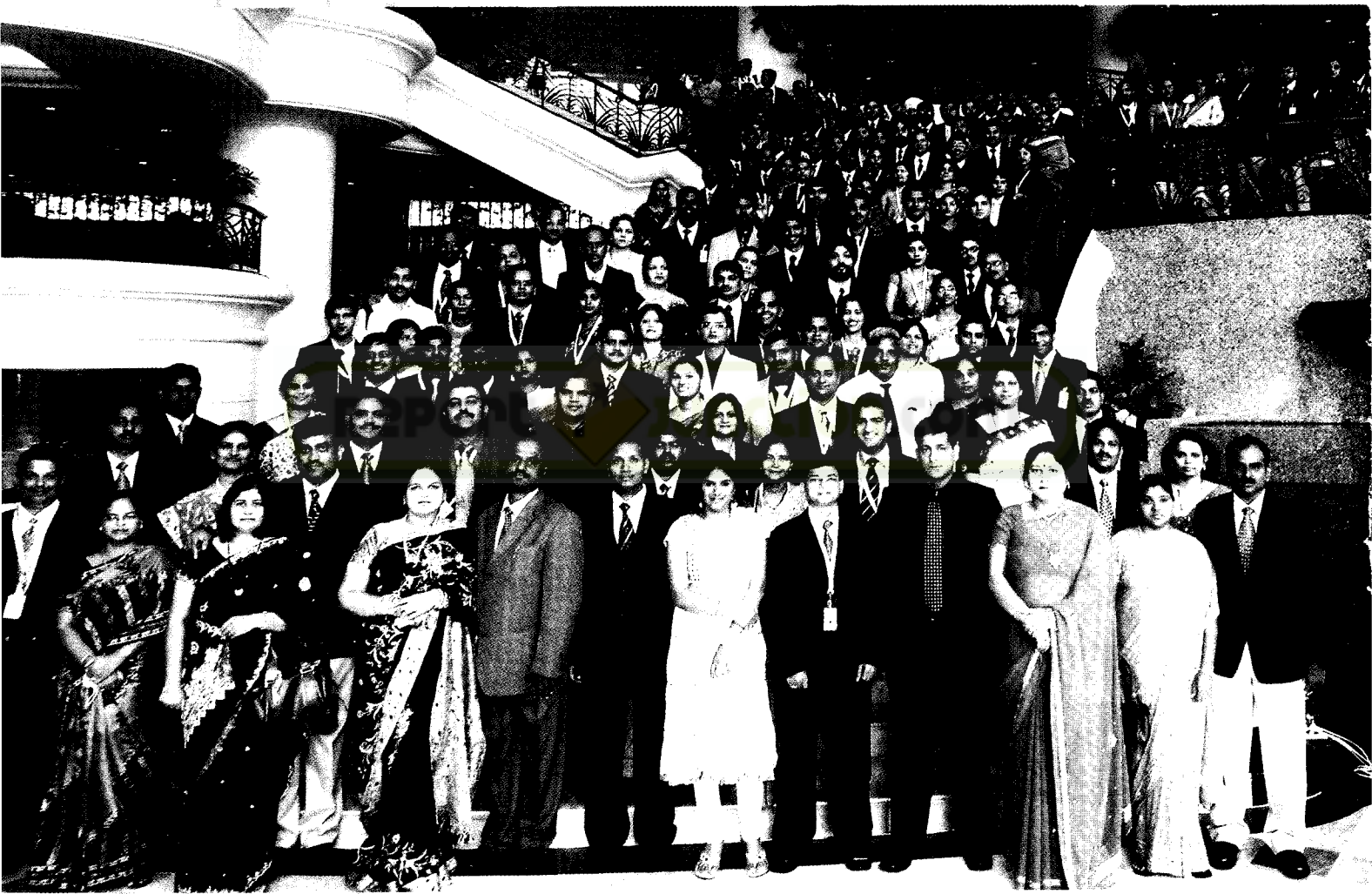
Your Company, Aventis Pharma Limited, is fast emerging as a leader in the healthcare industry, setting trends through innovative approaches, world-class products and services. Your Company has a dedicated team of employees with a single-minded focus on patient care.

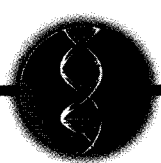
The DNA of your Company is made up of People, Processes and Products. The hard work of your People, the precision of their Processes and the quality of Products have ensured your Company's success and sustained growth over the years. These are the three pillars of Aventis Pharma's performance and the fuel for its operations.

The team's dedication and pride have been integral to your Company's success. We have built trust and reliability among doctors and consumers for our products, which are leaders in the market. Aventis Pharma's products are known for quality, safety and efficacy. We have set high quality standards with our strong operating procedures and world-class processes.

The achievements of our People, Processes and Products over the past year have made your Company financially robust. This Annual Report is testimony to that. Your unwavering trust has helped us reach new heights and a promising future awaits us.

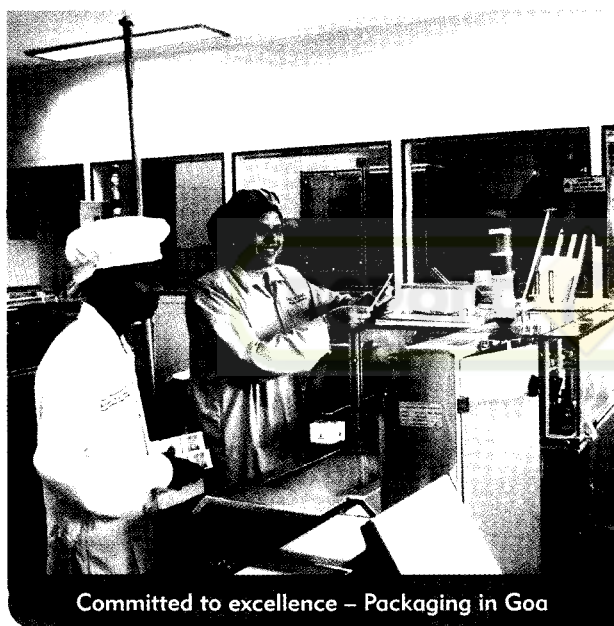
Our PEOPLE: Our Pride





We have always believed that we are only as good as our people, whose hard work, dedication, training and determination have contributed a lot to your Company's success. Quality-consciousness is a deeply ingrained trait across your Company. We, on our part, have trained our people in the art and science of healthcare management. Our team makes every effort to ensure that quality healthcare is synonymous with your Company.

Every member of Aventis Pharma contributes to the success of your Company.



Committed to excellence – Packaging in Goa

Our diligent sales force has consistently set benchmarks of excellence. They are the difference between us and the competition in the marketplace.

Their ability to add value and solve doctors' queries, and their detailed knowledge of our products enable them to provide quality inputs to doctors and make Aventis Pharma a preferred healthcare Company today.

Your Company's sales force is given extensive scientific training and has a better understanding of customers and their needs. The sales force is constantly adapting and changing its approach to



Scientific detailing session in progress

meet the unique needs of different doctors. They help doctors increase their knowledge and find newer ways of handling patients.

Today, your Company commands respect among doctors because of its valued team of people. One of the key achievements in 2008 was to systematically observe, in a stimulated and protected environment, behaviours of the sales force that constitute effective performance in the doctor's clinic and to certify them for detailing. The learning from this four-month long intervention across the country was reinforced by subsequent Messaging workshops.

We also conducted a series of coaching workshops for Area Managers across the country to increase their awareness of behavioral anchors that constitute in-clinic excellence.

One of your Company's key business goals is to sustain and reinforce these initiatives in 2009 to further develop the sales force.

Your Company's plants at Ankleshwar and Goa are testimony to the relentless pursuit of excellence through the years and to the spirit, hard work, sincerity and skills of the people who work there. Every member of the team adheres to the highest standards of quality and precision. It comes as no surprise that our plants have set benchmarks of excellence in the industry.

PRODUCTS





Your Company owes a large part of its success to the quality of products. Our products help save the lives of millions. Today, Aventis Pharma enjoys the trust and respect of patients and medical practitioners across the country. The success of some of our key brands in 2008 reinforces your Company's commitment to excellence.



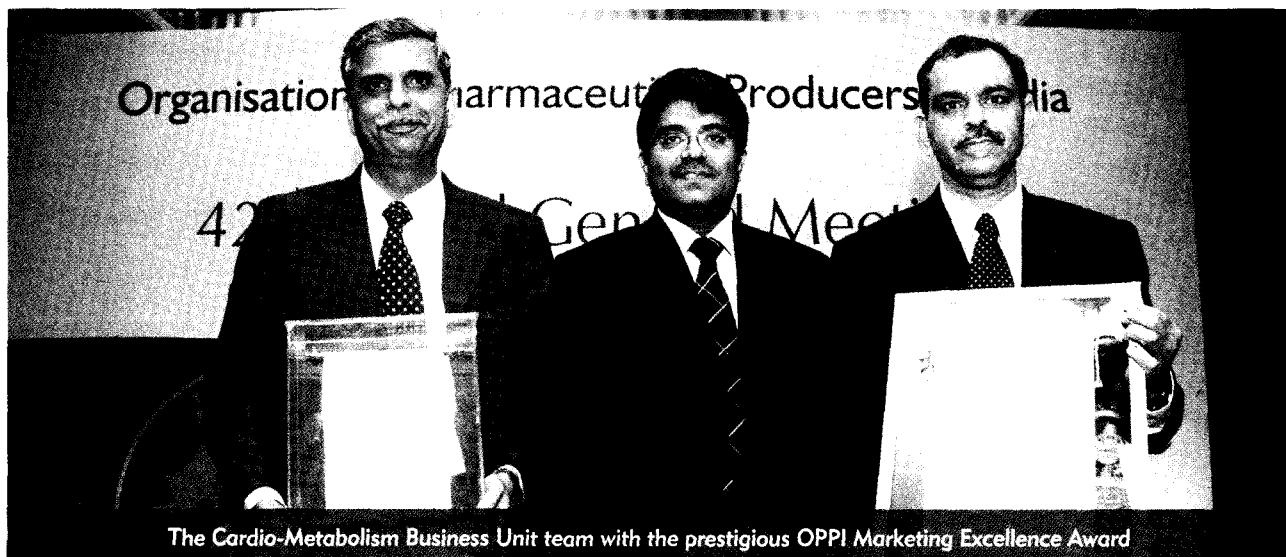
Get to A1C goal with 24-hour control

Lantus® is Aventis Pharma's global blockbuster basal insulin analogue brand. With sales exceeding 2 billion euros worldwide, Lantus® is the world's No.1 insulin brand and its global success is reflected in its growing sales in India. Lantus® has shown a growth rate of more than 30%, and is the fifth-largest insulin brand in the country today.

Lantus® is expected to reach new heights in 2009, which indicates that basal insulin has become the preferred way of initiating insulin in Type 2 diabetic patients. Lantus® has been declared a global strategic product and will fuel the growth of your Company in the days to come.

In 2008, Lantus® was awarded the prestigious Organisation of Pharmaceutical Producers of India (OPPI) Marketing Excellence Award. It is a great achievement for your Company, as the award acknowledges the major role Lantus® has played in bringing about a paradigm shift in the market. The year also saw the launch of Lantus® SoloStar®, the new disposable pen with cutting-edge technology. The product makes it significantly easier for patients to inject insulin and therefore receive effective therapy.

Lantus® SoloStar® bagged the Best Design Award from the Chicago Athenaeum Museum of Architecture and Design.



The Cardio-Metabolism Business Unit team with the prestigious OPPI Marketing Excellence Award



Special cardiovascular risk screening as part of the World Heart Day campaign

Amaryl[®]
active ingredient: glimepiride
 The Balanced Sulphonylurea

The Amaryl[®] group crossed the Rs. 500 million sales mark in 2008. Amaryl[®] is today the No. 1 brand in the oral anti-diabetes segment and one of the largest brands of your Company.

Your Company improved brand perceptions for Amaryl[®] with good scientific content, intensive patient management and doctor education. Independent market research studies have concluded that the key messages that Amaryl[®] conveys to doctors have been well perceived and accepted.

Add
Cardace[™]
ramipril
for life

Cardace[®] is the largest-selling product in the cardiovascular segment. According to ORG, Cardace[®]

group achieved sales of Rs. 1,084 million in 2008. The success of Cardace[®] is the result of numerous initiatives. Current medical literature indicates that Cardace[®] is the undisputed leader when it comes to cardiovascular protection.

Your Company has been continuously striving to enhance the Cardace[®] image. As part of its efforts to project your Company as a socially responsible Company and to promote Cardace[®], we screened thousands of patients, nationwide, for cardiovascular risk profiles on World Heart Day. We will continue our endeavors on these lines in the future.

Your Company will launch line extensions in the next three years to accelerate the growth of Cardace[®] and enhance its position in the ever-changing scenario of cardiovascular treatment and management.



allegraTM
fexofenadine HCl

Yet another flagship product of your Company is Allegra® - the widely-respected and preferred anti-allergy product in the market.

In 2008, Allegra® consolidated its undisputed leadership in the antihistamine market, recording a 18% growth rate. The Allegra® Group recorded a 8.5% prescription growth rate as against a 5.4% antihistamine market growth and achieved the coveted 'most prescribed brand' status among antihistamines in the country.

In January 2008, your Company launched a knowledge exchange in allergy academic platform called SYNAPSE. The initiatives under this banner

augment in-clinic efforts with innovative doctor and patient-centric activities. State-of-the-art international speaker programmes were also conducted under this platform. A major highlight of the programme was to engineer a strategic shift in the positioning of Allegra® from 'non-sedating symptom relief' to 'the experience of breathtaking performance' in allergic inflammation.

The pediatric formulation of Allegra® Suspension has become the second-most prescribed brand by pediatricians in just two-and-a-half years. Key to this success was a very innovative 'Share of Voice' campaign that talked of making children 'Active Again'.

In 2009, Allegra® plans to leverage its brand equity among the doctor and patient community to consolidate its No. 1 status in the market.

sanofi aventis
&
allegra
welcomes delegates
to be a part of

SYNAPSE
Allergy and the Nose

sanofi aventis
allegra

An International Speaker at the Knowledge Exchange forum in Allergy management - SYNAPSE

PROCESSES





One of the things that has stood us in good stead over the years, and especially in 2008, is our processes. Your Company's processes are built on the core values of Solidarity, Performance, Audacity, Respect, Courage and Creativity. These values make every process of Aventis Pharma reliable, efficient and flexible. As a result, despite adverse economic conditions, your Company was able to churn out optimal performance.

Your Company's adherence to high-quality processes is reflected in its products and performance. When consumers pick up a product of Aventis Pharma, they take its quality for granted.

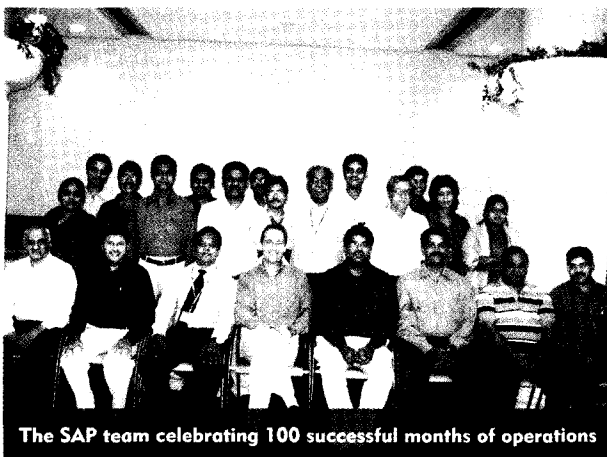
In the absence of local legislation regulating product promotional practice, your Company strongly enforces a self-regulatory mechanism to ensure ethical product promotion. Our medical, regulatory and marketing teams strictly comply with the local Standard Operating Procedures, which are in line with the Organisation of

Pharmaceutical Producers of India (OPPI) guidelines based on International Federation of Pharmaceutical Manufacturers Association (IFPMA) Code of Pharmaceutical Marketing Practices.

People responsible for the adherence to the Standard Operating Procedures and Code of Practice are trained and their training records are documented to make our processes stronger and fool-proof.

One such process that has benefited us tremendously and improved the way we function is our high-end Enterprise Resource Planning (ERP) - SAP. This hi-tech lifeline of our backend operations completed 100 successful months of operation in 2008. Not only were we the first Pharmaceutical Company to go live in over 40 locations simultaneously, today your Company is setting an example of 'cross-functional teamwork' for the entire industry with SAP.

Another example of our stringent process is OPTIMA, a tool that allows us to optimize our performance through various steps and systems. Started in 2005, OPTIMA was created by sanofi-aventis Group's regional IS team in Singapore. OPTIMA's Electronic Territory Management System connects your Company's field force across the country via the Internet. The field force use it to report their calls without any delay. The tool is also used to measure the performance of our sales force and enables your Company to minimize wastage of resources and optimize performance.



The SAP team celebrating 100 successful months of operations