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It was the hard work of Shri Kartikeya V. Sarabhai, a son of Dr. Vikram Sarabhai, over the past 13 years that brought AMBALAL SARABHAI ENTERPRISES LIMITED (ASEL) back from the brink of bankruptcy in 1995.

I) ASEL's growth plans:

Bulk drugs, formulations, exports and electronics are going to be the four drivers for ASEL's future growth.

A) Bulk Drugs:

The Company's subsidiary Synbiotics Limited will manage most of the bulk drugs business. A new bulk drugs unit largely for exports is being set up at Luna, on the outskirts of Vadodara. The Company is already making the Antibiotic Amphotericin through the fermentation process and other fermentation based products. The Company is also one of the largest producers of Vitamin-C in the country.

B) Formulations:

The Formulations business manufacturing will be centered at Ranoli, near Vadodara and the domestic as well as exports cells will be given a big push. The company will rebuild its Ethical division through a new national level field force. As even today, the brand recalled "Sarabhai Chemicals" among doctors is strong. Oncology medicine or anti-cancer drugs will be another growth area, the company will focus on it. Generics (off-patent drugs) sales, its own as well as contract manufacturing, will be another growth driver.

C) Exports:

Bulk Drugs and Formulations exports across the world. It will leverage and build on its US incorporated group company, Asence, which specializes in the supply of quality pharma preparation.

D) Electronics:

The Company operates its Electronics business under two brand names "Systronics" and "Telerad". Systronics is the number maker of analytical instruments in the country. The Company will build on Systronics strong in-house R&D wing to go further. Telerad sales professional TV equipment from Sony.



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II) Real estate:

The real estate boom over the last few years came as a major boon for the funds-starved management of the Company. The 60 acres of prime real estate that it own was sold partially to Future Group and another part to DLF Limited. Two more trances will be sold shortly. The funds raised from the first two sales were used to pay off various lenders, ONGC as well as for VRS for its bloated manpower. The Company has garnered around Rs.200 crores from these realty deals. The Company has retained about 26 acres of land, which it wants to develop on its own. It has already entered into an MOU with the Gujarat Government to develop part of this property as a Technology Park.

III) Managing manpower:

Cutting down the Company's huge employee strength from 7500 in 1995 to 1000 in 2008 without firing any one is one of the achievements that Kartikeya Sarabhai, Chairman of the Company is very proud of. Not wanting to make another Calico case and spoil his father Vikram Sarabhai's name, he preserved for over a decade to gradually reduce the Company's manpower through several VRS. The company spent a total of around Rs.85 crores over 13 years on VRS. "Even sale of the property in Vadodara was supported by 2 unions of the Company".

