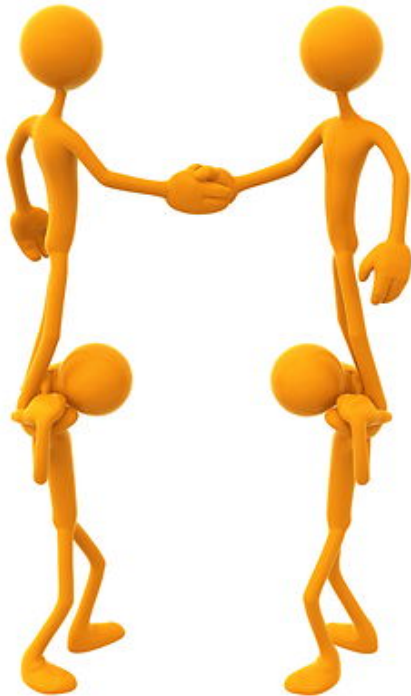


## Daiichi and Ranbaxy extend hybrid model to Thailand

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Announcing the intention to integrate their business operations in Thailand on January 16, 2013, Daiichi Sankyo and Ranbaxy Laboratories are looking at leveraging and maximizing the synergies of the hybrid business model. The same as per the company statement is expected to commence business on April 1, 2013.

The planned integration of operations will provide a strong foundation for future Daiichi Sankyo Group business expansion in Thailand. The development will be mutually beneficial to Ranbaxy and Daiichi Sankyo. It is expected to enhance their competitiveness while offering both innovative and affordable, high quality generic medicines to the people of Thailand as well as generate cost synergies for both companies.

Under this strategy, Daiichi Sankyo and Ranbaxy would integrate the management of Daiichi Sankyo subsidiary in Thailand, Daiichi Sankyo (Thailand) Ltd. (DSTH) and Ranbaxy's subsidiary, Ranbaxy Unichem Co., Ltd. (RUCL). The new representative of the proposed integrated entity will be Suthas Thongprasert, who presently heads DSTH.

The pharmaceutical market in Thailand is the 2nd largest among ASEAN countries, and DSTH, has built its presence mainly by targeting healthcare facilities through innovative pharmaceuticals. The company was founded in 1994 and had sales of JPY 1.2 billion yen (US\$ 13 million\*) in FY 2011. On the other hand, RUCL markets generic medicines focusing on primary healthcare and pharmacies. RUCL was established in 1983 and had sales of US\$ 14 million in CY 2011.