

Bengal Chemicals & Pharmaceuticals Ltd., Kolkata

Circular No.42/2016

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Sub: Vision and Strategy Document of BCPL

As you are aware that in order to survive a Company in the long run there should be a "Vision and Strategy" for each organization. BCPL is a 115 years old organization and is the first Pharmaceutical Company in India. As we are all aware that Company is running in losses for the last 50 years and due to continuous losses and persistent labour problems, it was nationalized in the year 1980.

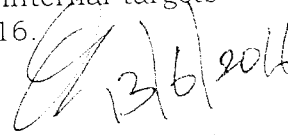
In order to improve the performance of the Company and to make it a turnaround company, the Ministry/Government of India has issued a 15 year Sustainable Development Goal Plan. According to the "Vision and Strategy Document", BCPL has to achieve:-

- (1) Three years Action Plan - To report Operational Profits by 2019-20 and also to become a WHO-GMP compliant Company by 2019-20;
- (2) Seven year Strategy - BCPL has to achieve Rs.200 Crore Turnover by 2023-24;
- (3) Fifteen years Sustainable Development Goal Plan - BCPL has to achieve a Turnover of Rs.500 Crore by 2029-30.

Further, keeping in view the internal targets, which are based on high morale of our employees, we can set our own internal targets which are as under:

Sl. No.	Particulars	Year
1	To become a profit making Company (including Other Income)	2016-17
2	To become a profit making Company (excluding Other Income & Interest on Loans)	2017-18
3	To become a Rs.200 Crore Turnover Company	2019-20
4	To become a Rs.500 Crore Turnover Company	2025-26
5	To become a Rs.1000 Crore Turnover Company	2029-30

Most importantly, we should start production of ASVS by 2020 so that we can save lives of thousands of poor people who are living in various remote places across India and are not getting the medicines due to non-affordability and also due to short supply in the market. We should take a pledge to achieve the above internal targets on the eve of 72nd Death Anniversary to be celebrated on 16th June, 2016.


(PM CHANDRAIAH)
Director (Finance)

Distribution to:

All Departmental Heads/Factory Heads/ Factory Finance Heads
All Employees (Through Notice Board)

Copy to:

The Joint Secretary
Department of Pharmaceuticals
Ministry of Chemicals & Fertilizers
New Delhi

: For kind information please

Vision, Mission and Objectives of the Company:

VISION

To be a Globally Respected Organization by catering the needs of all Consumers for the Quality Medicines, Life Saving Drugs, Chemicals and Home Products at Affordable Prices.

MISSION

- To achieve Manufacturing Facilities complying with International Standards.
- To continuously improve the Quality of Products with Innovations and R&D initiatives, meeting International Standards, thereby enhancing Customer Satisfaction.
- To commit for Environmental Protection, Conservation and Green Initiatives for the Promotion of Sustainable Growth.
- To develop highly motivated and talented Human Resources to meet the needs of challenging business environment.
- To socially commit and maintain highest standards of Corporate Governance and Corporate Social Responsibility.
- To bring about cost efficiencies for improving net worth.

OBJECTIVES

Company will strive to fulfill its Vision /Mission by:

- ✓ Attaining rapid growth with high quality of products and cost competitiveness and leadership in the main product categories;
- ✓ Creating a culture of continuous innovation in R&D and Customer Care;
- ✓ Emphasizing on Environmental Friendly Activities that bring out Conservation of Resources and Waste Management leading Sustainable Development; and
- ✓ Improving Employee satisfaction levels by adopting modern Human Resource Management methods.

QUALITY POLICY:

- ❖ To produce drug items conforming to the prescribed standards.
- ❖ Maintenance of quality at all stages of manufacturing & quality control operations.
- ❖ To enhance consumers' satisfaction.
- ❖ To ensure continual improvement of the effectiveness of the quality management system, with the involvement of all employees.

CORPORATE PLAN

BENGAL CHEMICALS & PHARMACEUTICALS LTD.

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CHAPTER – 1 : BACKGROUND OF BCPL

1.1 Background

Bengal Chemicals and Pharmaceuticals Limited (BCPL), erstwhile Bengal Chemical and Pharmaceutical Works Limited (BCPW) was constituted in 1901 by Acharya Prafulla Chandra Roy, a renowned scientist and academician. The company started manufacturing quality chemicals, drugs, pharmaceuticals and home utility products, employing indigenous technology, skills and raw materials.

The company established its first Factory in Maniktala (Kolkata) in 1905. The company subsequently established three more factories – one each in Panihati (near Kolkata), Mumbai and Kanpur.

In 1960's and 70's because of emergence of a number of pharmaceutical players, competitive pressures on BPCW increased. As the company could not evolve with the changing scenario, performance of the company suffered. Government of India nationalised BCPW in 1980 to ensure its sustenance and revival and a new company was formed under the name Bengal Chemicals & Pharmaceuticals Limited (BCPL) in 1981. BCPL thus became a Central Government Public Sector undertaking (PSU) under the administrative control of Department Of Pharmaceuticals, Ministry of Chemicals and Fertilizers, Government of India.

However, the subdued performance of the company continued post nationalisation and BCPL was declared sick in 1993 and was sanctioned scheme for revival in 1995 by Board for Industrial & Financial Reconstruction (BIFR). In 2004, the scheme of revival was modified and the plan was sanctioned by BIFR. After the sanction of the modified revival plan, BCPL prepared and submitted a business and financial revival plan to the Board for Reconstruction of Public Sector Enterprises (BRPSE).

However, the milestones set under revival plan could not be completely achieved. Capital expenditure programme commenced in 2007-08 instead of 2005-06. Delay in capital expenditure resulted in delay in capacity addition and launch of new products and non-achievement of sales envisaged under the plan. Further, BCPL has been facing acute shortage of working capital. The existing as well as newly commissioned facilities therefore remained underutilised because of acute shortage of working capital. This in turn resulted into plummeting revenue and worsened profitability.

CHAPTER-2: BRIEF HISTORY OF BCPL

2.1 Business Operations

Headquartered in Kolkata, BCPL is engaged in production and selling of industrial chemicals (Alum), branded and unbranded generic pharmaceuticals, hair oil and disinfectants such as phenol, naphthalene balls, bleaching powder, toilet cleaners and floor cleaners. The company currently has four factories, nine Sales Depots and four C&F Agencies spread across the country.

2.1.1 Products

The products manufactured by BCPL could be broadly classified into three business divisions:

- Industrial Chemicals
- Pharmaceuticals – Unbranded Generics & Branded
- Hair oil & Home Products

The products manufactured under each of these business segments are mentioned below:

Table 2.1 Division wise product segmentation of

Division	Classification	Description
Division I	Industrial Chemicals	<ul style="list-style-type: none">• Ferric Aluminium Sulphate (Alum)
Division II	Pharmaceuticals – Unbranded Generics	<ul style="list-style-type: none">• Tablets• Capsules• Liquid Preparation• Ointment• Antiseptic Liquid• Injectables
	Pharmaceuticals - Branded	<ul style="list-style-type: none">• Aqua Ptychotis• Eutheria• Kalmegh
Division III	Disinfectants	<ul style="list-style-type: none">• Pheneol• Bleaching Powder• Klin Toilet• Lysol
	Hair Oil	<ul style="list-style-type: none">• Cantharidine
	Other Products	<ul style="list-style-type: none">• Naphthalene Balls• Liquid Soap (For Industrial Use)• White Tiger (Floor Cleaner)• Aguru (Essence)

2.1.2 Manufacturing Locations

The registered and corporate offices of BCPL are located in Kolkata. At present BCPL has four factories; at Maniktala and Panihati in West Bengal, Mumbai and Kanpur.

2.1.2.1 Maniktala Unit

Maniktala unit, in Kolkata, set up in 1905, is the oldest among all the manufacturing units of the company. This unit primarily produces Division II products which include branded as well as unbranded generic pharmaceuticals. The unit is located on a freehold land in a prime location in Eastern Kolkata.

Under the BRPSE scheme several projects such as capacity expansion of tablets, capsules and ointment blocks, complete overhaul of ASVS and Liquid blocks and implementation of Greenfield projects were envisaged for the Maniktala unit.

Currently, tablet, capsule and ointment blocks are in operational condition but the capacity addition to these blocks have not been done as envisaged under BRPSE Scheme. Construction of ASVS section and the Liquid Block had been held up because of legal issues. But the injunction on construction of the ASVS block has been removed in March, 2013 and the company can now go ahead with the construction of the block.

The Greenfield Projects (Beta-Lactam & Cephalosporin Blocks) and the modernisation of Ointment block that were initiated as envisaged in the plan submitted to BRPSE are on the verge of completion and is expected to be ready for production by end of 2014-15. All these projects that are yet to be commissioned would require services from the suppliers and contractors involved with the project. The Purchase Preference Policy for products of Pharma Central Public Sector Enterprises and their subsidiaries, extended for another five years (from November 2013), requires the facilities of the public pharmaceutical companies to be GMP complaint. The sourcing agencies are enforcing terms and conditions which makes the loan licensing route unviable day by day. In order to leverage full benefit of the extension of the Purchase Preference Policy, BCPL should complete these pending projects and have its own manufacturing unit complaint with GMP.

Currently, the capacity utilisation of the operational blocks is very low because of the operational inefficiencies which manifested as lack of working capital to procure raw material and most of the products except ointments are presently being manufacture by contract-manufacturers in and around Kolkata under loan licensing arrangement. Production volume is coming down day by day as the suppliers are reluctant to continue supply against mounting credit.

2.1.2.2 Panihati Unit

Panihati unit, located near Kolkata, set up in 1920, primarily produces Division I (Alum) and Division III products which include Pheneol, Naphthalene Balls, and other disinfectants.

Under the BRPSE scheme several projects such as capacity expansion of Alum, Pheneol and all the other disinfectants were envisaged and expansion work for most of the units have been completed. Commercial production in most of the product-blocks such as Alum, Pheneol, Napthalene and White Tiger have commenced, however, capacity utilisation has remained low as some of the

critical equipment or sections are not commissioned coupled with lack of working capital to fund purchase of raw material.

The Panihati unit also has a 19.8 acres of vacant plot. This plot earlier had a Sulphuric Acid Plant, which had been shut down years ago. BCPL plans to utilise this land asset with a suitable development model to unlock the value and aim for a steady stream of income.

The company also have approximately 5 Acres of scattered land, which was supposed to be disposed off by way of outright sale as envisaged in the BIFR revival package. However, as the documents pertaining to land were not available with the company the sale process did not take place. Now the company has got all the necessary documents and is in a position to sell the land parcels¹.

2.1.2.3 Mumbai Unit

Mumbai unit, set up in 1938, only produces Hair Oil under the brand name 'Cantharidine'. The commercial space developed has been leased out to third parties for generation of additional sources of income. In its Mumbai unit, the company has approximately 1.6 acres of land available for development. BCPL plans to utilise this land asset with a suitable development model to unlock the value and aim for a steady stream of income.

2.1.2.4 Kanpur Unit

Kanpur Unit, set up in 1949, primarily produces Division II products which includes tablets and capsules and small quantity of Hair Oil. Under the BRPSE Scheme, several projects such as capacity addition of tablet and capsule blocks and renovation and up gradation of existing units were envisaged. These projects are being implemented by NBCC but execution of the project has been delayed. Over the last couple of years there has been very less production and contribution to overall sales by this unit as informed by the management of BCPL. Estimated 50 % of the project work for the unit is complete and rest of the work would require its due time to be completed.

Chapter- 3. ASSESSMENT OF KEY FUNCTIONS OF BCPL

In this chapter, assessment of the major functions of the company – operations, marketing, human resource and finance has been done and the key challenges faced by BCPL in these functions discussed.

3.1 Assessment of Operations

The following Exhibit provides own production by BCPL and production under loan license between 2009-10 and 2013-14.

Exhibit 3.1: Debt and Loan Structure (INR Crores)

Particulars	Unit	Production				
		2009-10	2010-11	2011-12	2012-13	2013-14
Division I (Industrial Chemicals)						
Alum	MT	3,858	4,691	5,197	3,432	2,518
Division II (Pharmaceuticals)						
Tablet (Own)^	Crore	13.1	3.8	2.3	0.5	0.02
Tablet (LL)^	Crore	1.4	17.9	4.6	0.7	0.0
Capsules (Own)	lakh	199	187	133	34	3.39
Capsules (LL)	lakh	205	195	212	220	0.0
Ointment	MT	68.4	60.8	37.9	24.2	13.15
Spirituos (Own)	KL	17.9	6.8	11.4	6.1	3.85
Spirituos (LL)	KL	63.0	38.4	43.9	22.7	30.33
Non Spir tuos (Own)	KL	20.7	15.6	0.0	0.0	0.0
Non Spir tuos (LL)	KL	0.0	93.4	34.5	3.8	0.0
AVS (LL)	L	1	191	100	50	0.0
Injectables (LL)	KL	5.5	10.2	9.7	11.1	0.78
ORS (LL)	lakh pcs.	8.5	46.9	11.1	5.0	0.0
Antiseptic Prep. (Own)	KL	8.0	0.0	0.0	0.0	0.0
Division III (Hair Oil & Home Products)						
Phenol	KL	1,681	2,523	2,756	777	1066
Naphthalene	MT	176	190	142	70	27.80
Bleaching Powder	MT	288	160	131	140	99
White Tiger	KL	515	396	425	258	282
Liquid Soap	KL	6.0	5.4	1.9	1.6	0.0
Lysol	KL	9.5	5.1	3.3	0.0	0.0
Klin Toilet	KL	1.0	0.2	0.0	2.9	1.01
Hair Oil	KL	484	311	319	270	56

Source: Report of Chemicals and Pharmaceuticals Limited

3.2 Challenges of Operations

The challenges faced by BCPL for production are as follows:

- The Company has not been able to add capacity for some of the product class such as liquids, injectables, injectable powder, serum and surgical items as per timeline envisaged under BRPSE scheme. Production of some of the units for these product classes have now been discontinued because of lack of up gradation and implementation of new technology
- Because of lack of sufficient working capital, adequate raw materials could not been procured which resulted into low capacity utilisation and considerably impacted revenue generation. Moreover, low capacity utilisation has also resulted in higher fixed costs, thus significantly impacting profitability as well.
- Raw material cost as per cent of revenue is higher compared to industry peers which is primarily because of institutional sales at a discounted price (primarily for pharmaceutical products), sales skewed towards higher pack size (this is also because of higher share of institutional sales) with lower realisation per quantum of product sold, lack of scale of purchase and delay in payment to suppliers.
- Packaging cost is also very high compared to the realisation across products
- With capacity addition having not taken place for Division II products, BCPL resorted to loan licensing of certain products which has resulted in lower value addition on part of BCPL and hence lower realisations for some of the products.

3.3 Assessment of Marketing Function

In this section, we have presented our assessment of the marketing function of BCPL and have identified the key challenges for BCPL:

3.3.1 Product Portfolio

The products manufactured by BCPL could be broadly classified into three business divisions:

- Division I - Industrial Chemicals
- Division II - Pharmaceuticals (Unbranded Generics & Branded)
- Division III - Hair oil & Home Products

Division I - Industrial Chemicals:

The product portfolio of BCPL in the industrial chemicals segment includes alum which is of commodity nature and is sold to institutional client such as housing complexes. The rate charged by BCPL is at a slight premium to market prices because of the high quality of its products. The sales volume also increased from 3,756 MT in 2009-10 to 6,476 MT in 2011-12 but declined to 4,506 MT in the following year because of lack of working capital available with the company.

Division II – Pharmaceuticals (Unbranded Generics & Branded)

The product portfolio of BCPL in the pharmaceutical segment mainly consists of generic formulations. Generic formulations are off patent molecules and are produced by several manufacturers and therefore are in the nature of commodities. Pharmaceutical companies usually sales generic formulations under a brand name. BCPL traditionally has not followed this strategy and therefore has not been able to get a share in the retail market through branded offerings. Therefore it has primarily sold its unbranded generics to institutional clients such as ESI hospitals, government institutions etc. However, BCPL has limited branded offerings (Aqua Ptychotis, Eutheria and Kalmegh) which contribute around 5% to the total revenues.

Division III- Hair oil & Home Products:

The product portfolio of BCPL in Division III includes hair oil and household products like floor cleaners, toilet cleaners, bleaching powder and naphthalene balls. Some of the products such as Pheneol, White Tiger and Klin Toilet are branded and sold in the retail market primarily. The hair oil under the brand name 'Cantharidine' is sold primarily to government institutions such as CSD canteens as well as retail market.

3.3.2 Product Mix

The product mix of BCPL has changed significantly with the majority share shifted from Division II products in 2005-06 to Division III products in 2011-12.

3.3.3 Key Challenges

The challenges faced by BCPL for marketing are as follows:

- BCPL has not been able to phase out its sales depots and convert to C&F model as per the BRPSE Revival Plan which has impacted the profitability of the company.
- BCPL has not been able to spend sufficient amount on marketing and advertisement as per industry standards which has reduced the visibility of the company and eroded its brand recall in consumer's mind, which has impacted it overall sales.
- BCPL has not been able to increase its share of sale to retail customers as envisaged per the Revival Plan submitted to BRPSE.

3.4 Assessment of Human Resource Function

In this section, we have presented our assessment of the human resource function of BCPL and have identified the key challenges for BCPL:

3.4.1 Manpower

Manpower strength of BCPL is 490 employees as on December 31, 2013 out of which 553 employees are on permanent basis and the remaining nine employees are on contractual basis. Manpower strength is considerably high as compared to the revenue earned by BCPL. Thus, it was envisaged as per the BRPSE Scheme that the manpower would be reduced and brought to around 400 employees by 2011-12. Although manpower strength has substantially reduced from 736 at the end of 2008-09 to 490, currently (as on December 31, 2013) there is further scope of reduction.

CHAPTER-4 : OBJECTIVES OF BCPL

The following objectives for the Company have been framed:-

To ensure optimum utilization of existing assets for maximizing generation of internal resources

To implement technological upgradation of the existing plant and equipment for deriving the maximum possible benefits in terms of increased volume of Production and improved quality for achieving overall cost effectiveness

To enlarge market share by increasing the thrust on open market sales along with the bulk sales to the institutional sector (Open market Sales are expected to touch 40% by 2012)

To take special steps for development and marketing of Home Products, so that BCPL can come up as a Company with predominant share of Home Products

To ensure greater availability of Life Saving Drugs

To establish improved marketing strategy for fulfilling corporate mission and review performance from time to time

To avoid unhealthy competition amongst the PSUs in the Institutional Sector

To upgrade the facilities for adoption of Schedule 'M' requirements to comply with regulatory system

To reduce of cost of Production by adopting suitable measures and save energy

To improve Management Information System in the following areas:

- o Budgeting and Budgetary Control
- o Monthly Demand Forecast and linkage with Production and Purchase Planning
- o Inventory Control System
- o Debtors Control with centralization of customer-wise ledgers
- o Financial and Cost Accounting System
- o Productivity Measurement and Reporting
- o Computerization /ERP
- o Communication and Participation
- o Internal Audit
- o Industrial Relations

To promote industrial health by controlling pollution to the fullest possible extent and participating in afforestation as a part of Environmental Pollution Control and Ecological Balance

To continuously invest in the capacity building and developing the personnel for improving their knowledge, skill and attitude

To strengthen research for adoption of State-of-the Art technology

To improve corporate image through periodical publicity and regular contacts with opinion makers

To implement safety measures for meeting stricter requirements – statutory or otherwise.

CHAPTER-5 : SWOT ANALYSIS

STRENGTHS :

ISO9001 Certification and Schedule 'M' Certificate approved manufacturing facilities in certain areas

Brand Name, reputation for quality and reliability in the market

Eleven Sales Depots and Four C & F Agents all over the country

Solid distribution network – large number of Stockists /Agents in the country

Adequate land for future expansion

WEAKNESSES :

Restrictive spending on advertisements, specially division 3 products.

Does not have significant presence in open market segment

Does not have technological expertise for new molecules or R & D Division

Most of the production facilities shut down for Schedule 'M' project activities at the moment – Unable to take advantage of PPP for PSUs

Unable to attract good talents from the market as the emoluments offered in Pharma Private Sector is very high

Wage Cost is high compared to the volume of Production and Sales

Lack of work culture and understanding, compared to Private/MNC Players

OPPORTUNITIES :

Acceptability in FMCG Market due to goodwill and wide network

108 years old Company and a CPSu has a trust in the market

Reservation of orders under Purchase Preference Policy (PPP) for PSUs, expected to be renewed

THREATS :

Stiffer competition from Private Sector/MNC/SSI

Private Sector is growing significantly very fast with new molecules by R&D and mergers & acquisitions

CHAPTER-6 : PLAN

To achieve the above objectives and to bring the Company out of sickness, CRISIL was appointed to suggest a Production and Marketing Strategy. Accordingly, the Plan was made which can bring the Company to a Rs 150-200 Crores in five years with generation of profits every year.

According to CRISIL -

- (i) Total equipment and machinery have to be upgraded and modernized to the statutory and international standards.
- (ii) Sales have to grow at a CAGR of minimum 30%.
- (iii) Percentage of Government/ Institution Sales and percentage of Retail Sales have to be changed from 70%:30% to 50%:50% within a period of five years.
- (iv) The capacity of the Plants is to be increased/expanded to cater to the growth pattern.
- (v) New Projects are to be undertaken for
 - Mono Chloro Phenol & Light Cresote Oil in later stage
 - Anti Rabies Vaccine as Joint Venture
 - Start new molecules of Drugs & Anti Rabies Vaccine Drugs
 - Cephalosporin range of products

CHAPTER-7 : ACTION ALREADY INITIATED

(A) MARKETING PLAN

i) Trade business

Earlier the Company was surviving on Institutional orders. Now the Company is vigorously concentrating on Trade front by planning to appoint more than 100 SR/MSR on contract basis initially which will go up to 300-350 in phases.

ii) Vigorous approach in Institutional business:

Beside this strategy, we are vigorously competing with other PSUs in Institutional business and trying to get maximum share out of Tenders. We have received orders from Haryana, Maharashtra, Punjab, U.P. etc. under NRHM Budget of Ministry of Health, under Purchase Preference Policy, for which Government of India has selected 102 medicines.

iii) Introduction of New Products :

The Company has introduced the following new products:-

- (a) Cephalosporins Antimicrobial like Cefotaxime, Ceftriaxone and Ceftadizine.
- (b) Antiulcer with anti vomiting component in form of Capsule (Omeprazole)
- (c) Azithromycin Tablet under Macrolide Antimicrobial
- (d) Deoclean, a low cost white Deodorant-cum-Cleaning Liquid and Star Brand Phenyl (low cost)
- (e) Dry Powder Injectables – Ceftazadime, Ceftriaxone and Cefotaxime Sodium

iv) Re-organization of Marketing Department/Network :

For better organization and control and taking into logistics into account the entire India will be divided into five zones, namely :

- A) North Zone, consists of North Region (Delhi/Punjab/Haryana/Himachal Pradesh/Jammu & Kashmir) and North Central Region,(U.P., Uttaranchal,)
- B) East Zone consists of Eastern Region (West Bengal & Orissa) and North Eastern Region,(Seven States of North East , Assam, Arunachal Pradesh, Nagaland, Manipur, Tripura, Meghalaya).
- C) Central Zone consists of Central Region (M.P., Chattisgarh)and East Centra,Region(Bihar&Jharkhand)
- D) West Zone, consists of North West Region (Rajasthan & Gujarat) and Western Region (Mumbai & Goa)

E) South Zone, consists of Southern Region (T.N., & Karnataka) and South Central Region (A.P., Kerala). Each zone will have not less than two regions and each region will have not less than two States.

v) Advertisement and Publicity :

We are taking part in different Fair by installing stalls and trying to sell our consumer products directly to the customers. The advertisement is very much limited to the availability of funds.

(B) RAW MATERIAL PLAN FOR UPSTREAM UNIT

Phenol is one of the key Home Products in BCPL. Mono Chloro Phenol (MCP) and Light Creosote Oil (LCO) are the two main ingredients for manufacturing Phenol. In order to bring down the Cost of Production of Phenol, the Company has been exploring the possibility of setting up Plant for manufacturing these two main ingredients. Once the Company is able to produce these two raw materials, the Company will be in very comfortable and advantageous position because there will be no necessity to buy raw materials for production of Phenol, resulting in bringing down the Cost of Production; on the other hand the Company may be able to sell these raw materials after captive consumption. However, the Company is studying its viability from logistics point of view.

(C) TECHNOLOGY UPGRADATION AND PRODUCTIVITY IMPROVEMENT PLAN

The Company has initiated development of Anti Rabies Serum. Trial batches have also been completed and the commercial production will be taken up later on. The Company has also initiated action for production of Antiretroviral and Kalazar Drugs.

The Company had signed an Agreement with Pasteur Institute of India, Coonoor, for manufacturing and marketing of Anti Rabi Vaccine. But the deal did not materialize later on. The Company is looking out for a suitable joint venture partner for setting up the project.

The Company has renovated Tablets, Capsules and Ointment Sections, Raw & Packing Material Store and QC in accordance with Revised Schedule 'M'. Other sections are under process.

(D) HUMAN RESOURCE DEVELOPMENT PLAN

To impart in-house/outside training at all levels

To rationalize manpower and effectively utilize them for better productivity with gradual upgradation of technology

To continuously educate and train workmen through Workmen's' Educational Programme

To continue participation in various Employees' Welfare Programme.