



**Sanofi India Ltd.**  
**67<sup>th</sup> Annual General Meeting**  
**Recording - 11 May 2023 - 02-49-01 PM**

- **Moderator:**
- Good afternoon, all!! Proceedings of this meeting are being recorded. During the meeting, the participants would be on the mute. I now hand over the proceedings of the meeting to Ms. Radhika Shah, Company Secretary of Sanofi India Ltd. Over to you ma'am.
- **Ms. Radhika Shah – Company Secretary, Sanofi India Ltd.:**
- Good afternoon, ladies and gentlemen!! Welcome to the 67<sup>th</sup> Annual General Meeting of Sanofi India Ltd. This meeting is being held through video conferencing in accordance with the circulars issued by Ministry of Corporate Affairs, applicable provisions of the Companies Act, 2013 and SEBI Regulations. The proceedings of this meeting are being web casted live for all our shareholders as per the details provided in the Notice to this Annual General Meeting. The proceedings are also recorded for compliance purposes. In accordance with the provisions of the Companies Act, 2013 and SEBI Regulations, members have been provided with the facility to exercise their vote by electronic means, both through remote e-voting facility and e-voting at the Annual General Meeting. Remote e-voting facility was made available to all the members holding shares as on the cutoff date, 4<sup>th</sup> May 2023 during the period commencing from 9.00 am on 8<sup>th</sup> May 2023 till 5.00 pm on 10<sup>th</sup> May 2023.
- Members joining the meeting through video conferencing facility who have not yet cast their vote by means of remote e-voting may vote through the e-voting facility at the AGM. The evoting platform is now open for voting and will close after 30mins from the time of the closure of this meeting. The members who have cast their vote by remote e-voting prior to the meeting are requested to not to cast their vote once again please. The Board of Directors have appointed Ms. Dipti Kulkarni, designated partner of M/s. MMJB Associates LLB, Practicing Company Secretary as a scrutinizer for this meeting. Based on the report of the scrutinizer, the combined results of remote e-voting and e-voting at the AGM will be announced and displayed on the website of the company and submitted to the stock exchanges. I now request, Mr. Aditya Narayan, Chairman to continue with the proceedings of the meeting.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Thank you, Radhika. A very good afternoon to all the shareholders, ladies, and gentlemen. First, let me introduce myself. My name is Aditya Narayan. I am the Chairman of the Board of Directors of your Company, and I will be chairing this meeting today. On behalf of your



board and the company, it is my privilege to welcome you all to this 67<sup>th</sup> AGM of Sanofi India Ltd. being conducted through video conferencing. The Company Secretary has informed me that the number of participants on this VC required for the quorum are present and I therefore declare the meeting valid and open.

- I would now like to introduce to you my illustrious colleagues appearing on the screen. I would also request each member to acknowledge when I introduce him or her. Let me now introduce my colleagues. First, Mrs. Usha Thorat, Independent Director and Chairperson of the Audit Committee and the Nomination and Remuneration Committee attending this meeting from Chennai. Mr. Rahul Bhatnagar, Independent Director and Chairperson of the CSR Committee, Stakeholder Relationship Committee and the Risk Management Committee attending this meeting from Sanofi India head office in Mumbai. Mr. Marc-Antoine Lucchini, Non-Executive Director attending this meeting from Paris. As you know, he is the head of the Foundation Business, General Medicine based in Sanofi, Paris. Mrs. Annapurna Das, Non-Executive director, attending this meeting from Sanofi India head office, Mumbai. She joined the board as a Non-Executive Non-Independent director of the Company with effect from 3<sup>rd</sup> November 2022. She is currently Head of Asia, Sanofi vaccines with responsibilities for commercial operations for countries across Asia including India. I welcome her to her 1<sup>st</sup> AGM of Sanofi India Ltd.
  
- **Mrs. Annapurna Das – Non-Executive Director, Sanofi India Ltd.:**
  
- Thank you, Chairman Sir. Hello! Namaste everyone! It's my pleasure and honor to be attending this Annual General Meeting and I look forward to contribute as a Board Member.
  
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
  
- Thank you. Next, you met last time, Mr. Rodolfo Hrosz, Managing Director of your Company. He is attending this meeting from Sanofi India head office, Mumbai. All of you have met him in the last AGM and I am sure there will be more interactions during the meeting. Next, Mr. Vaibhav Karandikar, Whole Time Director and CFO who is attending this meeting from Sanofi India head office, Mumbai. Mr. Cherian Mathew, Whole Time Director and Head of Industrial Affairs attending this meeting from his residence in Mumbai. And I think, you all know, let me still mention, Ms. Radhika Shah, Company Secretary attending this meeting from Sanofi India head office, Mumbai. Also present at the meeting, we have Mr. Arun Ramdas, partner PWC, Chartered Accountants who are the Statutory Auditors of the company. Mr. Omkar Dindorkar, authorized representative of Makarand M Joshi & Co., who are the Secretarial Auditors of the Company. And, Mr. Sukrut Mehta, partner Kirit Mehta & Co., who are Cost Auditors of the Company. As you all will remember, Mr. Charles Billard, Non-Executive director, stepped down from your company's board on 3<sup>rd</sup> November 2022. He had joined the board on October 2020 and Mrs. Annapurna Das, Non-Executive Director whom I just introduced joined the Board in his place with effect from 3<sup>rd</sup> November. On behalf of the Board, I take this opportunity



to record our deep appreciation for his valuable contribution during his tenure on the board.

- Let me know move to the details of the meeting and the compliances. As we are holding the meeting on video conferencing, I would now like to share the flow of this meeting with you. First, I will talk about the key achievements of your company in the year 2022 and on related matters. We will then cover proposals and resolutions which have been placed before you for approval. We had requested all of you to send and advance your queries on the proposals in the AGM notice and other matters in the annual report. In this meeting, we will respond to only those queries which have already been received by us. We have considered all the suggestions received in the last AGM and dealt with them appropriately. We will of course keep the lines open for those shareholders who have registered themselves as speakers at this AGM. We would like to share your suggestions, inputs and comments. If you have further queries on business operations, even if we are not able to respond to them today, the Company Secretary will surely respond to you in due course outside the meeting. And now let me turn to the business of this meeting.
- I trust you have received the Annual Report and the Notice of the AGM containing the resolutions to be voted on. The statutory registers required to be kept open at this meeting can be inspected in electronic mode by any member. You may send e-mail request on the email id provided in the notice and the Company Secretary will organize an electronic inspection of those registers. The notice of this meeting and the auditor's report have been with you for some time now as part of the Annual Report. The notice of this meeting is now considered as read. I am happy to inform you that Mr. Arun Ramdas, partner PWC, statutory auditor is present at the meeting. The auditor's report for the financial year 31<sup>st</sup> December 22 is being considered as read.
- Now let me turn to the 1<sup>st</sup> point which I mentioned. It gives me great pleasure in once again addressing all of you at the 67<sup>th</sup> AGM of the Company. As you know, for more than 6 decades, we have been at the forefront of supplying innovative and affordable medicine to patients in India. While pursuing our purpose of chasing the miracles of science to improve people's lives, we engage across the entire health spectrum from prevention of various diseases and health deficiencies to wellness, treatment, patient support and capacity building. The pandemic which mostly looks behind us now brought the entire healthcare ecosystem together like never before. Your company and all its stakeholders came together with the collective resources and strengths, to respond to the challenging situations and run the business with the resilience required to serve all patients. On the other hand, despite the ongoing geo-political tensions and economic stress caused by untamed inflation and supply disruptions, India continues to demonstrate admirable resilience and a growth focused policy environment. Government's efforts in bringing the gaps in healthcare infrastructure and making healthcare affordable to all provides enormous opportunities to make a difference to more than a billion lives. This makes our commitment for a healthier India stronger and even more unswerving. Capitalizing on the opportunities amidst uncertainties, the company continues to navigate and re-invent



itself through 2022. Your company's endeavor to transform the management of chronic diseases like diabetes does not stop at offering a diversified products but also to go ahead and deepen disease therapy awareness in the country. The company's cutting-edge science and manufacturing fueled by data and digital technologies have the potential to transform the practice of medicine turning the impossible into possible for millions of people. The quest is of course captured in the company's unifying purpose which chase the miracles of science to improve people's lives. Your company's unwavering commitment to building strong and long-lasting relationships with the stakeholders continues by fostering healthy dialogues and understand their needs and expectations. Promoting value enriching partnerships, deploying open ongoing and methodical processes with varied channels of communication are some of the initiatives which the company continues to strengthen. With increasing emphasis on ESG matters, your company is adopting newer ways to have an integrated business strategy that generates long term value for its shareholders. Programs like planet mobilization, diversity, equity and inclusions, social impact and employee wellbeing now include impact measurement so that the company can assess its performance. Inspired by Sanofi's globally SG strategy, your company undertook a materiality survey to establish a baseline in its very first integrated annual report for 2022. I trust you all would have taken interest in reading it in the report by now. Your company's human capital continues to play a crucial role in the functioning of the business. Striving to cultivate a thriving work environment by building a diverse work force, investing and enhancing the workforces, skills and career development pathways and ensuring the workforces' wellbeing has been imperative at Sanofi. During the year, the company launched volunteering league empowering the employees for their contribution to society. The company continues to strive to achieve environmental stewardship by developing cutting edge and environment friendly products while also putting a strong emphasis on sustainable resource management. Your company has joined the race to zero initiative – a global commitment to net zero carbon emissions by 2045 including commitments to limit its environment footprint and adopt circular solutions.

- With Rodolfo having taken over the reigns as the Managing Director last year, your company has refreshed its strategy with a renewed focus on growth and improving operational efficiencies with a commitment for value creation. To accelerate growth for both the pharmaceutical business and the consumer healthcare business in India, the company has announced yesterday the demerger of consumer healthcare business into a company wholly owned subsidiary – Sanofi Consumer Healthcare India Ltd. I am sure, all of you have read the press release and related announcements yesterday and may have already picked up what was conveyed during the investor call held earlier this morning. This demerger will help both Sanofi India Ltd. and Sanofi Consumer Healthcare India Ltd. to build sustainable growth models. With this, Sanofi is in a strengthening position in India allowing us to deliver better values to our shareholders and other stakeholders. There will be more on this in due course and is not a subject matter for this AGM.

- However, before I highlight the performance of your company in 2022, I would like to state that the results for the financial year 2022 are not comparable with that of 21, primarily because of the completion of the slump sale transaction of Company's Nutraceuticals business in 2021 and completion in transfer and sale of certain assets related to distribution business of Soframycin and Sofradex conducted in 2021 for which the consideration was received in 2022.
- Now just a word on the performance of the company last year. The Indian pharmaceutical industry has been growing at an average of about 10 percent over the last 5yrs. In 2021, growth reached spiked to 18 percent with higher sales and acute care and therapies and covid related medicines. In 2022, the industry grew at about 6.5 percent, added nearly 12000 crores of incremental sales. The demand for acute therapies increased while most chronic therapies like diabetes and cardiovascular treatment remained relatively steady. As you are aware, your company offers a wide range of medicines for the treatment of diabetics through both insulins and oral medicines. The company also offers medicines for cardiological issue, thrombosis, epilepsy, allergies and infections in addition to providing supplements for vitamin deficiencies. For the year 2022, your company achieved revenue from operations of about 27.7 bn as against 29 bn in the previous year. Excluding the exceptional sales in 2021 on account of covid pandemic, any price impact and supply issues in 2022, the domestic business has grown by approximately 3.7 percent. Profit from operations excluding divestment and exceptional income grow by about 6 percent over the previous years. Considering the cash flow requirements of the company and strategy, the Board of Directors have recommended Rs.194 per equity share of face value of Rs.10 each and a 2<sup>nd</sup> special dividend of Rs.183 per equity share of the face value of Rs.10 each for the financial year ended 31<sup>st</sup> December 2022. You will recollect that the company had earlier paid onetime special interim dividend of Rs.193 per equity share on 22<sup>nd</sup> August 2022. Accordingly, the total dividend for the financial year 2022 includes the proposed final dividend, one-time special dividend and the 2<sup>nd</sup> special dividend amounts to Rs.570 per equity share of face value of Rs.10 each. It gives me immense pleasure in informing you that your company has been recognized and certified by International Top Employer's Institute for the last 5 consecutive years for outstanding HR practices and policies. The reward is for excellence in working conditions offered to employees, development of talents and continuous improvement of human resource practices. The certification validates your company's continuous efforts to develop a solid, coherent and employee's centric strategy to position itself amongst the most attractive companies in India. Your company is committed to developing sustainable and scalable solutions to address social challenges and healthcare and deepen education through the partnership-based model of CSR initiatives. Your company's CSR programs include access to healthcare, capacity building, disease awareness and employee volunteering. You will find very useful details on this in the annual report. Your company's patient centric approach to deliver solutions beyond the pill has during the year help drive innovations and campaigns and programs. Further at the core of our operations lies the pillars of research, innovation and development.



- I would like to elaborate on some of these initiatives. Your company through innovative digital solutions such as tele engagement model successfully on boarded 10,000 healthcare professionals supported by omni channel and the triple partnership model. Your company has adopted several digital campaigns to enhance its presence across social media platforms to communicate its initiatives and spread awareness regarding healthcare to all our stakeholders. Such digital initiatives have collectively garnered over 50 lakh views in FY2022 itself. Landmark, a real-world long term prospective study of type 2 diabetes patients was published to capture and understand the progression of the disease, its control and treatment and complications over time. It saw multiple publications in India and international scientific meetings on diabetics and is a reference document on diabetes, epidemiology and management. During the past few AGMs, we have explained to you that your company is working on building digital capabilities in various aspects of the business. I am happy to share that digital technologies are now present in each aspect of the business or interactions, whether it's manufacturing, supply chain, from manufacturing to patient interaction, between company and healthcare professionals, interaction between healthcare professionals and patients and even an interaction between company and all its employees.
- In conclusion, with the dynamic operating environment, going forward your company will strive for growth and create value for all its stakeholders. The company remains focused on building capabilities for the future which will provide edge to the company in the long run. Your company will continue to review the progress and continue to update its strategic guidance from time to time. With renewed focus on growth, all at Sanofi are motivated to unleash the potential of your company for the next phase of accelerated growth and I thank all our employees across our company for this strong commitment to the values of Sanofi and their relentless perseverance in the pursuit of excellence to deliver the best for all customers and consumers.
- Before I conclude, I would like to once again thank you, our valued shareholders on behalf of the board for your continued support and goodwill. Thanks also to all other stakeholders for their support. Let me take this opportunity to wish you and your families all the very best for a safer and healthier tomorrow. Thank you for your attention.
- Let me now move to the next part which is a discussion around the resolutions. We have 5 resolutions for approval at this AGM. The 1<sup>st</sup> item on the notice relates to approval and adoption of the annual accounts for the year ended 31<sup>st</sup> December 2022. The 2<sup>nd</sup> item on the notice relates to confirmation and payment of interim dividend for the financial year ended December 31<sup>st</sup>, 2022, and the declaration of the final dividend of Rs.194 per equity share and a 2<sup>nd</sup> special dividend of Rs.183 per equity share for the financial year ended December 31<sup>st</sup> 2022. The 3<sup>rd</sup> item in the notice relates to the re-appointment of Mr. Marc-Antoine Lucchini as a director who retires as per rotation and is eligible for re-appointment. The 4<sup>th</sup> item relates to the payment of remuneration for the cost auditor. And the 5<sup>th</sup> item on the notice relates to the approval of overall limits of remuneration payable to non-executive directors. Since this meeting is being held through VC facility



and resolutions are put to vote only through e-voting, the practice of proposing and seconding the resolutions is not being followed. As part of the AGM notice, the shareholders who have queries for seeking clarification on these proposals or the annual report are requested to send their queries on email, on or before 5pm on Thursday, 4<sup>th</sup> May 2023.

- We would now like to address some of the questions that were sent to us. Am classifying them in a few brackets to make it easier. 1<sup>st</sup> – regarding new product introductions. The company is in the business of a wide array of medicines for therapy areas like diabetes, both insulins and orals, cardiology, thrombosis, anti-infectives, central nervous system and allergy. It will continue to keep looking for opportunity to launch product in these categories, both from our pipeline as well as through partnership opportunities. No.2 – Growth drivers for the company. As part of our new renewed strategy focusing on growth. There are 4 main growth pillars – diabetes, CHC, innovation by exploring supply localizations and partnership for reach expansion and go to market strategy. The company’s reach through pharmacies, there are approximately 8 lakh pharmacies in the company. The company covers these directly and indirectly. Regarding any LM impact on insulins, Lantus, the current insolation portfolio today offers the best-in-class insulin for managing people with diabetes. Our flagship brand Lantus is the most prescribed insulin brand in the unlocked category and is the no.3 product in the Indian pharmaceutical industry. Further Toujeo has doubled its sales in 2022, the very 1<sup>st</sup> year post launch of the cartridge. Diabetes management is beyond the pill and injection and Sanofi has a well-established patient support program which hand holds the patient in the initial part of the insulin journey. Lantus is part of an ilium, effective April 23. As explained in the investor call also that there will be a limited impact on the profitability towards the price drop since we follow the arm’s length principle for traded portfolio. There is clearly potential for volume increase in the scenario as Lantus will be priced in line with biosimilars.
- That brings me to the Q&A session of this meeting. Before we begin, I would like to clarify that questions on topics related to performance of individual products or therapy areas or margins of such products we may not be able to answer. Similarly, questions or queries on the future outlook of the business, manufacturing facilities, capacity utilization or profitability due to competitive reasons, we will not be able to give you any comments. We do not as you know give any future guidance and hence the questions related to future outlook will not be responded to. Of course, we remain open to address all other questions, questions pertaining to business performance, operations, financial results will be answered by Rodolfo and Vaibhav. The members who wish to speak at the meeting are requested to register themselves as a speaker by sending an email to the company on or before 5pm on Thursday 4<sup>th</sup> May. We received overwhelming response from shareholders to speak at this meeting. This year, we have had speakers from Mumbai as well as other cities in India. Due to the format of the meeting and in the interest of time, we may not be able to listen to all the shareholders. Each shareholder will be given a maximum of 3 mins to express his or her views. At the end of 2 mins, you will hear a



prompt in the form of a bell sound. You may start to begin concluding your remarks once you hear the sound. I would like to highlight to the speakers that when I take your name, your mike will be opened by the moderator of this meeting. You will also have to unmute the audio and start the video from your end and start speaking. So let me now turn to opening this and invite the 1<sup>st</sup> speaker for the day. 1<sup>st</sup> speaker of the day is Ashish Shankar Bansal.

– **Mr. Ashish Shankar Bansal – shareholder:**

– Can you hear my voice sir?

– **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**

– Yes sir, we can hear your voice. Please go ahead with your question sir.

– **Mr. Ashish Shankar Bansal – shareholder:**

– Respected Chairman and Board of Directors I will be thankful to you. yesterday you had announced that there are projects, how long will it take to complete these projects, if you can do it, I will be thankful to you.. Thank you, sir.

– **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**

– Thank you, Mr. Ashish Shankar Bansal. We will certainly look into the points you have mentioned. The 2<sup>nd</sup> speaker for the day is Mr. Rajesh Kewalram Chainani. Mr. Chainani?

– **Moderator:**

– Sir, Mr. Chainani has not joined the meeting. We will move to the next speaker shareholder.

– **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**

– Yes, alright. The 3<sup>rd</sup> speaker for the day is Mr. Vinod Motilal Agarwal. Has he joined?

– **Moderator:**

– Yes sir.

– **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**

– Alright. Yes Mr. Agarwal?





- **Mr. Vinod Motilal Agarwal – Shareholder:**
- Can you hear me?
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- We can hear you, but we cannot see you. Please switch on your video.
- **Mr. Vinod Motilal Agarwal – Shareholder:**
- Ok, I will switch on my video.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Very nice, very nice, thank you. Now we can see you also.
- **Mr. Vinod Motilal Agarwal – Shareholder:**
- Thank you respected Chairman sir. Respected Chairman Aditya Narayan, our MD Hrosz sir, CFO Vaibhav Karandikar and our CS Ms. Radhika Shah, good afternoon to everyone. Sir, I am pleased with the performance of the company and the dividend that the company has been giving out of Rs.570 dividend is an exceptional dividend. But what I am worried about is that the dividend that you are paying out are from the reserves of the company. When the reserves go down, how long can we keep on paying the dividend from reserves? It will not last forever. It will get over. Then you also mentioned about the demerger of the consumer business. Are we likely to get demerger company shares for shareholding in this company? What will be the strategy in that? Are we likely to do demerger and then sell off the company. I would like to get a little perspective on that. You are distributing a lot of cash. The cash via dividend, the amounts are huge sir. Can it not be used to set up some other facility maybe for exports since our exports are only about 15pc of our total sales? This is just a suggestion. I don't know. The company's board knows better. But still if the money is distributed...of course the shareholders would want that the company should give them back all the money, that is not in the long term interest of the company sir. We want the company to grow – putting investments, growing sales, putting in more facilities, that is what we will like sir. Am pleased with the company's awards and recognition facilities, the company's CSR facility, the EPS and everything is good sir. I thank the company for giving me time to speak. Thank you, sir.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Thank you Mr. Vinod Motilal Agarwal. We will respond to whatever queries you have raised to the extent it is possible to do so in the guideline that I have shared earlier. The 4<sup>th</sup> speaker for the day is Mrs. Lekha Satish Shah.

- **Mrs. Lekha Satish Shah – shareholder:**
- Hello!! Can you hear me sir?
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- We can hear you and we would like to see you also. Please put on your video.
- **Mrs. Lekha Satish Shah – shareholder:**
- Yes sir. Respected Chairman sir, Board of Directors and good afternoon to all of you. Myself Lekha Shah from Mumbai. First of all, I am very much thankful to our company secretary Radhika mam for sending me the AGM notice well in time, which is full of knowledge. Thank you, Chairman sir for explaining so well about the company. Congratulations for excellent work sir. Sir, I pray to God that he always showers his blessings upon you. Sir, I would like to thank all the people of the company for receiving awards and recognition by the plant during the year 22 and 23. And also, I am glad company is doing very well in the field of CSR activities. Chairman sir, I hope the company will continue video conferencing meeting in future. Sir, I have no question to ask. So, I strongly and fully support all the resolutions for today's meeting and my best wishes for our company and its prosperity. Thank you, sir.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- The 5<sup>th</sup> speaker for the day is Mr. Dinesh Gopaldas Bhatia. I will be grateful Mr. Bhatia if you can switch on the video as well.
- **Mr. Dinesh Gopaldas Bhatia – shareholder:**
- You have unmuted me from your end, but I cannot see the video switch.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Ok, no problem, you tell me. You go ahead. Please go ahead.
- **Mr. Dinesh Gopaldas Bhatia – shareholder:**
- I will just start my video.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Now you are looking good. Thank you.

– **Mr. Dinesh Gopaldas Bhatia – shareholder:**

- I would like to congratulate you and your entire team. You all are working really well. The awareness program that you have kept since many years in regard to diabetes along with doctors and nurses in collaboration with the Goa government and Maharashtra government, the joint management awareness program that you have conducted is an excellent thing. I feel very happy to see the awareness that you are creating for India, it's a very big thing. it's a good thing. Let others do whatever CSR activities they want to do but these activities that you are doing is an excellent activity. I am happy as this will not let the pain increase much. People will know their limitations. What activities can increase their pain? How it cannot be increased? So, these are very good things. I am very happy. It's an excellent work. I can even see that our EPS is good. It maybe lesser as compared to last year. Your speech was great. You said many things in that. Last year, because of the slump, we got 300cr. So according to that, maybe our profits were lesser, no problem.
- I just wanted to know only one thing sir. How much is our foreign exchange earnings and how much has been used? If you can say something about that.

– **Moderator:**

- Sorry for interruption sir.

– **Mr. Dinesh Gopaldas Bhatia – shareholder:**

- Last year the Company's share price was 5240 and our highest is 7020rs. So, our price is so heavy. It is only because of our company's good product and our good income. I can understand that. But why don't you convert your Rs.10 share into Rs.2. We will get 5 shares for every 1 share held so it will be like a bonus for us.

– **Moderator:**

- Sorry for interruption sir but please wrap your question.

– **Mr. Dinesh Gopaldas Bhatia – shareholder:**

- Hello?

– **Moderator:**

- Sorry for interruption sir

- **Mr. Dinesh Gopaldas Bhatia – shareholder:**
- Can you hear me sir?
- **Moderator:**
- Sir, you are audible. Please wrap your question sir.
- **Mr. Dinesh Gopaldas Bhatia – shareholder:**
- I have one request sir. In your board meeting sir, if you can convert our Rs.10 share into Rs.2. If you make it into a Rs.2 share, then it will not reflect in our balance sheet. It will only increase the number of our shares and it will be like a mini bonus for us, the shareholders. If you make your shares Rs.2, then our 1 share will become 5 shares and with this, next year, our price in the market will also increase. That will benefit us. So, if you accept this request or suggestion of mine, then I will be very happy because since the last 3yrs. we have been repeating this to you that split the shares but you are not splitting. If you see in the last 3yrs., our price that was there in 2020, it was Rs.8200. The result in 19-20 and the share price that was there in 21 was rs.8274 at the time of the meeting. And our last year's price was 7014rs. If I see the price at the time of this meeting, it is 6200. So, the price is ok sir but I request you this much that sir, you think about splitting, it will profit us. If the products are of a lesser price, we will also earn Rs.1000-2000 and the liquidity of it will increase in the market. The number of shares will increase so its price which is 1200-1500. If you split it, then we will be able to see the price at around 2000rs next year. We will get the price benefit also.
- **Moderator:**
- Can you complete your....please complete your point very quickly now time wise.
- **Mr. Dinesh Gopaldas Bhatia – shareholder:**
- One point is split and second, we have so many plants, so if you could do a plant visit for us, then we will be very happy. Thank you. Thanks to the Secretarial Department and to all of you.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Thank you very much for your suggestions, Mr. Dinesh Gopaldas Bhatia ji. Thank you. The next speaker for the day is Mr. Santosh Kumar Saraf.

– **Mr. Santosh Kumar Saraf – Shareholder:**

- Respected Chairman, members of the board present and my fellow shareholders, I'm Santosh Kumar Saraf, and I'm speaking to you all from Kolkata. Namaskar! I hope all the directors and employees are in good health. I thank the management for the special dividend given. The company is in capable hands. I had a question. Your percentage of women employees is only 15%. What steps are you taking to increase this ratio? Your CSR expenses last are in Annexure D, but I didn't receive it. So, can you give us details of Annexure D and show us what these expenses have gone into. Secondly, have you conducted an audit to ascertain whether the CSR expenditure has been utilised properly? Sir, I won't take up much of your time. I would request you to continue this VC meeting. Like you said, some of the managements are attending this meeting from abroad, which is only possible because of the VC. Since I wouldn't be able to attend a physical meeting, I'd request you to continue this VC meeting. If for any case you are compelled to hold a physical meeting, I'd request you to allocate 15 minutes towards a VC form of meeting too, so that out-of-town shareholders like me too can participate and place our concerns. Without taking up much of your time, I'd like to thank all of you and wish you for a bright future. I'd like to thank the moderator too from Link Intime. I'd requested the Secretary for a hard copy of the financials but haven't received the same yet. It would be nice to get that, since it's easier for an older person like me to read. Namaskar!

– **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**

- Thank you, Mr. Santosh Kumar Saraf, for all your suggestions. The next speaker for the day is Mr. Kaushik Narendra Shahukar. Yes Mr. Shahukar. You are on the screen, we can see you.

– **Mr. Kaushik Narendra Shahukar – Shareholder:**

- Good Afternoon everyone. I hope I'm audible?

– **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**

- Yes, please go ahead.

– **Mr. Kaushik Narendra Shahukar – Shareholder:**

- I am honored to have the opportunity to speak with all of you today. I want to start by thanking the board of directors for giving me this chance to address you all once again. As many of you would know, my name is Kaushik Narendra Shahukar, and I am from 1.00.57 from Mumbai. I have been suffering from dystonia, physical challenges due to dystonia, which has affected my right hand, right leg and my speech. So, half of my body is paralyzed, including my right hand, right leg and my speech. However, I have never let these challenges hinder my passion for accounting. However, I do need your support to continue to be self-reliant. I have been reaching out to you for the last few years, but since, my request has gone unheard. I understand that you may be busy with other things, but I would like to know the reason why my request has not been given attention in this

house? I want to make it clear, that I'm not looking for any freebies, free money or handouts. I am simply asking for your help to ensure that I continue to work to the best of my abilities. As a practicing Chartered Accountant, I value independence and self-reliance, and I hope that you'd appreciate my desires to maintain my independence. I believe that with your support, I can continue to make a meaningful contribution to our organization, and to society as a whole. I look forward to hearing from you, and I thank you for your time and attention today. Sir, my final request, I support all the resolutions. I also request you to please convey my message to Mr. Arun Ramdas, as we are from the same field. He can also help me get some work from him, from PWC. Thank you so much.

– **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**

– Thank you, Mr. Shahukar. The next speaker for the day is Mr. Bharat Mulchand Shah. Mr. Shah? Yes, we can see you now.

– **Mr. Bharat Mulchand Shah – Shareholder:**

– Sir, can you hear me?

– **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**

– Yes, we can.

– **Mr. Bharat Mulchand Shah – Shareholder:**

– Sir, my name is Bharat Shah. I've been your shareholder and have been attending your AGM for years. I have not query as such. You are running the company very well and have taken the company to new heights, even in these tough times. You have given a good dividend, good returns and always look after us shareholders. You respect us shareholders, and I'd like to thank the board of directors and all the employees of the company for that. May you continue to grow manifold, I pray to God. I have no questions regarding the accounts, and I'm very happy the way the company is run. Like a previous shareholder said, it would be nice if you reduce the share price to Rs. 2 or Rs. 5. That way, it would be easier for us to purchase. Secondly, I'd request you to declare a bonus in the next year. I congratulate and thank you for the awards and accolades received, and even for your CSR activities. I'd like to thank the Company Secretary Radhika Shah and her hardworking team for respecting us shareholders, for solving our queries and for giving us the best investor service. So, thank you to Radhika and her team. It's been many years since you arranged a plant visit to Goa or Ankleshwar. I request you to arrange for at least one plant visit in this financial year. When we meet face to face, it creates a person touch. For eg. We can all watch the Siddhi Vinayak Mandir online, but it's a different feeling when you physically go there. Hence, I'd request you to keep a face-to-face meeting. Like Mr. Santosh Saraf requested for a hybrid meeting, I'd request you allocate time in such a meeting for a VC for such shareholders too. You have my full support. Jai Hind!

- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Thank you, Mr. Bharat Shah. The ninth speaker for the day is Mr. Dharmesh Pravin Vakil. Yes, Mr. Vakil, we can see you.
- **Mr. Dharmesh Pravin Vakil – Shareholder:**
- All the board members and shareholders, a very warm, also a very hot good afternoon in Mumbai here. I'm Dharmesh Vakil, shareholder from Mumbai. Can you hear me?
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Yes, yes we can. We can even feel the heat.
- **Mr. Dharmesh Pravin Vakil – Shareholder:**
- Oh, so kind of you! See, now that the pandemic is over worldwide, why have you not held a physical meeting? All you directors and staff are moving out for various social and family gatherings and official meetings. Then, why only we shareholders are deprived of physical meetings. See, we can have elections, sports, everything, then only is the physical AGM not taking place? We were justifying reply. From the Annual Report one can see from all the pictures that you've moved here and there, round the year. I've got the copy of the Annual Report by courier. It is very nicely printed, full for information, with colorful pictures. So, it is indeed a good and appreciable by the Hon. Company Secretary Madam and the entire department. I am thankful to all of them individually. See, my one suggestion is, you should print all the contact numbers of our registered office, of our various plants, and also of our registrars with their email ids. It would be very easy and convenient for the shareholders to contact each one of them at any course of time. One more suggestion – you start publishing an at-a-glance table, showing the last 10 years performance of our company, like sales, profits, EPS, dividend, share capital, etc. See, I want to visit all of our plants one by one, say Ankleshwar, Goa. My beloved wife is also our shareholder, Smt. Poonam Vakil. So, please enroll our names for a plant visit. Then, we expect bonus and split. See, the split will definitely enhance our market liquidity. I once again congratulate the management for all the all-round excellent performance of our company year by year, and I wish you all the best for the times to come. I also congratulate and compliment you for the innumerable awards which we have won during this year and in the past also. I wish you all the best. And, since have got another meeting, I request you to reply to my queries by email. Thank you very much. Namaskar and Jai Shri Krishna to all!
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Thank you, Mr. Vakil. The tenth speaker for the day is Mrs. Poonam Vakil.
- **Moderator:**
- Sir, she has not joined the meeting.



- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- That’s okay. I think Mr. Vakil was already talking about her. Let’s move on to the next speaker, Mr. Bimal Kumar Agarwal. Yes Mr. Agarwal, we can see you.
- **Mr. Bimal Kumar Agarwal – Shareholder:**
- Can you hear me?
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Yes, we can hear you and see you.
- **Mr. Bimal Kumar Agarwal – Shareholder:**
- Good evening to everyone. First of all, I thank the Company Secretary and his/her team and also the management. You’ll always have the meeting online. That’s a better opportunity for all the shareholders, from anywhere they can join. The revenue and the profit excluding exception items have declined during FY22.
- **Mr. Rodolfo Hrosz – Managing Director, Sanofi India Ltd.:**
- We missed the audio. We can’t hear you.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- We can’t hear you very clearly. We can’t hear you.
- **Ms. Radhika Shah – Company Secretary, Sanofi India Ltd.:**
- Please repeat your question Mr. Agarwal.
- **Mr. Bimal Kumar Agarwal – Shareholder:**
- Please provide insights into the steps taken by the management to drive the growth. Please provide details of the company’s capex plan over the next 3 years. How many products’ patent have you got? Thank you very much. That’s all from me.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Clear questions finally. Thank you. The next speaker for the day is Mr. Satish Jayantilal Shah.
- **Moderator:**
- Sir, he has not joined the meeting.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**



- Alright, so let's move on. The next speaker is Mr. Dipankar Purkayastha. Yes, we can see you Mr. Purkayastha, please carry on.
- **Mr. Dipankar Purkayastha – Shareholder:**
- See, I have just two points. If I just amplify the comments made by one of the previous shareholders, EBITDA CAGR, if I look at the growth rate in EBITDA for the last 5 years, it is 2%. EBITDA CAGR for the last 5 years is 2, while the PAT CAGR for the last 5 years is 13%. There is this huge divergence between Operating Profits and below the bottom line profits, which is obviously happening because of the extraordinary income from divestments and divestitures that this company has been doing. So, shareholders are, no doubt, very happy, because you're putting out very handsome dividends. But, as one of the previous shareholders had pointed out, there is a limit to how much dividend you can pay by just selling off the family silver. Operationally, this company has stood still for the past 5 years, which you can see from the EBITDA CAGR of just 2%. So, what are your plans for real growth in Operating Income, not by just selling off pieces of silver? See, the context why I'm raising this question is, you have already announced couple of years back, that the parent company has discontinued basic research in diabetes, it has discontinued basic research in cardiovascular, which are some of the main therapeutic areas of this company. So, I had raised this question last year, and last year I was assured by the then MD and CFO, that don't worry, even if the parent company has discontinued diabetic research, we can always get into partnerships who can leverage our marketing strength. See, one year has passed, I have not seen a single partnership in diabetes, although we were told that you'll be exploring partnerships. So, this is now becoming a real concern for the shareholders. Now, that you are spinning off the consumer business, what will... the residual part of this business happen, because no basic research, no partnerships. Yes, you will grow by tapping the unpenetrated market, your diabetic pen is doing marvelous business. But, in the absence of further innovations in the pipeline, this also will reach a dead end after sometime. So, please think about what future you are offering the shareholders of the company. Second point is, I wholeheartedly welcome the decision to spin off the consumer healthcare business. We have seen many MDs come and go, I would like to place on record my appreciation of this MD and he sat down and put on his thinking cap and thought of how he can enhance value for shareholders by spinning off the consumer healthcare business. It's a very good step which is in line with the global practice in all the other healthcare companies. I have seen the press release that you have released on this occasion, the new healthcare business will be accounting for, I think, 700 plus crores of business, accounting for 28% of the turnover of the combined company now. So, just one small question, how much of the profits of this company will be going there? Turnover is 700 crores, turnover is 28%, so how much profits will also be going into the consumer healthcare business? These were my two questions. Thank you for the opportunity and good day!

- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- So nicely explaining both the points. The next speaker for the day is Mr. Hariram Choudhary.
- **Mr. Hariram Choudhary – Shareholder:**
- Yes, I'm just starting my video. Chairman, Shri. Aditya Narayan ji, my name is Hariram Choudhary. I'm speaking from my home at Santacruz. Mr. Chairman, I appreciate the services extended by the Secretarial Department under the guidance of Radhika ji Shah. We appreciate that. I would be speaking on CSR also, therefore I would like to have the attention of the Chairman of the CSR Committee. First, I come to CSR only. Kindly let me know who is the Chairman of the CSR Committee, and who are the members of the CSR Committee? How much amount you have spent on CSR, and whether this amount is more than 2% of the average of the last 3 years? And Mr. Chairman, there are many hospitals in Mumbai which have a cardiac support group or diabetes support group, and hold their meeting every month. Will you please support them by sponsoring the meetings? This will be a nominal amount, but from the point of view... the commercial point of view also, this would be beneficial, and it would be serving a public purpose. So, in your speech, kindly let me hear about your reaction. Now, some suggestions are there Mr. Chairman. The first 15 minutes there's a video, but in the video the CSR activity and the details of the products could have been given in the first 15 minutes before start of the meeting. Now, another suggestion is, the speaker number should be given by the Company Secretary, and the moderator should announce the speaker number also. Another suggestion is, there should be a dedicated mobile telephone in the Secretarial Department, since we don't get the landline number. So, even if we don't get the landline number, atleast we can send a message through the company. The Secretarial Department should consider this as they could be the first company to set an example for the other companies. And do let us know whether we are using solar energy in all our plants. Now, my next request and suggestion is, that we have a Diwali get together in the month of November, because we have saved lakhs of Rupees. A Diwali get together of those who are present. And if that is also not possible, just for the speakers. That can be considered. Kindly let us know what are the latest digital technologies we have adopted, including artificial intelligence. Now, I request the Company Secretary to send a physical copy of the Annual Report, because this would be my reference copy. This is required for health purpose. So, one copy may be sent to me. This is my request to you, to the Company Secretary Radhika ji. With this I complete. I convey my best wishes for all-round progress and prosperity of the company. Thank you, Aditya Narayan and Radhika ji. My name is Hariram Choudhary. Thank you.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- The next speaker for the day is Mr. Yusuf Yunus Rangwala.



- **Mr. Yusuf Yunus Rangwala – Shareholder:**
- Can you hear me?
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- We can hear you, but...
- **Mr. Yusuf Yunus Rangwala – Shareholder:**
- My video will start shortly. Good afternoon, sir. I am very happy about the company.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Don't worry about the picture, you can speak.
- **Mr. Yusuf Yunus Rangwala – Shareholder:**
- Sir, let the video be. Good Afternoon sir. I'm very happy with our Company Secretary Radhika madam. She's a very hardworking Secretary, you are very lucky to have such a Company Secretary.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Anything else you want to say, Mr. Yusuf? I think we've lost the line, probably.
- **Moderator:**
- I think we have lost him sir.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- So, we'll move to the next speaker is... Shall we wait for some time? Mr. Yusuf, can you hear us?
- **Mr. Yusuf Yunus Rangwala – Shareholder:**
- Yes sir, I can hear you.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- But your voice is not reaching us. Please speak quickly.
- **Mr. Yusuf Yunus Rangwala – Shareholder:**
- Good Afternoon sir. Can you hear me now?
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- I can hear you now, speak quickly.

- **Mr. Yusuf Yunus Rangwala – Shareholder:**
- Good Afternoon sir. I'm very happy with our Company Secretary Mrs. Radhika madam for giving us good excellent services, and for giving excellent dividend, twice sir. Nothing more to add. We have two factories. One is at Ankleshwar, and one is at Goa. I haven't visited any of them in the past 7 years. Sir, this is a very long period. Sir, we have many pharmaceutical products. I would like to have some products as a sample, if possible, sir. You can arrange some product samples. I would like to have them. The shop premises that you made is very... are you going to introduce any new shop premises, I want to know. And sir, our products are excellent. I have a small poem for our Chairman Mr. Aditya Narayan. Your smile is like the shining sun. We thank you sir. It's extremely hot today, but seeing you, we have forgotten the heat, and we are very happy to see you smile. You make us forget the hot weather. Thank you very much. If possible, do give me your office telephone number. Thank you very much. Jai Hind! I end my speech. Nothing more to add. Thank you, sir. Jai Hind sir!
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Thank you very much for your good comments. Wish you all the best. Can we move to the next speaker, Mrs. Smita Shah.
- **Mrs. Smita Shah – Shareholder:**
- Sir, can you hear me?
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Yes, we can hear you, but we can't see you.
- **Mrs. Smita Shah – Shareholder:**
- Okay, I'll put it on.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Now we can see you and even hear you.
- **Mrs. Smita Shah – Shareholder:**
- Respected Chairman Shri. Aditya ji and other respected directors, I'm Smita Shah from Mumbai. Sir, firstly I would like to congratulate you as you're No. 1 among all the pharmaceuticals in the country, and I would like to congratulate you for your excellent work. Radhika madam's service too is excellent. She is very charming and good natured and is very prompt in reverting to our shareholders' queries. So, I would like to thank Radhika madam and her entire Secretarial Team for their excellent service. Many shareholders before me have said a lot, about split, bonus, etc., so I would like to repeat anything. Sir, many shareholders, including those from Mumbai, are requested you to continue this online meeting. I'd say, make it hybrid. I agree with Mr. Santosh Saraf, to

have a hybrid meeting. For how long can we meet online this way? We should at least meet once a year. We haven't been meeting for 4 years now. You must be having a record, that we've been attending your meeting for years. Sir, now we want to meet you closer, physically. So, please think of everyone. We attend AGMs of smaller companies, so how can we tell you continue online. I would like to reiterate, that those shareholders who are out of town, like in Kolkata, Delhi, etc., or even those in Mumbai who wouldn't wish to physically attend, could continue to attend online. But we are the ones who regularly attend your meetings, so please consider us. Even Mr. Dhamesh mentioned that these restrictions are only for us shareholders, while schools, colleges and offices are functioning normally. Here we are only talking to your picture, and it's essential for us to see you in person. So, it's my humble request to keep next year's AGM physical. And for those who want to attend online, good for them, that way the hall won't get overcrowded. Sir, we always have supported you and even today fully support all your resolutions. In 3 years, you'll complete 70 years. So, what is your plan for the next 3 years? Do you plan to launch any new medicines? Do you have any other plans with regards to technology and medicine? Also arrange a plant visit. Wishing you all the very best for the future, and with my full support, I end here. Thank you.

– **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**

- Thank you very much. We have now taken into account all the comments and suggestions which have been made by the speakers. We have taken note of your valuable comments, and we will certainly consider them to the extent possible in future.
- I would now request Rodolfo to make any comments on the suggestions or respond to any points, and I'll be grateful if you can keep it as brief as possible. Thank you.

– **Mr. Rodolfo Hrosz – Managing Director, Sanofi India Ltd:**

- Thank you Mr. Chairman. I would like to thank every shareholder that participated today, and for their questions, suggestions and compliments. I am really impressed by the commitment and interest that you display in this discussion with us. And, everything that you say, every suggestion you make, every question you ask, we might not be able to fully address in this session, but rest assured, we'll be taking them very seriously, and we have taken notes on everything. I cannot understand every one of the questions because my Hindi isn't good enough yet. But, I have help from my colleagues, and we will be able to understand everyone of the questions, and we'll be able to analyze and integrate those suggestions in our plans.
- First, I think there are few questions Mr. Chairman, that I would like to address myself, and then a couple I would like to direct to Vaibhav.

– **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**

- Yes please.

– **Mr. Rodolfo Hrosz – Managing Director, Sanofi India Ltd:**

- So, the first question that I would like to address myself, is an important question that was raised by some of you around growth. And growth is the word that is the most important to me. In a way, I think a couple of the shareholders that spoke today, made some references about the past performance, and questions about the future performance. So, it is true, that the leadership of the company isn't happy with the past performance. So, we are looking for and pursuing new directions to accelerate the performance of the company. Even if this company has generated shareholder value over the last many years, in the last 12 years, delivering a 12.2% annual growth or annual compounded growth in terms of value, we still believe we can do and should do much more. Sanofi in India caters to a number of patients, and we believe we need to cater to many more patients in India. So, we have an ambition to take our products to improve the lives of many more Indians, than we are able to today. And this is the basis of the plan that we developed and deployed in Q3 2022 called India for India, whereby we have elected four priorities to drive growth and accelerate the performance of the company going forward.
- First of all, we decided to focus on the diabetes, consumer healthcare, innovation & partnerships, and lastly, on our go-to market evolution. We have been executing against those priorities since then. And yet, in fact, the initial results from the last two quarters are quite positive. You may have seen from the data that was released, and some of you may have been able to attend the investors' call earlier today, we pointed out that this Q1 2023 is one of the best quarters we have had in the company. While there is a lot to be done going forward, and we are not naïve to think that we are able to turn around and accelerate so quickly, it is very encouraging that we see signals and signs of accelerated performance and improvement in our performance. Our underlying performance in Q1 was good, was better than what we have had in the past quarters, in the past years. So, we are on track, we have a plan. And the plan is showing that it has consistency, and it will deliver accelerated performance going forward. By no means, we're selling the silver of the family, right? It's quite the contrary. We value and treasure it so much, and we have phenomenal assets, phenomenal brands, with very strong leadership positions in key categories, and we nurture them and want to continue to develop them and build them. Every now and then, we do look at our portfolio and adjust the portfolio. But it doesn't mean at all that we would be selling silver of the family.
- I would like to ask Vaibhav to address a couple of other points that were raised, that I think he took note of already.

– **Mr. Vaibhav Karandikar – Whole-time Director & CFO, Sanofi India Ltd:**

- Thank you, Rodolfo, and thank you to the shareholders for raising their questions. I'll address them one by one.
- The first question which I want to address was on the sustainability of the dividends, and I think Rodolfo did talk about the India for India strategy. We unveiled this India for India

strategy last year, and two main pillars of the strategy was the growth will now come from global and local innovation and partnerships. So, essentially, the future growth of the company is largely organic in nature, and therefore, the high payout ratio that you see that we have given in the last... the increase that has happened in the last couple of years, excluding the special dividend, we will be able to maintain those payout ratios considering the fact that the growth is largely organic. And the board will continue to look at this as we go along. But, in the near term, I would believe that the payout ratios are quite sustainable.

- The second question was regarding foreign exchange earnings and outgo. In terms of earnings and outgo, we are quite close. We're earning 400 crores foreign exchange, we spend 400 crores. So, we're actually having a natural hedge in that.
- There was a question on the profitability of the CHC business. As we mentioned during the investor call and in the stock exchange announcement, the CHC business is approximately 30% of sales in terms of revenues. And the profitability share is between 35 to 38% of operating profits, that's important to note. So, that will give you colour in terms of how the profits and the revenue split occurs between the two businesses.
- There is a question on capex plan. Like we mentioned, at our Goa plant, we have sufficient capacities to meet current and future demands. So, the capex, essentially in the future, will be replacement capex. There's not significant expansion capex that we plan as we go forward.
- There was a question for impact assessment for CSR and the spend. I think these details are mentioned on page 69 of the Annual Report. The number of people impacted? I think there are two flagship programs, one is our type 1 program, and the second is the mobile medical unit program where we try to impact and create awareness with individuals. Almost 145,000 individuals were reached out, and 25,000 patients were diagnosed. For more details, of course, for all our activities and the beneficiaries, please refer to page 69 of the Annual Report.
- There was one question also on the financial table. I think financial tables are given for 5 years. One of the shareholders said last 10 years' data should be given, but currently we have on page 41 and 42, last 5 years' data that is available. And we'll consider your request going forward.
- There were lot of questions on stock split. I think the board keeps evaluating what's in the best interest of the shareholders, and we'll evaluate it as well, as we go along.
- I think that's it Chairman sir from my side, unless there are any more questions.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- First of all, thank you Vaibhav for addressing the questions very specifically, and perhaps more importantly, thank you Rodolfo for having given a flavor for addressing the basic concerns which came through from some of the shareholder speakers.



- I would just like to add three points. First, I'm very grateful to all the shareholders for their positive comments and feedback. And, it is of enormous importance to continue to have your confidence and strength as we go forward in building a future for ourselves. So, thank you very much.
- The second part is that, in terms of the comments which have come about physical meeting as well as virtual meeting, both have merits, both have advantages. We note all the points that have been suggested by people, and certainly, it will be a pleasure for us to meet, in case it is possible to meet. And we will try and evaluate, going forward, what might be the best way next year onwards.
- The last point which I wanted to mention, is really thanks to the Secretarial function for having put together all the arrangements for today. I hope all the shareholders had full access and full visibility to the full proceedings.
- This, in a way, brings me to the end of this meeting. But, before I announce conclusion, there are a few important points I'd like to mention: Members who have still not voted on the resolutions, are requested to cast their vote on the NSDL e-voting system. The detailed process for voting is already mentioned in the AGM notice. Let me remind you, that voting will close after 30 minutes from time of closure of this meeting. As I see it, we are around 4:25 now, and it will become more like 4:30 by the time we finish the meeting. So therefore, the voting lines will definitely close by 5 p.m. latest.
- I would like to thank our employees across the company for their strong commitment to the values of Sanofi. Let me be honest, it's been very difficult for a lot of our employees to go through all the challenges which have been undertaken during the course of the year. And I'm very confident that there will be renewed enthusiasm for the new strategy which has been put in place, where all the employees will be enthused to service and provide the best possible support they can for all our customers, all our consumers, all our patient cares, all our healthcare people, and the stakeholders at large. So, I look forward to continued support from the employees for taking the company forward.
- Before I conclude, I have to, once again, thank you on behalf of the board for your continued trust, goodwill and support in all our efforts. Wishing you and your families all the very best for tomorrow. Thank you very much. Bye.
- ***END OF MEETING/E-VOTING BEGINS***