



**Sanofi India Limited**

**68<sup>th</sup> AGM**

**14/5/2024**

- **Moderator:**
- Good afternoon, shareholders. 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.:**
- Thank you. Good afternoon, ladies and gentlemen!! Welcome to the 68<sup>th</sup> Annual General Meeting of Sanofi India Limited. This meeting is being held through video conferencing in accordance with the circulars issued by Ministry of Corporate Affairs under the applicable provisions of the Companies Act, as well as SEBI Regulations. The proceedings of this meeting are being webcasted live for all our shareholders as per the details provided in the Notice to this Annual General Meeting. The proceedings of this meeting are also being recorded for compliance purposes. In accordance with the provisions of the Act and the Regulations, members have been provided a facility to exercise their right to vote by electronic means, both through remote e-voting facility and e-voting at the AGM. Remote e-voting was already made available to all the members from, 11<sup>th</sup> May to 13<sup>th</sup> May.
- Members joining the meeting through video conferencing facility now, who have not yet cast their vote by means of remote e-voting may vote through the e-voting facility provided at the AGM. The e-voting platform is now open and will close exactly 30 mins from the time of the closure of this meeting. Please go ahead and cast your votes. Please who have already cast their votes through remote e-voting please do not cast your votes again. The Board of Directors have appointed Ms. Omkar Dindorkar partner failing him Mr. Saurabh Agarwal partner at MMJB Associates LLP, Practicing Company Secretaries, as the scrutinizer for this meeting. Based on the report of the scrutinizer, the combined results of remote e-voting and e-voting done today will be announced and displayed on the website of the company and also shared with the stock exchanges as per the requirements. I now request, Mr. Aditya Narayan, our Chairperson to continue the proceedings of the meeting. Thank you.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Thank you, Radhika. Ladies and gentlemen, a very good afternoon to you. My name is Aditya Narayan and I have the privilege of serving as Chairman of the Board of Directors of Sanofi India Limited and thus will also chair this meeting. It is my pleasure to welcome you all to the 68<sup>th</sup> Annual General Meeting of Sanofi India



Limited being conducted through video conferencing. The Company Secretary has confirmed that we have the required quorum for this meeting. Therefore, I officially declare this meeting valid and open. I would now like to introduce my esteemed colleagues who you can see on the screen. I request each member to acknowledge their introduction when I call their names.

- 1<sup>st</sup>, Mrs. Usha Thorat, whom you all know from the past, Independent Director and Chairperson of our Nomination and Remuneration Committee, CSR Committee and Risk Management Committee.
- Mr. Rahul Bhatnagar, Independent Director and Chairperson of the Audit Committee and the Stakeholders Relationship Committee.
- Mr. Rodolfo Hrosz, Managing Director of the company.
- Mrs. Renee Amonkar, Whole Time Director. Who has joined the Board on 26 September, 2023. She is the Site Director at the Sanofi site in Goa and is joining the VC from Goa.
- Mr. Vaibhav Karandikar, who you all know from the past has transitioned to another role within Sanofi Group has ceased to be a Whole Time Director and CFO of the company. However, he continues to be a Non-Executive Director effective 1<sup>st</sup> December 23.
- Mr. Rachid Ayari appointed as Whole Time Director and Chief Financial Officer effective 1<sup>st</sup> December, 2023.
- I'm sure you all know Ms. Radhika Shah, Head of Legal and Company Secretary.
- Mr. Eric Mansion, appointed as Non-Executive Director effective 3<sup>rd</sup> June, 2023. He's the General Manager of Pharma business, MCO Southeast Asia and India and is attending the meeting as an invitee from France through this video conferencing. I take this opportunity to welcome Eric as he will be on the Board as a regular Director shortly.
- Usha, Rahul, Rodolfo, Vaibhav, Rachid, Radhika, and I are attending this meeting from the Sanofi head office in Mumbai. For the others, I have already covered from where they are attending. Also joining the meeting through VC are Mr. Arun Ramdas Partner at Price Waterhouse Coopers our statutory auditors. Mr. Omkar Dindorkar authorized representative of Makarand M. Joshi & Company, our Secretarial Auditors and Mr. Sukrut Mehta, partner at Kirit Mehta & Company, our Cost Auditors. As you all know, Mr. Marc Antoine Lucchini and Mr. Mathew Cherian stepped down from your company's board last year. On behalf of the Board, I would like to record our deep appreciation for their valuable contributions during their tenure. Let me know, thank you all for being here and continue this meeting by sharing the flow of the meeting as it will go.

- First, I will begin by highlighting the key developments of our company in 2023. We will then proceed with the proposals and resolutions that have been presented for your approval. Prior to the meeting, we had requested you to submit any questions concerning the proposals in the AGM Notice and other topics covered in the Annual Report. Today, we will address these inquiries that we have already received. We have taken into consideration all the suggestions which had been made during the last AGM and have addressed them accordingly. We will also provide an opportunity for registered shareholders to share their suggestions, inputs, and comments about the company. If there are any fresh questions which have not been addressed during today's meeting, the Company Secretary will respond to them soon after the meeting is over. Now, we move on to the main business of today's meeting.
- So, first, my opening remarks. I trust that you have all received the annual report and the AGM notice, which includes the resolutions to be voted on. The statutory registers that are required to be available for inspection during the meeting can be accessed in electronic format. Members who wish to inspect these registers may send an e-mail request to the e-mail address provided in the notice of the AGM. The Company Secretary will facilitate the electronic inspection of these registers. The notice for the meeting and the auditor's report has been available to you for some time as part of the Annual Report. The notice of this meeting is therefore being considered as read. The statutory auditors have issued an unqualified audit report on the Company's annual accounts for the year ended 31<sup>st</sup> December 23. The audit report for the financial year is also therefore considered as read. The Board have appointed M/s. Makarand M. Joshi & Company Practicing Company Secretaries to conduct the secretarial audit of the company for the year ended 31<sup>st</sup> December 23.
- The comments made by the secretarial auditors are self-explanatory and the report is part of the annual report you have already seen and now to the highlights from 2023 and other related developments regarding your company. I hope that by now you have already perused our 2023 integrated annual report along with the operational and financial performance over the past year. Accordingly, I propose to keep my remarks brief to essentially highlight a few important points only. As you know, for more than six decades we have been at the forefront of supplying innovative and affordable medicines 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.
- As you know, your company offers a wide range of medicines for the treatment of diabetes through both insulins and oral medicines. The company also offers medicines for cardiological issues, thrombosis, epilepsy, allergies, and infections in addition to providing supplements for vitamin deficiencies and we do all this and more to the highest standard of corporate governance at all times and now a quick look at the business environment. Amidst the challenging global economic landscape and volatile geopolitical conditions, India continued to shine as a bright spot with its steadfast commitment to holistic growth and development.



- In 2023, its real GDP grew at over 7% and the government continued to create schemes to increase healthcare expenditure. Numerous ambitious national initiatives such as Ayushman Bharat, Ayushman Bharat Digital Mission for digitizing healthcare reflect the government's strong commitment to universal healthcare. Further, initiatives like Make in India, Vision Pharma 2047, and Production Linked Incentives promote domestic manufacturing. Exports and the growth of the Indian Pharmaceutical industry. In response to this environment, your company has adopted the India for India strategy driven by our commitment to addressing the growing healthcare demands in India. This annual report provides details of the progress made for each of our strategic thrusts and therefore I will only briefly touch on the key aspects.
- The first one to mention is the demerger of the consumer healthcare business. To provide sharper focus to the fast-growing consumer healthcare segment, your board had approved the demerger of your company's consumer healthcare business into a separate company in May 2023 and you had given your resounding approval to a scheme of demerger in December 2023. Subsequently, the company filed a petition before the National Company Law Tribunal, Mumbai and the Tribunal admitted the petition wide its order January 16<sup>th</sup>, 2024. Following hearing, the Tribunal sanctioned the scheme wide its order dated 7<sup>th</sup> May, paving the way for listing of the new separate company Sanofi Consumer Healthcare Limited with shareholding identical to Sanofi India Limited in the coming few months. We believe that this will unlock value for all the shareholders and will grow rapidly in the time to come.
- Next to highlight is the expansion of treatment for diabetes. As you know, your company is dedicated to bringing about a transformation in treating people with diabetes by providing high quality medicines and services. The ICMR estimates that the number of people with diabetes in India has reached 101 million in 2023, up from 70 million of 2019. In this background, our flagship brand Lantus continues to do well despite the negative price rationalization impact by being included in the National List of Essential Medicines in 2023. With innovation at the forefront of our strategy, we have now introduced the global blockbuster drug, Soliqua in 2024, leading to a potential significant expansion to our insulin portfolio. Your company already has a strong oral portfolio with first in class medicines like Amaryl. The portfolio is currently ranked #5 and continues to consolidate its market position via new go to market models, reinvention of its Medico marketing initiatives to stay differentiated and embrace the power of the digital world to enhance reach and impact.
- Next is the expansion in our reach of other therapies. As you would appreciate, our priority is to accelerate innovation and bring transformative therapies to patients in India, while enhancing operational efficiency. In 2024, to expand the reach of our portfolio of established brands, we have entered into distribution and promotion partnerships with Emcure Pharmaceuticals Limited and Cipla Limited for our cardiovascular and hospital products and CNS products respectively. This way, we



aim to serve the needs of a much larger population of patients across the country through the extensive distribution capabilities of both our partners.

- We export to over 28 countries and our world class Goa manufacturing site continues to explore further opportunities for exports.
- Next to highlight is the impact of new technology, innovation and digitization. The Pharmaceutical industry is poised for significant transformation driven by advancements in technology. Digital technology, data analytics, artificial intelligence and machine learning have the potential to revolutionize the entire value chain. The e-Pharmacy segment is already playing a crucial role in providing digital access to healthcare products and services. In India, we are actively advancing our digital transformation involving the creation and adoption of digital platforms and campaigns. This initiative aims to promote greater health awareness and expand the reach of our portfolio to more HCP's and patients. Our Goa site has already successfully embraced digital technology to optimize manufacturing processes and enhance compliance.
- Another area to highlight is our ESG, CSR, and DEI initiatives. While in pursuit of growth, we continue to remain committed to sustainable development. Our target is to achieve carbon neutrality by 2030 as part of our environmental stewardship and global climate change efforts. We are also committed to enhancing biodiversity by reducing emissions and water use. Driven by a strong sense of Corporate Social Responsibility and guided by environmental, social, and governance principles, we go beyond profit to contribute responsibility to the communities where we live and work. Our objective is to promote patient and consumer consent centricity while creating shared long-term value for all the shareholders.
- Your company is committed to developing sustainable and scalable solutions to address social changes in healthcare and deepen education through the partnership-based model of its CSR initiatives. Your company CSR programs include access to healthcare, capacity building, disease awareness, and employee volunteering. In the year 2023, your company CSR efforts have also been recognized by various external forums and you will find more details on these programs in the annual report. Your company also contributes its efforts in the area of diversity, equity, and inclusion with focus on the workforce, on the workplace and the marketplace, so that we leverage the power of collective difference by doing it together as an organization with our people, our suppliers, our stakeholders and society. Your company has been repeatedly recognized and certified by the International Top Employers Institute for six consecutive years for outstanding HR Practices and Policies.
- Now, let me talk a bit about the performance for the year 2023. The Indian pharmaceutical market recorded a 10% growth in 2023 aligning with 5-year CAGR. The growth was primarily driven by price increases followed by volume and new product introductions. During the year 2023, your company's revenue from operations at ₹28.5 billion grew 2.8% over the previous year despite the adverse impact of NLEM pricing. Profit before tax and exceptional items at ₹8.28 billion grew



at over 13% on the back of improved product mix, improved realization, and savings in operational efficiencies. Exports at about 19% of revenue, grew 27%.

- Net profit at about ₹6 billion is 2.8 lower in view of the exceptional income in the previous year. Keeping the cash needs of the company in view, your board approved a total dividend of ₹167 per share for the financial year ended 31<sup>st</sup> December 23. Of this and interim dividend of ₹50 per share has already been paid to the shareholders in March 24 and the balance ₹117 per share will be paid soon after your approval of the accounts at this AGM. This now brings me to the resolutions proposed to be passed at this meeting. We have 5 resolutions for approval at this AGM. The first item on the notice relates to the approval and adoption of audited financial statements; standalone and consolidated of the company for the financial year ended 31<sup>st</sup> December 23.
- The second item on the notice relates to confirmation of payment of interim dividend of ₹50 per equity share and the declaration of final dividend of ₹117 per equity share for the financial year ended 31<sup>st</sup> December 2023.
- The third and fourth item of the notices relate to the reappointments of Mr. Vaibhav Karandikar and Mr. Rodolfo Hrosz as Directors who retire by rotation and are eligible for reappointment.
- The fifth item relates to the payment of remuneration to the cost auditor. Since this meeting is 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 or seeking clarification on these proposals were requested to send their queries on e-mail on or before 5:00 PM on Tuesday 7<sup>th</sup> May 2024. We now address some of the questions that were sent to us and that in a way brings me to the next part of our AGM, which is the question and answer session. So, let me first highlight the responses to the questions, which we have already received.
- First, some of the shareholders have asked about the future road map for the company and initiatives for growth. The company has already communicated its India for India strategy and the annual report provides details of its progress. Our priority is to accelerate innovation and bring transformative therapies to patients in India while enhancing operational efficiency. To support this goal, we are proactively expanding our product portfolio, entering into strategic partnerships, and localizing manufacturing.
- Next set of questions pertains to our research and development initiatives. As you know, innovation is a core imperative for Sanofi, essential for making a tangible impact on countless lives. In the year 2023, under India for India approach, the company launched globally recognized cardiovascular treatments Sanoxaban and Kanmada in India bolstering our cardiovascular portfolio. The launch of Frisium Suspension is also an important step in providing pediatric epilepsy cure through an



easily administered form. Soliqua, which has been launched in early 2024 as part of the company's efforts to introduce products from our global portfolio to India.

- Next, there was a question about, what steps the company is taking to improve its margins?
- The company continues to take necessary steps to reduce operational costs on an ongoing basis. Despite the challenges posed by revised pricing of products listed in the NLEM, the company recorded consistent growth in operating profit margins, which escalated from 24.37% in 2022 to 27.43% in 2024. The improved operating margins were achieved primarily due to the company's focus on cost optimization, different go to market strategies, and was facilitated by operational efficiencies through the India for India strategy.
- The last set of questions relates to what is the status of the demerger of the CHC business?
- As you all know, the Board on 10<sup>th</sup> May, 2023 approved the scheme of arrangement under section 230 to 232 of Companies Act 2013 to demerge the consumer healthcare business of the company into its wholly owned subsidiary, Sanofi Consumer Healthcare India Limited. The National Company Law Tribunal, Mumbai bench wide its order dated 24<sup>th</sup> November, 23, rectified the appointed date to 1<sup>st</sup> June, 2023. After receiving No Objection from the Bombay Stock Exchange and National Stock Exchange of India on September 22, 2023, the shareholders and creditors of the company approved the scheme with an overwhelming majority of votes on December 18, 2023. The NCLT thereafter admitted the petition wide its order dated January 16, 2023, which was heard on April 12, 2024. You will be happy to note that the NCLT has sanctioned the scheme wide its order dated 7<sup>th</sup> May, 2024. The company will now be taking steps to make the scheme effective and thereafter make necessary applications and submissions for listing Sanofi Consumer Healthcare India Limited. You will no doubt hear about the progress as it takes place.
- Now, let me turn to the next part of the AGM, which is a very important part for us. The members who wish to speak at the meeting were requested to register themselves as a speaker by sending an e-mail to the company on or before 5 PM on 7<sup>th</sup> May, 2024. We have received an overwhelming response from the shareholders wanting to speak at this meeting. This year we have speakers from Mumbai as well as other cities in India. In the interest of time and giving opportunity to as many people as possible, each shareholder will have to be restricted to a maximum of three minutes to express his/her views. At the end of two minutes, you will hear a prompt in the form of a sound bell, and you could then start concluding your remarks, but I'll be very grateful if you could contain yourselves to 3 minutes maximum in order, so that maximum number of people can get a chance to speak.
- Your company, as you know, does not provide future guidance and does not share sensitive competitor information, so please avoid and refrain from asking such questions. Also request you to avoid duplication of questions in the interest of time.



I would like to highlight to the speakers that when I take your name please, your mic will be opened by the moderator of this meeting. You will have to also unmute the audio and start the video from your end and start speaking. I hope that is clear. I can repeat it for you.

- I will take your name. Your mic 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 invite the first speaker for the day, Aspi Bhesania.
- **Moderator:**
- Hello. Sir, speaker #1 and speaker #2 has not joined, so we can move on to speaker #3.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Alright. Thank you.
- No. 3 the speaker is Mrs. Lekha Shah, no.
- **Moderator:**
- It is Kaushik, sir.
- **Chairman:**
- No, the third speaker for the day is Mr. Kaushik Sahukar. Mr. Sahukar.
- **Mr. Kaushik Sahukar – Shareholder:**
- Respected sir and distinguished guests, good afternoon to all. It is an honour to stand before the distinguished gathering today, and extend a heartfelt gratitude to the board for granting me the opportunity to be part of this important event. Today I raise a few key questions that are essential in understanding Sanofi's position in the ever evolving competitive landscape. How does Sanofi maintain its competitive edge in such a dynamic environment? What innovative products has the company introduced or plan to introduce in this increasingly competitive Pharma market? I believe that the more our company invests in R&D, the stronger its dominance becomes positioning it as a leader in the industry. Can we continue to trust in the resilience of Sanofi business model? And how can the company ensure that the shareholders' wealth is remaining intact. Additionally I note the absence of significant corporate action such as bonus distribution stock feed or share buyback at enhancing shareholders' wealth, are there any plans for such initiatives in the near future.
- Before I conclude I want to express my sincere gratitude towards the Venkateshwara Reddy, Mr. Subro Roy and the esteemed team for the support and collaboration. I assure you of utmost dedication and commitment to the task entrusted to me. Moreover, I would be honoured to directly engage with the company for other



certification work including Form 15CB. It would be appreciated if something could be arranged at this end. I propose utilizing savings due to virtual mode of meeting for the benefit of the shareholders. This could involve arranging site visits for shareholders or distributing token of appreciation such as gifts to our active shareholder speaker during festivals. Furthermore, I would greatly appreciate your assistance in facilitating an introduction with the auditor, professional engagement and professional endeavours and given professional affiliation I am confident that such a collaboration would prove mutually beneficial for both parties involved. So, last do you manufacture any drugs for dystonia, actually I am suffering from dystonia for large 40 years but none have helped me. If you can please throw light, thank you, sir, thank you so much.

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

– Thank you very much, Mr. Kaushik Sahukar.

– The fourth speaker for the day is Rishikesh Chopra.

– **Mr. Rishikesh Chopra – Shareholder:**

– Can you hear me?

– **Moderator:**

– Yes, we can hear you.

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

– We can hear you but cannot see you, you will switch on your video.

– **Mr. Rishikesh Chopra – Shareholder:**

– The bandwidth is very less, so I would prefer not to do that.

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

– Okay, fine then let's hurry up with your question.

– **Mr. Rishikesh Chopra – Shareholder:**

– With all my due regards to the respected directors and independent directors and the chairperson, Mr. Aditya. Many thanks for the opportunity. I want to thank Ms. Radhika, Company Secretary, for arranging this. But I have sent few things to her which I expect a reply for that in return.

– Okay, first of all, Mr. Aditya and Mr. Eric, if you can explain the long term vision of your promoter, what he feels about India and how much money they want to invest in next 5-7 years, and how they see India in the next 5-7 years and what is their vision because you keep on talking to people on that part, so if you can explain something about how they see India now, that would be really great. And I need if



Ms. Radhika can send me the Sanofi consumer background or if you can explain it in brief here or you can send me a background because your consumer healthcare business website is not explaining the same, last two years numbers and what is the vision of you as a company for Sanofi consumer and after the demerger what would be the investments in that.

- One more thing, sir, you know, if we see our last 6-7 year numbers from 2017 and 2018, the top line has not grown as the way it should be. What are the main reasons for that? The same is reflecting in our price earning, you know there was a small price hike in Q2 and Q3 and Q4 also, because of that this year numbers are okay. But it is for the whole industry and every Pharma stock has gone up and if you see some of the multinational stocks like you, Abbot is quoting at 50, Novartis is quoting at 75 and you are still quoting with such good strength and such good management and such good products on the ground still quoting at 30. So, what are the main reasons? What I was able to find out that there is a lot of concerns among investors about your related party transactions and cost of purchase and what is the rationalization of that. If you could throw some light and if independent directors can look into that thing that why the stock is still quoting at 30p which is not justified for a legacy like you, a company like you. And what are the management efforts to grow the sales in next 2-3 years.
- One last thing I have requested Ms. Radhika to send me top 200 shareholder list and KMP notice Key Managerial Person Notice on a one to one basis, and last 3 years Sanofi consumer company.
- Many thanks for the opportunity and best of luck to all of you.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Thank you, Mr. Chopra. The next speaker is Anandu Vithal Nayak.
- **Mr. A.V. Nayak – Shareholder:**
- Am I audible and visible, sir?
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Yes, please go ahead quickly.
- **Mr. A.V. Nayak – Shareholder:**
- Good evening, Chairman sir, and good evening, board members. I have listed a few queries, but my first query has already been answered, this is regarding the Tribunal judgment status which was reserved, that was mentioned in the annual report so I got the answer already. The only thing is that it is said the Tribunal rectified the appointed date as 1<sup>st</sup> June. I don't understand because normally the dates are 1<sup>st</sup> April and all. Why Tribunal has rectified the date?

- Now when I see the capital WIP ageing, there I see that there is a 28 million which is classified as 2 to 3 years. And the same number is reflecting in last year as 1 to 2 years. So, I just want to understand whether there is a risk of write-off of this capital WIP.
- And when I see the financials there is a significant increase in inventory stock in trade from 1272 million to 4079 million, I just want to understand why such a significant spurt in the inventory numbers. When I see the provision for sales return I just want to understand whether this provision is eligible as a tax reduction or it is a disallowance and the reduction will be taken when there is an actual write-off. Because I don't see anything in the deferred tax sitting as an asset item. Technically if there is a disallowance at the provision level then there should be a deferred tax as well. When I see the indirect tax provision it is quite significant 28 million is sitting as a provision, I am not going into the issue, but I just want to understand what are the broad indirect tax issues which the company is facing. Even when I see the auditor report also one of the key matters is litigation and how the company is protecting this whether there is sufficient due diligence is done in terms of assessment of liability and corresponding provision in the books.
- What is the miscellaneous income which is reflecting on page 181 around 147 million. Similarly, there is miscellaneous expense on page no. 1 around 62 million, what exactly are these break ups. What is the nature of taxable income under the Income Tax at 1961, 101 million which is shown as reconciliation item between the tax expense to the book profit, page no. 183, which is reconciliation of tax charge. So, one item is coming 101 million I want to understand what is this specific component in the retail provision.
- Last question, there is one litigation matter, page no. 196 where it says the Delhi High Court has remanded the matter back to the lower authority to look it afresh, and I think the provision is already retained in the books to the extent of 162 million. I just want to understand will there be any further provision to come or this provision is sufficient to defend the matter. That's all, sir, thank you again for giving this opportunity, thank you so much.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Thank you, Mr. Nayak. The next speaker is for the day is Dinesh Bhatia.
- **Mr. Dinesh Bhatia – Shareholder:**
- Hello, can you hear me, sir.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Yes, we can hear you but we cannot see you.
- **Mr. Dinesh Bhatia – Shareholder:**
- Is it okay now?

- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Yes, it is fine now, please talk quickly.
- **Mr. Dinesh Bhatia – Shareholder:**
- Firstly, Chairman, I would like to congratulate you and your team for the excellent work that they are doing. You have done well. You have earned by selling land that was not needed and given us good dividend. This is a very good thought on your part on how to get the shareholders to participate and give them good benefits.
- I just have one complaint that I am requesting you since the last 4 years that our shares which are for Rs. 10 is being quoted at 8000, today it has come down to 7990 approximately. Why are you not splitting this Rs. 10 shares, if you can split it to Rs. 2 then the liquidity will increase in the market and the number of shares will increase and if the liquidity increases we will get a good price, and you are the ones who will benefit more because we are nominal. The residential shareholders are in totality 60%. We, shareholders want our shares to increase, mini bonus, I don't say that you should give us bonus but if you split then there will be no reflections either on the balance sheet or on the financials. Only the number of shares will increase and the liquidity in the market will increase. Now the price of the shares is 8000 rupees and because of that the liquidity is less. If you split it to Rs. 5 then I can guarantee you that next year the price will be 7 to 8000. We are seeing for the last 3-4 years that our price is the same, on the contrary it is reducing. Last year our price was 8000 and on the same date after last year that is on 11<sup>th</sup> of May it was 8009 and this year on the same date our price is 7990, so there is no appreciation in the price. We have got the benefit of dividend but we do not get the appreciation of the price which is needed. Please decide in the next meeting that the shares should be split as Rs. 2 or Rs. 5.
- Sir, I would like you to give me a chance to speak. I got the link after a minute, please give me some more time. I am a senior citizen of 70 years and my speed of talking is also slow, please give me a chance to talk, sir. We get the chance just once in a year.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Kindly be aware that there are other people also in the queue, please try to finish your questions soon.
- **Mr. Dinesh Bhatia – Shareholder:**
- Yes, I will try to do that. One I spoke about the split, the second one is that please give us a chance to visit the Goa plant. And please ensure that those who have already been given a chance for plant visit can be sent later, please give a chance first to the ones who have not yet visited the plant.
- We see that you are doing good work. And I congratulate you and your entire team for that the awards that are mentioned on page 50. Our company should grow and progress in this manner in future.



- When will the shares of the demerger come into our account, it is alright about listing but in the account will there be a same to same let's say in lieu of 10 shares will we get 10 shares or will it be different, please give us information on that.
- I support you on all the resolutions, all the best, thank you for giving me an opportunity to speak, I am Dinesh Bhatia from Mumbai.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Thank you, Dineshji. The next speaker is Ashish Shankar Bansal.
- **Mr. A.S. Bansal – Shareholder:**
- Can you hear me, sir?
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Yes, please go ahead.
- **Mr. A.S. Bansal – Shareholder:**
- Respect Chairman and board of directors, thank you for giving my reply which you have already given by email. I want to know what is taking time for demerger of NCLT when order is given and also what the fees we have to pay for the NCLT in 62 places not mentioned in which page it is mentioned please let me know. Thank you.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- The next speaker is Mr. Bimal Kumar Agarwal. Please unmute we cannot hear you, we cannot see you. Maybe if time permits we will come back to you later.
- Let's move on to the next speaker please. The next speaker for the day is Mr. Anil B. Mehta.
- **Mr. Anil B. Mehta – Shareholder:**
- Hello, can you hear me?
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Yes, we can hear you but we cannot see you, please put your video on.
- **Mr. Anil B. Mehta – Shareholder:**
- Just a minute, sir.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Yes, you are brilliant please carry on.
- **Mr. Anil B. Mehta – Shareholder:**

- Thank you very much, this is Anil Mehta here speaking from Mumbai. Sir, I have a few questions. First question is what are the company's capex plan in present capacity utilization levels. Next question what is the company doing to improve shareholder relations. Next is how does the company identify the new directors, has the company used outside recruiting services to find out directors. What fees were paid to these consultants? Does the company consider nominations from the shareholders? Next is what are the main opportunities and challenges facing the company and how does the management plan to respond. And the last thing is what is the company doing to improve the shareholder relation. With this thank you, thank you to the secretarial department.
- Sir, one minute, Mr. Bharat also would like to speak to you, he is also a speaker.
- **Mr. Bharat Shah – Shareholder:**
- Sire, I am Bharat Shah and Smita Shah here, we cannot join the link, that is why we have come here. I will not take up much of your time. I will just give you my best wishes. I am a shareholder for many years, I don't have any queries, you are running the company very well and also giving good returns to the shareholders. I thank you very much. I request you to give us a bonus in future. I also request you to arrange for a factory visit which was discontinued due to Corona, this time please arrange for one.
- It is mine and Smita Shah's request that you should arrange for a physical meeting next year and we will be able to meet you face to face. I thank the secretarial department and they give us good services. In this VC meeting we always face problems where we cannot connect. Smita Shah will not speak because it will take up time. She gives you her good wishes.
- I support all the resolutions. Thank you very much. Jai hind.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Thank you both of you. the next speaker is Mr. Chandrakant Mehta.
- **Moderator:**
- Sir, the speaker has not joined we can move to the next speaker.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- The next speaker is Mrs. Minal Bang.
- **Mrs. Minal Bang – Shareholder:**
- Hello, everyone, good afternoon.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Yes, we can hear you but we cannot see you.



- **Mrs. Minal Bang – Shareholder:**
- Yes, I am having some connectivity issues, so I will ask my questions.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Yes, carry on with your questions quickly.
- **Mrs. Minal Bang – Shareholder:**
- The first set of questions is on pharma division, post recent deals what is the MR strength and how many divisions do we have within MR. Would we look at strengthening MR count or optimizing existing would be the focus. Given Soliqua is a combination of GLP1 an insulin glargine, would it also have benefit of weight loss that some GLP1 drugs have. Who would we be competing in Soliqua? Next is what would be the target patient segment for Soliqua? Is it one level above to Jio or it would have completely different set of patient base. While drugs like Ozempic and Vigo V are still not launched in India, do you think they will eventually pose threat to existing to our oral NDA diabetic plus if priced well. Would it also pose threat to insulin glargine.
- As a part of strategic innovation we have been talking about some of our local innovation initiatives, can you please highlight some of innovations that we have tried out in the last year or so.
- Next question if I see retail pharmacy market over last 10 years we have seen rapid expansion of licensed pharmacy retailers like Apollo, Met Plus, Wellness, etc. And today they are almost 10% of the market. I have two questions here the first is are we directly dealing with them or through our distributors. And second as they continue to grow I think Apollo itself would be 15000 crore sales in next 3-4 years. Wouldn't they have higher sourcing power? How do you look at these scenarios.
- The next set of question is on our consumer health care segment. What would be our focus area within healthcare business especially on new product perspective. And where would we look to source new products from. How do you see long term opportunities in Combiflam?
- The next set of questions are general questions, given that more than 60% of Goa capacity is used for exports and we are looking at higher growth in exports, should we need to think about capacity expansion. What will be organization hierarchy post spin-off, and last question, what will be the role of Mr. Rudolfo in the post situation. Thank you.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Thank you. Let's move to the next speaker, Mr. Dharmesh Vakil.
- **Moderator:**

- Sir, next 3 speakers have not joined. So we can move to speaker no. 15.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Can I invite Mr. Hiranand Kotwani.
- **Mr. Hiranand Kotwani – Shareholder:**
- Hello, am I visible and audible.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Yes, you are very much visible and audible both.
- **Mr. Hiranand Kotwani – Shareholder:**
- Respected chairman, Mr. Aditya Narayan and other dignitaries attending this meeting. I am Hiranand Kotwani speaking from Kalyan. It is my privilege that the company is doing great work. Why don't you have physical meetings because there are so many different.... now time has come so many analysts are doing physical meeting and still we are going for virtual meeting. One thing is that in 3 minutes I cannot conclude because there are so many questions, [Audio loss] long back. How company will go ahead with vaccines, vaccines program of this organization it is a global company, buying importing is not the.... to the world, world responsibility lies with Sanofi. So how you see the future of vaccines and is there any plan to come out with a vaccine, if you can elaborate that the side effect of these vaccines and you are moving in that direction to protect that. Our main thing is protection of humanity. And how the growth and prosperity, the company the growth is okay but 2851 crores of only revenue and 600 crores in one part and only in India. Why the huge country, while Germany our counterpart, why they cannot expand here. What about the research and development expenditure in India or outside India. Main research your Germany counterpart is doing, how much do we pay to them, Indian counterpart paying to the Germany counterpart for various vaccines, various new innovation. How you protect our likely to come in the market, where we stand, how you take the market, future growth and prosperity that is my question.
- Thank you and good luck. There are so many questions and I couldn't complete in 3 minutes. Just convey my good wishes and see you physically. Thank you.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**
- Thank you very much, Mr. Kotwani. The next speaker is Mrs. Smita Shah.
- **Moderator:**
- Bharat Shah has spoken on behalf of Smita Shah and Bharat Shah. So we can move to speaker no. 18.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd:**



- So we can go to number 18? Can I invite Ms. Celestine Mascarenhas.
- **Mrs. Celestine Mascarenhas - Shareholder:**
- Thank you very much. I'm so happy. Respected chairman, Mr. Aditya Narayan, other members of the Board, my dear fellow shareholders, I am Mrs. C. E Mascarenhas. I'm speaking from Mumbai. First of all I thank the company secretary, Radhika Shah and her team for sending me the annual report and also registering me as a speaker. Thank you so much for giving me this platform which was quite easy to operate. And I happy. I feel great. This online meetings are much better than the physical. Because if there rain and storm and something comes and we elders may get stuck somewhere, you know. Yesterday was a horrible day in Vadala side, you know. And today also the traffic and some roads are stopped. So anyway God is great.
- Working of our company is really stellar. Good dividend of Rs. 167 and a good market cap. And also, with the demerger we will be getting a bonus of Sanofi Consumer Healthcare. This will be like a bonus to us. Only thing I would like to know for unlocking greater...what the day is fixed for it? You know, book closure date for this company, Sanofi Consumer Healthcare India, what is the book closure dates? The secretarial department can send me on my email. Congratulations for all the awards and accolades received. Page 50, everything is given and also very good CSR work. All is there in the annual report. Here, I would request you sir to consider some medical check-ups to the shareholders also who are many of them senior citizens and who will who are mostly on diabetes care. So this would have been a great thing to us.
- Now I come to ESG. Lots is written about ESG. My question is are we listed on any ESG platform whether in India or abroad. Sir, I'm very happy. We have completed 25 years of our Goa plant. Sir, I would request you, I am not requesting to take everyone. I would request if I am anytime in Goa could you give me the permission to see the plant and whom should I contact for that purpose? As the plant is gone digital, I'm quite interested in it.
- Next question. How many scientists are there in our R&D section? What is the attrition level and how much is spent on R&D, and where in India is the R&D department. With this I end up. And I wish very good, healthy to all the Sanofi staff. I would like to say more but because bell has rung.
- Just one thing. Vaccine. What about inorganic growth? Like now today Mankind is going to take over serum India. Have the management thought something like that? I don't want to speak much the bell has rung, you know. So anyway in future give us more time. With this, thank you so much for giving me this opportunity to speak. Thanks once again.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Thank you very much Mrs. Mascarenhas. The next speaker is Mr. Yusuf Rangwala.

- **Mr. Yusuf Rangwala – Shareholder:**

- Hello. Very good afternoon. How are you Chairman Sir? I am very happy with Radhika madam and her team. [Audio loss] you have given us a very good dividend. When was the last bonus given sir? Many years have passed. Sir, why don't you plan for a physical meeting? Right now I am in Andheri. Now Corona is not an issue so why are you not organizing a physical meeting. Next year please plan for a physical meeting. Chairman, we all miss you. [Audio loss]. I have a humble request. Please try to organize a small get together before Diwali that way we all can meet you. The balance sheet is really good. Madam has done a great job and there is nothing to ask about it. I support you.
- And sir, if it is possible can you ask Radhika madam to send a copy of the balance sheet. Nothing more to add. Goa factory visit and do factory visit, please organize for the two factory visits. It has been many years since we visited the factories. Thank you very much. Jay Hind, Jay Maharashtra. Vande Mataram. *'Phoolon ki khusbhoo, kaliyon ki bahar aur apno saath hamesha rahe.* Sir, what to say about Sanofi? It is great. Soframycin by Sanofi [1.14.49; Audio loss], Combiflam, I use all the products. Sir, is it possible for you to provide discounts on such products for us? If you can, please do it. Thank you very. Jai Hind, Jay Maharashtra, Vande Mataram, Bharat Mata ki jai. Jai Hind, sir.

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

- Thank you very much Yusuf bhai. Next, Mrs. Lekha Shah.

- **Mrs. Lekha Shah – Shareholder:**

- Hello. Thank you sir. Respected chairman sir, Board of Directors and my fellow members, good afternoon to all of you. Myself Lekha Shah from Mumbai. Thank you chairman sir for explaining us well about the company. Congratulations for excellent work. I pray to God that he always shower his blessing upon you. Thanks for the dividend sir. Sir, I hope the company will continue video conference meeting in future. I strongly and wholeheartedly support all the resolutions for today's meeting. Thank you so much sir.

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

- Thank you, Mrs. Shah. Mr. Bimal Kumar Agarwal.

- **Mr. Bimal Kumar Agarwal – Shareholder:**

- Good afternoon to everyone. First of all I'll thank the company secretary, esteem management staff and the shareholders. And I again thank the company secretary for sending me the physical copy of the annual report. And thanks company secretary for keeping the AGM online also. I hope company will continue with online meeting. I just have one-two question only. Do you have any patent drugs? Have we got any patent for the drugs? I just want that. And what will be the demerger ratio?



That's all from me. Thank you very. And, try to arrange a visit also. And my number was three. I don't know why they called now. My speaker number was three. I was waiting for so long.

- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- All right, Mr. Agarwal, thank you very much for joining us. That brings me to the conclusion part. And before we conclude the meeting, I would request that so many fresh questions have been asked by people. We may not address all of them, but we will take them together. And I will request Rodolfo and Rachid to suitably respond to the club of questions so that we can, in the next few minutes, address most of the queries which have come. If there is anything still left, you can always drop an email to the company secretary and we'll try and certainly address your issue.
- Yes, Rodolfo.
- **Mr. Rodolfo Hrosz – Managing Director, Sanofi India Ltd.:**
- Mr. Chairman, thank you. Good afternoon to all. Thank you very much for the questions. [Audio loss] the meeting with us. Very good questions indeed. I'm going to address most of the commercial and strategic questions that were raised by the different shareholders. I will ask then Rachid to complement with the more financial questions that were also asked. I begin with a statement made by the shareholder Kaushik Sahukar. A very good statement. It is a very dynamic and competitive market in India. It is true. We fully agree. We see it the same way. A very attractive market, dynamic and competitive. And in that context, we need to have a strategy, a long term strategy and an action plan, which was raised also as a comment by Mr. Rishikesh Chopra, asking about our long term plans and initiatives to grow in the Indian market. So I'm going to address those questions very briefly and try to cover a little bit of the outline of our strategy for India. I will bring us back to the discussion and to the reminder of the India for India plan. Back in end of 2022, the company has unveiled its India for India strategy, capturing the key strategies for growth in this dynamic and attractive and competitive market, that is the Indian market. The first pillar in that India for India strategic plan is the concentration and focus on diabetes. I will remind you that diabetes in India is a very large untapped opportunity still where there are more than 100 million patients of diabetes or pre-diabetes individuals and only half of the utilization of insulin in India as compared to developed markets. So it's a very significant population exposed to diabetes with a significantly low penetration of insulin in India still, which represents a significant unmet need from a country health perspective, but also a significant opportunity for the Sanofi business in India. So we decided to focus on that category within Sanofi, they're limited, because of those opportunities that are very clear to us.
- Now how to tackle that? We plan to and are tackling that with our existing leading brands and we have Lentus and Toujeo, strong brands that together lead the basal segment, the basal insulin segment where we compete very strongly and have a strong presence with Lentos and Toujeo. So we want to continue to build the



momentum on Lentos and Toujeo in that basal insulin segment. And at the same time, we decided to branch out and enter another segment of insulin in India, which is the premix segment where we didn't compete up until now. A segment that is equally large as the basal segment dominated by our competition where we were not present. And about a month ago, we brought to the Indian market the brand Soliqua, a new insulin, best in class that competes directly with that segment of premix and is our first entrant and the first step into that adjacent segment of basal insulin which is the premix insulin segment. With that, we continue to innovate in the diabetes category with the best in class drug that brings solution to unmet needs of patients in India that currently use the premix insulin solution. Also, we announced that we would be moving our go to market in diabetes more and more to a customer centric model and a modern go-to market as well, making it more and more hybrid of physical presence and digital tools, connecting with healthcare professionals across India. So that's in a nutshell, very summarized way, our way to a way forward with the diabetes category in India.

- The second pillar of India for India, as announced back in 2022, was the focus on CHC, which led to the conclusion that we needed to demerge the CHC business to give it full freedom and a fully dedicated specialized skill set leadership so that all the opportunities in consumer healthcare in India could be quickly taken advantage of by the company. And that is what we are doing. And you heard from the words of the chairman earlier in his opening speech. We are nearing the moment of separating and demerging the consumer healthcare business into a completely independent business which will have completely dedicated leadership, completely specialized skill sets, maximizing the potential of acceleration of that portfolio in India. There were questions about whether that portfolio would be able to innovate. Yes, it would be innovating. There is a global portfolio of consumer healthcare that this business will be able to tap into as it goes forward with additional investment to maximize its growth in the Indian market. There was a question about what is more my role after the demerger. I am the managing director of Sanofi India Limited, which is this company, prior to the demerger and I'm going to continue to be the managing director of Sanofi India Limited, of this company post the merger. With the demerger, there will be a second listed entity which will have a separate managing director leading that company. But we continue to lead this company as we do today.
- Going back to the India for India, first pillar is diabetes, second pillar is consumer healthcare. Third pillar was innovation, local innovation and localization. And we've made significant progress in the last year or so. We've brought to the market a number of different products. Mr Chairman mentioned Sanoxaban and Kanmada, Frisium suspension, and of course, we are just bringing in right now the global brand Soliqua, which I just mentioned right before. We're also on the journey of localizing production. We are making progress towards localizing additional products that we currently bring from outside India to be produced in India, produced locally, leveraging the strong potential of the industrial footprint of the Indian pharmaceutical market.

- Fourth pillar of our industry India for India strategy, was go-to market modernization and partnerships. So we have taken steps to simplify and modernize our go to market, which have yielded significant improvements in costs, as you saw, and also potential expansion of reach at the same time by combining different smaller BUs into larger BUs, being able to expand the reach while reducing costs. Now, we have most recently announced the steps that we have taken to address the second part of that pillar, which is partnerships for growth, partnerships for reach. We announced back then that we would be pursuing partnerships in the Indian market to penetrate more deeply into Tier II and Tier III cities with certain segments of our portfolio. We have just announced, as you heard also from Mr. Chairman, the two partnerships, one with Cipla for the central nervous system portfolio and the one with Emcure for the cardiovascular portfolio. Both companies are very capable and strong in the Indian market in those categories and can give our portfolio of brands better distribution and better penetration, therefore generating more growth from these brands to Sanofi.
- Now, in a nutshell, those are the four pillars that we're pursuing in India that we believe will be essential to unlock the growth potential that Sanofi has in the Indian market. So I think I tried to capture most of the questions around the business plan and the strategy, but there were some questions, Rashid, on the stock buyback and some others that maybe you could address now.
- **Mr. Rachid Ayari – Whole-Time Director & CFO – Sanofi India Ltd.:**
- Yeah. Thank you, Rodolfo. Thanks for your presence. Thanks to the question that were asked. Just to complement a bit what was said from Rodolfo. If we analyse the financial situation for 2023, I think it's a good result that were achieved this year in term of top line with significant impact in Lantus, our first product with -24% price decrease due to the NLEM. But at the same time we have a divestment that was done in 2022. Despite all this, we succeeded to achieve a profit before exceptional items growth of 13% and this is thanks to great team that we have in Sanofi India and great Board leading the company.
- I will start with the question related to CHC and we have a lot of questions related to this business. The first point that CHC for now the company is audited and disclosing the numbers as one segment. And the split will be done once the company will be registered and this will be done starting Q2 2024. In the meantime we can give certain indicators of the size of CHC and let's say the portion on the profitability. In terms of size of the business, the net sales is around 30% roughly. And in term of operating profit, CHC business is around 37 to 39 on the total operating profit. This could be one point up, one point down. And this will be confirmed once the financial statement will be audited by our external auditor and this will be done in the next upcoming weeks. So this is one.
- The second there is a question regarding the inventory growth. So, in 2023 we can see that from balance sheet perspective there is two impact. One, the inventory increase and at the same time, we see the impact in the treasury. So this increase is

related to the stockpiling that was decided at the end of last year. And it's related to the change of the address of the distribution centres and it's mainly for the imported product. So we have taken this decision to avoid any impact on the business in 2024. And now we see that starting the first month of the year 2024 that there is a reversal where the inventory is decreasing and we are rebuilding our cash.

- So regarding the capacity utilization for Goa site. So for now we are around 80% and we think with three teams working six days per week it's the right capacity right now and it's generating very competitive cost versus the competition and versus even other manufacturing sites belonging to Sanofi outside of India, okay?
- So there was a question regarding the National Pharmaceutical Pricing Authorities. So from our point of view, the provision made in the books is adequate and the company has the necessary opinion on record. So no doubt about that. So it's audited and it's justified 100%. The provision for returns are assessed and income tax deductibility is claimed as per necessary rules as well.
- Regarding the dividend split. So it's a good point. So the Board considered the topic and bonus share split from time to time. So this is decision coming to the Board that we will treat in our next meeting. One question regarding the detail for miscellaneous income. So it's mainly related to the divestment in Trental, one product and certain accrual reversal in 2023. So this is the major question that I know noted from my side.
- If there are other questions regarding the tax, I will take a deep look on this question and we are coming back to you.
- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Okay, great. Thank you, Rodolfo. And thank you, Rachid. There were one or two questions which were there related to the NCLT record date, etc. Radhika, could you clarify that please?
- **Ms. Radhika Shah – Company Secretary, Sanofi India Ltd.:**
- Thank you, chairman sir. Yes. Thank you for your questions shareholders. There was a question regarding rectification of the appointed date. Yes, that's right. Initially, when we made an application to NCLT, the court granted us the 1<sup>st</sup> April 2023 which was the date before the incorporation of the subsidiary. So we got it rectified to the 1<sup>st</sup> June 2023. The scheme has been revised and we have obtained the rectification order successfully. There was also a question around the demerger ratio. We have declared in the past, the scheme also adequately sets it out that the demerger ratio is 1:1. Which means that every shareholder of Sanofi India Limited holding one share will get one share each of Sanofi Consumer Healthcare India Limited. The record date or the book closure for this purpose will be fixed by the Board of Directors in the coming few months. And we will obviously keep you informed through our intimations to the stock exchanges. Thank you.

- **Mr. Aditya Narayan – Chairman & Independent Director, Sanofi India Ltd.:**
- Great. Thank you. I think it addresses most of the key bunch of questions which we had. There might be a few questions which are there. They have all been noted. And in case there is any requirement further that you have, please feel free to drop an email to the company secretary and we will try and respond to you in due course. With this, I would like to thank you first of all for all your support for lots of things which have been happening in a transformative year. And as Rodolfo set out the strategy, we are going through a period of massive change. And in that change there have been number of resolutions which you all have had to play a role on, including the demerger. And I am personally very thankful to you for the kind of support which you have extended to us in all the activities which we do.
- So, first of all, let me formally say thank you very much for the support which has gone by. Thank you for the trust you have placed in us and I look forward to your continued support and trust as we go along with further changes which will be inevitable in the strategy which has been spelt out. I would also like your support to thank all the employees in particular who have had to go through a very difficult, transformative year requiring changes from the past, and they have done a marvellous job of actually working through and making this strategy a success for us. Having said that, there has been full support which we have received from our other stakeholders, including government agencies, and I am sure you will join me in thanking them for the continued support which we have enjoyed.
- Now, as we reach the conclusion of the meeting, I must say two things before I go to the formal bit of closing it. I wish you and each one of your people and your families and loved ones all the very best for the coming year, and stay well, keep well and be very happy with how Sanofi will actually generate returns for you and for your investment. So, as I reach the conclusion now, I would like to cover a few important points and this is the conclusion part.
- For members who have not yet voted on the resolutions. Please could you ensure that you cast your vote using the e-voting system? You can find detailed voting procedures in the AGM notice. Please note that voting will close 30 minutes from the close of this meeting. All right. So those who have not voted, last chance. Please do vote and I look forward to your support for all the resolutions. Thank you.
- Since there is no further matter to discuss, I hope that everybody is happy to close the meeting. Thank you.
- **Ms. Radhika Shah – Company Secretary, Sanofi India Ltd.:**
- Thank you very much.

**End of Transcript**