



**SANOFI INDIA LIMITED**  
**TRANSCRIPT OF THE 65<sup>th</sup> ANNUAL GENERAL MEETING**

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Day	:	Tuesday
Date/Time	:	27 <sup>th</sup> April 2021 / 3.00 pm
Venue	:	Through video-conferencing facility

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**3.00 P.M. Mr. Girish Tekchandani:** May I request the Chairman to start the proceedings of this meeting please.

**Mr. Aditya Narayan:**

Thank you, Girish. Good afternoon ladies and gentlemen. It is 3.00 p.m. and the time to begin the proceedings for this meeting. I would like to let you know that the proceedings of this meeting are being recorded. During the meeting, the participants would stay on mute.

At this moment, there are 67 participants on this VC. The requisite quorum is present. I declare this meeting open.

First, let me introduce myself. My name is Aditya Narayan and I will be chairing this meeting today.

On behalf of the Board of Directors of Sanofi India Limited, I extend a warm welcome to each one of you present at the 65<sup>th</sup> Annual General Meeting of the Company. I hope each one of you is safe and healthy and following the guidelines issued by the Government authorities. Given the ongoing pandemic circumstances, we are, just like last year, holding this meeting using Video Conferencing. I trust you will find this a safe and efficient way of transacting our business in the prevailing environment. I would now like to introduce to you my colleagues on the VC. I would request each member to acknowledge when I introduce him / her.

Mr. Rajaram Narayanan, Managing Director of your Company and Chairman of the Risk Management Committee attending this meeting from Mumbai.

**Mr. Rajaram Narayanan:** Good Afternoon.

**Mr. Aditya Narayan :** Mrs. Usha Thorat, Independent Director and Chairperson of the Audit Committee and Nomination and Remuneration Committee attending this meeting from Kolhapur.

**Mrs. Usha Thorat:** Good Afternoon.



**Mr. Aditya Narayan:** Mr. Rahul Bhatnagar, Independent Director and Chairperson of the CSR Committee and Stakeholder Relationship Committee attending this meeting from Noida.

**Mr. Aditya Narayan:** Mr. Marc-Antoine Lucchini, Non-Executive Director attending this meeting from Paris.

**Mr. Marc-Antoine Lucchini:** Hello, Good Afternoon

**Mr. Aditya Narayan:** Mr. Charles Billard, Non-Executive Director attending this meeting from Paris.

**Mr. Charles Billard:** Good Afternoon.

**Mr. Aditya Narayan:** Mr. Vaibhav Karandikar, Whole time Director & Chief Financial Officer attending this meeting from Mumbai.

**Mr. Vaibhav Karandikar:** Good Afternoon.

**Mr. Aditya Narayan:** Mr. Cherian Mathew, Whole time Director & Head of Industrial Affairs attending this meeting from Thane.

**Mr. Cherian Mathew:** Good Afternoon.

**Mr. Aditya Narayan:** Mr. Girish Tekchandani, Company Secretary attending this meeting from Mumbai.

**Mr. Girish Tekchandani:** Good Afternoon everyone.

Also present, we also have Ms. Asha Ramanathan, Partner Price Waterhouse who are Statutory Auditors of the Company and Mr. Makarand M Joshi, Partner of Makarand M Joshi & Co. who are Secretarial Auditors of the Company and Scrutinizers of the e-voting process for this AGM.

**Ms. Asha Ramanathan:** Good Afternoon

**Mr. Makarand M Joshi:** Good Afternoon

**Mr. Aditya Narayan:** Unfortunately, Mr. Cyril Grandchamp-Desraux who is based at Paris has been urgently called to attend an important group level meeting at the same time and hence could not join this meeting today. Our apologies for that.

Since the last AGM, there have been few changes in the Board.



In July 2020, Mr. Marc-Antoine Lucchini, Head of Sanofi's International Region comprising 68 countries joined the Board as non-executive Director. Also, in July 2020, Mr. Rahul Bhatnagar, an outstanding professional, joined the Board as Independent Director. Their illustrious profiles are in the notice and I take this opportunity to welcome them to the Board on your behalf.

In September 2020, Mr. Charles Billard moved from his position of the CFO of the Company in view of his relocation to Paris but continues to remain on our Board as a Non-Executive Director. In his place, Vaibhav Karandikar was appointed the CFO and Whole Time Director on your Board. I would very much like to place on record our deep appreciation of the contribution made by Charles during his tenure as the CFO and look forward to more in his ongoing role and of course, wish Vaibhav every success in his new role.

The appointments of these Directors joining the Board are part of the resolutions that we are proposing at the AGM today and I look forward to your whole-hearted support on these proposals.

Let me move on to few things about the meeting and how the flow will be.

As we are holding the meeting on video conferencing, I would now like to share the flow of this meeting.

1. After few compliances, I will talk about the key achievements of your Company in the year 2020 and on few strategic matters.
2. We will then cover the proposals and resolutions which have been placed before you for approval.
3. We had requested all of you to send in advance your queries on the business, 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.
4. We will then open lines for those shareholders who have registered themselves as speakers at this AGM. We would like to hear your suggestions, inputs and comments on the Company. If you have further queries on business operations, we may not be able to respond to them today, but the Company will surely respond to you in due course outside this meeting.
5. Your Board has authorized Mr. Rajaram Narayanan to conduct this meeting for the duration of my absence just in case I am unable to continue in this meeting due to technical problems of connectivity etc.



And, now to the business of this meeting:

I trust that you have received the Annual Report and the Notice of the AGM containing the Resolutions to be voted on.

The Company had provided members the opportunity to cast their vote on the resolutions contained in the AGM Notice, by means of remote e-voting. The remote e-voting commenced on 24<sup>th</sup> April 2021 at 9.00 am and closed on 26<sup>th</sup> April 2021 at 5.00 pm.

Members present at the Annual General Meeting today may cast their votes through voting on e-voting platform of CDSL through which you are joining this meeting. The e-voting platform is open now for voting and will close after 30 minutes from the time of closure of this meeting.

The scrutinizer will scrutinize the e-voting results, finalize his report and submit the report within 48 hours. The results of the voting will be announced by posting it on the Company's website and sending it to the Stock Exchanges.

The Statutory Registers required to be kept open at this meeting and all other documents referred to in the Notice can be inspected in electronic mode by any member. You may send email request on the email ID provided in the Notice of the AGM and the Company Secretary will organize electronic inspection of those registers.

The Notice of this meeting and the Auditors' Report have been with you for some time, as part of the Annual Report. The Notice of this meeting is being considered as read at this meeting. I would now request Ms. Asha Ramanathan, Partner of Price Waterhouse who are the Statutory Auditors of the Company to give her comments on Auditors' Report which you would have already been read by all of you by this time. Asha, over to you.

**Ms. Asha Ramanathan:** Yes, so yes, we did the audit of the financial statements for the year ended 31<sup>st</sup> December 2020 , and we have issued our audit reports, the main audit report, the current quarter and the IFC report, and I can confirm that reports are clean reports without any qualification.

**Mr. Aditya Narayan:** Thank you, Asha. Before I turn to the normal business of the meeting, let me highlight some of the significant developments that have taken place in the year 2020 and in the year 2021 till the date of this meeting.

Year 2020 was dominated by one event. The Covid-19 pandemic has triggered a global crisis like no other – a global health crisis that, in addition to an enormous human toll, has led to a deep economic recession. In India, the pandemic has deeply impacted lives and livelihoods and indeed, no aspect of our lives has been left untouched by the Covid-19 pandemic outbreak. And,



we do not have as yet have any definite estimate of when it will end. The uncertainty of this situation can be estimated from the fact that even after a year into this pandemic, companies and governments remain unsure of the magnitude and expected duration of the crisis. While the world fights the immediate crisis with extraordinary scientific effort and humanitarian interventions, the long-term challenge lies in improving our ability to respond to future outbreaks. The pandemic has also highlighted the need for effective, accessible and affordable healthcare.

This challenge has made your company even more determined to make a real difference to the lives of patients and exemplify its purpose of empowering lives. Throughout this period of 2020, the Company remained focused on three priorities - Safety, Supply and Service. I am sure you will all join me in recording our deep appreciation of the extraordinary efforts made by your Company's leadership team and all the employees in remaining focused on our core purpose, demonstrating safe behavior and in ensuring uninterrupted supply of Company's products to its patients. I would also like to thank the authorities in the Central, State and local administration for their continuous and timely support during the year, to assist our industry to remain fully operational to serve patients.

The physical, mental and psychological safety and well-being of employees and partners at offices, field or manufacturing locations, was a specific focus area for your Company. The Company continues to support employees by providing them with tools and supplies to protect themselves and operate in safe conditions. Employees and their families were provided with speedy medical assistance, as needed, throughout the country.

Your Company's factories, supply chain systems and sales employees worked tirelessly through 2020, ensuring that we manufacture, distribute and sell medicines, while being strictly compliant with COVID-19 related safety measures. Our early headway into technology and automation paved a secure and seamless way for our transition to digitizing many of our processes and practices. At the Annual General meeting held in 2019, we had talked about investments made by your Company in adopting digital technologies and programs. Your Company further strengthened and used these digital technologies in these challenging times for the benefit of all the stakeholders. I will have more on this in a short while.

For public good at large, the employees contributed one day's salary and your Company matched their contribution by adding twice the amount. The amount so raised was donated to the 'Prime Minister Cares' fund for the fight against the pandemic. Sanofi India through its NGO partner Americares, also supported the isolation wards set up by Municipal Corporation of Greater Mumbai in the parking lot of Mahim.

I am sure you would have reviewed the Annual Report which explains all these aspects in detail.



The Indian economy has been sliding quarter on quarter basis since March 2018 and the COVID-19 situation has aggravated the situation. Economic slowdown in the country had an adverse impact on the Indian Pharmaceutical Market as well. In addition to the slower growth, the industry continued to face challenges of higher prices of Active Pharmaceutical Ingredients and intermediates resulting in margin pressures.

Your Company has made continuous efforts to enhance its performance by focusing on patient centric initiatives, strengthening its brands, reshaping its manufacturing footprint, controlling costs and building organizational capabilities for the future. The Company continued its progress on sustainability efforts like business continuity, risk management, ethics and business integrity, quality, safety, risk management and internal controls.

Today, I would like to focus on two topics:

1. Performance of your Company in these challenging times, and
2. Digital capabilities and how these are being used in the business

### **Performance of the Company**

From the 9% CAGR seen over 2016-2019, the impact of COVID-19 on the Indian Pharmaceuticals Industry resulted in a much subdued performance in 2020 with the annual industry value growth plummeting to 4.4%. The first half of the year 2020 saw an uncertain and tepid business scenario for the Indian Pharmaceuticals Market with multitude of concerns around supply chain, prices, and fluctuating demand.

Turning to the performance of your Company, I would like to highlight that the financial results for the year 2020 are not comparable with that for the year 2019 due to

- (1) impact of COVID-19 pandemic and
- (2) the completion of slump sale transaction of the Ankleshwar manufacturing facility in May 2020.

COVID-19 impacted the financial results in two ways. Firstly, sales in few therapy areas were negatively impacted during the severe lockdown period. Lower patient footfalls in out-patient clinics and limited elective surgeries resulted in slowdown of sales. Secondly, due to reduction in sales promotional expenses, administration cost and restriction of travel in 2020, the cost incurred by the Company in these areas was lower, resulting in higher profitability.

In the year 2020, your Company achieved total revenues from operations of about Rs.29 billion which was a decline of 5.5% over the previous year. You would however note from the annual report that the India domestic business registered a growth of 6.7% which is better than the



Indian Pharmaceuticals Industry growth of 4.4%. The export business declined by 33.9% due to completion of slump sale transaction for divestment of Ankleshwar manufacturing facility in May 2020. Net profit of the Company in the year 2020 was at Rs.4.8 billion, registering a growth of 15.3% over previous year.

In last two AGMs, we had shared with you the plans on how your Company intended to implement its longer-term manufacturing strategy. I am pleased to inform you that we completed this programme in 2020 by fully divesting the Ankleshwar manufacturing facility. The Company has now received the full consideration of this transaction including the deferred consideration payable after the completion of product transfers.

After considering the closure of the slump sale transaction and reviewing the cash requirements for the Company's operations, in addition to a final dividend of Rs. 125 per equity share, the Board has also recommended one-time special dividend of Rs. 240 per equity share for the year ended 31st December 2020. I would like to highlight that after the completion of slump sale transaction and payment of dividends, your Company continues to have a strong balance sheet which is in good shape to meet the emerging future opportunities and challenges.

This transaction is a significant milestone in the long-term strategy of the Company. It will help the Company to focus on manufacturing Sanofi branded products and market them in the Indian market. The return ratios of your Company have also improved due to these changes. The Company is now more focused on supplying innovative and affordable medicines for patients in India in therapy areas such as Diabetes both Insulins and Orals, Cardiology, Thrombosis, Anti-infectives, Central Nervous System, Allergy and Vitamins, Minerals & Supplements.

As per IQVIA TSA MAT December 2020, three brands of the Company feature in the top 100 pharmaceutical brands in India – Lantus is at Number 2, Allegra is at Number 78 and Combiflam is at Number 86. These brands are leaders in their respective therapeutic categories.

In February 2021, the Company announced that the Board has reviewed the proposed plan of the Sanofi Group to globally sell some of its old brands along with their trademarks, which are owned by Sanofi Group. These include the brands Soframycin and Sofradex, which are manufactured through a third-party manufacturing arrangement and distributed by the Company. Upon completion of such sale by Sanofi Group, the Company will not have the authority to distribute products under these brands. The Company is currently reviewing options and making assessment of how it can monetize value for these businesses in India, post which we will have more information to share on this topic.

Your Company has been recognized by the Top Employers Institute as a Top Employer 2021 for its outstanding Human Resource practices and policies globally. This certification validates our continuous efforts and commitment to developing a solid, coherent and employee-centric strategy and position ourselves among the most attractive companies in the world, offering 'best



in class’ and ‘people-first’ HR practices. This is the third year running that we have been recognized as the top employer.

Your Company continues to actively contribute to the society and communities, through its Corporate Social Responsibility programs that include access to healthcare, capacity building, disease awareness and employee volunteering. You will find details on the CSR programs in the Annual Report.

### **Use of digital technologies in business**

I would now like to spend a few minutes to talk about how your Company has leveraged its digital capabilities in these challenging times.

During last two AGMs, we had shared with you that your Company was working on building digital capabilities in various aspects of the business. These initiatives were started keeping in mind the trends that were seen in the market but as it turns out, due to the impact of the COVID-19 environment, these trends have gained strong momentum.

Digital technologies are present in each aspect of business or interactions – the entire supply chain from manufacturing to delivery to patients, interaction between the Company and healthcare professionals, interactions between healthcare professionals and patients, and in interaction between the Company, its employees and external stakeholders.

Let me highlight two examples of digital tools and technologies in use in the year 2020–

1. The entire field teams of your Company are already on digital tools and are equipped with richer content, deeper interaction opportunities and visually immersive assets to aid medical conversations. During the year 2020, our digital activities underwent a massive surge of over 5 times by connecting online with over 40,000 doctors. During the lockdown, digital mediums were actively leveraged to stay connected with key stakeholders. For sales activities, a multi-channel engagement campaign through remote calling, brand e-detailing, representative triggered emails, e-Scientific Information Event, e-Round Table Meetings were used to connect with the healthcare professionals. The Company cumulatively connected across 1 Million digital touchpoints with key doctors, healthcare practitioners and key opinion leaders through 2020.
2. The pandemic in 2020 became the trigger for this pivotal shift and your Company took this opportunity to inject more digital rigor and resilience at its manufacturing sites. Implementing intelligent and intuitive system upgrades was just one of them. This initiative ensures all results are automatically transferred to the Human Machine



Interface unit, which also ensures automation of compliance. Additionally, it allows for maintenance of historical data, acceptance of e-signatures and restricted system testing by authorized personnel only.

The healthcare eco system is also seeing a significant transformation. In the early part of the year 2020, there was an upsurge in e-pharmacy sales especially for chronic care medicines. Patients have increasingly begun to get familiar and comfortable with e-purchases and this trend has continued even post the lockdown periods everywhere. Likewise, hospitals and medical practitioners witnessed an acceleration in online engagement, with teleconsultation becoming a reality, rapidly paving the way towards digitization and transformation of the patient consulting eco-system. Your Company has entered into strategic partnerships with key players to learn and participate in the fast growing Digital Health footprint.

In conclusion, I would say that the business environment continues to remain unpredictable and challenging. The management team of your Company is making all efforts to understand the risks and put in place robust mitigation plans to bring stability and provide continuity in the business operations. The Company is focused on building capabilities for future which will provide edge to the Company in the long term. Your Board will continue to provide strategic support and guidance to the team.

Your Company remains very aware of the fact that the pandemic is not yet behind us and we are committed to continue to play a responsible role in supporting the community, the government and needy patients in every way possible. There are short to medium term challenges which could well impact the business but your Company remains confident of longer-term potential of the Indian Pharmaceuticals Market and the potential of the Company's brands.

I now turn to the resolutions proposed to be passed at this meeting.

We have ten resolutions for approval in this Annual General Meeting.

1. The first item on the Notice relates to the approval and adoption of the Annual Accounts for the year ended 31<sup>st</sup> December 2020.
2. The second item on the Notice relates to declaration of Final Dividend and One-Time Special Dividend on the equity shares for the financial year ended 31<sup>st</sup> December 2020.
3. The third item on the Notice relates to the re-appointment of Mr. Charles Billard as Director who retires by rotation and is eligible for re-appointment.
4. The fourth item on the Notice relates to appointment of Mr. Rahul Bhatnagar as Independent Director of the Company.



5. The fifth item on the Notice relates to appointment of Mr. Marc-Antoine Lucchini as Director of the Company.
6. The sixth item on the Notice relates to my appointment as Independent Director of the Company for a second term of 5 years.
7. The seventh item on the Notice relates to appointment of Mrs. Usha Thorat as Independent Director of the Company for a second term of 5 years.
8. The eighth item on the Notice relates to appointment of Mr. Vaibhav Karandikar as Director of the Company.
9. The ninth item on the Notice relates to the appointment of Mr. Vaibhav Karandikar as Whole Time Director of the Company.
10. The tenth item on the Notice relates to 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 of resolutions is not being followed.

As part of AGM Notice, the shareholders who have queries or seeking clarifications on these proposals or on the Annual Report were requested to send their queries on e-mail on or before 5.00 pm on Thursday, 22<sup>nd</sup> April 2021.

Today, we will be able to answer only those queries at the meeting which are received in advance as per the above process. That brings me to the Q&A session of this meeting which you'll have been waiting for.

We have received queries on various topics from 10 shareholders. These shareholders are:

1. Mr. Nitin Nerlekar
2. Mr. Shrigopal Maheshwari
3. Mr. Shashikant Marathe
4. Mr. Ravi Kumar Naredi
5. Mr. Kaushik Sahukar
6. Ms. Prakashini Shenoy
7. Mr. Varun Bang
8. Mr. Himanshu Upadhyaya
9. Ms. Lekha Shah
10. Mr. Harshil Parekh



There are many queries which are common and then there are queries which are related to each other. We have classified these queries in few groups, and we will accordingly give our responses.

We have also received many suggestions along with these queries. We have noted each one of your suggestions and consider them in future.

The **first group** of questions is on topics related to performance of individual products or therapy areas or margins on such products. There are also queries on the future outlook on the business, manufacturing facilities, capacity utilization or profitability. Due to competitive reasons, we do not discuss individual product or therapy area and we will not be able to give you our comments on those questions. Also, we do not give future guidance and hence the questions relating to future outlook are also not being responded.

The **second group** of questions are on business performance, operations, regulatory issues, exports and manufacturing. Mr. Rajaram Narayanan, your Managing Director will give comments on those questions.

The **third and last group** of questions are on financial matters and Mr. Vaibhav Karandikar, your CFO to clarify on those questions.

I would now like to handover the meeting to your Managing Director to respond on business .  
Over to you Raja.

**Mr. Rajaram Narayanan:** Thank you, Chairman.

Good afternoon, ladies and gentlemen, and welcome to the AGM I hope and wish that all of you are keeping safe and your families as well.

Thank you for sending the questions in advance, I think, in fact, quite a few of them may have been answered through the chairman speech itself, but what we're going to try and do is club, some of them together and answer over the next session.

The first set of questions that aren't what are some of the challenges that the Company faced in COVID-19 I think the chairman has already explained in detail. But really the three big areas were around safety for employees, ensuring that our supplies remain uninterrupted and then our service to our patients and other stakeholders like physicians continued also uninterrupted and that was really the big challenge and we've managed that very well.



Apart from that, of course, you know when there's been a considerable period of lockdown the initiatives on digital connectivity and digital engagement was something that we rolled out well and I hope that you already got answers to that in the Chairman's speech.

There is a question that some of the cost benefits that we have received during the lockdown period would we be able to retain them or would they go back to previous levels.

Most of the cost benefits of 2020 were really in the area of reduction in travel costs as well as field activities things which are held physically as the lockdown went away, many of these sort of have come back so to that extent, you know they're not permanently there these cost savings, but having said that, the Company has engaged in a lot of initiatives in the digital area and we don't believe that you know, there will be a blended approach in future between physical and digital activities but structurally, we will be moving more and more towards digital events and costs which are going to be more around.

The set of questions around our business in terms of you know, are there any medium to long term, new product introduction plans to build robust growth path for the Company. As you're aware, we are in a wide range of therapies and there are a few which are absolutely focus for us things like Diabetes Cardiology you know, and some of the other therapies. There are two kinds of opportunities in India, one is of course market development itself where because a lot of diseases are not diagnosed and there is not adequate treatment, and then there is the area of new products, and we will be continuing to do both as we said earlier, we will not be able to disclose very specific details of launches, but there is a pipeline, which is in place for that.

In the last five years, your Company has grown 12% while the Indian pharma industry has grown much higher. Why is it that we are able to maintain only a growth rate of 12%, I think this is something we answered, even in the investor call that you know we operate in a few select focus therapies and we should really look at our growth rates in those therapies and as we showed you in the investor call, we are continuing to outpace the market and most of the therapies that we compete in, and that's really where we assess our performance and that's available in the investor calls.

Another MNC operating in India has been able to have a growth tempo which is more with new product launches and on the other hand, Sanofi has been a relatively lag lasting performance, we are long term stakeholders in Sanofi and would like to know the future growth plans.

I think we would not want to comment on any specific company's business model, but, as we said before we have a few focus areas which we have shared with all of you, and in these areas, we will like to grow faster than the market and build the market, and these are you know Diabetes select is products and established products, and consumer healthcare business. And as far as value to shareholders are concerned I'm sure that all of you know, have had that experience



that, through a combination of the share price and the dividends that we've been giving I think we have definitely delivered you know long term value for all the shareholders in Sanofi.

There is a question around pharmacy presence as per your recent presentation you reach 100,000 pharmacies. How many pharmacies, that they had and how many are we planning to add. The universe in India is about 750,000 pharmacies. We cover them directly and indirectly, for example, Combiflam, which is a number one is available in nearly 650,000 pharmacies yeah and a lot of that coverage is through indirect coverage, directly we covered about 100,000 pharmacies and of course we keep adding anywhere between 10,000 to 20,000 in terms of our coverage every year as the universe expands and that's really our focus.

There is a question on e-pharmacies that do we start supplying to them directly or do we still do it with distributors, as the e-pharmacy world. Grows. It is true that the pharmacy you know framework is growing very fast. At this point, we do not apply directly to e-pharmacy the modern trip, because we have a well established distribution system and all the supplies are through our distributors are nevertheless we have joint business plans which we developed with you know large the pharmacies and large modern trade chains, which helps us plan for business growth over a long period of time, and that those are the partnerships which we have with them.

There's a question around, given the lifestyle and rise in aged population do you think that the next 10 years for the company would be better than the last 10 as well. I think we are constantly in this market to serve in unmet needs which are there, specifically in some of the areas where we compete, and we do think that, as the trend into whether it's in terms of lifestyle related diseases with whether it's in terms of nutrition or change in population, all of these are going to unfortunately contribute to a rapid increase in you know non-communicable diseases, and we would certainly like to play an important role in you know, giving hope and giving treatments for these diseases and, therefore, while there is clearly you know, a growth which is there, responsibility to participate in making sure that patients are relieved from these diseases so that's really where we continue to see a big you know role for the Company in the next 10 years for, especially in the area of non-communicable diseases.

There's a couple of questions around Diabetes, which is that Diabetes is a fast growing market and there are only a handful of players and do you see the competition going up and a related question what competitive advantage, do you think our insulin portfolio has got and what would it take us to reach the number one position.

I think the fact is that, as far as competitive intensity is concerned, it already exists there are you know many players in this area, but I think the way we look at it and which we share the investor call is that it's really not so much about you know market share. There more than 80 million Diabetic patients here a large number who are also and you know undiagnosed. Many times the treatments does not deliver the correct outcomes. So, we have a big role to play, actually in ensuring that the best outcomes are available, better diagnosis is available and better treatment



is done so that itself gives the big headroom for us to play, for example in, for example, Insulinization is less than 16% in India right, so there is enormous opportunity for us to ensure that patients get the right treatment without Insulins. Having said that, our brand like Lantus is the winner of the fastest growing Insulin brands in the entire IMS or the Indian farmers market. It enjoys the position of number two and number three, it is the fastest growing and analog Insulin which is really the new generation of Insulins. So we are competitive, we are growing very fast, but I think we see a larger role for us in the opportunity which is there for ensuring better treatment for Diabetes, and I think that it is the frame, with which we should look at the opportunity in India it's really not about market share, because that will keep happening every other month, the big thing is the large number of untreated patients. We also look at Diabetes beyond just the medicines and the pills, because there is an integrated healthcare, which we provide because patients need to be supported, beyond just the medicines through habits through diet, so that they achieve better outcome, so there is a big ecosystem, where we will participate.

There is a question around you know if we are going to operate in a few areas like Cardiology and Diabetes, How are we going to improve the growth rate.

I think it's a good question, because we have increasingly over the last few years come down to this area of Diabetes and cardiovascular diseases, the way we are focusing is to allocate our resources of you know very very seriously around these therapies, so most of our resources, whether it's in terms of medical activity, promotion or even allocation of our free course will be around these two therapies and that's where we will improve resource allocation will get us more reach more productivity and that's how we will grow these therapies and there are some other areas where we will choose to participate, you know with in a more muted way.

The question is that we see that the strategic pillars of the Company is that Diabetes and shape the Insulins market are we only going to focus on insolvency or more than that.

Insulins continues to be our core area there for Diabetes it's a focus it's where we have a products, both currently in the market, the headroom is larger pipeline exists for that. Having said that, we are also participating in the orders market, but between the two, our focus very clearly going to be on Insulin because we believe there's a significant headroom there, and more importantly, in fact, in many cases the right treatment of Diabetes in many countries, the rate of Insulinization is much higher because it is the right way to introduce you know treatment for Diabetes patients and we need to do that education.

There's a question in case of Diabetes again, you know the parent is not looking at any investments and products and does that mean no new products will be launched and in which entity, will it be launched.

I think this is a question we have answered in the past as well, so, first of all Sanofi is not participating in the research or early stage research for Diabetes worldwide it does not mean that the Company is not driving the growth of Diabetes, whether it is through partnerships, whether it is through integrated care and whether it's through other you know in organic



opportunities which may be there, so we continue to remain a very, very serious player in Diabetes worldwide. We in fact are amongst the largest players in Diabetes in many countries, so that will continue what we only not going to do with early stage research because we believe that the incremental value added today's relatively low between companies.

Now coming issue of licensing, I think we generally will like to launch products in the therapy areas which that Company participates in in the listed company or the unlisted, but it would also depend to some extent on whether there are any other joint partnerships, which have been development of that particular therapy. So, case to case basis, and you have seen that in the past as well.

There's a question around whether Diabetes and prescription is increasing in smaller towns and rural areas and what's our approach.

It's a very good question in fact during the Covid time we saw a significant increase in you know, some of these diseases and treatment in the smaller towns our Insulin team actually very large it's about 500 people they are well positioned they actually distributed in most parts of the country, and they cover all doctors who today prescribed Insulin. Having said that, we have a special interest because both in terms of coverage, as well as education in some of the rural non metro markets where market growth will come only when we educate physicians and that is a place where both physically, as well as through digital tools we are going to be growing and we already have committed a lot of resources and programs for that.

I will move to two other questions before in the in the area of Diabetes, one is you know how many doctors who are prescribing Insulin and you know, are we increasing our presence across retail chains for insulin.

In general we cover all physicians in the country who are prescribing Insulin and many of them tend to be located, of course, in the largest cities and not so much in rural India, but having said that, we are also educating a large number of physicians, GPS, particularly to learn how to prescribe Insulin, so we are not just happy with the current coverage, we are also increasing our coverage, but roughly about 30,000 physicians today prescribed Insulin recover, much more than. There is, then, of course, as far as you know, retail chains are concerned, I think, as I said before, we are partnering with e-commerce is really modern trade chains for driving this many of our medicines

One last question around whether we wish to increase our strength of our medical representatives well.

As I said before, we have a large team, we have a very 500 people who are very well positioned to serve all the tiers in the Indian market, but every time there is an unmet you know area of coverage we do add people, but at this point of time, we are covering pretty comprehensively I think the challenge for us is how do we increase and improve the quality of engagement, which is through digital education, those are the areas we need to focus more on.



I leave the Diabetes question and now move on to the consumer healthcare business, some questions that we understand Sanofi at some appropriate time in terms to hive off the consumer business into a separate entity and, if that were to happen, how do the Indian business get impacted.

Sanofi has made no statement about divesting the CHC business globally, so, in fact, this year, CHC businesses being made independent so that it can be far more agile. So, to that extent, you know, there is no such you know statement which will be made on CHC divestment.

There's a question around some of the consumer products are routed through the hundred percent arm,

Yes, they are because there was a global transaction, which involved the hundred percent arm of the Company we understood and therefore, those products which will involved in that transaction continue to remain in the hundred percent arm, but most of the other businesses with Consumer health remains within a listed Company SIL.

On industry and regulatory issues there a question and what's the probability of Lantus coming under price control. Frankly, we can't guess or whether it will, and I have no comment to offer on that, but as I said, the big opportunity for us is really market development in the area of Diabetes initiative and we should just remain focused on that.

Are you part of Atmanirbhar Bharat it in any way.

This is a Company which, in fact, has been significantly, so you know, investing in local manufacturing local development over the last many years, we have a history of manufacturing in India, for many, many decades and you know, a large percentage of our products which we sell in India manufactured in India, the supplies are in India, the development happens in India and therefore, in that sense, I would say that we are truly are Atmanirbhar, you know as a pharmaceutical Company.

Can you please update us on the enter NLEM portfolio and what percentage of brands comes under the National List of Essential Medicine.

We have close to about 19 odd percent of our business which comes at this point of time in 2020 is under the national list of essential medicines and these include SKUs of some specific brands like Amaryl, Clexane setup in so many of our brands, with specific SKU come under the nationalistic essential medicines.

Moving over to the set of questions on manufacturing, the question that Sanofi in Europe has plans to set up a separate API manufacturing organization and what impact would it have on Sanofi India.

Yes, so we are setting one up some of our APIs are in fact important from our affiliate companies all over the world. We will continue to engage with whatever is the new API organization and make sure that there is uninterrupted supply, that's been the tradition, and you



know we've always been supported for uninterrupted supply from any of the group companies so that will continue to happen

Question on rationalization of third party manufacturing sites, does it help to improve gross margins.

Our third party rationalization is largely for the area of simplification yeah because it's to make sure that our own supply chain is simplified and more agile and we keep evaluating, but there is some you know improvement in the margin, but that's not the primary driver for a rationalization of third party sites.

Why do we not set up here and gain more from cheap cost of medicines and why do we import more.

The fact is, as Chairman also spoke to you we have completed a full review of our manufacturing strategy, the details are available in our annual reports, as well as another conversation that we've had but we generally import products where they're centrally manufactured locations are few and they are those products which gives us an advantage in terms of technology and in terms of scale and I think those are the products which we import there are many other products, as I said earlier, a large part of our sales in India is actually locally manufactured or procured.

Our listed entity which SIL has got only one facility in India, are we thinking about having another facility to mitigate any uncertainty

Infact we spoke about this industry and Chairman also mentioned about the rationalization of our manufacturing footprint, even at the time of the divestment of the Ankleshwar factory we had said that we believe that our current manufacturing footprint will go on and the CMOs that we have is adequate for the near future, we have no immediate plans right now to increase the facility, therefore, but having said that, we have risk mitigation measures through a mix of own manufacturing contract manufacturing and, of course, international sources when required.

How are we dealing with raw material or API price volatility and shortage

As a Company we entered into long term arrangements with our partners who are who supplier side APIs and materials. Our dependence on China is actually relatively low and therefore most of the problem seems to be happening with those organizations which are the big dependence in China, so to that extent we have relatively less volatility at this point of time.

What products are manufactured and how much through third party

About 30% of our requirement comes through third party manufacturing and some of these brands, are you know mass tablet brands like Combiflam, Avil and also, of course, our nutraceutical business and Soframycin.



Coming to the last set of question which are more around exports ,there is reduction and exports compared to 2019.

Yes, but as we explained in our results it's largely on account of the Slump Sale of Ankleshwar last year slump sale transaction, so the results are really not compatible and that's why the exports have come down in 2020.

We have divested export related contract business, resulting in revenue loss related to that is the question around what do we see as the potential for export business over the next few years, and how do we compete in with the remaining export businesses that we have, so I think the general point around this now, we have maintained always that our primary role in India is to is not for contract manufacturing for exports, it is to make sure that we build our brands in India and I manufacturing is meant for that, having said that you know we have requirements which come from our group companies and we continue to export to them and, at the same time, we are also making sure we are cost competitive ss a supplier, so that we get more and more opportunities to supply to the group companies, and we are seeing that we are considered to be one of the important suppliers for our group, of course there will be a loss of revenue after the divestment glacier last year, and we expect that slowly to a combination of our domestic sales, as well as increase sourcing we will be having you know, trying to recover some of the low turnover. But I still want to emphasize that our strategic ambition is not to become a contract manufacturer to third parties, it is make sure that we fulfill the needs which are there in India in terms of you know, patient requirements.

There is a last question, which is there on CSR, and you know any other CSR details that you can give us, I think we have given it in our annual reports pages 53 to 58.

There are several programs that we are participating in CSR is a very, very integral part of our you know operations in India, and we will continue to support that very seriously, but more details and available in the annual report, so I hope with that I have you know, managed to explain some of the areas that you asked, and we would be happy to later share anything that you know, specifically would come up so that's all from my side, Mr Chairman, and maybe I'll hand it over to Vaibhav our CFO to take over some of the other questions on finance and business.

**Mr. Aditya Narayan:** Yes, thank you Raja.

**Mr. Vaibhav Karandikar:** Thank you, Mr. Chairman, thank you, Raja.

The questions or financials are again grouped into a couple of categories some around sales some around the Zentiva transaction some related to taxation and some on employee strength, so I will address them in the same grouping.



So one of the questions is, can you break up business between institution business and the trade, business.

Around the 5% of our domestic sales institution.

Can you give a breakup of the sales that you make to online pharmacies and the modern trade. Again around 10% of our sales online pharmacies and modern trade.

There also question on what's the breakdown between metro and non-metro for our domestic business.

50% of our sales come in the metro and the balance essentially would come between smaller cities and the rural markets.

There is question on export sales and it says that out of the 567 crores of export sales made in 2020 how much relates to the Zentiva transaction.

As you are aware, the Zentiva transaction ended in transaction May 2020 the sales relating to Zentiva for Jan-May 2020 were 156 crores. We have also disclosed that the Company will lose average annual revenues of around for 470 crores over four years from the date of the transaction so that was an impact of the transaction, which has been disclosed that at that point in time.

One feedback or the question is a breakup of the export sales and domestic sales, So we disclose the breakup of the domestic and export sales on an annual basis, and you will find this information in the annual report. However, broadly our export sales post the Zentiva transaction would be 15% of our total sales that will give you an indication of the total export sales.

One question is on again saying what was Rajaram was referring to that Sanofi only plays in a few therapy area and the question says that please indicate the last five years industry growth of the segments where you participate and your own performance in those segments.

So, like was mentioned by Raja, we are growing faster in in the therapy areas that we participate in, if you look at the Insulin, which is the major business segment, for us, the last five years CAGR is around 14% and our brands have grown in the range of 19% over the same period. Also, we had shared some data on this topic in our investor call and the presentation is available on our website which you may like to refer to.

The next question that comes is on the wholesale price index and the question says that the wholesale price index is 0. 5% for 2021 and is that sufficient to offset the increase in the raw material costs.

We have mentioned in our management discussion and analysis that input prices and the consequent margin pressures is going to be, you know, an important risk area for us and that's something that we are looking at the overall cost structure of the Company, of course, is more.



moving in line with the consumer price index, or the CPI as we call it, so therefore, there will be margin pressure on control products, we are of course taking all necessary measures for cost containment to offset the impact.

Another question is on employee count and it says that your employee count has dropped drastically since financial year 2016 can you give reasons for the same.

So, the reduction is mainly on account of the divestment of the manufacturing facility and a small portion of course relates to force our current salesforce number stands at around 2,200.

Another question is on assets held for sale and the question says what is the status around the assets for sale

So we had three assets which will head for sale, one of the residential assets was sold in Q1 of 21 and we are in the process of liquidating the other two properties, however, I must state here that, because of the ongoing pandemic, there would be a delay in the in the sales process which is most likely.

One question again highlights summarize the lessons in erecting and finally disposing of the Ankleshwar property, also disclose what percentage of revenue is lost in the sale of because of the divestment

Again just want to highlight the Ankleshwar manufacturing facility was set up in the year 1987, it was disposed of by the Company in 2020 after manufacturing products for almost 37 years. We have discussed the rationale of disposing this unit and the Chairman, also referred to this in his speech earlier, and in the postal ballot when this transaction was approved, we have also disclose that the Company will lose annual average revenue of 470 cross over four years from the date of the transaction like answered previously.

Another question is an R & D why there is no R & D our end

So we depend on the research done by our parent company on the various products and processes, and therefore there is no spend under this line in India.

Question on tax, why have the unpaid disputed dues reduced compared to the previous year, I think that's the question that has been asked, and the reduction is an account of a favorable order under indirect tax which we received. We have also opted for a dispute resolution mechanism under indirect tax for a few of the cases which has resulted in the reduction of the amount and I must add the Company's reviewing all possible opportunities and schemes introduced by the Center and the State governments from time to time to minimize the litigation.

Another questions question is on the fall in the sale of service in the in the services income is it because one of, or is it a trend.



As mentioned by Rajaram in his in his Q & A there is a significant reduction in the expenses of the operating expenses in in 2020 and there is a lower recovery of the common expenses, because the base that is the expenses itself have fallen down, both in administrative expenses and the travel expenses so that's one reason of the reduction and that would continue if the cost base remains lower because of the pandemic. The second reason for the reduction is that the service income from the chemical and biotechnology development Center at Ankleshwar which was there in the earlier part of 2019 and some portion of 2020 will not be there in the future, so these are the two main reasons why you would find that the service income is coming down.

There are two questions relating to the budget if, there's any impact of the budget annual budget on the Company, so there is no major impact on the annual budget, and whether we have received a credit rating for this Company, we are debt free, so there is no credit rating for our Company.

One question on income tax litigations and the question reads that we have income tax litigations from 2011 - 2012, and these are all at the CIT appeals level or the Commissioner of Income Tax Appeals level, ideally, they should they should move higher up to the authorities, like the income tax Tribunal or, the High Court.

So, I would like to clarify that the litigation is referred to, essentially tax deducted at source related litigations and those are at the Commissioner level. However, the main tax disputes that we have under income tax, we are at different stages at the various levels of authorities. So all matters prior to the assessment year 2015-16 are either with the High Court or the income tax tribunals and the matters from the assessment here 2015-16 onwards, are lying with the Commissioner of Income Tax Appeals and that's that will move as for the normal process.

Question on GST do you come under the purview of GST and what are the rates that are usually applicable to your Company.

So we usually, there are three brackets that the Company would typically fall under the 5% bracket 12% bracket and 18% bracket, we don't have any products in the nil bracket. Majority of our products would fall another five to 12% category, some of the nutraceutical products would attract GST rate of 18%.

The last question that has come around provision for doubtful advances and deposits and seeking clarifications on what this pertains to.

So the provision for doubtful advances and deposits are mainly provisions made towards tender deposits, which are outstanding where the collection is uncertain, and hence they are considered as doubtful the institutional business team, of course, will continue their follow up for the release of these deposits.

So this was a final question on the financials so, I will hand it over to you back again Mr. Chairman.



**Mr. Aditya Narayan, Chairman:** Thanks a lot, thank you.

Now the most important part of this meeting.

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 5.00 pm on Thursday, 22<sup>nd</sup> April 2021. We received overwhelming response from shareholders to speak at this meeting. This year we have speakers from Mumbai as well as from other cities in India. Due to the VC format of the meeting and in the interest of time, we will be able to listen to 10 shareholders. Each shareholder will have maximum 3 minutes to express his / her views. At the end of 2 minutes, you will hear a prompt in the form of bell sound. You may start concluding your remarks at this sound. I would be very grateful if you could actually utilize your time absolutely focused to what you really want to want us to hear in terms of suggestions, comments etc and I'll be very grateful if you can keep it absolutely focus to that area.

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 have to also unmute mike from your end and start your views/opinions and comments.

So, let me start the first speaker for today, Mr Bimal Kumar Agarwal from Mumbai.

**Girish Tekchandani:** Mr. Chairman, moderator has informed me that speaker number one, Mr. Bimal Kumar Agarwal speaker number two Ms. Lekha Shah and speaker number three Mr. Kaushik Shahukar are not on the call today, so we can directly move to speaker number four which is Mr. Harshil Parikh.

**Mr. Aditya Narayan:** Okay, thank you, thank you Girish, so we have to go to the fourth speaker of the day who is Mr. Harshil Parikh from Mumbai.

**Mr. Harshil Parekh:** Thank you, thank you, it was really wonderful Chairman Sir , Raja Sir, and Vaibhav Sir, so many of my questions are already answered, and I would really want to appreciate the management of the Company and specifically, Raja Sir for great financial growth of 15%, although the top lines have been remaining the same, but the bottom line sales been increasing and also congratulating them for being the top employer for three consecutive years. I think I'm done. For the questions and for my speech, thank you so much.

**Mr. Aditya Narayan:** Thank you, thank you Mr. Parekh. The next speaker is Mr. Shashikant Marathe from Pune.

**Mr. Sashikant Marathe:** Hello. Am I audible Sir



**Mr. Aditya Narayan:** Yes Please, carry on.

**Mr. Sashikant Marathe:** Chairman Sir, I Shashikant Marathe, wish all participants of this AGM a safe life and good day. Chairman Sir, you are concerned well being about employees and our customers and your team doing well and doing good at the same time, did reflect in robust dividend, you are lucky in having energize employees and your theme supply service with digitization enable companies to have a hatrick in bagging international top employer certifications.

Your donation twice to that of employees contribution did help PM care fund to fight against pandemic. Let other entities follow our example. This years results are the effect of your curious and stretched tagline and efforts by hardly 85% of 2019 employees strength. Barring top line profit before tax, profit after tax, dividend and EPS are highest during the last decade, this is exemplary. The dividend at Rs. 365 record dividend though we would earned only 207. 38 per share and that we are overwhelmed. Keep it up, set a benchmark earn more other income more than 5% of the top line. We need to ensure by 2024 exports are over 35% of our revenue, when you propose to dispose off the assets sale for disposal. Summarize the lessons in erecting and finally disposing Ankleshwar facility, also disclose what percentage of revenue loss in divesting of few products. Nil expenditure on R&D is a cause of concern, unpaid dividends dues to be reduced. Ensure least among for unpaid dividends and, at least a least number of shares to be transferred to the Government and as a part of our ethical obligation. You have to do something out of box, we may re-examine bank deposits, as the interest on deposits attract income tax.

Encourage your employees to have their own houses and must raise limits and soften loans to our employees, including medical representatives. Wish you successful win and win negotiations with our Regional Medical Representatives. Hope, with your skilled strategies, you will definitely set a precedent for others to follow.

The spectacular achievement, achieved by Sanofi must be universally available, please rope in reputed and management, as well as IIT Institute's and with their efforts prepare a case study, which will be useful to our management, students and professionals. Sir, we have full faith in you, our Board and employees. And I am sure you will succeed successfully stretch efforts, not only sustain the results but grow them by double digit, thank you for allowing me to have my opinion, thank you, Sir.

**Mr. Aditya Narayan:** Thank you, Mr. Marathe, thank you for your comments and thank you for your support and encouragement to us.

The next speaker for the day is Ms. Prakashini Shenoy from Mumbai.

**Girish Tekchandani:** Mr. Chairman even she is not on the call so we can move to the next speaker.

**Mr. Aditya Narayan:** Okay, the next speaker is Ms. Vasudha Dakwe



**Ms. Vasudha Dakwe:** Hello.

**Mr. Aditya Narayan:** Yes please go on.

**Ms. Vasudha Dakwe:** can you hear me Sir.

**Mr. Aditya Narayan:** Yes, yes

**Ms. Vasudha Dakwe:** Thank you very much for giving me the opportunity to speak. First of all I congrats Company Secretary for helping us me joining this video conference meeting well in advance. The speech given by the chairman's is self-explanatory so I don't want to ask any more questions with this, I support all the resolutions, thank you very much.

**Mr. Aditya Narayan:** Thank you Vasudhaji, for your support and your comments. The next speaker is Mr. Ravi Kumar Naredi from Bhilwara

**Mr. Aditya Narayan:** Mr. Naredi Sir,

**Mr. Girish Tekchandani:** Mr. Naredi. you are on mute please unmute yourself and speak.

**Mr. Ravi Naredi:** Sir, My voice are you able to listen.

**Mr. Aditya Narayan:** Now I'm able to listen, please carry on quickly.

**Mr. Ravi Naredi :** Thank you, Sir in last five year our Company grew 22% CAGR , 12% CAGR while Indian pharma industry grows much higher when our companies so capable by our growth ready 12 % CAGR only and, second, why not we set up manufacturing unit here to gain more cheap cost of medicines of raw material. Why we import more what is purpose to import and manufacture less in India, are you more part of Atmanirbhar Bharat in any way, that is my question two question from management.

**Mr. Aditya Narayan:** Thank you, thank you, Mr. Naredi I think your questions have already been addressed by Mr. Rajaram, if there is more, you can always write to him.

**Mr. Ravi Naredi:** Thank You.

**Mr. Aditya Narayan:** Thank you very much for your comments and the next speaker is Mr. Sayantan Bhowmick from Mumbai.

**Sayantan Bhowmick:** I thank you for this opportunity. I'll just start. Respected Chairman Sir, members of the board and our fellow shareholders I am Sayantan Bhowmick, I represent Pinebridge investments India. We have been shareholders of Sanofi India for a number of years.



At the outset I would like to congratulate the Company for a good performance in a difficult year, and thank you all the companies and the management for ensuring uninterrupted supply of the products of the Company and in this year, I have a few commands and it's largely on three areas.

So, the first area being over the last one year we've seen it's been heartening to see a steady adoption of digital technologies within the Company.

Right from manufacturing processes, as well as distribution and other functions within the organization, the proliferation of digital technologies also has the addendum risk of cyber attacks and other digital threats. So in this regard, I would request the Company if they can consider doing an external audit of the IT systems to ensure that our digital assets are adequately protected, that's the first area. Second over the last two years, the Company has paid out or is about to pay out roughly about 1,650 odd cross as dividend, this is approximately nine and a half percent of the market share at current prices. If the same amount were to be utilized as buybacks the sustainable EPS of the Company would have been higher by about 10%, so I would again once again request the board to consider buybacks as a means of returning capital which shareholders.

Last point that I want to talk about is in with respect to ESG forms a critical input for our investment process and Pinebrige find which investments. Regulators globally are increasing the requirement for ESG related disclosures the European Union sustainable finance disclosure regulations came into effect from March end 2021. Similarly, Securities and Exchange Board of India has increased level of the EHU related disclosures for companies in India. As a leading pharmaceutical Company in India, I would request Sanofi India to consider and take the lead and increased data disclosures levels to global standards. I will also separately reach out for the Company with additional data requirements with respect to SAPR and I request the Company supporting this, in this regard.

I once again thank the Community for this opportunity and which the Company and the management and the entire team of Sanofi the very best and wish them the best Thank you.

**Mr. Aditya Narayan:** Thank you for all your submissions and thank you for your good wishes as well.

The next speaker is Mr. Varun Bang from Ahmednagar.

**Mr. Varun Bang:** Hello, am I audible

**Mr. Aditya Narayan:** Yes Mr. Bang, please carry on

**Mr. Varun Bang:** Thank you very much for the opportunity, I thank management for comprehensively answering all my questions.



I just have one additional question. I read in the newspaper, and I think the Chairman Sir also mention in the opening remarks Company is looking to divest select OTC portfolio, which all brands, are we looking to divest here, and I can share the rationale behind the same, and so this is only the question I have that's it for myself, thank you very much.

**Mr. Aditya Narayan:** Thank you very much Mr. Bang for having raised this question, we have already to answered broadly what we could, at this juncture well as and when there is more information I'm sure the Company will be announcing suitably, but if you have any queries feel free to write to the Company Secretary I'm sure that you get some response, thank you.

We have taken note of all your valuable comments and suggestions from all the speakers and we will look into them on their merits.

I would ask Rajaram Narayanan your Managing Director, he would like to make any comments on traditions or respond to any points before we move to the next part of the meeting.

**Rajaram Narayanan:** Thank you, chairman Sir.

I want to thank all the shareholders those present in this meeting and those who have sent questions you know, thank you very much for your suggestions for your compliments and encouragement, I think, on your behalf I'd certainly want to thank all the employees of the Company for the effort and contribution. There were some valuable suggestions, just now, as well as well as to which have come in writing we will consider them very seriously, I want to assure that the Company is doing everything in terms of preparing itself for the digital challenges which are there you know, especially in the area of security or data, etc, and I think some of the other questions have already been answered, so I think that's all from my side Chairman Sir.

**Mr. Aditya Narayan:** All right, thank you very much, Raja, this brings us to the end of this meeting. Before I announce conclusion of this meeting, few important points -

Number one, Members who have still not voted on resolutions are requested cast their vote on CDSL e-voting system. The detailed process of voting is mentioned in the AGM notice. Let me remind you that voting will close after 30 minutes from the time of closure of this meeting.

My sincere thanks to all shareholders, members of the medical fraternity, our distributors and the people of India for your continued trust in us. On behalf of your Company, I gratefully acknowledge the support received from Government agencies at the Centre and in the States of India. I also sincerely thank our employees across our Company for their outstanding commitment to the values of Sanofi and their relentless perseverance in the pursuit of excellence



to deliver the best for all the customers and consumers particularly in the difficult times which we have seen last year and are still ongoing.

Last point, thanks to all of you present at this meeting for your cooperation for conducting this meeting in order.

**4.20 p.m.** There being no other business, I declare the meeting as closed.

Please Stay safe, take good care of yourself and God Bless. Thank you.

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