



1st April 2021

The Secretary
Bombay Stock Exchange Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai 400 001

The Secretary
The National Stock Exchange of India Limited
Exchange Plaza, 5th Floor
Plot No. C/1, G Block
Bandra-Kurla Complex, Bandra East
Mumbai 400 050

Publication of Notice of Annual General Meeting and E-voting Information

Dear Sirs

Please find enclosed copies of the Notice of the Annual General Meeting and E-voting information of the Company published today, in newspapers, Business Standard and Sakal.

Thanking you,

Yours sincerely,
SANOFI INDIA LIMITED

A handwritten signature in blue ink, appearing to read "Girish Tekchandani", written over a horizontal line.

GIRISH TEKCHANDANI
COMPANY SECRETARY

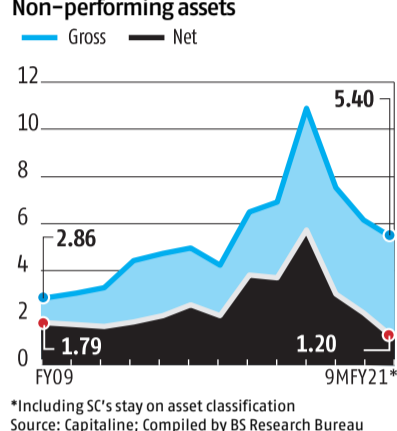
How SBI regained its footing

India's largest bank is now the most valuable state-owned entity, even as other public sector firms struggle to retain their place on the bourses



HAMSINI KARTHIK
Mumbai, 31 March

SBI: QUALITATIVE JUMP (in %)



*Including SC's stay on asset classification
Source: Capitaline; Compiled by BS Research Bureau

A decade ago, ONGC and Coal India were the most valuable public sector entities. State Bank of India (SBI) was third. Today, with a market capitalisation of ₹3.42 trillion, SBI has taken the top slot. ONGC's market cap has eroded by 40 per cent and is a distant second in the pecking order, while Coal India has slipped to seventh with market cap plunging 60 per cent. SBI's climb to the top is interesting considering that it is the only value accretive stock among the top seven public sector banks (PSBs) for investors. Bank of Baroda and Punjab National Bank have turned out to be massive wealth destroyers. "Speak to any foreign investor, SBI is the only name in which they show interest among PSBs. It is seen as a play on economic recovery," said Sridhar Sivaram, investment director, Enam Holdings.

In less than six months of assuming the chairman's office, Dinesh Khara is well aware of the bank's advantageous position and is firm that should the bank raise capital, it won't be at a discount. Considering that the bank's shares are just about trading at book value (though better than peers trading at 0.4-0.6x FY21 book value), Khara is clear that he would "not compromise the interest of existing shareholders." "If I sell equity for cheap, I'm compromising their interest," he emphasised. What gives Khara the confidence to demand premium is the way in which SBI has taken on the problem of bad loans.

With over ₹80,000 crore of toxic assets, SBI accounted for more than 40 per cent of total exposure to bad loans outlined by the Reserve Bank of India in 2017 and 2018. From Essar Steel to Bhusan Power and Alok Industries, Jet Airlines and Dewan Housing Finance, there was trouble from all corners. In FY18, when Rajnish Kumar took charge as SBI's chairman, the bank's gross non-performing assets (NPAs) shot up to 10.9 per cent—the highest in 20 years. "Call it the big brother approach or whatever, but we had to show leadership in tackling bad loans," Kumar explained, adding that insolvency and Bankruptcy Code ensured the problem was solved in a transparent manner, bringing bankers together to fight bad loans. "Every bank did not always agree with SBI, but there was largely consensus because people realised SBI will deal in good faith," he recalled.

Today, with system-level gross NPAs shrinking from 14.6 per cent in FY18 to 8.2 per cent till September 30, 2020, contemporaries call Kumar a "resolution specialist". For SBI, net NPA at 1.2 per cent is the best ever and exceeds the performance of private peers such as Axis Bank and ICICI Bank, though at a gross level, with these banks at less than five per cent, SBI has scope for improvement. Within SBI, segmenting the stressed assets resolution division also aided the clean-up act. JP Morgan notes that from about 12 per cent in FY18, the pool of stressed assets shrunk to 3.5 per cent in the December quarter of FY21 (Q3). Moreover, at ₹20,730 crore of slippages (loans turning bad) in Q3, it was the lowest the bank has seen in over six quarters.

Suresh Ganapathy of Macquarie Capital sees the bank's guidance for ₹60,000 crore of stressed loans in FY21 (2.5 per cent of loans, the lowest in many years) is achievable. "This is contrary to expectations that SBI would disappoint on asset quality given its inconsistent track record," he added. With less than a per cent of loans restructured in Q3, sizable stress accumulation isn't anticipated.

The key would be to ensure mistakes aren't repeated. Khara is confident there is an understanding that it's the quality of lending rather than the amount that is important. This is why, even if the private banks are adopting cash flow-based lending, SBI believes it is critical to evaluate the underlying assumptions before rushing in. "The corporate sector is not yet ready for this mechanism yet," he emphasised. SBI aims at double-digit growth in FY22

up from 6-7 per cent in FY21 so far. Lending to small and medium enterprises (SMEs), areas of focus under production-linked incentive (PLI) schemes and defence manufacturing are identified growth opportunities. With a gradual improvement in India Inc's capacity utilisation, bets are high on a revival in term loan demand.

But Khara is clear that retail will remain an important growth pillar for the bank. Retail loans account for 34 per cent of total loans, up from 20 per cent in FY15, and here's where YONO (SBI's integrated digital platform) has played a significant role. With a customer base of 450 to 500 million, YONO's penetration at around 36 million may appear small. Yet, with 656.92 million remittances in February, SBI emerged the clear leader among banks in the payments space. The difference between SBI and its nearest competitor—HDFC Bank—was over 380 million remittances. That said, with PhonePe and Google Pay recording monthly remittances of over 800 million each, YONO's ability to match competition on a sustained basis will be tested.

Khara acknowledged that it's not easy to maintain market share. He says SBI's advantage lies in its scale of operations. "The app, which is an online marketplace with tie-ups with more than hundred merchants, has created value in terms of sourcing, reduction in operating cost and generating fee-based income," said Khara.

Interestingly, SBI has had no problem defending overall market share even in its worst years (FY16-FY18) despite stiff competition. Accounting for 22 per cent of total bank deposits and nearly a fourth of the country's total loans in FY20, SBI's market share has remained unchanged in five years, while PSBs, excluding SBI, have seen their share erode from 65 per cent in FY15 to 50 per cent in FY20 on the lending and deposits businesses. In retail lending, SBI's market share has risen from 15 per cent in FY18 to 16.5 per cent in Q3.

Now, Khara is also betting on the strength of its subsidiaries. Listing its life insurance and credit cards businesses and small state sales augmented SBI with over ₹30,000 crore since FY18. With SBI Asset Management Company (AMC) occupying the top slot and the gap between SBI AMC and its immediate competitor widening, it is gearing to hit the Street soon. With successful foreign collaborations in the past with Cardiff, Carlyle, Amundi and Societe Generale, SBI's subsidiaries have stood out for their operational performance and leadership positions unlike peer PSBs.

Ganapathy believes SBI is on track to achieve and sustain one per cent return on assets target going ahead. "Re-rating due to subsidiaries' performance would be the icing on the cake," he noted.

Above all, SBI's key advantage is that its chairman has always been an insider, unlike its peer PSBs. "That's by design," said a former bureaucrat, adding this is seen as essential to ensure continuity and understanding of the bank.

For now, positives outweigh deficiencies. Systemically, however, the pool of lower rated assets is up at 13 per cent from 10 per cent a year ago. Likewise, agri-loans (eight per cent of total loans) posting higher slippages at 5.3 per cent in Q3 is another area of brewing stress. Whether these would trouble SBI is worth watching.

Three mantras for informal sector



DPS NEGI & SUMIT KUMAR

Persistent and pervasive informality is a defining characteristic of developing countries, India being no exception. While formalisation of the informal sector continues to be the ultimate, yet arduous goal, a concrete blueprint elaborating where to begin and how to sustain the momentum is patchy at best and even theoretically inconsistent sometimes. Any strategy in this respect runs the risk of being counter-productive and inflicting huge costs on individuals, and even on the national economy, given the complementary nature of backward and forward linkages of the informal sector with the rest of the economy. Due to the high stakes involved, developing a proper understanding of how India is treading this path is of utmost importance.

To recapitulate, the informal sector consists of casual workers and self-employed persons. Informal enterprises are small in size and deploy very little fixed capital, as reflected in very high levels of capital productivity. These enterprises confront operational and market uncertainties as a majority of them are semi-permanent in nature and work at flickering margins of profit. Working conditions are sub-optimal and wages are low mainly driven by low levels of labour productivity.

Moreover, as pointed out in mainstream literature, the level of corruption determines the size of the informal sector and economic viability of enterprises therein. The origin of the informal sector is attributed to inefficient regulations and very high compliance burden. On one hand, corruption prepares the breeding ground for informal enterprises, and, on the other

hand, it effectively curtails any scope of their transition into viable economic entities. This vicious life cycle of labour-dystopia and severely stunted growth of informal sector enterprises is the crux of pervasive and persistent informality.

By some accounts, the informal sector accounts for more than 80 per cent of the workforce and 50 per cent of the GVA in India. The corollary of static share in total workforce and declining share in total GVA overtime is increased concentration of workers in low productivity jobs. Besides, micro enterprises constitute more than 90 per cent of total enterprises in total formal and informal sector. The average number of persons engaged in these enterprises is less than 2. Moreover, the real contribution of the informal sector through provision of goods and services to households and to the formal sector enterprises can be gauged and appreciated by severity of supply shocks endured in the backdrop of the Covid-19 pandemic.

Thus, the imperatives behind formalisation of the informal sector transcend far beyond mere economic rationale. Any such strategy must adhere to two canons. Firstly, the process must be incremental rather than an abrupt overhaul. It should facilitate natural progression of enterprises from informal to formal. Secondly, the strategy must deter factors behind creation of new informal enterprises along with meticulously shepherding the existing informal enterprises towards formalisation. The system of incentives that promote voluntary dwarfism in the informal sector must be corrected promptly.

Technology is poised to play an instrumental role in this endeavour as reflected by various initiatives of the government in this direction.

The recently launched "Shram Suvidha Portal" is an appropriate example here. It works in a transparent and accountable manner as a one-stop shop for compliance with labour laws. Similarly, the Startup India Mission nudges the enterprise ecosystem towards formalisation by way of streamlining the entire entrepreneurial journey from formation to self-sustaining growth trajectories.

In addition, the concept of portability

has triggered a tectonic shift in the ways entrepreneurship is imagined. It has catapulted the apparent weaknesses of the informal enterprises into their strengths. The small size of these enterprises is seen as imparting them with requisite agility and dynamism, the defining attributes of competitiveness in an era of mega global supply chains. Portability of benefits (welfare measures for workers and incentives for enterprises) fuses these intrinsic strengths of informal sector enterprises to spontaneous growth trajectory.

The enterprises can further augment their competitiveness through migration to optimum industrial locations where they have strong backward and forward linkages. This would minimise their operational and logistical costs and help them reap benefits accruing from economies of aggregation and scales. In a similar vein, workers can also relocate to distinct industrial clusters where their specific skills are in demand, resulting in higher wages.

To boost the productivity of workers in the informal sector, the government has launched Skill India Mission. According to the Ministry of Skill Development and Entrepreneurship's Annual Report 2018-19, India would have a human resource requirement of 614 million people, about 15 per cent of them in construction and real estate alone. The progress in this direction is heartening as under PMKVY 2.0, the NSDC has trained about 7.3 million persons by December 2019.

These steps, along with many others, together manifest a silent structural transformation taking place in the informal sector. They are meant to bring down corruption, catapult weaknesses into strengths, enhance productivity and assure better wages and profits for those engaged in this sector. And, most significantly, they knit a consistent strategy towards formalisation of the informal sector, keeping the sensitivities of the vast diversity of India's informal sector in mind.

DPS Negi is Chief Labour Commissioner and Director General, Labour Bureau, Ministry of Labour & Employment. Sumit Kumar is a subject matter expert with the Labour Bureau

'Capacity building needed at appropriate time'

India has taken a leadership role in promoting solar energy globally through the International Solar Alliance (ISA). AJAY MATHUR, the new director-general at ISA, shares with Jyoti Mukul his plans to build capacity and outreach in the solar sector through the alliance. Edited excerpts:

What would be your priority areas for ISA?

We need to accelerate solarisation in all countries but different nations have different capacities and amounts of experience. We need to support projects, particularly in least developed and small island developing countries, so there is the power of demonstrations. Also, there is the possibility that through those demonstrations, there is impact on policy and on the bankability of projects. Second, if you want projects, then you need people. Here, there is a challenge for capacity building because you don't want to create capacity when there are no assets. At the same time, you cannot have assets without creating capacity; so capacity building at the appropriate time is needed. It could be for policy making, banks, regulators, project designers or people who implement the project. Third, in solar, we are seeing a lot of movement every day. What is important is that we capture what happens on a daily basis. I would want the ISA to capture this through annual reports on technology, investment and markets. This is useful not only for developing countries but also for all our member states.



Q&A

AJAY MATHUR
Director-general,
International
Solar Alliance

then, three kinds of financing — one, for the project itself and risk mitigation instruments that you need to make the project happen. This could also be to push policies, a payment guarantee mechanism and power purchase agreements that are needed to make an investor comfortable. Third, the resources that are needed to create the ecosystem. Financiers for each of these buckets are different. The goal of the ISA is to ensure bankable projects on one side and enable all kinds of bankers, financiers on the other side. Over the longer term, it may morph into a solar bank.

But one organisation alone cannot achieve this agenda. So, how will you involve governments?

The country has to take ownership of it. Within each country, there are national focal points (NFPs). So, any action we do is via NFPs. We will need to work together.

How do you build capacity for financing?

The key issue is to ensure that we have resources at affordable rates. There are challenges. We need bankable projects, and

What is the status of the solar bank? We need to bring together platforms. Creation of a bank is a long-term process. We need to put together projects at one end and financiers on the other end. We would like the platforms to start working this year itself.

Are new countries joining the ISA? Will

China be a member, considering it is an important player in the solar space?

Until some time ago, membership of the ISA was limited to countries between the Tropic of Cancer and the Tropic of Capricorn but it has recently been opened up. We are now looking at membership beyond this. Sweden has already joined. Germany and Denmark are in the process of ratification. We are in the process of working out the ratification for the Netherlands. We will be pushing more Asian countries to join, too. We would like all countries of the world to be members of the ISA.

Indian PSUs had joined the ISA as partners. Is there a move to bring international private energy companies, too?

We would like public and private companies across the world to work with us. They are a very important source, both of action and experience for us. For instance, if our countries want solar battery systems available off the shelf, we have to talk to companies.

How do you plan to address the issue of waste generated out of solar projects?

We don't want to land in the same situation as that of fossil fuels when it comes to waste. This means that collecting the solar waste once it reaches the end of life and then recycling it is important. We are planning to make countries start working on it early.

What would be the rules of engagement on how latest is technology in ISA monitored projects?

We will capture the information on technology on an annual basis. There are two kinds of concerns here. One, if it is a quick depreciation of the solar production then it is pointless and if it is very expensive then it could become a stranded asset as more efficient and cheaper technologies are available. But this is an evolving field.

TENDER NOTICE

Head Office :
"Lokmangal", 1501,
Shivaji Nagar, Pune- 411005
Tel.: 020-25614283

01/04/2021

Request for Proposal (RFP)

Bank of Maharashtra invites proposal from eligible bidders for Supply, Installation, Commissioning and Maintenance of Hyper-Converged Infrastructure (HCI) along with VMware virtualization software solution and NAS Storage device. The details would be available from **01st April 2021** on Bank's website <https://www.bankofmaharashtra.in> in the Tenders Section.

Bank reserves the right to cancel or reschedule the RFP process without assigning any reason.

Deputy General Manager, Information Technology

SANOFI INDIA LIMITED

Corporate Identity No. L24239MH1956PLC009794
Registered Office: Sanofi House, CTS No. 117-B, L & T Business Park, Saki Vihar Road, Powai, Mumbai 400 072
Website: www.sanofiindia.com Email: IGRC.SIL@sanofi.com Tel no. (022) 28032000 Fax no. (022) 28032939

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that pursuant to the applicable provisions of the Companies Act, 2013 (the Act), Rules made thereunder and General Circular No. 14/2020, 17/2020, 20/2020, 39/2020 and 02/2021 dated 8th April 2020, 13th April 2020, 5th May 2020, 31st December 2020 and 13th January 2021 respectively issued by Ministry of Corporate Affairs and Circular No. SEBI/HO/CFD/CMD1/CIR/P/2020/79 and Circular No. SEBI/HO/CFD/CMD2/CIR/P/2021/11 dated 12th May 2020 and 15th January 2021 respectively issued by the Securities and Exchange Board of India, the 65th Annual General Meeting (AGM) of the members of Sanofi India Limited will be held on Tuesday, 27th April 2021 at 3.00 p.m. through video conferencing (VC) facility without any physical presence of members to transact the business set out in the Notice of the AGM dated 23rd February 2021.

The Notice of the AGM together with the Directors' Report, the Auditors' Report and the copy of the Audited Accounts for the year ended 31st December 2020 has been sent to members by email on 31st March 2021, who have registered their email ID with the Company/Depositories. The members can also access the Annual Report on the website of the Company www.sanofiindia.com and on the stock exchange websites at www.bseindia.com and www.nseindia.com. Members who would like to obtain pdf copy on their email ID may write an email to IGRC.SIL@sanofi.com. Pursuant to the Circulars mentioned above, the Company has not printed the Annual Reports and hence no hard copies of the Annual Report will be provided.

Pursuant to Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 and Regulation 44 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations), the Company is providing facility for e-voting and all the resolutions set forth in the Notice convening the 65th AGM of the Company may be transacted through such voting.

The Company has engaged the services of Central Depository Services (India) Limited (CDSL) to provide the facility for remote e-voting as well as e-voting during the AGM. Members can also attend AGM through VC facility on live streaming link available at CDSL e-voting website www.evotingindia.com after using their log in credentials and selecting EVSN of the Company.

Members may note the following details for VC facility and e-voting:

- Members are requested to attend the AGM on 27th April 2021 through VC facility using live streaming link available at www.evotingindia.com under shareholders/members login by using the remote e-voting log in credentials.
- Members of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date, i.e. 20th April 2021, only shall be entitled to avail the facility of remote e-voting as well as e-voting during the AGM.
- The remote e-voting period will commence on Saturday, 24th April 2021 (9:00 a.m.).
- The remote e-voting period will end on Monday, 26th April 2021 (5:00 p.m.).
- The remote e-voting module shall be disabled by CDSL for voting thereafter. Once the vote on the resolution is exercised by the member, the member shall not be allowed to change it subsequently.
- Any person who becomes a member of the Company after sending the Notice of the AGM and holding shares as on the cut-off date i.e. Tuesday, 20th April 2021 and wishing to participate in the e-voting may obtain User ID and password by sending a letter or email to the Company's Registrar and Transfer Agents, Link Intime India Private Limited to C - 101, 247 Park, L B S Marg, Vikhroli West, Mumbai 400083, email ID: evoting.investors@linkintime.co.in providing details such as name of the Member, DP ID/Client ID no. and name of the Company. User ID and password will be provided through email or SMS or letter as per details of the member provided by the Depositories or available with the Registrars. Members can also contact Mr. Jayprakash V P of Link Intime India Private Limited on no. 022-49186270.
- The Company will also provide e-voting facility during the AGM. The procedure for remote e-voting and e-voting during the AGM is same. The members attending the AGM through VC facility who have not already exercised their vote by e-voting will be able to exercise their vote during the AGM.
- The facility for e-voting during the meeting is available only to those members participating in the meeting through VC facility. If a member has exercised his/her vote during the AGM through e-voting but not attended the AGM through VC facility, then the votes casted by such member shall be considered invalid.
- The members who have exercised their vote by remote e-voting prior to the AGM may also attend the AGM but shall not be entitled to exercise their e-vote at the AGM again.
- For any grievances connected with facility for e-voting members may contact: Mr. Girish Tekchandani, Company Secretary by sending an email to IGRC.SIL@sanofi.com.
- In case of any queries or issues regarding e-voting, you may refer the Frequently Asked Questions (FAQs) and e-voting manual available at www.evotingindia.com, under help section or write an email to helpdesk.evoting@cdslindia.com.

The Board of Directors of the Company has appointed Mr. Makarand M. Joshi, Practising Company Secretary (FCS 5533, CP 3662), or failing him, Ms. Kumudani Bhalerao, Practising Company Secretary (FCS 6667, CP 6690) as the Scrutinizer for conducting the process of remote e-voting and e-voting during the AGM in a fair and transparent manner.

The Notice of the AGM along with instructions for e-voting is available on CDSL's e-voting website www.evotingindia.com.

Notice is also hereby given that pursuant to Section 91 of the Act and Regulation 42 of the Listing Regulations the Register of Members of the Company will remain closed from the 21st April 2021 to the 27th April 2021 (both days inclusive) to determine the names of members who will be entitled to receive the final dividend of Rs. 125 per equity share and one-time special dividend of Rs. 240 per equity share for the year ended 31st December 2020.

Sanofi India Limited
Girish Tekchandani
Company Secretary

Place: Mumbai
Date: 31st March 2021

