



24th March 2026

The Secretary
BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai - 400 001
Scrip Code: 544250

The Secretary
National Stock Exchange of India Limited
C-1, Block G, Exchange Plaza,
Bandra-Kurla Complex,
Bandra East, Mumbai - 400 051
Symbol: SANOFICONR

Sub.: Investor Presentation

Dear Sir/Madam,

Pursuant to Regulation 30 read with Para A Part A of Schedule III to the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and further to our communication dated 19th March 2026, informing the Exchanges about Company's participation in the SCHIL Institutional Investor Meet scheduled today i.e., Tuesday, 24th March 2026, we hereby enclose the presentation to be made at the aforesaid meeting.

The presentation is also being uploaded on the Company's website at <https://www.sanofi.com/en/india/consumer-healthcare/investors/disclosures-under-reg-46-of-the-listing-regulations/analyst-meet>

Kindly take the above information on record.

Thanking You,

Yours faithfully,
For **Sanofi Consumer Healthcare India Limited**

Nikunj Kumar Savaliya
Company Secretary and Compliance Officer
Membership No.: F7048

Encl.: a/a

SANOFI CONSUMER HEALTHCARE

Investor Meet

24th March 2026



Re-igniting Profitable Growth

Himanshu Bakshi
Managing Director



Safe Harbor Statement

This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations of these expressions or negatives of these terms indicating future performance or results, financial or otherwise, which are forward looking statements. These forward looking statements are based on certain expectations, assumptions, anticipated developments and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, market growth, intense competition and the pricing environment in the market, consumption level, ability to maintain and manage key customer relationship and supply chain sources and those factors which may affect our ability to implement business strategies successfully, namely changes in regulatory environments, political instability, change in international prices and input costs and new or changed priorities of the trade. The Company, therefore, cannot guarantee that the forward-looking statements made herein shall be realized. The Company, based on changes as stated above, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward-looking statements as may be required from time to time on the basis of subsequent developments and events. The Company does not undertake any obligation to update forward looking statements that may be made from time to time by or on behalf of the Company to reflect the events or circumstances after the date hereof



Agenda

Journey since inception

Road Ahead

Our Strategy



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Our Strategy



Sanofi Consumer Healthcare: Snapshot

Revenue from operations



₹ 8784
Mn

Profit from operations



36.7%

ROCE



62.5%

Leading Brands



Avil	# 1 vol
Allegra	# 3 val
Combiflam	# 5 vol
DePura	# 5#

FY 2025 Data
Pre Recall
Source : IQVIA MAT Dec'25

Case for separation : Play in Consumer Healthcare by its rules

Pharma Approach

Win with patented formulations

Prescription driven

Off Patent brands fund New Launches

Disease & Therapy awareness

Low single digit A&P

Consumer Healthcare Approach

Win on Brand Equity

Synergy of Prescriptions & Self choice

Sustained investments in brand building

Self Care and Influence

A&P investments Mid Teens

Turbulent start for an organization still taking shape



June-July '24

Building FMCH talent with 60 new hires

Unlocking FMCH marketing

Building FMCH GTM

Inventory ownership transfer

April '25

CD&R acquires controlling stake in CFC business globally.

Sanofi CHC business renamed as Opella

Last mile separation of supply chain from Sanofi India

Starting point – constrained demand generation



Health Care Professionals



Consumer



Point of Sale

Allegra[®]



-

Combiflam[®]



DePURA




Avil[®]



-

-

We have unlocked demand levers after a long gap

	 Health Care Professionals	 Consumer	 Point of Sale
	✓	✓	-
	✓	✓	✓
	✓	✓	✓
	✓	-	-

Put together a team that **Makes It Happen**



Out of office sports



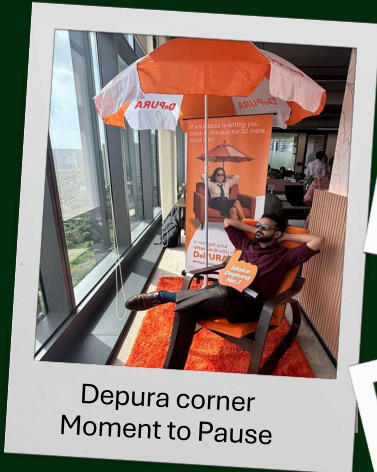
GAME ON!



Anniversary Celebration



Townhall at Office



Depura corner
Moment to Pause



Festive joy @
Opella office



Exco in Office



Dulcoflex corner of
relaxation

+ Attracted Best in class FMCH Talent

+ Performance driven Culture

+ Recognised as Most Preferred
Workplace – Overall & Women

+ Wellness at core of workplace &
policies

Leading to strong business performance

+21%

**Revenue
from
operations**

+13%

**Operating
Profit**

+33%

**Profit After
Tax**

vs FY 2024



Includes AI-generated images

And did our bit for healthier planet and society

PROJECT AMRIT



36 Water Community Centers benefiting
> 190K people

VAN MITRA



34K trees planted helping in
3,48,520 kgs of CO₂ reduction annually

B CORP CERTIFICATION

Our B Corp Certification.

Certified



Corporation

Certifying highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose

Stringent certification process

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Significant growth opportunities exist within our core categories

High headroom for category penetration

ALLERGY



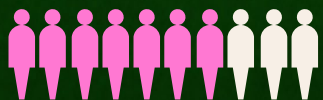
~3/10 suffered from Allergy in last 6 months

PAIN



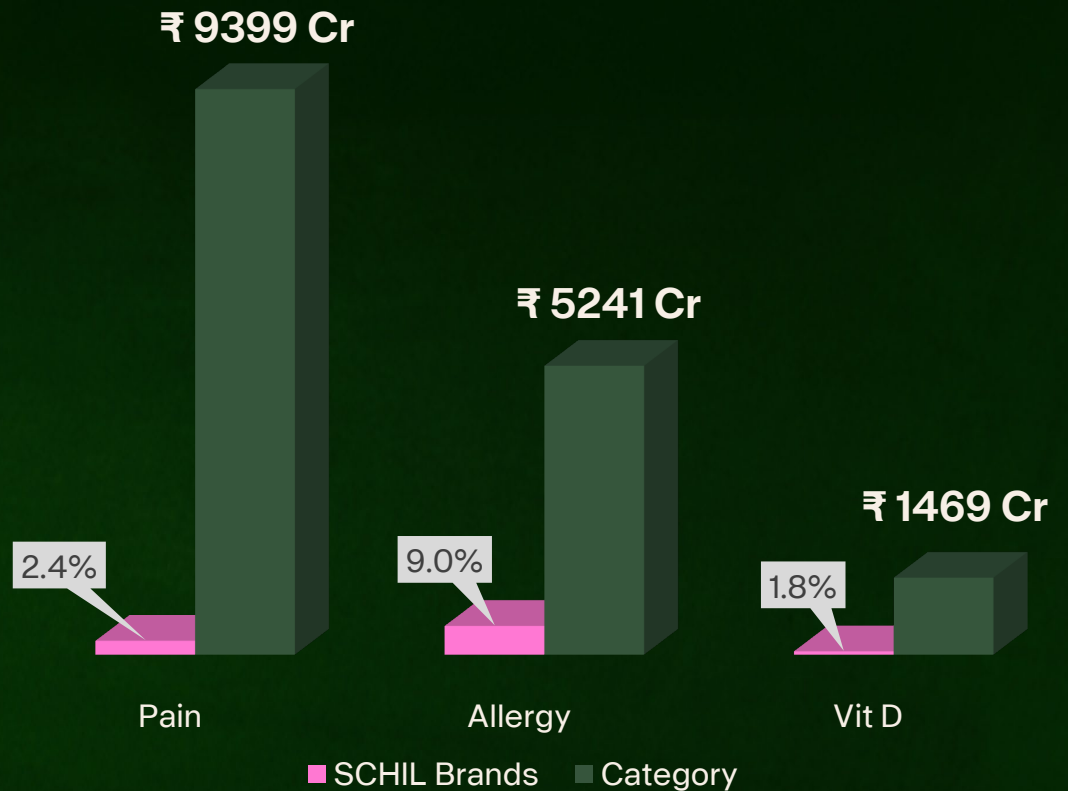
~9/10 experienced a Pain episode

VIT D



~7/10 Indians are Vit D deficient

Significant growth upside through share gains



Our Strength

 · 199,696 Followers **Combiflam**


Whoever invented Combiflam, please give them a Nobel, no? ❄️❄️❄️


 **Allegra**


Allegra Khao aur Allergy hatao jaldi sir.

 **Avil**

Where there is **allergy**, there is **Avil**.

 ❄️ Easy single-dose bottles 🌿🌿



 **DePURA**

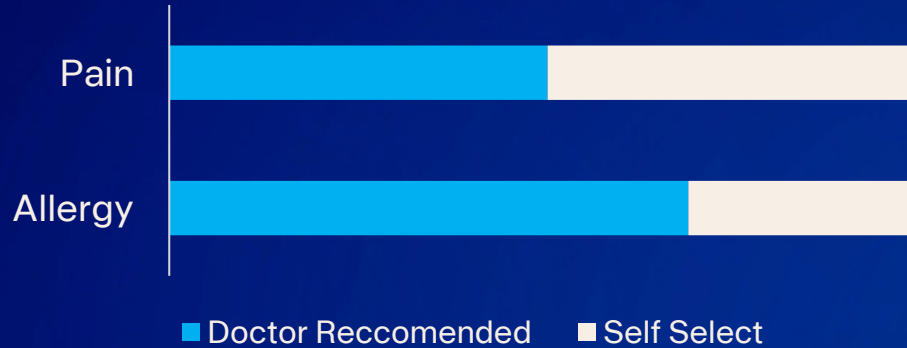
Yes thank you, have to get my d supplements soon.

❄️ **Depura** 60k for a coupla months and u r god to for a year 🌿🌿



Consumers taking health in hands – time is ripe for self care

Source of Trial



53 Mn Indians accessing health related info online

26% consumers self-medicating

15% medicate via chemist consultation

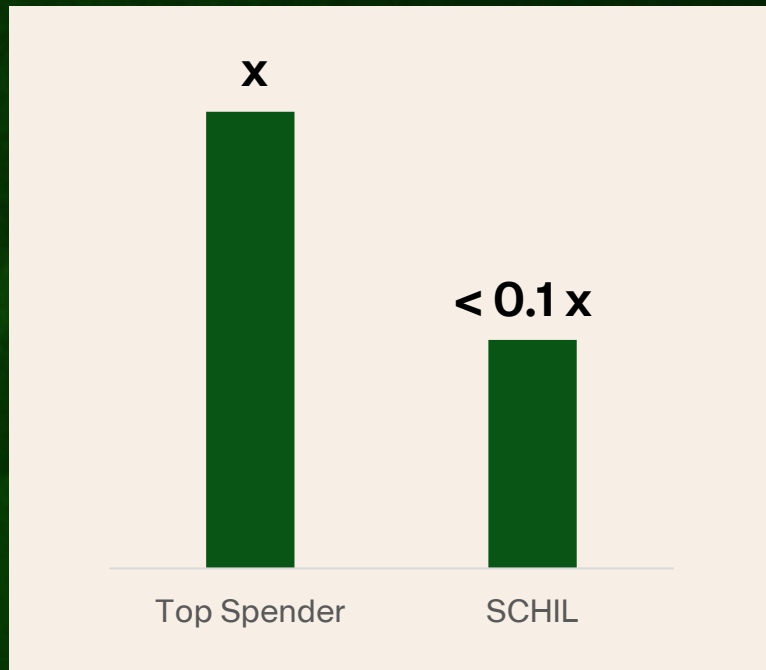
Influencers important drivers of brand choice especially in VMS



* Multiple choice question

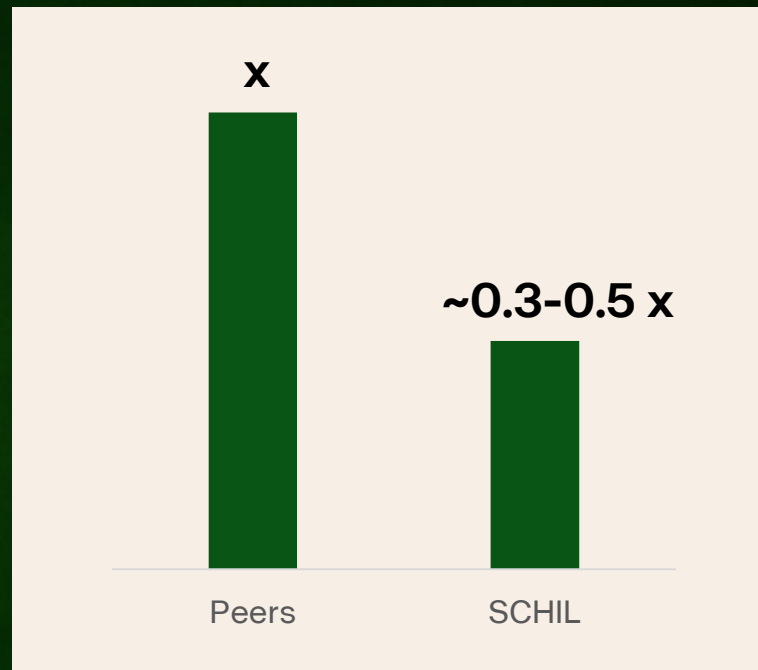
Imperative to invest competitively on Consumer , HCP & Store reach

Media Spends

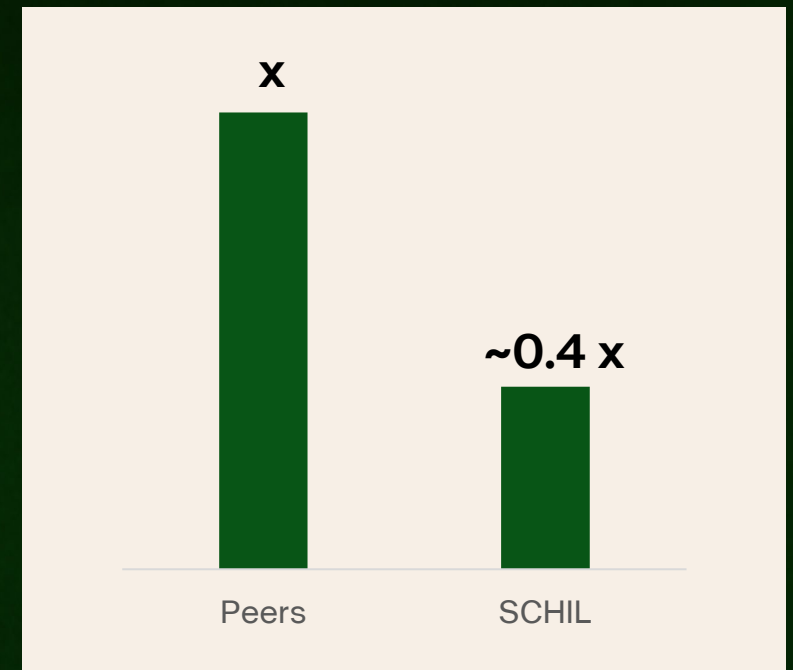


Benchmarked against top spender in category*

HCP Coverage



Direct Store Coverage



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Our Strategy

Synergistic demand generation through HCP & Self Choice – A true FMCH model

MISSION

Health. In your hands. By making selfcare as simple as it should be.

VISION

Become the best FMCH In & For India

OUR STRATEGY

Scale **HCP**
Initiation.

Scale **Consumer**
Engagement.

Improve
Access.

MAKING IT HAPPEN

Right Talent x
Performance Culture

Digital & AI

Lean & efficient
supply chain



Scale up HCP recommendations

Scale HCP
Engagement



2X Doctor reach
Face to Face



+50K Doctor reach
on DIGITAL

Digital-first demand generation

Step up
Consumer
Engagement

You need 4kg of mushroom daily to maintain your **Vitamin D**



Or just drink monthly a dose of **DePURA**



MAT-IN-2500483 v1.0 05/25

Stop allergies. before they stop you
#AllergyFree

BREAKING NEWS

Pollution: The invisible allergy epidemic

"Air pollution causes allergic rhinitis in 40% of the global population."



~60 Mn multi-media reach*
Targeted spends on Social to drive influence ~30%

Includes AI-generated images
*Includes multimedia reach

Increasing direct retail coverage & chemist recommendation

Improve
Access



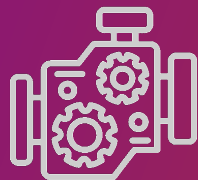
Win at store



2X direct coverage

Right Talent & Culture to fuel profitable growth

Make it happen



COMMERCIAL ENGINE

FMCH talent across:

- Frontline
- Brand
- Alternate channels



PRODUCTIVITY

AI & Automation to:

- Free up capacity
- Strengthen decision making at last mile



CULTURE

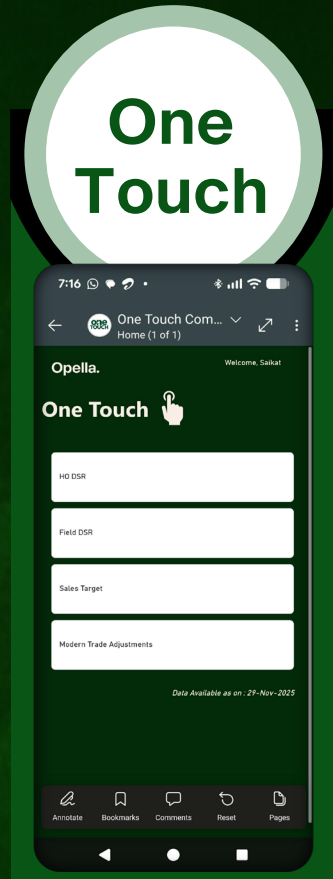
Challenger mindset:

- Speed & Accountability
- Differentiated Rewards



Leveraging digital & AI for superior, agile execution

Make it happen



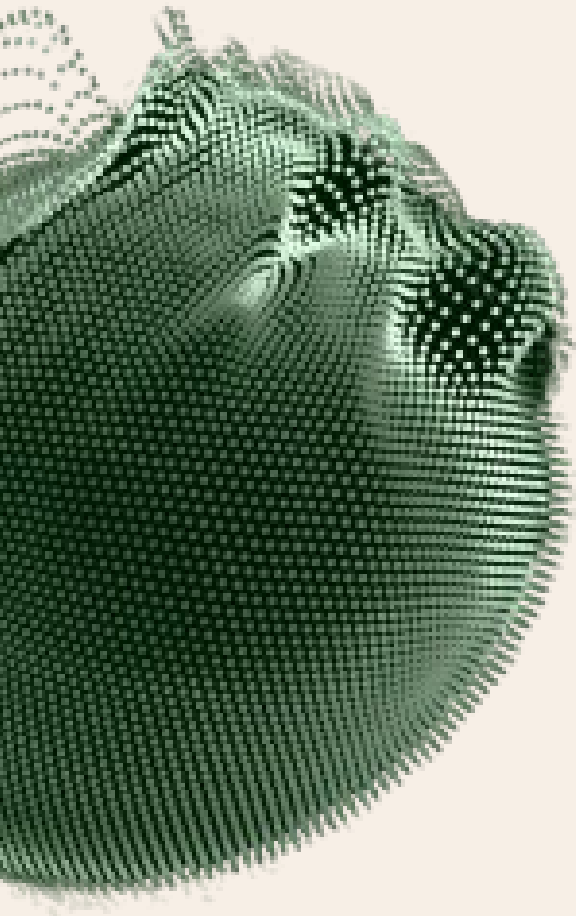
**Data at fingertips –
AI enabled prescriptive analysis
to drive data-based decisions**



**AI-enabled agile visuals to bring
alive our brand superiority.**

Includes AI-generated images

Empowered Country Management



India –first approach to innovations for Global brands too

Complete ownership of Global Brand P&L

Faster decision making & execution

Dedicated in house ai creative team for India

Benefit from Opella's Global Scale, R&D & technology

Thank you