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SAMINA HAMIED
Executive Vice
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She is readying the largest portfolio of medicines to treat Covid-19 patients

THE MOST POWERFUL WOMEN IN BUSINESS

New Dress Code

SHE HAS TURNED AROUND PANTALOONS FASHION, AFTER SIX YEARS OF STAGNATION

By NEVIN JOHN

Medicine For Masses

SHE IS BUILDING ON CIPLA'S DECADES-OLD LEGACY, WHILE MAKING IT FUTURE FIT

By JOE C. MATHEW

THESE ARE BUSY DAYS for Samina Hamied, Executive Vice Chairperson, Cipla Ltd. Her company has been readying the largest portfolio of medicines to treat Covid-19 patients. As a third-generation member of the founding family of India's leading pharmaceutical company, Hamied has proven that Cipla's response to Covid-19 reflects the company's DNA; putting patients first, caring for life.

The company has been always at the forefront of responding to health crises globally, be it HIV/AIDS, Bird Flu or Swine Flu. In fact, it was Y.K. Hamied, Non-Executive Chairman (and Samina Hamied's uncle), who changed the global paradigm of AIDS treatment by announcing a triple anti-retroviral therapy at less than \$1 a day in Africa in 2001. "Today, yet again, Cipla has stepped forward to combat Covid-19 on all fronts through our largest portfolio of Covid offerings and our access-enabling efforts for treatment of Covid-19. We have set-up a 'Caring for Life' Covid-19 dedicated fund to support patients, augment the healthcare ecosystem and sustain communities," says Hamied. "We have also made good progress with our 'One India' approach for achieving greater synergies among our businesses in India."

The company's US focus has been primarily driven by Hamied. Her next agenda is transition in the mindset of the company — from illness to wellness. "We took major steps towards growing Cipla Health (a business division) into a holistic wellness player," she adds. **BT**



The Banker For All Seasons

SHANTI EKAMBARAM HEADS A CONSUMER BANKING PORTFOLIO OF ₹80,000 CRORE

By ANAND ADHIKARI

AFTER ACQUIRING Pantaloons from Future Group in 2012, Aditya Birla Fashion Retail Ltd was struggling to turn around the fashion retailer in the face of stiff competition from cash-rich online platforms and offline retailers. The choice of Sangeeta Pendurkar, who was earlier Managing Director of Kellogg India, for the role of CEO was a well thought out plan to revive the business. She had a career spanning across five companies in four different sectors — from pharma to packaged foods to banking — before joining Pantaloons in December 2017.

Pendurkar came up with a revival strategy

within six months of joining. She introduced new portfolios, including women's ethnic wear, and acquired the Jay-pore brand.

The new strategy helped the fashion retailer register organic growth after six years of stagnation, despite the slowdown in the consumer market in the last couple of years. It went up from a negative

like-to-like growth (a measure of growth in sales) in 2017/18 to 1.4 per cent growth in 2018/19, and 6 per cent in 2019/20.

Leadership is all about accepting differences with humility, finding a common ground and resolving conflicts objectively and with respect, says Pendurkar, who leads a team of 8,000 people.

"The CEO should encourage a culture of openness and experimentation, so that employees will be confident enough to voice their opinions and collectively building on each other's ideas," she adds.

Pantaloons' profitability has doubled in last three years. The operating ROCE (return on capital employed) has moved from negative to more than 15 per cent.

She is also an independent director on the board of Vistara Airlines, a joint venture between Singapore Airlines and Tata Group. **BT**

SANGEETA PENDURKAR

Chief Executive Officer, Pantaloons Fashion, Aditya Birla Fashion and Retail Ltd

WHY SHE MATTERS

The company registered 6 per cent like-to-like growth in FY20, from negative growth in FY18

SHANTI EKAMBARAM has been keeping a busy schedule ever since coronavirus hit India. As Group President, Consumer Banking, Kotak Mahindra Bank, she managed to keep 95 per cent of branches open during lockdown. In between, she was also guiding her NGO for

investments, retail lending and transactions. "We have a strategy to build the portfolio brick by brick. The areas of growth are secured retail, especially home loan, loan against property (LAP) for business banking, working capital etc," she says. Home loan and LAP constitute about 22 per



SHANTI EKAMBARAM

Group President, Consumer Banking, Kotak Mahindra Bank

WHY SHE MATTERS

Managed highest CASA ratio of 56.7 per cent, one of the lowest cost of capital in the industry

autistic kids to move to Zoom classes, besides sticking to her thrice a week fitness training regime. "The last six months have taught us how to change mindsets and behaviours, whether it was our employees or our customers," says Ekambaram. The bank also had the first-mover advantage when it launched fully digital, zero-contact savings and deposit accounts during the lockdown. "Our focus is digital in acquiring, engaging, transacting and servicing our customers."

She is managing a portfolio of over ₹80,000 crore with a focus on savings, protection,

cent of the bank's book, and offer a huge runway for growth. Under her leadership, the bank has managed to secure the highest CASA ratio of 56.7 per cent. "Our cost of fund is one of the lowest in the industry," says Ekambaram. **BT**