
sanofi
possible
Our Integrated Annual Report 2022

Anais Brafine,
Associate Scientist, Belgium

In this *report*

Foreword by *Paul Hudson*

"The end of 2022 marked the successful execution of the first chapter of Play to Win, our 2020-2025 strategy designed to make Sanofi a modern healthcare company."

While the past few years have carried with them a multitude of uncertainties, we never lost sight of the commitments we made when we announced our strategy three years ago. We stayed focused and continued to innovate and accelerate the growth of our company.

Now at the halfway mark, it's clear our strategy is working. We achieved our financial targets and more importantly the performance of our priority assets in Specialty Care and Vaccines, along with the reinvention of our General Medicines and Consumer Healthcare Businesses, are keeping us on track.

We are approaching the steady state of transformative launches and breakthrough clinical data that we envisioned in 2020. By reinvesting in R&D, we have quickly transformed our pipeline to be almost exclusively first- and/or best-in-class targets that have the potential to shift treatment paradigms for diseases impacting millions.

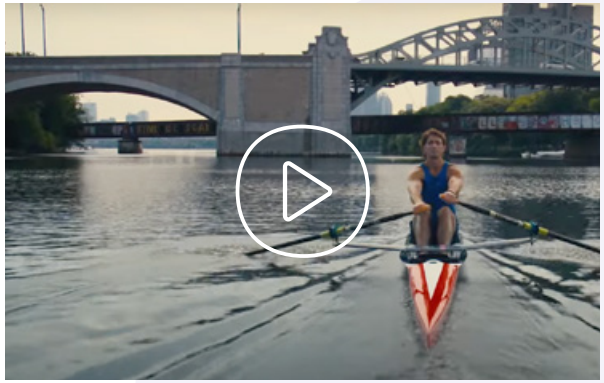
We've also doubled down on our quest to improve the health and well-being of society and the planet. We launched the Sanofi Global Health Impact Brand and Fund to expand access to medicines and are reimagining what corporate philanthropy can achieve though Foundation S – The Sanofi Collective. When it comes to climate change, we're taking a 360° approach, building the road to carbon neutrality by 2030 and net zero by 2045, and supporting methods to deal with climate change in the most vulnerable communities.

Furthermore, we are reshaping our own culture with a focus on diversity, equity, and inclusion in and beyond the workplace with initiatives like the launch of our DE&I Board and global Employee Resource Groups.

Our progress is also reflected in our new corporate brand identity and purpose which we unveiled in February 2022. This new identity represents the next chapter in Sanofi's history, where we will move forward together as one company united in a shared purpose to chase the miracles of science to improve people's lives.

We are working hard to become the Sanofi we've always aspired to be—a truly modern healthcare company transforming the practice of medicine for millions of people across the world.

Paul Hudson, Chief Executive Officer



> ***Hear*** *the Voices Behind our Purpose*

Our Play to Win Strategy *in 2022*

At the half-way point of our strategy, we're gaining on our ambition to transform the practice of medicine through breakthrough science. We had some big wins in 2022 giving us the power to execute the next chapter, to go deeper into the science, accelerate our digital know-how, and rev up our manufacturing.

Focusing on growth

We continued to focus on investing in R&D and accelerated our industry-leading immunology pipeline with a dozen next-generation medicines that have the potential to be first- and/or best-in-class.

> *Read more on page 15*

Accelerating efficiency

We broke ground on two new state-of-the-art EVolutive Facilities, in France and Singapore, to fully digitalize our vaccine and biological manufacturing.

> *Read more on page 22*

Leading with innovation

We received approval for Beyfortus® (nirsevimab) in the UK and the EU—the first ever immunization for respiratory syncytial virus (RSV) designed to protect all infants.

> *Read more on page 18*

Reinventing how we work

We launched our DE&I Board—the first in our industry to feature internal employees and external DE&I experts.

> *Read more on page 32*

Our Play to Win attitude is reflected in Team Sanofi's spirit of resilience and determination.

Dany Dann,
breakdancer hopeful for Paris 2024 Olympic and Paralympic Games and part of Team Sanofi

How We're Turning the Impossible *into Possible*

We're a global team united across borders and cultures, together chasing the ***miracles*** of science to transform the practice of medicine and improve people's lives. And when we discover the ***extraordinary,*** we're already planning where to go next. Because when someone says, "It's impossible," we hear ***"Let's make it possible."***

We're present in
90 countries

Our medicines and vaccines are available in
180 countries

There are
91,000 Sanofians worldwide

We work across
59 manufacturing sites and
20 R&D sites

Angela Jose,
Scientist, Ireland

Nadin Al Shukor,
Associate Scientist, Belgium

We made it possible

to protect and improve more lives

Some of our most remarkable transformations in 2022 have been in immunology and vaccines.

We found new ways to extend the reach of Dupixent® to help more patients with crippling type 2 inflammation. Our leading medicine has enabled more than 500,000 patients with debilitating conditions, from asthma to eczema, to experience radically improved quality of life. Tomorrow, that number could be much higher, as we investigate more than half a dozen new uses with Dupixent.

When it comes to our vaccine business, we're pouring energy into new approaches. We received European approval for the first and only single dose immunization to help protect all infants against RSV, a highly contagious virus that is the most common cause of lower respiratory tract infections and a leading cause of hospitalization in infants.

It's progress like this that spurs us on, and makes us think, "What's next? What if?"

> ***Hear*** *what chasing the miracles of science means to Global Head of Immunology Paul Rowe*

We made it possible

for millions of people in the lowest-income countries to access essential health care

In 2022, the Sanofi Global Health Unit, our non-profit business, launched the Impact brand, to help vulnerable people in 40 of the lowest income countries access treatment.

The brand includes 30 Sanofi medicines—considered essential by the World Health Organization (WHO)—that have already treated 2.2 million people for malaria, tuberculosis, and non-communicable diseases.

But closing the healthcare gap is not just about providing access to medicine for communities in need. We're also working to strengthen healthcare ecosystems with capacity building education programs for training and disease awareness. That's why we set up a €25 million Impact Fund to support startups and innovative companies to deliver healthcare solutions in underserved regions. The fund invests in entrepreneurial businesses and supports companies to help local communities run and manage their own services.

> *Read more on page 26*

Ibrahim Kamara suffers from diabetes and hypertension, Sierra Leone

Ellie Challis,
Paralympic Swimmer, UK

We're making it possible

for everyone to ignite their potential

Our attitude and spirit are reflected in the courage, resilience, and teamwork found at the core of the Paris 2024 Olympic and Paralympic Games.

To fully jump into our premium partnership with Paris 2024, and to build a lasting legacy beyond the Games, we've created Team Sanofi, a group of 14 inspirational Olympic and Paralympic athletes and coaches. Together, we champion diversity, build equity, and extend inclusion. Team Sanofi inspires us to see challenges as opportunities and to never settle in the pursuit of our goals.

Each of our Team Sanofi "ignitors" comes from a diverse walk of life and sporting discipline, and all share a determination to succeed—like Ellie Challis, a British paralympic swimmer who survived meningitis. Despite having her four limbs amputated, Ellie's strength to succeed in the pool and in life knows no limits: "I want to do things everyone says I can't," she said. She now uses her voice to raise awareness about the disease and its risks.

> ***Discover*** *how we're igniting the potential in everyone*

We made it possible

to achieve cultural change in and beyond the workplace

To drive gender equity in the workplace, we're breaking the bias around being a parent.

We give every employee welcoming a child into the world—through childbirth, adoption, or surrogacy—14 weeks gender-neutral, paid parental leave. The policy is for everyone, no matter the country a parent works in and irrespective of gender or sexual orientation.(1)

We want to change the status quo by letting parents choose who will be the primary caregiver, and challenging society's assumptions about parenthood, including the traditional view of family being only one father and one mother.

"I'm grateful for all the support I received from my manager and peers to be able to be fully dedicated to my newborn, Noah. The time we spent together was precious to start our new family," said Webster Baroni, a Project Manager in Brazil.

> *Read more on page 34*

(1) Based on local legislation or cultural norms

Webster Baroni (left), Project Manager, Brazil, with his partner and son

Camille De Craene,
Associate Scientist, Belgium

We're making it possible

to transform drug discovery with artificial intelligence

Our aim is to shake up how we discover, develop, and test new medicines, to bring patients more treatments faster than would have been imaginable just a few years ago.

In 2022, we joined forces with pioneering biotech Exscientia to explore new treatments for cancer and diseases linked to the immune system. Using Exscientia's AI-based capabilities and personalized medicine platform, our scientists can test drug candidates against actual human tissue models, years before a clinical trial.

This comes on top of our partnership in 2021 with Owkin, whose AI-driven platform uses patient data from different medical centers to build models and predict patient responses to treatments.

The power of these partnerships helps us to look at cancer in different ways, quickly grasp what works and what doesn't, and open up new perspectives in treatments.

> *Read more on page 19*

Chasing the Miracles of Science

An-Sophie Claerbout,
Associate Scientist, Belgium

A Pipeline of *Possibilities*

Our approach to science begins with patients. From the moment our scientists discover a new molecule, they have one question in mind: "How will this change people's lives?" We ended 2022 with 84 projects in our R&D pipeline, including promising medicines and vaccines.

Spotlight on Clinical Trials:

Phase 1
24 projects

One of our phase 1 projects focuses on Parkinson's disease, which affects over 8.5 million people worldwide.(1) We're partnering with biotech research company ABL Bio with the aim of urgently developing a first-in-class antibody that has the power to treat the disease.

Phase 2
32 projects

Rilzabrutinib, being investigated for people with immune thrombocytopenia (ITP), a rare autoimmune disease, is moving into phase 3.

Phase 3
26 projects

We're investigating MenQuadfi™ in children as young as six weeks to help protect them from invasive meningococcal disease (IMD), which is rare but potentially deadly. The vaccine is already approved for children from the age of 12 months in several countries and from two years in the US.

Registration
2 projects

Under review in 2022, ALTUVIIIO™ was recently approved in the US as a treatment for hemophilia A, a rare, lifelong blood disorder. Our next step is to get approval in the EU.

> *Dive deeper into our pipeline*

(1) Source: WHO
All figures as of February 2023.

Unleashing *the Potential of mRNA*

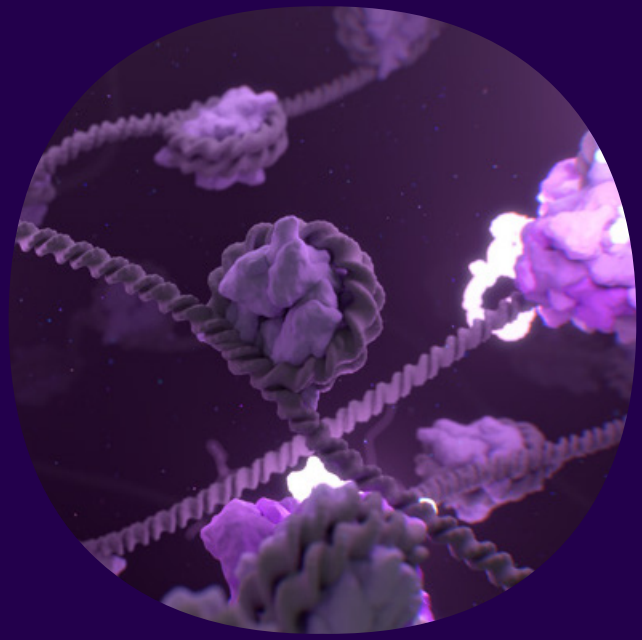
Messenger RNA (mRNA) is an exciting technology that can be used to develop powerful new vaccines and therapies. To go beyond today's thinking, we're connecting scientists across the globe to explore what's possible tomorrow.

Six of our ten vaccine candidates set for clinical trials by 2025 are powered by mRNA, including vaccines against influenza and RSV, two infections that together send millions of people to the hospital each year. Another vaccine candidate will target acne, an inflammatory skin condition that affects millions of teenagers and adults.

> ***Learn more*** *about our mRNA Center of Excellence through the eyes of Sanofians*

Beyond vaccines, our teams are developing therapeutic mRNA to treat cancer and rare diseases.

Building on the work of our mRNA Center of Excellence, launched in 2021, we opened the Translational Science Hub in Queensland (Australia) in 2022. This global scientific community unites top researchers from Griffith University and the University of Queensland with our 400 scientists from the Center of Excellence that spans two sites in the US and in France. Together, they're working to improve mRNA platform technology and develop new medicines, including a first-ever vaccine for chlamydia.



How does mRNA work?

Our bodies are made up of over 100,000 different kinds of proteins, each with a different job, from enabling us to move to protecting us against disease.

When the body is sick, mRNA transmits information to the cells to build new proteins that will fight the disease.

Designing Pioneering Medicines *with Biotechnology*

Using industry-leading biotechnology platforms, our scientists push the limits of what's possible in drug discovery and development.

Layla Bral,
Associate Scientist, Belgium

Partnering to change lives

In 2022, we partnered with biotechnology company miRecule to combine our NANOBODY® technology with its DREAmiRTM RNA discovery platform to create a potentially world-first treatment for facioscapulohumeral muscular dystrophy (FSHD).(1) FSHD causes weakening and loss of skeletal muscles in children and adults, which can rob them of the ability to walk, smile, or eat.

> ***Learn*** *how Sanofi scientists use nanobody technology to develop revolutionary treatments for patients*

Taking nanobodies further

Our scientists are also creating new therapies by combining nanobodies with the molecules we develop on our SYNTHORIN™ platform. Bioengineers use these molecules as building blocks to create new therapeutics, for example to reprogram interactions in the body where immune cells attack healthy ones. In 2022, we doubled the amount of SYNTHORIN molecules we produced on this platform, expanding our potential to develop new treatments, particularly for cancers and inflammatory diseases.

What's a Nanobody?

Molecules about 1/10th the size of an antibody used to design medicines that encourage people's own immune system to target foreign objects like viruses and bacteria. Through our NANOBODY platform, our scientists are developing a single, multi-action therapy with the aim to one day replace current complex treatments.

(1) Source: miRecule

A Game-Changing Year *in Immunology*

Since the 2016 launch of Dupixent®, we've seen the overwhelming positive impact on people living with diseases caused by type 2 inflammation such as asthma and eczema. But we know that this medicine can treat more diseases where type 2 inflammation is at the core, so we're exploring what else is possible.

Touching more lives in 2022

Dupixent was approved to treat two more conditions where doctors had only ever been able to treat the symptoms and not the disease. In the US, treatment was approved for eosinophilic esophagitis, a progressive inflammatory disease that damages the esophagus, and prurigo nodularis, a chronic skin condition.

Dupixent is also approved to treat moderate to severe atopic dermatitis, a form of eczema, in patients over 12. In 2022, we received US approval to treat atopic dermatitis in children aged 6 months to 5 years, making it the first and only targeted treatment for children under the age of 6.

In addition to treating inflammatory skin conditions, Dupixent is the first biologic medicine approved in the EU for children aged 6 to 11 with severe asthma, which can cause coughing, wheezing, and difficulty breathing.

> ***Meet*** *Naimish Patel, Therapeutic Area Head for Immunology and Inflammation, Boston*

We're contributing to UN Sustainable Development Goal 3: Good health and wellbeing

> *Read more on page 37*

Making Patient Care More Sustainable

In 2022, we launched a pilot telemedicine study with Ain Shams University in Egypt through its public hospital.

The goal was threefold:

- *Decrease referral times for patients with a type 2 inflammation disease*
- *Improve virtual consultations for patients suffering from atopic dermatitis and asthma*
- *Reduce greenhouse gas emissions resulting from patient travel to hospitals*

Results show a 73% reduction in greenhouse gas emissions and a better experience for patients, who were able to be diagnosed at home. We presented the project at the COP27 environmental conference to show real-world evidence of how telemedicine can make patient diagnosis and care sustainable, while raising awareness of the importance of decarbonizing health care.

Bringing Solutions to *Patients with Rare Diseases*

Of the 7,000 known rare diseases, only 5% currently have treatments.[1] In 2022, we launched three new therapies, providing more solutions for some of the 350 million people who suffer from rare diseases.

Being diagnosed with a rare disease can be a long and lonely process; few people can relate to a patient's experience and there is little awareness of the illness, all of which complicates the path to treatment.

In 2022, after years of research and development, we launched three new rare disease therapies.

Approvals from the US and EU were announced for Enjaymo™, the first-ever treatment for use in patients with cold agglutinin disease, a rare blood disorder that causes tiredness, joint pain, muscle weakness, and other anemia-related symptoms. By stopping the destruction of red blood cells, Enjaymo dramatically reduces a patient's need for red blood cell transfusion.

We also received approval in the EU, US, and Japan for Xenpozyme®, the first and only therapy for non-Central Nervous System (CNS) manifestations of acid sphingomyelinase deficiency (ASMD), which can cause fatigue, bleeding, headaches, and joint pain, severely impacting quality of life.

Our third approval came from EU authorities for Nexviadyme® to treat patients with Pompe disease, a rare and deadly muscle disorder.

What's next?

In 2022 we finalized clinical development of ALTUVIIIO™—approved in the US in 2023 as the first and only treatment for hemophilia A that requires just one weekly dose, compared with previous treatments that required two or three.

> ***Hear*** *Alexandre talk about what it's like to live with Pompe disease*

Jane Smith, a Sanofian working in patient advocacy in the US, on what it's like to be the daughter and the mother of family members living with hemophilia.

> *Discover Jane's story*

(1) Source: European Commission

Bending the Curve *on Cancer*

We're partnering with experts across the healthcare industry to unlock the next generation of treatments for cancer.

Taking our partnerships further

In 2022, we joined forces with Innovent Biologics, investing €300 million to bolster development of new treatments and high-quality oncology medicines in and for China, where there are more new cancer diagnoses each year than anywhere else in the world.(1)

> ***Watch*** *Sanofi scientists work to fight cancer*

We're also working with Innate Pharma to develop a next-generation portfolio of natural killer cell engager therapies that turn the body's own immune cells into cancer destroyers. With Innate Pharma's versatile technology, we're exploring the possibility of treating patients with different types of cancers, including leukemia.

We're also focused on improving a patient's experience of what can often be grueling treatment. We launched a €300 million collaboration with investment group Blackstone to accelerate development of a subcutaneous formulation of Sarclisa®, a monoclonal antibody currently delivered intravenously in clinic for patients with relapsed multiple myeloma. Delivery of the new formulation will be developed in partnership with Enable Injections by adapting its cutting-edge, wearable delivery system that adheres to the skin.

Nizar El-Murr,
Scientist, France

(1) Source: Chinese Medical Journal

Driving Vaccine Science *Forward*

It's clearer than ever that vaccines have the power to help protect and improve lives. It's also a time when the science behind vaccine development is opening new ways to protect people at every age.

After six years of collaboration with AstraZeneca, we received approvals in the UK and the EU for Beyfortus®, the first-ever immunization for RSV designed for all infants. RSV is a highly contagious seasonal virus that infects 90% of children before their second birthday and is a leading cause of hospitalization in infants.(1)

Beyfortus is a long-acting monoclonal antibody, a protein that's designed to fight RSV infection before it can settle into the lungs, where it causes lower respiratory tract infections like bronchiolitis and pneumonia. This immunization will significantly reduce the need for medical care and hospitalizations in all babies.

While making a breakthrough in the very young population, we also explored the potential of our flu vaccine in the older population. In 2022, we ran a first-of-its-kind study of the high dose vaccine Efluelda® during the 2021-2022 flu season. The vaccine, designed to improve protection in the elderly, showed that it helps to protect beyond flu infection itself, reducing hospitalizations for influenza or pneumonia due to flu by 64.4% compared to standard dose vaccines.(2)

Flu is a common infection and its complications (including pneumonia, heart attacks, and strokes) can be life-threatening, particularly for at-risk groups, including the elderly.

Pandemic protection

In November, we received European approval for our COVID-19 booster vaccine VidPrevtyn®, developed in collaboration with GSK. Designed to provide broad protection against multiple variants, the vaccine is based on the Beta variant antigen and includes GSK's pandemic adjuvant—a substance that enhances the body's immune response.

(1) Karron RA Respiratory Syncytial Virus Vaccines. Plotkin SA, Orenstein WA, Offit PA, Edwards KM, eds Plotkin's Vaccines 7th ed Philadelphia. 2018;7th ed. Philadelphia:943-9.
(2) Johansen ND, et al. NEJM Evidence. 2023

> ***Hear*** *Théo's story*

What inspires us to develop vaccines? Our patients.

After catching meningitis at the age of six, Théo Curin had his legs and arms amputated. Despite the trauma, he refused to let it stop him living a full life. He has stacked up medals as a para-swimmer and is now an essential part of Team Sanofi, a group of outstanding Olympic and Paralympic athletes and coaches.

> *Learn more about Team Sanofi on page 8*

Connecting the Dots *with Digital*

2022 marked the culmination of a three-year journey to strengthen the foundations of our digital platforms. From finance to clinical operations, to manufacturing and supply, AI-powered tools are helping us make data-driven decisions easier and faster.

Weaving AI across Sanofi

We adopted AI at scale with the release of Plai, an app that aggregates and showcases data from across the business in reactive, real-time dashboards. Plai provides timely insights and personalized "what if" scenarios to support thousands of decision makers with the data they need.

We further ramped up our innovation with the launch of OneAI, a machine learning and AI platform purpose-built for Sanofi. With one unified platform, the connected applications will improve themselves and continuously learn from each other.

For our R&D teams, AI means tasks are now completed in a fraction of the time. For example, scientists previously annotated by hand the biological images used to map out target areas for a new medicine. Today, this process is fully digital and takes just two minutes instead of 15 days.

AI is also central to our work on vaccines. For an mRNA vaccine to reach its designated cells and produce disease-fighting proteins, it must be carried by a stable drug delivery system via a special particle. We have a large library of special particles in our labs, and in 2022, we used AI to create two digital models to predict the strongest selection of particles, saving countless hours exploring what does and doesn't work.

Our digital tools don't just speed up our R&D—they also help us get treatments to patients more effectively. Turing, an app launched in 2022, provides our sales teams with actionable insights, suggesting how best to reach out to customers and healthcare professionals and ultimately achieve better outcomes for patients.

Nadia Schryvers,
Senior Associate Scientist, Belgium

Fueling innovation with new partners and platforms

In 2022, we boosted our AI competencies in new ways:

- *We acquired Amunix Pharmaceuticals, which uses AI to tailor-deliver medicines that become active only in tumor tissues, while not harming normal ones.*
- *We partnered with pharmaceutical companies Insilico Medicine and Atomwise, to speed up medicine development using their AI-driven platforms.*

> *Read more about our AI partnerships on page 10*

A Digital Accelerator *Speeding us into the Future*

Launched in 2022, our internal startup the Digital Accelerator aims to deliver new ways for patients, healthcare professionals, and Sanofians to engage with each other.

In one year, the Digital Accelerator has developed a number of ways to support patients with atopic dermatitis in France and Spain. Using AI and cloud computing, the team launched the Digital HCP/Patient Portal for patients and healthcare professionals to enhance awareness of the disease, as well as treatment options.

> ***Tour*** *our internal start-up with Bilal, Agile Coach at the Sanofi Digital Accelerator*

Investing in people to drive digital

The Digital Accelerator's team counts more than 20 different nationalities and works in an agile and inclusive culture.

In 2022, we invested in the Accelerator Academy, an internal program for people across Sanofi to apply to learn skills such as coding and move into roles in the Accelerator.

The Academy also offers mentorships and scholarships to young minds and partners with non-profit organizations such as Women in Tech and One Young World. In 2022, the digital team sponsored five emerging women leaders from different professional backgrounds to participate in the One Young World Summit 2022, and offered them a fast-track opportunity to join our early professional development program.

"Our Digital Accelerator is modernizing all of Sanofi, both in terms of what we can do and how we do it. The team is made up of digital experts from all over the world, and we work closely with the rest of the company to build tools that improve people's lives. We get there through collaboration, curiosity, and thoughtful risk-taking."

Emmanuel Frenehard,
Head of the Digital Accelerator

Revving up *Manufacturing and Supply*

Our manufacturing site
in Vitry, France

As our science gets sharper, we're making sure our manufacturing sites and facilities get smarter too.

Drawing inspiration from Formula 1's model of speed, precision, and efficiency, we teamed up with McLaren Racing in April 2022 to give our manufacturing an added edge. We're leveling up more than 100 production lines across multiple sites in seven countries and using McLaren's digital and analytical expertise to simulate production line changeovers to better anticipate and resolve issues before they happen.

We're working faster, but we're also using our manufacturing sites to work smarter. In 2022, we invested €120 million to set up a new high-tech production line in our biotech plant in Geel, Belgium to manufacture more complex medicines that help patients with immunological and rare diseases.

Making our manufacturing more sustainable

Producing and distributing vaccines and medicines worldwide means we have a responsibility to always improve the environmental footprint of our manufacturing.

In 2022, we installed an advanced purification system downstream of our existing wastewater treatment plant in Geel. We're now saving up to 40 million liters of water per year—that's 11% of our overall needs. All our sites will have implemented water efficiency management plans by 2030.

What's more, 72% of our sites (100% of our priority sites) launched a program to monitor, manage, and reduce emissions from pharmaceutical residues in water.

Evolving *our Production*

In 2022, we broke ground on two EVolutive Facilities (EVF) in France and Singapore to digitalize our vaccine and biological manufacturing.

What is an EVolutive Facility?

It's a fully digitalized manufacturing site for medicine and vaccine production. These highly innovative plants are built around a central unit that includes completely digital production modules and are more flexible and environmentally responsible than traditional facilities.

> ***Discover*** *our new EVolutive Facility under construction in Neuville-sur-Saône, France*

What makes our EVF sites different?

Each site will be able to produce up to four different vaccines at a time or dedicate all its capacity to a single vaccine. And that switch can be made within just 12 days. This flexibility means we can quickly respond and adjust to changes in demand that can arise from, for example, unpredictable disease outbreaks.

EVFs are also designed to have a lower environmental footprint than traditional sites, using renewable electricity and energy recovery to produce vaccines. We aim to run all our sites on 100% renewable electricity by 2030.

Elsa Diffo Tiayo, Researcher, mRNA Center of Excellence, US

"Our EVolutive Facilities are the next generation of manufacturing. They'll meet patients' real-time needs, evolve production, help the environment, and improve people's lives."

Brendan O'Callaghan,
Executive Vice President, Head of Manufacturing and Supply

Making Clinical Trials *More Inclusive*

We are increasing patient diversity in our research to better understand and answer patients' needs.

Why are inclusive trials so important?

Our purpose is to find therapies that work for everyone, so when patients from underrepresented communities enroll in our trials, we gather more diverse information and results that help us develop treatments with a wider reach and even greater impact.

To ensure our clinical trial sites include more diverse communities, we've instigated a Diversity and Inclusion Metrics dashboard to track success, and set up DE&I training for investigator teams around the world.

We're contributing to UN Sustainable Development Goal 3: Good health and wellbeing

> *Read more on page 37*

We're also looking at the obstacles that stop people from taking part, such as the challenge of regularly traveling long distances to a health center and taking time away from daily commitments. These barriers can exclude important and diverse groups of people, further deepening healthcare gaps. That's why we developed the Act4Patients program, which offers several solutions, including digital wearable technologies that enable more people to take part virtually in clinical trials.

> ***Hear*** *from our Clinical Trials Lead Vicky DiBiaso on what the hope of finding a treatment for her husband means to her*

In December 2022, we received the Reuters US award for the most inclusive trials in our industry.

Improving People's Lives

Solange Beneducci,
Product Manager, with her daughter, in Brazil

Making a Lasting *Impact on Society*

Our goal is to build a healthier and more resilient world for patients, the communities we work in, and our partners and employees by tackling some of the world's most pressing challenges. This is why our reimagined social impact strategy drives our ambition to help people—wherever they live.

The only way to make real and lasting impact is to work together. In 2021, we embedded our renewed social impact strategy across our business, linking it to every level of our organization. As a team, we're powering up our efforts to improve healthcare access, minimize our environmental footprint, and build an inclusive organization, so we can foster economic growth and contribute to a more sustainable planet for future generations.

We translate our social impact strategy into action through three channels:

- Our Corporate Social Responsibility (CSR) approach, which is fully aligned and embedded in our long-term business strategy
- The Sanofi Global Health Unit (GHU)–our unique, self-sustained non-profit organization in the lowest income countries
- Foundation S – The Sanofi Collective–our think & do tank dedicated to philanthropy

— 2022 — *Key Accomplishments* for our planet and its people

45 million
daily treatments donated (vaccines and essential medicines) through Foundation S, impacting 22 million people's lives

185,151
patients with non-communicable diseases treated in 28 countries with GHU products

29%
reduction in greenhouse gas emissions vs 2019

46,976
volunteering hours completed by Sanofians, up by 75% vs 2021

Ensuring *Affordable Access*

Challenges and gaps in access to health care continue to be a reality worldwide, including in developed countries. At least half of the world's population are unable to access essential care,(1) or healthcare costs tip many families into poverty.(2) That's why improving access to affordable health care is at the core of our social impact strategy.

We're tackling the problem in several ways. In July 2022, we launched the Impact brand under our non-profit business, the Global Health Unit (GHU). Through this brand, we are making 30 medicines, deemed essential by the WHO, available at affordable prices to 40 of the world's lowest-income countries. These Sanofi treatments will help patients with illnesses, including diabetes, tuberculosis, malaria, and cancer.

We are particularly focused on supporting underserved populations and vulnerable communities around the world. Our Global Access Plans ensure broader and faster access to our pipeline, with our ambition to make products available within two years of launch wherever they might have the greatest impact on patients. In 2022, we initiated this program for two treatments under development: a medicine to treat multiple myeloma and a new vaccine for yellow fever.

> ***Learn*** *about the GHU Impact Brand launch in 2022*

(1) Source: WHO; (2) Source: European Commission

Helping patients with rare diseases

We support patients across the globe suffering from rare diseases who can't access medicine, either due to financial reasons or because treatment is not available where they live.

In 2022, we donated ***121,025 vials*** *of medicine for these patients, an increase of 10% compared to 2021.*

The donated vials are currently supporting ***more than 1,000 patients across 70+ countries, in six disease areas,*** *including Gaucher, a genetic disorder affecting the liver and spleen.*

Supporting *Vulnerable Communities*

Access to vaccines and medicines is crucial, but it's not enough. That's why we work with local governments and organizations to provide training and funding to build healthcare systems to fully support patients in remote communities.

> ***Find out*** *how Ibrahim Kamara of Sierra Leone manages his diabetes and hypertension*

We're contributing to UN Sustainable Development Goal 3: Good health and wellbeing

> *Read more on page 37*

Millions of people around the world don't get the medical attention they need because they live too far away from healthcare providers. Sometimes, the best solutions are born locally but lack the funding and support needed to get off the ground. To bridge the gap, we launched the Impact Investment Fund in 2022, through the Sanofi Global Health Unit. This €25 million fund invests in and offers technical assistance to local healthcare start-ups and entrepreneurs, for example by setting up online platforms that provide local logistics and financing solutions.

The Global Health Unit also partners with local businesses in low-to middle-income countries that work to improve healthcare access. In 2022, our continued partnership with Medtronic Labs focused on helping patients with hypertension and diabetes in Tanzania and Sierra Leone. Their technology platform gives patients easy access to regular blood pressure and blood glucose checks, as well as remote clinicians for quick feedback on results, without having to make a trip to a health center.

Investing in training to build strong communities

We partner at global, regional, and local levels to offer continuing education to healthcare providers—and in 2022, we initiated several "train the trainers" programs, working with local physicians to raise awareness of certain diseases and the latest guidelines for treatment. One such program is in Djibouti, where we will work with the local government to increase access to quality medicines and medical training to treat diabetes, hypertension, and cancer.

We've also been working to fund training for healthcare professionals through our philanthropic arm, Foundation S. In 2022, the Foundation supported the launch of an online portal that connects local and regional multidisciplinary teams fighting childhood cancer. This is the latest addition to our "My Child Matters" program, which has supported the training of 42,000 healthcare providers since 2005.

A Think & Do Tank to *Reimagine Philanthropy*

In 2022, we launched our new philanthropic organization, Foundation S – The Sanofi Collective, to help improve the lives of people in vulnerable communities through donations, collective action, and collaboration.

> ***Discover*** *Foundation S—our unique philanthropic organization*

Foundation S has replaced the Sanofi Espoir Foundation, setting out to deliver even faster and more impactful change. Through a "Think & Do Tank" approach, Foundation S fosters innovative ideas that are rapidly put into action via program funding, cross-sector collaboration, community-driven action, and the mobilization of Sanofians worldwide. Working with global, regional, and local partners, Foundation S enacts change by:

- Supporting ways to manage climate change and increasing the health resilience of vulnerable populations. In Bangladesh, the foundation supports the international NGO Friendship to train healthcare workers and fund clinics and a floating hospital for the islands of Gaibandha, which are vulnerable to climate change.
- Accelerating better treatment of childhood cancer to give every child an equal chance of survival through the My Child Matters program. Launched as a multi-partner initiative in 2005, the program supports the WHO's objective of achieving at least 60% survival for all children with cancer by 2030. In collaboration with non-governmental organizations and local governments, the program has already helped over 120,000 children.
- Expanding treatment of neglected tropical diseases. One of Foundation S's major goals is to contribute to eliminating sleeping sickness by 2030.
- Delivering humanitarian aid at the frontlines of crises through medicine and vaccine donations, emergency funding, and on-the-ground help, including distributing products and assisting field hospitals.

A young cancer patient accesses care through the My Child Matters program

"We cannot change the world on our own. The launch of Foundation S is the culmination of joint ideas and forces."

Vanina Laurent-Ledru,
Head of Foundation S

In 2022, Foundation S touched the lives of 22 million people through humanitarian aid, in the form of financial aid, medicines, and vaccines, to communities across Ukraine, Pakistan, Sri Lanka, and Lebanon, among others. Its other programs supported communities in Latin America, Asia, and multiple African nations, particularly in Western Africa.

Eliminating *Sleeping Sickness*

About 65 million people in Sub-Saharan Africa live under the constant threat of contracting sleeping sickness. Our new single-dose medicine, currently in clinical trials, holds the promise of finally putting an end to this devastating tropical disease.

Guy Bongongo,
who suffers from sleeping sickness, with his father, Democratic Republic of Congo

Sleeping sickness is deadly for people living in remote areas, where the nearest hospital may take days to reach. This is why we are developing a single-dose medicine, so patients can receive treatment without the need for continued medical attention.

In November 2022, along with our partner—the non-profit Drugs for Neglected Diseases Initiative (DNDi)—we announced the successful clinical trial results of a new single-dose oral medicine for sleeping sickness, acoziborole.

Sleeping sickness *is contracted from a parasite transmitted through the bite of a tsetse fly. It causes headaches and fever in its early stages, and in its later stages, sleep disruption, convulsions, and ultimately, death.*

This simplified treatment has the potential to finally bring us closer to eliminating sleeping sickness. For patients, a rapid, close-to-home diagnosis is followed by a single dose on the same day, with no need to go to hospital. Healthcare professionals can make a diagnosis with a simple pinprick blood test, so minimal training is required.

If approved, acoziborole could represent the last leg in a fight we began in 2001. It complements our existing medicine, fexinidazole—the first all-oral drug for sleeping sickness. This treatment has slowed the rate of infections significantly since its launch in 2019: cases have dropped by 97% (from 26,950 in 2001 to 805 in 2021). In 2022, we helped wipe out sleeping sickness in Benin, Uganda, and Rwanda.(1)

To help us reach the end goal of eliminating this disease for good, we will donate all drugs to fight sleeping sickness through our philanthropic organization, Foundation S – The Sanofi Collective.

"With our unique expertise and approach, we support the WHO's goal to eliminate sleeping sickness in humans by 2030."

Dietmar Berger,
Interim Global Head of R&D
Chief Medical Officer & Global Head of Development

(1) Source: WHO

Protecting our Planet *throughout the Product Life Cycle*

Our mission to improve people's lives means also considering the impact of our products and activities on the planet.

In 2022, we brought forward a key environmental target by five years, aiming for net zero emissions by 2045. To help us get there, we've taken several important steps to reduce greenhouse gas (GHG) emissions.

We installed photovoltaic solar panels to produce our own renewable electricity on sites in Australia, India, Italy, and France, making progress toward our 2030 target of 100% renewable electricity across all global operations. Our sites in Australia, India, and Italy have already saved us around 4,800 tons of CO_2 equivalent last year.

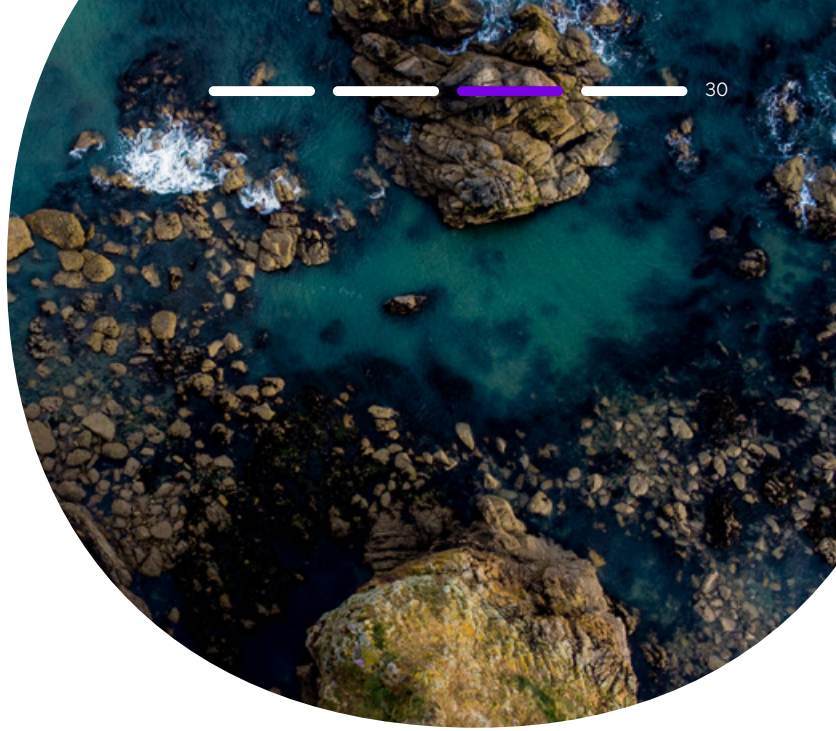
We're contributing to UN Sustainable Development Goal 13: Climate action

> *Read more on page 37*

We also worked to reduce our indirect emissions from the suppliers we work with. 2022 marked the first year of the Energize Program that teamed us with 16 other pharmaceutical companies to help our shared suppliers convert to renewable energy. The program offers free access to educational resources on renewable electricity and lower prices when purchasing renewable energy as a group.

In addition to our own emission reductions, we finance sustainable development to reduce carbon emissions, and since 2022, have developed two voluntary carbon offsetting projects with international climate consultancy EcoAct.

We're also using an eco-design approach to improve the environmental profile of our products throughout their entire life cycle. All new products will be eco-designed by 2025, and our existing top selling products by 2030.



Waterford, Ireland

"To accelerate the delivery of net zero health systems, we joined the Sustainable Markets Initiative (SMI) Health Systems Task Force—a collective of leading pharma companies that is working to decarbonize supply chains and patient care, and increase digital innovation in clinical research."

Annabelle Harreguy,
Global Health, Safety & Environment Head

Reducing our Environmental Footprint, *Together*

Meet the Planet Care Challenge team, a 2,500-strong employee network whose energy and creativity are driving new ways to make Sanofi's sites and activities more environmentally sustainable.

Our employees showed off their imagination in the 2022 Planet Care Challenge, where we asked Sanofians to submit ideas for concrete actions to reduce our environmental footprint. We picked 17 of the best ideas and we're putting them in place via our annual €3 million Planet Care fund.

The winning ideas from 2022 included projects to collect and recycle rainwater to reuse at our sites and cut paper usage via a digital tool that will encourage our suppliers to stop printing communications. We'll also be transforming 30,000m² of unused green space in Suzano, Brazil into a sustainable eco-garden, the very first Sanofi Planet Care Center to raise awareness and promote biodiversity.

And in China, we transformed a basketball court near our plant into an eco-garden that collects reusable rainwater, houses solar panels, and provides a refuge for wildlife.

Back to school

In 2022, we took our passion for the environment to the classroom. In October, we launched the "It's Our Planet" program in Waterford, Ireland in partnership with non-profit Junior Achievement Ireland. Through the program, volunteer Sanofians teach school children about sustainability and biodiversity by helping them design and build outdoor classrooms and grow their own fruit and vegetables. It follows an earlier program to teach children about plastic waste, through activities such as coastal clean-ups and a waste measurement app.

Diane Pitard,
Project Manager Planet Care, taking part in a beach clean-up in Waterford, Ireland

"I was part of the team behind the water purification system in Geel, Belgium. It was really rewarding to work together with my colleagues to develop an idea, pitch it, and then see it come to life and help save water on site. The Planet Care Challenge is a way for employees across 77 countries to make a difference."

Neal Heijligen, Project Engineer, 2021 Planet Care Challenge Winner

"All In" for *Diversity, Equity, and Inclusion*

Now in its second year, our full-scale culture transformation is gathering pace. We're building an organization that sees difference as a source of strength, shaped and driven by leadership that increasingly reflects the diversity of our employees and the communities in which they work.

In 2022, we launched our DE&I Board, a first-of-its-kind in the pharma industry. The board is made up of a mix of external experts and our own executives and employees. Its goal? To make sure that we deliver on the DE&I "All In" strategy we launched in 2021.

The strategy aims to ensure that our people, who represent diverse cultures, communities, and over 140 nationalities, feel able to be themselves in all aspects of their life, as well as in the communities where we work.

> ***Hear*** *from founding DE&I Board member, Caroline Casey, award-winning social entrepreneur and founder of the Valuable 500 on her passion for ending disability inequality*

Yul Moldauer,
Olympic gymnast, US

Paris 2024: a world of opportunity for Sanofians

As a Premium Partner of the Paris 2024 Olympic and Paralympic Games, we're sponsoring Team Sanofi, made up of inspirational athletes and coaches, each of whom champions a different aspect of DE&I. We're encouraging Sanofians to get involved in this once-in-a-lifetime experience by cheering on Team Sanofi, becoming a volunteer at the Paris 2024 Games, or participating in the Sanofi Cup, our internal version of the Games—which will run from 2023 to 2024. We aim to keep the Paris 2024 Games' spirit of openness, inclusion, and togetherness alive, well beyond 2024.

Building *Representative Leadership*

> ***Meet*** *founding DE&I Board member, Dr. Rohini Anand, DE&I pioneer and renowned thought leader on first experiencing life as an outsider*

One of our new DE&I Board's first steps was to look at how we develop our leaders. The result was a fresh approach to succession planning and career progression.

Our DE&I efforts are now connected to executive goals, and managers take part in DE&I training. And to give everyone the opportunity to progress, we developed Potential for Growth—a research-based framework that identifies employees ready to take the next step in their career to reach leadership positions.

We also reframed every step in the hiring process to be more intentional when it comes to DE&I, for example, by ensuring equal gender representation at the final interview stage for all senior leadership positions.

"The diversity of our workforce gives us the edge we need to lead with innovation. We're the #1 healthcare company for gender equality,(1) with a plan to ensure women and men are represented equally among our senior leaders by 2025."

Natalie Bickford,
Chief People Officer

(1) Source: Equileap

Gender Progress in 2022

49%
of our workforce are women

42%
of our senior leaders are women
2025 goal: 50%

37%
of our executive leaders are women
2025 goal: 40%

Creating *a Safe Space for Everyone*

Our cultural transformation means shaping a workplace where each person feels able to be themselves and do their best, every day.

To make our organization fully inclusive, we sparked conversations—and listened. In 2022, we launched five global Employee Resource Groups (ERGs): Gender+, Generations+, Pride+, Ability+, and Culture and Origins+. These voluntary, employee-led groups share knowledge and resources on focus areas, from gender or cultural equity, to mental wellbeing. Each group is sponsored by a member of our Executive Committee who acts as an ally for these communities at senior leadership level.

Allyship helps us drive change. It means speaking up for under-represented communities and taking action to help achieve equity and inclusion. Our ERGs co-created an allyship guide to help people do just that, while broadening their understanding of these communities and the discrimination they may face.

Life that works

2022 was a big year for improving work-life balance. We rolled out our gender-neutral parental leave policy, so every employee is guaranteed at least 14 weeks of paid leave. Combined with our existing global flexible working policy, Sanofians can more easily reconcile their personal lives with day-to-day work.

And to make sure employee wellbeing stays a priority, last year we started the "All Well" program—a one-stop-shop for financial, physical, mental, and social health resources. Integral to the approach is the Employee Assistance Program, which allows Sanofians to speak confidentially with a counselor, day or night, any day of the year.

> ***Hear*** *Sanofians Bruno and Pedro discuss what Employee Resource Groups mean to them*

Folake Odediran,
Global Culture and Origins+ ERG lead and Country Lead, Nigeria-Ghana

Practical Tools for *an Accessible Workplace*

In 2022, we examined every possible barrier to our employees achieving their potential and then set out to remove them.

To break down obstacles for our employees with disabilities, visible or invisible, we're improving physical and digital accessibility. In 2022, we conducted an accessibility audit of 100 sites to set out the steps that will make all our locations fully accessible by 2025. These range from ensuring step-free access for wheelchair users, to making Tadeo—a computer-assisted solution that helps communication with people who are deaf or hard of hearing—available to all employees.

To carry out the audit, we used a global accessibility standard co-developed by our Ability+ Employee Resource Group, facilities, safety, and DE&I teams, and an external experience-design firm. We shared this standard with the Valuable 500, a collective of CEOs and companies working toward disability inclusion.

Every voice counts

In our second annual employee engagement survey, our colleagues shared their opinions on how our organization is building a diverse workforce and creating an inclusive environment. We scored 8 out of 10 on our internal diversity index, so while we've made progress, we still have work to do before all our employees feel part of a representative and inclusive workplace.

> ***Discover*** *Raimunda's story as a deaf person working at Sanofi*

Andria Cox,
Head of Learning Solutions - Medical Learning Institute
Global Ability+ ERG Lead

Championing DE&I: *In and Beyond the Workplace*

We advocate for DE&I for every employee and are now extending that approach to our external stakeholders.

We want to have a positive social impact that goes beyond health and strengthens economic engagement with the communities we serve. That's why we're reshaping our supplier spending to include more diverse communities.

In 2022, we launched a Global Supplier Diversity Program to increase our inclusion of marginalized communities in our sourcing processes. It's a springboard for change, helping us expand our networks to include historically disadvantaged and underrepresented groups, while challenging our procurement team to look beyond the expected.

We made strides toward our goal of directing €1.5 billion of our spending to small and diverse companies by 2025 (€1.23 billion in 2022), and published our commitment to double our spend on businesses owned by women (up 33% in 2022 compared to 2021). And to accelerate our impact, we partnered with WeConnect International, a global network that connects certified women-owned businesses with corporations and the procurement community.

"Real change can only happen when the healthcare industry as a whole comes together to start listening, taking responsibility, and taking action. The structures and incentives we've put in place aim to promote equity on a global scale—not just at Sanofi, but also in the communities we serve and work with."

Raj Verma, Chief Diversity, Culture, and Experience Officer

> *Read Raj's story*

We're contributing to UN Sustainable Development Goal 5: Gender equality

> *Read more on page 37*

Read more about our DE&I approach

> *Download our dedicated report*

Our Contribution to *the UN Sustainable Development Goals*

In 2022 we continued to tackle some of the biggest environmental and societal challenges through specific actions to support the Sustainable Development Goals (SDGs) defined by the United Nations (UN).

UN SDG 3
Good health and wellbeing

Our work to improve access to medicines and vaccines, especially in vulnerable communities, contributes to the goal of ending the AIDS epidemic, tuberculosis, malaria, and neglected tropical diseases, in addition to combatting hepatitis, water-borne, and other communicable diseases (3.3). We are also helping to achieve the 2030 goal of reducing premature mortality from non-communicable diseases by one third (3.4).

UN SDG 5
Gender equality

Our focus on gender representation when recruiting senior positions contributes to ensuring women's full and effective participation in strategic decision-making while ensuring equal opportunities for leadership throughout society (5.5).

UN SDG 6
Clean water and sanitation

Our work to treat wastewater in our plants contributes to improving water quality (6.3) and overall better use of water resources (6.4).

UN SDG 8
Decent work and economic growth

Our Employee Resource Groups and focus on allyship contribute to protecting labor rights and promoting safe and secure working environments (8.8).

UN SDG 12
Responsible consumption and production

Promoting paperless work with suppliers along with our participation in the Sustainable Markets Initiative Health Systems Task Force contribute to achieving environmentally sound management of waste throughout its lifecycle (12.4) and reducing waste generation (12.5).

UN SDG 13
Climate action

Our use and promotion of renewable energy, as well as our carbon offsetting projects contribute to combatting climate change (13).

How We Create Shared Value

Nils Libert,
Associate Scientist, Belgium

Corporate *Governance*

Our governance principles ensure our leadership is diverse and representative of our company and that we are transparent in our actions.

Board of Directors

We have 16 members on our Board of Directors, with expertise spanning science, pharmaceuticals, finance, and international operations. Their role includes monitoring our operational and financial performance, overseeing the company's strategic direction, and monitoring risk management.

We take a comprehensive approach to anticipating and monitoring risks facing the company. This enables us to develop plans to identify emerging threats and reduce risks to acceptable levels.

Chairman

Serge Weinberg

Members

Paul Hudson
Christophe Babule
Rachel Duan
Carole Ferrand
Lise Kingo
Patrick Kron
Wolfgang Laux(1)
Barbara Lavernos
Fabienne Lecorvaisier
Gilles Schnepp
Diane Souza
Thomas Südhof
Ceng-Yann Tran(1)
Emile Voest
Antoine Yver
Frédéric Oudéa

***71%** independent directors(2)*

***43%** women*

***8** nationalities*

Executive Committee

Our Executive Committee comprises 9 members, headed by our CEO, Paul Hudson.

***2** women*

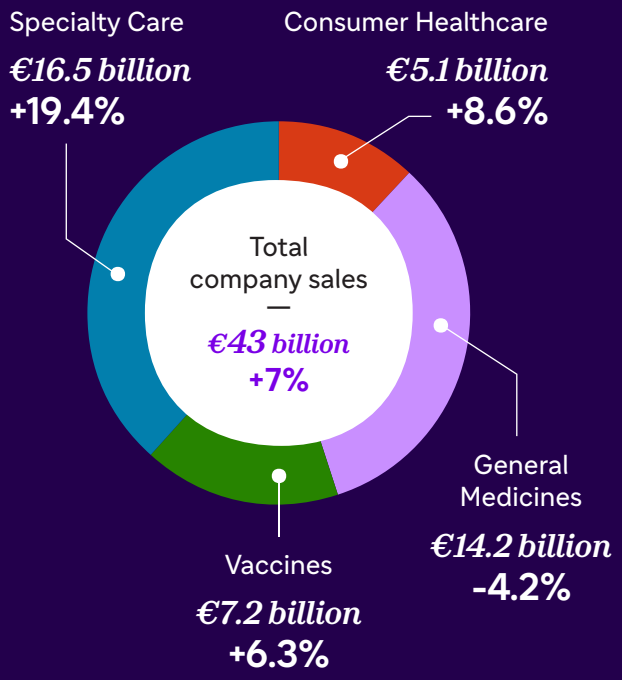
***7** nationalities*

All figures as of December 2022. (1): Director representing employees
(2): Qualify as independent under the Afep-Medef code.

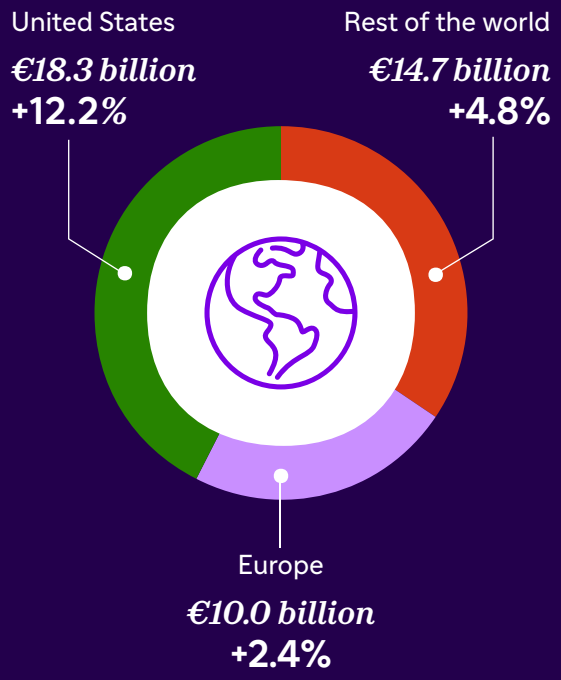
2022: a Year of Strong Growth and *Continued Strategic Transformation*

Reaching ten consecutive quarters of growth, we made great progress in 2022 with Dupixent® and vaccines as our leading growth drivers.

Sales by Global Business Unit



Sales by Geographic Area



Key Figures

€10.3 billion
2022 business net income
+17%

€8.26
2022 business earnings per share
+17.1%

30%
2022 mid-term business operating income margin

All figures as of December 2022, unless otherwise indicated. All growth rates are expressed at constant exchange rates (CER). On a reported basis, company sales were up 13.9%, business net income was up 25.9% and business EPS was up 25.9%. For the definition of non-GAAP financial indicators, please consult the press release issued on February 3, 2023.

Creating Value *for All*

We are creating long-term, sustainable value for all our stakeholders by transforming our expertise into scientific, health, social, and economic value.

Social Value

€10 billion in personnel costs
37.2% of our executives and **41.7%** of our senior leaders in 2022 were women

Economic Value

€17.8 billion supplier spend
€4.5 billion in dividends paid out to shareholders

Scientific Value

84 projects in clinical development
€6.7 billion R&D spend

Health Value

2,835,392 patients treated for malaria across 18 countries
47 million inactivated polio vaccine doses supplied to UNICEF for countries eligible for support from the Gavi Vaccine Alliance

Our resources

Research & Development
Manufacturing & Supply

Specialty Care

Vaccines

General Medicines

Consumer Healthcare

Our stakeholders

- Science Community
- Suppliers
- Healthcare Practitioners
- Patients
- Communities
- Shareholders
- Employees
- Governments

Forward-looking *Statements*

Our governance principles ensure our leadership is diverse and representative of our company and that we are transparent in our actions.

This report contains forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995, as amended. Forward-looking statements are statements that are not historical facts. These statements include projections and estimates and their underlying assumptions, statements regarding plans, objectives, intentions and expectations with respect to future financial results, events, operations, services, product development and potential, and statements regarding future performance. Forward-looking statements are generally identified by the words "expects", "anticipates", "believes", "intends", "estimates", "plans" and similar expressions. Although Sanofi's management believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking information and statements are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of Sanofi, that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. These risks and uncertainties include among other things, the uncertainties inherent in research and development, future clinical data and analysis, including post marketing, decisions by regulatory authorities, such as the FDA or the EMA, regarding whether and when to approve any drug, device or biological application that may be filed for any such product candidates as well as their decisions regarding labelling and other matters that could affect the availability or commercial potential of such product candidates, the fact that product candidates if approved may not be commercially successful, the future approval and commercial success of therapeutic alternatives, Sanofi's ability to benefit from external growth opportunities, to complete related transactions and/or obtain regulatory clearances, risks associated with intellectual property and any related pending or future litigation and the ultimate outcome of such litigation, trends in exchange rates and prevailing interest rates, volatile economic and market conditions, cost containment initiatives and subsequent changes thereto, and the impact that COVID-19 will have on us, our customers, suppliers, vendors, and other business partners, and the financial condition of any one of them, as well as on our employees and on the global economy as a whole. Any material effect of COVID-19 on any of the foregoing could also adversely impact us. This situation is changing rapidly and additional impacts may arise of which we are not currently aware and may exacerbate other previously identified risks. The risks and uncertainties also include the uncertainties discussed or identified in the public filings with the SEC and the AMF made by Sanofi, including those listed under "Risk Factors" and "Cautionary Statement Regarding Forward-Looking Statements" in Sanofi's annual report on Form 20-F for the year ended December 31, 2022. Other than as required by applicable law, Sanofi does not undertake any obligation to update or revise any forward-looking information or statements.

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Introduction

Front cover; In this report: Simon Buxton; **Foreword by Paul Hudson:** Jean Chiscano; **Our Play to Win Strategy in 2022:** Sebastian Stiphout; **How We're Turning the Impossible into Possible:** E.Fohlen/Bambasi Prod; **We made it possible to protect and improve more lives:** Simon Buxton; **We made it possible for millions of people in the lowest-income countries to access essential health care:** Sanofi; **We're making it possible for everyone to ignite their potential:** Dorian Prost/Fisheye; **We made it possible to achieve cultural change in and beyond the workplace:** Webster Baroni; **We're making it possible to transform drug discovery with artificial intelligence:** Simon Buxton.

Chasing the Miracles of Science

Chasing the Miracles of Science: Simon Buxton; **Unleashing the Potential of mRNA:** Microverse Studios; **Designing Pioneering Medicines with Biotechnology:** Simon Buxton; **Bringing Solutions to Patients with Rare Diseases; Bending the Curve on Cancer:** Satellite my love; **Connecting the Dots with Digital:** Simon Buxton; **A Digital Accelerator Speeding Us into The Future:** Dorian Prost/Fisheye; **Revving up Manufacturing and Supply:** Vincent Fournier; **Evolving our Production:** Julien Lutt/Capa pictures, David Parnes.

Improving People's Lives

Improving People's Lives: Satellite my love; **A Think & Do Tank to Reimagine Philanthropy:** Sanofi; **Eliminating Sleeping Sickness:** Sanofi; Dorian Prost/Fisheye; **Protecting our Planet throughout the Product Life Cycle:** E.Fohlen/Bambasi Prod, DR; **Reducing our Environmental Footprint, Together:** E.Fohlen/Bambasi Prod; **"All In" for Diversity, Equity, and Inclusion; Building Representative Leadership; Creating a Safe Space for Everyone:** Dorian Prost/Fisheye; **Practical Tools for an Accessible Workplace:** Satellite my love; **Championing DE&I: In and Beyond the Workplace:** Dorian Prost/Fisheye.

How We Create Shared Value

How We Create Shared Value: Simon Buxton.

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INTEGRATED REPORT 2022