



At the

HEART

of Sanofi

**Integrated
Report
2020**

We combine breakthrough **science** and advanced technology to develop life-changing medicines and vaccines with our **people** and for the **communities** we serve.

We work every day to create value for **society** and transform the practice of medicine for patients around the world.

START THE JOURNEY

**AT THE HEART
OF SANOFI**

At the **HEART** of Sanofi

Science

We combine breakthrough science and advanced technology to develop life-changing medicines and vaccines



People & communities

We engage with our people and for the communities we serve

Strategy in action

We work every day in an empowered organization



Contribution to society

We create health, social, economic and scientific value for society and transform the practice of medicine for patients around the world

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Foreword by Paul Hudson

Our commitment to society

“2020 will be remembered as a challenging and tragic year for the world and the millions of people impacted by the novel coronavirus.

Yet as challenging as last year was, it also brought us—Sanofi and the pharmaceutical industry—closer to our purpose than any time in living memory.

Our people across the world worked tirelessly to maintain manufacturing and supply of essential medicines and vaccines whilst pushing to advance research for a COVID vaccine at an incredibly fast pace.

The pandemic forced us to think and act for the short term, but we did not lose track of our long-term goal and ambition of changing the practice of medicine.

Measurable and important progress has indeed been made in advancing the company’s strategy, taking us closer to bringing breakthrough medicines and vaccines to people who need them.

2020 was also the year during which we reviewed and rethought our Corporate Social Responsibility strategy, or what I call our “new contract with society”.

The ambitions of this new strategy have been fully aligned to and embedded in our Play to Win strategy.

The flagship initiatives that will be rolled out in 2021 have a common objective: make our mark where we can and where we are uniquely positioned to do so, to make a meaningful and long-lasting difference.

Our responsibility as a company has never been so important, and this is why we have again renewed our support of the United Nations Global Compact initiative and principles.

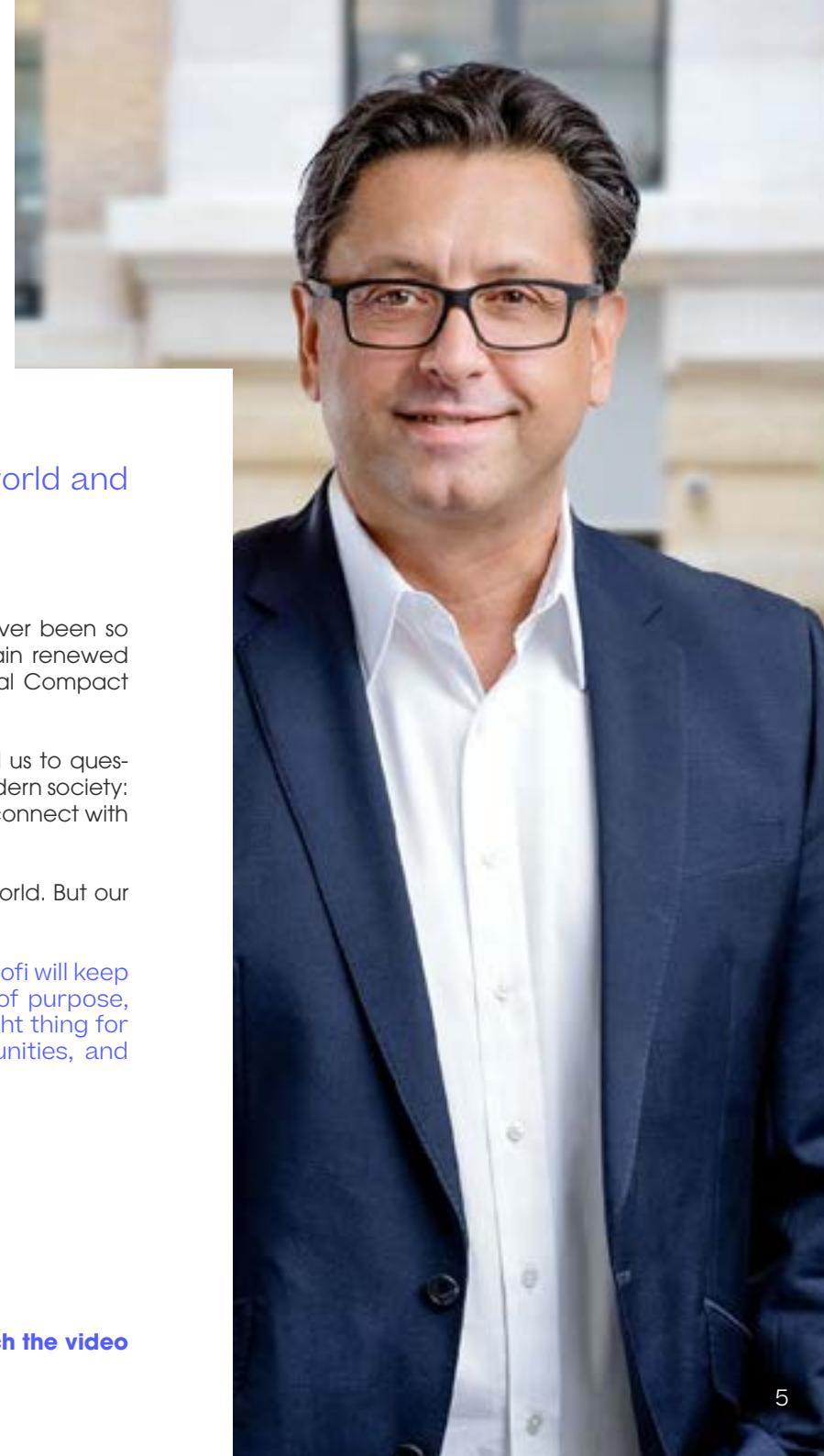
It is clear that the pandemic has forced us to question some of the fundamentals of our modern society: how we live and work, but also how we connect with our ecosystems and each other.

COVID-19 by itself will not change the world. But our response to it will.

As we look to the future, all of us at Sanofi will keep moving forward with a strong sense of purpose, and with the objective of doing the right thing for our people, our patients, our communities, and the planet.”

Paul Hudson
Chief Executive Officer

[▶ Watch the video](#)



Play to Win strategy

Four key priorities to drive growth and unleash fresh inspiration across our activities:



Focus on growth

Portfolio prioritization to strengthen profile



Lead with innovation

Bring transformative therapies to patients



Accelerate efficiency

Decisive actions to expand margins



Reinvent how we work

Empowerment and accountability

Find out more about [our strategy](#)

Our commitment to society

Four flagship programs to embed our Corporate Social Responsibility in our Play to Win strategy:



Affordable access

Affordable access

Create a Global Health Unit that gives access and supply continuity to 30 essential life-changing medicines¹ at no-profit to the world's 40 poorest countries

Donate 100,000 vials to treat Rare Disease patients every year free of charge²

Develop a global access plan for all new products with the goal to make available our new innovation within 2 years

Ensuring access to essential medicines for the poorest countries: see page 59



R&D for unmet needs

Vulnerable communities

- Eradicate Polio
- Eliminate Sleeping Sickness in humans by 2030
- Develop innovative medicines to eliminate cancer deaths in children

Acting for the most vulnerable communities: see page 20



Efficiency & Sustainability

A healthy planet

- 100% blister-free vaccines by 2027
- Eco-design for 100% of our new products by 2025
- 100% renewable electricity in all our sites by 2030
- 100% carbon neutral car fleet in 2030³

Building sustainability for a healthy planet: see page 51



Beyond the work place

An inclusive work place

- A senior leadership community representative of society by 2025
- Social & economic engagement in all communities where we operate
- From leaders to citizens - CSR is embedded in our leaders' career development path

Building an inclusive work place: see page 35

¹ As defined by the World Health Organization.

² Donation with no commercial intent.

³ Scope: Vehicles fleet directly controlled (leased/acquired) by Sanofi and during the usage phase by Sanofi.

Science

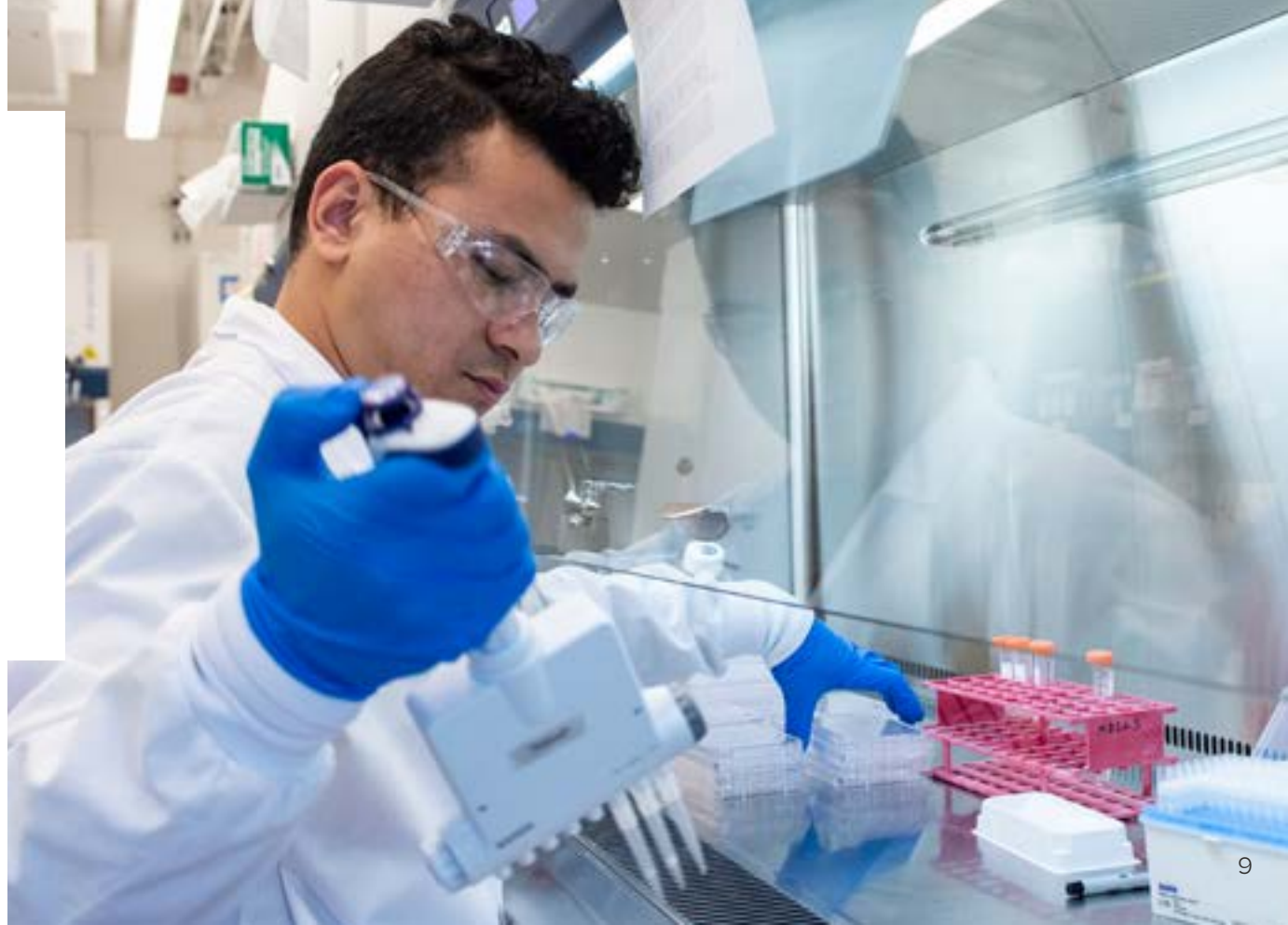
We combine breakthrough science and advanced technology to develop life-changing medicines and vaccines



Trends and issues

Redefining medicine through extraordinary science

We are a company of innovators and creative problem solvers. Powered by an expanding toolbox of industry-leading technologies, and pursuing a deeper understanding of patient priorities and disease pathways, our teams are working at the frontiers of science to discover and develop life-changing medicines and vaccines that create value for society and benefit patients everywhere.



Industry trends

Ground-breaking technologies

Developing and acquiring innovative technologies equips scientists to increase the probability of success and accelerate the pace of R&D. When applied to well-understood pathways that impact multiple diseases, these technologies can be used to develop therapeutics that can treat more people.

Data science and digital technologies

Incorporating patient experiences in drug discovery extends beyond patient advocacy and knowledge hubs to the use of wearables and «invisibles» that augment our ability to understand individual patient disease biology. Combining such measurable, real-world information with molecular and clinical data offers opportunities to better prevent, diagnose, and monitor diseases, and to discover new drug targets.

Innovative clinical trial design

Gold-standard clinical trial designs represent the true diversity of a patient population and include clinical parameters that reflect real-world experiences. They incorporate knowledge gained in disease [registries](#) and other digital sources and are flexible enough to keep patients in the study even in the face of unexpected challenges.

R&D productivity

Simplifying regulatory processes can lead to gains in productivity, reducing clinical cycle times. Partnering across industry and using a cloud-based platform to facilitate data sharing with health authorities can ultimately new, safe, and effective medicines to patients faster. Sanofi and nine other pharmaceutical companies led an industry collaboration to form Accumulus Synergy, providing a strong framework to begin reducing regulatory review times.

→ [Find out more](#)

Artificial intelligence and big data

A major challenge in drug discovery is understanding disease mechanisms to ensure success in early clinical trials. Artificial intelligence algorithms can help scientists gain unique insights into disease biology by combining and identifying patterns in multi-dimensional datasets, for example single-cell genomics, genetics, and proteomics. This can clarify disease drivers, help clinicians match patients to treatments, and reveal opportunities for new treatment options, such as combination therapies.

Immunoscience

Genomics, synthetic biology, and advanced biologics are reshaping the landscape of medicine. Combined with bioinformatics and machine learning, this new toolbox is having a profound impact on the industry, pointing to potentially curative treatments for rare diseases, enabling finer control over immune responses, and allowing scientists to direct immune cells to target tumors with increasing precision.

Technology platforms

Rapid technological advances are giving our researchers the tools to target the root causes of disease and design precision therapeutics that would have been unimaginable just a few years ago.

→ [Find out more](#)

2020 R&D facts and figures¹



15,000+
Employees



21
R&D sites around the world



16
Key technology platforms



€5.5bn
Invested in R&D,
representing 15.3%
of company sales



83
Projects in clinical
development, including
32 new molecular entities



40
Projects in phase 3 or
submitted to regulatory
authorities for approval

Projects in clinical development in 2020²

10

Vaccines

22

Immuno-inflammation

27

Oncology

8

Non-malignant
hematology

9

Rare diseases

7

Neurology

¹ All figures as of December 2020, unless otherwise indicated. Key technology platforms established internally or through partnerships.

² Immuno-inflammation: 6 new molecular entities (NMEs), 16 additional indications; Oncology: 12 NMEs, 15 additional indications; Non-malignant hematology: 6 NMEs, 2 additional indications; Rare disease: 5 NMEs, 4 additional indications; Neurology: 3 NMEs, 4 additional indications. For more detail, see Fourth quarter and full year 2020 results.

Bioethics at Sanofi

Scientific and medical activities are guided by our ambition to meet the growing expectations of patients and society, and are constantly challenged by the evolution of science and medicine. We have put in place a governance system overseen by our Bioethics Committee to ensure a high level of [ethics in scientific and medical activities](#), better stakeholder engagement and greater transparency.

Our Bioethics Committee, chaired by Chief Medical Officer Dietmar Berger, ensures that our scientific and medical activities are carried out in line with high ethical standards and a view to constant improvement by developing and applying specific policies. It can rely on the recommendations of the Advisory Bioethics Council, composed of independent international experts, whose mandate is to provide opinions on important bioethics topics enabling us to improve our practices.

Find all factsheets and policies on ethics and transparency on our Website in the [Document center](#).

Ethics in practice

- The Bioethics Committee defines an ethical framework for use of new technologies to develop innovative solutions. Most recently, it issued a [policy](#) on the opportunities and the limits for the use of genome editing and gene therapy technologies.
- [The use of animals](#) is essential in the research and production process. Nevertheless, we are committed to reduce and replace animal testing and to ensure ethical use of animals with a dedicated Advisory Body on Animal Ethics.
- Clinical trials are essential for bringing new health solutions to patients. The aim is to collect data on the benefit and risk of the products in healthy sub-

Post-trial access to investigational products

Some clinical trial participants may have benefit from the experimental product but not have access to the product after their participation in the trial. Under specific circumstances, Sanofi may provide continuous post-trial access to the experimental product. We base such decisions on strict ethical, medical and safety criteria.

→ [Find out more](#)

jects and patients. To conduct clinical trials around the world, we apply international ethical standards and develop company positions on specific topics (e.g., [compassionate use of Sanofi investigational products](#)).

- To improve both social equity and human health, we are continuing to increase the participation in clinical trials by identifying barriers to recruitment, enrollment and retention, and employing strategies that encourage participation ([see our policy](#)).



“Sanofi is engaged to apply the highest ethical standards to provide improved medical solutions to patients and ensure patient safety.”

Dietmar Berger

Global Head of Clinical Development / Chief Medical Officer & Sponsor of the Bioethics Committee

Focus on clinical data transparency

We communicate to healthcare professionals, patients and the public all useful information on our medical research work, our development projects and our products so that they can make informed medical decisions. We adhere to the principles of [responsible clinical data sharing](#) adopted by the members of PhRMA and EFPIA in July 2013. The Bioethics Committee adopted a [policy on sharing and transparency of clinical data](#) in 2017.

R&D strategy

Focusing science to transform lives

Recent breakthroughs in science and technology have revealed new opportunities in our areas of priority and expertise: vaccines and specialty care. Novel biologics are enabling our teams to address seemingly intractable problems in drug and vaccine design, while digital and data systems are bolstering our patient-centric R&D approach.





“It was truly inspiring to see how quickly our Sanofi team integrated patient-focused solutions as the COVID-19 pandemic began to unfold. There were many occasions where our people had to get creative and quickly overcome obstacles to help patients—in some cases, the efforts made by our team members were nothing short of heroic.”

John Reed

**Executive Vice President,
Global Head of R&D**

In 2020 we expanded our means to do extraordinary science, developing and acquiring innovative technologies to access previously unimaginable pharmacology and building knowledge to deliver the future of medicine.

- The acquisition of Principia brought revolutionary chemistry to Sanofi drug discovery with its TAILORED COVALENCY® platform, which offers greater control over how small molecules bond—reversibly or irreversibly—to their protein targets.
- The launch of our new, cross-functional [Genomic Medicine Unit](#) opened the door to developing therapeutics that address the root causes of disease.
- A new collaboration forged with immunotherapy company Kiadis¹ presented new possibilities for developing cell-based therapeutics for cancers and other diseases.

Supporting patients

The global pandemic stress-tested our new Play to Win strategy and culture. In early 2020 our teams acted swiftly, leveraging digital technologies to maintain continuity of clinical trials, keeping patients in studies, and increasing both efficiency and productivity. At the same time, we advanced new treatments for patients with allergic and inflammatory diseases, breast cancer, blood cancers, multiple sclerosis, hemophilia, and many other conditions.

Partnering for healthy societies

In 2020 the world saw the true value of pulling together to advance science for healthier societies. A new collaboration with GSK enabled the development of a recombinant protein vaccine against COVID-19, and our long-standing collaboration with

COVID-19: Maintaining critical clinical trials during the pandemic

As clinical trials for our COVID-19 vaccine candidates were launched with unprecedented speed, Sanofi worked in parallel to maintain, where possible, the continuity of critical clinical trials for other diseases. Find out how, together with clinical study sites, investigators and health authorities, our teams have created patient-focused solutions to overcome obstacles caused by the pandemic.

Find out more about: [Supporting Scientific Progress Through Clinical Trials](#)

Translate Bio produced a candidate mRNA vaccine against COVID-19, prompting co-development of mRNA vaccines across other infectious diseases. Sanofi acquired six companies in 2020, bringing with them talented people, pipeline products, and research-enabling technologies that inspire frontier science and strengthen our capacity to deliver practice-changing medicines.

¹ Sanofi's offer to acquire Kiadis was announced in November 2020.

Key figures: R&D in 2020²



522

Clinical studies continued



89

Additional studies launched



98%

Patients maintained in studies



120,978

Patients participating globally



37,536

Patients treated

² Clinical development figures include pharmaceutical, medical, and vaccine studies. Study participants are considered «active» from first treatment to last visit. «Treated» refers to a person having a first treatment in 2020.



Voices from the Lab: Overcoming obstacles

Sanofi scientist Iris Valtingoer talks about her passion for discovery, and her commitment to changing long-term treatments for cancer.

[▶ Watch the video](#)

This section is intended for investors and media.

2020 key R&D pipeline highlights³

Vaccines

- **COVID-19 vaccine candidate** developed jointly with GSK advances to clinical trials.
- Results of **mRNA vaccine candidate against COVID-19** in preclinical studies prompts Translate Bio collaboration to co-develop mRNA vaccines across other infectious diseases.
- Respiratory Syncytial Virus (RSV) infections requiring medical care were reduced in healthy, premature infants immunized with **nirsevimab**, an investigational monoclonal antibody co-developed with AstraZeneca in phase 2 clinical trials.

Immunology & Inflammation

- **Dupixent^{®4}** is designated a Breakthrough Therapy for eosinophilic esophagitis, and achieves milestones for atopic dermatitis and asthma in the US, EU, and China.
- **Itepekimab**, an investigational antibody, progresses to phase 3 studies in former smokers with Chronic Obstructive Pulmonary Disease (COPD).
- **Rilzabrutinib**, an oral, reversible-covalent Bruton's tyrosine kinase (BTK) inhibitor, is granted FDA Fast Track Designation for treatment of immune thrombocytopenia and enters phase 3 trials.

Cancer

- **Amcenestrant**, an investigational, oral drug for metastatic breast cancer, advances to a pivotal phase 3 clinical trial as a first-line combination treatment.
- FDA and European Commission approve **Sarclisa[®]**, a treatment for adult patients with relapsed refractory multiple myeloma.
- **Cemiplimab** monotherapy was shown to increase overall survival in first-line advanced non-small cell lung cancer in phase 3 trial.

Neurology

- **Tolebrutinib**, an investigational, brain-penetrant BTK inhibitor that showed reduced disease activity in people with relapsing multiple sclerosis in a phase 2 trial, entered multiple phase 3 clinical trials.

Rare Diseases & Rare Blood Disorders

- **Olipudase alfa**, the first and only investigational therapy in late-stage development for acid sphingomyelinase deficiency, demonstrated positive top-line results.
- Phase 3 trials of **avalglucosidase alfa**, an investigational enzyme replacement therapy for Pompe disease, showed improvements in respiratory muscle strength and mobility.
- **Rilzabrutinib** is granted FDA Fast Track Designation for treatment of immune thrombocytopenia.
- **Efanesoctocog alfa (BIVV001)**, an investigational factor-replacement therapy for people with severe hemophilia, showed positive results in phase 1/2a clinical study.
- **Fitusiran**, a potentially transformative siRNA therapy for people with hemophilia A or B with or without inhibitors, is granted Fast Track Designation by the US FDA for all indications.

³ See *Capital Markets Day presentation for 2020 updates on late-stage strategic assets*

⁴ Dupixent[®] (dupilumab) is a product in collaboration with Regeneron. Dupixent[®] is approved for different patient populations with atopic dermatitis, asthma and chronic rhinosinusitis with nasal polyps. It might not be approved in markets where you live, please check locally.

Innovation

Leading with innovation

Sanofi scientists think beyond individual diseases, exploring metabolic hubs where multiple diseases intersect. When our R&D teams close in on a molecule that modifies various biological pathways, they can create versatile medicines with the potential to treat more people and a higher chance of success in the clinic.



Emerging leadership in immunology and inflammation

Sanofi's vibrant immunology and inflammation pipeline centers on allergic and inflammatory conditions driven by type 2 inflammation. The success of Dupixent[®], our best-in-class biologic treatment, unleashed a flood of innovation throughout R&D as our scientists began to think bigger than a single drug and delve into every aspect of the type 2 inflammatory pathway.

- In our long-standing collaboration with Regeneron, we initiated a pivotal trial of Dupixent[®] for patients with type-2-driven chronic obstructive pulmonary disease (COPD), while itepekimab, an investigational biologic, entered phase 3 clinical trials for former smokers with non-type-2 COPD.
- When Principia Biopharma joined Sanofi, we expanded our development of TAILORED COVALENCY[®]-engineered BTK inhibitors with strong potential to treat autoimmune, type 2 inflammatory, and allergic diseases.
- In our collaboration with Kymera, we intensified development of potential first-in-class small-molecule therapies designed to eliminate immune-disease targets from cells in patients with type 2 inflammatory diseases.

Our teams investigate unique molecules that target immunological pathways beyond type 2. For example, using SYNTHORIN[™] technology, we engineered an investigational IL-2 molecule that helps regulate T cells. Our multi-specific NANOBODY[®] platform gave rise to new biologics that bind simultaneously to multiple targets, potentially overcoming a long-standing challenge in the treatment of im-

munological diseases. Our rich immunology portfolio crosses therapeutic areas, with important advances in oncology, hematology, and neurology.¹

This work is progressing alongside a growing precision immunology program, which centers on the measurable experience of patients. By combining real-world data, genetics, genomics, and machine learning approaches, our teams are gaining a detailed, nuanced understanding of immune conditions to guide the development of precision therapeutics.

The tenacity, flexibility, and creativity of our scientists in 2020 was evident not only in immunoscience, but across all disease areas. Even as the roadmap of how we live and work changed, they ensured that neither clinical trials nor development timelines for potential new treatments were derailed by the pandemic. Pulling together across the organization and across sectors, they helped turn great science into new opportunities for patients and changed the future of medicine.

Find out more about: [Immunology and Inflammation R&D](#)

¹ See [Capital Markets Day 2021 presentation](#).

Dupixent[®] (dupilumab) is a product in collaboration with Regeneron. Dupixent[®] is approved for different patient populations with atopic dermatitis, asthma and chronic rhinosinusitis with nasal polyps. It might not be approved in markets where you live, please check locally.



“There is a clear and shared ambition across teams to change the practice of medicine. By prioritizing specialty care, vaccines, and biologics, we have been able to advance many potential new treatments for people suffering from autoimmune diseases, rare diseases, and cancers. That’s what matters. That’s how we will make a real difference for patients.”

Paul Hudson

Chief Executive Officer

Voices from the Lab: Fine-tuning science

Sanofi scientist Samuel Pine talks about his commitment to discovering precision therapies for cancer patients, using NANOBODY[®] technologies.

[▶ Watch the video](#)

Two vaccines in development to fight COVID-19

In 2020 Sanofi marshalled a broad-based attack on COVID-19 while protecting our long-term commitment to science. We launched two vaccine R&D programs in collaboration with other companies to increase our chances of success. By December, we had started developing recombinant-protein and mRNA vaccines, optimized our manufacturing capacities to be ready for broad supply, and embarked on clinical investigations to test the potential of existing drugs for treating severe COVID-19 disease. Throughout the crisis our R&D teams put patients and their needs first, with solutions including targeted direct-to-patient drug supply and telemedicine. As a result, 98% of our patients in over 500 clinical trials remained in the studies. Under intense pressure, they showed that by keeping patients at the center, and with a little creativity, they could reinvent clinical drug development.

Find out more about:

- [COVID-19 updates](#)
- [How Sanofi's COVID-19 vaccines are designed](#)
- [The people behind life-protecting vaccines](#)

TWO VACCINES IN DEVELOPMENT TO FIGHT COVID-19

SARS-Cov-2 virus

Spike protein

Genetic coding of spike protein

Recombinant protein adjuvanted vaccine

- ▶ The vaccine antigen is the spike protein that will stimulate the immune system to produce antibodies against the virus
- ▶ Proven technology used for recombinant influenza vaccine
- ▶ In collaboration with US BARDA and GSK for its established adjuvant
- ▶ Based on existing manufacturing technologies facilitating scale up
- ▶ Cold chain distribution between 2°C and 8°C

mRNA-based vaccine

- ▶ The antigen is produced in the body's cells using the genetic coding for the spike protein against which the immune system will respond by producing antibodies against the virus
- ▶ Novel technology
- ▶ In partnership with Translate Bio
- ▶ Based on Translate Bio's established large-scale manufacturing platform

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SANOFI

R&D for unmet needs

Acting for the most vulnerable communities

As part of our R&D strategy to support those most in need, we develop vaccines and medicines to eradicate polio, eliminate sleeping sickness and reduce childhood cancer deaths. The COVID-19 pandemic has highlighted inequalities around the world, which have driven us to deepen our commitment to society.

As part of our social impact strategy we are reinforcing our R&D innovation to help vulnerable communities.

- **Polio:** One of our key priorities is to help eradicate polio. Sanofi has partnered with the Global Polio Eradication Initiative (GPEI) for almost 30 years and has provided UNICEF with polio vaccines at preferential prices through GAVI, the Vaccine Alliance, which aims to vaccinate populations in 73 of the poorest countries, to eradicate the disease.
- **Sleeping sickness** is a neglected tropical disease (NTD) that affects the poorest populations living in sub-Saharan Africa. For years, we have partnered with DNDi to develop and provide innovative drugs to ensure patients living in the most remote areas have access to treatment. We are also collaborating with the World Health Organization (WHO) to donate drugs and provide financial support to programs in the field.
- **Childhood cancer:** A child living in a low- and middle-income country is four times more likely to die from childhood cancer compared to a child raised in a high-income country. To combat this inequality, we will develop innovative medicines with the ambition to ultimately eliminate cancer deaths in children.



Fighting sleeping sickness

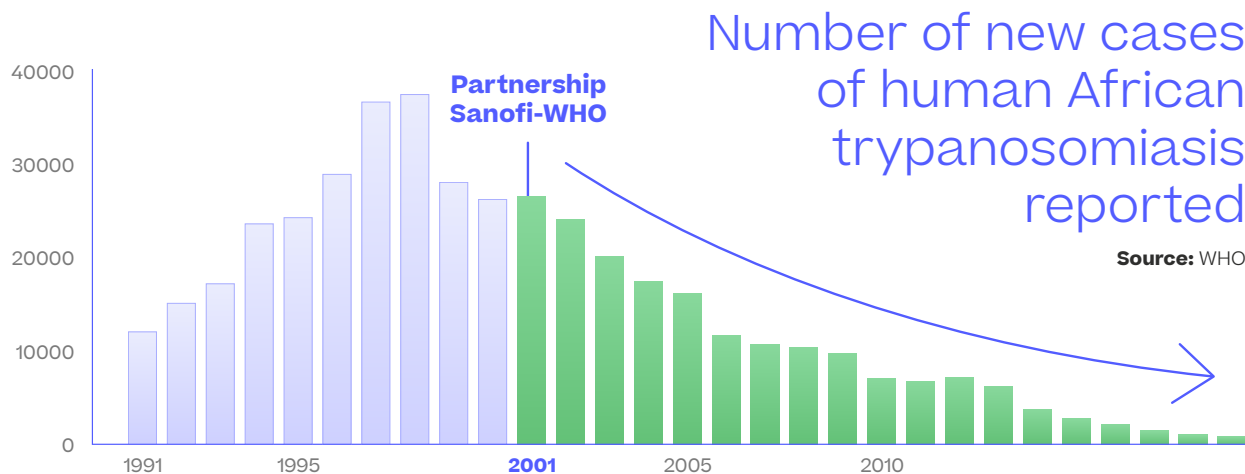
Human African trypanosomiasis—also known as sleeping sickness—is a vector-borne, parasitic disease found in sub-Saharan Africa, where 65 million people are at risk of contracting this potentially fatal disease. Since 2009, Sanofi and DNDi have developed new innovative oral medicines to simplify both access and treatment, to avoid hospitalizations and save lives.

Partnership with the WHO

For 20 years, Sanofi and the WHO have partnered to combat NTDs, and in particular sleeping sickness, providing drug donations and financial support to ensure capacity building and patient screening. These continuous efforts and our long-term contribution have led to the recent announcement of the successful elimination of sleeping sickness as a public health issue in Togo in August 2020, and recently in Côte d'Ivoire in March 2021. Our partnership was renewed in 2020 for five more years to work towards the elimination of the disease by 2030.

Find out more about: [A two decades long fight against NTDs](#)

- 20** Years of partnership with WHO
- \$100 million** Financial support from Sanofi
- 97%** Of sleeping sickness cases between 2001 and 2019



Ending the neglect of sleeping sickness: the last mile challenge

At the beginning of 2020, fexinidazole, the first all-oral treatment for sleeping sickness, was rolled out in the Democratic Republic of Congo. The journey to ensure the treatment made it from the laboratory to patients has been a long one, and is testament to strong partnerships and the power of innovation in fighting NTDs.

[Watch the video](#)

The fight to eradicate polio

Just over 30 years ago, poliomyelitis was a global scourge in more than 120 countries, commonly causing paralysis for children, and fear for their families and entire communities. Today, polio is a disease that we rarely see, thanks to strong global public health coordination focused on vaccination.

In 1988, the GPEI was launched by stakeholders involved in global public health and led by the WHO. At that time, polio was endemic in 125 countries with more than 350,000 children paralyzed for life each year. Since then, thanks to strong collaborations across the GPEI, paralytic polio cases have decreased by over 99% and only two countries still see endemic wild poliovirus transmission.

By manufacturing oral polio vaccines (OPV), inactivated polio vaccines (IPV) and pediatric combination shots, we have been involved in the fight against polio from the beginning and continue to serve a critical role in the delivery of vaccines against this disease.

In recent years, the disease has resurged in several parts of the world due to socio-economic and public health crises that have inhibited optimal access to all necessary vaccines. More recently, many routine vaccination programs have been halted or disrupted due to the COVID-19 pandemic, putting young children at risk of once again catching polio.

Find out more about: [Driving polio out of sight, but never out of mind](#)



Polio: unsung heroes in Pakistan

Local heroes in Pakistan are ensuring that children have the best possible access to polio vaccination, even during the COVID-19 pandemic.

[▶ Watch the video](#)

Supporting global public health collaborations to eradicate polio

In 2020, Sanofi delivered worldwide:



372 million

Doses of OPV including 345 million doses to UNICEF



115 million

Doses of IPV including 66 million doses to UNICEF



10

Additional combination vaccines containing IPV distributed worldwide to help prevent up to six childhood diseases

People & communities

We engage with our people and for the communities we serve



People and communities

Key trends transforming society

As a global company, focused on the healthcare needs of people around the world, and engaging with communities in the countries where we operate, we strive to anticipate and adapt to key social trends that are transforming society.



The pandemic has exacerbated existing social inequalities

Income disparities, urbanization and international migration are only some of the causes of social inequalities and poverty. In places like the United States, COVID-19 has disproportionately impacted people of color, and the pandemic's consequences on healthcare systems and economies have exacerbated inequalities, worsening the access of already vulnerable populations to education, employment, housing and healthcare.

Growing recognition of systemic discrimination

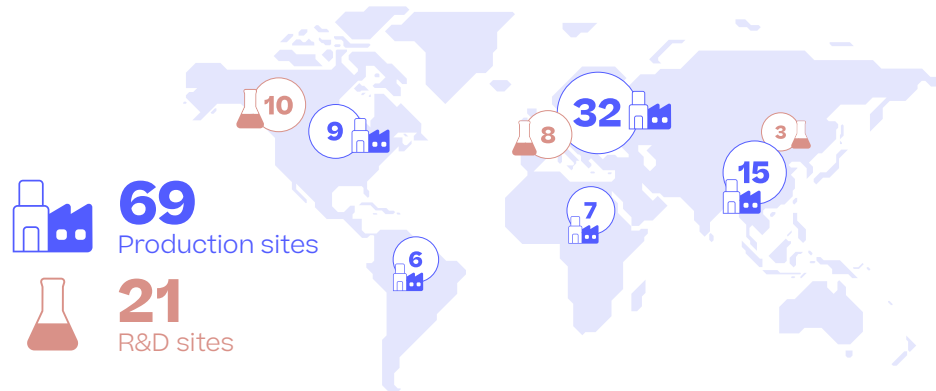
There is still a long way to go, but movements such as Black Lives Matter show that society is increasingly addressing systemic racism, and more generally rejecting intolerance and discrimination. With society becoming more inclusive and equitable, companies are committing to more diversity and equity in their workforce in terms of culture, religion, ethnicity, gender, sexual orientation, disabilities, education and more.

Increasing importance of employee attraction and retention

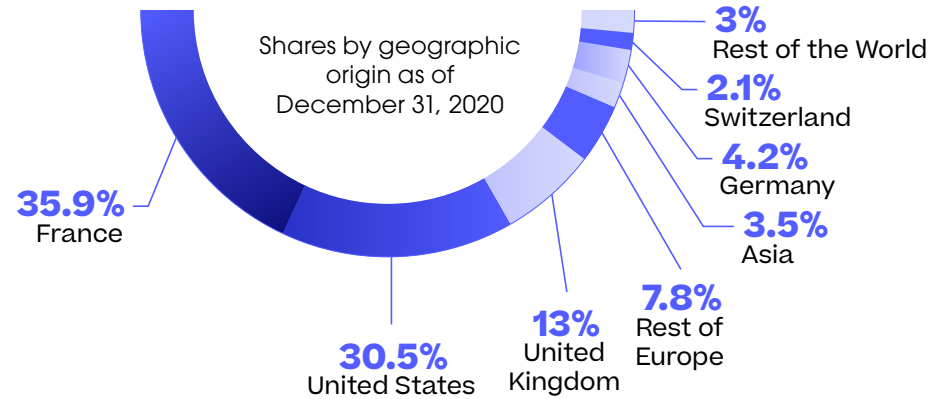
Most companies agree that their employees are their most important and most valuable asset. Attracting and retaining highly qualified talent is considered a financial and competitive advantage. Today talent, and in particular the "millennials" who will make up the largest portion of the workforce, are increasingly attracted to companies that offer strong social benefits, diverse and inclusive workplaces with strong values, and that are committed to sustainability.

2020 key facts and figures

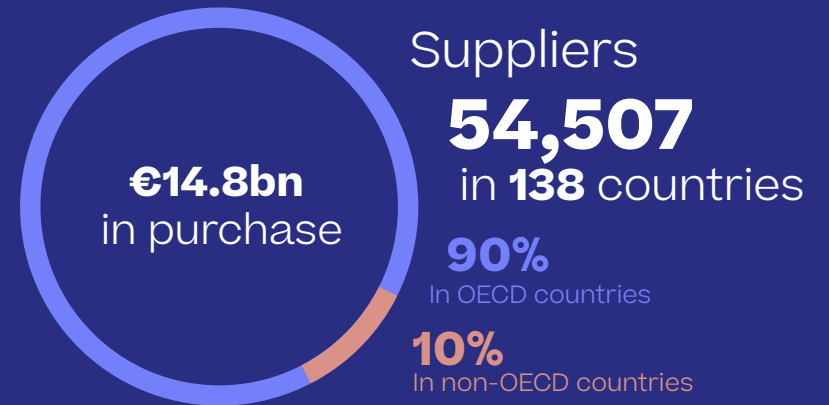
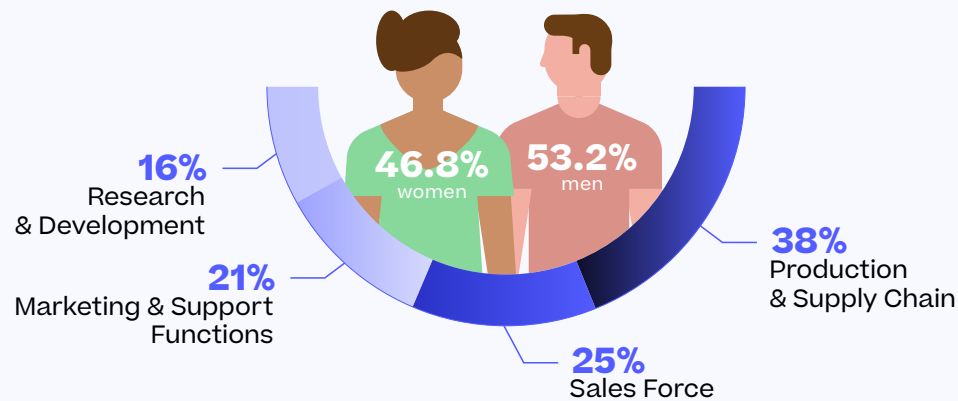
Present in around **90 countries**



An international share ownership



Workforce: almost **100,000 employees**

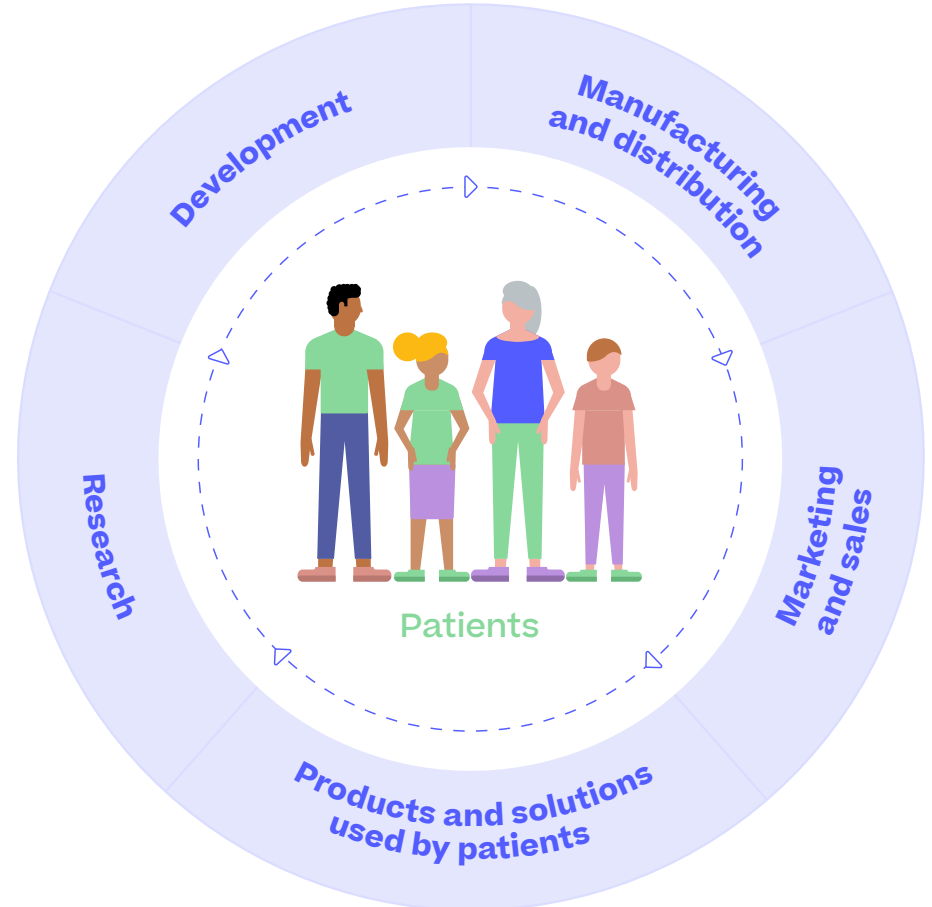


All figures as of December 2020, unless otherwise indicated

Customers



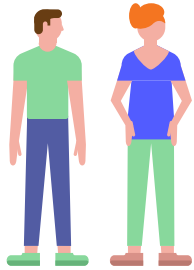
Value chain



Our stakeholders

As a global leader in human healthcare, we interact with a broad range of stakeholders.

Employees



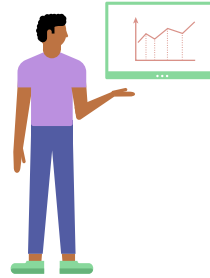
- Sanofi employees
- Trade unions' network

Business partners



- Pharmaceutical industry associations (IFPMA, EFPIA, PhRMA, LEEM,...)
- Other pharmaceutical companies
- Customers (distributors, pharmacies, public entities, hospitals)
- Suppliers and subcontractors

Investors



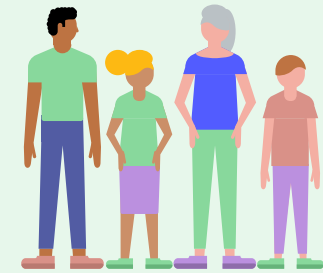
- Shareholders
- Institutional investors
- Socially responsible investors
- Rating agencies

Healthcare professionals



- Physicians
- Pharmacists
- Midwives
- Nurses
- Researchers and public health experts

Patients



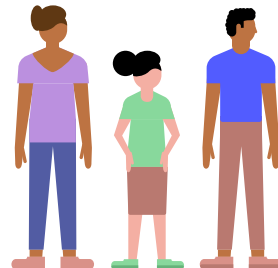
- Patients
- Patient associations
- Patient communities
- Caregivers
- Consumers

Authorities and payers



- Health authorities
- Governments and regulators
- Public and private insurance companies
- Health technology assessments (HTA) bodies

Local communities



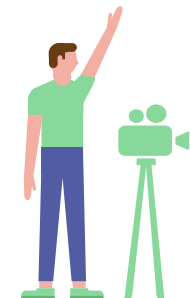
- Local residents
- Economic players including small and medium enterprises (SMEs)
- Schools, colleges and universities
- Citizens

International and local organizations



- United Nations bodies (WHO, UNICEF, Global Compact)
- NGOs (DNDi, Bill & Melinda Gates Foundation, etc.)

Media



- Journalists
- CSR experts
- Social media influencers

Governance

Embedding social impact policies into our strategy

The Board of Directors and its committees are dedicated to long-term value creation while considering the social and environmental impacts of our operations.

The primary mission of the Board of Directors is to set our strategic direction. It lays down the orientation of our activities and ensures that they are implemented, taking into account social and environmental issues.



Diversity and gender balance

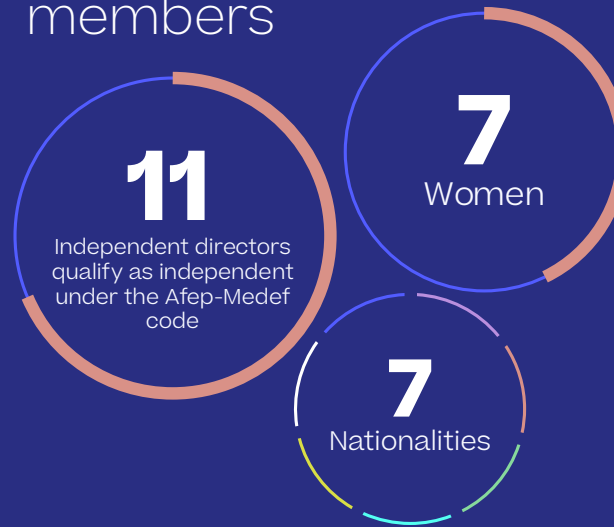
Each year, the Board conducts a review to ensure that its composition is appropriately balanced. In particular, it seeks to ensure gender balance and a broad diversity of competencies, experiences, nationalities and ages, reflecting our status as a diversified global business.

At our next annual meeting of shareholders scheduled on April 30, 2021, the Board of Directors will propose the appointment of Barbara Lavernos, President of Research, Innovation and Technologies at L'Oréal. She has been put forward to replace Laurent Attal, who has decided to retire and will resign from his directorship before our next shareholder meeting. Bernard Charlès, whose term of office will expire will not seek reappointment.

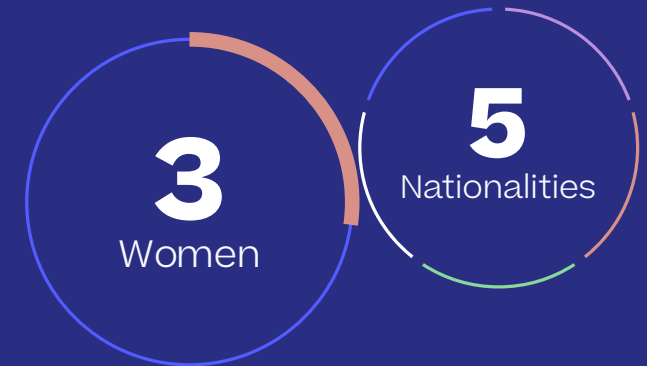
Acting on proposals from the Chief Executive Officer and in liaison with its advisory committees, the Board sets objectives for gender balance on Sanofi's executive bodies, and more generally ensures that a diversity and inclusion policy is applied within the company.

The Board of Directors is also following how the diversity and inclusion policy is implemented in Sanofi in positions with the highest level of responsibility.

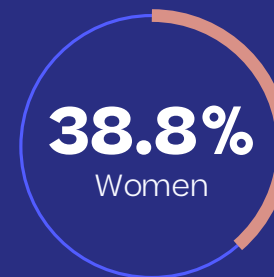
16 board members



11 Executive Committee members



2,219 Senior Leaders



Social impact priorities

In 2020, the Board reviewed and approved our [social impact strategy](#).

Appointments, Governance and CSR Committee

The Board is assisted by five specialized committees. The Appointments, Governance and CSR Committee extended its scope in 2019 to ensure that social impact issues are embedded in our strategy. It guarantees that our commitments and policy orientations are consistent with stakeholder expectations.

In 2020, the committee performed a review of our CSR policies and those of our main competitors and evaluated our new goals. Find out more on our [Website](#).

Including CSR performance in the CEO's compensation package

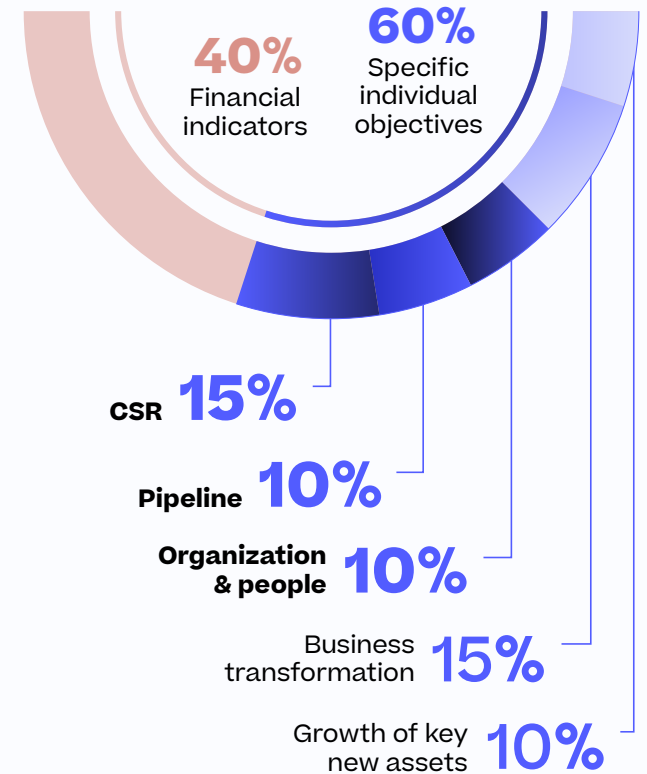
In 2019, Sanofi changed the terms of the Chief Executive Officer's compensation package, introducing an individual CSR performance criterion. In 2020, the objectives applicable to his annual variable compensation were 40% based on financial indicators, and 60% based on specific individual objectives.

Risk management

We have in place a robust process to identify, evaluate, and prioritize risks facing the company over the next three years, and emerging trends that may result in threats to the company over the next ten years. Operational leaders are committed to establishing response plans aimed at reducing risks to an acceptable levels, and scenarios anticipating the impact of emerging threats. The two following examples illustrate Sanofi Risk Management commitments to the company:

- In the COVID-19 context, Sanofi Risk Management set up a taskforce gathering representatives of the global business units and global functions to perform regular assessment of risks for Sanofi in its geographies in relation to the evolution of the epidemic from a medical, epidemiological, social, and economical perspective.
- Regarding climate change, Sanofi Risk Management contributed to the preparation of case studies identifying threats against the company, such as water scarcity that may impact our activities, or opportunities such as the development of drugs against vector-borne diseases.

Objectives applicable to the CEO's annual variable compensation in 2020



Find out more on our governance in the 2020 Annual report on Form 20-F and at: www.sanofi.com/Board

All figures as of December 31, 2020, unless otherwise indicated.

People strategy

Changing our culture to deliver our strategy

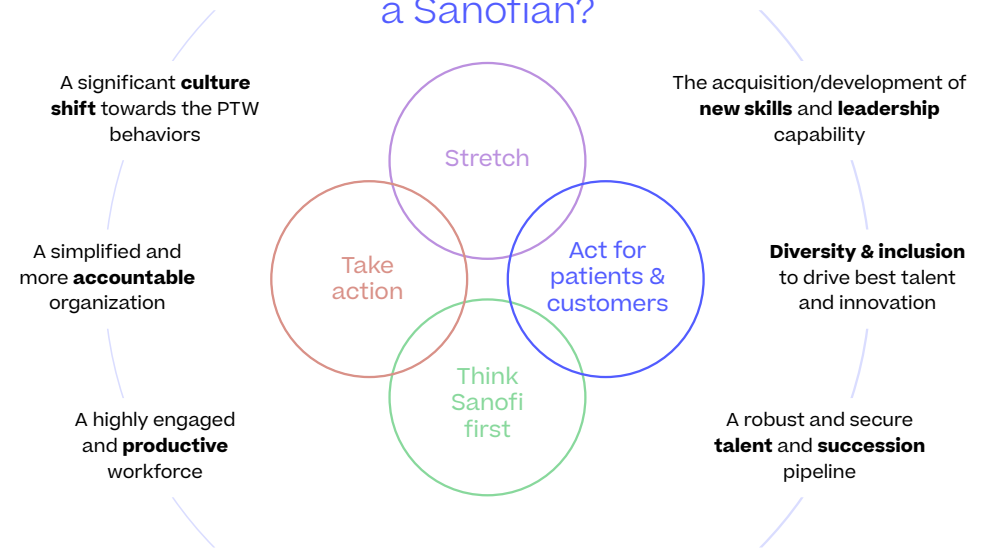
Reinventing how we work and driving a profound culture transformation throughout the company is imperative to deliver our Play to Win (PTW) strategy. Culture is the first big shift we need to enable, moving away from an inward-looking, complex organization, weighed down by bureaucracy, and focusing instead on relevance, efficiency and putting ourselves in our employees’ and customers’ shoes.

Our people are passionate about what they do and we want to create a company where they can bring their best selves to work and deliver outstanding performance.

Sanofi has identified four Play to Win behaviors that, when applied individually, would lead all employees-all Sanofi-ans-to move in the same direction and drive real change:

- **Stretch:** take calculated risks, push ourselves out of our comfort zone and ruthlessly prioritize our work.
- **Take action:** focus on outcomes rather than activity, deliver against our priorities.
- **Act for patients and customers:** free up budgets to develop our pipeline, make sure that what we do will deliver better outcomes for patients.
- **Think Sanofi first:** prioritize the company over personal or team interests, help a colleague to make a project even more successful.

What is it like to be a Sanofian?



Our 2025 people ambitions

Sanofi's human resources organization will be a strategic partner to drive the culture change. Our new people strategy will focus on four pillars, closely aligned with and supporting our Play to Win priorities.

We want our people to work ...

...in a **Healthy Organization**

Sanofi needs to become an agile and competitive organization with clarity of accountability, to meet patient and market needs. In 2021, we will successfully launch the new Consumer Healthcare, General Medicines and the EUROAPI organizations. We will anticipate and acquire the skills we need, with a clear focus on digital capability. We must develop a world-class talent pipeline to feed succession plans for key roles and ensure our future success.

...and have a **Purposeful Experience.**

More than ever, companies are in a war of talent. To attract and retain the best people, we need to create a highly compelling work experience, offer amazing career opportunities and sense of purpose.

We want to build a **Winning Culture...**

By anchoring our new Play to Win behaviors across the organization, we will infuse a new culture into the entire workforce to thrive and enable business success. In 2021, we will build these behaviors into all people journeys, from recruitment, through performance management, learning, reward, and talent management. On top, we are implementing a modern approach to the work experience, both in terms of flexibility and agility, but also into new office developments.

...and realize our **Diversity Edge.**

Our business will outperform through our ability to fully leverage the diversity of our people and partners. The business and societal advantages that come from driving diversity in the workforce and fostering an inclusive environment are significant. We have already made progress on gender, but we have work to do in other areas of diversity. We will also strengthen our relationships with the diverse communities we serve, including better reflecting our communities in clinical trials, supplier diversity, and involving local leadership teams in community projects.



“We must anchor the Play to Win behaviors across the business to ensure that we leave our old ways of working behind and embrace the new culture we need.”

Natalie Bickford

**Executive Vice President,
Chief People Officer**

Development programs at Sanofi

Find out how the Sanofi University and People Development Learning Institute launched in 2020 develop our people and encourage the emergence of new talent and leaders.

→ **Discover more in chapter 4.2.1 of the Universal Registration Document 2020**

COVID-19: Protecting our people during the pandemic

Our internal Health, Safety and Environment network, as well as global and local crisis committees, have coordinated business continuity planning, organized remote working and adapted on-site working for nearly 70% of employees, mainly those working in R&D, manufacturing and supply, in order to keep our workforce safe and healthy.

We have created online tools and guidelines for employees working remotely, such as mental and physical health tips, return to the workplace guidance, and events and travel advice adapted locally.

To adapt to the new constraints, our teams have also developed digital learning solutions allowing more than 25,000 employees to perform online trainings in 2020, up 9% versus 2019.



Beyond the work place

Building an inclusive work place

We are reinforcing our social impact strategy with our people and the communities we serve by ensuring diversity at all levels of the company. We want to build an inclusive environment where everyone can bring their best selves to work, while fostering inclusion and sustainability in the local ecosystems in which we work and serving our communities through volunteering. We are embedding our commitment to society in our leaders' career development paths to strengthen the social impact of their decisions.



Senior leadership to reflect society by 2025

We have put in place a diversity and inclusion policy, convinced by the benefits it triggers for the company and the patients it serves: increased innovation and creativity, stronger performance, better quality of life at work and improved well-being for our teams.

We aim to achieve gender parity in our senior leadership population by 2025, with 40% women at the executive level. These targets are included in the performance criteria that determines the annual variable compensation of our Executive Committee.

To achieve this ambition, we have established a Gender Council whose members support regional networks around the world and sponsor initiatives to promote gender parity in the company.

Strengthen engagement in our communities

We will support the local ecosystems where we operate to make them more inclusive and sustainable by working with local stakeholders (local authorities, associations, local residents, etc.).

Since 2018, Sanofi has developed a territorial footprint methodology on six representative pilot sites in France and the US: production sites (Aramon, Swifwater, Vitry-sur-Seine); R&D site (Chilly-Mazarin); and

tertiary sites (Gentilly, Bordeaux-Bègles). The territorial footprint measures the environmental, social, and economic impact of a site's activity and provides insights into how we can work with the local community to address the challenges identified.

The evaluation of the territorial footprint is based on 20 indicators of environmental, social, and economic impacts (direct and indirect).



[▶ Watch the video](#)

Economic, environmental and social footprint at local level

Discover the guide to drive the approach locally and the factsheet

[→ Find out more](#)

Serving communities through volunteering

We support the social and economic development of the communities where we work through partnerships with local stakeholders, engaging with underserved populations and pursuing initiatives to inspire the next generation.

Through global and local initiatives our employees support access to health and improve quality of life for disadvantaged populations.

- In China, Sanofi employees volunteered in “The Guangzhou Golden Ribbon’s Project”, animating sessions on Chinese traditions and arts and crafts in hospital for children with cancer.

Our employees also provide support for careers in the Science, Technology, Engineering, and Mathematics (STEM) fields.

- For many years in Waterford, Ireland, Sanofi volunteers have provided mentoring and encouragement to students wishing to pursue studies in STEM, and partnering with the NGO Junior Achievement during Math’s Week.

Sanofi global volunteering 2020 at a glance

Countries : Argentina, Austria, Australia, Belgium, Brazil, Bulgaria, Cambodia, Canada, China, Chile, Colombia, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, Estonia, France, Germany, Greece, Hungary, India, Indonesia, Iran, Ireland, Italy, Japan, Latvia, Lithuania, Malaysia, New Zealand, Norway, Pakistan, Panama, Peru, Poland, Portugal, Romania, Russia, Singapore, Slovakia, South Korea, Spain, Sweden, Switzerland, Thailand, South Africa, Turkey, UK, Ukraine, Uruguay, US, Vietnam



8,130
Employee volunteers



115,500
Beneficiaries



24,400
Volunteer hours



53
Countries

Employee volunteering during the COVID-19 pandemic

During the outbreak of COVID-19 in early 2020, Sanofi volunteers worldwide organized fundraising and collections to support local populations in need. In some countries, Sanofi employees who are also licensed medical professionals, volunteered in community hospitals, providing relief organization or supporting testing efforts.

- During lockdown in France, employees from support functions offered support at industrial sites, keeping operations moving at full capacity.
- Employees from Sanofi Czech Republic & Slovakia joined the project, "A Tree of Fulfilled Wishes", to collect funds for six NGOs.
- Sanofi Italy launched its campaign #NoiCiSiamo (We are here), which saw 2000 employees donate one hour or more of their time on a voluntary basis. The funds collected were donated to the National Civil Protection.
- The Sanofi US project, "Discovery Education STEM Careers Coalition-Covid-19 Initiative", brought together Sanofi's scientists to make short videos discussing problem-solving, innovation and the challenges presented by COVID-19. The videos were made available to teachers and students across the US and Canada during lockdown. COVID-19 SOLUTION SEEKER - Director of Clinical Development, Sanofi



Strategy in action

We work every day in an empowered
organization



Strategy in action

Executing our strategy in a challenging environment

As an organization embedded in a complex, constantly evolving environment, we strive to anticipate and adapt to the challenges and opportunities driving change across the healthcare industry.



Increasing role of manufacturing and supply security

The COVID-19 crisis has put the capacity of systems to supply essential medicines and vaccines under enormous pressure. One of the most important lessons learned is that the world must strengthen its manufacturing capacity and supply of strategic assets, such that critical products are always available to secure the health of its population. Excellence in manufacturing is possible by adopting the

latest break-through technologies, respecting the environment, and having high-quality standards of production. The pandemic has shown that innovation is not only key to providing medicines to patients, but also to addressing possible shortages by reinforcing regional production and cross-border supply.

Transformative effect of new technologies

As other industries with disruptive potential move into healthcare, we need to adapt and embrace new technologies to remain relevant.

- New research insights, product offerings and pricing models will increasingly be informed by data and advanced analytics.
- The growing importance of mobile and electronic health will enable the industry to better understand and address individual patient's needs.
- Machine learning could replace certain experiments.
- Emerging technologies should improve the drug development process, including advanced tools to improve the efficiency and effectiveness of clinical trials.



Tackling environmental challenges

Climate change will have a major impact on global health and the way to conduct business. Sustainability is not just about reducing carbon emissions, but also the management of water, waste and natural resources. Developing circular processes can save costs while reducing pollution, waste and effluents.

Progressing our Play to Win priorities

During the first year of its Play to Win strategy, Sanofi has made measurable progress even in the midst of a global pandemic. Our **growth** drivers have delivered and we have advanced our research and development **pipeline** of potentially transformative drugs. We have also made progress in accelerating our **efficiency** and started to change the **ways we work**.



Growth

Strong contribution to growth of Dupixent®¹

€3.5bn sales in 2020 | 230,000 patients on therapy | 47 countries

A record year for flu vaccines

€2.5bn sales for flu vaccines | 250 million+ doses shipped worldwide | +8.8% total vaccines sales growth



Efficiency

Reinvested savings to boost growth and pipeline

€1.7bn savings in 2020 | 60% of savings reinvested

Pipeline

Strengthened R&D pipeline

83 projects in clinical development | 12 phase 3 studies initiated in 2020



Ways we work

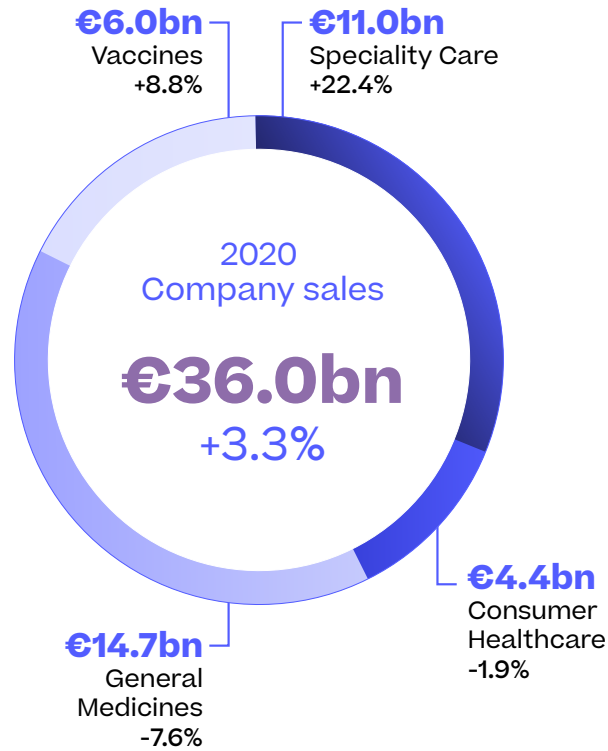
A new transformational culture across the organization

| 4 Play to Win behaviors



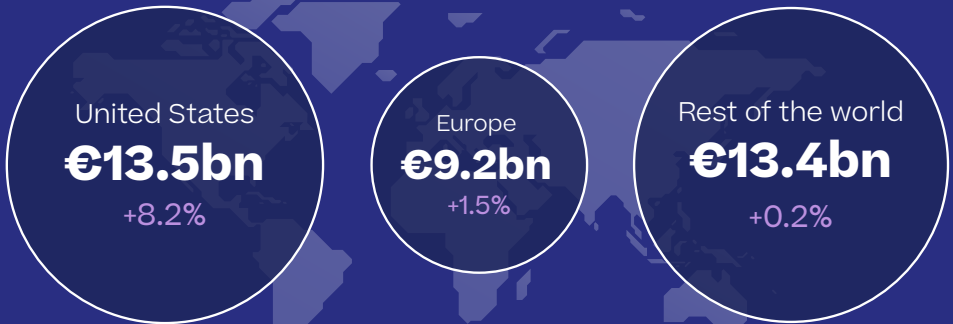
¹ Dupixent® (dupilumab) is a product in collaboration with Regeneron. Dupixent® is approved for different patient populations with atopic dermatitis, asthma and chronic rhinosinusitis with nasal polyps. It might not be approved in markets where you live, please check locally.

Our 2020 performance



2020 Business net income	€7.3bn +9.6%
2020 Business earnings per share	€5.86 +9.2%

Sales by geographic area



All figures as of December 2020, unless otherwise indicated.
 All growth rates are expressed at constant exchange rates (CER). On a reported basis, company sales were down 0.2%, business net income was up 4.2% and business EPS was up 3.9%.
 For the definition of financial indicators, please consult the press release issued on February 5, 2021.

Digital strategy

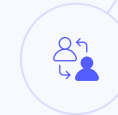
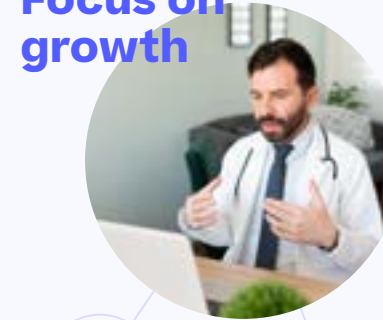
A digital roadmap with big ambitions

We aim to use digital to transform the business and become a leader in digital healthcare. Our new Digital Roadmap outlines eight priorities that are fully aligned with the company’s Play to Win business strategy.

The digital strategy will directly support business growth and also drive efficiencies across the company, and ultimately enable Sanofi to reinvest in science.

To execute the digital strategy, we plan to invest in our data and digital foundation, upskill our workforce, modernize processes and infrastructure, and innovate in selected areas.

Focus on growth



Digital healthcare professional engagement



Scale e-commerce

Optimize + accelerate R&D using data



Patient experiences



Lead with innovation

Accelerate efficiency



Digital manufacturing

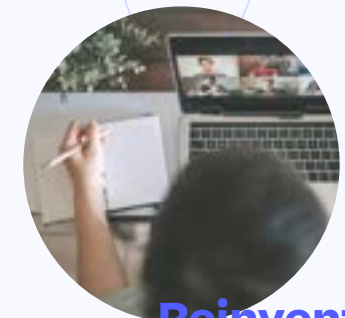


Operational excellence

Employee experiences



Data democratization



Reinvent how we work

Introducing a new digital culture

To achieve our digital ambition, Sanofi will establish a digital culture and new ways of working, essential for our digital transformation and to accelerate the company's cultural change.

- **Agility:** iteration and speed will be an integral part of the process, from strategy to execution.
- **Insourcing capabilities:** upskilling our teams and focusing our internal competencies **towards our priorities** will be a critical advantage.

MVP: minimum viable product





“We’re going to see a significant and increasing uptake in digital and data in healthcare, which will transform the practice of medicine. Directly contributing to this journey and impacting patients’ lives through innovative solutions is what drives and inspires me at Sanofi.”

Arnaud Robert

**Executive Vice President,
Chief Digital Officer**

Major achievements in 2020

The digital roadmap, implemented six months ago, has already:

- defined clear digital priorities for the company;
- built a new leadership team;
- prioritized our portfolio of projects across the company;
- launched new digital products; and
- decreased external spend.

Agile new sales forecasting app

In just six weeks the digital team teamed up with a start-up to build a new mobile application to show sales across products and geographies. The new platform also forecasts sales with a remarkable degree of accuracy and offers a modern user experience.

Next steps

The digital roadmap for 2021 and 2022 is aimed at actively participating in the growth of the company and driving efficiencies.

Across global business units and functions, the strategy will focus on:

- Increasing patient engagement and digital marketing for **Specialty Care**;
- enabling new digital engagement models for **General Medicines**;
- scaling e-commerce and digitizing industrial affairs for **Vaccines**;
- scaling up e-commerce and enabling data-driven decisions and digital experiences for **Consumer Healthcare**; and
- accelerating the research and development cycles through use of data in **R&D**.

Manufacturing and supply

Committed to excellence in manufacturing and supply

In 2020, the world rediscovered the strategic importance of securing the production and delivery of essential medicines and vaccines. Sanofi's manufacturing and supply organization stepped up to the challenge. During the pandemic, 100% of our sites have remained operational to continue to produce needed medicines and vaccines and distribute them to millions of people worldwide. We also continued to deliver on our ambition: transform and digitalize our uniquely diversified industrial network, and ramp up our biotechnology capacity so that our facilities are as innovative as the medicines in our pipeline.

2020 key facts and figures



69
industrial sites around the world



33,000+
employees¹



€1bn
invested every year to transform and modernize our industrial network



4.8bn+
units of pharmaceuticals, consumer healthcare and vaccines sold in 2020

¹ Excluding temporary employees.
All figures as of December 2020, unless otherwise indicated.



Sanofi Industrial Affairs provide an essential link between R&D and patients

[▶ Watch the video](#)

Reinforcing a uniquely diversified network focused on industrial excellence

Our success in delivering essential medicines and vaccines during the pandemic is the result of an operating model based on major regional manufacturing hubs that make products primarily for their region and have the capacity to supply other regions. Combined with a common culture of industrial excellence, customer service and quality, our model—the Sanofi Manufacturing System—proved its effectiveness.

1 Company estimates based on comparison with data published in annual reports of major API companies.

Our decision to create EUROAPI, a new European company for the development, production and marketing to third parties of active pharmaceutical ingredients (APIs) follows the same spirit. While it is unrelated to COVID-19, it addresses one of the challenges amplified by the pandemic: enable greater stability in quality drug supply to millions of patients in Europe, and beyond.

The Evolutive Vaccines Facility— State of the art production site

- **€490m** invested over five years
- Expected to create **200** jobs
- Located in Neuville-sur-Saône, France

→ [Find out more](#)

Expanding our technological leadership to bio production

Sanofi's industrial network is constantly evolving to support latest pipeline developments and enable the production of potentially transformative therapies, by leveraging a range of innovative modalities across therapeutic areas. We invest heavily in the transformation and modernization of our facilities, focusing on bio production—from biologics active ingredients, to injectable biologic drugs and vaccines.

In 2020, we announced the creation in France of

EUROAPI A new industry champion

- **Standalone** company combining our API business with **6** of our European API production sites
- Expected sales of **€1bn** by 2022
- Expected to rank world **#2**¹
- Headquartered in France
- **3,100+** employees with a presence in **13** countries and sales in **80+** countries
- **Karl Rothier** appointed Chief Executive Officer

→ [Find out more](#)

a world-class vaccine production site and new vaccines research center. The Evolutive Vaccine Facility will use the latest innovative vaccine production technologies with fully digital modules to make up to four vaccines simultaneously. This will allow us to manufacture vaccines on a massive scale in response to future pandemic risks. In addition, the facility represents our responsibility to the environment, designed to have a minimal environmental footprint.

Rolling out the digitalization of our network

Our industrial network has continued to innovate and execute our digital transformation to ensure agility, higher productivity and sustainable manufacturing with a smaller environmental footprint. Digital transformation of our major factories, covering all technologies, is on its way.

The grand opening in 2019 of our first digital biomanufacturing facility in Framingham was only the first step.

In January 2021, we announced the launch of an ambitious project in Sisteron, France: the creation of a fully automatized and digitalized chemistry unit to accelerate the launch of new chemical molecules from our R&D portfolio that intend to bring breakthrough therapeutic solutions to patients.

We are leading the green and digital manufacturing transformation with the ambition to have 17 fully digitalized sites in 2022, reducing CO₂ emissions by 50% by 2025.

Framingham- Overall Facility of the Year 2020

- **One of the first** fully digital facilities of its kind in the world
- Located in Framingham, Massachusetts, US
- Named **Factory of the Future and Overall Facility of the Year** in 2020 by the International Society for Pharmaceutical Engineering

Sanofi Digital Factory, Framingham, Massachusetts, US





“2020 was a year of uncertainties and unprecedented challenges. But for the whole manufacturing and supply teams, it was also a year of incredible achievements, because we made clear choices and focused on our core mission: providing patients around the world with critical medicines and vaccines.”

Philippe Luscan

**Executive Vice President,
Global Industrial Affairs**

#SanofiActs–Industrial Affairs teams committed to fighting COVID-19

We secured and, for some medicines, even increased our production and distribution all over the world to guarantee supply in the countries where we operate. 100% of our industrial sites performed more than 95% of their activities, ensuring drug supply continuity despite demand that multiplied seven fold for some medicines.

In parallel, we prepared our industrial sites in France, Germany, Italy and the US for the large-scale manufacturing of our recombinant COVID-19 vaccine candidate once it receives approval.

In 2021, we will also support BioNTech and Johnson & Johnson in manufacturing their COVID-19 vaccine in our facilities in Frankfurt, Germany and Marcy L’Etoile, France, leveraging our know-how and European industrial capacities to help address global supply demands.

[Find out more](#)

Sanofi’s industrial affairs teams in France continue working to support patients and healthcare professionals in this COVID-19 pandemic. “We are here for you, so you can stay at home”



Healthy planet

Building sustainability for a healthy planet

Environmental management is a key consideration for Sanofi. We minimize the potential environmental impacts of the business through an environmental sustainability program, Planet Mobilization, which covers the entire lifecycle of products, from the raw materials used in production to their use and disposal by patients.





“Because the fight against climate change is also a fight for health and well-being, Sanofi commits to environmental sustainability. This is our Planet Mobilization ambition.”

Julie Van Ongevalle

**Executive Vice President,
Consumer Healthcare**

Climate change is one of the greatest challenges of our age and has an enormous impact on people’s lives and health. The rise in the earth’s temperature can lead to extreme weather conditions, food shortages, difficulties in accessing drinking water and increased air pollution, as well as favorable conditions for the spread of vector-borne diseases such as malaria or an increase in pollen-related allergies.

The World Health Organization (WHO) estimates that between 2030 and 2050 climate change will cause 250,000 additional deaths each year. Carbon neutrality is a critical strategy to limit the consequences of global warming and the further buildup of greenhouse gases in the atmosphere.

Today, we aim to minimize the potential environmental impacts of our business by aiming for carbon neutrality by 2050, improving the environmental profile of our products, and limiting our environmental footprint and adopting circular solutions.

By promoting an environmental culture across our sites worldwide, we are striving to raise awareness and engage our employees to actively participate. We also work with suppliers to reduce their greenhouse gas emissions and overall environmental impact to create more sustainable sourcing of raw materials.

4 ambitious objectives to illustrate a bold ambition



100% blister-free
vaccines by 2027



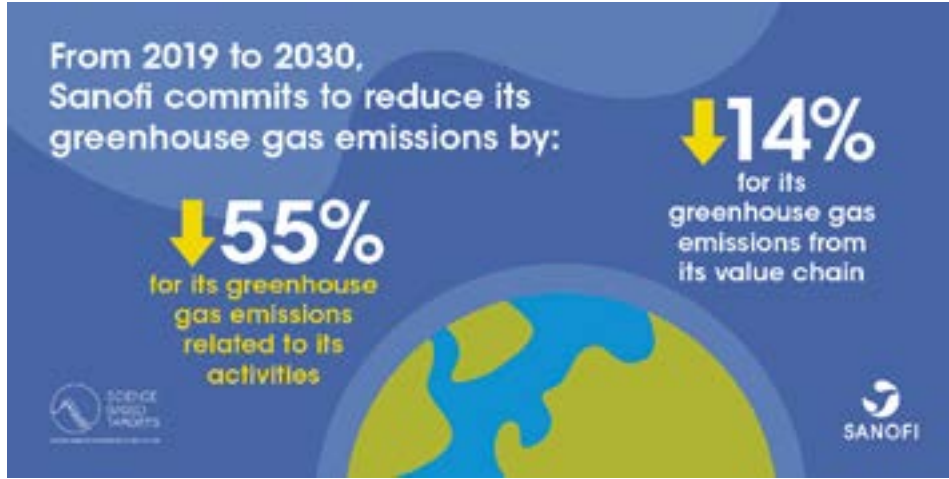
100% eco-design
for all our new products by 2025



100% renewable electricity
on all sites by 2030



100% carbon neutral
car fleet in 2030

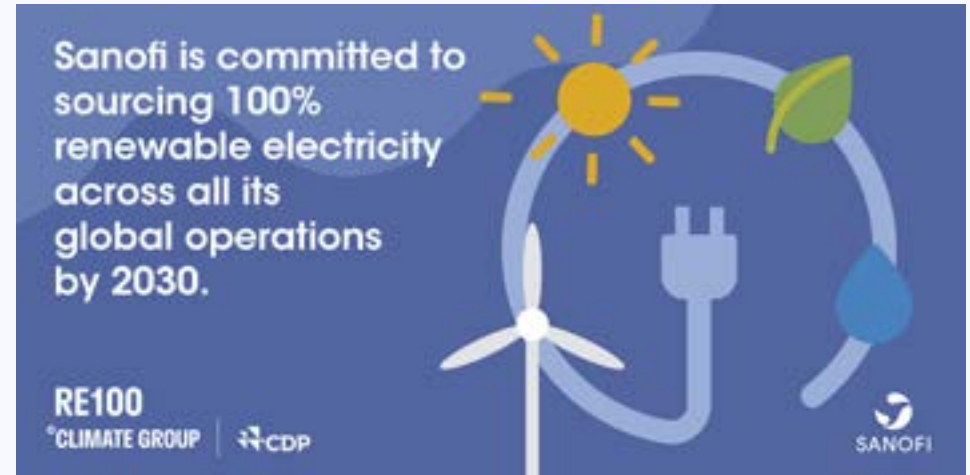


Reducing greenhouse gas emissions

Sanofi aims to reduce greenhouse gas emissions by 55% resulting from on-site energy and by 14% those linked to our value chain by 2030 (vs 2019). These objectives are validated by the Science Based Target initiative (SBTI), a scientific recognition of our contribution to limit global warming.

100% renewable electricity

In 2020, Sanofi joined the RE100 initiative to source 100% renewable electricity across all our global operations by 2030. Promoting the use of renewable energies and reducing our greenhouse gas emissions are part of our strategy towards our overall goal of carbon neutrality by 2050. Since January 2021, all French sites have been powered with 100% renewable electricity. This first step is decisive in achieving 100% renewable electricity sourcing by 2030. Half of our electricity supplied on our sites worldwide is now renewable.



Committed to a healthy planet

Water stewardship and climate change mitigation are part of our environmental sustainability program #PlanetMobilization.

We are proud to have gained a place on the CDP’s prestigious “A List” for our role in protecting water resources.

We have also obtained an A- for our reduction in greenhouse gas emissions to mitigate climate change, and for transparency in our reporting practices, reaffirming our leadership position among the companies evaluated.

Find out more about: [Planet Mobilization](#)



Our commitments and targets as an infographic

Find out how Sanofi is building a sustainable environment. [Download the full document](#)

Contribution to society

We create health, social, economic and scientific value for society and transform the practice of medicine for patients around the world



Growth and contribution to society

Key healthcare trends

Several trends continue to provide opportunities to do more for patients. The world's population is growing and aging, and the need for medical solutions remains high, exacerbated by the COVID-19 pandemic. However, growing geopolitical uncertainties, the economic crisis related to COVID-19 and shrinking budgets will continue to put pressure on healthcare costs and the entire healthcare value chain.



A changing global population

The world's population is expected to grow from 7.7 billion in 2019 to 8.5 billion in 2030¹. The population is also aging as people in all regions are living longer and having fewer children. Combined with prevailing unhealthy lifestyles that have led to a growing number of patients suffering from chronic diseases, the demand

for healthcare will continue to rise. This is particularly true for developed countries but increasingly also the case in developing nations, where rapid urbanization and an expanding and affluent middle class have led to an increasing demand for better healthcare.

High income disparities

Despite declining global poverty rates, income disparities in some of the world's most populous countries, including China, India, the US and Indonesia are still high. Wealth remains concentrated among a small percentage of the world's population.

Key economic challenges

The global pharmaceutical market is expected to grow at an annual rate of 3-6% in the coming years, with specialty care costs reaching 50% by 2023 in most developed markets.²

- Pressures across the entire healthcare value chain on funding, budget caps and affordability have resulted in reforms in many countries, with politicians, patients and payers demanding more value from innovation, affordable medicines and new access models.

- The advancement of biosimilars (a biological product highly similar to an approved biologic with no clinical differences), especially in the US and Europe, is changing the way medicine is practiced. Competition in biosimilars is expected to increase three-fold by 2023.²
- Technological advances have opened the door to non-traditional players in healthcare, fueling competition and growth of new collaborations.

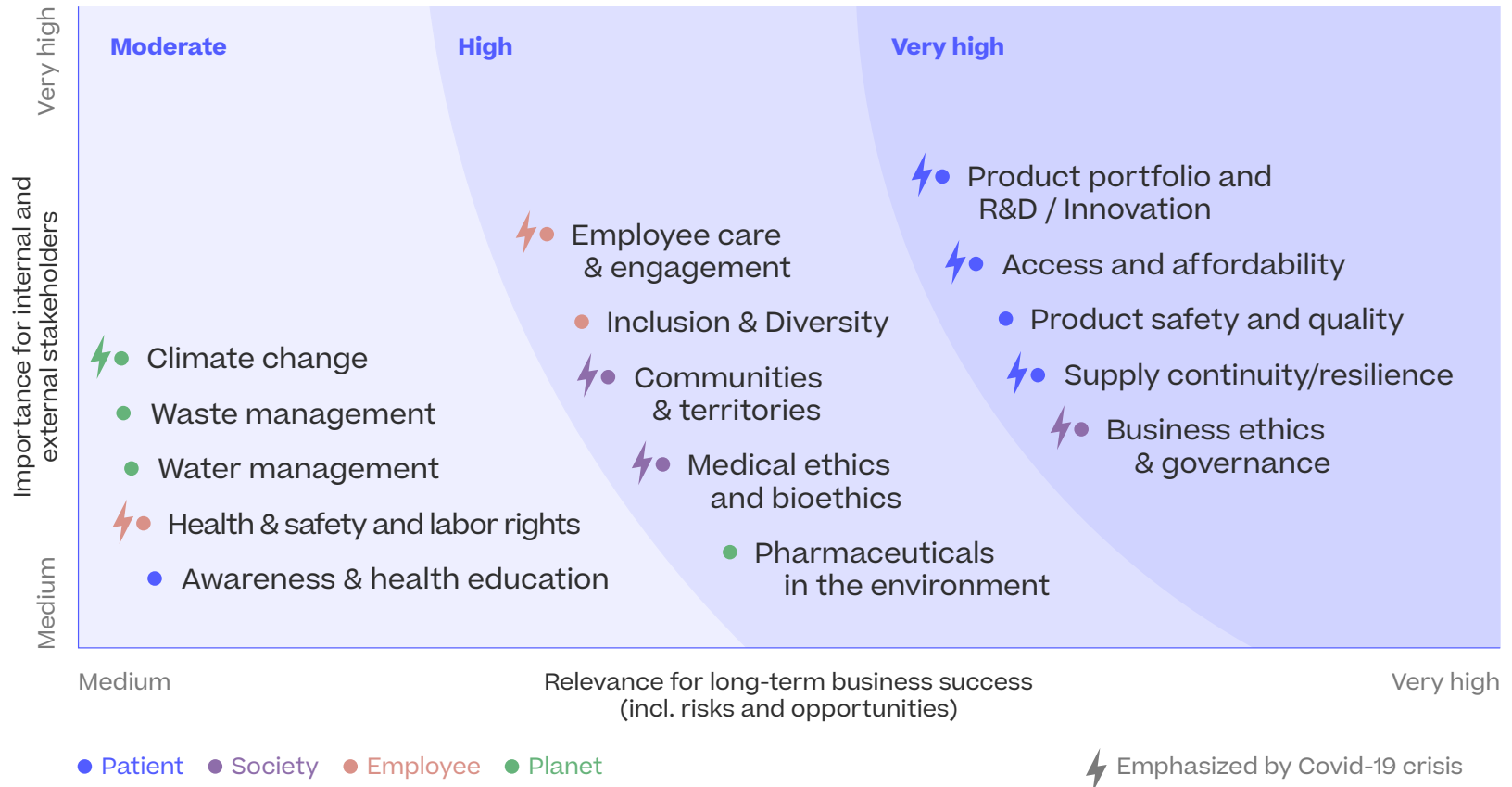
¹ Source: UN population division, *World Population Prospects 2019*.
² Source: "The Global Use of Medicine in 2019 and Outlook to 2023", IQVIA Institute Report.

Rising transparency expectations

Transparency expectations are rising as stakeholders demand more and better information on topics such as ethics and clinical trial results, leading to new regulatory requirements and increased need for dialogue.

This trend is also true for patients who ask for more accessible and better information on healthcare. Proactive, better-informed patients are enabled to make decisions about their care and take charge of their own health.

Materiality matrix of impact to help prioritize opportunities¹



¹ Built by integrating elements from belief audits, ESG rankings, investor priorities, employee survey, regulatory focus, peers materiality matrix.

Affordable access

Ensuring access to essential medicines for the poorest countries

A staggering two billion people worldwide still lack access to quality medicine and healthcare in 2021. Sanofi aims to change this by ensuring affordable access to medicines for underserved communities, while helping to build sustainable healthcare systems.



Creating a global health unit

As we launch our first ever global social commitment strategy, we are making affordable access our first priority. We are forming Sanofi Global Health, a nonprofit business unit with a remit to donate or sell our medicines at affordable prices in some of the least developed regions of the world. It will be self-financing to ensure it remains sustainable over time, charging just enough to cover operating expenses and product cost without making a profit.

Initially, Sanofi Global Health will operate in the **40 countries** with some of the lowest gross domestic product (GDP) per capita, and will offer **30 of our**

most essential medicines, including treatments for cardiovascular disease, diabetes and tuberculosis, malaria and cancer. We will also work with local health authorities and care providers to build capability and monitor sustainable care systems for diseases that require chronic treatment and complex care.



“The COVID-19 pandemic has increased health inequalities around the world. More than ever, we need to make a difference and ensure affordable access to our medicines and healthcare. Through the creation of the new Sanofi Global Health, we can do more.”

Sandrine Bouttier-Stref
Global Head of CSR

Change the course of malaria

Since 2001, we have pursued a holistic approach to controlling malaria that encompasses the manufacture and supply of medicines as well as a prevention strategy aimed at training healthcare workers to better manage the disease and awareness initiatives to educate the population. In 2050, more than half of the African population will be under 25 years of age, so we have a special focus on reaching children, who can help change the course of malaria for the next generation.

→ [Find out more](#)

Supporting people with rare diseases

After 30 years of supporting people with rare diseases, we are formalizing the Sanofi Genzyme access program and will donate at least **100,000 vials** of medication for lysosomal storage diseases, a group of rare genetic conditions caused by enzyme deficiencies, every year. That’s enough to treat around **1,000 patients** for free in parts of the world where treatment options are limited.

Developing a global access plan

The affordability of our medicines is not the only barrier to access for many people. So too is the speed at which we launch new medicines into the majority of markets. Our goal is to develop a global access plan for all new products, making them available in all chosen markets within two years of launch. This bold ambition will ensure that millions more people receive timely treatment and thousands of lives are saved.

COVID-19: Ensuring global access to vaccines

In October 2020, Sanofi and GSK signed a Statement of Intent with Gavi, the legal administrator of the COVAX Facility, a global risk-sharing mechanism for pooled procurement and equitable distribution of COVID-19 vaccines. We intend to make available 200 million doses of our adjuvanted recombinant protein-based COVID-19 vaccine, if approved by regulatory authorities.

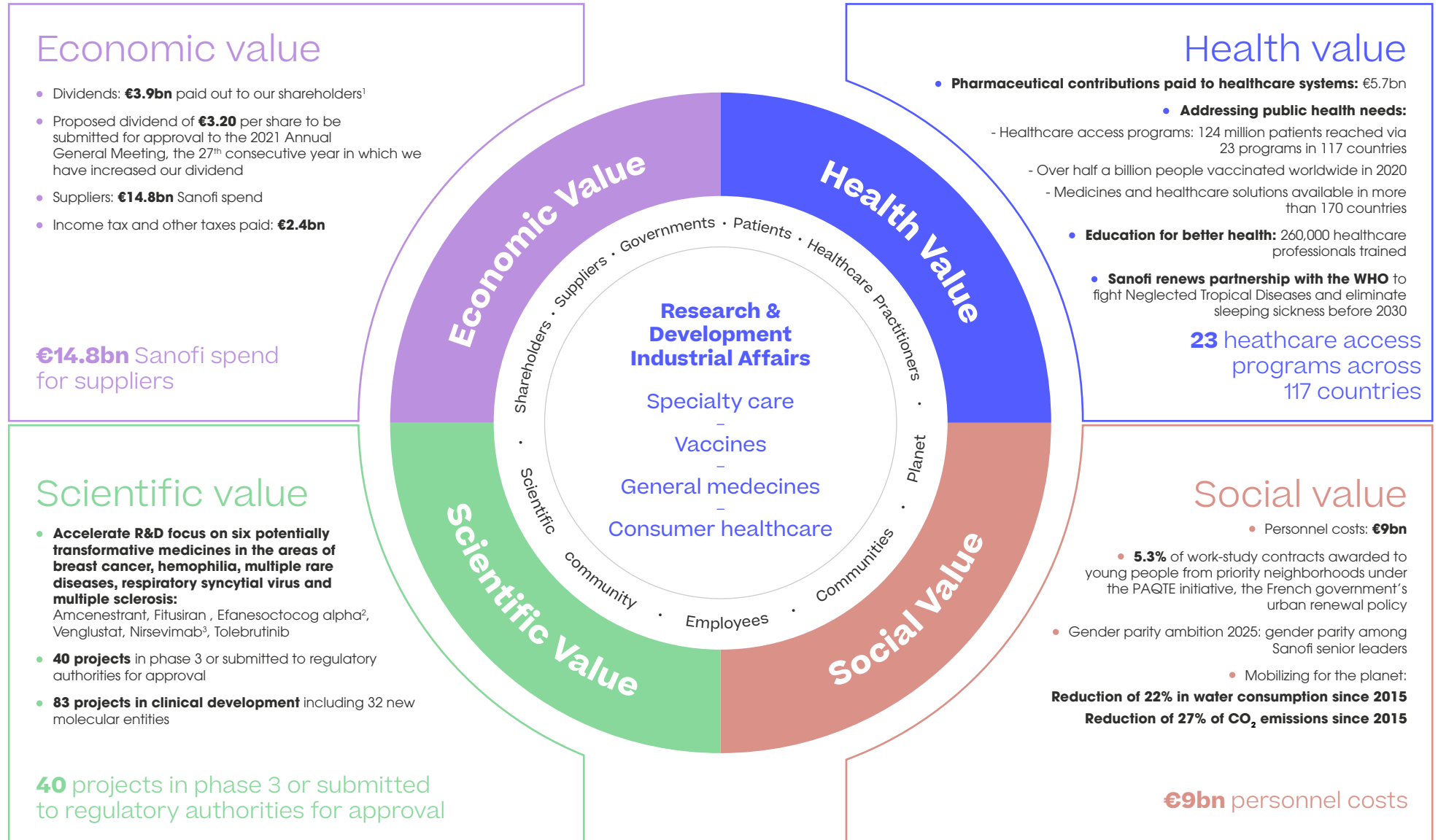
We support COVAX’s ambition to ensure successful COVID-19 vaccines reach those in need, whoever they are and wherever they live. The partnership with COVAX reflects our long-term commitment to global health and ensures our potential COVID-19 vaccines are affordable and accessible to those most at risk, everywhere in the world.



Long-term value

Our value creation

We are building on our solid fundamentals to create long-term value for our stakeholders as a sustainable business partner and a good corporate citizen, using science and innovation to help deliver better health.



¹ 2019 dividends paid in 2020. ² In partnership with Swedish Orphan Biovitrum (Sobi). ³ In partnership with AstraZeneca. All data: 2020 unless otherwise indicated

CSR performance

Contributing to the UN Sustainable Development Goals

Sanofi is fully committed to the Sustainable Development Goals as defined by the United Nations and has developed a social impact strategy aligned with these goals. Our ambition and performance over the last two years are presented in the following table.



Access to healthcare for the underserved

Ambition

2020 performance

2019 performance



Infectious diseases

Contribute to eliminating sleeping sickness by 2020.

Our first objective to contribute to eliminating sleeping sickness by 2020 is on track. Awaiting confirmation from the World Health Organization (WHO) that this disease has been eliminated.

First orders of fexinidazole arrived in Democratic Republic of the Congo for the implementation of treatment campaigns (Dec 2019).

Contribute to polio eradication by 2023.

In 2020, Sanofi supplied 66 million doses of Inactivated Polio Vaccine to UNICEF and GAVI eligible countries making it possible to immunize an estimated 66 million children against polio, representing 87% of children born in GAVI countries.¹

In 2019, Sanofi supplied 83 million doses of Inactivated Polio Vaccine to UNICEF and GAVI eligible countries making it possible to immunize an estimated 70 million children against polio, representing 87% of children born in GAVI countries.

Non-communicable diseases

Contribute to reducing the burden of non-communicable diseases such as childhood cancer and diabetes in low- and middle-income countries.

In 2020, the KiDS program was impacted by school closures due to the COVID-19 epidemic. It was initiated in the Philippines via virtual sessions. Philippines is the tenth country to be added to the program after India, Brazil, the United Arab Emirates, Pakistan, Egypt, Poland, Japan, Hungary and Argentina.

More than 85,000 children and approximately 2,700 teachers and other school staff benefited from the KiDS program in 2019.

Since the launch of My Child Matters, 80 projects in 60 countries have led to the training of more than 30,000 healthcare professionals and the treatment of more than 100,000 children.

Since the launch of My Child Matters, 75 projects in 48 countries have led to the training of more than 25,000 healthcare professionals and the treatment of more than 85,000 children.

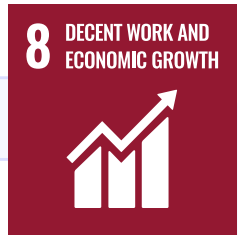
¹ Gavi, the Vaccine Alliance.

Human capital



Ambition	2020 performance	2019 performance
Gender balance		
Achieve a balanced representation of men and women Senior Leaders by 2025.	38.8% of Sanofi's 2,000 Senior Leaders are women.	38.8% of Sanofi's 2,000 Senior Leaders are women.
Achieve a representation of 40% of women in the Executives population by 2025.	31.3% of Sanofi's 500 Executives are women.	29.9% of Sanofi's 500 Executives are women.

Responsible citizen



Ambition	2020 performance	2019 performance
Decent work		
Reduce the total accident frequency rate-all employees-to less than 2 by 2020.	1.7	2.1
Reduce the lost-time accident frequency rate-all employees-to less than 1.4 by 2020.	1.1	1.5



Ambition	2020 performance	2019 performance
Communities		
In France, recruit 10% of apprentices from priority neighborhoods by 2023.	5.3%	6.4%

Healthy planet

Ambition	2020 performance	2019 performance
Climate change-carbon footprint (CO2 emissions)		
Reduce greenhouse gas emissions (CO2 equivalent) by 50% by 2025 (relative to 2015).	-27%	-12%
Achieve carbon neutrality in 2050 for emissions caused by our operations.		



Ambition	2020 performance	2019 performance
Water		
Reduce water consumption by 10% by 2020 (relative to 2015).	-22%	-19%
Management plan at all sites by 2025 (priority to those in water stress zones).	Worldwide campaign ongoing. See 2020 URD for further information.	4 priority sites identified in water stress zones. 13 sites under vigilance.



Ambition	2020 performance	2019 performance
Waste		
Recycle, reuse or recover at least 90% of waste generated by 2025.	73%	75%
Reduce landfill waste to less than 1% by 2025.	7%	8%
Pharmaceutical products in the environment		
Implement a life cycle management plan at all priority production sites by 2025.	100%	75%

Ambition	2020 performance	2019 performance
Biodiversity		
Biodiversity awareness plan on all sites by 2025.	Local initiatives.	127 sites in 58 countries.



[Find out more in Chapter 4 of the Universal Registration Document 2020.](#)

Forward-looking statements

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, 2020. 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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About this report

This report provides an overview of how our activities and investments lead to a sustainable business performance and provide value for our stakeholders, including shareholders and investors, employees, authorities, non-governmental organizations, and environmental, social, and governance rating agencies.

The company's spirit of collaboration is reflected throughout the report, which provides a comprehensive picture of how we engage with our stakeholders when defining and delivering our business and responsibility objectives.

Our strategy of working collectively and building strong partnerships to tackle current and future major health issues is also outlined through our contribution to the United Nations Sustainable Development Goals.

We signed the fundamental principles of the United Nations Global Compact initiative in 2000 to establish a culture of integrity and a responsibility to people and planet, which we support through measurable efforts to create a workplace that embraces our employees' differences and our active engagement in saving the planet.

The report focuses on issues that reflect our most significant economic, environmental, and social impacts; issues that have been identified and evaluated through a rigorous materiality analysis process with our stakeholders. It is informed by the International Integrated Reporting Framework published by the International Integrated Reporting Council (IIRC) and has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. References to additional sources are included throughout the report.



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www.sanofi.com

corporate-responsibility@sanofi.com

54 Rue La Boétie

75008 Paris