

2018 INTEGRATED REPORT

Our Responsibility for the Future



SANOFI

Empowering Life

Our responsibility for the future.

We are people, patients, parents,
caregivers, researchers...

Together, we are Sanofi, a healthcare organization dedicated to improving the lives of people worldwide. Our teams work with passion and commitment to understand and solve everyone's healthcare needs.

We transform scientific innovation into healthcare solutions, accept challenges and challenge the accepted.

We have the courage to fight for equal opportunity and to speak out against discrimination.

We believe that better health begins with education.

**At Sanofi, we express this purpose
in two words:**

Empowering Life

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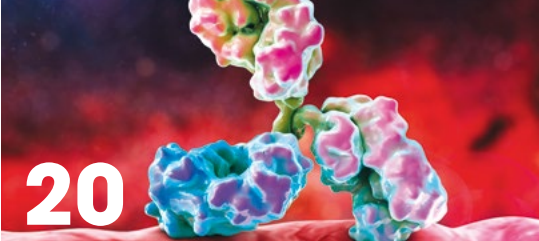
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Jodie's story

Jodie, mother of two teenage children, suffers from **a rare blood disorder** called cold agglutinin disease (CAD). She is one of 10,000 people in the United States and Europe affected by this severe auto-immune hemolytic anemia, in which the body's immune system mistakenly produces antibodies that attack and systematically destroy large numbers of its own red blood cells, triggering chronic hemolysis and anemia.

→ [Read Jodie's story \(Sanofi.com\)](#)

Photo: Jodie, a patient in the United States



Who we are

Foreword



OLIVIER BRANDICOURT
Chief Executive Officer

2018 marked Sanofi's return to growth, despite an increasingly competitive, political, and ever more demanding external environment. This was the result of the continued engagement of our employees, the execution of our strategic roadmap, and the trust our shareholders place in us.

Renewed growth allows us to project ourselves into the future with the ambition to pursue our mission: improving people's health around the world. Sanofi is a resolutely forward-thinking company. At a time when a new wave of therapeutic innovation is emerging for patients, Sanofi is committed to providing better health solutions by combining biology, technology and digital. We strive to create value for our patients, their families and society. As you know, we have a crucial role to play in society.

Sanofi's contribution goes beyond medical care, and this is why this year we have renewed our support to the United Nations Global Compact initiative and principles. Whether improving access to care, reducing our environmental footprint, or taking on the role of a responsible corporate citizen in other ways, I want to make sure that Corporate Social Responsibility is embedded into all of our activities.

For Sanofi, it is about actions rather than words. We are a responsible corporate citizen, and we will continue to be one.

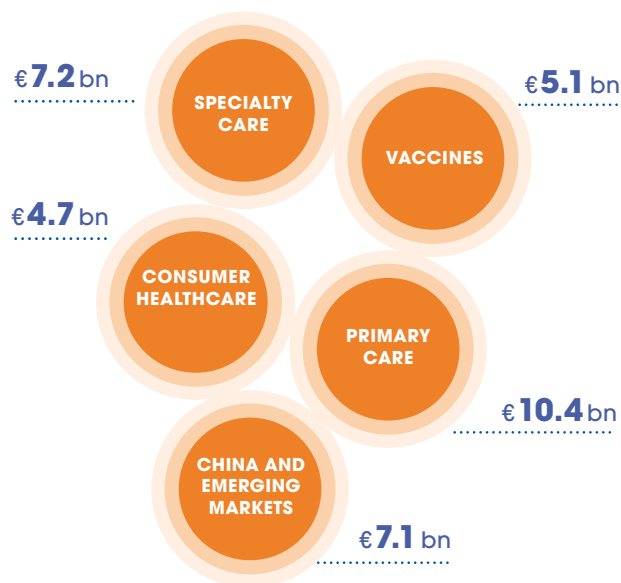
Our business model

COMPANY SALES

€34.5 bn

ORGANIZATION BY GLOBAL BUSINESS UNIT

Net sales



RESEARCH AND DEVELOPMENT

INVESTMENT
in research
and development

€5.9 bn

representing **17.1%**
of company sales

81

R&D PROJECTS
under development
(February 2019)

BUSINESS
NET INCOME

€6.8 bn

BUSINESS EARNINGS
PER SHARE

€5.47

WHERE WE ARE

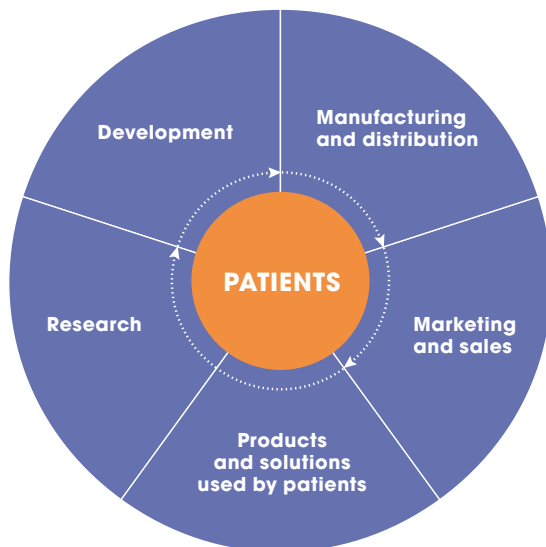


CUSTOMERS



Present in more than **100 countries**

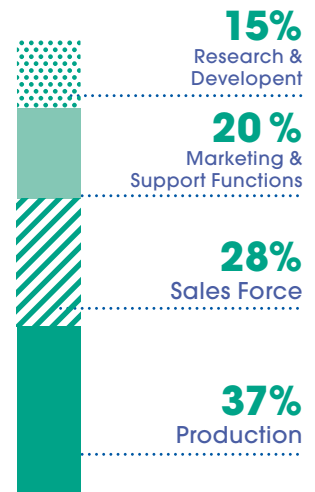
VALUE CHAIN



WORKFORCE

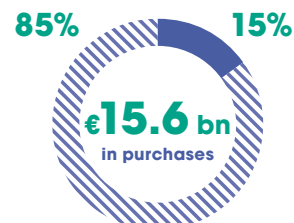
More than **100,000 employees**

46% women
54% men



SUPPLIERS

86,000 in **157 countries**



Figures as of December 2018 unless otherwise indicated

A winning combination of innovation and performance

At the end of 2015, we introduced our strategic roadmap for 2020 to respond to the challenges of the pharmaceuticals market and to adapt to a rapidly changing industry environment. This strategy rests on four pillars.



INNOVATE

We are committed to **constant innovation in Research & Development** so that we can propose new treatments. Above and beyond medicines, Sanofi explores ways to harness new digital technologies to better serve patients.

DELIVER

Successful launches of new medicines and vaccines are essential to our future. After launching seven new products between 2015 and 2018, we are focusing our efforts on the next generation of medicines.

RESHAPE

We have **reshaped our business mix to focus on human health**, consolidating our leadership in the areas where we are strongest (like Rare Diseases and Emerging Markets) while strengthening our positions in Vaccines and Consumer Healthcare and building new franchises in Immunology and Rare Blood Disorders.

SIMPLIFY

We have undergone a radical transformation since 2015, and are continuing in our efforts to work as a **more agile organization**.

→ [Find out more in our 2018 Annual Report on Form 20F](#)

BUILDING A LEADING RARE BLOOD DISORDER FRANCHISE

2018 saw the creation of our new Rare Blood Disorder franchise, via three strategic agreements:

- **We amended our alliance with Anylam** to obtain the global rights to fitusiran, in development for the treatment of hemophilia A and B.
- **We acquired Bioverativ**, a biotechnology company focused on hemophilia and other rare blood disorders, and added two flagship hemophilia treatments to our portfolio: Elocate® and Alprolix®.
- **We acquired Ablynx**, specialist in Nanobody® technology, and with it a portfolio that includes hematology as well as inflammation, immunology and respiratory diseases.

“ Sanofi has radically transformed itself over the last few years. With this process now complete, we have a distinctive profile based on diversified but coherent franchises. It's a winning combination of innovation, solidity and performance.

Olivier Brandicourt
Chief Executive Officer



Aligning on market needs

In 2018, we changed the organizational structure of two of our Global Business Units (GBUs) to refocus our operations on the specific needs of both mature and emerging markets. Our new Primary Care and China & Emerging Markets GBUs have been operating since the start of 2019.

SPECIALTY CARE - SANOFI GENZYME

Sanofi Genzyme brings together our **Rare Diseases, Multiple Sclerosis, Oncology, Immunology, and Rare Blood Disorder** franchises, with this guiding principle: develop innovative treatments to help people with complex and debilitating diseases.

Three major launches in 2018

- **Dupixent®** (dupilumab) was launched in the United States for patients with moderate-to-severe asthma. This is the second indication for Dupixent®, which is already available in nearly 20 countries for adults with moderate-to-severe atopic dermatitis.
- We also launched **Libtayo®** (cemiplimab), the first and only treatment approved in the United States for cutaneous squamous cell carcinoma, the second most common skin cancer.
- **Cablivi®** (caplacizumab), derived from the Ablynx research platform, became the first treatment to be approved in Europe and the United States for acquired thrombotic thrombocytopenic purpura, a rare blood clotting disorder. Cablivi® extends our new Rare Blood Disorder franchise, which also includes Eloctate® and Alprolix®.

VACCINES - SANOFI PASTEUR

Sanofi Pasteur is a world leader in vaccines, producing over a billion doses every year to immunize more than 500 million people across the globe against a number of diseases.

Consolidating our leadership in influenza

The world's leading producer of influenza vaccines, Sanofi Pasteur's 2018 successes included its age-differentiated range of influenza vaccines in the United States and the launch of a quadrivalent vaccine in Europe.

CONSUMER HEALTHCARE

Our Consumer Healthcare business unit provides consumer-centric self-care solutions in four categories: **Digestive Health, Pain Care, Nutritional Health, and Cough and Cold, Allergy**. Sanofi is ranked third in the global market and first in Europe and Latin America. As a result of our growth model strategy, we are currently number one in Digestive Health, number two in Pain Care, number three in Nutritional Health, and number four in Cough and Cold, Allergy.

PRIMARY CARE

Our new Primary Care GBU focuses exclusively on mature markets (the United States, Canada, Europe, Japan, South Korea, Australia and New Zealand). Drawing on the strengths of our **Diabetes & Cardiovascular** and **Established Products** franchises, this entity brings together healthcare professionals and a diversified portfolio of treatments to raise the standard of care and better serve patients' needs.

CHINA & EMERGING MARKETS

This new GBU focuses on the substantial growth potential of China and emerging markets, and includes Established Products, Diabetes & Cardiovascular, and Specialty Care in these regions. From the start, Sanofi has worked to provide better access to healthcare in all parts of the world, developing medical treatments adapted for each market. Today, Sanofi is **the world leader in emerging markets**.

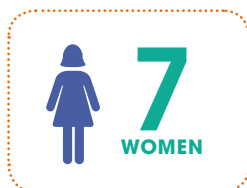
We are also the **third largest international pharmaceutical company** in China, which is now our second biggest market globally, after the United States.

Changes that support our transformation

In 2018, we created the Scientific Committee and instituted stronger oversight of our Corporate Social Responsibility (CSR) commitments.

BOARD OF DIRECTORS

The Board's primary mission is to determine the strategic direction of Sanofi, **assisted by five specialized committees**. The roles of Chairman of the Board and Chief Executive Officer are separate. The Board of Directors is subject to evaluation every year.



ADVISORY COMMITTEES

Five specialist advisory committees help the Board make decisions:

- **Audit Committee**
- **Compensation Committee**
- **Appointments and Governance Committee, which became the Appointments, Governance and CSR Committee** on March 8, 2019
- **Strategy Committee**
- **Scientific Committee**, created on March 6, 2018

The primary responsibility of our new **Scientific Committee** is to assist the Board in setting strategic direction for Research and Development. The Committee met once in 2018, to review our Vaccines operations.

The **Appointments, Governance and CSR Committee** has extended its scope, and now ensures that CSR issues are included in our corporate strategy. The Committee ensures that Sanofi's commitments and policy orientations are consistent with our stakeholders' expectations.

Our Board of Directors is committed to long-term value creation while taking into account the social and environmental impacts of our operations. In addition to adding CSR to the Appointments and Governance Committee, we changed the terms of our Chief Executive Officer's compensation package by introducing an individual CSR performance criterion in 2019.

“ The Committees play an essential role in preparing for the decisions made by the Board of Directors.

This year, the Board has strengthened its oversight of Sanofi’s corporate social responsibility strategy by including it in the remit of the Appointments and Governance Committee.

Serge Weinberg
Chairman of the Board of Directors



EXECUTIVE COMMITTEE

The Executive Committee implements strategic decisions made by Sanofi’s Board of Directors and is responsible for the company’s operational performance. It also coordinates the work of our Global Business Units and Global Support Functions.

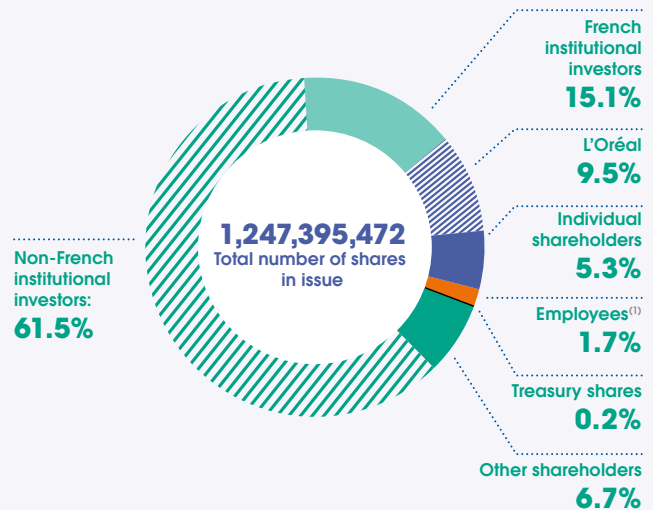
→ [Find out more in our 2018 Annual Report on Form 20F](#)

CEO compensation policy aligned on long-term value creation

The compensation policy for our Chief Executive Officer is designed to motivate and reward performance. A significant portion of executive compensation is contingent upon attainment of financial, operational and social criteria aligned with the creation of shareholder value. Two changes will be implemented in 2019:

- a separate individual CSR performance criterion has been introduced into the annual variable compensation package;
- the criterion based on return on assets (ROA) has been replaced by one based on free cash flow (FCF) for future equity compensation plans.

INTERNATIONAL, DIVERSIFIED SHARE OWNERSHIP



SHARE OWNERSHIP, DECEMBER 31, 2018

(1) Held via Sanofi employee share ownership funds.

Key issues in a changing environment

A number of trends are impacting our operating environment:

General trends

- A fast-growing aging population
- Income disparities
- Digitalization, artificial intelligence and technological advances

Healthcare trends

- Persistent medical needs
- Proactive, better-informed patients
- An expanding middle class in emerging markets demanding better healthcare
- Pressures across the entire healthcare value chain on issues of funding, budget caps and affordability
- Pressures on the pharmaceutical industry to be more transparent, especially on the conduct and results of clinical trials
- The promise of genomics, and the transformative effect of immuno-oncology on cancer treatments
- The breakthrough of biosimilars, now well embedded in the US and European markets

Social and environmental trends

- Climate change
- Calls for greater transparency, especially in ethics and respect for human rights
- Stakeholder expectations regarding input on company strategy and operations

[Find out more in the 20F or in Chapter 4 of the Registration Document \(DDR\)](#)

- [Governance](#)
- [Voluntary commitments](#)
- [Risk Management](#)

MATERIAL ISSUES



TYPE OF ISSUE

- Corporate governance
- Sanofi voluntary commitments
- Risk management

BOUNDARIES

- Sanofi activities
- Supply chain

These trends inform civil society and stakeholders' expectations of Sanofi. This materiality analysis helps rank the most important issues, and is a key driver of our CSR ambitions.

In 2018, we conducted a risk analysis along with an **update** of our materiality matrix to comply with new French legal requirements on the Statement of Extra-Financial Performance (**transposition of the European directive on non financial information**) and the Duty of Vigilance law.

Proactive risk management

In an uncertain and complex environment, our robust risk management process contributes to company assets protection and value creation.

Sanofi actively manages its actual and emerging risks

For every risk the company has identified, operational leaders are committed to establishing response plans, aimed at reducing risks to an acceptable level. According to the nature of the risk, response plans may consist of preventive actions to address causes of the risks, or corrective actions to mitigate potential consequences. In order to anticipate and prepare risk remediation, scenarios are used to raise management awareness of the way risks may become reality. For the most significant risks, effective implementation of response plans is regularly reviewed and challenged by a dedicated Risk Committee chaired by an Executive Committee member.

In order to focus remediation efforts on what may impact the company's ability to execute its strategy, steps are taken every year to revise the list of risks and their assessment. Risks are assessed according to their severity for our patients, reputation and business, their likelihood and their level of control. This practice is carried out for risks transversal to the company, as well as risks specific to business units and functions. Among others within the scope of Sanofi Risk Management, risks related to access to medicines and affordability, as well as product quality and safety are described in further details in the French "Document de Référence".

Beyond actual risks, Sanofi faces the challenges of a fast changing environment, increasingly volatile economic and social conditions and the rise of new technologies. In this context, Sanofi has developed a specific approach to identify threats and opportunities arising from long-term trends, assessing them based on their likelihood, potential consequences and velocity in impacting the company, in order to elaborate early responses when relevant. For example, risks of geopolitical and social instability might significantly impact Sanofi in the geographies where it operates, while digital transformation at Sanofi will contribute to the mutation of the pharma business model.

Specific method for identifying and anticipating emerging risks

In addition to existing risks, we face challenges that come with a fast-changing environment, growing economic and social instability, and the rise of new technologies. In response, we have developed a specific method for **identifying threats and opportunities** arising from long-term trends, and for ranking them in terms of **probability, potential consequences, and how quickly** they might affect our business. We can then anticipate what response, if any, will be needed. For example, geopolitical and social instability could have a significant impact on Sanofi in geographies where we do business; and digitalization will alter the business model of pharmaceutical companies.

THE 5 STEPS OF RISK MANAGEMENT



Our value creation

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

Science & innovation

DUPIXENT 

- **First biologic** indicated for the treatment of moderate-to-severe atopic dermatitis in adults and adolescents
- **Also approved in the United States** for certain patients with **moderate-to-severe asthma** aged 12 years and older

35 

PROJECTS

in phase 3 or submitted to regulatory authorities for approval

33 

NEW MOLECULAR ENTITIES

in clinical development

A sustainable economic partner

DIVIDENDS AND SHARE BUYBACKS

€4.7 bn

paid out to our shareholders*

including

€1.1 bn

of share buybacks

Proposed dividend of

€3.07 per share

submitted for approval to the 2019 AGM, the 25th consecutive year in which we have increased our dividend

Personnel costs

€9.3 bn



Suppliers:

€15.6 bn

Sanofi spend



Pharmaceutical contributions

paid to healthcare systems

€4.6 bn

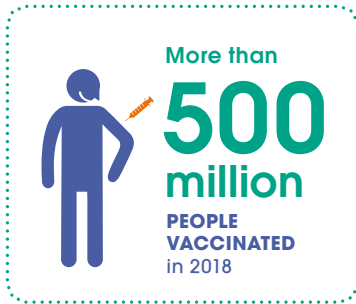
Income tax and other taxes paid

€2.7 bn

*Including 2017 dividends paid in 2018, share buybacks executed in 2018 net of share issuance

Better health for all

ADDRESSING PUBLIC HEALTH NEEDS



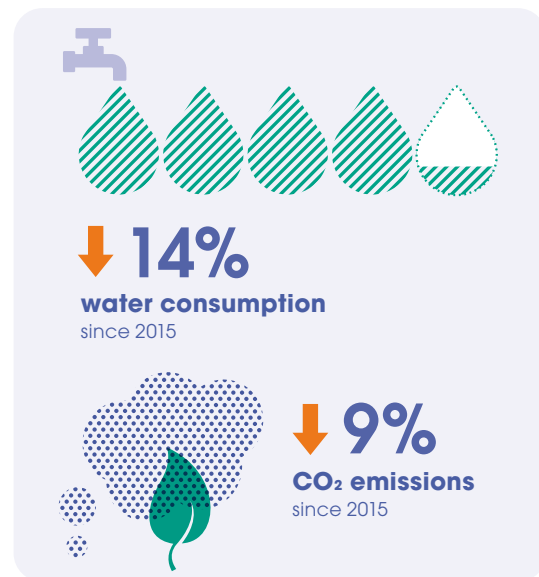
EDUCATION FOR BETTER HEALTH



PARTNERSHIPS TO DEVELOP INNOVATIVE SOLUTIONS



MOBILIZING FOR THE PLANET



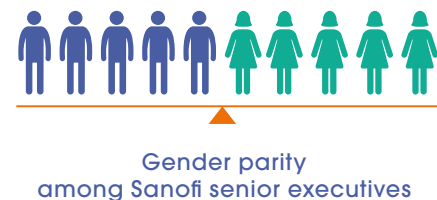
ACCESS TO HEALTHCARE FOR WOMEN



Good corporate citizenship



Gender parity ambition 2025





Sleeping Sickness

Developed by Sanofi in partnership with the non-profit Drugs for Neglected Diseases Initiative (DNDi), fexinidazole, the new oral treatment for sleeping sickness, is the culmination of 20 years of medical research and international collaboration.

→ [Read the article on Sanofi.com](#)

Photo: Charnelle, a 23-year-old patient, and her children in Kombi Makopa (Democratic Republic of the Congo)



What
we stand
for

Better health for all

As a responsible company, we act where the needs are greatest and where we can have maximum impact. Together with our employees and partners, we help provide better health for all.

ACCESS TO HEALTHCARE FOR THE UNDERSERVED

Every year more than 40 million people die from non-communicable diseases, responsible for 70% of all deaths globally. Underserved populations are obviously vulnerable to epidemics of infectious disease (such as HIV and malaria) but they are also increasingly impacted by non-communicable diseases (such as cancer and diabetes). Sanofi is a founder member of the **Accelerating Access initiative (AA)**, an international coalition of major pharmaceutical companies which aims to reduce the cost burden of non-communicable diseases on low-income countries.

→ [Find out more \(Sanofi.com\)](#)

SLEEPING SICKNESS: A SPECTACULAR LEAP FORWARD

Nearly [65 million people](#) are at risk of contracting this parasitic disease, which is transmitted by a bite from an infected tsetse fly. Without early diagnosis and treatment, the parasite invades the central nervous system and the resulting disease is usually fatal. Recognized as a public health problem by the World Health Organization (WHO), the number of cases of sleeping sickness, or Human African Trypanosomiasis (HAT), decreased from 26,950 in 2001 to 1,447 in 2017. Since 2001, Sanofi has contributed to the WHO's target of eradicating the disease by 2020.

An innovative partnership with the non-profit Drugs for Neglected Diseases initiative (DNDi) has resulted in the development of **a new oral treatment called fexinidazole**.

The Democratic Republic of the Congo (DRC) granted marketing approval for fexinidazole on January 30, 2019. In order to support international efforts, Sanofi will be donating the drug free of charge.

→ [Find out more \(Sanofi.com\)](#)

IMPROVING HEALTH THROUGH EDUCATION

DIABETES IN SCHOOLS

a schools-based education program designed to improve the management and avoid discrimination of children with type 1 diabetes and to prevent type 2 diabetes.

Implanted in

8
COUNTRIES

345
SCHOOLS

Training materials available in

15
LANGUAGES



104,000
schoolchildren

11,000
teachers and staff

In partnership with the International Diabetes Federation (IDF)

→ [Find out more \(Sanofi.com\)](#)

Pediatric cancer: giving everyone the same chance of survival

Today, the survival rate of children and adolescents with cancer in low- to middle-income countries is 20%, compared with 80% in developed countries.

Since 2006, the Sanofi Espoir Foundation [My Child Matters](#) program has been a catalyst for the treatment of children with cancer in developing countries. The program helps strengthen local capabilities by training healthcare professionals. It also produces and distributes information on pediatric cancers to promote early detection.

Since the launch of My Child Matters, 58 projects in 42 countries have led to the training of 25,000 healthcare professionals and the treatment of more than 85,000 children.

→ [Read the article: Childhood Cancer \(Sanofi.com\)](#)

ACCESS TO HEALTHCARE FOR WOMEN

We are making commitments to reduce the gender gap by empowering women in the healthcare sector and promoting women's health. The Sanofi Espoir Foundation, for example, supports the Maison des Femmes in France's Seine Saint Denis, which enables victims of domestic violence to get the medical care they need.

- [Find out more about the Sanofi Espoir Foundation \(Sanofi.com\)](#)
- [Read the article: Thriving Women, Thriving Communities \(Sanofi.com\)](#)

PARTNERSHIPS THAT DELIVER INNOVATIVE SOLUTIONS FOR ACCESS TO HEALTHCARE

We partner with third parties that use new technologies to bring improved access to healthcare. One such example is our partnership with GiftedMom in Cameroon, a mobile health solutions provider that supports women across Africa.

- [Read the article: Sanofi does VivaTech \(Sanofi.com\)](#)

MOBILIZING FOR THE PLANET

Climate change is one of the greatest challenges of our age. The WHO estimates that between 2030 and 2050 climate change will cause an estimated 250,000 additional deaths each year. Sanofi has committed to "Planet Mobilization", a policy designed to evaluate and limit direct and indirect impacts of our operations on the environment throughout the lifecycle of our products.

CO₂

The main focuses of our efforts to combat climate change are reducing energy consumption, using low-carbon energy sources, and cutting our greenhouse gas emissions. In support of efforts to keep global climate change on a 2°C trajectory, Sanofi joined the Science Based Targets Initiative in March 2018.

Pollution

Sanofi is committed to deploying a pollution management plan at every priority production site by 2020 and at every production site by 2025.

- [Find out more in our 2018 Annual Report on Form 20F \(Sanofi.com\)](#)

Medicine pricing principles

Our approach to pricing reflects our continued efforts to support patient access while minimizing our contribution to healthcare cost inflation. We are committed to ongoing transparency about how we set prices for our medicines, and to keeping price rises for our medicines in the United States below the national health expenditure growth rate.

Our medicine pricing principles focus on three key areas:

- Clear rationale for pricing on a worldwide scale when we launch a new medicine
- Limited price increases for our medicines in the United States
- Transparency about our gross and net prices in the United States

+5.9%

Projected US national health expenditure growth rate for 2018 (February 2017 estimate)*

*Health Affairs, 2017

Change in the price of our products in the United States (all products combined):

Average list price

+4.6%

2018



Average net price
-8.0%

Our ambitions and performance



OUR CSR APPROACH

Our CSR approach involves integrating social, environmental and ethical issues into our operations and corporate strategy, as well as issues relating to human rights, patients and consumers. We collaborate with our stakeholders to create sustainable shared value and prevent negative impact risks.

EXTRA-FINANCIAL PERFORMANCE

SANOFI SCORES 2018-2019		
MEMBERS OF Dow Jones Sustainability Indices <small>In Collaboration with RobecoSAM</small>	DJSI Included in 2018 DJSI World for the 12 th consecutive year	76
	MSCI	A
	Sustainalytics	4 th (¹)
	Global 100 (²)	22 nd
	ISS-Oekom (³)	E: 1 S: 1 G: 1
	FTSE4Good	4.4/5
 Incl. in Euronext® CDP Environment	CDP Climate Change	A-
	CDP Water	B
	ATM index	7 th

(¹) 4th out of 160 (pharma sector)

(²) All sectors

(³) Score as of end Feb 2019








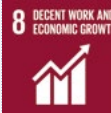

REFERENCE FRAMEWORK

Sanofi signed the United Nations Global Compact in 2000, and has adhered to its fundamental principles ever since. This integrated report is inspired by the framework published by the International Integrated Reporting Council (IIRC). Our reporting principles are also in accordance with the Global Reporting Initiative (GRI) sustainable development reporting guidelines for essential compliance.



→ [Find out more information on CSR issues in our factsheets \(Sanofi.com\)](https://www.sanofi.com)

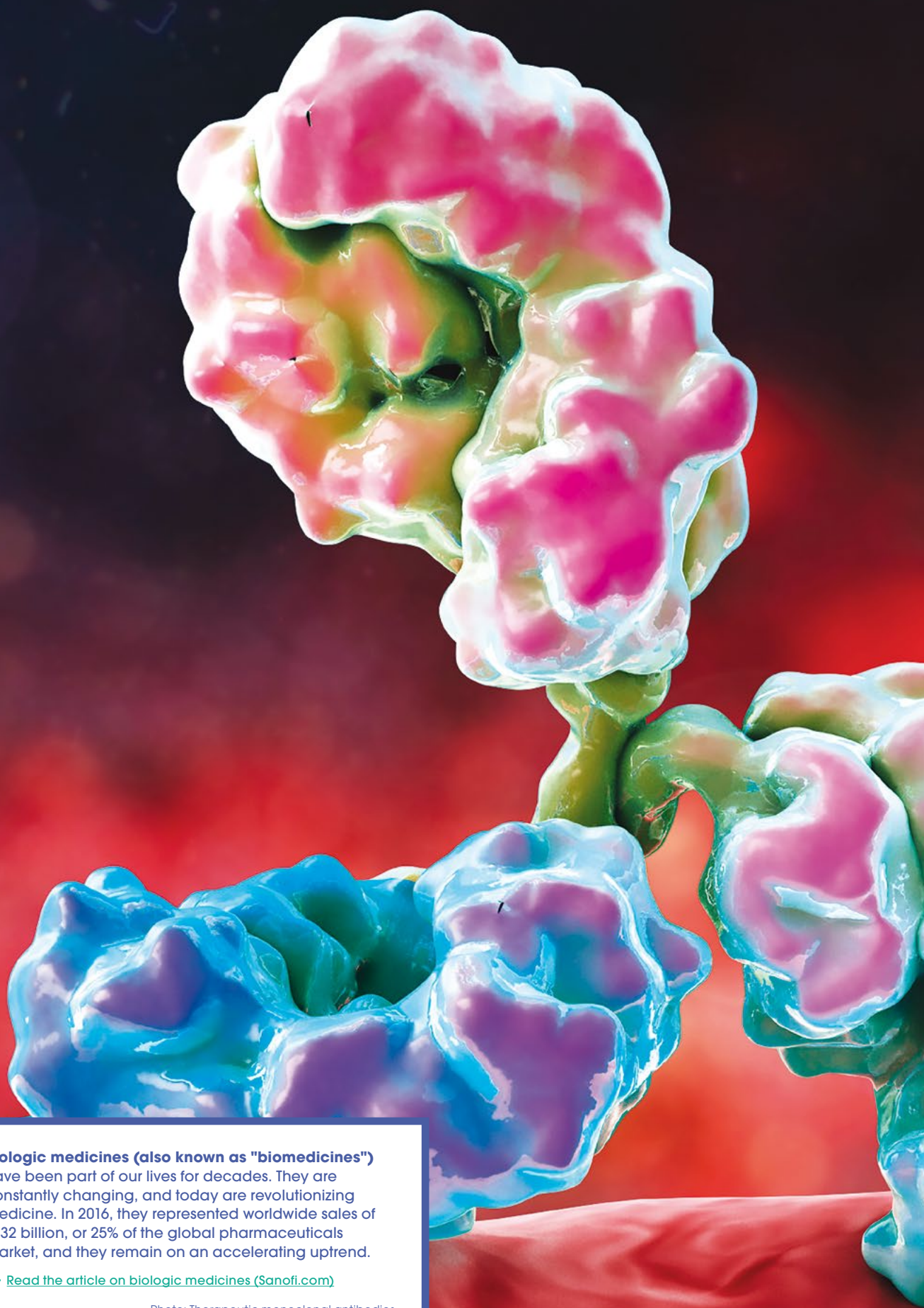
The table below illustrates Sanofi's contribution to the United Nations Sustainable Development Goals.

	AMBITION	2018 PERFORMANCE	SDG
BETTER HEALTH FOR ALL			
ACCESS TO HEALTHCARE FOR THE UNDERSERVED	Contribute to eliminating sleeping sickness by 2020	Marketing authorization obtained for fexinidazole in the Democratic Republic of the Congo (January 2019)	
	Contribute to polio eradication by 2023	An average of 40 million children vaccinated every year with Sanofi Pasteur Imovax Polio vaccine in GAVI* countries between 2016 and 2018	
	Contribute to reducing the burden of non-communicable diseases such as childhood cancer and diabetes on low- and middle-income countries	More than 45,000 children and around 4,400 teachers and other school staff benefited from the KiDS program in 2018 The program My Child Matters helped 12,480 children and trained 3,400 healthcare professionals in 25 countries	
CARBON FOOTPRINT (CO₂ emissions)	Reduce greenhouse gas emissions (CO ₂ equivalent) by 50% by 2025 (relative to 2015)	-9% relative to 2015	
	Achieve carbon neutrality in 2050 for emissions caused by our operations	Blue-print program implemented at 5 major sites	
WATER	Reduce water consumption by 10% by 2020 (relative to 2015)	-14% relative to 2015	
	Management plan at all sites by 2025 (priority to those in water stress zones)	Study on sites' projections in terms of water stress launched at the end of 2018	
PHARMACEUTICALS IN THE ENVIRONMENT	Lifecycle management plan at all production sites by 2025	All chemicals facilities evaluated, pharmaceutical site evaluations ongoing	
WASTE	Recycle, reuse or recover at least 90% of waste generated by 2025	73%	
	Reduce landfill waste to less than 1% by 2025	8%	
BIODIVERSITY	Biodiversity awareness plan on all sites	Sanofi World Environment Day	
RESPONSIBLE CITIZEN			
COMMUNITIES	In France, recruit 10% of apprentices from priority neighborhoods** by 2020	6.6%	
EMPLOYEE HEALTH AND SAFETY	Reduce the total accident frequency rate - all employees - to less than 2 by 2020	2.4	
	Reduce the lost-time accident frequency rate - all employees - to less than 1.4 by 2020	1.8	
EMPOWERING AND TRUSTFUL COMPANY			
GENDER BALANCE	Achieve a balanced representation of men and women senior leaders within the company by 2025	35.4%	

*GAVI, The Vaccine Alliance

**Under the French government's urban renewal policy

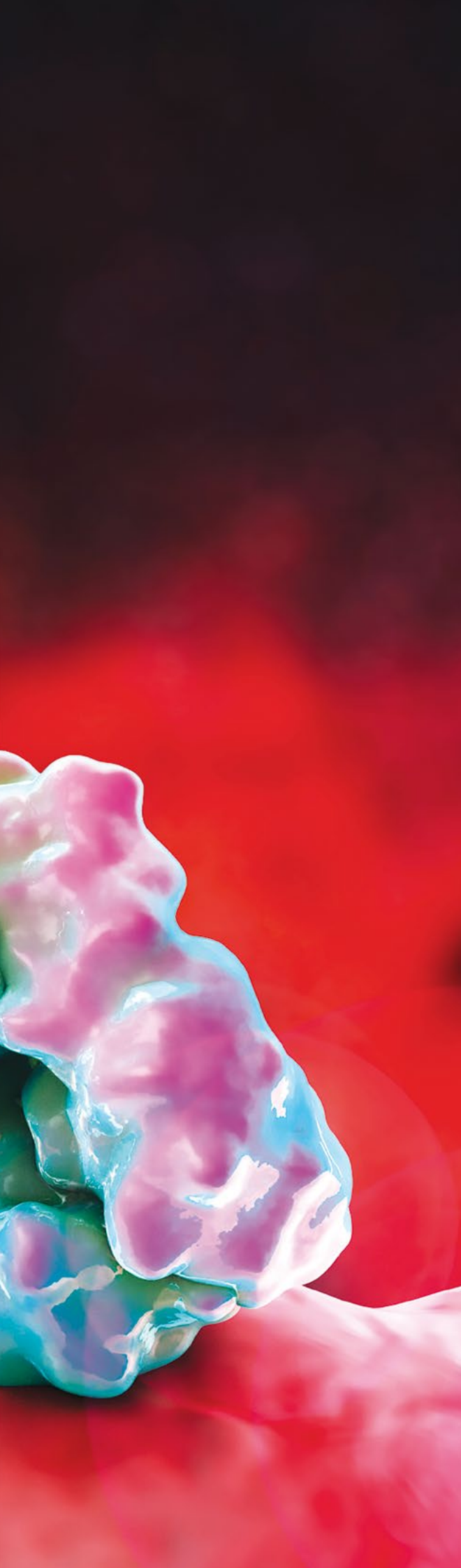
→ [Find out more in the Chapter 4 of the Registration Document \(DDR\)](#)



Biologic medicines (also known as "biomedicines") have been part of our lives for decades. They are constantly changing, and today are revolutionizing medicine. In 2016, they represented worldwide sales of \$232 billion, or 25% of the global pharmaceuticals market, and they remain on an accelerating uptrend.

→ [Read the article on biologic medicines \(Sanofi.com\)](https://www.sanofi.com)

Photo: Therapeutic monoclonal antibodies



Where we are going

Innovation in everything we do

The field of human health is undergoing profound scientific and technological change, pointing the way to major therapeutic innovations for patients. At Sanofi, innovation is in our DNA: our mission is to harness new technologies and new ways of working to find healthcare solutions all around the world. Our research and development strategies and innovations can be viewed from three angles: Science, Technology, and Digital.

SCIENCE

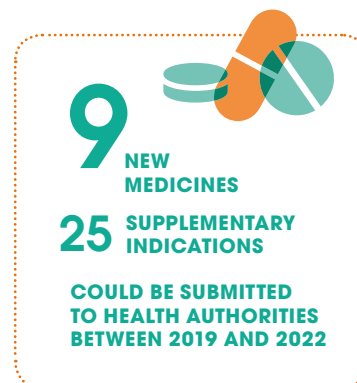
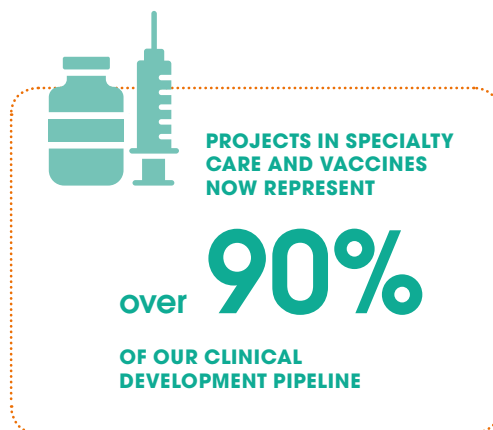
We have adapted our Research & Development model in recent years, building on our excellence in development and improving our productivity. John Reed, who took the helm of Sanofi R&D in July 2018, unveiled the next chapter in the evolution of the Sanofi R&D strategy in February 2019.

Refocusing our pipeline on specialty care

We are continuing with our efforts to build a strong pipeline by making full use of our capabilities in biologics, multi-target products, and new technological platforms.

“Our priority is to focus on therapeutic fields where patient needs are most urgent and where the scientific and medical landscape offers the most opportunities.”

John Reed
Executive Vice President,
Global Head of R&D



Data as of February 7, 2019

In line with our ambition to be an innovation leader, we have decided to refocus on **Specialty Care** – in particular oncology, immunology, rare diseases and rare blood disorders – while maintaining our commitment to **Vaccines**.

To accelerate development on our most promising programs, we have identified 17 molecules (eight of which are in oncology) as priorities. In parallel, projects with a less attractive return on investment (13 molecules in the development phase, and 25 research projects) have been discontinued.

BREADTH OF TECHNOLOGICAL PLATFORMS

In recent years, Sanofi has made significant progress in understanding human biology and has expanded its development capabilities in this area. In addition, strategic partnerships and acquisitions have helped Sanofi access a wide range of therapeutic tools that enable a more personalized, targeted and scientific approach to disease treatment. This includes the development of a new generation of biological agents, such as multi-specific antibodies, genomic drugs and, through the acquisition of the Ablynx research platform, nanobodies.

PROMISING PROJECTS IN ONCOLOGY

- Sanofi entered the immuno-oncology market with the US launch of **Libtayo**[®] in cutaneous squamous cell carcinoma. This product will also be the subject of a vast development program for other forms of cancer including basal cell carcinoma, cervical cancer and non-small cell lung cancer.
- **Isatuximab**, an anti-cancer molecule derived from our in-house research, has delivered positive Phase III results that could have significant potential in the treatment of multiple myeloma. Isatuximab could also potentially be used to treat other forms of cancer.
- In January 2019, we restructured our collaboration with Regeneron. Under the revised agreement, our early-stage **immuno-oncology** efforts with Regeneron will now focus entirely on two bispecific antibodies. This will give us more flexibility to develop our own early-stage immuno-oncology pipeline.

OUR OBJECTIVES

RIGOROUS FINANCIAL DISCIPLINE

Around
€6bn

ANNUAL INVESTMENT IN R&D FROM NOW TO 2021

LONG-TERM PRIORITIES

(over a 5-10 year period)

80%

OF OUR PRODUCTS FIRST- OR BEST-IN-CLASS

70%

BIOLOGICS

70%

OF PROJECTS DERIVED FROM OUR OWN IN-HOUSE RESEARCH

€1 bn

PER YEAR TO MODERNIZE OUR INDUSTRIAL FACILITIES, TWO-THIRDS OF WHICH IS DEDICATED TO BIOTECHNOLOGIES

TECHNOLOGY

Industrial-scale production of medicines and vaccines is at the heart of what we do.

Today, close to 38,000 of our people at 75 industrial sites around the globe are working to produce high-quality biologics, pills and delivery systems.

We invest €1 billion a year in modernizing our industrial facilities, two-thirds of which goes into biotechnologies. Tied into an R&D strategy increasingly focused on developing complex biologic medicines, these investments aim to make Sanofi a world leader in bio-production.

“Every day, we work hard to produce high-quality medicines and healthcare solutions, and to deliver them on time to help millions of people around the globe. What drives us? Innovation, and a commitment to meeting the very highest standards.”

Philippe Luscan
Executive Vice President,
Global Industrial Affairs



Alongside the physical transformation of our production facilities towards bio-production, our factories are also undergoing a digital transformation.

The "connected" factory, using data to power new approaches to manufacturing, is the factory of tomorrow. Data captured by sensors during the manufacturing process will give us more control over production to maximize output. We can also use data to guarantee the highest quality standards for biologic medicines. Manufacturing biologics is a complex process. The slightest alteration in cell culture conditions can result in differences in the finished product, with a potential impact on its safety or efficacy.

→ [Read the article: Factory of the Future \(Sanofi.com\)](#)

DIGITAL

Digitalization is a major opportunity for the healthcare sector. **We have defined a focused, competitive digital strategy** to create value in two ways: to help us **run our business better**, faster and more efficiently; and to **develop new business models**.

- Digital technologies offer the promise of **speeding up our clinical trials** and getting our medicines to patients faster.
- Sanofi will soon have **connected factories**, equipped with sensors to transmit data automatically. Advanced analytics on supply chain data will enable real-time optimization.
- We engage and interact with physicians through a **variety of channels**, including chat forums and medical content-sharing platforms. Our Consumer Healthcare Business Unit is now also rolling out targeted marketing capabilities on a global scale.
- We are developing **new approaches** that go beyond medicines: non-pharmacological solutions such as medical devices, data, and services that, combined with treatments, can deliver better outcomes for patients, especially for people living with diabetes.
- Finally, our digital transformation paves the way for us to make more use of **real world data**. This means concrete data—extracted from sources such as electronic medical records, insurance application forms or patient surveys—to better understand how our healthcare solutions work outside of the clinical trial environment.

→ [Read the article: Innovation in Everything We Do \(Sanofi.com\)](#)
→ [Read the article: Artificial Intelligence in Healthcare \(Sanofi.com\)](#)

Integrating digital technologies and medical science

In February 2019, Ameet Nathwani was appointed Chief Digital Officer, in addition to his existing role as Executive Vice President, Chief Medical Officer. Dr. Nathwani will hone our strategy of integrating digital technologies and medical science to improve patient outcomes.

“Digital and data put the patient at the heart of the healthcare system.”

Ameet Nathwani
Executive Vice President,
Chief Digital Officer and
Chief Medical Officer



Forward-looking statements

This Integrated 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 absence of guarantee that the product candidates if approved will 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 conditions, the impact of cost containment initiatives and subsequent changes thereto, the average number of shares outstanding as well as those 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, 2018. 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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