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# ESG event

*Play to Win*



July 5, 2022

# *Forward-looking* statements

This document 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, sustainable and environmental goals, other ESG matters, and statements regarding future performance. Forward-looking statements are generally identified by the words “expects”, “anticipates”, “believes”, “intends”, “estimates”, “plans”, “strives”, “ambition”, “goal”, “target” 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, 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, reputational issues related to ESG matters or our inability to reach our ESG goals, volatile economic, geopolitical, and market conditions, cost containment initiatives and subsequent changes thereto, and the impact that COVID-19 will continue to 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, 2021. Other than as required by applicable law, Sanofi does not undertake any obligation to update or revise any forward-looking information or statements.

# Agenda

01 • **Expanding on our contract with society**

Paul Hudson | 20 min

02 • **Foundation S**

Vanina Laurent-Ledru | 5 min

03 • **Our contribution to society**

Sandrine Bouttier Stref | 10 min

04 • **Affordable access**

Jon Fairest & Rebecca Stevens | 20 min

05 • **R&D for unmet needs**

Philippe Neau | 10 min

**Q&A** | 30 min

06 • **Planet care**

Annabelle Harreguy & Stefan Bohling | 25 min

07 • **In and beyond the workplace**

Raj Verma & Rohini Anand | 20 min

08 • **ESG outlook**

Paul Hudson, Lise Kingo, Sandrine Bouttier Stref, Thomas Scheiwiller | 20 min

**Q&A** | 30 min

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●  
Expanding  
on our contract  
with society  
●



# Play to Win: *Our six-year plan* is ahead of schedule



2020-2022

2023-2025+

- Refocus with decisive actions
- Growth through winning assets
- Margin expansion

- Transformative launches
- Agile and efficient resource deployment
- Leading R&D productivity

# Our key *growth drivers*

*Dupixent*<sup>®</sup>

**€13bn+**

COPD not included<sup>1</sup>

*Vaccines*

**>2x**

sales by the end of the decade<sup>2</sup>

*Pipeline*

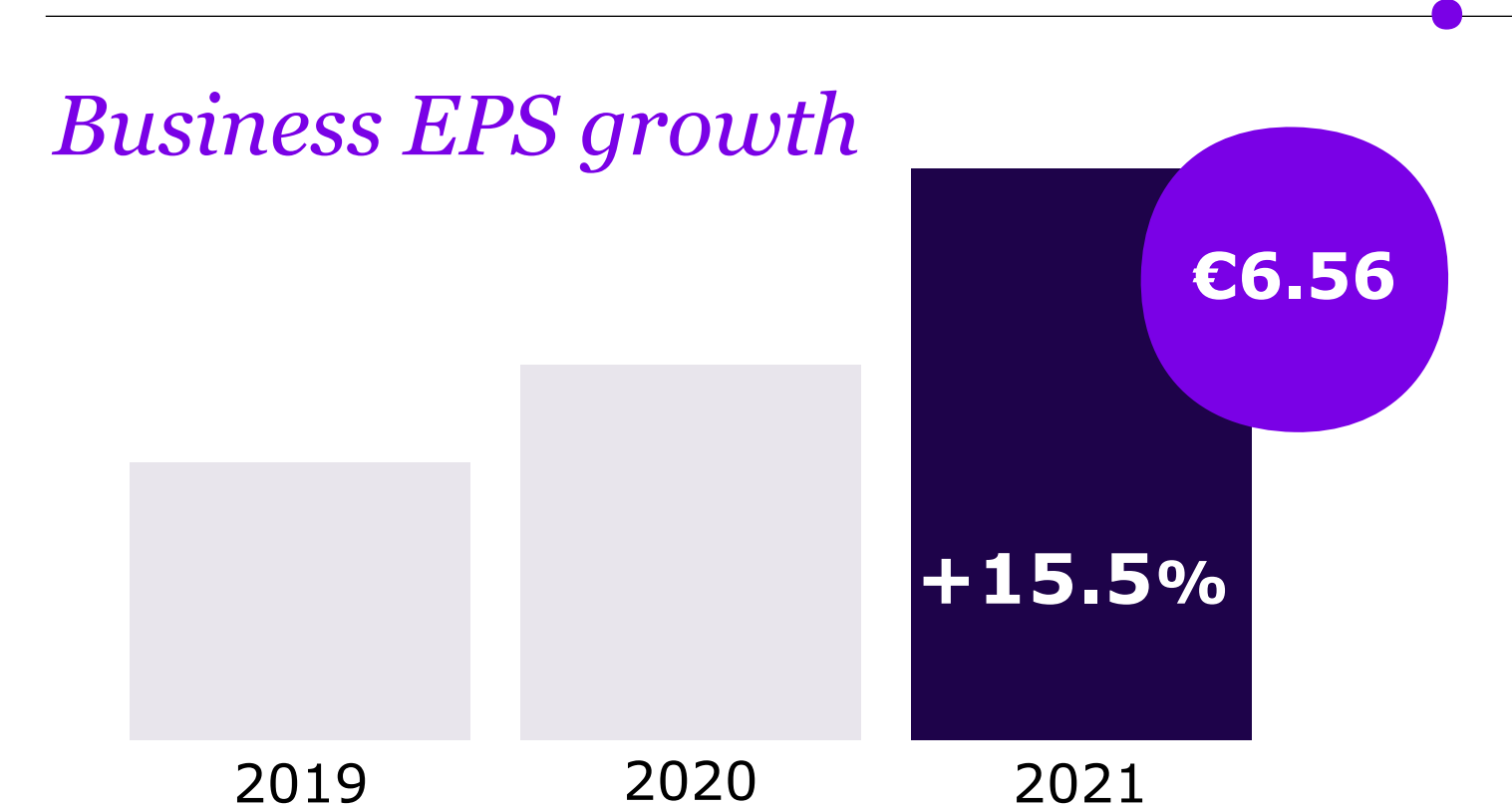
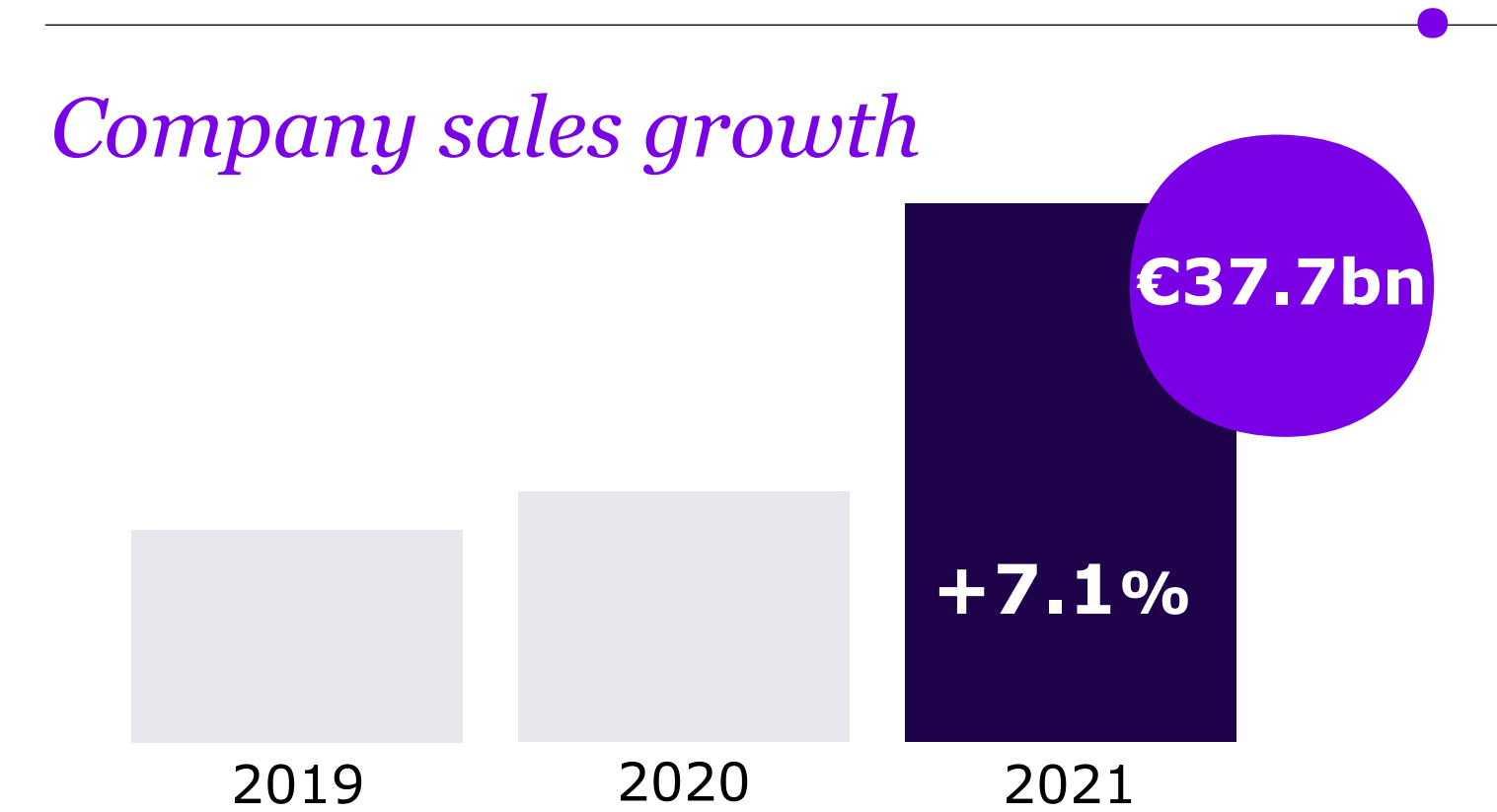
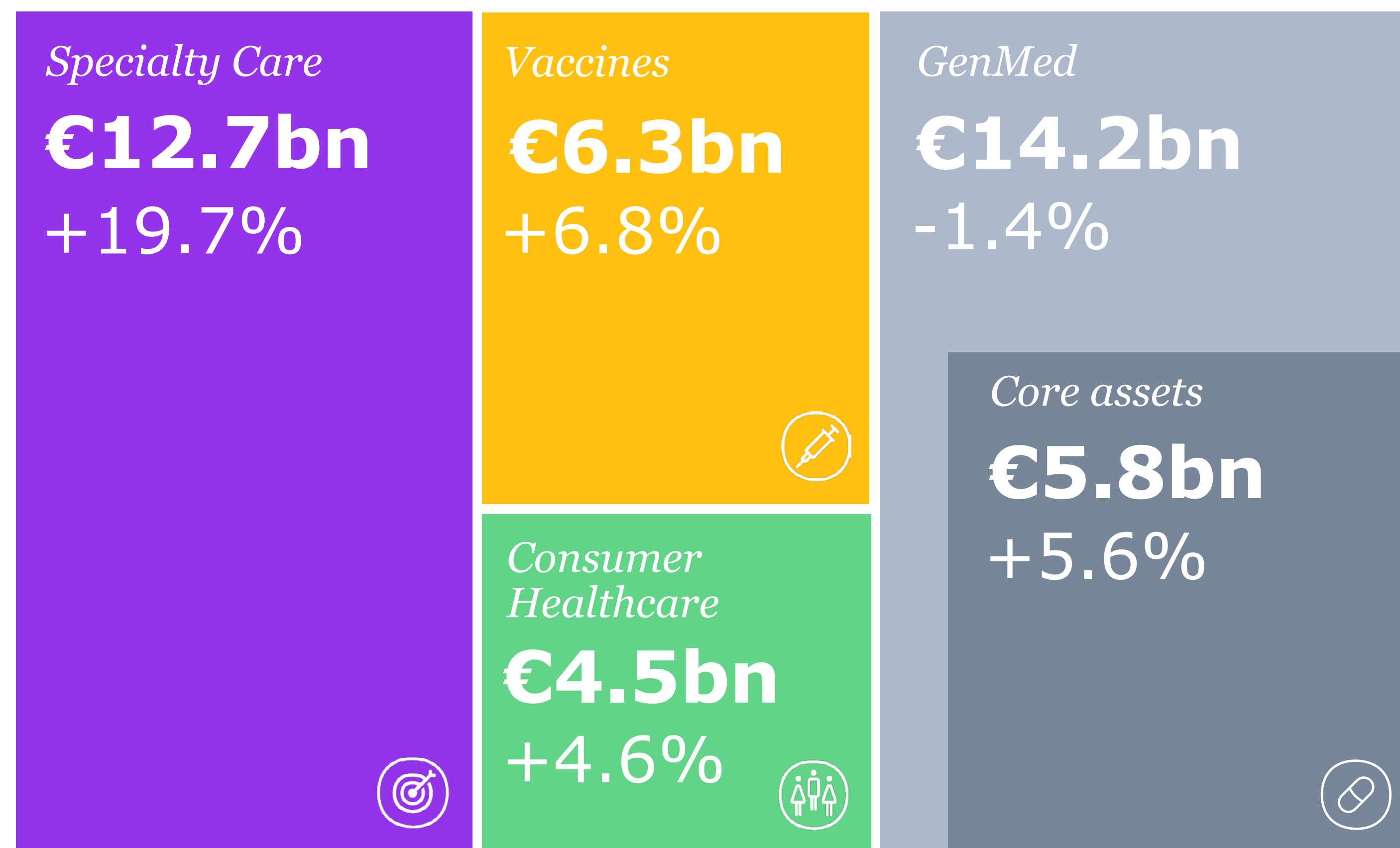
**>90 projects**

majority in immunology, oncology, neurology, and vaccines

1. €13bn+ refers to the peak sales ambition, not including COPD 2. vs. 2018, risk-adjusted, internal estimate, excluding COVID-19 vaccine Dupixent<sup>®</sup> is jointly developed and co-commercialized with Regeneron. COPD : Chronic obstructive pulmonary disease

# Strategy execution delivered *strong growth*

FY 2021



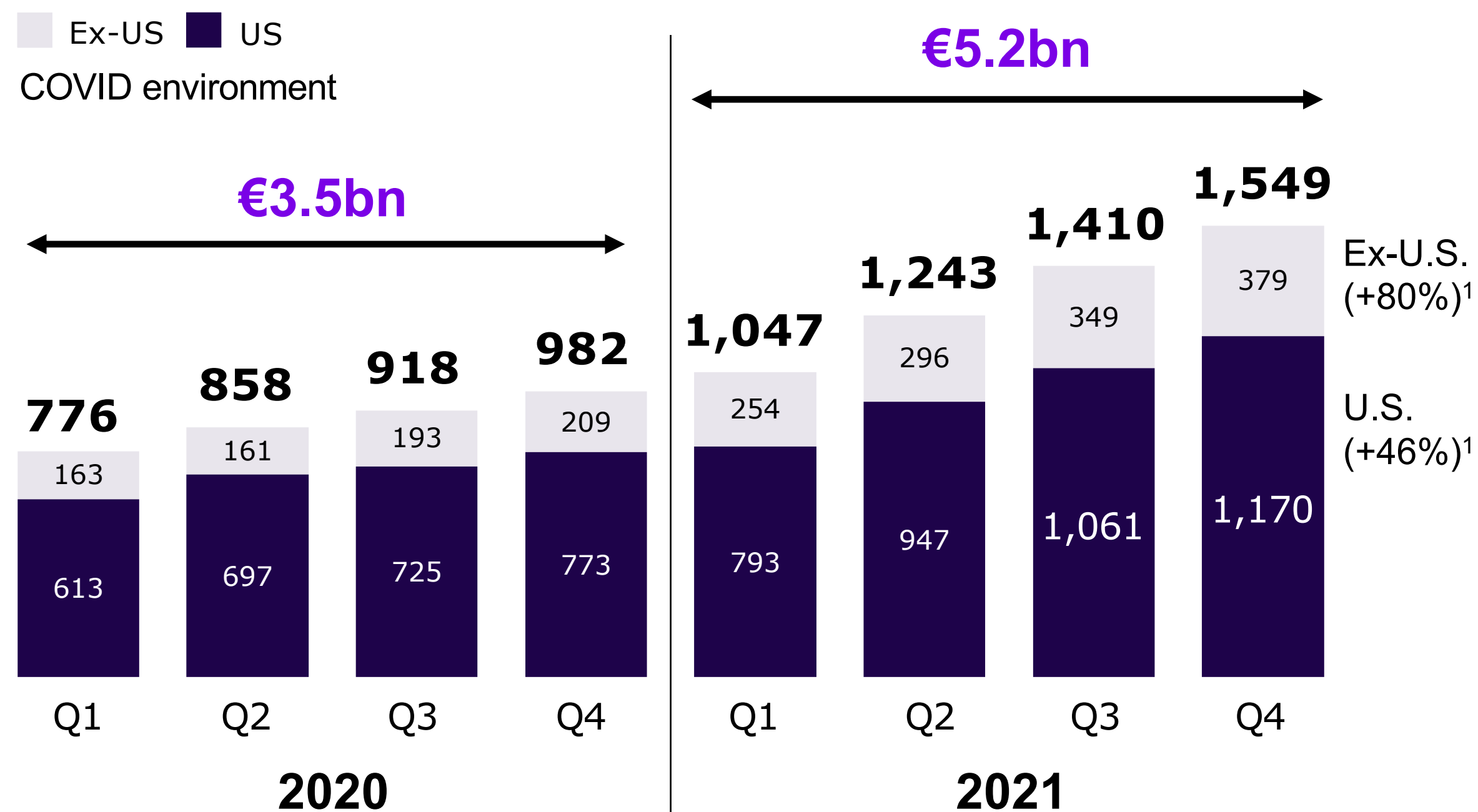
All growth at CER unless footnoted.



# Dupixent®

## Building a megabrand

### Global Dupixent® sales (€m)



Accretive to **BOI margin** in 2022

Economies of scale driving **profitability**

**Manufacturing** improvements continue

Expansion into **COPD**

1. Represents growth Q4 2020 to Q4 2021. All growth at CER.

# Dupixent as an example of value-based pricing

## *Access over price*

### Sanofi 2022 US Pricing principles report



#### ADVANCING RESPONSIBLE LEADERSHIP

In May 2017, Sanofi expanded on its commitment to tackle rising health care costs with the introduction of our Pricing Principles, which remain the most comprehensive assessment of corporate pricing decisions in the pharmaceutical industry.

Our goal is to promote **a culture of transparency** that is adopted not only in our industry but across health care – including hospitals and payors – where transparency is often sorely lacking. Our pricing policy is a reflection of our unwavering dedication to providing patients innovative and life-changing treatments while limiting costs and minimizing our contribution to health care spending growth. The following report outlines our 2021 pricing decisions.






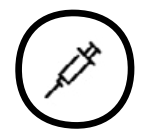

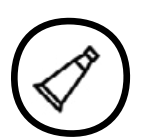
*"...In addition, our analysis of long-term cost-effectiveness suggest that dupilumab is being introduced at a price that aligns fairly with the added benefit it brings to patients."*

**ICER (Institute for Clinical and Economic Review)**

*"This is really a great example of how it should work. Our plans would obviously like a lower price. [Regeneron's] shareholders would like a higher price. I think the fact we disappointed everyone probably means this came in where it should have."*

**Steve Miller, CMO of Express Scripts**

# Dupixent<sup>®</sup> blazing the trail for *immunology leadership*

		 <b>Dermatology</b>	 <b>Respiratory</b>		 <b>Gastroenterology</b>
		<i>Atopic Dermatitis</i>	<i>Asthma</i>	<i>COPD</i>	<i>EoE or UC</i>
<b>Type 2</b>		<b>DUPIXENT<sup>®</sup></b> (dupilumab)	<b>DUPIXENT<sup>®</sup></b> (dupilumab)		<b>DUPIXENT<sup>®</sup></b> (dupilumab)
<b>Type 2 and beyond</b>	<b>Injectables</b> 	- amlitelimab (anti-OX40L) - anti-IL13/OX40L Nanobody <sup>®</sup> VHH	- amlitelimab (anti-OX40L) - anti-IL13/TSLP Nanobody <sup>®</sup> VHH - anti-IL13/OX40L Nanobody <sup>®</sup> VHH	- itepekimab (anti-IL-33)	- anti-TNFα/IL-23 Nanobody <sup>®</sup> VHH - non-beta IL-2 (Synthorin <sup>™</sup> )
	<b>Orals</b> 	- rilzabrutinib (BTKi) - IRAK4 degrader	- rilzabrutinib (BTKi)		- eclitasertib <sup>E</sup> (RIPK1)
	<b>Topical</b> 	- BTKi			

Except with respect to Dupixent<sup>®</sup> in AD (age 6+) and Asthma, all indications listed are under investigation and not reviewed/approved by any regulatory authority.

# Transforming Research & Development



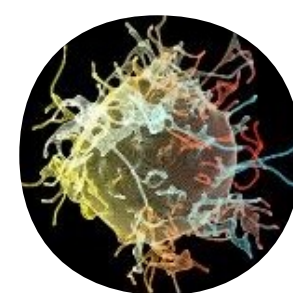
## Immunology & inflammation

- Type 2 inflammatory diseases
- Beyond Type 2
- Next-generation orals
- NANOBODY® technology
- Synthetic biology



**13 NMEs**

in clinical development



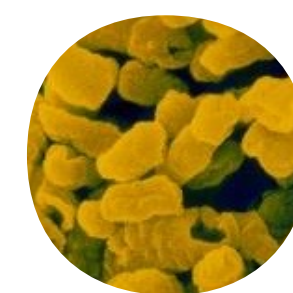
## Next-generation oncology

- Antibody-drug conjugates (ADCs)
- Synthetic biology
- NANOBODY® technology
- Cell-based therapy
- mRNA



**12 NMEs**

in clinical development



## Vaccines

- mRNA Center of Excellence
- Multiple platforms
- Large-scale manufacturing & supply capabilities



**7 NMEs**

in clinical development

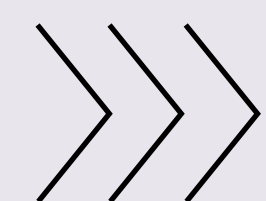


## Neurology/rare



**12 NMEs**

in clinical development



Moved 10 NMEs into *first-in-human* trials in 2021

# Q1 pipeline milestones in areas of *high unmet need*

<b>Approvals</b>	Dupixent <sup>®</sup>	Asthma	EU	<b>6- to 11-year-old children</b>
	Xenpozyme <sup>®</sup>	ASMD	Japan	<b>SAKIGAKE</b>
	Enjaymo <sup>™</sup>	CAD	US	<b>Priority Review</b>
	Dupixent <sup>®</sup>	AD infant	US	<b>Priority Review</b>
	Dupixent <sup>®</sup>	EoE	US/EU	<b>Priority Review</b>
<b>Filings Submissions</b>	Dupixent <sup>®</sup>	PN	US/EU	<b>Priority Review</b>
	nirsevimab	RSV	EU	<b>Accelerated assessment</b>
	Recombinant vaccine	COVID-19	EU	<b>Conditional Marketing Authorization</b>
<b>Phase 3</b>	efanesoctocog alfa	HemA		<b>Breakthrough Therapy Designation</b>

# Capital allocation

## Operating cash flow



General Medicines



Specialty Care



Vaccines



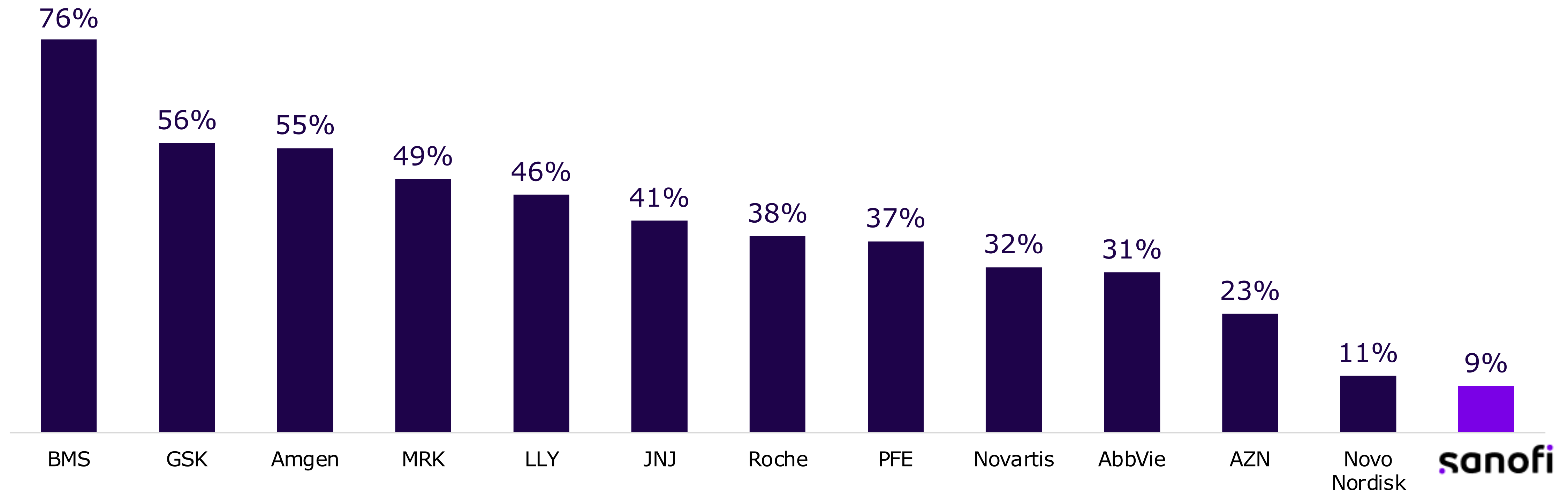
CHC

- 1 Organic investment
- 2 Strategic acquisitions
- 3 Growing dividend
- 4 Anti-dilutive share buybacks

# LOE *exposure*

LOE exposure of pharma majors beyond 2025e

(2025-29 LOE as % of 2025e sales)



Source: brokers research

# Sanofi's comprehensive CSR strategy is embedded in our *Play to Win* company strategy



## Focus on growth

Portfolio prioritization to strengthen profile



## Lead with innovation

Bring transformative therapies to patients



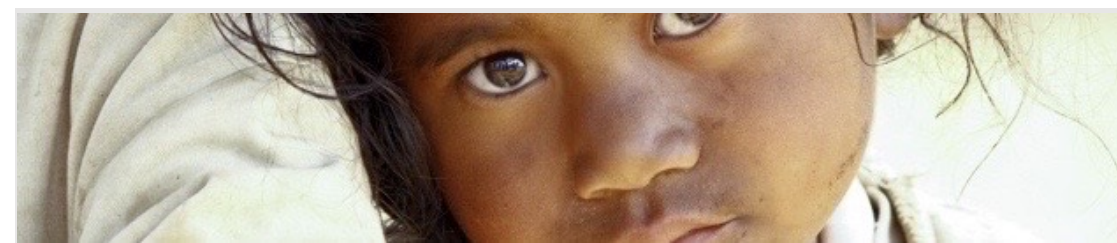
## Accelerate efficiency

Decisive actions to expand margins



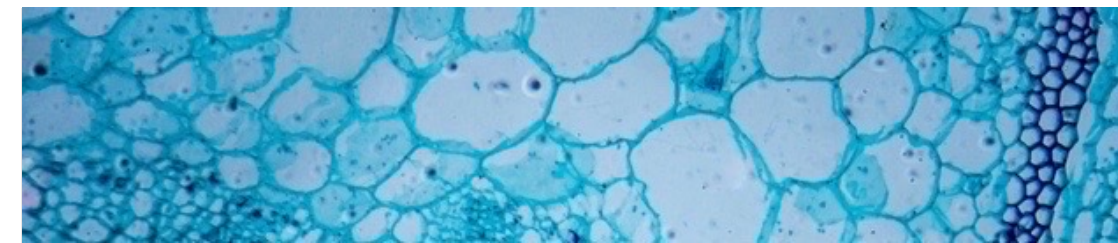
## Reinvent how we work

Empowerment and accountability



## Affordable access

Ensuring access to medicines for the poorest countries



## R&D for unmet needs

Acting for the most vulnerable communities



## Planet care

Building sustainability for a healthy planet



## In and beyond the workplace

Building an inclusive workplace



# *Our social impact strategy* at Sanofi

## **Our company purpose**

We chase the miracles of science to improve people's lives



## **Our social impact strategy**

- CSR strategy
- Sanofi Global Health Unit
- Foundation S





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# Foundation S

## The Sanofi Collective

Vanina Laurent-Ledru

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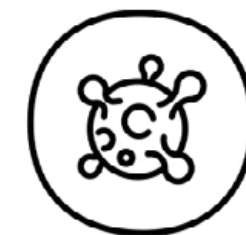
# Foundation S - The Sanofi Collective

We strive to create *healthier futures for generations to come*

## Mission

Improve the lives of *vulnerable populations* by catalyzing community-based solutions and expanding access to medicines globally

## 3 focus areas



### Childhood cancer

Focus on developing countries - which have 80% of the burden



### Climate change impact on health

Building resilience and supporting adaptation in vulnerable communities



### Humanitarian donations focus on displaced populations

Philanthropy as the third pillar for access to care at Sanofi

# Our *support* to Ukraine



## Humanitarian aid



*30 million*  
daily treatments



*22 million*  
patients' lives



*300,000*  
vaccines donated

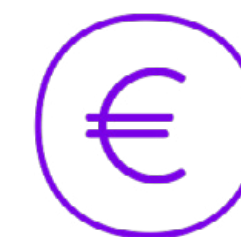
## Sanofi employees' strong mobilization towards the matching fund set up by Foundation S



more than  
*2,800*  
*employees*



*690,000*  
euros in the  
matching fund



*5 million euros*  
in cash donations to the  
Red Cross and UNHCR

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# Our contribution to society



# What motivates and urges us to *expand our commitments*

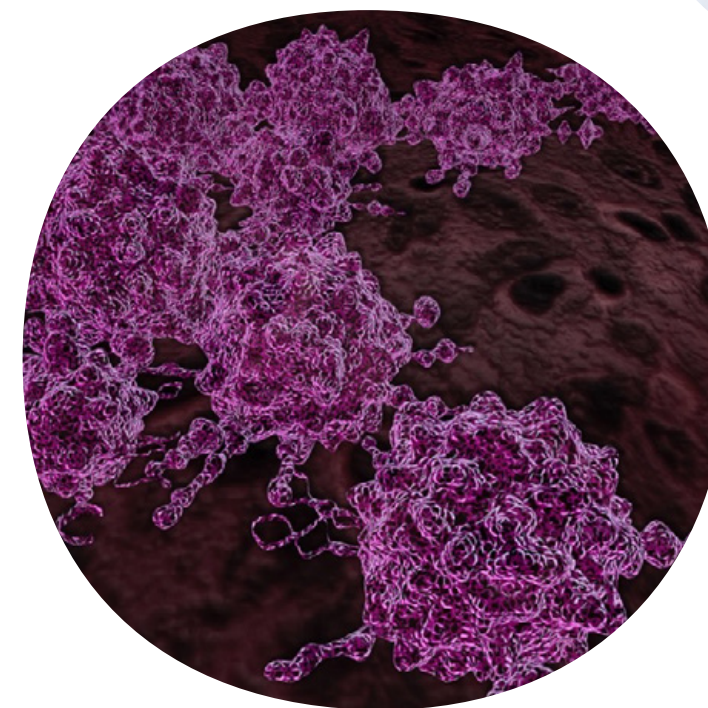
Healthcare *access*  
2.5 billion people with limited access to quality healthcare



Climate *change*

250,000 additional expected deaths per year due to climate change impact between 2030 and 2050

Global *inequalities*  
41 million deaths every year due to noncommunicable diseases



Shifting *demographics*

Rapidly aging and growing population (8.5 billion people in 2030) with continuous rise of healthcare demand

# Affordable access

## Global Health Unit

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

FY 2021 #Patients treated

▲ **Tuberculosis**  
**146,356**      **28** countries

▲ **NCD**  
**40,439**      **16** countries

## Global access plan

Develop a global access plan for all new products with the goal to make our innovations available **within 2 years of the launch**

FY 2021

■ Pilot phase in progress

## 100,000 vials

Donate 100,000 vials to treat rare disease patients every year **free of charge**

FY 2021

▲ **1,083** patients treated

▲ **109,677** vials donated



# *R&D* for unmet needs

## *Eliminate sleeping sickness*

Eliminate sustainably sleeping sickness in humans by 2030

FY 2021

**1.6m** patients tested for HAT

**663** patients treated

## *Eradicate Polio*

Contribute to the efforts led by WHO to eradicate polio

FY 2021

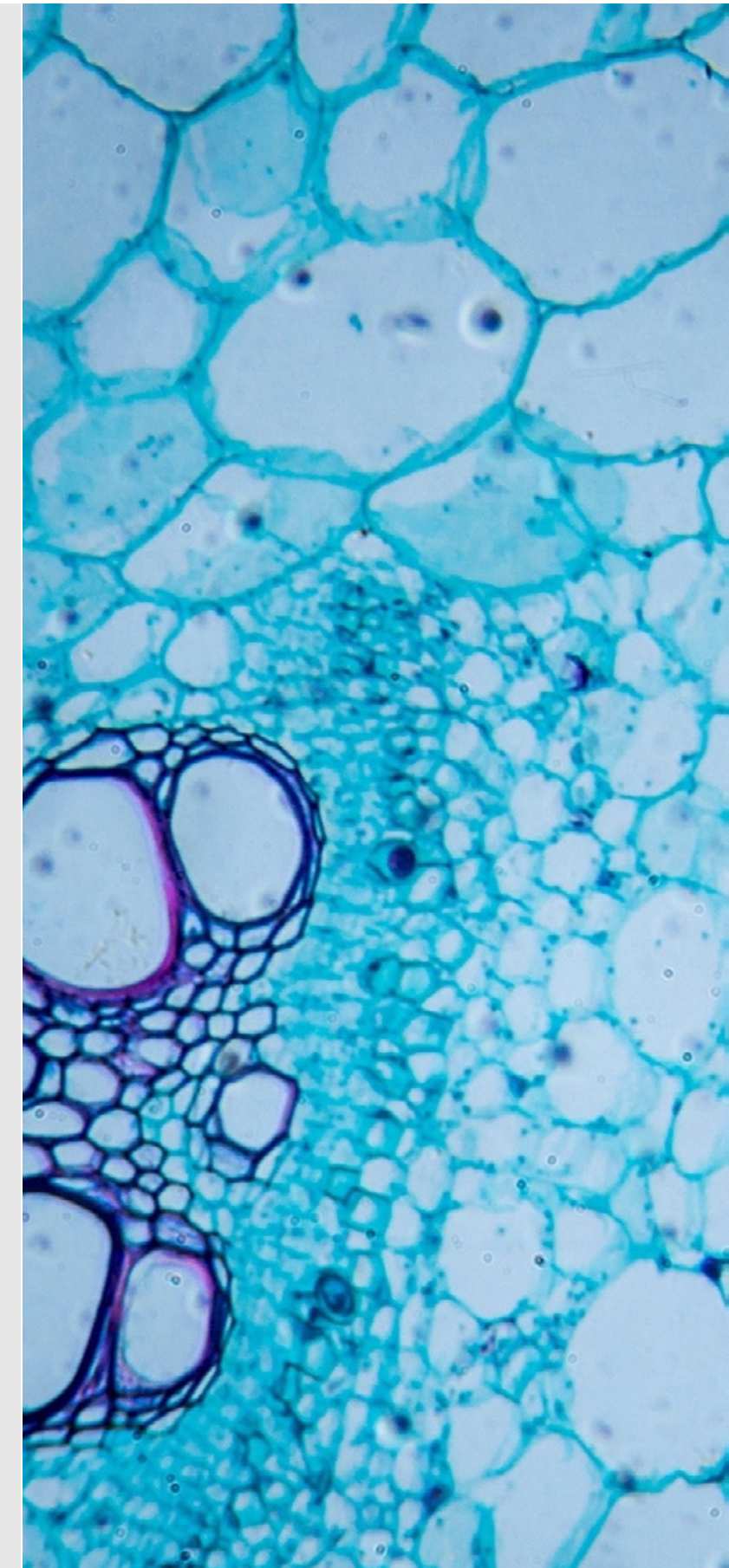
▲ **50.5 million IPV doses** supplied to UNICEF

## *Develop innovative medicines*

Develop innovative treatments to eliminate cancer deaths in children

Q1 2022

**2** assets identified;  
**1** of the 2 assets in protocol preparation for clinical stud

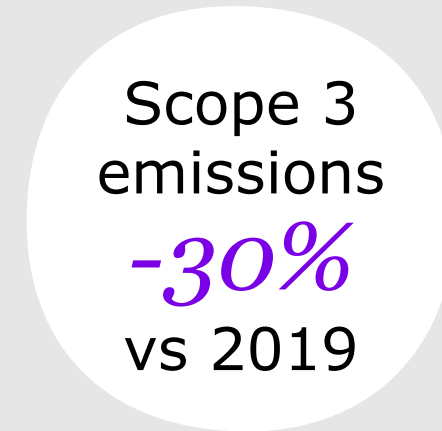




# Planet care

## Carbon neutrality by 2030 encompassing:

- 100% of renewable electricity in all our sites by 2030
- 100% carbon neutral car fleet in 2030



Q1 2022

### Scope 1&2 GHG emissions reduction

▲ **-26%** vs 2019

### Renewable electricity & eco-car fleet

▲ **61%** renewable electricity

▲ **28.7%** eco-fleet

## Blister-free vaccines

100% blister-free vaccines by 2027

Q1 2022  
▲ 29%

## Eco-design

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

Q1 2022  
▲ **4** LCAs completed & **1** in progress

**Eco-design digital solutions** project launched



# *In and beyond* the workplace

## *Representative of society*

A senior leadership community representative of society by 2025

Q1 2022

▲ **35.1%** of our executives and **40.4%** of our senior leaders are women

## *Social engagement*

Social and economic engagement in all communities where we operate

FY 2021

▲ **4,975** volunteers

▲ **26,906** hours

## *From leaders to citizens*

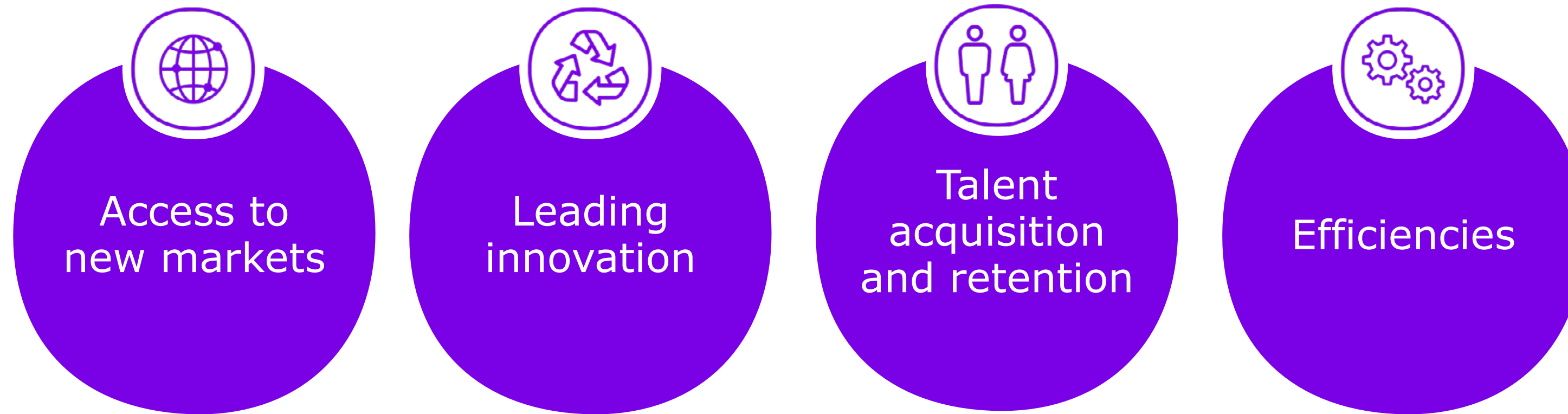
CSR is embedded in our leaders' career development path


Q1 2022

▬ Rollout planned in 2022



# Corporate Social Responsibility – *a strategic* lever for Sanofi



● **CSR leveraging efficiencies**   
*Blister-free vaccines illustration*

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Avoidance of 80 tons of PVC per year

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50% reduction in the number of pallets to be transported

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30% reduction of distribution cost

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Positive impact on COGS

»»» CSR as a cultural transformation and value creation enabler

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# Affordable access



# Sanofi Global Health Unit *at a glance*

## MISSION

*Sanofi Global Health Unit* improves lives of *underserved populations* through innovative inclusive healthcare models and partnerships, *delivering a sustainable impact*

## STRATEGIC PRIORITIES

Improving *access* to *affordable quality treatments*

Strengthening *health systems* and care delivery to *patients*

Building *impactful* multisectoral *partnerships* to act as a catalyst

## VALUE PROPOSITION



Self-sustained non-profit model



**30**  
Essential products<sup>1</sup>

- Cardiometabolic
- Oncology
- Infectious



Dedicated **IMPACT brand** at access prices



**40**  
Of the world's poorest countries



Holistic approach to care down to health delivery



Multi-channel approach to reach all patients

## ADVANCEMENT GOALS

**Access to insulins**

**Cancer care capabilities**

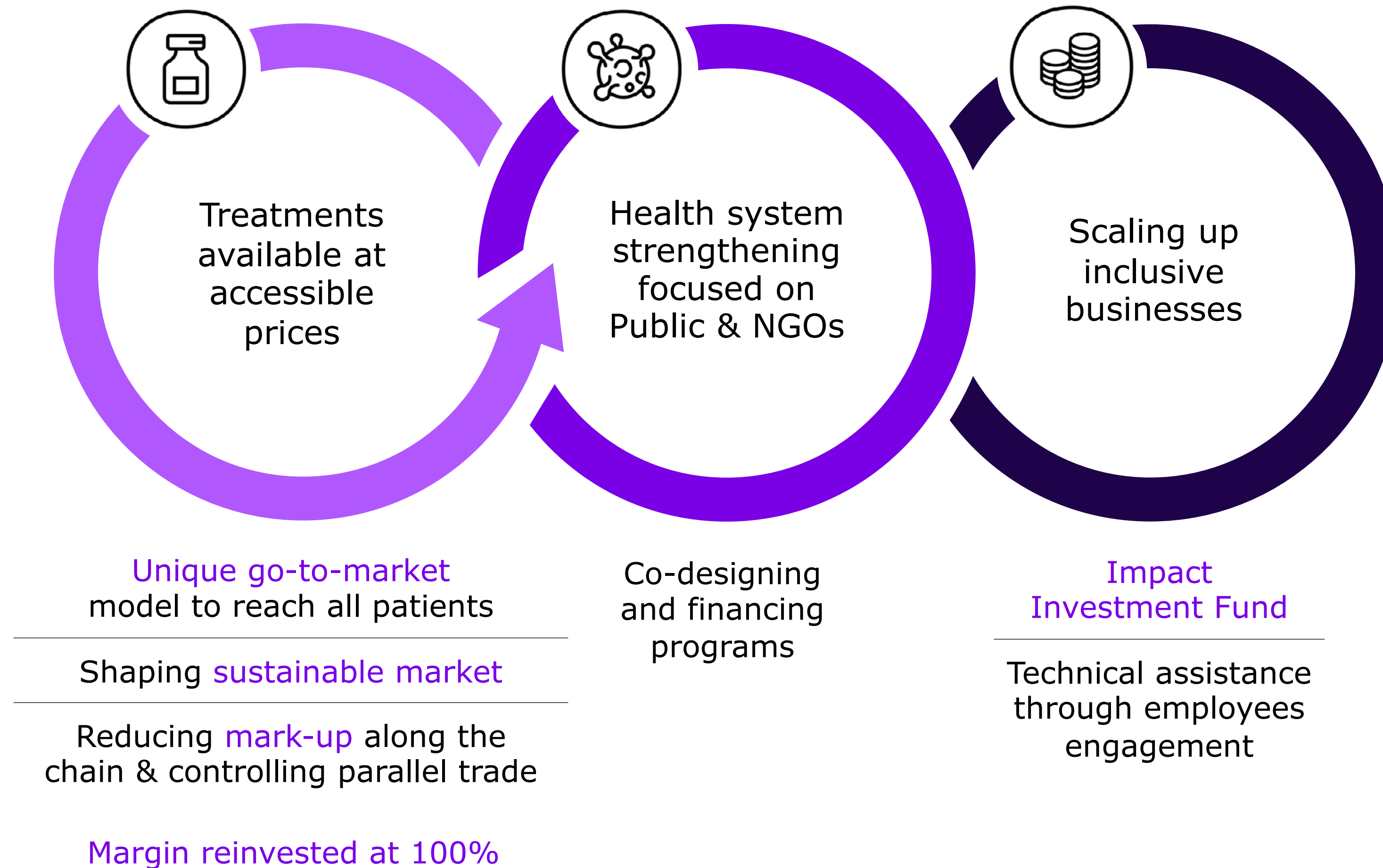
**Tuberculosis elimination**

Comprehensive support to **Ministries of Health & NGOs** in the transition to Universal Health Coverage for NCDs

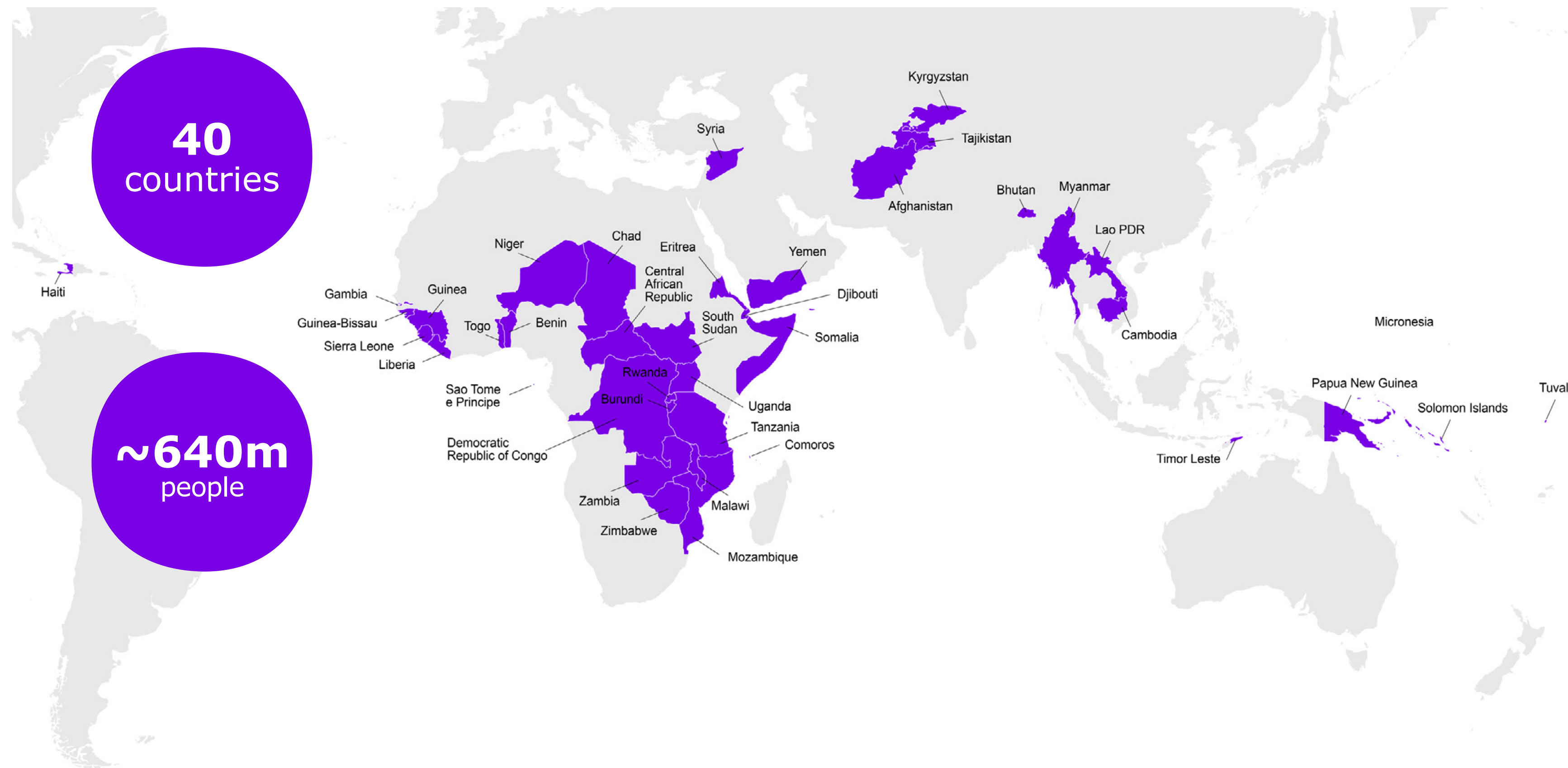
Investing in **local entrepreneurs' inclusive businesses** to scale up financially viable care solutions through an *Impact Fund*

1. Part of WHO's Essential Medicines List or listed as therapeutical alternatives NCD: noncommunicable diseases

# Global Health Unit model



# Where to contribute – Global Health Unit countries



**40**  
countries

**~640m**  
people

## Poverty data

*262 million people* are living on less than \$1.90 a day (40% of GHU)

*392 million people* are living on less than \$3.20 a day

## Doctors per 10,000 population

GHU countries: **3.2**

South Africa: **7.9**

Source : Worldbank, WHO Global Health Observatory

# Go-to-market based on *country specifics*

xx% of patients by 2026

## Go-to-market

Clusters criteria	MoH	Retail	International NGOs/MLOs	Local/faith-based NGOs
	Through international wholesaler's non-profit mainly	Specific partners for "sustainable" retail	e.g. UNICEF, WHO, ICRC, MSF	Through national procurement agency or wholesalers
<b>1</b> Relatively structured public market, minimum HC infrastructure, local partners, willingness to partner	40% +++	30% +++	15% +	15% ++
<b>2</b> Emerging public market, more challenging	+	+++		+++
<b>3</b> No clear path to institutional channel, focus on retail		+++	+	+
<b>4</b> High political instability and/or limited HC infrastructure			+++	+++



# Global Health Unit – *a platform of benefits*

Innovation lab

Test and scale-up new ways of improving access and inclusive businesses models

Increased impact and patients reach

*Our ambition*

Play a leadership role in shaping transformative healthcare models and reach the most vulnerable

2M NCD patients **treated** in the 40 countries in 2030

Sanofi footprint

Unique operating model to complement Sanofi footprint leveraging partners, multi stakeholders' alliances and digital transformation

# Beginning of the journey – *key highlights*



## Access to affordable treatments

NCD patients served across 22 countries



## Health system strengthening & patient support



### *Selected highlights*

- Partnerships to improve NCD awareness, diagnosis and management leveraging digital health and community-based approach with Medtronic Labs in *Tanzania* and *Sierra Leone*, reach52 in *Cambodia*
- Contribution to eNCD learning and tele-expertise platform for HCPs across *Africa* with UNFM and Université de Genève
- Contribution to PATH Carepak Insulin package of care in *Uganda*
- Collaboration with Hystra and IQVIA on scaling-up inclusive healthcare models in LMIC to address NCD

## Supporting inclusive models



New partnerships announced

### **mPharma**

Piloting basic primary care schemes and improving access to affordable SGH range in *Uganda*, *Zambia*, *Rwanda*



Exploring all options to support the expansion of Vula Mobile across Sanofi Global Health countries

# Our commitment to establish *access to analog insulins* in the 40 Global Health Unit countries

## Ambition

Improve diabetes care for *300,000 insulin-dependent patients* by 2030



*Patient reach* compared to 2021

## Commitment

Access prices Impact Glargine U100<sup>1</sup> in vials, prefilled or reusable pens

1st analog to be submitted to WHO Pre Qualification

Integrated approach to support health systems and patients

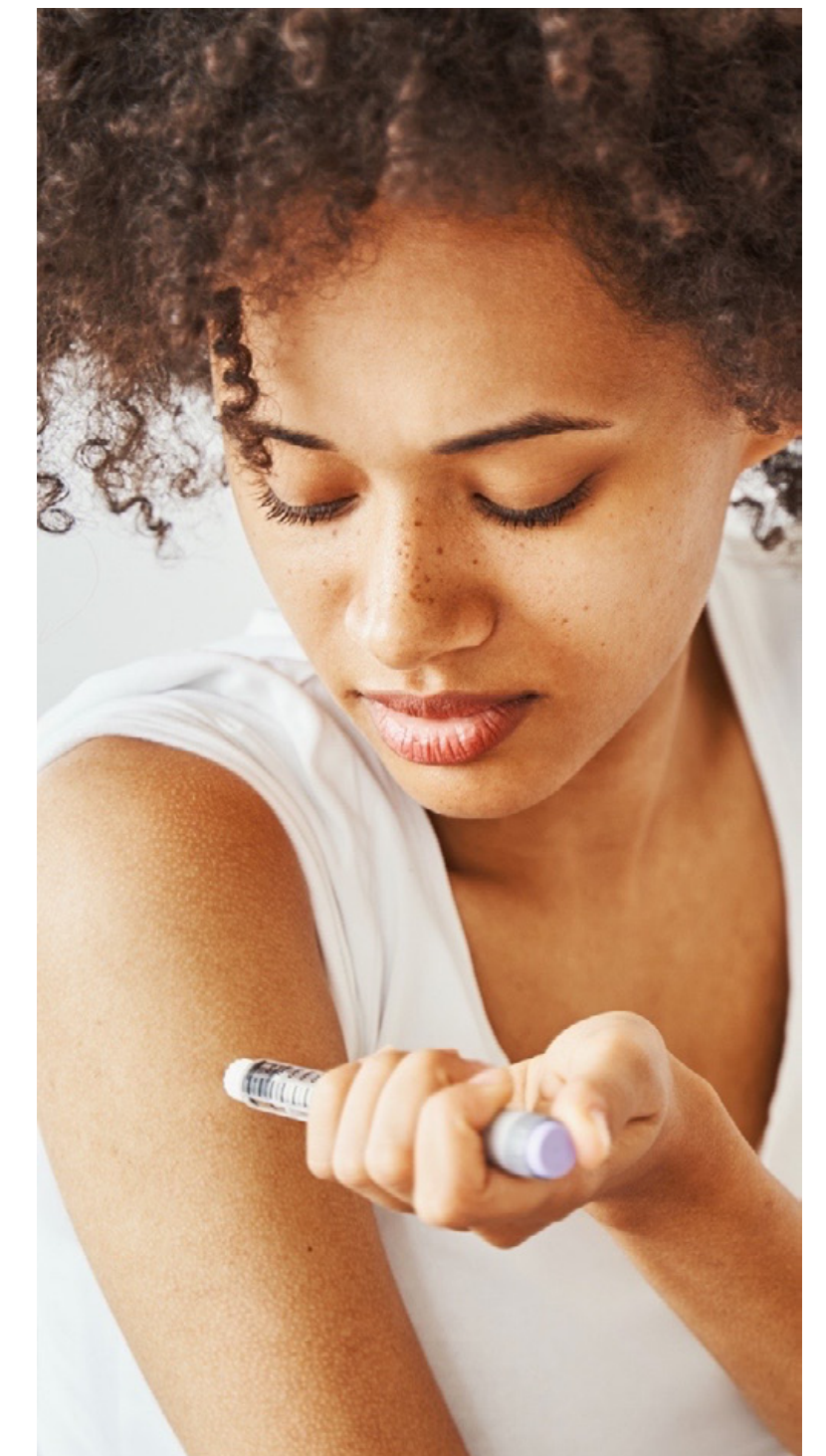
## Partners

Ministries of Health

NGOs, associations, hospitals, and local implementation partners

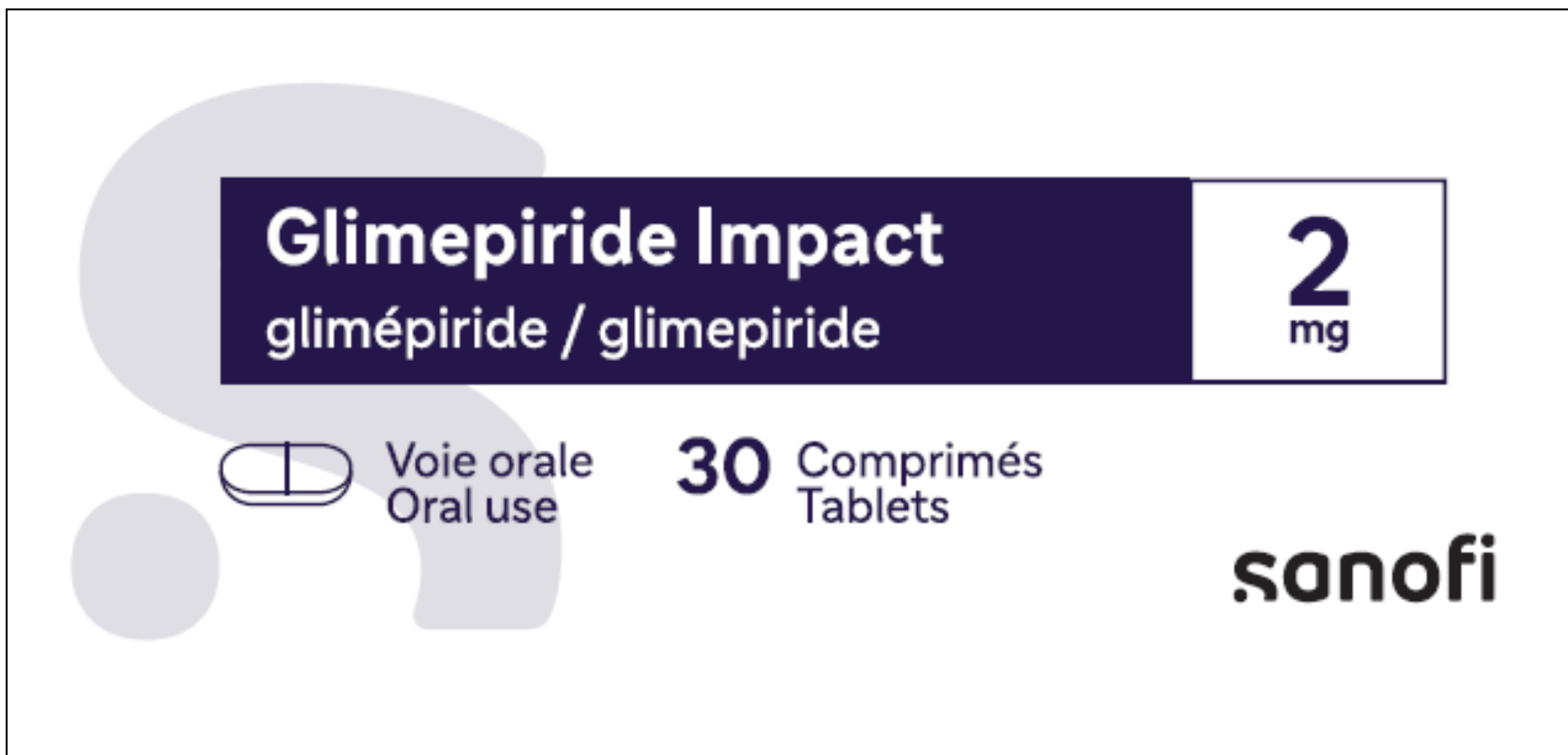
Global partners

Inclusive businesses



<sup>1</sup> Accessible to Sanofi's Global Health countries, upon Sanofi's validation of required criteria including consumption in country

# Own Global Health Unit brand with *access prices*



*New* accessible prices

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*Ambitious and optimized* regulatory submission

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*Single pack technology* with anti-counterfeit device

# The *Impact Fund* will support the scale-up of impactful businesses to improve access to health

**NCDs** largely underfinanced by governments, donors and aid agencies in low-and middle-income countries

● **Key role to play from private sector fostering innovative solutions** to address critical challenges locally

● GHU to expand its activities by **supporting local entrepreneurs' healthcare delivery ventures**

**Fund vision**  
Up to 25M€ commitment



**Improve access to health** – with a specific focus on NCDs – in GHU countries, supporting the scale-up of a portfolio of Impact Business (IB) care delivery ventures through financing and technical support



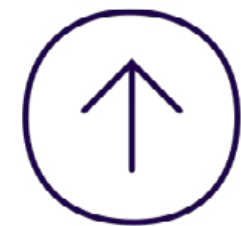
# Main *takeaways*



Self-sustained model, lean internal team leveraging local and global partners



Launch of own branded products to guarantee accessible prices to segments of patients not reached today



A commitment to improve access to analog insulins in the Global Health Unit countries



Building cancer care capacity through training oncologists



Expanding to support local inclusive businesses and scale-up pioneer healthcare delivery ventures with potential to be sustainable overtime

*Access to funding through Impact Investment Fund*

*Technical assistance and mentorship through employee engagement*

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# R&D for unmet needs



# *R&D* for unmet needs

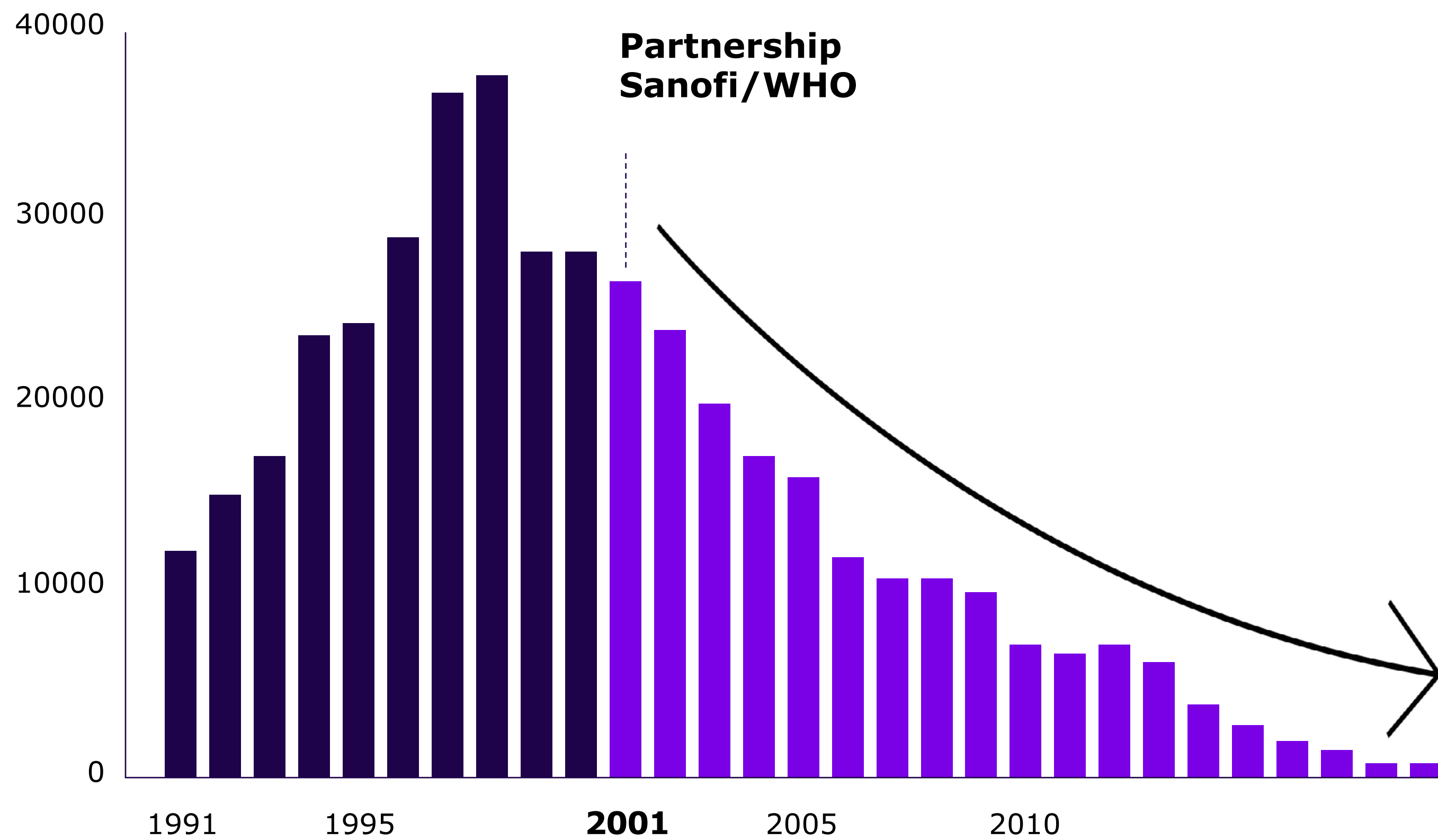
## Sleeping sickness





# R&D for unmet needs

## Sleeping sickness



### Consolidating long-term partnerships

21 years of partnership with WHO  
Renewed for 5 years in Dec 2020

- Donations of HAT medicine
- Financial support with WHO for screening, information and education in countries

-97% of sleeping sickness cases between 2001 and 2019

Objective to eliminate sleeping sickness by 2030

Since 2009 partnership with DNDi

- Approval of Fexinidazole in 2018
- Acoziborole in development

# R&D for unmet needs

## Sleeping sickness

### Changing treatment paradigms for patients

	<i>Standard treatment</i>	<i>Fexinidazole</i>	<i>Acoziborole</i>
Type of treatment	Infusion/oral Sometimes toxicity and heavy treatment	All oral	Single dose treatment Approach "test and treat"
Duration of treatment	Up to 40 days	10 days	1 day
Location	Hospital	Healthcenter for the treatment, patients can go home afterwards	Place of diagnosis
Treatment modality	Systematic lumbar punction	Ad hoc lumbar punction	No lumbar punction

## 3 main *takeaways*



Continuous commitment to improve sleeping sickness treatment paradigm for underserved populations



Leveraging long-term partnerships to ensure innovative treatments reach patients



Potential first-time ever eradication of a deadly human disease without the use of a vaccine

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Planet care



# We have clear ambitions to fight climate change

*Carbon neutrality*  
by 2030

*Net zero emissions*  
by 2050

**RE100**  
°CLIMATE GROUP



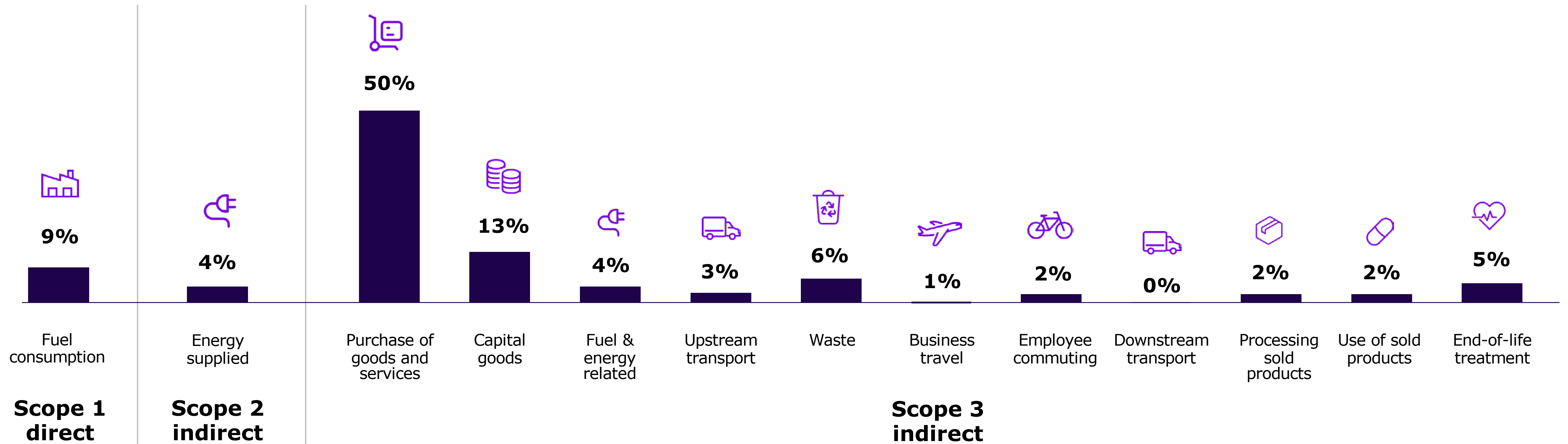
SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

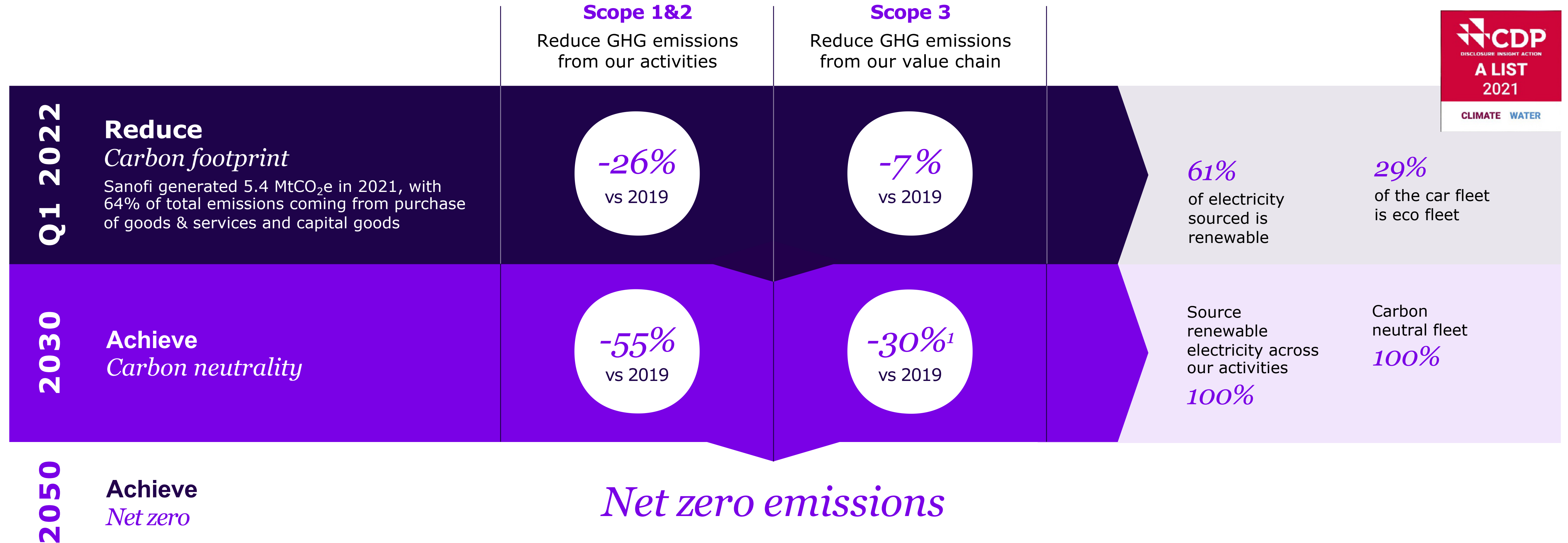


# Sanofi *carbon emissions*

5.4 MtCO2e generated in 2021

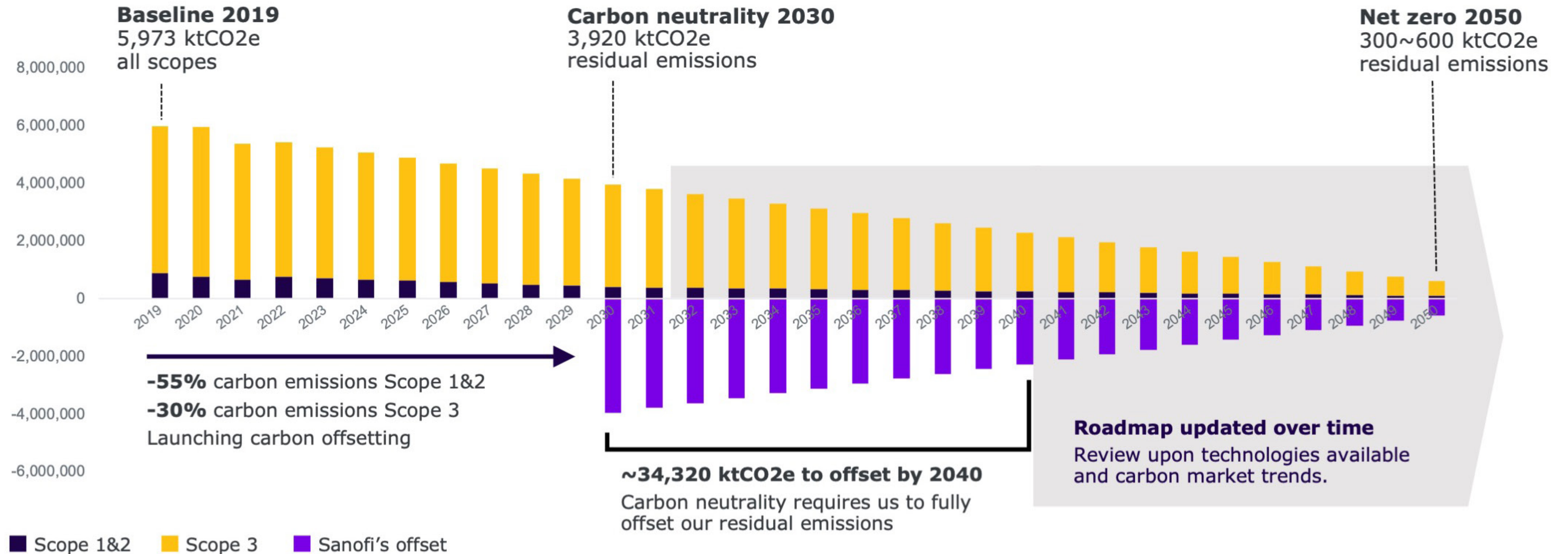


# Our *achievements and ambition*



1. Scope 3 target validated by SBTi is 14% vs 2019; new target 30% is being revised by SBTi

# Projected *carbon reduction pathway* to 2050





# Scope 1&2

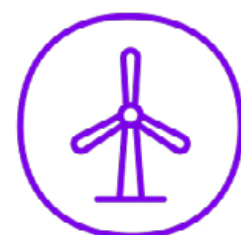


## Energy savings

*-80 ktCO2e*



Energy efficiency program leveraging external partnerships and ISO 50 001 certification



## Renewable thermal energy

*-40 ktCO2e*



Renewable thermal energy (biomethane, biogas, biomass)



## Renewable electricity/ 100% RE

*-300 ktCO2e*



Renewable electricity supply secured (on-site PV solar, renewable certificates RECs and long-term contracts PPA)



## Carbon neutral car fleet

*-60ktCO2e*



Conversion to eco-fleet (biofuel, hybrid, electric, hydrogen)



## Carbon neutral design

*Factory of the future, tertiary sites*



Low carbon business transition with carbon neutral design standard and factory of the future

# Scope 3

## Roadmap targeting a *-30% emissions reduction* of Sanofi Scope 3



### Supplier engagement program

Launched during “Sanofi Suppliers Day” in May 2022, with ambition of supporting our TOP emitters to adopt climate change goals in line with Sanofi (100% renewable electricity by 2030, carbon neutrality by 2030, commitment to Science Based Targets initiative)



### Energize program

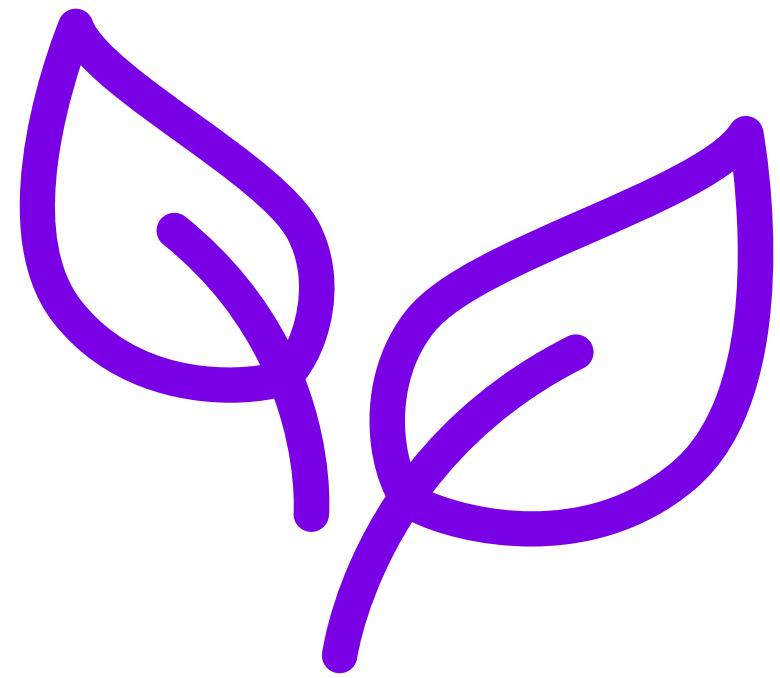
Launched in 2021 by 10 pharma companies to support suppliers with renewable electricity transition



### Other value chain decarbonization programs

Reduce emissions from energy distribution, upstream transportation & distribution switch to lower-carbon modes (e.g. from air to sea), reduce waste treatment vendors emissions from their operations, limit traveling mileage and opportunities to use of SAF (sustainable aviation fuel)

# Carbon *offset*



## *Definitions*

**Process of avoiding (reduction) or removing (sequestration) elsewhere as much CO<sub>2</sub> from the air as we put into it**

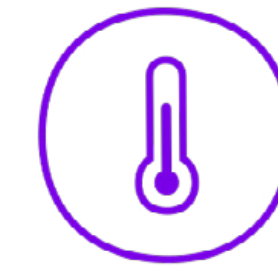
Use of **carbon credits (CC)** is required to offset **hard-to-abate residual emissions** where no feasible decarbonization options remain (1 CC = 1 tCO<sub>2</sub>e)

## *Projects*

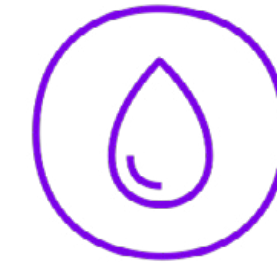
Sanofi seeks **cost efficient** balance between projects delivering **positive impacts on communities** or generating **high volumes of credits and co-benefits on environment**



Sanofi strives to reduce the impact of its activities and products on the environment



*Climate change*



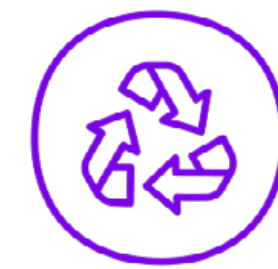
*Water stewardship*



*Biodiversity*



*Eco-design*

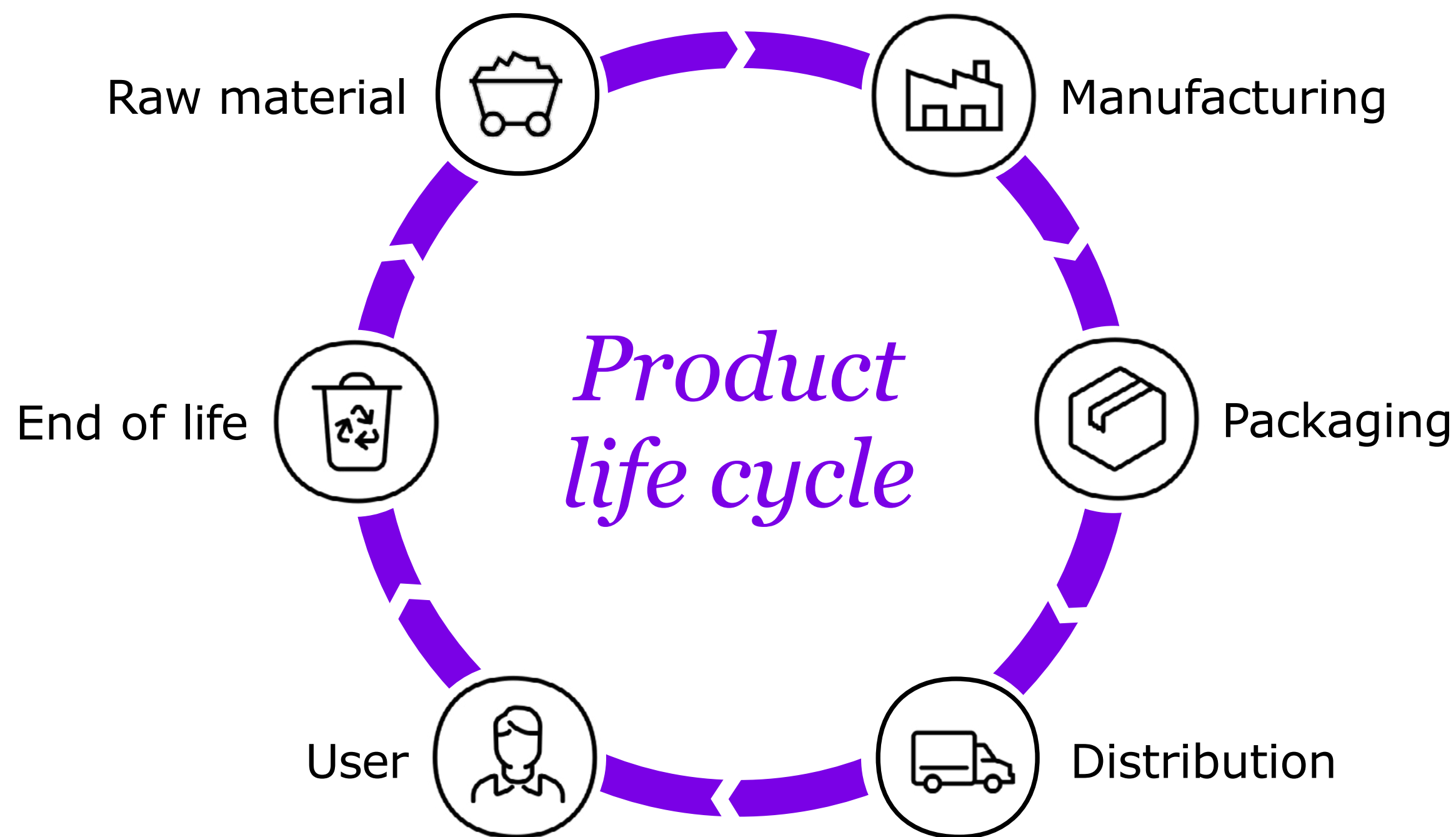


*Waste management*



*Pharmaceuticals in the environment*

# Eco-design *for all new products* by 2025



## *Our ambition*

**By 2025** Sanofi will adopt an eco-design approach for **all new products**

**By 2027** We will **remove all blister** from 100% of our syringe vaccines

**By 2030** We will have an eco-design approach for all our **top-selling products**



Eco-design is designing products by considering their **environmental impact**



Sanofi's eco-design approach considers the whole **product life cycle**



Our **life cycle assessment** contains 16 indicators which allow us to measure environmental impact

# Eco-design *programs*



## Life cycle assessment for insulin pens

*Reducing environmental impact of plastics and secondary packaging as major contributors*



*SoloStar* : Plastic materials



*AllStar* : Carry case



## New Toujeo Device Portfolio

*Minimize plastic material per Insulin Unit (IU)*



*Toujeo Max SoloStar* with 900 Insulin Units on board

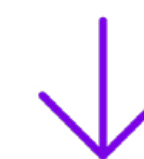


*TouStar* as First-in-Class reusable pen for concentrated insulin



## Pen re-collection program to recycle plastic materials

*Starting to close the loop for insulin pens*



CareGo case - concept

# 3 main *takeaways*



## **Our priority**

Reduce our emissions as much as possible and offset what is left



Robust plan to reduce emissions already delivering results



Change the standard of medicines with eco-designed products

**sanofi**



# In and beyond the workplace





# Our DE&I *edge*



*Attract, retain and engage*



*Building in, not bolting on*

# Diversity, Equity & Inclusion board

Our DE&I Board aims to accelerate our DE&I agenda globally with a bold mix of external thought leaders, executives and employees



**John Amaechi OBE**  
Psychologist,  
Consultant, Author



**Dr. Rohini Anand**  
DEI Advisor,  
Author, Speaker



**Caroline Casey**  
Activist, Consultant,  
Social Entrepreneur



**Natalie Bickford**  
EVP, Chief People  
Officer



**Olivier Charmeil**  
EVP General  
Medicines



**Paul Hudson**  
Chief Executive  
Officer



**Roy Papatheodorou**  
EVP & General  
Counsel



**John Reed**  
EVP, Global Head  
R&D



**Thomas Triomphe**  
EVP Vaccines



**Raj Verma**  
Chief Diversity, Culture  
& Experience Officer



**Folake Odeiran**  
Global ERG leader for  
Culture and Origins

# Bringing outside in

## *Employee Resource Groups (ERG)*

Employee Resource Groups are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace aligned with the organizations they serve.



# Transform beyond the workplace



*Clinical trials*



*Suppliers*



*Leaders to citizens*



*A million conversations*

## 3 main *takeaways*

### *Reflect*

Building representative leadership

### *Unleash*

Creating a work environment where we can bring our whole selves

### *Transform*

Beyond the workplace

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# ESG outlook



# Panel *discussion*

**Paul Hudson**  
Sanofi CEO

**Lise Kingo**  
Sanofi Board  
Director

**Sandrine  
Bouttier Stref**  
Sanofi Head of  
Corporate Social  
Responsibility

**Thomas  
Scheiwiller**  
Co-Founder of  
the Biopharma  
Sustainability  
Roundtable

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# Appendices Environment





# Limit our environmental footprint and aim for *circular solutions*

*By 2025*

*By 2030*



**Think of water** as a sustainable, renewable, local resource



**100%** of our priority sites on water risks with contextual targets based on water efficiency management plans and water stewardship initiatives



**100%** of manufacturing sites with individualized water targets based on water efficiency management plans and water stewardship initiatives



**Turn waste into resources**



Reduce, Recycle, Recover **>90%**  
**100%** sites landfill-free<sup>1</sup>



**Operate low emission factories**



PIE management plan for **100%** of manufacturing sites



**Create value and positive impacts** with resources



Biodiversity protection<sup>2</sup> programs for **100%** of priority sites located near sensitive areas



**100%** Sanofi sites will foster biodiversity as part of their local presence

1. Landfill free = less than 1% waste landfilled (excluded countries where infrastructures are not available). 2. Protection, including conservation and remediation, with possibility of local partnerships

# 2021 *achievements*

## Including EUROAPI



### Climate change



Water Security A

▼  
**-47%\***  
 sales **car fleet**  
**greenhouse gas**  
 (GHG) emissions

▼  
**-25%\***  
**GHG emissions**  
 from our activities

\*vs 2019



### Biodiversity



We assessed Sanofi's **biodiversity footprint** and associated risks

We are assessing **biodiversity risks** at our sites

▼  
 Various **biodiversity initiatives** and one pilot project implemented on our sites



### Eco-design

#### Life cycle assessment

performed on medicines and medical devices

▼  
 eQopack **internal eco-packaging tool** launched

Actions plans defined for Doliprane and Solostar

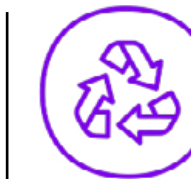


### Pharmaceuticals in the environment

**47%**

of our top selling medicines assessed for impacts on ecosystems

▼  
 Specific programs engaged on **63%** of manufacturing sites  
 (100% of priority sites addressed)



### Waste management

**74%**

of our waste is **reused recycled or recovered**

▼  
**67%**  
 of sites are **landfill-free**



### Water stewardship

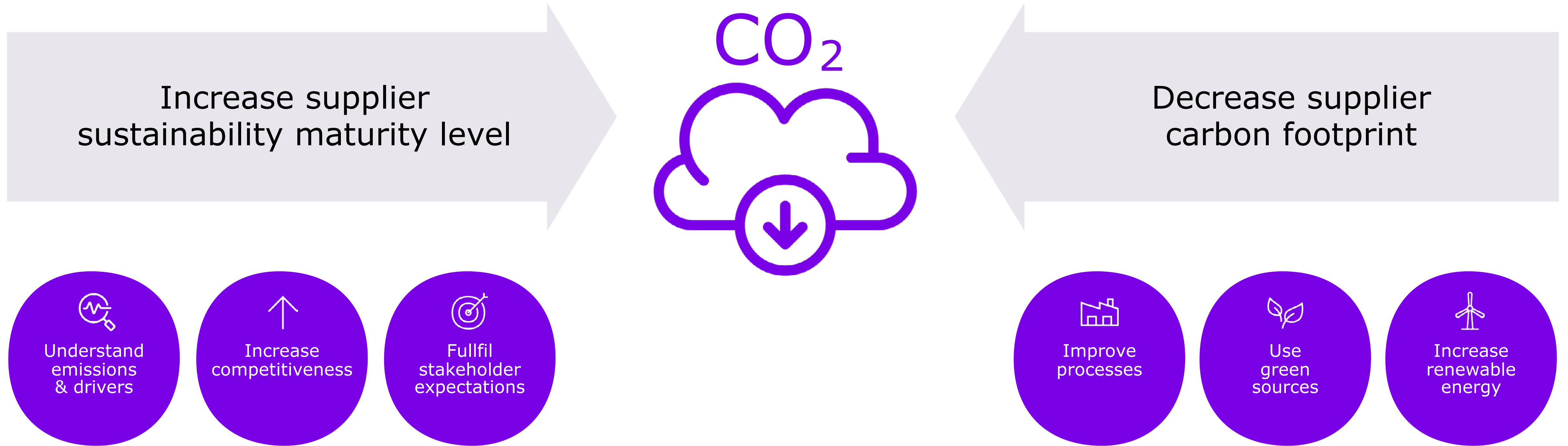


Water Security A 2021

▼  
 We decreased **water withdrawals** by **11%\***

▼  
**17%\***  
 reduction in water withdrawals in scarcity areas

# Implementation of Scope 3 emissions *reduction roadmap*



# Ideation program 2021 - *our 3 winners*

## Water stewardship



Idra

- Anagni **Italy**
- Compiègne **France**
- Geel **Belgium**



## Climate change



Rice is the new green

- Ho Chi Minh City **Vietnam**



## Waste management



Waterford loves planet not plastic

- Waterford **Ireland**



# Ideation program *2022*



Water stewardship

*Save the rain:*  
harvest & recycle  
wastewater

Belgium



Biodiversity

What about  
designing  
*eco-garden*

Vietnam



Climate change

*Sustainable*  
commuting  
for all

France



Climate change

*Let's monitor and*  
*reduce* our energy  
consumption!

France



Waste management

Let's go  
*paperless!*

Brazil



Biodiversity

*And what if nature*  
would maintain  
your green spaces

France





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# Appendices Social



## *A unique go-to-patient model* leveraging public and private sector partners to reach all patients

<i>GHU countries income segments</i>		<i>Main health funders</i>	<i>Go-to-patient model</i>	<i>Targeted interventions</i>
<i>\$/day</i>	<i>#people</i>			
>\$5.5	~100m (16%) 	Out-of-pocket private insurance	<b>Strengthening inclusive HC businesses</b>	GHU products in retail Downstream care delivery models supported <b>through impact investment or and technical assistance</b>
<\$5.5	~100m (16%) 	Out-of-pocket public funds NGOs/FBOs		
<\$3.2	~140m (23%) 		<b>Supporting public sector &amp; NGOs</b>	GHU products in Public/NGO channels Strengthening health systems/patient support initiatives <b>through grants</b>
<\$1.9	~285m (45%) 	NGOs/FBOs		

# Access to insulins in the US

## The pricing principles we put forth focus on three pillars



### Clear rationale for pricing

at the time of launch of a new medicine



### Limited U.S. price increases

on medicines over time

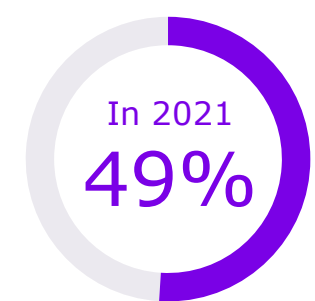


### Continued transparency in the U.S.

around our pricing decisions

## Gross sales given back to payors as rebates

In 2021, 49% of Sanofi's gross sales were given back to payors as rebates, including \$5.8 billion in mandatory rebates to government payors and \$8.3 billion in discretionary rebates.



of Sanofi's gross sales were given back to payors as rebates

Including **£5.8 billion** in mandatory rebates to government payors

and **£8.3 billion** in discretionary rebates

## List price

The "list price" of a medicine often receives the most attention, but it does not reflect the amount Sanofi receives, nor does it reflect the price patients pay at the pharmacy counter every time our medicines are purchased.

## Net price

The "net price" of a medicine factors in the various discounts and rebates paid, and most accurately reflects the amount Sanofi receives for its medicines.

## Continued transparency in the United States

U.S. Portfolio Annual Aggregate Price change from prior year<sup>1</sup>

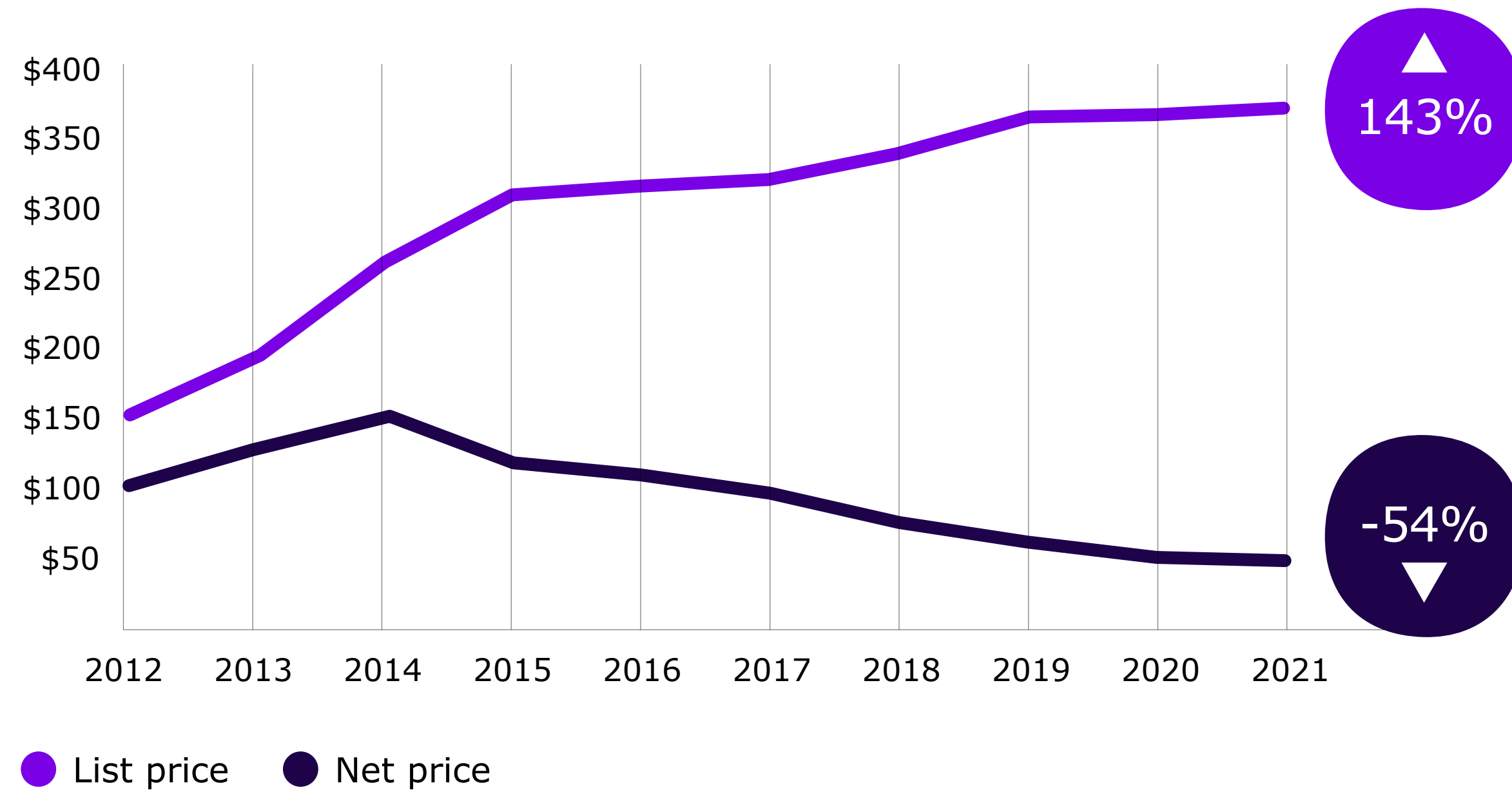
Year	Average Aggregate List Price	Average Aggregate Net Price
2016	4.0% increase	2.1% decrease
2017	1.6% increase	8.4% decrease
2018	4.6% increase	8.0% decrease
2019	2.9% increase	11.1% decrease
2020 <sup>2</sup>	0.2% increase	7.8% decrease
2021	1.5% increase	1.3% decrease

1. Aggregated across Sanofi's prescription portfolio. 2. Price increases or reductions that are taken mid-year may have an impact in two calendar years. In our 2019 pricing report, Sanofi announced that it took price reduction on Admelog® (insulin lispro injection) 100 units/mL in July 2019, The 2020 carryover impact of that change is not included in the 2020 Average Aggregate List Price above. If included, the 2020 Average Aggregate List Price change vs. 2019 would have been effectively 0%, and the Average Aggregate Net Price would decrease by 8.0%.



## Access to insulins in the US

### Insulin cost over time<sup>1</sup>



Despite a consistent decline in net insulin prices, patients with commercial insurance and Medicare Part D are being asked to pay more, while PBMs and health plans are paying less thanks to the increasing discounts and rebates they receive from manufacturers like Sanofi.

Health plans in particular are placing more of the cost burden onto patients through high deductibles, co-insurance and multiple cost-sharing tiers.

1. Sanofi took no price increase on insulin products in 2021. The change in average list price is a reflection of the change in product sales mix.

## Sanofi *access programs* in the US

[Insulins Valyou Savings Program](#) where all uninsured patients, regardless of income level, can purchase one or multiple Sanofi insulins (Lantus, Insulin Glargine U-100, Toujeo, Admelog, and Apidra) for a fixed price of \$35 per month.

[Sanofi Patient Connection](#) program provides free medications to qualified low- and middle-income patients. This program includes all our Sanofi diabetes products. Some people facing an unexpected financial hardship may be eligible for a one-time, immediate month's supply of their Sanofi medicine as they wait for their application to process.

Sanofi also volunteered to join the Centers for Medicare and Medicaid Services' (CMS) Senior Savings Model which allows patients enrolled in participating Part D plans to pay a \$35 or less co-pay for each 30-day prescription of a Sanofi insulin throughout the year.

### 2021 patient support: *By the numbers*

**2 million**

# of times a Sanofi copay assistance card was used

**97,010**

# of times Insulins Valyou Savings Program was used

**99,337**

# of patients who received free product through patient assistance programs

**\$800 million**

patient savings from copay assistance programs

**\$37 million**

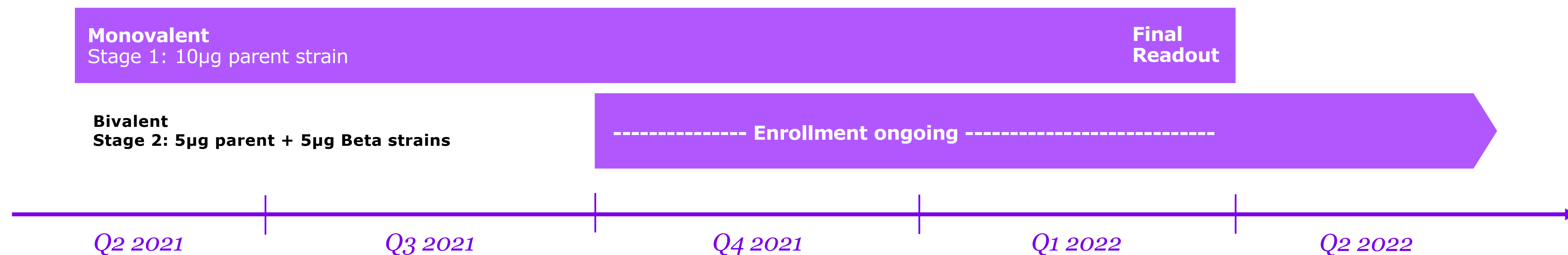
patient savings from use of Insulins Valyou Savings Program

**\$1.25 billion+**

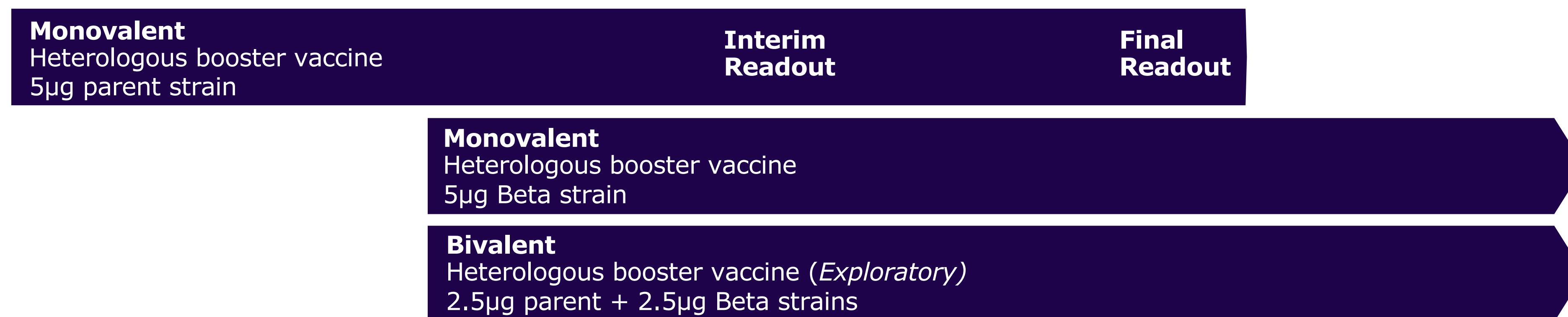
value of medicine provided via patient assistance programs

# COVID-19 recombinant vaccine program

## 1 Phase 3 Safety & Efficacy Trial – primary vaccine (event-driven)



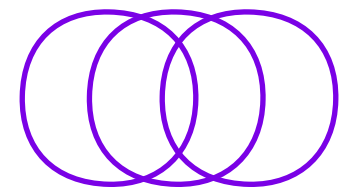
## 2 Booster Study (subjects primed with mRNA, adenovirus or protein-based vaccines)



The COVID-19 vaccine candidate is under investigation and has not been approved by regulators. Parent strain = D614, Beta strain = B.1.351.

## Our *diversity edge*

### Reflect



Building representative leadership

#### Mix of diversity across our leadership

YOY % increase in local workforce diversity representation in hiring and career progression

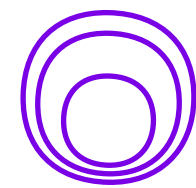
#### Gender

Senior leaders: 50:50  
Executives: 60 men:40 women

#### Under-represented employees have equal chance

Recognized externally as a Top 10 employer for different strands of diversity

### Unleash



Creating a work environment where we can bring our whole selves

#### Embrace different ways of working

100% of employees have access to flexible working arrangements (subject to job activity)

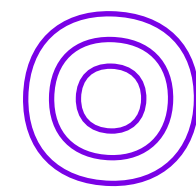
#### An inclusive culture where you feel you belong

80% score in our internal diversity & inclusion index

#### Evolve our workplace

100% of people with disabilities have workplace accessibility

### Transform



Beyond the workplace

#### Diversity in our clinical trials

YoY % increase of clinical trials achieving diversity targets

#### Strengthen our commitment with society

100% of senior leaders are active in CSR programs

#### Economic development of our communities

<€1.5b is spent with small and diverse suppliers

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# Appendices Governance



# Curent membership of the *Board of Directors*



*Serge Weinberg*  
Chairman of the Board, Independent Director



*Paul Hudson*  
CEO, Director



*Christophe Babule*  
Director



*Rachel Duan*  
Independent Director



*Lise Kingo*  
Independent Director



*Patrick Kron*  
Independent Director



*Wolfgang Laux*  
Director representing employees



*Antoine Yver*  
Independent Director



*Barbara Lavernos*  
Director



*Fabienne Lecorvaisier*  
Independent Director



*Gilles Schnepf*  
Independent Director



*Diane Souza*  
Independent Director



*Thomas Südhof*  
Independent Director



*Yann Tran*  
Director representing employees



*Carole Ferrand*  
Independent Director



*Emile Voest*  
Independent Director

## An independent, experienced and diversified *Board of Directors*

### Post 2022 AGM, 16 directors

- Widely independent (10 out of 13<sup>1</sup>) and gender sensitive (43%<sup>2</sup>)
- International (7 non-French directors, i.e. 43%)
- 2 directors representing employees

### Continued implementation of its roadmap with a controlled and progressive renewal:

- Increasing scientific skills, especially in oncology
- Maintenance of key skills, particularly in accounting and finance
- Strengthening knowledge in the field of CSR

**Renewal of the terms of** Paul Hudson, Christophe Babule, Patrick Kron and Gilles Schnepf  
**Appointment of** Carole Ferrand, Emile Voest and Antoine Yver

1. Subject to the approval of the general shareholders meeting and percentage not taking into account directors representing employees, pursuant to the recommendations of the AFEP-MEDEF Corporate Governance Code

2. Percentage not taking into account directors representing employees, pursuant to the relevant regulation

# Appointments, Governance and CSR committee

Chaired by **Gilles Schnepf** since January 2022

---

4 out of 5 independent members

---

5 meetings in 2021

- Succession plan for the Chief Executive Officer and the Chairman
- Changes in the composition of the Board of Directors and its committees and changes to the Executive Committee in line with the *Play to Win* strategy
- Governance roadshow campaign arranged for the main investors in Sanofi
- Monitoring of changes in gender balance within executive bodies
- Review of the CSR policy and reflections on new orientations

Attendance rate

**100%**



## Paul Hudson's variable compensation for 2021

Fixed compensation for Paul Hudson amounting to €1,300,000

Variable compensation for Paul Hudson amounting to €2,308,800

---

### Objectives are 50% based on specific individual objectives:

- Sales growth (10%)
- Business net income (10%)
- Free cash flow (10%)
- Business operating income margin (10%)
- Growth of key new assets (10%)

---

### And 50% based on financial criteria:

- Business transformation (15%)
- Organization and people (7.5%)
- Pipeline (12.5%)
- CSR (15%)

# Paul Hudson's variable compensation for 2021

## CSR assessment

		Type	Weight	Target/ maximum	Attainment level	Comments	Pay out
CSR	Reshape of CSR organization and governance	Quantitative/ Qualitative	15%	22.5%/ 37.5%	115.0%	CSR organization and governance redefined: Head of CSR in place, country network in place, regular reporting to Executive Committee and Board in place	25.88%
	Enhancement of Sanofi's commitments in CSR					<ul style="list-style-type: none"> <li>• Clear objectives set: 4 pillars/ 13 priorities</li> <li>• 58% renewable energy (ahead of target)</li> <li>• Global Health Unit officially launched and first core projects ongoing</li> <li>• Definition and launch of the new company ambition, purpose and branding in-line with the Play to Win strategy</li> </ul>	
	Reinforcement of the monitoring of compliance roadmap/objectives					<ul style="list-style-type: none"> <li>• Global Compliance Officer, Head of Ethics &amp; Business Integrity hired</li> <li>• Digitization of Ethics &amp; Business Integrity accelerated to strengthen the 360° Integrity and Ethics approach</li> </ul>	

# Paul Hudson's compensation for 2022

## Fixed compensation

amounting to €1,400,001

## Variable compensation

It will range from 0% to 250% of his fixed annual compensation, with a target of 150%, and subject to both quantitative and qualitative criteria.

Those objectives are 50% based on financial criteria:

- Sales growth (10%)
- Business net income (10%)
- Free cash flow (10%)
- Business operating income margin (10%)
- Growth of key new assets (10%)

Those objectives are 50% based on specific individual objectives:

- **Business transformation (15%)**  
CHC, Vaccines, General Medicines, Industrial Affairs, Digital, Specialty Care
- **Organization and people (7.5%)**  
Diversity, Culture, Product Portfolio, Succession Pipeline, Evolutive Vaccines Facility, Simplification
- **Pipeline (12.5%)**  
Preclinical: M1 (Lead selection), M2 (Candidate selection), First in Human, Pivotal Studies, Submissions
- **CSR (15%)**  
CO2 emissions, Global access plan, Leaders to citizen initiative, launch of the Sanofi Global Health Unit, modernization of compliance, new ambition Employee Value Proposition, and rollout of new corporate branding

## Performance shares

Award of 82,500 performance shares

In light of Sanofi's performance in the period from 2019 through 2021, during which the "Play to Win" strategy was developed and rolled out, the Board meeting of February 22, 2022 considered it appropriate to review the overall amount of compensation awarded to the Chief Executive Officer compared to that awarded to the Chief Executive Officers of a panel of the world's twelve largest pharmaceutical groups. In this critical key period for the ongoing execution of the Play to Win strategy, the Board decided to increase the Chief Executive Officer's annual fixed compensation and to determine the amount of his equity-based compensation in respect of 2022 such that his overall compensation would increase, while remaining within the limits set by the compensation policy. The other components of his compensation would remain unchanged, and the total compensation of the Chief Executive Officer after those changes would remain within the first quartile of the compensation paid by the panel of companies.

## Gender pay gap

Gender pay gap is driven primarily by higher representation of one gender in traditionally higher and/or lower paid skill sectors/jobs.

---

As of December 2021, Sanofi has an average **global pay gap of 4.3% in favor of women**, mainly driven by our gender distribution in job families and geographic footprint.

---

It is disclosed in the 2021 CSR report.

## Ensuring pay equity

In 2021 we launched a Global Pay Equity Action Plan to track and reinforce practices to ensure and promote pay equity.

This action plan includes three core global commitments:

- Making dashboards available that allow countries to monitor gender pay gaps by job level on a regular basis and to develop action plans to remediate any unjustified pay gaps
- Raising Pay Equity Awareness by strengthening managers' skills in identifying and addressing factors that may impact pay gaps at critical pay steps (hiring, pay reviews etc.)
- Implementing reviews of base salary for employees returning from from parental/family leave

# Sanofi's contribution to the *UN Sustainable Development Goals*

## Access to Healthcare

### Sanofi Global Health Unit (GHU)

#### Ambition

Make affordable 30 essential medicines to treat cardiovascular diseases, diabetes, tuberculosis, malaria, certain neglected tropical diseases, and cancer in the 40 countries with the lowest per capita GDP

Help establish and enhance sustainable healthcare systems for people with chronic diseases that require long-term care

#### 2021 Performance

**Malaria:** 9,276,504 patients treated in 23 countries

**Tuberculosis:** 146,356 patients treated in 28 countries

**NCD:** 40,439 patients treated in 16 countries. SGH and Medtronic Labs to collaborate to expand access to healthcare in LMICs

#### 2020 Performance

Sanofi Global Health Unit launched in May 2021

#### Contribution to SDGs

**SDG 3.3:** By 2030, end the AIDS epidemic, tuberculosis, malaria and neglected tropical diseases, and combat hepatitis, water-borne diseases, and other communicable diseases

**SDG 3.4:** By 2030, reduce by one-third premature mortality from noncommunicable diseases through prevention and treatment and promote mental health and well-being



### Infectious diseases

#### Ambition

Help eliminate sleeping sickness by 2030

Help eradicate polio

#### 2021 Performance

1.6 million patients tested for Human African Trypanosomiasis (HAT)-663 patients treated

50.5 million IPV doses supplied to UNICEF for Gavi-eligible countries

#### 2020 Performance

2.8 million patients tested for HAT 992 patients treated Fexinidazole available in DRC Renewal of partnership with WHO on NTDs

66 million IPV doses supplied to UNICEF for Gavi-eligible countries

#### Contribution to SDGs

**SDG 3.3:** By 2030, end the AIDS epidemic, tuberculosis, malaria and neglected tropical diseases, and combat hepatitis, water-borne diseases and other communicable diseases



# Sanofi's contribution to the *UN Sustainable Development Goals*

## Access to Healthcare

### Noncommunicable diseases

#### *Ambition*

Help reduce the burden on low- and intermediate-income countries of noncommunicable diseases like childhood cancer, diabetes and mental health disorders

Donate 100,000 vials a year to treat people with rare diseases, via our Humanitarian Program

#### *2021 Performance*

New partnerships with the Qatari and Algerian health ministries, and with stakeholders in Spain, to roll out the KiDS program in 2022

Through the My Child Matters program, 127,000 children with cancer have been treated globally

1,083 patients treated  
109,677 vials donated

#### *2020 Performance*

Philippines was the tenth country to be added to the program after India, Brazil, the United Arab Emirates, Pakistan, Egypt, Poland, Japan, Hungary and Argentina

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

110,000 vials donated

#### *Contribution to SDGs*

**SDG 3.4:** By 2030, reduce by one-third premature mortality from noncommunicable diseases through prevention and treatment and promote mental health and well-being



# Sanofi's contribution to the *UN Sustainable Development Goals*

## Human Capital

### Gender balance

#### *Ambition*

Achieve gender balance in Sanofi Senior Leaders by 2025

#### *2021 Performance*

40.1%

#### *2020 Performance*

38.8%

#### *Contribution to SDGs*

**SDG 5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life

Achieve 40% of women in executive posts by 2025

34.2%

31.3%





# Sanofi's contribution to the *UN Sustainable Development Goals*

## Corporate Citizenship

### Decent work

#### Ambition

Reduce the total occupational injury frequency rate (FR)–any employee to below two by 2021<sup>1</sup>

Reduce the lost time injury frequency rate–any employee to below 1.4 by 2021<sup>1</sup>

#### 2021 Performance

Total occupational injury FR–any employee: 1.98

Lost time injury FR–any employee: 1.24

#### 2020 Performance

Total occupational injury FR–any employee: 1.73

Lost time injury FR–any employee: 1.13

#### Contribution to SDGs

**SDG 8.8:** Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants and those in precarious employment



### Communities

#### Ambition

In France, reach 10% of work/study placements occupied by young people from deprived urban areas

#### 2021 Performance

8.5%

#### 2020 Performance

5.3%

#### Contribution to SDGs

**SDG 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



<sup>1</sup> "Any employee" includes Sanofi employees, temporary workers and subcontractors.

# Sanofi's contribution to the *UN Sustainable Development Goals*

## Healthy Planet

### Climate change - carbon footprint (CO<sub>2</sub> emissions)

#### Ambition

Industrial, R&D and tertiary sites for Scopes 1 and 2 (including medical rep fleet): 55% reduction in greenhouse gas emissions (CO<sub>2</sub> equivalent) by 2030 (relative to 2019)

Carbon neutrality by 2030 and net-zero emissions by 2050 (Scopes 1, 2 and 3)

#### 2021 Performance

-25%

#### 2020 Performance

-15%

#### Contribution to SDGs

**SDG 13:** Take urgent action to combat climate change and its impacts



## Water

#### Ambition

Industrial, R&D and tertiary sites quantitative objective: 15% reduction in water consumption by 2030 (relative to 2019)

Qualitative objective: Implementation of efficient water management plans by 2025 for 100% of our priority sites, and by 2030 for all our sites

#### 2021 Performance

-11%

List updated: 12 priority sites

#### 2020 Performance

-5%

Worldwide campaign ongoing

#### Contribution to SDGs

**SDG 6.4:** By 2030, considerably increase rational use of water resources in all sectors, and guarantee the viability of all withdrawals and supplies of fresh water so as to take account of water scarcity and sharply reduce the number of people suffering from water shortages



# Sanofi's contribution to the *UN Sustainable Development Goals*

## Healthy Planet

### Waste

<i>Ambition</i>	<i>2021 Performance</i>	<i>2020 Performance</i>	<i>Contribution to SDGs</i>
Reuse/recycle/recover at least 90% of our waste by 2025	74%	73%	<p><b>SDG 12.4:</b> By 2020, achieve environmentally sound management of chemicals and all wastes throughout their lifecycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p> <p><b>SDG 12.5:</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>
Achieve landfill disposal rate of below 1% of total waste by 2025	7%	7%	



### Sustainable management of products

<i>Ambition</i>	<i>2021 Performance</i>	<i>2020 Performance</i>	<i>Contribution to SDGs</i>
All new products to be eco-designed by 2025	4 lifecycle assessments conducted	Program Launch	<p><b>SDG 12.4:</b> By 2020, achieve environmentally sound management of chemicals and all wastes throughout their lifecycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p> <p><b>SDG 12.5:</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>
No vaccines supplied in blister packs by 2027	Percentage of blister vaccines: 29%	Percentage of blister vaccines: 25%	



# Sanofi's contribution to the *UN Sustainable Development Goals*

## Healthy Planet

### Pharmaceutical products in the environment

#### *Ambition*

Monitor, manage and reduce emissions on 100% of manufacturing sites by 2025

#### *2021 Performance*

Specific programs engaged on 63% of manufacturing sites

#### *2020 Performance*

Specific programs engaged on 100% of priority manufacturing sites (50% of manufacturing sites)

#### *Contribution to SDGs*

**SDG 6.3:** By 2030, improve water quality by reducing pollution, eliminating dumping of waste at sea, reducing emissions of chemicals and hazardous materials to a minimum, reducing by half the proportion of untreated waste water, and significantly scale up recycling and reuse globally with no threat to water



### Biodiversity

#### *Ambition*

Biodiversity protection programs at all sites located close to sensitive natural spaces by 2025

#### *2021 Performance*

Biodiversity risks at our site assessed

#### *2020 Performance*

Various initiatives implemented on sites

#### *Contribution to SDGs*

**SDG 6.3:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss



<sup>1</sup> "Any employee" includes Sanofi employees, temporary workers and subcontractors.

# Sanofi ESG Q1 *achievements*

## Affordable access



### Global Health Unit #Patients treated

FY 2021	Q1 2022
<b>Malaria</b> 9,276,504 23 countries	<b>Malaria</b> 1,024,170 8 countries ●
<b>Tuberculosis</b> 146,356 28 countries	<b>Tuberculosis</b> 35,094 11 countries ●
<b>NCD</b> 40,439 16 countries	<b>NCD</b> 46,300 12 countries ●

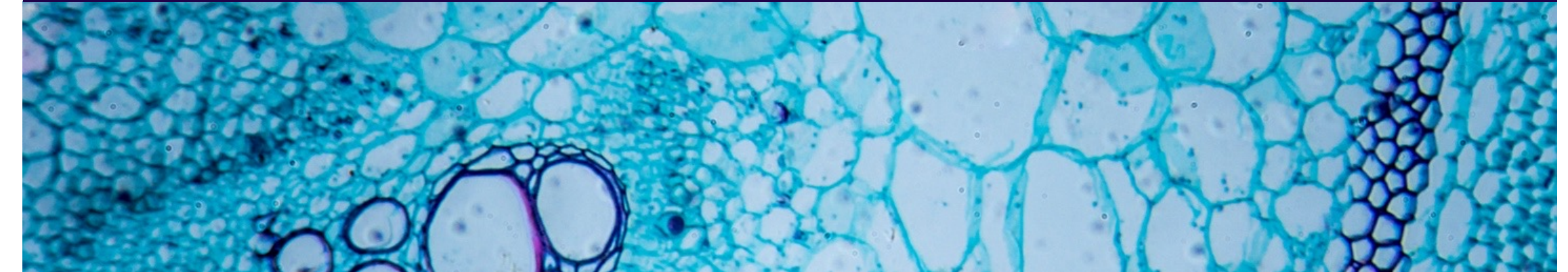
### Vials donation

FY 2021	Q1 2022
<b>1,083</b> patients treated	<b>998</b> patients treated ●
<b>109,677</b> vials donated	<b>22,682</b> vials donated ●

### Global access plan

Q4 2021	Q1 2022
Pilot phase in progress	●●

## R&D for unmet needs



### Eradicate Polio

FY 2021	Q1 2022
<b>50.5million IPV doses</b> supplied to UNICEF	<b>16million IPV doses</b> supplied to UNICEF ●

### Eliminate sleeping sickness

<b>1.6m</b> patients tested for HAT	KPI updated at Q2 2022
<b>663</b> patients treated	

### Develop innovative medicines

FY 2021	Q1 2022
<b>2</b> assets identified; preclinical studies started	<b>1</b> of the 2 assets <b>in protocol preparation for clinical study</b> ●

# Sanofi ESG Q1 *achievements*

## Healthy Planet



### Blister-free vaccines

Q4 2021	Q1 2022
29% of blister free vaccines produced	Data updated annually

### Eco-design

Q4 2021	Q1 2022
4 LCAs conducted	4 LCAs completed & 1 in progress
	Eco-design digital solutions project launched

### Scope 1 & 2 GHG emissions reduction

Q4 2021	Q1 2022
-25% vs 2019	-26% vs 2019

### Renewable electricity & eco-car fleet

Q4 2021	Q1 2022
50% renewable electricity	61% renewable electricity
26.2% eco-fleet	28.7% eco-fleet

## Inclusive workplace



### Diverse Senior Leadership

Q4 2021	Q1 2022
34.2% of our executives and 40.1% of our senior leaders were women	35.1% of our executives and 40.4% of our senior leaders were women

### Strengthen social & economic engagement in all communities where we operate

FY 2021	Q1 2022
4,975 volunteers	Next update in Q2 2022
26,906 hours	

### From Leaders to Citizens

Q4 2021	Q1 2022
Rollout planned in 2022	

# Sanofi *pioneers sustainable finance* in the pharma sector

Committed to integrating sustainability within Play to Win strategy and investment and financing strategy

March 2022

## Sustainability-Linked Bond

The coupon amounts are **linked to the achievement of a sustainability performance target**

The sustainability performance target is:

**Sanofi Global Health to provide essential medicines to 1.5 million patients** by the end of 2026 starting from 2022 (cumulative)



## S&P Global Ratings

“Sanofi has a *strong sustainability focus* on the affordability of medicines, protecting the environment, and promoting the wellbeing of its workforce.”

**ESG profile score**

*80/100*

**Preparedness opinion (score impact)**

*Strong (+6)*

ESG evaluation

**86**/100

# Sanofi ESG ratings

## Rating agencies



### SCORE

86/100	22 Medium risk	86/100	A	Climate Change: A Water: A	B	4.2/5	3.47/5	92%	62/100
New rating	▲ 22.9	▲ 84/100	▲ B	▲ A-	= B	= 4.2/5	▲ 2.49/5	▲ 90%	▲ 58/100
One of the highest scores across all sectors globally 80 points for its solid fundamentals & strong preparedness opinion of 6 points	11th among 483 pharmaceutical companies	2 <sup>nd</sup> in ranking among 91 pharmaceutical companies	4th among the 6 largest pharmaceutical companies	Leading position	In the Top 3 companies among 391	With very high rating across the 3 pillars ESG	Top 5 company	Sanofi's disclosure score well above sector disclosure score (74%)	1st pharmaceutical company out of 57 Score in progress since 2018

▲ Vs previous rating

Scores assigned by the rating agencies are not equivalent.