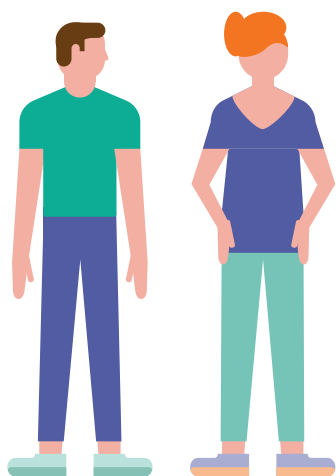


OUR STAKEHOLDERS

As a global leader in human health, Sanofi interacts with a broad range of stakeholders.

EMPLOYEES



- Sanofi employees
- Trade unions' network

BUSINESS PARTNERS



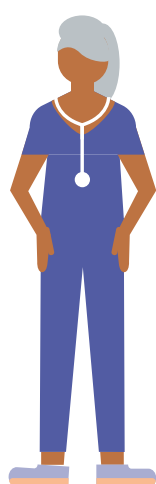
- Pharmaceutical industry associations (FPMA, EFPIA, PhRMA, LEEM,...)
- Other pharmaceutical companies
- Customers (distributors, pharmacies, public entities, hospitals)
- Suppliers and subcontractors

INVESTORS



- Shareholders
- Institutional investors
- Socially responsible investors
- Ratings agencies

HEALTHCARE PROFESSIONALS



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

PATIENTS



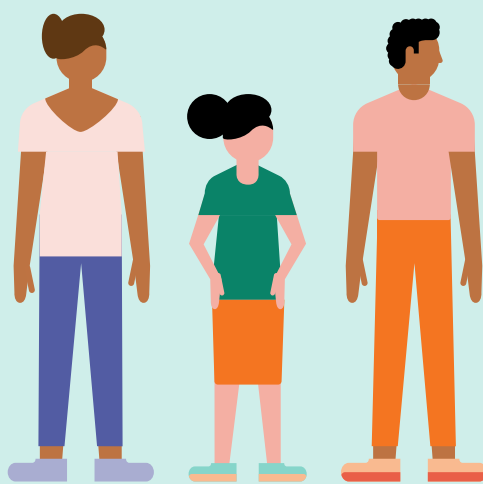
- Patients
- Patient associations
- Patient communities
- Caregivers
- Consumers

AUTHORITIES AND PAYERS



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

LOCAL COMMUNITIES



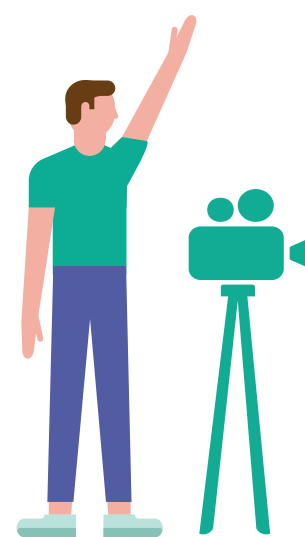
- Local residents
- Economic players including small and medium enterprises (SMEs)
- Schools, colleges and universities
- Citizens

INTERNATIONAL AND LOCAL ORGANIZATIONS



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

MEDIA



- Journalists
- CSR experts
- Social media influencers