EXECUTIVE SUMMARY

Facing changes in the industry, Sanofi has continued its transformation in 2021 in order to fulfill its mission as a leader in Healthcare, at the cutting edge of innovation.

The arrival of Paul Hudson as Chief Executive Officer, in September 2019, has led to the definition of a new strategy that was implemented during the first quarter of 2020, which is structured around four main priorities that will boost the Company’s growth and innovation potential: focus on growth, lead with innovation, accelerate efficiency and reinvent how we work.

This factsheet gives a global vision of Sanofi’s business model and how it creates value at each step of its value chain and how this value is distributed for the benefit of its stakeholders.
1.1. BUSINESS MODEL

2021 facts and figures:

We operate in **90 countries** around the world
Our medicines and vaccines are available in more than **170 countries**

An *international* and *diversified* share ownership

As of December 31, 2021

- L’Oréal: 9.4%
- Individual Shareholders: 5.3%
- Employees: 1.9%
- Miscellaneous: 3.9%
- Institutional Investors: 77.7%
- United States: 31.9%
- United Kingdom: 13.3%
- France: 12.8%
- Canada: 1.4%
- Other European: 7.4%
- Asia: 3.1%
- Rest of the world: 1.1%

1,252,542,734 shares

Workforce: more than **95,000 employees**

- Production and Supply Chain: 39%
- Research and Development: 17%
- Sales Force: 22%
- Marketing and Support Functions: 22%

Suppliers: **52,563 in 128 countries**

- OECD countries: 90%
- Non-OECD countries: 10%

€14.1 bn in purchasing

~20
R&D sites

~70
Production sites
1.2. VALUE CREATION

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

- Pharmaceutical contributions paid to healthcare systems: €5.6bn
- Addressing public health needs:
  - 4.3 million patients treated against malaria
  - 50.5 million inactivated polio vaccine doses supplied to UNICEF for GAVI countries
  - 1,080 rare disease patients in 70 countries treated through our humanitarian aid program
- Launch of Sanofi Global Health, a nonprofit unit which, aims to provide 30 of our essential medicines across to patients in 40 of the lowest income countries and support integrated healthcare programs.

Social Value

- Personnel costs: €93bn
- 8.5% of work-study contracts awarded to young people from priority neighborhoods under the PNOMTE initiative, the French government's urban renewal policy
- Gender parity ambition 2025: gender parity among Sanofi senior leaders
- Mobilizing for the planet:
  - 11% reduction in water consumption since 2019
  - 25% reduction of CO₂ emissions since 2019

Economic Value

- Dividends: €4.0bn paid out to our shareholders
- Proposed dividend of €3.33 per share to be submitted for approval to the 2022 Annual General Meeting, the 28th consecutive year in which we have increased our dividend
- Suppliers: €14.1bn Sanofi spend
- Income tax and other taxes paid: €2.0bn

1 2020 dividends paid in 2021
2 Based on business operating income, income tax expense amounted to €2.373 billion. The effective tax rate based on our business net income was 22.9% in 2021. Other taxes and taxes amounted to more than €2.000 billion.

All data 2021 unless otherwise indicated
1.3. VALUE DISTRIBUTION

Our 2021 performance:

Our Stakeholders: as a global leader in Human Healthcare, we interact with a broad range of stakeholders.
For more information, see our Publications: Integrated Report 2021.