

BUSINESS MODEL, VALUE CREATION AND VALUE DISTRIBUTION

EXECUTIVE SUMMARY

Facing changes in the industry, Sanofi has continued its transformation in 2020 in order to fulfill its mission as a leader in Healthcare, at the cutting edge of innovation.

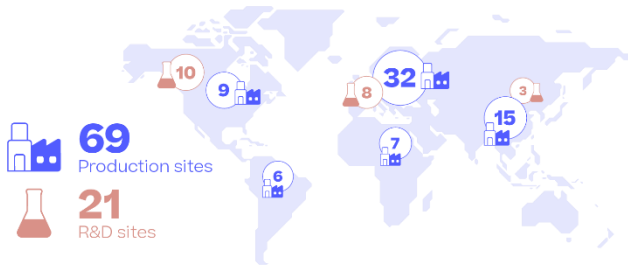
The arrival of Paul Hudson as Chief Executive Officer, in September 2019, has led to the definition of a new strategy that was implemented during the first quarter of 2020, which is structured around four main priorities that will boost the company's growth and innovation potential: focus on growth, accelerate scientific innovation, increase operational efficiency and rethink ways of working.

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.

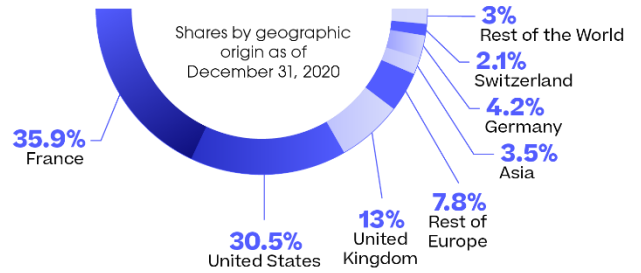
1.1. Business Model

2020 key facts and figures :

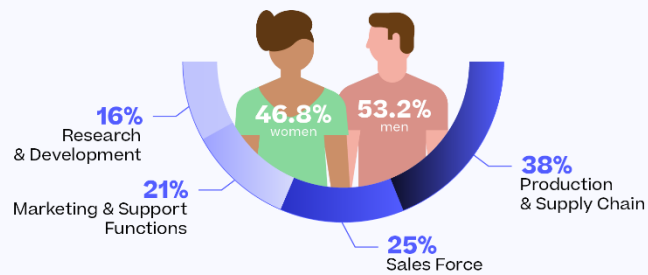
Present in around **90 countries**



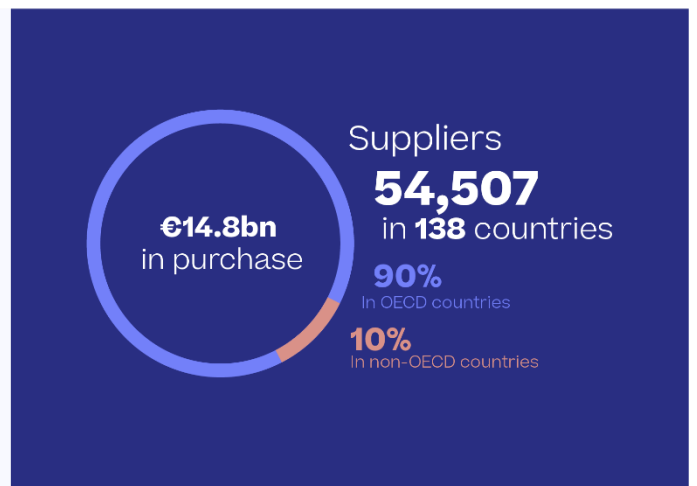
An international share ownership



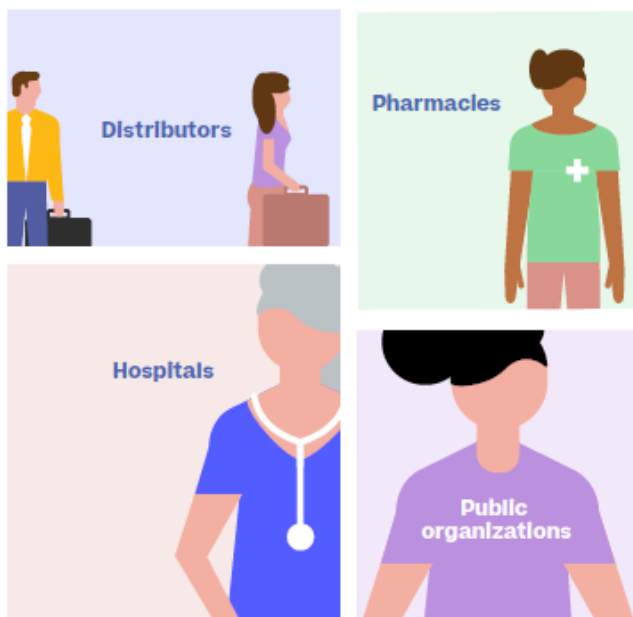
Workforce: almost **100,000 employees**



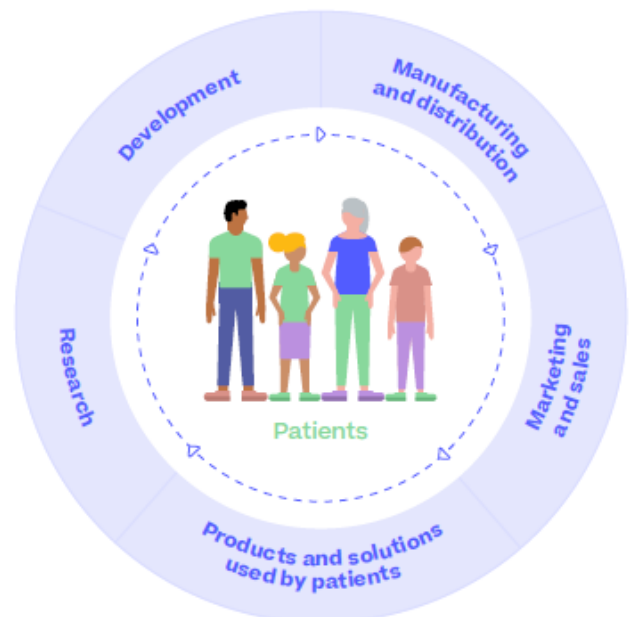
All figures as of December 2020, unless otherwise indicated



Customers



Value chain

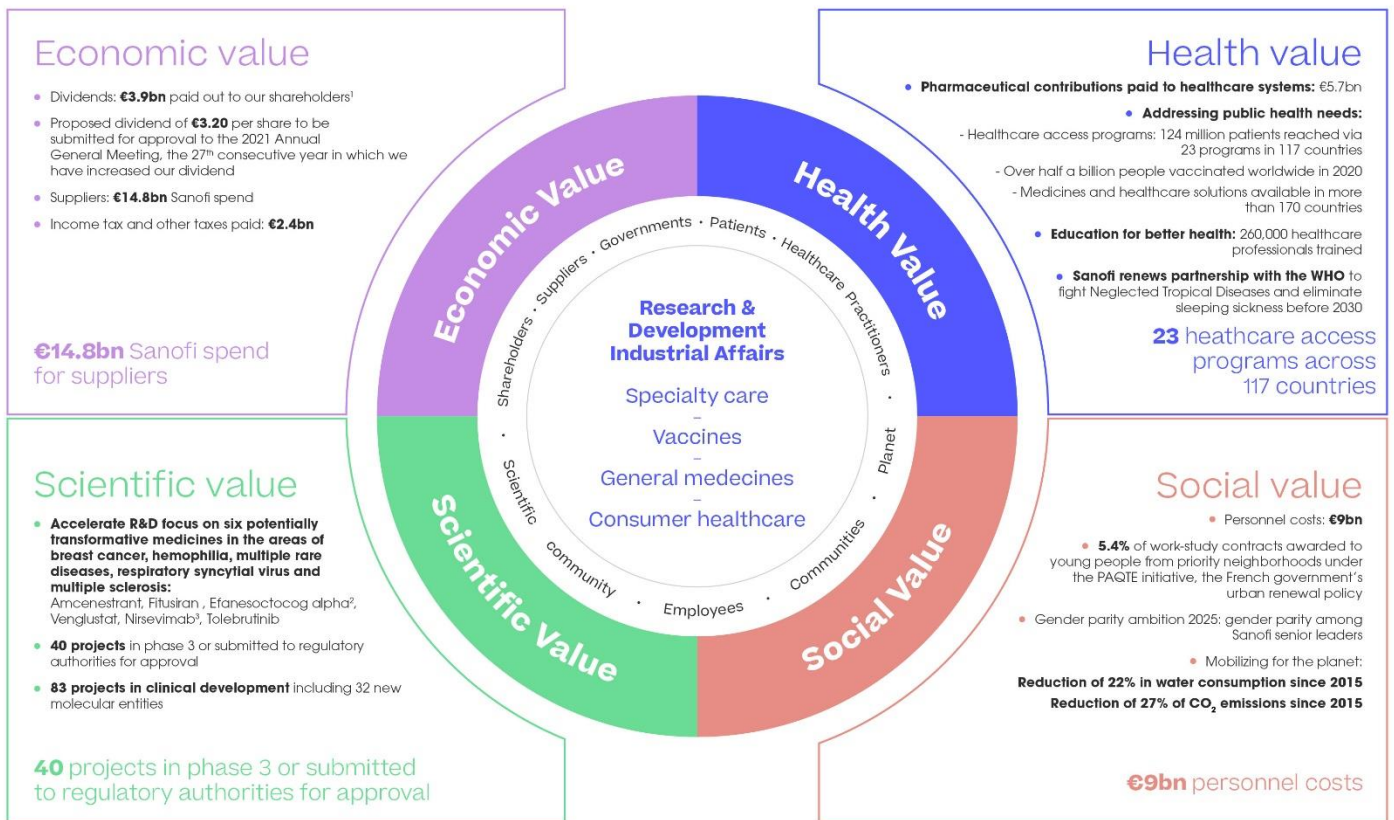


1.2. Value Creation

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.

Long-term value

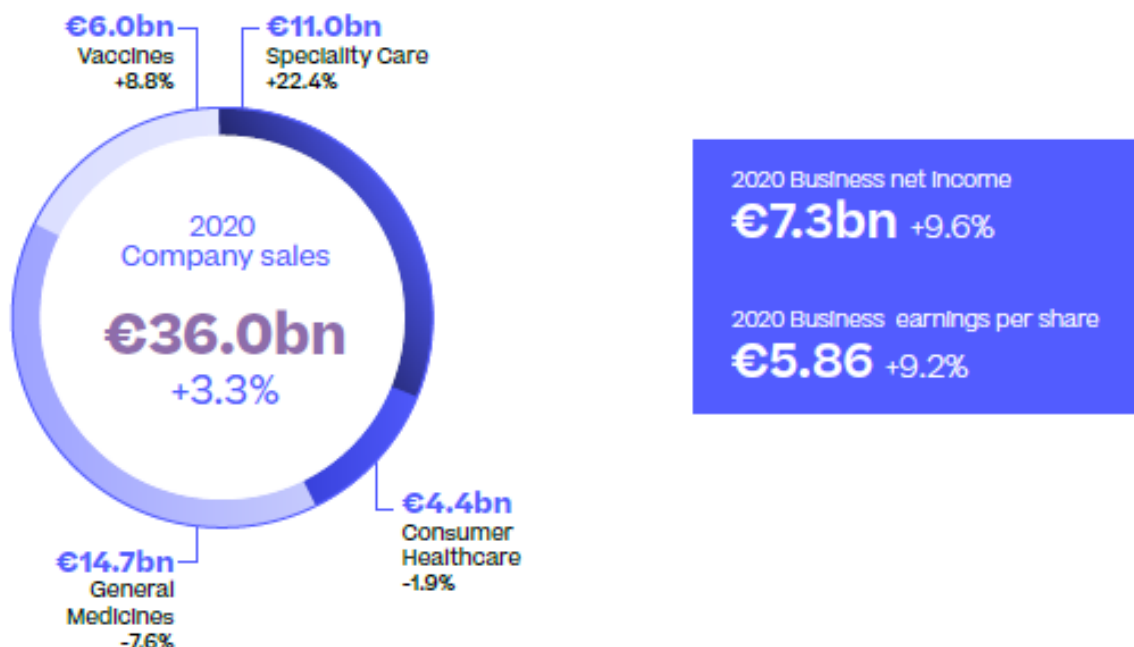
Our value creation



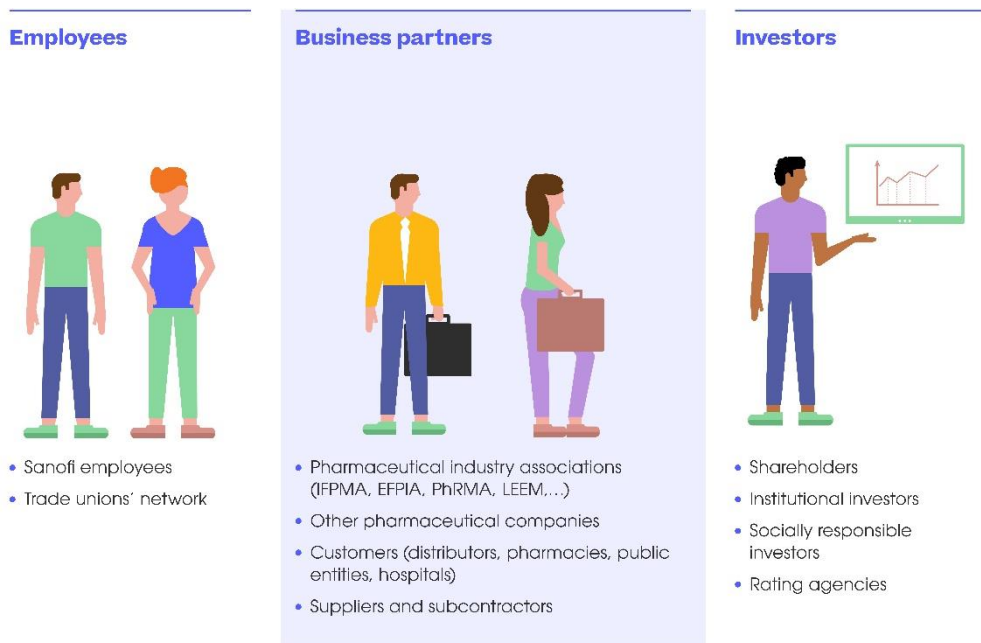
¹ 2019 dividends paid in 2020. ² In partnership with Swedish Orphan Biovitrum (Sobi). ³ In partnership with AstraZeneca. All data: 2020 unless otherwise indicated

1.3. Value Distribution

Our 2020 performance



Our Stakeholders : As a global leader in Human healthcare, we interact with a broad range of stakeholders.



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

For more information, see our Integrated Report 2020 in our [Financial & CSR reports Publications](#).