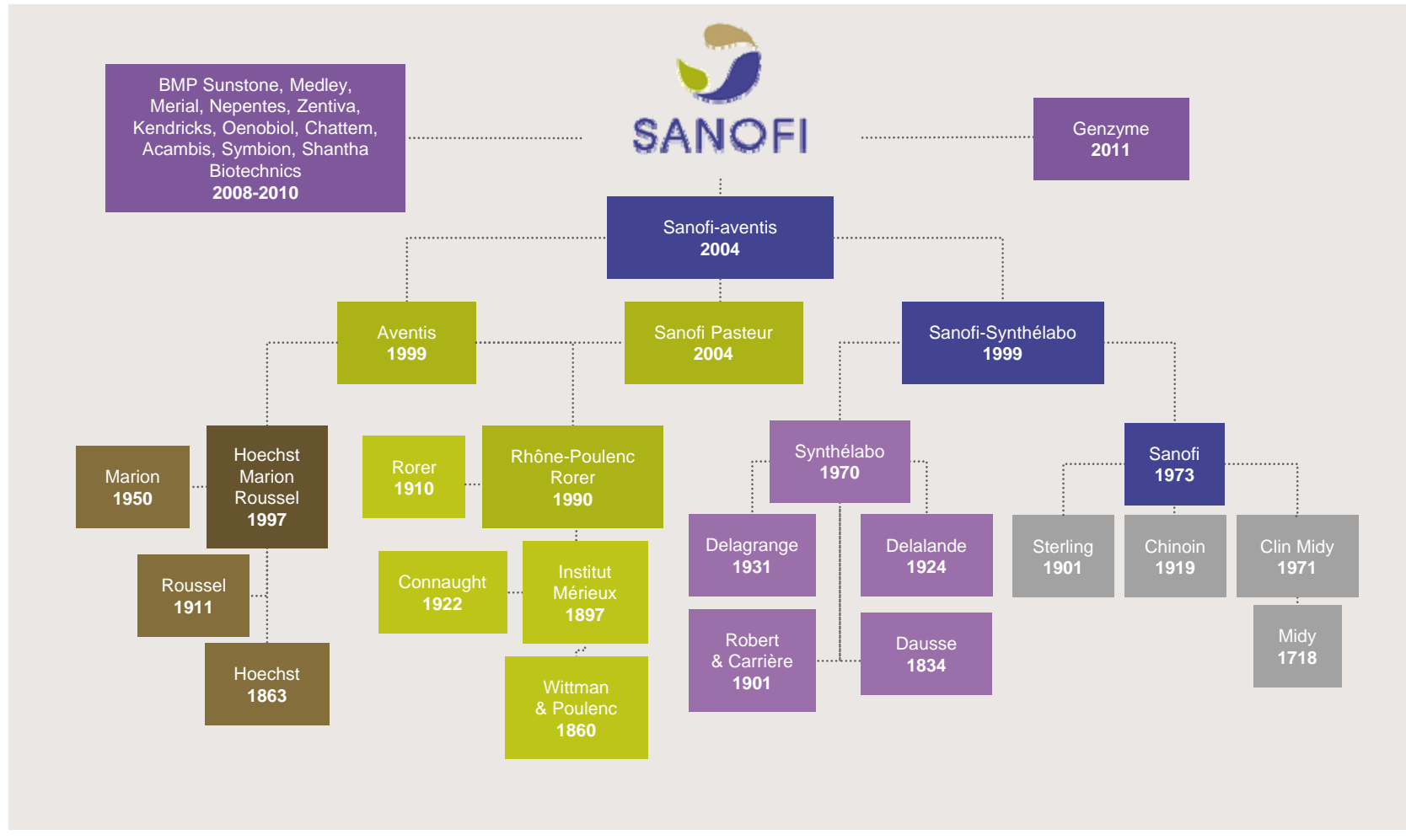


A microscopic view of cells, likely from a biological specimen, showing various shapes and colors (pink, purple, yellow) against a dark background. The cells are arranged in a dense, somewhat irregular pattern.

European Business Development Conference

October 07/08, 2014

Our Heritage: A Long Tradition in Health



Our Group

We are a **global healthcare company** engaged in the research, development, manufacturing and marketing of healthcare solutions.

€33 bn*

In sales in 2013

* €32,951 M

R&D

- **45%** of revenues generated by biologics
- **80%** of development projects are biologics
- **46** Molecules & vaccines in the R&D portfolio (**incl. 12 in late stage)

112

Industrial sites
in 41 countries

Present
in more than
100
countries

More than
110 000
employees

A diversified offer

of pharmaceuticals,
vaccines and
innovative therapeutic
solutions

Information of December 31st 2013

** 2014 second quarter results (July 2014 without Life Cycle Management):
12 are in Phase III or have been submitted to the health authorities for approval.

Turning the Titanic

E. A. Zerhouni, Turning the Titanic. *Sci. Transl. Med.* 6, 221ed2 (2014).

The movie *Titanic* has a powerful take-home message for Big Pharma:
Turning an ocean liner requires a time-consuming and complex series of maneuvers that, if botched, can yield catastrophic consequences.



Turning the Titanic

E. A. Zerhouni, Turning the Titanic. *Sci. Transl. Med.* 6, 221ed2 (2014).

Better to scrap the linear model of drug development in favor of:

- a network of activities
- conducted by smaller maneuverable partnerships fueled by diverse stakeholders and
- a freer, bidirectional flow of scientific information

The ultimate goal of turning the Titanic is innovation that enhances prevention, diagnosis and treatment.

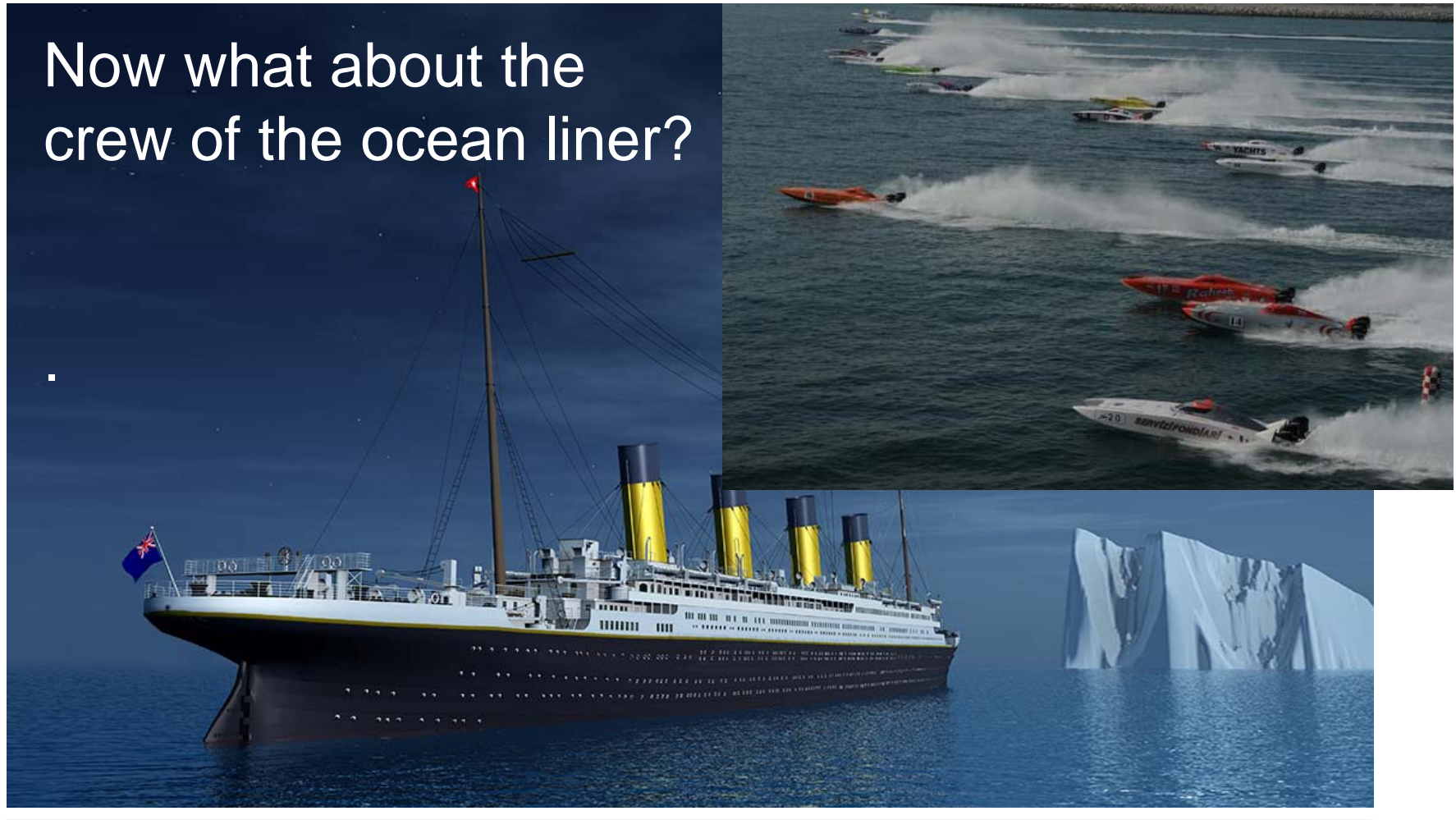
Global Partnership Network

- Sanofi is growing internally, as well as through:
 - Academic and biotech partnerships and selective acquisitions
 - Partnerships with patient advocates/groups
 - Industry partnerships, i.e. Sanofi Sunrise

Turning the Titanic

E. A. Zerhouni, Turning the Titanic. *Sci. Transl. Med.* 6, 221ed2 (2014).

Now what about the crew of the ocean liner?

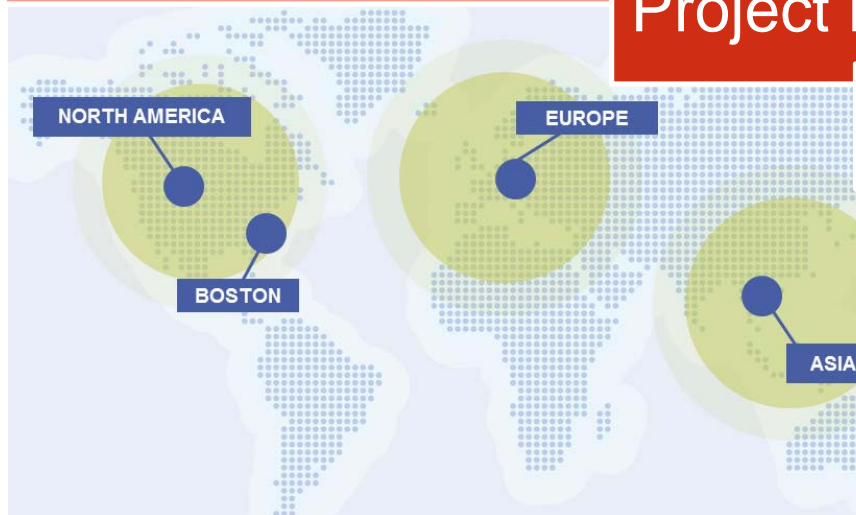


Our Human Resources Agenda: Get fit for the future

Global Strategy & Governance + R&D Hubs

Project Management

People Skills



From Scientists to Science Mgrs.
From Execution to Achievement
From Management to Leadership

The success of
partnerships is based
on the skills of partners!



Further information:
www.sanofi.com

SANOFI
CORPORATE COMMUNICATIONS
54, RUE LA BOÉTIE
75008 PARIS, FRANCE
TEL. +33 (0)1 53 77 40 00

For partnering:
<http://en.sanofi.com/partners/partners.aspx>