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

Scientific discoveries don't happen overnight or without hard work. But our determination to find answers for patients motivates us to develop breakthrough medicines and vaccines. And to never settle. Today, we are a company driven by a unifying purpose and a common ambition. With a new brand purpose – to chase the miracles of science to improve people's lives – we are redefining who we are and why we exist, with greater clarity for our people, partners, patients and healthcare professionals. Our new unifying brand and logo carve out a unique space in the healthcare industry, in sync with our new purpose.

We have embarked on an exciting journey of driving strategic innovations and delivering sustainable solutions that facilitate well-being and wellness around the world. We are working at the frontiers of science to discover and develop life-changing medicines that create value for society and benefit patients everywhere.



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FY 2021 highlights

INR 29,566 million
Revenue from operations
⧡ 1.88%

INR 8,369 million
EBITDA
⧡ 4.23%

INR 9,444* million
Profit after tax
⧡ 97.74%

*Includes exceptional items

➤ Read more on page 04

⧡ Y-o-Y growth

SANOFI INDIA AT A GLANCE

Innovating for a healthier life

Sanofi India has been at the forefront in every Indian's health journey, engaging across the health cycle – from wellness, treatment and patient support to capacity building. We offer a wide array of innovative medicines across key therapeutic areas. We also export our products to many developed as well as developing countries.

Our market-leading brands reflect our legacy of proven scientific proficiency, quality and reliable supply. Combining breakthrough science with advanced technology, we strive to find new solutions to improve the health of communities. We have continued to align ourselves with India's healthcare needs by building expertise, capability and capacity, through continued investments, strategic partnerships and a shared commitment towards patients.

**Therapeutic areas**

Diabetes



Pain



Cardiology



Allergy



Epilepsy

Key facts**Pan-India footprint**

reaching **2,500** distributors and
1,00,000 pharmacies

3 brands within Top 100

pharmaceutical brands in India
(Lantus®, Allegra® and Combiflam®)

Strong industrial presence

1 manufacturing site, **12** Contract
Manufacturing Organisations (CMOs)

65+ years

of commitment in India

Strength of legacy brands

~70% of sales stemming from top **7**
brands, well-entrenched in stakeholder
minds (HCP+patients)

2,505

employees



To know more about Sanofi India, please visit
<https://www.sanofi.in>

SANOFI GLOBAL

We are an innovative global healthcare company, driven by one purpose: we chase the miracles of science to improve people's lives. Our team, across ~100 countries, is dedicated to transforming the practice of medicine by working to turn the impossible into the possible. We provide potentially life-changing treatment options and life-saving vaccine protection to millions of people globally, while putting sustainability and social responsibility at the centre of our ambitions.

90 countries

presence

69

manufacturing sites in 32 countries

21

R&D sites comprising medicines,
clinical research and vaccines



To know more about Sanofi, please visit
<https://www.sanofi.com/en>

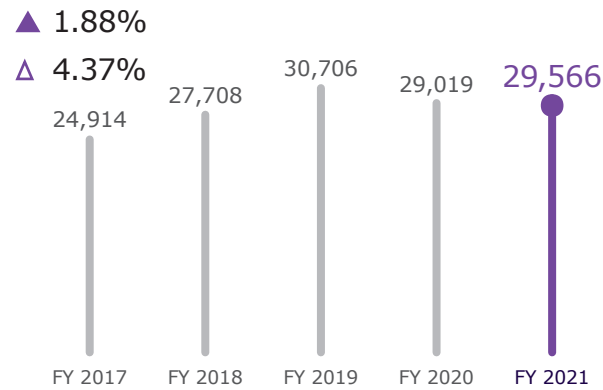
KEY PERFORMANCE INDICATORS

Delivering healthy growth

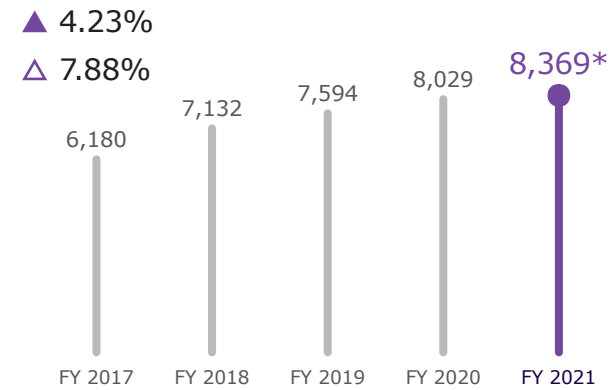
PROFIT AND LOSS INDICATORS

Revenue from operations

(INR in million)

*EBITDA*

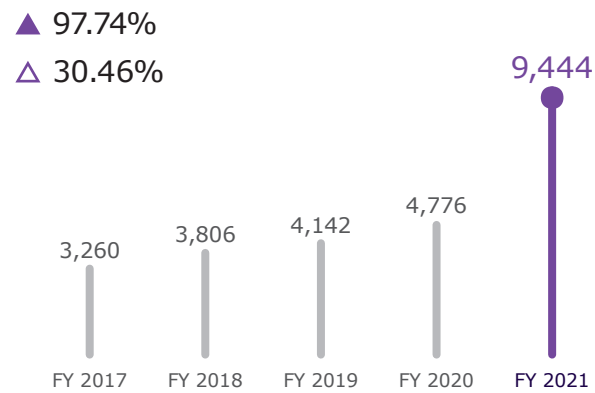
(INR in million)



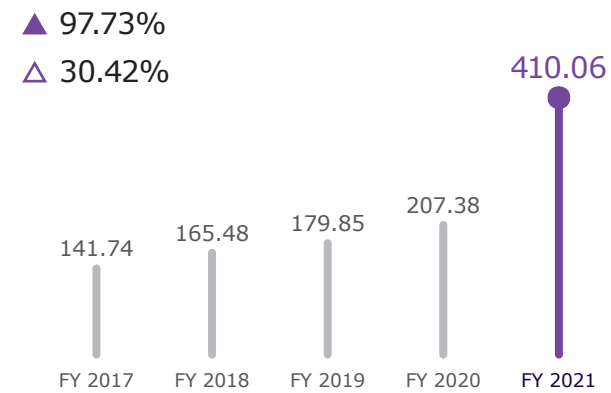
*Earnings are before exceptional items

PAT#

(INR in million)

*Earnings per share#*

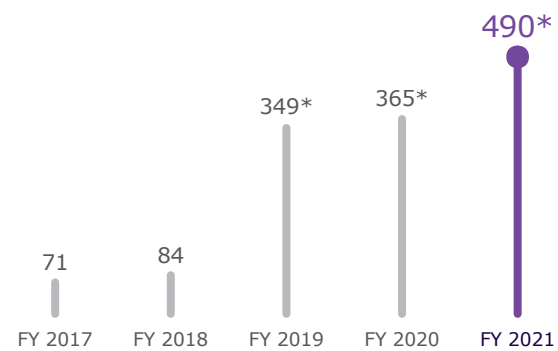
(INR)



SHAREHOLDER INDICATORS

Dividend per share

(INR)



* includes special dividend

▲ y-o-y growth △ 5-year CAGR

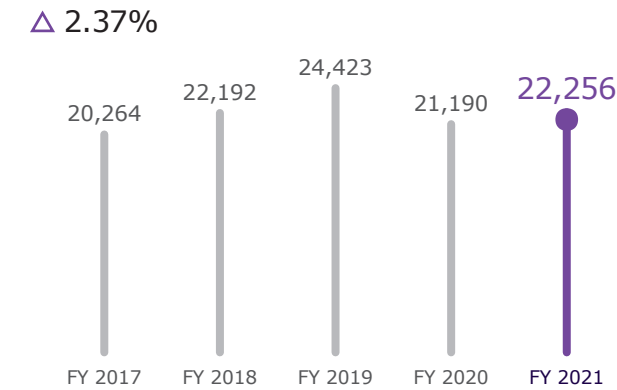
#includes impact of exceptional items



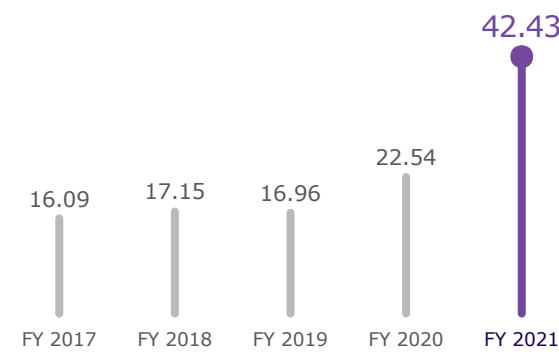
BALANCE SHEET INDICATORS

Net worth

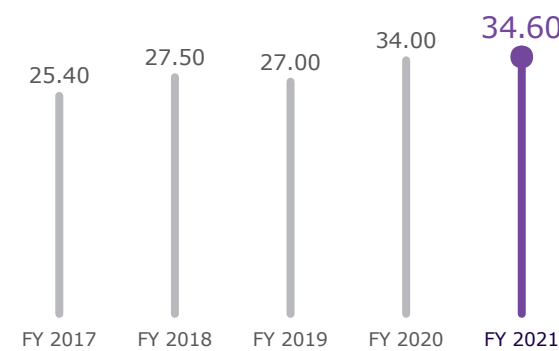
(INR in million)

*Return on equity#*

(%)

*Return on capital employed*

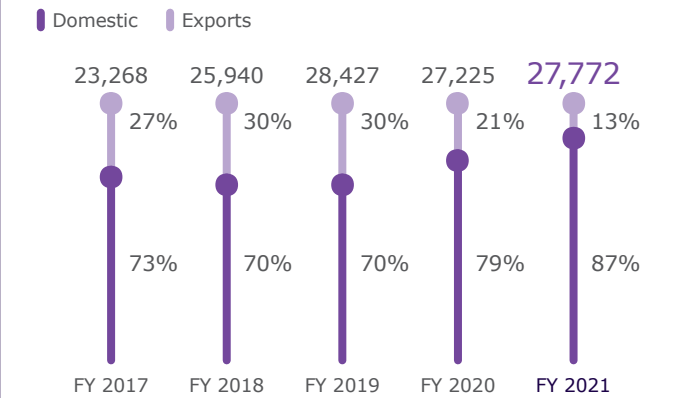
(%)



#includes impact of exceptional items

Sales Mix

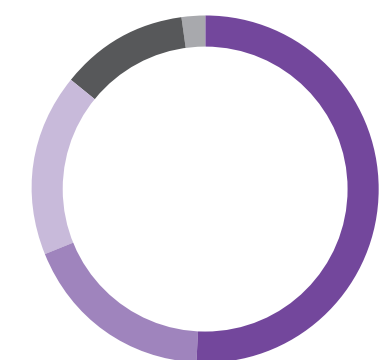
(INR in million)



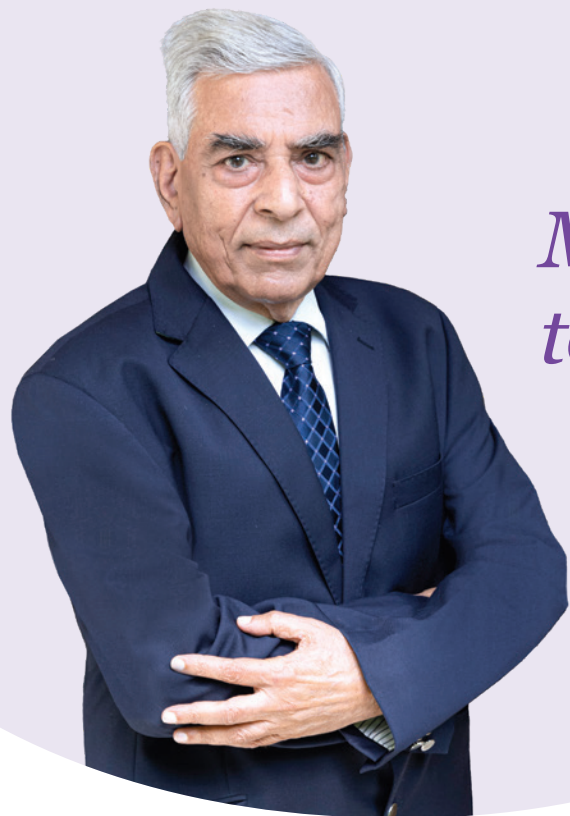
Sale of Ankleshwar manufacturing facility in 2020 resulted in decline of export sales

FY 2021 revenue distribution

(INR in million)



CHAIRMAN'S MESSAGE



Making a difference to people's lives

Dear Shareholders,

The last year saw India and the rest of the world begin to recover from the substantial disruptions caused by COVID-19 but with the repeating waves of the pandemic and the recent geo-political tensions, it is likely that the business environment will remain volatile for some more time. Despite this, it is indeed encouraging to note that in the long-term, India continues to raise expectations of being amongst the fastest growing economies in the world. The pandemic highlighted the shortcomings in India's healthcare infrastructure and the government has already increased the outlay to build capabilities for the future. All this augurs well for the Indian pharmaceutical industry.

Through all the uncertainties, it was heartening to see organisations with a clear purpose and responsible leadership continue to rapidly reinvent themselves and stay future relevant.



During the year, your Company has successfully implemented a variety of transformational initiatives to deliver market-beating growth in key therapies thereby, significantly improving its overall financials.

During the year, your Company has successfully implemented a variety of transformational initiatives to deliver market-beating growth in key therapies, thereby, significantly improving its overall financials. During these challenging times, all its employees have worked tirelessly to help patients manage their disease effectively ensuring that there were no major disruptions to the supplies or service to its stakeholders.

Your Company has also pioneered several corporate social responsibility initiatives to improve the management of non-communicable diseases through capacity building and education of stakeholders and communities. As is well-known, your Company transparently follows global ethical practices and strictly adheres to the highest standards of corporate governance. You will find more details of your company's activities in this report.

On behalf of all the Board members, I would like to thank all the employees for their extraordinary perseverance and commitment and all the other stakeholders and shareholders for their trust in all our endeavours.

Look forward to your continued support and best wishes for your well-being.

Yours sincerely,

Aditya Narayan



MANAGING DIRECTOR'S MESSAGE



Transforming the practice of medicine

Dear Shareholders,

At Sanofi, our determination to find answers for patients motivates us to develop breakthrough solutions that make life better for patients, partners, communities, and our own people. We believe that cutting-edge science and manufacturing, fuelled by data and digital technologies, have the potential to transform the practice of medicine, turning the impossible into possible for millions of people around the world. This quest is captured in our new, unifying brand purpose, 'We chase the miracles of science to improve people's lives'.

Through the pandemic, we have evolved and adjusted our business models, introduced new medicines and built future capabilities, while remaining obsessed about our 3S priorities – Safety of employees and partners, uninterrupted Supply of essential medicines and continuously developing new ways to Serve our patients, customers, partners and employees.

Our commitment in helping Diabetes patients was reinforced with the successful launch of Toujeo® in affordable cartridges and the breakthrough TouStar pen. The expansion of our portfolio was supported by Saath7 (our flagship diabetes patient support programme), whose milestone achievements, we have shared with you in earlier annual reports. We continued to extend our global brand Allegra with the launch Allegra® Nasal Duo.

Our long-term commitment to society and our communities was further augmented through our CSR programmes implemented during the year. We expanded our initiatives in the area of Non-Communicable diseases, while stepping up specific support needed for pandemic related relief efforts.



We have evolved and adjusted our business models, introduced new medicines and built future capabilities, while remaining obsessed about our 3S priorities.

I am very proud to share that for four years in a row, your Company has been recognised and certified by the international Top Employer Institute.

The decisions and actions taken by companies like ours are increasingly crucial in shaping the future of our society - whether by helping flatten the curve of the pandemic or with innovative solutions that can transform experiences and outcomes for patients.

I am grateful for the opportunity to have led this organisation and extremely proud of the strong and capable leadership team we now have. This team is fully geared to lead the Company from strength to strength in the times to come. As I move on from the Company, I wish to acknowledge the tremendous encouragement and guidance I have received from the Board of Directors of the Company. I sincerely thank our dear shareholders for their continued support and trust in this wonderful company.

Regards,

Rajaram Narayanan

BUSINESS MODEL

Creating long-term value

We endeavour to increase access to innovative medicines across the world while creating value for all our stakeholders. Our comprehensive approach encompasses our ability to respond to the dynamic demand environment, in addition to identifying market constraints and restructuring processes accordingly, while reducing manufacturing complexities.

Inputs



Financial

Investment in technology enables us to expand our product portfolio, technical capabilities, and reach.



Knowhow and intellectual capital

We use our industry-leading capabilities across our sectors to create sustainable solutions.



Relationships

We enjoy trust and respect across all our markets, and has successful collaborations with industry partners, enable us to achieve our growth objectives.



Natural resources

We source raw materials responsibly and use them as efficiently as possible.



People

We have extensive capabilities across global markets, focused on operational excellence and efficiency.

Activities

Over the last 75 years, Sanofi has been at the forefront in supplying innovative and affordable medicines for patients in India - aligned with our purpose - we chase the miracles of science to improve people's lives.

We offer therapeutic solutions in:

**Diabetes****Pain****Allergy****Epilepsy****Cardiology**

How we create value

Patient benefits



High-quality medicines



Products tailored to patient needs

Sustainable financial growth



Delivering consistent, profitable and responsible growth for our investors.

Social and economic opportunity



Enabling thousands of people to benefit from the opportunities created by growing along with us, including employees, suppliers and research partners.

Environment and local communities



Focused on managing carbon footprint, offering quality employment opportunities and better health outcomes.

Outcomes

For shareholders and other stakeholders

- > Sales growth **(1.88% Y-o-Y)**
 - > Operating profit margin **23.92%**
 - > Earnings per share **INR 410.06**
 - > ROCE **34.61%***
- *without exceptional items

For our people

- > Top employer certification from the Top Employers Institute for four consecutive years
- > 'People first' philosophy with courage and respect

For society

- > Cleaner and healthier world – achieve carbon neutrality by 2050

OPERATING CONTEXT

Attractive macro dynamics at play

As a healthcare provider, it is imperative for us to consider the socio-economic contexts of the regions that we operate in. Therefore, we monitor the drivers that influence the healthcare landscape, to make life better for our patients, employees and other stakeholders.



Changing demographics

Global demographics continue to shift and, with this, healthcare needs. As life expectancy increases, for example, so does the demand for healthcare services. An ageing population will require long-term care for complex health issues. Furthermore, unhealthy changes in lifestyle will increase the prevalence of obesity and other chronic health conditions.

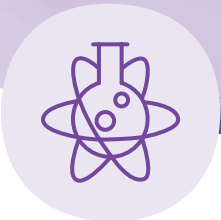
What it means for us



We expect that the demand for healthcare services will continue to grow as people live longer. Treatments will need to be adjusted to respond to more complex health issues. To remain competitive, we will continue to meet the changing needs of our patients.

3–6%

The global medicines market is expected to grow at between 3–6% CAGR through 2026, according to IQVIA, a research firm



Evolving technology

Development in technology continues to transform the way in which we care for our patients, facilitating constant innovation in treatments and how we leverage data and technology. This trend augurs well for the industry for better health outcomes.

Capturing the opportunities unlocked by technological advances will increase efficiencies, enabling us to transform healthcare delivery in the regions where we operate. By doing this, we can empower our stakeholders to make better choices. We are committed towards pro-actively responding to various compelling changes observed during the pandemic era, which include digital workshops, e-certification programmes with the medical community, digital customer connects, digital market-shaping activities and academic engagements, digital e-continuous medical education conferences and meets.



COVID-19

The COVID-19 pandemic has been disruptive on a global level, putting pressure on healthcare organisations to evaluate and adapt how they deliver care.

Our response to COVID-19 has brought in lasting change in the ways of working and in the way customers are engaged. We have adopted a multi-faceted approach to adapt our operations, ensuring we comply with all government regulations. We believe that our business is well-positioned to navigate the post-COVID-19 environment. Our key focus will be on continued supply of medicines, the safety and well-being of our employees, our doctors, and ongoing safeguarding of our financial position.



Growing consumerism

Patients continue to place significant importance on value-based healthcare. Furthermore, they expect consistent, high-quality care and clinical excellence from their healthcare providers.

We must remain ahead of the curve by providing patient-centric care with a focus on experience. This can be delivered through the rigorous measuring of customer experience and by driving employees to instil a patient-centric focus.



Regulatory landscape

The global healthcare industry continues to be highly regulated, with matters relating to licences, conduct, occupational health and safety, and quality standards becoming increasingly complex.

Compliance and ethical standards remain an important focus area for us, which is linked to our culture. We thoroughly monitor codes, regulations and frameworks applicable to our business to stay up-to-date on changes, which we then flow throughout our operations as needed. We will continue to adapt to the ever-changing landscape.





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*Leveraging
digital
opportunities*
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Leveraging technology to reimagine medicine

Operating in a dynamic environment, we strive to deliver value to our stakeholders across the care continuum. Insights gained over the years enable us to deliver value-added solutions to our consumers in an efficient manner. We empower patients towards self-management of their conditions – through education, support, technology and training – that play a critical role in preventing acute complications and reducing long-term health risks.

IntoLife.in

Indian patients harbour many delusions about insulin, which is a cornerstone of diabetes management.

One of the key reasons for delaying control through insulin is the resistance and fear of taking injections daily, particularly self-administering.

Our consumer education website – IntoLife.in – is committed to creating awareness on diabetes by helping readers find answers to their unresolved questions on diabetes, busting myths around insulin and offering tips on better diabetes management. The website aims to nurture conversations that let patients and caregivers feel informed, confident and open to having the 'insulin dialogue' with their doctors.

We recorded an engagement rate of more than 10% through various social media campaigns and activities.



One of the key highlights was the Facebook Live event with renowned healthcare professionals, which alone garnered an engagement rate of more than 20%.

INR 2 lakhs

IntoLife users in FY 2021

100 years of Insulin

#100InsulinStories Twitter campaign

To commemorate #100YearsOfInsulin, we localised our global initiative and launched #100InsulinStories – an 8-month long Twitter campaign. We covered various topics like insulin discovery, its benefits and use, inspiring true patient transformation stories and more, to inculcate better diabetes management.

The blue circle, a global symbol of diabetes, was creatively iconised as the 'Blue Family'. Different avatars and varied formats landed key messages impactfully. From April till November 2021, 100 messages across 8-months were tweeted through @IndiaSanofi's Corporate Twitter handle, leading up to World Diabetes Day, 2021. Some tweets were also re-tweeted by eminent cause ambassadors like Jazz Sethi and Shri Vishwajit Rane (Minister for Health, Industries, Trade & Commerce, Women & Child Development, Skill Development, Government of Goa).



Sanofi India's Twitter handle saw a >500% jump in followers and received a 'verified' status.

[#100Insulinstories](https://twitter.com/IndiaSanofi)

5 lakhs+

impressions garnered for the World Diabetes Day, 2021 campaign

twitter.com/IndiaSanofi



Diabetes

We have been at the forefront of diabetes care, for nearly a century. Looking ahead, we are building on this proud heritage by establishing new possibilities for people living with chronic diseases.



Launch of TouStar reusable pen

Most patients living with diabetes find disposable insulin pens prone to error and too cumbersome to keep changing. We launched the TouStar reusable pen in India, adding another device to the versatile, multi-award winning AllStar platform. TouStar is India's first reusable insulin pen for delivery of Toujeo, a concentrated basal insulin from Sanofi. The TouStar pen contains a concentrated 'U300' formula with 50% more insulin than a regular cartridge, making it more convenient and long-lasting. The new dedicated cartridge system is intended to simplify the cartridge exchange process and help prevent insulin mix-ups, by preventing users from accidentally attaching an incompatible insulin cartridge.

First reusable insulin pen in India, which provides 50% more insulin, and hence, is very convenient to use with long-lasting effects on patients.



Central Nervous System (CNS)

We aim to continually leverage innovative technology to improve people's lives. Our approach is shaped by a long history of developing highly specialised treatments and forging close relationships with physicians and patient communities.

NeuroE-Zone

NeuroE-Zone is an online educational and certification programme for Healthcare Professionals (HCPs), started in 2020 by Sanofi. It provides knowledge on newer aspects of Neurology (imaging techniques, clinical management, etc.) from internationally acclaimed faculty.

Through 2021, NeuroE-Zone collaborated with the globally renowned Thomas Jefferson University's Department of Neurology to design world class content on the advances in the imaging technique, and newer approaches and challenges in managing epilepsy. More than 1,000 Neurologists registered and successfully completed the programme.

HCPs appreciated the expertise of faculty and clinical relevance of the content being delivered through NeuroE-Zone, making it a flagship programme of Neurology.



1,000+

Neurologists registered for the Thomas Jefferson University's Department of Neurology programme



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Patient care
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