

## GENERAL MEETING OF APRIL 30, 2019

### WRITTEN QUESTION

Written questions may be submitted to the Company, pursuant to the rules established by law, with respect to any General Meeting. In conformity with the legislation in force, an answer is deemed to have been given to a written question provided it has been displayed on the Company's website.

On April 11, 2019 the Board received a letter from Mr. Jean-Luc PIAT:

*“Since the takeover of Aventis in 2004, Sanofi has implemented incessant restructuring plans not only in France but also in the rest of the world, with the claimed objective of reducing costs as well as adapting to the profound changes that are sweeping the pharmaceutical industry. This has provoked numerous and significant problems for the workforce, skills have not been passed on and organizational breakdowns have occurred that have had a real negative impact on the Group. The business efficiencies arising from these restructuring plans have yet to be demonstrated.*

*Within Sanofi, no report on these restructuring plans is currently in process or has ever been completed and there has been no monitoring of the impacts nor any verification of the gains that have been achieved.*

*It would appear to me that to be crucial for Sanofi to prepare for the future and to remedy these problems in particular by implementing proper administrative forecasts as to jobs and skills based upon the following three points:*

- ✓ Completing a full survey of the organization as it currently exists and thereafter upon each significant change.*
- ✓ Adopting key performance indicators in order to permit the changes to and the adaptations in the work and the organization to be monitored.*
- ✓ Evaluating in an objective manner all of the consequences that have been generated.*

*In order for this step to succeed, it is necessary for the representatives of the personnel to be fully involved in a good-faith manner.*

*Given this observation, would you be kind enough to indicate to me how Sanofi's strategy could be adapted in order to better meet these concerns?”*

**Response to the written question:**

*"As you are in no doubt aware, in December 2018 Sanofi entered into a new stage in its global transformation.*

*This step involves simplifying Sanofi's organizational structure and concentrating its resources on the businesses that have been defined as priorities in order to achieve the 2020 roadmap. The reallocation of resources in terms of jobs and contracts towards certain areas that are priorities is essential if Sanofi is going to achieve its targets in time.*

*The fact that, since last year, Sanofi has returned to growth should not be considered to be an end in itself, but rather the beginning of a new stage.*

*The pressure on prices in mature markets, the changes to the sources of growth in emerging markets (particularly in China), the growing involvement of patients and the increasing power of digital are only a few of the challenges that Sanofi must face.*

*It is thus necessary to increase the pace of change within the company, in order for Sanofi to remain competitive and to innovate with new treatments for patients. The various measures and decisions that the Board has approved are in pursuit of this goal.*

*Within this context Sanofi has decided to implement administrative forecasts of the employment and skills requirements at the global level, currently available in France, by identifying and mapping out the various areas of expertise. Furthermore, a support platform will be implemented in May for employees holding posts in so-called sensitive areas of expertise and will provide them with greater visibility as to the possibilities of change and provide them with support in their career choices.*

*The Board is committed to ensuring, through regular meetings organized between Management and the Representatives of the Employees, the expansion of quality dialogue within the company".*

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