



2016 ANNUAL RESULTS



R&D Highlights

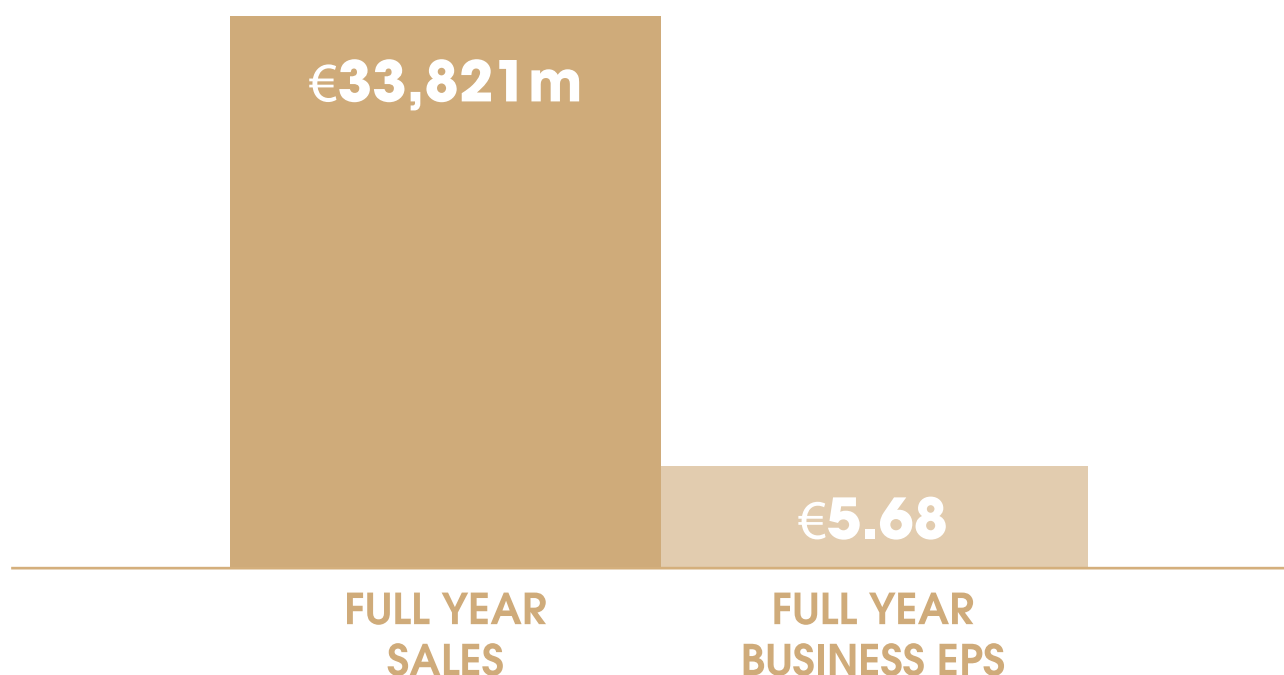
 **44** pharmaceutical NMEs and vaccine candidates in clinical development

 **13** NMEs and vaccine candidates in Phase III or submitted to regulatory authorities

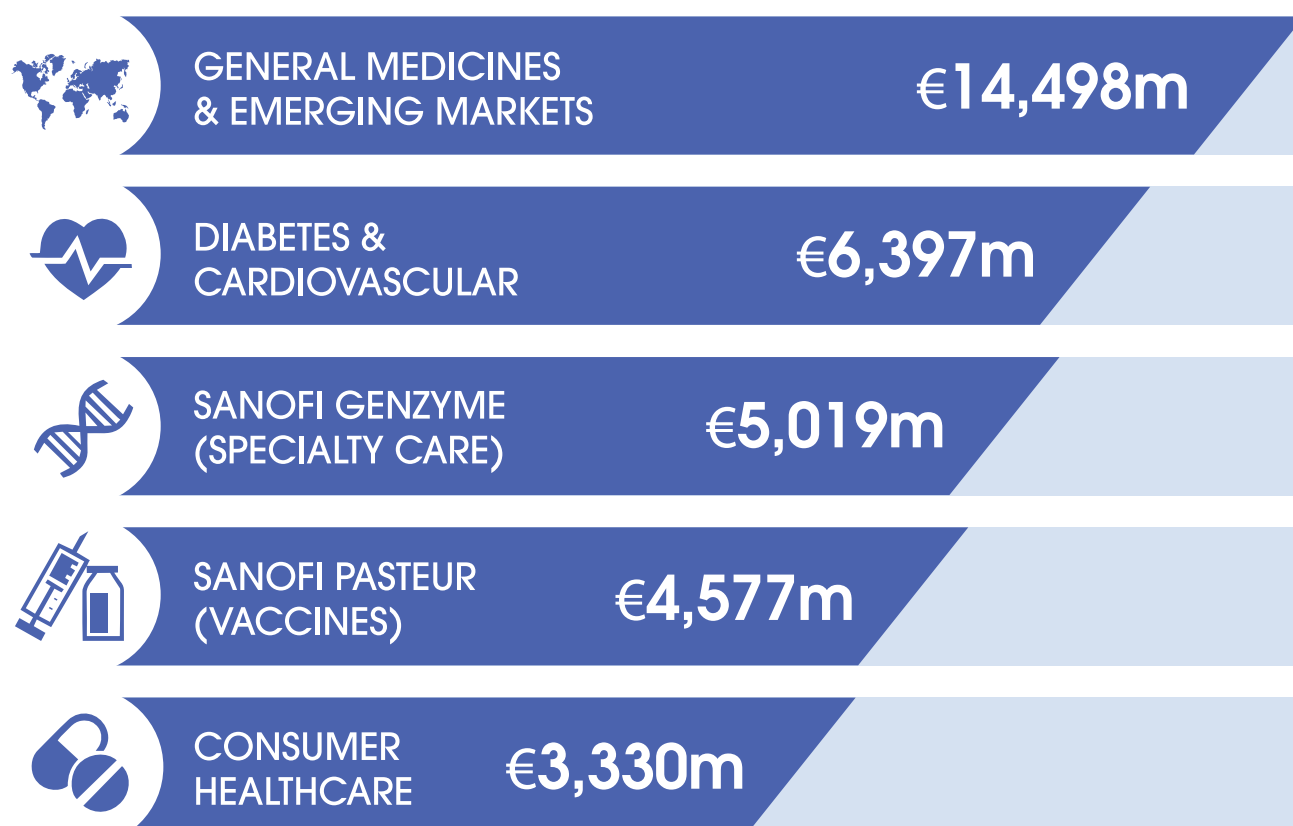
 **5** NMEs started registrational studies in 2016

 **3** expected regulatory submissions in 2017

Net Company Sales & Business EPS



Sales by Global Business Units



Sales by Geography

