

"2019 WAS AN IMPORTANT YEAR AS WE TOOK DECISIVE ACTIONS TO REFOCUS THE PORTFOLIO AND **EMBARK ON** A NEW STRATEGY TO DRIVE INNOVATION AND GROWTH."



PAUL HUDSON





SALES BY GLOBAL BUSINESS UNIT











SALES BY GEOGRAPHY

U.S €12,756M
EUROPE €8,852M
LATIN AMERICA €2,734M
EURASIA* €1,312M
ASIA €4,393M
AFRICA & MIDDLE EAST €2,307M



R&D

HIGHLIGHTS

REST OF THE WORLD** €3,604M



FOR FURTHER INFORMATION ON FULL YEAR 2019 RESULTS, AND DEFINITIONS OF FINANCIAL INDICATORS, PLEASE REFER TO THE PRESS RELEASE ISSUED ON FEBRUARY 6, 2020 AT:

HTTPS://WWW.SANOFI.COM/INVESTORS/









