



# TRANSFORMING QUALITY ...

We will remain strong in Quality, we will always operate in compliance with Regulations, and we strive to be efficient, agile and best in class. We want to be recognized, both internally and externally, as an industry leader and valued partner of regulatory authorities.

We will achieve this through use of an effective Quality Management System, by fostering a desired Quality Culture, by harnessing the collective power of our People, and by embracing and enabling Innovation and Technology.

We will do this together, as every individual has the power to influence quality, compliance and performance.

Although progress in medicines relieves human suffering and enables longer life, rising healthcare costs create economic difficulties for individuals and nations, which lead to immense challenges for market access. The Regulatory landscape is evolving and requirements are becoming more stringent, compelling industry to constantly raise the bar and demonstrate higher levels of control. The integration of new technologies, especially digital, is transforming and accelerating how we develop and introduce new products and services to the market.

As a result, we will continuously improve the quality of our products and services, look for new opportunities for growth, increase productivity and efficiency.

We, the Global Quality Senior Leadership Team, are ready for these challenges.

To achieve this paradigm shift, full alignment with Sanofi's values is required: we will be courageous to act for change and innovation, working together, leveraging the diversity of our collective skills and experiences, respecting the voice of our customers, and ensuring integrity in every decision we make, keeping our Quality Fundamentals close to heart.

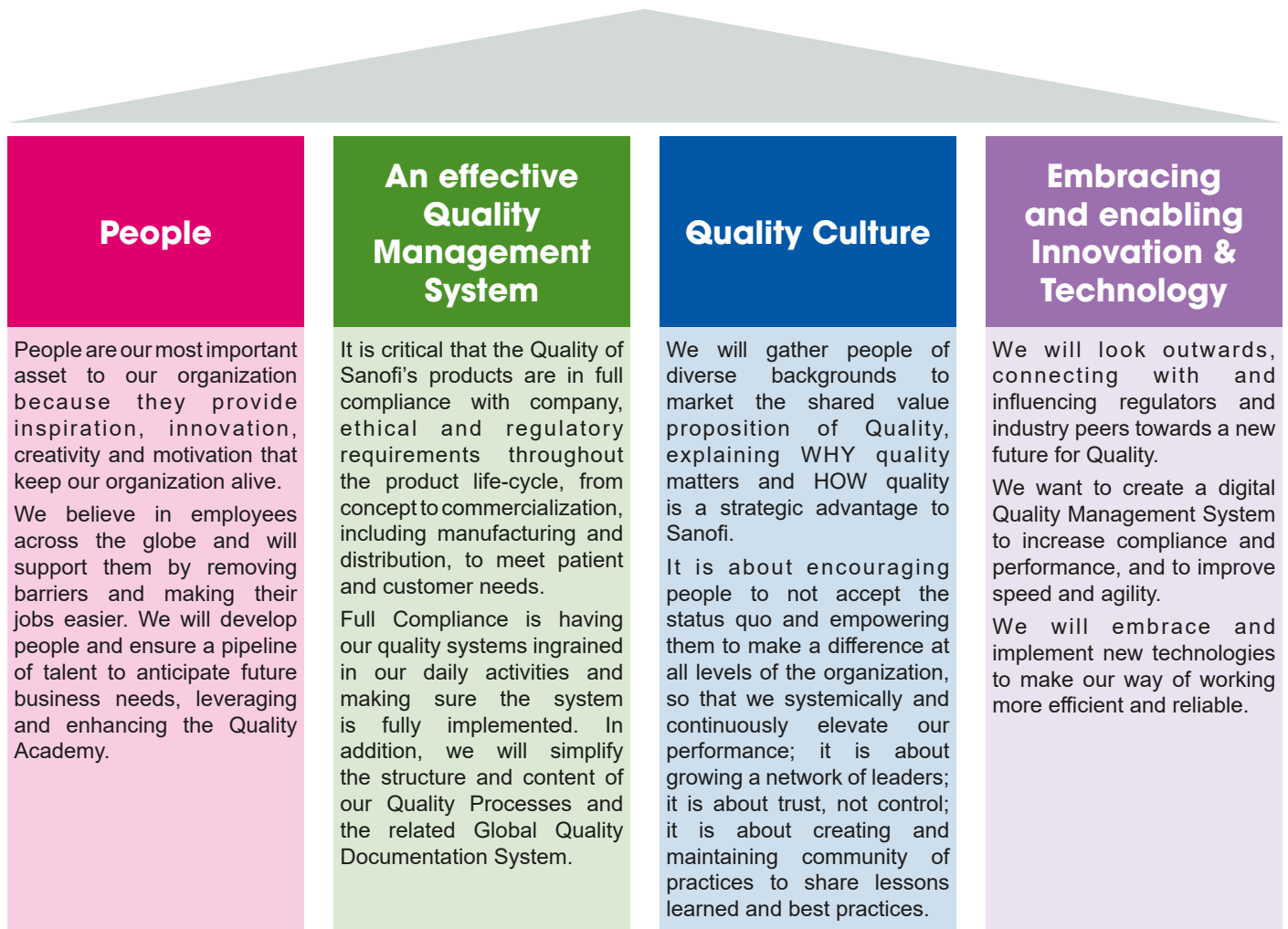
To achieve this transformation, we want to engage each and every one of you to realize our Sanofi Quality Vision of becoming an industry leader in quality, compliance and performance.



**SANOFI**

*Empowering Life*

The following are our four key pillars that are paramount to achieving this vision. We are committed to these for the future of Sanofi.



Each of these four pillars form the basis of our priorities, detailed by our Quality Roadmaps which will outline important steps needed for us to reach our vision and achieve success.

We, the Global Quality Senior Leadership team, are fully committed to ensuring that our vision for quality is realized.

As is indicated in our Global Quality Policy: Thanks to the individual commitment of all to this Quality Mindset, combining collective ambition and individual humility at all levels of Sanofi, we will be empowering life

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
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