RANK	SCORE
4	3.17
3 (2024)	

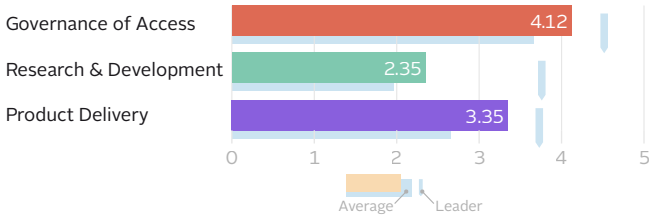
Sanofi

Stock exchange: EPA • Ticker: SAN • HQ: Paris, France • Employees: ~75,000

PERFORMANCE IN THE 2026 INDEX

4th place. Sanofi performs strongly overall. Access-linked executive incentives are a notable strength. It demonstrates Best Practice in transparency through granular, country-level reporting on the implementation and reach of its Global Health Unit (GHU). It performs strongly in Product Delivery, implementing a number of capacity-building initiatives and access strategies.

How score was achieved



OPPORTUNITIES FOR SANOFI

Improve the quality and broaden the geographic reach of access plans for non-communicable diseases (NCDs). Sanofi has access plans for almost all its late-stage projects. In general, plans for communicable diseases and neglected tropical diseases are more comprehensive than those for NCDs, which tend to focus exclusively on registration preparation in an average of three countries in scope. It can strengthen these plans by addressing affordability and sustainable supply, while covering more low- and lower-middle-income countries. For example, it can improve its access plan for brivekimig, a bispecific nanobody tested for type 1 diabetes, which currently includes only one country in scope.

Scale access to analogue insulins. Sanofi has demonstrated progress by reaching more patients with insulin glargine (Lantus®) in low-income countries (LICs) and registering its Impact® insulin aspart in 11 LICs through its GHU. Sanofi can further expand equitable access by prioritising other regions with high unmet need, including Pacific Island countries, and extending access efforts to more recent additions to the GHU portfolio, including insulin lispro (Admelog®), insulin aspart and insulin glargine/lixisenatide (Suliqua®).

Expand access to nirsevimab (Beyfortus®). Sanofi has increased registrations for nirsevimab (Beyfortus®), indicated to prevent respiratory syncytial virus (RSV) complications in newborns and children, from 2 to 19 countries in scope since the last Index and enabled supply in eight upper-middle-income countries (UMICs) and two lower-middle-income countries. It can further expand access in LICs and high-burden countries through additional registrations and tailored equitable access approaches, including voluntary licensing and/or supranational procurement.

Expand access to dupilumab (Dupixent®) in high-burden countries. Sanofi's dupilumab (Dupixent®), one of its leading innovative products, has multiple indications, including severe asthma and chronic obstructive pulmonary disease. It is currently registered in 11 countries in scope, with registrations concentrated in UMICs (9/11). Sanofi can broaden access by pursuing registration and implementing access strategies addressing affordability and other barriers to patient access in additional high-burden countries where the product is not yet registered, including across South and Southeast Asia.

CHANGES SINCE THE 2024 INDEX

- Expanded access to its insulin analogues (under its Impact® brand) from 5 to 24 countries through its GHU, including several countries where Sanofi has limited or no presence.
- Entered into an exclusive distribution and promotion agreement with Emcure Pharmaceuticals for its oral diabetes medicines in India, including glimepiride (Amaryl®) and metformin (Cetapin®).
- Acquired Vicebio, adding a new combination vaccine candidate targeting RSV and human metapneumovirus to its pipeline.
- Initiated construction of a new insulin active pharmaceutical ingredient manufacturing facility in China, with a planned investment of EUR 1bn.
- In February 2026, announced its new CEO, Belén Garijo. Belén Garijo was previously Chair of the Executive Board and CEO of Merck.
- Invested USD 30mn in GluBio to support the development of 2 investigational sickle cell disease candidates, with an option to obtain exclusive development and commercialisation rights.
- Received regulatory approval for Acoziborole Winthrop in the Democratic Republic of the Congo. The medicine was developed in partnership with the Drugs for Neglected Diseases initiative as a single-dose oral treatment for human African trypanosomiasis.
- Launched a state-of-the-art innovation and operations centre in China, aimed at enhancing its research and development (R&D), clinical operations, manufacturing and supply chain services.
- Its GHU joined Access Accelerated in a partnership focused on strengthening health systems and sustainable financing for NCDs in low- and middle-income countries.
- Entered into a technology transfer agreement with Vietnam Vaccine Joint Stock Company to manufacture selected high-demand vaccines for children and adults in Vietnam.

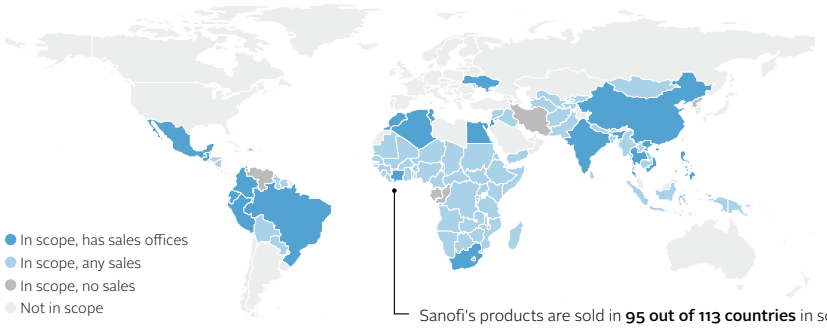
Sanofi

SALES AND OPERATIONS

Therapeutic areas: Immunology and inflammation, neurology, oncology, rare blood disorders, rare diseases, vaccines
Product categories: Consumer health, generics, innovative medicines, vaccines
M&A news: In 2025, Sanofi acquired Vigil Neuroscience for USD 470mn; Dren Bio's DR-0201 for up to USD 1.9bn; Blueprint Medicines for up to USD 9.5bn; and Vicebio for up to USD 1.6bn. Sanofi acquired Dynavax for USD 2.2bn in 2026.

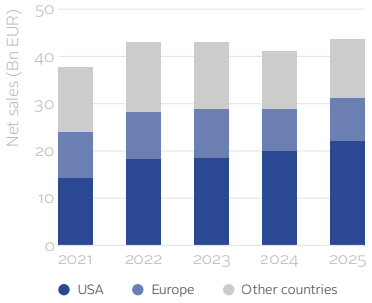
Net sales by segment (2025) – in EUR	
Biopharma	43.63 bn
Total	43.63 bn

Sales in countries in scope



Sanofi's products are sold in **95 out of 113 countries** in scope of the Index. Sanofi has sales offices in 20 countries and sells via distributors in an additional 75 countries.

Sales by geographic region

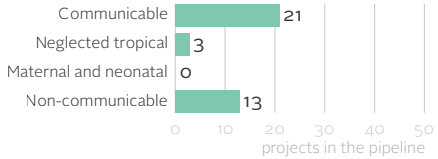


SAMPLE OF PIPELINE AND PORTFOLIO ASSESSED BY THE INDEX

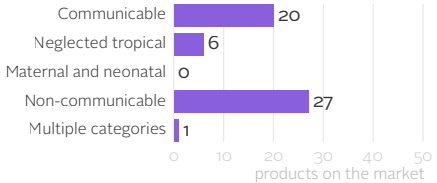
PIPELINE *for diseases in scope*
Sanofi has 37 R&D projects in scope, 18 of which target priority diseases, including lower respiratory infections (11) and human African trypanosomiasis (2). The remaining 19 R&D projects target other diseases in scope, including lower respiratory infections (4), COPD (3) and diabetes mellitus (2). Of its 37 R&D projects, 21 are in late-stage development, with evidence of access planning for 90% (19/21) of these.

PORTFOLIO *as selected for analysis by the Index*
Sanofi has 54 products in scope: 33 medicines, 17 vaccines and 4 platform technologies. Of these, 34 are on the WHO EML and 11 medicines are on patent. Its technologies target diabetes mellitus. Its medicines mostly target NCDs such as diabetes (8), cardiovascular diseases (6) and cancer (4), as well as communicable diseases such as malaria (3) and TB (2). Six products target neglected tropical diseases; 1 targets maternal and neonatal conditions and lower respiratory infections. Its vaccines target diseases such as lower respiratory infections, tetanus and meningitis.

37 projects in the pipeline



54 products in the portfolio



Breakdown of projects

	Discovery	Pre-clinical	Phase I	Phase II	Phase III	Phase IV	Approval	Other	Total
Targets established R&D priorities	5	3	3	2	3	0	2	0	18
with access plan				2	3	0	2		7
Other projects in scope			5	7	5	0	2	0	19
with access plan				5	5	0	2		12

Breakdown of products

	WHO EML	Non-EML	WHO EDL	Other	Total
Medicines *on patent*	2	9			11
off patent	16	6			22
Vaccines	16	1			17
Contraceptives	0	0			0
Diagnostics			0		0
Other				4	4

Sanofi

GOVERNANCE OF ACCESS RANK 7 SCORE 4.12

7th place. Sanofi performs well in Governance of Access, supported by board-level accountability, with access-related incentives for senior executives and in-country managers alongside robust controls against non-compliant or corrupt conduct. It applies an approach to measuring patient reach covering most products. For its GHU, it sets and demonstrates progress towards time-bound patient reach goals. It publicly reports patient reach numbers disaggregated by therapeutic area.

Has clear board-level accountability for access to medicine via its Appointments, Governance and CSR Committee. It oversees access-related strategies and reviews related matters at least annually. Sanofi has direct access-related incentives for senior executives, including the CEO, and in-country managers, with executive remuneration linked to Affordable Access goals. It provides training, awareness-raising or guidance to employees on the access-to-medicine strategy and activities at least annually.

Shows strong commitment to responsible sales and promotional practices. Sanofi sets team-level targets in some countries in scope (e.g., India) when individual-level information is unavailable. Incentives are not solely based on sales volume but also include measures such as customer engagement metrics. It has publicly available guidelines on service engagements with scientific experts to ensure ethical interactions with healthcare professionals. Further, it declares that transfers of value to healthcare professionals (e.g., payments for consulting) are made at fair market value. It publicly discloses information on such payments in countries in scope if required by law or local regulation.

Has a robust set of controls to promote ethical conduct and mitigate risk to ensure that governance efforts are not undermined by non-compliant or corrupt activities. Sanofi performs strongly in this respect. It has policies to mitigate non-compliance risks, including processes to ensure third-party compliance with company standards, fraud-specific risk assessments and region or country risk-based assessments. It has an ethical decision-making framework for employees and provides related training annually. No breaches in countries in scope were found in the period of analysis.

Publicly supports the Doha Declaration on TRIPS and Public Health. However, Sanofi expresses reservations on some provisions of TRIPS flexibilities, namely compulsory licensing. It states that compulsory licensing should only be used in extraordinary, very limited circumstances such as a health emergency, when no appropriate alternative is available.

Performs well in its approach to measuring and reporting on patient reach. Sanofi has an approach covering most products across key therapeutic areas. For its GHU, all methodological components are publicly disclosed; other approaches are under NDA. It has set a measurable, time-bound product-related patient reach goal for its GHU portfolio targeting 2mn patients across 40+ LMIC markets by 2030, with demonstrated progress. Patient reach numbers are publicly reported at least annually and disaggregated by therapeutic area groups. However, product-level and country-income disaggregation are shared under NDA.

RESEARCH & DEVELOPMENT RANK 7 SCORE 2.35

7th place. Sanofi performs well in R&D, with access plans for all late-stage priority disease projects and most late-stage projects addressing other diseases. Priority disease plans include registration preparation, special populations and World Health Organization (WHO) prequalification, but geographic scope varies; plans for other diseases are less comprehensive and more limited in reach. Sanofi shares anonymised, disaggregated R&D investment data with global health organisations, with capacity building initiatives meeting Good Practice Standards (GPS).

Average-sized pipeline addressing priority diseases in scope, compared to peers, consisting of 18 projects, with access plans identified for 100% (7/7) of its late-stage R&D projects. Most access plans comprise a range of access-related components, with registration preparation, inclusion of special populations and WHO prequalification being the most common. However, geographic scope varies considerably across projects: some have broad reach, extending to LMICs and LICs, while others have unclear or limited geographic focus.

Average-sized pipeline addressing other diseases in scope, compared to peers, consisting of 19 projects, with access plans identified for 86% (12/14) of its late-stage R&D projects. These projects target diseases not currently identified as priorities by global health stakeholders. Access plans are limited in depth and breadth, focusing mainly on registration preparation and with limited geographic scope. However, for its rabies vaccine candidate and for Wayrilz™, an investigational therapy for sickle cell disease, Sanofi provides evidence of broader access planning, with geographic scope extending to different LMICs.

Does not publicly disclose R&D investment data disaggregated by disease category, product type or phase of development. However, Sanofi does disclose anonymised disaggregated R&D investment data to Impact Global Health.

All 5 R&D capacity-building initiatives included for analysis meet all GPS. In 1 initiative, Sanofi strengthens clinical research capacity through its Diversity & Inclusion in Clinical Trials Africa Strategy, supporting local research institutions to advance research on priority diseases, including sickle cell disease via training, partnerships, infrastructure and knowledge transfer.

Sanofi

PRODUCT DELIVERY RANK 4 SCORE 3.35

4th place. Sanofi performs strongly in Product Delivery. It has access strategies for most of its products across multiple categories, with comprehensive strategies for self-administered products. However, outcome reporting for some products remains more limited. It has demonstrated progress in country-level implementation of its GHU activities and performs strongly in capacity building, with almost all initiatives meeting all GPS.

Registers newer products* in fewer countries (7) than its peers on average. Sanofi's products are also, on average, registered in fewer countries with the highest burden of disease (1) compared to peers. Only 2/9 of the products are registered in LICs. Its meningitis vaccine MenQuadfi® is its most widely registered product, totalling 35 countries in scope, an increase of 21 countries since the previous Index. It reports engaging in mechanisms to facilitate registration, including the WHO Collaborative Registration Procedure for WHO-prequalified products.

Supplies 5 products via supranational agreements, with some information on outcomes. The 5 products – a yellow fever vaccine, a hexavalent vaccine and 3 medicines for TB, leishmaniasis and malaria, respectively – are supplied via supranational organisations, including PAHO, UNICEF and WHO. For all products, Sanofi demonstrates strategies in at least 1 country not eligible for such supply. For its antibiotic rifapentine (Priftin®) and malaria medicine amodiaquine/artesunate (ASAQ Winthrop®), it reports offering the same price to non-eligible countries as under the supranational agreement. It shares the numbers of patients reached or doses supplied via supranational agreements for 4 products, whereas outcomes are reported for only 1 product in the non-eligible country example.

Access strategies for most of its HCP-administered products, with some information on outcomes. For 3 of the 5 products assessed, Sanofi provides access strategy examples for all 3 country income classifications (UMIC, LMIC, LIC). The 4th product, nirsevimab (Beyfortus®), indicated for respiratory syncytial virus prevention, is available in a UMIC and an LMIC. The 5th product, a meningococcal conjugate vaccine (MenQuadfi®), is available in a UMIC and an LMIC, and Sanofi reports a transition plan from its previous-generation vaccine (Menactra®) in an LIC. For most UMIC and LMIC examples, it demonstrates efforts to consider different payers' ability to pay. It complements most access strategy examples with health system strengthening initiatives, although the extent varies across examples. It shares information on patient reach or volumes sold for some of the strategies assessed, but overall outcomes data is limited.

Comprehensive access strategies for self-administered products, but limited information on outcomes. For 3 of the 5 products selected for analysis, Sanofi provides access strategy examples in all 3 country income classifications (UMIC, LMIC, LIC). For the 4th product, insulin aspart, Sanofi reports access strategies in an LMIC and an LIC. For the 5th product, its insulin glargine/lixisenatide (Suliqua®), Sanofi reports access strategies in UMIC and LMIC examples, but no LICs. For all UMIC and LMIC strategies, Sanofi shows evidence of considering different payers' ability to pay, with comprehensive strategies for 2 cardiovascular products. Supply of 4 products in LICs is via Sanofi's GHU, including second brands to further improve affordability for patients. It reports outcomes for only 1 product in its UMIC strategies and only at an aggregated level for the LMIC and LIC strategies.

Publicly commits not to file for or enforce patents on any products in over 70 countries in scope. This applies to all LICs and LDCs, as well as the majority of LMICs and UMICs. Sanofi publicly discloses the list of countries to which this commitment applies.

Publicly discloses patent status for mostly off-patent products for countries in scope. Sanofi publishes the patent status for its products and vaccines which are listed on the WHO Essential Medicines List, via its website. These products and vaccines are largely off patent.

Does not engage in non-exclusive voluntary licensing for products in scope.

All 5 manufacturing capacity-building initiatives included for analysis meet all GPS. For example, Sanofi is transferring secondary packaging technology for the influenza trivalent vaccine (Vaxigrip®) to Bio Generic Pharma in Egypt. Sanofi is supporting the partner in attaining local regulatory requirements and Good Manufacturing Practice.

All 5 supply chain capacity-building initiatives included for analysis meet all GPS. For example, Sanofi's GHU is partnering with Meditect to digitalise pharmacies and drugstores in hard-to-reach areas in sub-Saharan Africa to optimise stock management and service delivery.

4 of the 5 health system strengthening initiatives included for analysis meet all GPS. For example, Sanofi is supporting CATALPA International to strengthen the prevention, detection and treatment of NCDs, particularly hypertension and diabetes, in Timor-Leste. The initiative involves awareness-raising, health-care-worker training, patient education and improving access to essential medicines and diagnostics.

Remains engaged in existing IP-sharing agreements with drug discovery initiatives to accelerate drug development. In 1 agreement, Sanofi shared its SAR441121/MMV533 compound with Medicines for Malaria Venture to accelerate discovery of a novel malaria treatment. However, the company has not engaged in new agreements during the period of analysis.

Publicly commits to continuing its long-term donation programme to support the control of human African trypanosomiasis. Sanofi commits to donating pentamidine (Pentacarinat®), eflornithine (Ornidyl®), melarsoprol (Arsobal®) and fexinidazole (Fexinidazole Winthrop®) through 2030. This programme is active in 21 countries in scope.

Fulfils all 3 mechanisms to ensure continuous supply in LMICs and is involved in local manufacturing at its own sites in countries in scope and demonstrates involvement in technology transfers (TTs). These TTs are designed to improve patient access, with ongoing support to the manufacturer. For example, Sanofi is transferring production of oxcarbazepine (Vinlep®) and sodium valproate (Valparin®), indicated for epilepsy, to Indian contract manufacturer Naxpar to restore product availability following supply disruption.

Has a policy for reporting substandard and falsified medicines in countries in scope. Sanofi reports cases to national or local regulatory authorities within 7 working days and to WHO Rapid Alert, depending on local regulations. It does not provide evidence of shortened reporting timeframes for cases that only require visual inspection for confirmation.

Has 1 inclusive business model that meets inclusion criteria. The Sanofi GHU covers 33** products in 42 LMICs. The GHU has publicly disclosed long-term goals that are both measurable and time bound. For example, it aims to reach 2mn patients with NCD products by 2030. Progress is evidenced by the GHU, which reached 1mn patients with NCD products in 2025. Sanofi publicly discloses progress on country-level implementation across the GHU's activities, initiatives and partnerships, including patients reached disaggregated by country.

*Products that received their first marketing authorisation within the last 5 years.

**29 of 33 products address diseases in scope.