

# Sanofi-aventis forces for life

28 billion €

4,537 M €

representing

16.2%

Nearly 100,000 employees

## **Group Profile**

- Sanofi-aventis, a global leader in the pharmaceutical industry, researches and develops medicines and vaccines to help improve the lives of the greatest possible number of people.
- R&D explores a broad spectrum of innovative approaches, and develops new products in the key areas of therapeutic expertise: Thrombosis, Cardiovascular diseases, Diabetes, Vaccines, Oncology, Central Nervous System disorders and Internal Medicine.
- The Company's growth is attributable to a regional approach to business operations, backed by a comprehensive portfolio of innovative products, mature prescription medicines, consumer health products and generics, as well as vaccines.
- By virtue of its commitments, sanofi-aventis constantly adapts its development model to the world's emerging human and economic problems.

This report contains projections and other forward-looking statements that are not historical facts. Although the management of sanofi-aventis believes that these projections and forward-looking statements, and their underlying assumptions, are reasonable as of the date of this report, investors are cautioned that such projections, assumptions, intentions and forward-looking statements are subject to various risks and uncertainties (many of which are difficult to predict and generally beyond the control of sanofi-aventis) that could cause actual results and developments to differ materially from those expressed or implied. These risks and uncertainties include those discussed in the filings of sanofi-aventis with the U.S. Securities and Exchange Commission (SEC) and the French Autorité des marchés financiers (AMF), notably under the caption "Risk Factors" in the company's annual report on Form 20-F. Other than as required by applicable law, sanofi-aventis does not undertake any obligation to update any statement that is not a historical fact.

Product indications described in this report are composite summaries of the major indications approved in the product's principal markets. Not all indications are necessarily available in each of the markets in which the products are approved. The summaries presented herein for the purpose of financial reporting do not substitute for careful consideration of the full labeling approved in each market.



18

Delivering care through a strong local presence /





42

Providing help, the responsibility of a leader /

Table of Contents

03

The sanofi-aventis Annual Review 2007 was designed and produced by sanofi-aventis Corporate Communications. Editorial Coordination: Frédéric Lemonde-San and 

Euro RSCG C&O.

**Innovating** means changing

the way we look at disease /

We would like to thank all those who contributed to the writing of the articles, and our colleagues and partners who accepted to be photographed for this Annual Review during the course of their professional activities.

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04 → Editorial

06 → Governance

08 → Corporate Governance

09 → 2007 Key Figures

# p.10 / Research and innovation

12 → Innovation from every angle

14 → Partners for tomorrow's research models

16 → Designing tomorrow's vaccines today

# p.18 / Products and presence

20 > The new frontiers of growth

22 > Lantus® SoloSTAR® : simple and effective insulin therapy

24 > An integrated industrial platform

26 A new approach to diabetes and cardiovascular diseases

27 → Clexane®/Lovenox®, a wealth of clinical trial results

28 → Japan: ambitions for the world's second largest market

30 → Vaccines, a key strategic focus

32 A product portfolio addressing today's challenges

34 → Attacking cancer on all fronts

36 → Changing patients' lives

37 → A regional approach to markets

38 → Closer to the sources of growth

40 → Access to Medicines, a new market approach

# p.42 / Ethics and responsibilities

44 → Supporting change

45 → Performing responsibly

46 → A long term humanitarian strategy

Dear Shareholders

Your Company sanofi-aventis was faced by a challenging environment in 2007. In addition to the loss of patent protection for two of our medicines, the pharmaceutical market experienced a marked slowdown. Once again, your Group adapted quickly, continuing to grow and remaining profitable.

Demand for access to healthcare is increasing worldwide, and is becoming a key political issue in both Northern and Southern hemispheres.

We are also faced by growing scientific and medical challenges, with the aging of the world's population and the emergence of new diseases and pandemics.

The pharmaceutical industry's responsibility, and our responsibility at sanofi-aventis, is to innovate

and provide patients with innovative, effective and well-tolerated medicines.

This is why sanofi-aventis is pursuing an R&D effort which is already substantial, focusing on areas where there are still unmet medical needs - thrombosis, cardiovascular diseases, diabetes, oncology, central nervous system disorders and vaccines.

Responding to the vital political issue of access to healthcare, sanofi-aventis proposes adapted solutions for specific situations.

Through a broad portfolio of efficacious and high quality "mature" medicines, the Group enables governments to choose solutions that are best adapted to their medical and economic needs.



Editoria

# An extensive product portfolio and regionalization, key strategies for sanofi-aventis /

— Performance, research, organization, strategic orientations: Gérard Le Fur, Chief Executive Officer, reviews major events of 2007.

# HOW WOULD YOU SUM UP THE YEAR?

Gérard Le Fur: "In 2007, sanofi-aventis demonstrated its capacity for foresight and adaptation. Despite the generification of three major products in the portfolio (Ambien IR® in the U.S., Tritace® in Canada and Eloxatin® in Europe), the Group maintained its profitability and continued to grow. I would like to share my pride in this achievement with our shareholders and the people of sanofi-aventis".

# WHAT WERE THE GROUP'S MAJOR SUCCESSES?

"First of all, the performance of our eight blockbusters – products that bring in at least 1 billion euros in annual sales – and especially the top four, Clexane®/Lovenox®, Plavix®, Lantus® and Taxotere®, which all achieved double-digit growth, confirming the substantial potential of expansion in the areas of thrombosis, diabetes and oncology. Our growth can also be seen in the continuing good performance of vaccines.

With a 14.5%<sup>(1)</sup> increase in 2007, they confirm their strategic importance for the Group. Sanofi Pasteur manufactured over 180 million doses of seasonal influenza vaccine in 2007, underscoring its position as leader. In Europe, sales of Sanofi Pasteur MSD grew by 43.6% on a reported basis, mainly as result of the success of Gardasil®, the first vaccine to prevent cervical cancer, which generated 341 million euros in sales in 2007".

# MORE GENERALLY, HOW DO YOU VIEW THE HEALTHCARE MARKET?

"The healthcare market is inevitably expanding. Yet the pharmaceutical industry has been slowing down over the past three years - especially in 2007. The main reason for this is that governments worldwide are finding it difficult to absorb the constant rise in healthcare expenditure".

# WHAT IS THE SPECIFIC RESPONSE OF SANOFI-AVENTIS?

"There is no one answer to the great variety of national requirements. This is why sanofi-aventis' growth model is based on a very broad product offering: innovation, local medicines and vaccines are combined with a regionalized approach to each market".

(1) See note 1 page 9

By promoting innovative and mature medicines, consumer health products, generics and vaccines all over the world, we are defending the Company's rich heritage.

In 2007, sanofi-aventis maintained its position in its historic markets while expanding its presence in the markets of tomorrow, especially in Brazil, Russia, India, China and Mexico, but not forgetting any market.

A regionalized approach, working alongside local health systems and close to market needs, enables the Company to make the most of new opportunities for local growth.

Lastly, sanofi-aventis is continuing its strategy of making medicines and vaccines available for those

most in need by adapting products and prices to local requirements. A strategy which uses a viable business model whilst preparing for future developments.

With your support, and the dedication of the people working at sanofi-aventis, your Company is determined to continue in its scientific and entrepreneurial commitment to health.

My thanks to you all.

Jean-François DEHECQ

AM

# WHY IS SANOFI-AVENTIS MARKET LEADER IN BRIC-M COUNTRIES?

"We anticipated the potential of emerging markets. Thanks to substantial financial and human investment, and leveraging our comprehensive range of innovative products, vaccines and especially local prescription-free mature medicines and generics, we are now market leader in Brazil, Russia, India, China and Mexico - the BRIC-M countries".

# WHAT WERE THE YEAR'S R&D MILESTONES?

"Through advances in our research and development programs, together with partnerships in biotechnologies and vaccines, we can maintain our road-map target of filing some thirty submissions for approval by the end of 2010. This will enable us to upgrade our product portfolio and offset the natural loss of certain patents".

## **HOW IS THE GROUP ORGANIZED?**

"In 2007, we pursued our policy of continuously and selectively adapting our resources. The 5.8% decrease in selling and general overheads, which reflects a reduction in the Group's headcount, did not impact our business. In fact, staffing levels increased in 2007 in our Vaccines, Research and Development and Pharmaceutical operations in the Latin America and Asia-Pacific regions. To bring decision-making closer to local concerns, the Group simplified its organizational structure.

So the creation this year of the Executive Committee makes it easier to decide on new strategic directions more quickly. More generally, we have launched a Group-wide cross-functional program to simplify our procedures".

## **WHAT CAN YOU SAY ABOUT 2008?**

"In 2008, we should see a number of promising clinical results and achievements for our major products and our vaccines. The full impact of our regionalized approach will also come into effect, with selective adaptation measures and opportunities in new geographic regions".



05



# Management Committee /



Chief Executive Officer, Chairman of the Executive Committee and the Management Committee

Jean-Claude Leroy / B

Executive Vice President, Finance and Legal, Member of the Executive Committee and the Management Committee

Hanspeter Spek / C

Executive Vice President, Pharmaceutical Operations, Member of the Executive Committee and the Management Committee

Marc Cluzel / D

Senior Vice President, Research and Development, Member of the Executive Committee and the Management Committee

Senior Vice President, Industrial Affairs, Member of the Executive Committee and the Management Committee Pierre Chancel / F

Senior Vice President, Global Marketing

Olivier Charmeil / G

Senior Vice President, Pharmaceutical Operations

Asia/Pacific and Japan

Laurence Debroux / H

Senior Vice President, Chief Financial Officer

Belen Garijo / I

Senior Vice President, Pharmaceutical Operations Europe and Canada (excluding France)

Senior Vice President, Pharmaceutical Operations

**United States** 



N O P Q R S T U



Michel Labie / K Senior Vice President, Communications and Institutional & Professional Relations

Marie-Hélène Laimay / L Senior Vice President, Audit and Internal Control Assessment

Christian Lajoux /  ${\sf M}$  Senior Vice President, Pharmaceutical Operations France

Jean-Michel Levy / N Senior Vice President, Business Development

Senior Vice President, Legal Affairs and General Counsel Philippe Luscan / P Vice President, Chemistry

Heinz-Werner Meier / Q Senior Vice President, Corporate Human Resources

Antoine Ortoli / R Senior Vice President, Pharmaceutical Operations Intercontinental

Philippe Peyre / S Senior Vice President, Corporate Affairs

Wayne Pisano / T Senior Vice President, Vaccines

Jean-Philippe Santoni / U Senior Vice President, International Development Ψ.

At its meeting on February 11, 2008, the sanofi-aventis Board of Directors discussed the reappointment of thirteen Directors whoses terms are due to expire at the end of the General Shareholders' meeting to be held on May 14, 2008. In accordance with the by-laws' provisions on rotating directorships, the Board, acting on the proposal of the Compensation, Appointments and Governance Committee, proposes to the General Shareholders' meeting that the duration of the terms be staggered so that beginning in 2010, one third of the Board will be renewed each year.

The new Board would comprise the following members (year term ends): Jean-François Dehecq (2011); Gérard Le Fur (2010): Jean-Marc Bruel (2010): Robert Castaigne (2010); Lord Douro (2010); Christian Mulliez (2010); Thierry Desmarest (2011); Igor Landau (2011); Gunter Thielen (2011); Gérard Van Kemmel (2011); Uwe Bicker (2012); Patrick de la Chevardière (2012): Jean-René Fourtou (2012): Claudie Haigneré (2012); Lindsay Owen-Jones (2012); Klaus Pohle (2012).

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For further information, please refer to Form 20-F, pages 110 to 115.

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\_ Corporate Gouvernance

# Corporate Governance /

— Sanofi-aventis is managed by a Board of Directors of sixteen members, eight of whom are independent.

In February 2007, the Board deliberated on the results of a survey conducted at end of 2006, assessing the functioning of the Board. This evaluation delivered a positive assessment of the Board's operations and recommended that more time should be devoted to strategic issues. Three committees assist the Board in its decision-making.

## THE AUDIT COMMITTEE

The Audit Committee comprises four independent Directors, two of whom qualify as financial experts under the Sarbanes-Oxley Act. The committee's task is to continuously assess the existence and effectiveness of the Company's financial control and risk control procedures. The committee comprises Klaus Pohle (Chairman), René Barbier de La Serre, Jean-Marc Bruel, and Gérard Van Kemmel.

# THE COMPENSATION, APPOINTMENTS AND GOVERNANCE COMMITTEE

The Compensation, Appointments and Governance Committee comprises five directors, three

of whom are independent. It issues recommendations and proposals concerning the various forms of compensation paid to corporate officers and the appointment of new Directors, and ensures the implementation of structures and procedures for applying good corporate governance practices within the Group. The Compensation, Appointments and Governance Committee comprises René Barbier de La Serre (Chairman), Thierry Desmarest, Jürgen Dormann, Jean-René Fourtou, and Lindsay Owen-Jones.

## THE STRATEGY COMMITTEE

During its meeting of February 11, 2008, the Board of Directors decided to create a Strategy Committee, comprising Jean-François Dehecq (Chairman), Gérard Le Fur, Thierry Desmarest, Jean-René Fourtou, and Lindsay Owen-Jones.

## FOCUS

## The Board of Directors

- Jean-François Dehecq (2008)\*
- Gérard Le Fur (2010)
- Jürgen Dormann (2008)
- René Barbier de La Serre (2008)
- Jean-Marc Bruel (2008)
- Robert Castaigne (2008)
- Thierry Desmarest (2008)
- Lord Douro (2010)
- Jean-René Fourtou (2008)
- Igor Landau (2008)
- Hubert Markl (2008)
- Christian Mulliez (2008)
- Lindsay Owen-Jones (2008)
- Klaus Pohle (2008)
- Gérard Van Kemmel (2011)
- Bruno Weymuller (2008)
- \* Year term ends in brackets.

## FOCUS

# The Chairman and the Chief Executive Officer

Since January 1, 2007, Jean-François Dehecq has been Chairman of the sanofi-aventis Board of Directors and Gérard Le Fur has been Chief Executive Officer. The Chairman represents the Board of Directors, organizes and directs the Board's activities, and reports these at the General Shareholders' meeting. He ensures that the bodies he chairs (Board of Directors and the General Shareholders' meeting) carry out their duties in an appropriate manner.

The Chief Executive Officer heads the Company and acts as its representative with respect to third parties. He enjoys extensive powers to act in the Company's name.

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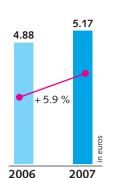
2006

Adjusted net

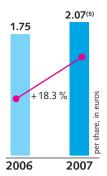


2007

**Adjusted EPS** excluding selected items (4)



Dividend





2006

For further information, please refer to

the Individual Shareholder Handbook and Form 20-F, pages 72 to 91.

2007

(1) Reference to sales figures on a comparable basis means that the impact of variations in exchange rate and changes to Group structure (acquisitions or divestments of interests in entities and rights to products, and changes in consolidation method) has been excluded.

2006

millions of euros

2007

- (2) We define adjusted net income as net income attributable to equity holders of the Company determined under IFRS, adjusted for the material impacts of the application of purchase accounting to acquisitions (primarily the acquisition of Aventis) and for certain restructuring costs associated with acquisitions.
- (3) Adjusted EPS is a specific financial indicator that we define as adjusted net income divided by the weighted average number of shares outstanding.

  (4) For a definition of selected items see Appendix VI of our 2007 results press release, issued on February 12, 2008.

  (5) Dividend for the 2007 financial year to be proposed for approval at the General Shareholders' meeting on May 14, 2008.

2007 Key Figures

09

# **Business activities**

## **PHARMACEUTICAL BUSINESS**

In 2007, sales of our pharmaceutical business totaled 25,274 million euros, up by 1.7%. Sales of the leading 15 medicines totaled 17,071 million euros, an increase of 3.2%, accounting for 67.5% of pharmaceutical sales, compared to 66.5% in 2006. If the impact of Ambien® IR in the United States and Eloxatin® in Europe both going generic is excluded, the 15 leading products would have grown by 10.7% in 2007. In 2007, Plavix® has recovered its position in the U.S. market.

## **HUMAN VACCINES BUSINESS**

Consolidated sales of this business for the whole year totaled 2,778 million euros, an increase of 14.5% on a comparable basis. Sales of Menactra® amounted to 415 million euros, up by 86.1% on a comparable basis, and of Adacel® 234 million euros, a rise of 64.5% on a comparable basis.

Sanofi Pasteur is a world leader in the production and commercialization of vaccines, and manufactured over 180 million doses of seasonal influenza vaccine in 2007. Excluding sales of H5N1 vaccines, sales of seasonal influenza vaccines rose by 2.6% on a com-

In Europe, the vaccine products are marketed by Sanofi Pasteur MSD, a 50-50 joint venture between sanofi pasteur and Merck and Co., which serves 19 countries. The year 2007 was marked by a rapid advance for Gardasil® which has risen to leading position since it was launched, with 95% market share. Gardasil® vaccine was developed by Merck & Co. and is a Merck & Co. trademark.

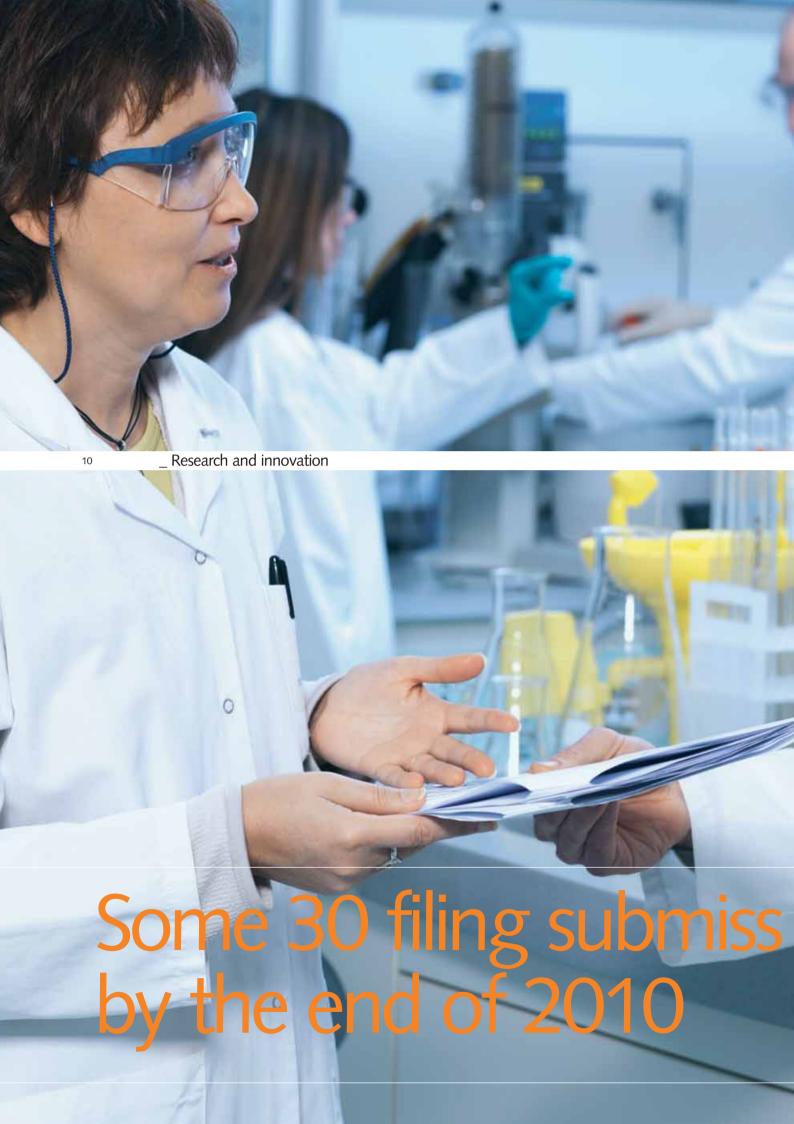
## Pharmaceutical business

Products	Indications	2007 sales (millions of euros)	Change on a comparable basis
Clexane®/Lovenox®	Thrombosis	2,612	+13.4%
Plavix®/Iscover®	Atherothrombosis	2,424	+9.5%
Lantus®	Diabetes	2,031	+29.0%
Taxotere®	Breast Cancer, Lung Cancer, Prostate Cancer	1,874	+11.9%
Eloxatin®	Colorectal Cancer	1,521	-5.3%
Stilnox®/Ambien®/ Ambien CR®/Myslee®	Insomnia	1,250	-33.1%
Copaxone®	Multiple Sclerosis	1,177	+17.1%
Aprovel®/Avapro®/Karvea®	Hypertension	1,080	+7.2%
Delix®/Tritace®/Triatec®	Hypertension	741	-23.1%
Allegra®/Telfast®	Allergic Rhinitis	706	+10.8 %
Amaryl®/Amarel®/Solosa®	Diabetes	392	-9.5%
Xatral®	Benign Prostate Hypertrophia	333	-2.9%
Actonel®	Osteoporosis, Paget's Disease	320	-8.0%
Depakine®	Epilepsy	316	+5.7%
Nasacort®	Allergic Rhinitis	294	+11.8%
Sub-total of 15 Leading Products		17,071	+3.2%
Other Products		8,203	-1.5%
<b>Total Pharmaceutical Business</b>		25,274	+1.7%

## Human vaccines business

	2007 sales (million of euros)	Change on a comparable basis
Influenza vaccines*	766	-3.0%
Polio/Whooping cough/Hib Vaccines	660	+5.1%
Meningitis/Pneumonia Vaccines	482	+65.1%
Adult Booster Vaccines	402	+26.8%
Travel and Other Endemics Vaccines	327	+14.7%
Other Human Vaccines	141	+23.7%
Total Vaccines business	2,778	+14.5%

<sup>\*</sup> Seasonal influenza and pandemic vaccines.





# Innovating means changing the way we look at disease /

— Research and Development at sanofi-aventis is exploring more and more innovative approaches and expanding the Company's areas of expertise which include thrombosis, cardiovascular diseases, diabetes, vaccines, oncology, central nervous system disorders and internal medicine.

ions for approval

## 2007 in review

## **JANUARY 19**

The anticancer agent S-1 (developed in partnership with Taiho) used as adjuvant treatment in gastric cancer was shown to improve the survival rate of patients, compared to surgery alone.

## **FEBRUARY 6**

Acomplia® (rimonabant) received a positive opinion from the French Health Authorities' Reimbursement Committee.

## FEBRUARY 23

Taxotere® (docetaxel) showed significant improvement of the survival rate of patients suffering from advanced prostate cancer.

## APRIL 17

The Food and Drug Administration (FDA) approved the first human vaccine against avian influenza in the United States.

## APRIL 20

The Lancet published the results of the PREVAIL study showing the superiority of Lovenox® (enoxaparin) over unfractionated heparin in reducing the risk of thromboembolism in patients with acute ischemic stroke.

### **MAY 18**

The FDA approved Lovenox® for the most severe form of myocardial infarction.

## MAY 25

The data presented at the 2007 Convention of the American Society of Clinical Oncology (ASCO) highlighted sanofi-aventis' commitment to cancer care and management. The encouraging results obtained with Aflibercept (VEGF Trap) were particularly prized.

### JUNE 7

The Japanese health authorities granted a priority review to Taxotere® for an additional indication in prostate cancer.

### JUNE 29

In the United States, the FDA Endocrinologic and Metabolic Drugs Advisory Committee, held in June 2007, voted against recommending approval of rimonabant (Zimulti® in the United States) for the treatment of obese and overweight patients with associated risk factors. Consequently, sanofi-aventis

decided to withdraw the New Drug Application (NDA) in the United States. Sanofi-aventis is confident in the positive benefit to risk ratio of rimonabant 20 mg when used in the appropriate population and is committed to making rimonabant available to patients in the U.S. market. The Group is looking towards a 2009 submission for Type 2 diabetes, and in 2011 a further submission for stroke prevention.

### JULY 19

The Committee for Medicinal Products for Human Use (CHMP) approves the updated labeling for Acomplia® in Europe, and confirmed the drug's positive benefit to risk ratio, except in patients with severe active depression.

Research and innovation

# Innovation from every angle /

— To provide healthcare that is increasingly tailored to patient needs, sanofi-aventis approaches diseases from every angle, not just the symptoms.

The way medicine and pharmacy look at patients has changed. New therapeutic strategies now take a holistic approach to disease. "Sanofi-aventis has taken on board the full significance of this development," says Marc Cluzel, Senior Vice President, Research and Development. "Our R&D teams are exploring many ways to offer a full

range of services that will improve patients' lives. This involves discovering small chemical compounds with high therapeutic value and using biotechnologies to drive significant advances in the major therapeutic areas of our portfolio, and also developing vaccines for use not only in prevention but also in treatment."

## **CREATIVITY IN ACTION**

Throughout the world, more than 19,000 sanofi-aventis R&D employees are focused on major therapeutic areas: thrombosis, cardiometabolism, vaccines, oncology, central nervous system disorders and internal medicine. They work across disciplines, exploring all the potential therapeutic indications of each new compound, and investigating all possible links between the various expert therapeutic areas of the Company. Today, 30 to 40% of the R&D portfolio is made up of 'first-in-class' compounds, which are unrivaled on the market for their unique mechanism of action. This testifies to the considerable creativity of the teams involved. A large proportion of the R&D activities is also dedicated to Life Cycle Management which involves identifying and confirming new indications and modes of administration for commercially available drugs.



01\_19,310 R&D employees worldwide

02\_34 medecines and 13 vaccines are currently in advanced phases of development (Phases IIb and III)

03\_"Tackling disease from every angle," Marc Cluzel, Senior Vice President, Research and Development



## SEPTEMBER 14

Sanofi-aventis started a research collaboration project on cancer stem cells in China.

## SEPTEMBER 17

Sanofi-aventis presented its complete portfolio during the first R&D meeting.

### **OCTOBER 22**

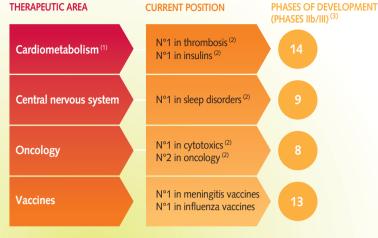
Taxotere® was approved by the CHMP for use in the European Union as induction chemotherapy in locally advanced head and neck cancer.

## NOVEMBER 29

Sanofi-aventis signed a collaborative agreement with Regeneron.

### DECEMBER 10

An oral presentation at the American Society of Hematology (ASH) Convention showed a statistically highly significant "dose-response" relationship for the new antithrombotic AVE5026 in the Phase IIb TREK study.



- (1) Including thrombosis, cardiovascular diseases and diabetes (2) Source: MAT Dec. 2007 in constant euros (IMS, MIDAS) (insulins = insulin brands ranking)
- (3) Data as of February 12, 2008

PROJECTS IN ADVANCED

## **MAJOR POTENTIAL FOR INNOVATION**

In 2007, the Research and Development portfolio made significant progress in all of the Group's therapeutic areas, delivering important clinical results that should make it possible to submit 30 new drugs for marketing approval by the end of 2010. 47 projects are already at advanced stages of development (Phases IIb and III).

In thrombosis, a new very low molecular weight heparin, AVE5026, is set to take over from Clexane®/Lovenox® as a potentially "best-in-class" medicine.

In diabetes, teams are working to address medical needs at every stage of the disease. Concerning Type 2 diabetes, the clinical program for rimonabant has been significantly extended with over 5,700 patients. The results of Phase IIb studies with AVEoo1o are very encouraging. Finally, Phase II results are expected in the first half of 2008 for AVE2268, a compound with ideal characteristics for use in combination with other antidiabetic agents.

In cardiovascular diseases, four high-potential compounds address major needs: Multaq®, a new antiarrythmic; Ilepatril, an ACE/NEP inhibitor; XRPoo38, an innovative agent in gene therapy intended to reduce amputations in patients with critical lower-limb ischemia; and AVE5530, a cholesterol absorption inhibitor.

In central nervous system disorders, new approaches are being taken to address sleep disorders and depression. Finally, in oncology, an antiangiogenic and a new oral anticancer agent derived from pyrimidine are being investigated in very ambitious programs.



For further information, please refer to Form 20-F, pages 34 to 45.

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# Working closely with patients

Atherothrombosis is a shared feature of heart attack, stroke and peripheral arterial disease. To improve knowledge of these conditions, and of the risk factors associated with atherothrombosis, sanofi-aventis and Bristol-Myers Squibb, who jointly develop and market the anti-platelet agent Plavix®, have set up the REACH registry.

REACH includes more than 68,000 patients in 44 countries from six different regions of the world - Latin America, Asia, Middle East, Australia, Europe and North America – who are at risk for atherothrombosis (due to diabetes, high blood cholesterol, high blood pressure or smoking) and/or have a history of heart attack, stroke or peripheral arterial disease. This is the first multinational registry with such a large scale, which makes it possible to study in real-life conditions all the clinical and socioeconomic aspects of atherothrombosis, from the earliest, asymptomatic stages of the disease to the most severe. In addition to collecting information on the state of health and care of people at risk for atherothrombosis, REACH will track how the disease affects them, and assess its implications.





# biotechnologies

Created by combining biology with new techniques from a wide range of disciplines, biotechnologies involve engineering living organisms

for various purposes in areas such as the environment, agriculture, food processing, industry and, of course healthcare.

They are set to play an increasingly important role in treating diseases in the coming years. Sanofi-aventis has the ambition of becoming a major player in this field and intends to raise the share of biotechnology-sourced products in its development portfolio from 10% in 2007 to 20-30% by 2012.

Research and innovation

# Partners for tomorrow's research models /

— Sanofi-aventis is proactively developing a partnership strategy, particularly in biotechnologies and biotherapy, staying in the forefront of R&D.

Innovation is the core of sanofi-aventis strategy. In this aggressively competitive field, no matter how efficient internal resources are, they cannot on their own explore every new scientific and therapeutic idea and avenue that emerges around the world. "We want to remain at the cutting edge in many fields, including biotherapy, stem cells and regenerative medicine, or simply expand our portfolio with serv-

ices or technologies that are not currently among our key areas of research. So we've stepped up our partnership strategy," says Jean-Claude Muller, Senior Vice President, Administration and Resources. "This will enable us not only to maintain our leadership in our key areas of therapeutic expertise, but also to seek out products in promising lines of research which our own programs have not been able to explore."

## **TOWARDS PERSONALIZED CARE**

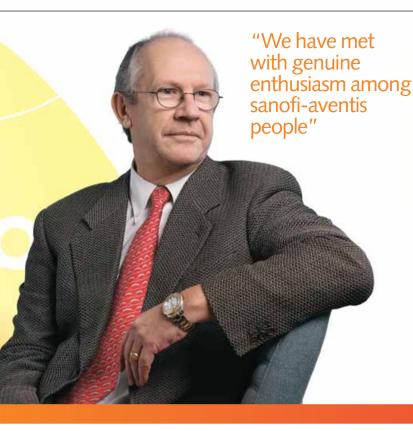
Sanofi-aventis is convinced of the need to build lasting relationships to gain access to external innovation as early as possible. Through partnerships, sanofi-aventis has acquired the necessary resources to become a vanguard player in biotechnologies and biotherapy. The Group's pioneering drive is also part of an approach to personalized care. By taking this holistic approach to patient care, sanofi-aventis should be able to extend its product range to treat all the stages of a disease, from prevention to the various levels of treatment. This would also support pharmacological approaches by providing services and technologies that boost the efficacy of patient treatment, monitoring and quality of life. The aim is also to develop products that are tailored to the specific needs of patients in different parts of the world.



01\_Aflibercept, a new anti-angiogenic agent that acts like a trap receptor for circulating VEGF

02\_The proportion of biotechnologysourced products in the sanofi-aventis R&D portfolio could reach 20 to 30% by 2012





# What is Oxford BioMedica's business?

Oxford BioMedica is a spin off from the Biochemistry Department at Oxford University, founded in 1995. Our core expertise is viral engineering and gene expression and the development of new treatments based on gene therapy, especially in oncology and neurology.

# Why did you choose sanofi-aventis as a partner?

There were two very important factors: we needed a partner with a very powerful global presence in oncology, and a genuine conviction that cancer immunotherapy is the right way forward. Sanofi-aventis topped the list for both. Through sanofi pasteur, sanofi-aventis has considerable expertise in vaccines, especially cancer vaccines.

# What does this partnership mean for you?

We're a small firm. With 85 people, we do not have the necessary human resources to conduct all the clinical development for TroVax<sup>®</sup>. Today, we interface with a team of around thirty people at sanofi-aventis who are extremely enthusiastic about our joint projects.

# PRIVATE AND PUBLIC PARTNERSHIPS

Sanofi-aventis works in partnership primarily with four research laboratories: Taiho, Oxford BioMedica, Regeneron and Dyax (2008). In tandem with the Japanese company Taiho, a leader in oncology, sanofi-aventis is developing an oral anticancer agent called S-1, which will first be indicated for the treatment of gastric cancer. S-1, which is already marketed in Japan, is in Phase III clinical development in the United States, Europe and other countries.

By joining forces with Oxford BioMedica, the Company has gained access to new anticancer immunotherapy technologies, with the aim of developing and marketing TroVax®, a therapeutic vaccine with potential applications in many solid tumors such as colorectal, kidney, lung, breast and prostate cancer. Sanofi-aventis is also an active contributor to the Innovative Medicine Initiative (IMI), a Europe-wide public-private partnership initiated by the European Union and the European Federation of Pharmaceutical Industries and Associations (EFPIA) to speed up development of the properties of the properties of the properties of the properties of the European Union and the European Federation of Pharmaceutical Industries and Associations (EFPIA) to speed up development of the properties of the properties

opment of innovative treatment approaches, for example by identifying predictive factors for efficacy or toxicity of candidate drugs.



For further information, please refer to Form 20-F, pages 44 to 45.

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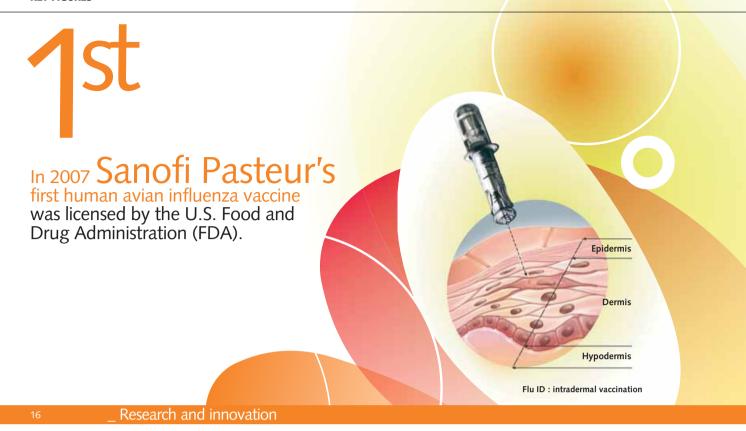
## FOCUS

# Close partnership with Regeneron

Since 2003, sanofi-aventis has had an equity stake in the U.S. biopharmaceutical company Regeneron Pharmaceuticals. At the end of 2007, the Group raised its shareholding in Regeneron from 4% to 19% and signed a wide-ranging collaboration agreement to develop and market human therapeutic antibodies using the Regeneron-owned VelociSuite technology platform. The first therapeutic antibody to go into clinical development as part of this collaboration targets the interleukin-6 receptor, with rheumatoid arthritis as its first indication. The second will focus on the delta-like ligand-4 receptor, and should enter into clinical development in 2008. In 2007, the two partners also began a large-scale Phase III clinical program for Aflibercept (VEGF-Trap) in five advancedstage solid tumors: resistant/recurrent ovarian cancer, colorectal cancer, non-small cell lung cancer, prostate cancer and pancreatic cancer.



15



# Designing tomorrow's vaccines today /

— To prevent diseases in children, adolescents and adults around the world, the Sanofi Pasteur R&D team is developing new generations of vaccines.

With tomorrow's health challenges in view, the R&D team of sanofi pasteur, the Group's Vaccines division, is working on both innovation and improvement of vaccine delivery and modes of administration. Either alone or in partnership, the research team is attacking such major diseases as dengue, pneumococcal infections, cytomegalovirus, malaria, tuberculosis, Chlamydia

and Type B meningitis. In addition, sanofi pasteur remains at the forefront of influenza pandemic preparedness.

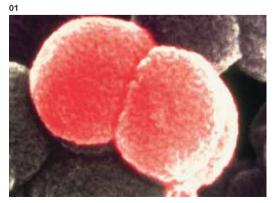
# DRIVING PROGRESS IN PUBLIC HEALTH

The threat of an avian influenza pandemic is still a worldwide public health concern.

In 2007, the Group received the first license for a vaccine against avian influenza in humans from the Food and Drug Administration (FDA) in the United States. This is the first milestone on the road to a government program for stockpiling vaccines against a potentially pandemic strain of influenza. The key challenge in this struggle is production capacity. With an eye on the future, the R&D teams are working to develop new generations of vaccines with increasingly lower doses of effective antigen, so that even more volumes can be produced. As for seasonal influenza, sanofi pasteur is the world's leading influenza vaccine producer, with an output of 180 million doses in 2007.

In the United States, the year also saw an extension of the indication for our meningitis vaccine Menactra® to a new population range of children aged 2 to 10 years. Menactra® vaccine was first licensed in 2005 on the U.S. market for vaccinating adolescents and adults aged 11 to 55.

For ten years, the search for a vaccine against dengue, one of the most widespread tropical dis-



01\_Meningitis: a common disease but also a world health issue



### **PHASE IIa**

Dengue Mild-to-severe Dengue

CMV

Prevention of congenital infection

Flu Cell

Influenza (new production method)

West Nile Virus
Prevention of disease

## PHASE IIb

DTP-HepB-Polio-Hib\*

Japanese Encephalitis
Prevention of infection
ChimeriVax™ technology

Flu Micro-injection New Delivery (U.S.)

### PHASE III

HEXAXIM™

DTP-HepB-Polio-Hib\*

UNIFIVE™

DTP-HepB-Hib\*

PEDIACEL® (EU) D,T,P, Polio, Hib\*

MENACTRA®

Toddler

9 months+

**HIV** (Thailand) Prevention of infection Proof of Concept

**ADACEL®** 

DTP\* 4-6 years

Flu

New Formulation

\* D= Diphteria, T= Tetanus, Hib= Hæmophilus influenzae type b, HepB= Hepatitis B, P= Pertussis

17

eases, has been a key priority for the R&D team. In 2007, a tetravalent candidate vaccine delivered positive results and clinical trials underway have now been extended to Asia and Latin America. A first application for marketing approval for the vaccine could be submitted by 2012.

### A PARTNERSHIP STRATEGY

Innovation also includes partnerships. Sanofi Pasteur has partnered with Acambis, a British biotechnology firm, on several projects. These include work on the dengue vaccine, on developing a single-dose vaccine against Japanese encephalitis - which could be launched in 2010 - and also on a vaccine protecting against West Nile virus. An agreement was also signed at the beginning of 2008 with Crucell, a Dutch biotechnology firm, for a new generation of an anti-rabies treatment. This agreement concerns Crucell's anti-rabies monoclonal antibodies, new generation biotechnology products that are used in association with the rabies vaccine in post-exposure prophylaxis against this fatal disease.

Sanofi Pasteur has also signed a collaborative research and licensing agreement with the Statens Serum Institute in Denmark to develop and commercialize a new vaccine against tuberculosis. Many other partnerships are on the agenda with biotechnology firms and university laboratories.



For further information, please refer to Form 20-F, pages 46 to 50.

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# Flu ID, an innovative mode of administration

Each year, influenza affects from 5 to 15% of all people exposed to the virus. According to the World Health Organization (WHO), it causes from 300,000 to 500,000 deaths a year around the world. This situation is due to an insufficient rate of vaccine coverage and a progressive reduction of immune response to influenza vaccines among the elderly. With Flu ID, sanofi pasteur is tackling this problem from two angles: adapting the dose, and using an intradermal immunization approach. The novelty of this vaccine is based on its delivery method. While most vaccines are injected into muscle tissue, Flu ID is administered into the dermal layer of the skin. The dermis contains a large number of dendritic cells involved in immune responses. An intradermal injection is theoretically more difficult, but it has been simplified by using a micro-injection system invented by sanofi pasteur's partner Becton Dickinson. This has made administering the vaccine easier, reproducible and reliable, whatever the patient's age, gender, ethnic group origin or weight. With a much finer, very short needle, Flu ID delivers a less invasive and therefore more acceptable vaccination, which should help boost the rate of vaccine coverage.



02\_Dengue fever is the most widely spread tropical disease after malaria







— Sanofi-aventis has built growth via a regionalized approach with a comprehensive range of innovative products, mature prescription medicines, consumer health products and generics, along with vaccines.

# and number 1

In 2007, sanofi-aventis was leader in the BRIC countries (Brazil, Russia, India, China) and in Mexico. The Group maintained its position on its traditional markets, and expanded its presence in tomorrow's key markets through a regionalized approach.

# 2007 in review

## **MARCH 16**

Lantus® SoloSTAR® and Apidra® SoloSTAR®: the start of the European launch of the new pre-filled insulin pens for Type 1 and Type 2 diabetics.

### **MARCH 22**

Acomplia® (rimonabant)
was officially reimbursed in France
for the treatment of obese patients
and Type 2 diabetics.

### APRIL 26

Acomplia® was approved in Brazil for treating obese or overweight patients with associated Type 2 diabetes or dyslipidemia risk factors.

### **JUNE 19**

In June 2007, the U.S. District
Court for the Southern District
of New York confirmed the validity
of the Plavix® patent in the United
States and forbade the generic
company from marketing generic
clopidogrel bisulfate in the United
States until the patent expires
in November 2011. The generic
company has appealed this decision.

## **JULY 19**

The Committee For Medicinal Products For Human Use (CHMP) approved the update of the Acomplia® labeling in Europe and confirmed the product's positive benefit to risk profile, except for patients suffering from ongoing major depression.

## **AUGUST 1**

Solid first-half figures were reported in a difficult environment. Plavix® returned to the U.S. market.

Products and presence

# The new frontiers of growth /

— Health markets around the world are changing. Sanofi-aventis is poised to make the most of these opportunities.

The global pharmaceutical industry is facing a number of major transformations today. Firstly, conditions for making medicines available on the market have changed. In the Northern hemisphere, governments are implementing policies to reduce the proportion of health costs in the social security deficit. In the Southern hemisphere, consumers are directly affected by prices due to the lack of generalized social protection.

"We have to deal with a radically changed environment," says Hanspeter Spek, Executive Vice President Pharmaceutical Operations, "that is putting considerable pressure on the profitability of our operations."

The second key change is the emergence of an expanding constituency of stakeholders that includes not only doctors, but also pharmacists, wholesalers, thought leaders, patients advocacy groups, and national and regional health authorities, making the overall situation considerably more complex. The third phenomenon is the slow-down in the number of new drug approvals, and the fact that the criteria defining pharmaceutical innovation are also evolving (see "Market access: changing conditions"). This means that the pharmaceutical industry can no longer count solely on blockbusters to drive growth. Other products in the portfolio such as mature prescription medicines, consumer health products and generics will all have a strategic role to play.

## **SEIZING OPPORTUNITIES**

In this context, sanofi-aventis can count on a number of significant advantages. The Company has a broad regional base that includes emerging countries where health demand is growing rapidly. It also has one of the most comprehensive portfolios in the industry, ranging from innovative medicines through mature prescription medicines, consumer health products and generics, to vaccines, generating powerful synergies

01\_Eight products each worth more than 1 billion euros in sales



### NOVEMBER 7

Coarsucam<sup>™</sup>/ASAQ proved as efficacious as Coartem<sup>®</sup> in treating non-complicated malaria.

## **NOVEMBER 26**

Sanofi-aventis signed an agreement with the Chinese authorities for a project to build an influenza vaccine facility in Shenzhen. The vaccine will be used for influenza prevention and preparing for a pandemic in China.

## **NOVEMBER 30**

Sanofi-aventis and Astellas Pharma Inc. reorganized their business activities related to their Fujisawa sanofi-aventis K.K joint venture in Japan.

### **DECEMBER 3**

Sanofi-aventis inaugurated its first pharmaceutical development center on the Asian continent in Goa, India.

between medicines and vaccines. "We believe these current transformations open up important opportunities," says Hanspeter Spek. "Demand for healthcare will continue to progress in a world with an aging population. The market will divide into a volume market and an innovation market, and we have both the resources and the adaptive capacity to be an active leader in each of these." In the volume market, sanofi-aventis is developing a flexible, regionalized approach designed to align price policies, development and marketing plans with the realities of local markets. In the field of innovation, the Company's strategic portfolio performed extremely successfully in 2007, with eight products each generating over 1 billion euros in sales, and four achieving very high growth on a comparable basis (Plavix®\*: +29%, Lovenox®: +13%, Lantus®: +29% and Taxotere®: +12%).

In certain high-growth regions such as Asia, the Company also expanded its sales force. During the year, the Group was able to leverage its entire portfolio and continue to grow despite a more restricted market

For further information on the medecine and vaccines portfolio, please refer to Form 20-F, pages 18 to 34.

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\* Worldwide presence of Plavix®, see Form 20-F, page 85

02\_"Transform today's changes into new opportunities", Hanspeter Spek, Executive Vice President,

Pharmaceutical Operations





# Market access: changing conditions

The new agenda in the pharmaceutical market is also changing the entry conditions for medicines. Health authorities now apply a benefit to risk equation to the cost in case where they agree to reimburse patients.

For sanofi-aventis, this highlights the medical value and cost-benefit profile of the Company's products. This new approach has an impact at each stage of the entire product chain, starting from the early development phases, and requires close collaboration between Research and Development and sales teams.

Another change involves the move from simply supplying a product to building more global healthcare partnerships. In certain countries, medicine is now part of more comprehensive disease management programs. In the case of diabetes, for example, sanofiaventis combines easier-to-administer insulin injection pens with a 24/7 contact center for patients, a training course for nurses to help them educate diabetic patients, and even a support program to help patients manage some of the key stages of their own treatment.

# 6 million

This is the current number of patients being treated with Lantus<sup>®</sup>, making it the most prescribed insulin in the world. Lantus<sup>®</sup> is one of the major sanofi-aventis success stories, and required an unprecedented effort in research and innovation. Sanofi-aventis invested in and involved hundreds of researchers for several years to develop a product tailored to patient comfort and wellbeing. In 2007, Lantus<sup>®</sup> generated sales of over 2 billion euros and this figure is set to grow significantly year by year.



\_ Products and presence

# Lantus<sup>®</sup> SoloSTAR<sup>®</sup>: simple and effective insulin therapy /

— Early insulinization is important for controlling glycemia and limiting complications associated with diabetes<sup>(1)</sup>. Lantus<sup>®</sup> SoloSTAR<sup>®</sup>, combines Lantus<sup>®</sup>, the world's leading insulin<sup>(2)</sup>, within an innovative pen that considerably simplifies life for patients.

The year 2007 saw the climax of an entrepreneurial venture that goes back to the beginnings of the sanofi-aventis Group. Lantus® SoloSTAR® combines the best of Lantus®, the most widely prescribed insulin in the world, with state-of-the-art sanofi-aventis technology to facilitate life for patients. It was launched in 25 countries on all five continents.

A team of engineers, researchers, and manufacturers worked for five years to develop this extremely efficacious and easy-to-use insulin injection system. Lantus® SoloSTAR® is a pre-filled, disposable pen that enables patients to inject up to 80 units of Lantus® insulin, if necessary in one shot. It was designed to meet the everyday needs of people with diabetes. They can easily see the

insulin dose and the injection is almost painless, as slight pressure suffices to inject the right dose (30% less force than similar devices).

# A NEW RELATIONSHIP BETWEEN PATIENTS AND TREATMENT

Driven by the combined effect of obesity and an aging population, the number of people with diabetes could easily reach 380 million by 2025, twice the current figure, and the disease is already spreading to developing countries such as China and India. Yet people are still frightened of insulin, and many physicians hesitate to start insulin therapy for Type 2 diabetes. They postpone the decision as long as possible, since patients are afraid of injections and the treatment's daily demands. In such conditions, glycemic control will deteriorate under oral treatment, since it is impossible to deliver a sufficient dose. This can increase the risk of cardiovascular (heart disease and stroke) and microvascular (kidney and ophthalmologic disorders, amputations) complications associated with diabetes due to the late onset of treatment.



01\_Wendy, 67: "Lantus® SoloSTAR® is so easy to use that if I can do it, anyone can." **02\_Nina, 71:**"I was terrified of self-injections.
But with Lantus's
SoloSTAR's, I found they were completely painless."





# Comprehensive treatment for people with diabetes

Sanofi-aventis offers a complete range of diabetes treatments that target each stage of the disease.

Lantus®, a long-acting insulin analog for patients with Type 1 and Type 2 diabetes. Apidra®, a fast-acting human insulin analog taken before, during or after a meal by patients with Type 1 diabetes and advanced Type 2 diabetes.

Amaryl®, third-generation orally administered hypoglemic sulfonylurea indicated for the treatment of Type 2 diabetes. Aprovel®, an anti-hypertensive agent, particularly suited for Type 2 diabetes.

Acomplia®, for obese or overweight patients with associated Type 2 diabetes or dyslipidemia risk factors.

Patients feel greater comfort with efficacious medicines and innovative devices that simplify treatment. Sanofi-aventis markets a broad range of injection pens such as OptiSet® (disposable pen), OptiClik®, OptiPen® Pro, Autopen24® from Owen Mumford (reusable pens), and the most recent SoloSTAR® (pre-filled, disposable, and easy to use).

By combining a daily dose of Lantus® with an intuitively easy-to-use injection pen that delivers a quick shot, Lantus® SoloSTAR® helps patients overcome the barrier to acceptance of insulin injections and makes it easier to manage diabetes on a daily basis.

## LANTUS®, THE WORLD'S LEADING **INSULIN**

Lantus® is the most widely prescribed insulin in the world. It is the only basal insulin offering 24-hour efficacy with no pronounced peak. It delivers genuine comfort to patients. One injection a day is sufficient to meet all basal insulin needs. Lantus® is indicated for people with Type 1 (adults and children) and Type 2 (adults) diabetes.

To crown this success, SoloSTAR® was awarded the 2007 GOOD DESIGN prize by the Chicago Athenaeum Museum of Architecture and Design. Every year, this institution awards the world's most prestigious design prize, and singled out SoloSTAR®'s remarkable conception and leading-edge technology for improving the ability of patients to observe the most suitable treatment.



For further information on metabolic diseases, please refer to Form 20-F, pages 23 to 26.

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(1) Nathan DM, Buse JB, Davidson MB, Heine RJ, Holman RR, Sherwin R, Zinman B. Management of hyperglycemia in Type 2 diabetes: a consensus algorithm for the initiation and adjustment of therapy: a consensus statement from the American Diabetes Association and the European Association for the Study of Diabetes Diabetes Care 2006: 29:1963-1972 (2) MAT December 2007 in constant euros (IMS, MIDAS) (insulins = insulin brands ranking).



# 85 years of innovation in diabetes

- 1921: Insulin was identified for the first time in Canada by Frederick Banting and Charles Best, who used a raw pancreatic extract to save the life of a young boy in a diabetic coma.
- 1923: Hoechst, later to become part of sanofiaventis, was the first company to produce insulin.
- 1936: Hoechst developed the crystallization process that improves the purification and tolerance of insulin. This marked the start of a long process of research into the disease.
- 1953: Hoechst launched the first insulin with 24-hour efficacy.
- 1976: Researchers produced the first sample of human insulin. Genetic engineering drove considerable progress, up until the production of the glargine insulin - Lantus®.
- 2000: The launch of Lantus® using recombinant DNA, the first basal insulin analogous to slow-action human insulin, which acts with no pronounced peak and makes it possible to maintain a low, regular level of insulin for 24 hours using a single daily injection.
- 2006: Launch in the United States of Apidra®, a new fast-acting insulin analog, for the treatment of Type 1 and Type 2 diabetes in adults
- 2007: Launch of Lantus® SoloSTAR® and Apidra® SoloSTAR®.



"You gain time when the device is easy to use. You can teach more people how to use it more quickly. . This is a huge advantage.



# Frankfurt, a state-of-the-art insulin production site

Over a period of two years, sanofi-aventis invested 150 million euros in the Frankfurt site to meet the global need for insulin pens. Demand for these pens is forecast to increase fourfold, from 42 million in 2006 to 150 million by the end of the decade.

Products and presence

# An integrated industrial platform /

— Sanofi-aventis has decided to bring all manufacturing resources in-house, responding to global market demand with greater flexibility and reliability.

Sanofi-aventis' industrial facilities are capable of producing more than 24,000 different treatments, doses and formulations in both large and small quantities. The Group has decided to exert full control over its supply chain, ranging from chemistry and pharmaceutical production to distribution. "Bringing our production resources in-house is a strategic choice in an environment where pharmaceutical companies are quite rightly regulated by increasingly strict rules on manufacturing medicines," says Gilles Lhernould, Senior Vice President, Industrial Affairs. "This allows us to control the quality and traceability of our products, and protect ourselves more effectively against counterfeit drugs."

# INNOVATION IN INDUSTRIAL FACILITIES

Production is a key element in the pharmaceutical sector. The Group's capacity to react to new demand depends on the flexibility and creative potential of its industrial facilities. In 2007, for example, the launch of the new Lantus® SoloSTAR®



01\_"A flexible and competitive integrated industrial facility", Gilles Lhernould, Senior Vice President, Industrial Affairs

01\_Producing Lantus® Lantus® is the most widely prescribed insulin in the world.

02\_Assembly

Insulin cartridges are inserted into SoloSTAR® pens that are entirely manufactured in-house.





03 Labeling A country-specific label for each of the 25 countries requires a robust

logistics organization.

04\_Packaging
This is completely automated. Robots then put the packages into delivery boxes.

05\_Testing for quality The pens are quality controlled in-house using a representative sample for optimum safety.



insulin pen involved the deployment of large-scale human, technical and financial resources to meet market demand while addressing a remarkable industrial challenge.

Most of the Group's large compounds destined for the global market are manufactured in Europe, whereas local medicines are produced in regional plants. Industrial facilities therefore have to be both reactive and competitive. "As new medicines come on stream more quickly and markets are growing increasingly global, we must be able to adapt our capacity in very short order," emphasizes Gilles Lhernould. "Once again, we can meet this challenge of mass production now that our industrial resources are fully integrated." This is a significant advantage when 55% of the activity on industrial sites is focused on base business and consumer health products. By virtue of the broad geographical spread of these Company sites, sanofi-aventis is closely attuned to the needs of different markets. In 2007, for example, the Group opened its first Asian pharmaceutical development site in India.

This center for analytical and pharmaceutical formulation development will have the capacity to develop up to 12 pharmaceutical compounds a year. Located close to the Company's state-of-the-art manufacturing facility in Goa, this center will play a pivotal role in enabling the Group to rapidly introduce new, high-quality products in both the Asia-Pacific region and in the global marketplace.



For further information, please refer to Form 20-F, pages 70 to 71.

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# Quality throughout the supply chain

For a pharmaceutical company to maintain its good reputation with pharmacists, it must deliver products reliably and on time. This is why the Group's French subsidiary and Industrial Affairs department tested a new delivery system in 2007. The Amilly distribution center commissioned a carrier to provide dedicated staff who were specially trained to deliver sanofi-aventis medicines. Using Group vehicles, these operatives work with pharmacists to record order deliveries.

This scheme has now been rolled out to the 4,250 pharmacies in the Paris region, cutting the average time for processing orders from five to three days, and increasing customer satisfaction.

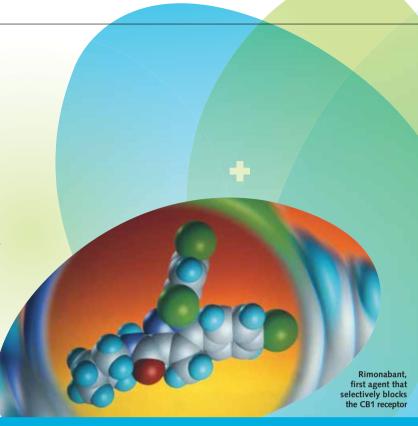


02\_A new delivery service for pharmacists

# An ambitious clinical development plan

An ambitious clinical development plan is underway with rimonabant, including eleven Phase IIIb clinical studies covering some 25,000 patients, with the aim of establishing its efficacy in patients with Type 2 diabetes and demonstrating its role in preventing Type 2 diabetes and cardiovascular diseases. These studies are exploring the efficacy of Acomplia® versus an active comparator in pre-diabetic and diabetic patients in combination with insulin. The latest results from the SERENADE study show that when used as a monotherapy, rimonabant can significantly improve HbA1c rates

(the reference criterion when observing glycemic balance) together with robust weight loss, reduced waist circumference, and an improved lipid profile. The results of SERENADE were included in the European regulatory authorities' updated Summary of Acomplia®'s characteristics in November 2007.



Products and presence

# A new approach to diabetes and cardiovascular diseases /

Acomplia<sup>®</sup> is the result of the constant commitment of sanofi-aventis to explore new pathways and transform them into innovative therapeutic solutions for patients.

Acomplia® (rimonabant) is the first in a new therapeutic class of agents that selectively block the CB1 receptors that help regulate the balance of energy, body weight and glucose and lipid (fat) metabolism. Acomplia® is indicated for treating obese and/or overweight patients with associated cardiometabolic risk factors such as Type 2 diabetes and dyslipidemia.

Type 2 diabetes and heart diseases are two of the major public health challenges. People with several risk factors (abdominal obesity, high "bad cholesterol" and low "good cholesterol", a high level of triglycerides in the blood, and hypertension) are five times as likely to develop a form of diabetes and twice as likely to develop heart disease as those who do not present these factors. Acomplia® offers a brand new approach to treating such patients.

The discovery of Acomplia® started from the hypothesis that if there is a brain receptor that can stimulate the appetite, it should also be possible to reduce appetite and help people reduce their excess weight or obesity by blocking this same receptor.

## A BOLD HYPOTHESIS

Sanofi-aventis researchers identified rimonabant as the very compound that blocks this receptor. It was also discovered that this receptor is also found in peripheral tissues (adipose tissue, liver, and muscles), and helps improve energy balance.

The researchers therefore developed a "first-in-class" treatment that leverages the therapeutic potential "of modulating" the CB1 receptors and constitutes a major step forward in the way cardiometabolic risks are managed in obese and overweight patients with Type 2 diabetes and dyslipidemia.

# A COMPREHENSIVE RESEARCH PROGRAM

In the United States, the FDA Endocrinologic and Metabolic Drugs Advisory Committee, held in June 2007, voted against recommending approval of rimonabant (Zimulti® in the United States) for the treatment of obese and overweight

patients with associated risk factors. Consequently, sanofi-aventis decided to withdraw the New Drug Application (NDA) in the United States. Sanofi-aventis is confident in the positive benefit to risk ratio of rimonabant 20 mg when used in the appropriate population and is committed to making rimonabant available to patients in the U.S. market.

The Group is working towards a 2009 submission for Type 2 diabetes, and in 2011 a further submission for stroke prevention.

Acomplia® is being investigated in a comprehensive research program, including trials with 5,700 patients, focused on Type 2 diabetes. A further long-term research program is also investigating how Acomplia® can reduce the risk of cardiovascular diseases in pre-diabetic patients with abdominal obesity and associated risk factors.

# Focus Rapid international commercial launch

After receiving marketing authorization in the European Union in 2006, Acomplia® was launched in 2007, and has now been approved in 52 countries and launched in 27. Nearly 450,000 patients are already being treated with Acomplia®.



# Aprovel®, a dynamic brand

In 1987, sanofi-aventis researchers working at the Montpellier research and development site discovered irbesartan, which eventually became Aprovel®. Ten years later, this anti-hypertensive treatment was launched in the United Kingdom and the United States. Today, Aprovel® has an impressive track record of over three billion tablets sold every year in more than 100 countries. Aprovel® is indicated for the treatment of hypertension and diabetic nephropathy in patients with Type 2 diabetes. It acts by blocking the effect of angiotensin, the hormone responsible for the contraction of blood vessels, thereby

permitting the normalization of arterial blood pressure. In 2007, after it was launched in the United States, a new form of CoAprovel® (irbesartan and hydrochlorothiazide) was submitted for approval in Europe, helping more at-risk hypertensive patients to reach their blood pressure goals.

This year, the FDA also granted a new indication for CoAprovel® in cases of severe and moderate hypertension, the first fixed dose combination of a sartan and hydrochlorothiazide indicated as treatment for initial use in hypertensive patients who are likely to need multiple drugs to achieve their blood pressure goals.

27

# Clexane®/Lovenox®, a wealth of clinical trial results /

# Studies confirm the clinical benefits of Clexane®/Lovenox® for the treatment of thromboembolic diseases.

In the area of deep vein thrombosis, EXCLAIM is the first international clinical study to demonstrate that extending prophylaxis to five weeks (instead of 10 days) using Clexane®/Lovenox® in acutely ill medical patients with reduced mobility can effectively reduce the risk of venous thromboembolic events.

In arterial thrombosis, one year follow-ups of the ExTRACT-TIMI 25 and STEEPLE studies confirmed the clinical benefit of Clexane®/Lovenox® over Unfractionated Heparin (UFH). The ExTRACT-TIMI 25 trial showed a significant net clinical benefit in reducing all causes of death/nonfatal myocardial infarction/nonfatal disabling stroke in favor of Clexane®/Lovenox® compared to UFH for patients with the most severe type of heart attack.

In the case of a one year follow-up of the STEEPLE trial, the superiority of Clexane®/Lovenox® was confirmed in all causes of death and major bleeding when compared to UFH for patients with unstable angina undergoing elective percutaneous coronary intervention (PCI).

In the United States, the Food and Drug Administration (FDA) granted a new indication for Clexane<sup>®</sup>/Lovenox<sup>®</sup> in treating the most severe type of heart attack. Clexane<sup>®</sup>/Lovenox<sup>®</sup> is the only low molecular weight heparin approved in the United States for such a broad range of indications.

# THE MOST WIDELY PRESCRIBED LOW MOLECULAR WEIGHT HEPARIN IN THE WORLD

Clexane<sup>®</sup>/Lovenox<sup>®</sup> is the most widely studied and used low molecular weight heparin (LMWH) in the world. It has been used to treat an estimated 200 million patients in more than 115 countries after 20 years of development and is approved for more clinical indications than any other LMWH.

Clexane®/Lovenox® is an anti-coagulant used to inhibit the formation of clots in veins and arteries, thereby preventing possible acute or chronic complications associated with deep vein or arterial thrombosis.

## FOCU

# Plavix® patent protection confirmed in the U.S.

In June 2007, the U.S. District Court for the Southern District of New York confirmed the validity of the Plavix® patent in the United States and forbade the generic company from marketing generic clopidogrel bisulfate in the United States until the patent expires November 2011. The generic company appealed this decision.



For further information, please refer to Form 20-F, pages 19 to 26.

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# +10% higher than the market

In two years, sanofi-aventis has grown at a considerably higher rate than the Japanese pharmaceutical market, and this trend strengthened in 2007, when the Company recorded the highest growth (over 10%) among the 15 leading pharmaceutical companies in Japan. Since 2004, the Japanese affiliate has moved from 18th to 14th position.

Products and presence

# Japan: ambitions for the world's second largest market /

— To enhance its position in the Japanese market, sanofi-aventis is leveraging its extensive product portfolio and an informed grasp of local needs.

Japan is the world's second largest pharmaceutical market after the United States. The country has a number of distinct characteristics, especially in terms of new drug applications and its distribution methods. Due to its country's geographical makeup of mountainous islands each with its pronounced regional identity, Japan has a fragmented network of some 140 wholesalers.

Sanofi-aventis has great ambitions for its Japanese subsidiary. Since 2005, the workforce has been focused on doubling the Company's size in a market where there are already a large number of active local pharmaceutical companies. There have also been a broad range of new initiatives. First of all, the subsidiary brought back in-house sales that were previously made through alliances

(including Plavix®), representing a total of over 500 million euros in the marketplace.

Secondly, a clinical research unit was set up in 2006 to ensure that products are specifically adapted to the Japanese market as early as possible in the development process. This reorganization rapidly delivered on its promise, expanding the portfolio of products under development from 22 in 2005 to over thirty in 2007 for Japan alone. The Kawagoe production center has also expanded substantially. Created 40 years ago, the site's tablet production capacity grew from one billion units to nearly three billion in 2007, with an output wholly targeting the national market. Thirdly, to support growth, the subsidiary has substantially increased its sales team. Following the increase in medical representatives in 2007, there are now 1,500 sales people in the field, all equipped with the latest generation ETMS (Electronic Territory Management System).

## **FOCUSED ON GROWTH**

In 2007, this focus on growth produced excellent results for the portfolio's flagship products (source: IMS JPM): Allegra® grew by 26.6% (on an anti-allergy



01\_Sanofi-aventis gives a special meaning to the word "Maison"

02\_The Kawagoe plant with a tablet production capacity of three billion units

03\_Becoming one of the top ten pharmaceutical companies in Japan





# Welcome to "la Maison"

In Japan, sanofi-aventis has rapidly managed to create a unique place in the pharmaceutical industry through the key concept of "la Maison". The Company attaches great importance to ensuring that employees enjoy a balanced lifestyle, and is dedicated to fostering mutual respect. This means developing solidarity, paying close attention to the place of women in the company, and supporting programs for the disabled and those in need. Family gettogethers for the tanshin-funin employees who cannot see their families very often as they work far from home are yet another aspect.

A holiday "savings" scheme was set up so that employees can take days off for important family events. Furthermore, the Company provides parental leave for both mothers and fathers, an innovation in Japan. As a result of this social welfare agenda, the subsidiary was awarded kurumin certification by the local authorities, making sanofi-aventis a rather unusual sort of company in Japan, both for the media and, of course, for the employees themselves.

29

market that increased by 7.3%), Ancaron® by 13.4% (on a market that fell by 0.1%), Amaryl® by 14%, Taxotere® by 11.2% and Myslee® by 13.4%. Plavix® was launched in Japan in 2006 and made a very promising start, receiving a new indication in October 2007 that created excellent growth opportunities for the years ahead.

In 2008, sanofi-aventis Japan is set to continue on this growth path, with the launch of the Lantus® SoloSTAR® pen, which received marketing approval in January 2008 and is supported by a dedicated sales force of 140 medical representatives. The Company's oral antidiabetes therapies already reach more than one out of every two patients in Japan, which means that Lantus® will take up a pivotal position in this range.

Clexane®/Lovenox® was approved in January 2008 for preventing deep-vein thromboembolisms in patients who have undergone orthopedic surgery, and its upcoming launch should boost the subsidiary's growth, as will the new indication expected for Taxotere® as a treatment for men with advanced prostate cancer. With this scale of performance, sanofi-aventis is set to rank among the top ten pharmaceutical firms in Japan in 2008.



For further information, please refer to Form 20-F, pages 61 to 69

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# Plavix®, a promising start

Cerebrovascular diseases are one of the three main causes of death in Japan, affecting an estimated two million people. In 2006, Plavix® was launched in Japan for the prevention of risks of stroke recurrence. The local authorities then lifted the standard two-week limitation on prescriptions in May 2007, so that Japanese patients can now be treated for the appropriate duration. In October 2007, a new indication for Plavix® was approved for patients with acute coronary syndrome for whom percutaneous coronary intervention (PCI) is being planned. Around 100,000 new patients develop an acute coronary syndrome every year, the largest number of patients in the world outside of the United States. With this new indication and a dedicated sales force, Plavix® quickly became one of the subsidiary's blockbusters, making a substantial contribution to the sanofi-aventis performance in Japan in 2007 with sales of over 60 million euros.





# +86%

This is the increase, on a comparable basis, in worldwide sales of Menactra<sup>®</sup>, Sanofi Pasteur's meningitis vaccine, from 2006 to 2007. In 2007, Menactra<sup>®</sup> attained sales of 415 million euros. In 2008/2009, production capacities for this vaccine should reach 8 to 10 million doses and 20 million by 2010.

Products and presence

# Vaccines, a key strategic focus /

— Providing an effective, innovative response to major public health issues worldwide, vaccines have a growing impact on the Group's performance.

The Group's Vaccines division experienced strong sustained growth in 2007, considerably increasing its contribution to the Group's overall performance. Vaccines accounted for 10% of Group sales in 2007, up from 9% in 2006. Sales of sanofi pasteur actually increased by  $14.5\%^{(1)}$  to 2.778 million euros in

2007. In Europe, Sanofi Pasteur MSD (the joint venture between sanofi pasteur and Merck & Co.) recorded sales of 1,040 million euros, a 44%  $^{(2)}$  rise, 341 million euros of which were generated by Gardasil® from Merck & Co. R&D, a quadrivalent vaccine for the prevention of cervical cancer.

## A FAVORABLE ENVIRONMENT

Today's international public health environment is conducive to developing vaccines, which provide an effective response to major diseases, generally as a preventive measure but sometimes as a therapeutic solution. Seasonal influenza, for example, is a constant concern for health authorities throughout the world, and sanofi pasteur is the undisputed leader in the field of influenza prevention, backed by a clear, global strategy. In 2007, the Company produced more than 180 million doses of vaccine and made a determined effort to distribute Fluzone® and Vaxigrip® in the United States, Mexico, the European Union, Asia and the Southern hemisphere.

Sanofi Pasteur also continued to bring innovative, effective and easier-to-use vaccines to market. These included a submission for marketing authorization with the European Union authorities of an intradermal vaccine, raising awareness about preparations for a possible influenza pandemic by developing new  $\rm H5N1$  vaccines, and stepping up its vaccine manufacturing capacity worldwide.



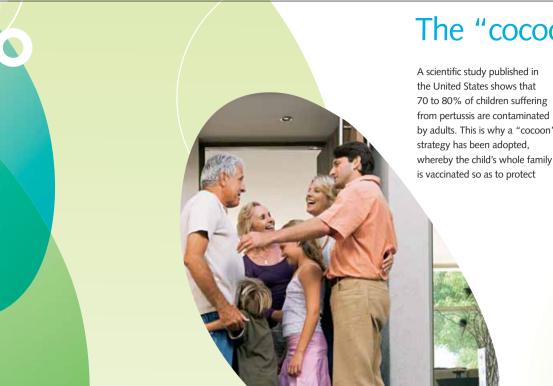
01\_Menactra® vaccine's license in the U.S. has been extended to include children aged 2 to 10

02\_The Shenzhen, China, vaccine plant will respond to the strong growth of the Chinese market

03\_Gardasil®, to prevent cervical cancer



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# The "cocoon" strategy

A scientific study published in the United States shows that In addition, child care and health-care professionals from pertussis are contaminated by adults. This is why a "cocoon" strategy has been adopted,

31

### **INTERNATIONAL SUCCESS STORIES**

With 660 million euros in net sales, the polio/ pertussis/Haemophilus influenzae type b (Hib) area had a successful year in 2007. The launch of Pentaxim® on the public market in Mexico and Turkey was an important first step in our strategy of bringing technologically-advanced combined vaccines (containing the acellular pertussis and injectable polio vaccines) to developing markets. This growth will be fueled in coming years by a number of new pentavalent vaccines: Pentacel® vaccine in the United States, Pentaxim® internationally, and the expansion of Pediacel® in the European Union.

Booster vaccines sales grew strongly, increasing by 27% (1) compared to 2006. This is primarily due to Adacel®, a combined diphtheria, tetanus, whooping cough (pertussis) vaccine launched in the United States in 2005. Ten million doses were sold in the U.S. last year. As meningitis remains a major public health problem, with a significant rate of morbidity and mortality, the Menactra® vaccine maintained

strong growth in the United States in 2007, with an  $84\%^{(1)}$  increase in sales over 2006.

In Europe, Sanofi Pasteur MSD's year was marked by a rapid advance for Gardasil® which has risen to leading position since it was launched, with a 95% market share, and recognition for the benefits of vaccination for four serotypes of HPV (Human Papilloma Virus).



For further information, please refer to Form 20-F, pages 32 to 34.

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(1) On a comparable basis
(2) On a reported basis



# Influenza: preparing for a rise in demand

To anticipate an increase in global demand and prepare for a possible pandemic of the H5N1 virus, sanofi pasteur is continuing to boost its industrial capacity for the markets in question. A new site with a production capacity of more than 100 million doses was opened in the United States at Swiftwater, Pennsylvania in 2007. Overall, vaccines production in the United States will almost triple.

In November 2007, sanofi-aventis also signed an agreement with the Chinese authorities for a project to build an influenza vaccine plant in Shenzhen with the aim of producing the seasonal influenza vaccine for the Chinese market by 2012. This will be optimized to meet the expected strong growth of the Chinese market, and produce the H5N1 vaccine in the event of a pandemic.





67.5%

Net sales of sanofi-aventis' top 15 products,

Clexane®/Lovenox®, Plavix®/Iscover®, Lantus®, Taxotere®, Eloxatin®, Stilnox®/Ambien®/Ambien CR®/Myslee®, Copaxone®, Aprovel®/Avapro®/Karvea®, Delix®/Tritace®/Triatec®, Allegra®/Telfast®, Amaryl®/Amarel®/Solosa®, Xatral®, Actonel®, Depakine®, and Nasacort®, represent 67.5% of pharmaceutical net sales.



Products and presence

# A product portfolio addressing today's challenges /

— With its extensive product portfolio, sanofi-aventis can address both the increasing pressure on healthcare expenditure in the Northern hemisphere and new consumer requirements in the Southern hemisphere.

Today's combination of unlimited demand for healthcare, limited resources, and a growing need for patients to take personal charge of their treatment is creating an unprecedented dilemma for governments worldwide. By making the best use of a very broad product portfolio, sanofi-aventis can provide solutions that correspond to each local situation

Innovative medicines: Lantus®, the leading brand worldwide in the treatment of diabetes;

Clexane®/ Lovenox®, the leader in a growing market where prophylaxis is still under-developed; Taxotere®, whose broad range of indications places it in the first rank among branded cytotoxic agents; and Plavix®, whose potential with eligible yet still un-treated patients opens up opportunities for growth.

Sanofi Pasteur, the Group's Vaccines division offers the industry's broadest range of products, from pediatric combination vaccines and vaccines against influenza and meningitis to booster shots, vaccines for travelers and for regions where diseases are endemic.

# MEETING NEW MARKET EXPECTATIONS

Sanofi-aventis' pharmaceutical portfolio also includes a broad range of mature prescription medicines, generics and consumer health products that drive a base business amounting to more than eight billion euros. Some of these products have been on the market for many years, and are widely recognized by healthcare professionals and



01\_Goa, India. The first sanofi-aventis development plant in Asia

02\_Maalox®, marketed in 55 countries

03\_Enterogermina®, a consumer health product with international appeal



# An extensive range of tailored solutions

Sanofi-aventis produces medicines and vaccines that meet the special health problems of each region.
The Company's comprehensive portfolio provides personalized care to patients through greater comfort and ease of use.

### Innovative products

Sanofi-aventis has eight blockbusters, each with sales totaling more than one billion euros. These include Lantus®, Clexane®/Lovenox®, Taxotere® and Plavix®/Iscover®.

## Mature prescription medicines

Covering well-known brands such as Amaryl®, Depakine®, Trental®, Lasix® and Tritace®. In many countries, these mature yet proven, efficacious products feature among reference treatments.

## Consumer health products

Sanofi-aventis is the eighth largest player in this market with seven key international or regional brands that include Doliprane® in France, Maalox® (marketed in 55 countries), Lactacyd® in Asia and Latin America, and No-Spa® and Essentiale® in Eastern Europe and Russia.

### Generics

The Winthrop generics portfolio contains 300 products (more than 40% of them autogenerics), and almost another hundred new products are launched each year. Major compounds include ramipril, co-codamol, and pravastatin.

### Vaccines

Sanofi Pasteur, the Group's Vaccines division, operates on such high-potential markets as influenza (with Fluzone® and Vaxigrip®), pediatric combination vaccines (Pentacel® and Pentaxim®), polio vaccines, and booster vaccines (Adacel®), meningitis (Menactra®), as well as vaccines against cervical cancer (Gardasil®), marketed via the Sanofi Pasteur MSD joint venture in Europe.

33

patients for their efficacy and reliability. They play a major role in certain new high-growth markets, accounting for over 60% of pharmaceutical sales in the BRIC-M (Brazil, Russia, India, China and Mexico) for example, where Group sales rose by some 10% in 2007 (on a comparable basis).

### ADAPTING TO MARKET DEMAND

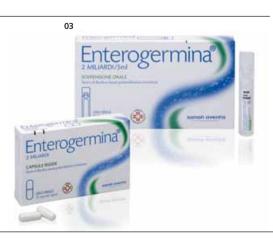
To make optimal use of this portfolio, sanofi-aventis has adopted a regionalization policy. In the immediate future, emerging markets such as the BRIC-M will drive growth in the pharmaceutical industry. Today, these countries have the highest population of patients with 'industrialized country diseases' such as diabetes, cancer, and cardiovascular disorders. They also have the largest proportion of un-diagnosed patients. Out of a total estimated population of 136 million people with diabetes around the world, only 27 million have so far been diagnosed, and 25 million of these live in the United States, the European Union and Japan.

Sanofi-aventis' portfolio can easily be adapted to different situations, for example by sharing best practices on international brands, applying Life Cycle Management to compounds that still play a vital role for patients, and offering an extensive portfolio of generic medicines. Through this flexible, pragmatic approach, sanofi-aventis can defend its positions in industrialized countries while playing its role as a dynamic leader in emerging markets.



For further information, please refer to Form 20-F, pages 18 to 34.

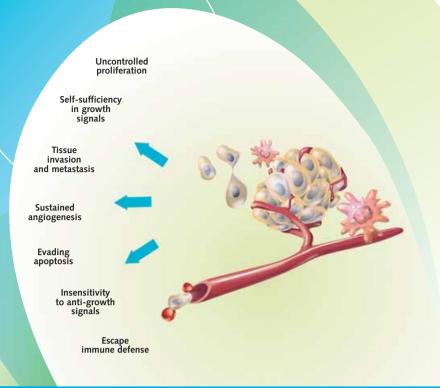
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## FOCUS

## **Enterogermina**®

Enterogermina® is an oral suspension of clausii bacillus spores, a probiotic that restores bacterial balance in case of intestinal disorder. This has been a key product in Italy for nearly 50 years and is now a market leader, achieving consumer health status as an Over the Counter treatment (OTC) in 1999. Due to its special qualities, it has now begun a new life in the global marketplace. In Latin America and Andean countries, for example, children under the age of five suffer from between one and three bouts of diarrhea per year and 26% of these children are hospitalized as a result. Four percent of these high-risk populations of children under the age of five die from diarrhea. Enterogermina® is one of a number of medicines available to physicians, acting as an adjuvant treatment for oral rehydration therapy in the case of acute diarrhea. Enterogermina® has been successfully launched in Hungary, India and Mexico, and is expanding in Latin America and Andean countries, Asia, the Philippines and Vietnam.



12

The number of current indications (in the United States, Europe and Japan) for Taxotere®, the anticancer agent with the most indications in the world, used in treating breast, lung, prostate, stomach, and head and neck cancers.

Products and presence

# Attacking cancer on all fronts /

— Sanofi-aventis' vision is to attack cancer on all fronts, exploring innovative avenues to optimise patient management and care and entering into long term partnerships to discover and develop powerful new agents and strategies for prevention and treatment so as to provide all patients with the best possible solutions.

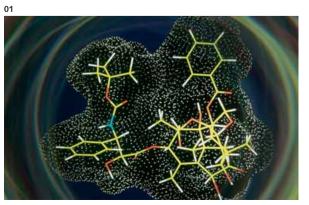
By the year 2030, cancer could kill 11.4 million people around the world, 70% of them in developing and newly industrialized countries<sup>(1)</sup>. Sanofi-aventis' commitment to oncology is demonstrated by a series of successes (docetaxel and oxaliplatin) and its research into new therapeutic mechanisms. Thanks to many years of research, sanofi-aventis now has a better understanding of the way cancer grows and spreads, and different processes have now been identified.

Since cancer is a multi-faceted disease, the research strategy consists in attacking cancer on all fronts by targeting most of the mechanisms of action involved in the development, growth, and spread of cancer cells. Sanofi-aventis' Discovery and Clinical Development teams are actively pursuing these objectives by optimizing internal capabilities and developing extensive partnerships. Discovery is focusing on 17 targets and 27 lead compounds as potential candidates for future development. In development, 20 projects are under evaluation among which 8 are in late stage clinical development.

In 2008, 27 pivotal phase III studies for registration are ongoing or about to start either being fully managed by sanofi-aventis, or in partnership with U.S. and European cooperative groups such as the NSABP (U.S. adjuvant breast and colon cooperative group).

# NEW THERAPEUTIC BENEFITS, NEW HOPES

In 2007, further benefits were provided by Eloxatin® and Taxotere®, two leading compounds in sanofi-aventis' oncology portfolio.



01\_Taxotere®, new indications in Europe, Japan and the United States

02\_Eloxatin®, new therapeutic benefits in 2007



# chemotherapy

Cancer means an uncontrolled proliferation of cells due to genetic mutations. Apart from hormone therapy, which is aimed at specific types of cancer

(such as prostate cancer), anti-cancer treatments are either used to destroy all cancer cells (in which case they are known as cytotoxic agents), or aiming at more targeted treatments that block the cancer cell's mechanisms of action. These two approaches are very often combined (and in some cases they include hormone therapy) to stop cell proliferation and the growth of the tumor. They either cause it to disappear or at least stabilize the tumor. Sanofi-aventis Research and Development is working on most of these treatment lines.

In Canada, Eloxatin® was approved for the adjuvant treatment of Stage III colon cancer following the complete resection of the primary tumor, as well as for metastatic colorectal cancer. And for the first time, it was shown that the same on Eloxatin®-based treatment (FOLFOX 4) administered before and after surgical resection of liver metastases from colorectal cancer benefited to the patients in prolonging time to relapse (EPOC study)(2) by maintaining a favorable safety profile.

## **EFFICACY OF TAXOTERE® CONFIRMED**

Taxotere®'s efficacy has been confirmed in several indications. A new indication was obtained in the United States (after a priority review by the FDA) and in Europe in the induction treatment of locally-advanced head and neck cancer.

In Japan, Taxotere® has been afforded a priority review for the treatment of hormoneresistant cancers of the prostate. Its beneficial contribution to long term survival was confirmed during the updated analysis of the pivotal study.

In the early stages of breast cancer, a Taxotere® -based treatment without anthracyclines could offer a safer alternative to the use of anthracyclines, whose cardiac toxicity is a known long term side effect. This has also been observed in severe forms of tumors such as those with HER2 overexpression.

## **NEW PARTNERSHIPS AND ACQUISITIONS**

At the same time, partnerships have been entered into and/or strengthened with Oxford BioMedica to develop TroVax®, a therapeutic cancer vaccine, and with Regeneron for the development and the commercialization of fully-human therapeutic antibodies. Major results for S-1 (a new oral fluoropyrimidine), the product licensed from Taiho in 2006, were presented at ASCO.

(1) American Cancer Society - surveillance research 2007 WHO, Factsheet 297. Fev 2006. (2) ASCO 2007.



For further information, please refer to Form 20-F, pages 26 and 27.

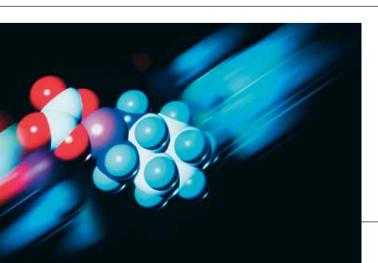
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# Improving patients' lives

Sanofi-aventis is committed to developing solutions that improve the lives of cancer patients. An all-out attack on cancer does not simply mean treating tumors, but also preventing the disease, and improving patient care. This is why sanofi-aventis has promoted Oncosurge, a decision tool for surgeons treating colorectal cancer. Many other programs have also been launched to encourage the early screening of cancer.

"My Child Matters" is focused on fighting childhood cancer in areas of the world where pediatric oncology is still finding its way. The program helps developing countries boost the medical infrastructure needed to provide information and better diagnosis, along with pain management. The training of 1,700 health professionals in 2007 is a good example. The Group acts as a full partner to public health schemes, working in tandem with health authorities and governments to promote cancer screening and information policies.



# A broad range of products and constant progress

New Actonel® presentations were either launched in 2007 or are now in preparation with the aim of improving the comfort of patients suffering from osteoporosis. Actonelcombi®, combining Actonel® with calcium and vitamin D3, is indicated for the treatment of postmenopausal osteoporosis in order to reduce the risk of vertebral and hip fractures. It was launched in Europe in 2007. The decentralized European marketing approval process for Actonel® 75 mg, which can be taken on two consecutive days each month, and with Sweden as the reference member state, has proved positive. Positive results have also been recorded for Actonel® 150 mg, which is currently under development as a single monthly dose.

With Arava®, sanofi-aventis is positioned to deliver an in-depth treatment of rheumatoid arthritis that affects approximately five million patients in Europe. The Group is also committed to urology over the longer term. Since the launch of Xatral® (alfuzosin), the first  $\alpha$ 1-blocker marketed exclusively intended

for the treatment of symptoms of benign prostate hypertrophy (BPH), more than 3.6 billion days of treatment with Xatral® have been prescribed worldwide. Phase III clinical studies with a once-daily formulation of Xatral® 10 mg are currently underway in Japan for the treatment of BPH.



Products and presence

# Changing patients' lives /

— Sanofi-aventis is constantly improving therapeutic approaches to diseases of the central nervous system, which are often chronic, by integrating treatment more naturally into patients' daily lives.

Depakine® has been prescribed for 40 years and is currently a reference treatment for most people with epilepsy. Depending on the country in question, Depakine® or Depakote® is also recommended as a first-line treatment for manic episodes associated with bipolar disorder and for the prevention of mood episodes.

# INNOVATIONS THAT CHANGE PEOPLES' LIVES

As the first alternative to Beta interferons Copaxone® (glatiramer acetate) is an immuno-modulator indicated for the reduction of the frequency of attacks in patients with relapsing-remitting forms of multiple sclerosis. The treatment is available in more than 42 countries, and used by more than 100,000 patients around the world. A pre-filled syringe containing Copaxone® can now be stored for up to a month at room temperature. This is extremely convenient for patients, especially those who need to carry their treatment with them. This improvement was approved by the FDA in the United States and by the European Medicines

Agency in some European countries, as part of a mutual recognition procedure.

In 2007, new data confirmed the virtues of Stilnox®/Ambien®. One study showed that treatment with Ambien CR® for patients with chronic insomnia brought significant improvements to sleep maintenance, sleep duration and the ability to fall asleep, over a period of 12 weeks, when compared to a placebo. Sanofi-aventis also announced the results of a new study showing that Ambien CR® tablets can improve sleep induction, sleep maintenance and total sleep time in patients suffering from insomnia and from generalized anxiety disorders treated with escitalopram, when compared to a placebo.

## FOCUE

# A new approach to treating insomnia

Sleep disorders, including difficulties in falling asleep and repeated nocturnal awakening, are very frequent in the United States and Western Europe, but as yet there is no sufficient treatment. Due to eplivanserin's original mechanism of action (5-HT2A antagonist), the compound has the necessary pharmacological qualities to help patients improve the quality of their sleep, and "live their lives properly" the next day without any residual effects. The Phase III program designed to confirm this clinical benefit is near completion, and will pave the way for a submission in the United States and Europe during the second half of 2008.



For further information, please refer to Form 20-F, pages 28 to 31.

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#### Covering vast territories

To cover markets as vast as China and the United States, sanofi-aventis has changed from a centralized to a regionalized organization.

#### Adapting the U.S. sales structure

In 2007, sanofi-aventis U.S. modified its sales approach to address the specific characteristics of the different States.

Organizations were redefined and new business lines emerged, such as providing clinical consultants to work with specialists and primary care physicians, consultants specialized in reimbursement matters, representatives dedicated to physicians' group practices, and as the latest innovation, a cybermedical visit by webcam for doctors unavailable locally.

#### China, regionalizing all business activities

To adapt to both local and therapeutic needs, sanofi-aventis China has given regions the authority to define resources, assign expertise for basic functions, and take decisions. The Group is expanding its sale forces, setting up production centers (a new vaccine plant is scheduled for Shenzhen) and forging partnerships with China's major research institutes.

37

## A regional approach to markets /

— Sanofi-aventis has embraced regionalization in order to anticipate market trends, make the most of local opportunities, and optimize the allocation of resources.

For several years now, decentralized administrations have been introduced in a number of countries, including Spain, Italy, the United Kingdom and Sweden, as well as the United States and China. As a result, regional differences are playing a more important role in the way the health-care market in general and the pharmaceutical market in particular are organized. Two countries offer a concrete illustration of sanofi-aventis' regionalized approach: Italy and United Kingdom.

#### ITALY: 21 REGIONS MEAN 21 HEALTH CARE SYSTEMS

Since 2001, 21 Italian regions have been managing their healthcare budgets on an autonomous basis. They are free to establish their own reimbursement policies, and to manage a variety of distribution systems while supervising prescriptions. For sanofi-aventis, this means interacting not only with physicians but also with local authorities. The subsidiary's regionalized organization has created relationships with pharmacies and other business players to ensure that reimbursable medicines are made available on

the basis of their scientific, economic and societal value. In an effort to provide even better support to the consumer, the subsidiary's sales networks are organized in line with Italy's administrative divisions, so that one regional area is covered by a single plan of action.

#### UNITED KINGDOM: PRESCRIPTION DECISIONS VARY ACROSS REGIONS

In the U.K., 192 local authorities scattered over the whole country and grouped into 13 regional or national entities establish their own prescription guidelines and policies. Sanofi-aventis has reorganized the subsidiary around a marketing/sales structure and set up dedicated teams to meet the demands of Strategic Health Authorities (local branches of the National Health Service) and Primary Care Trusts, which offer basic local health services.

#### FOCUS

### Organized to meet local needs

In the Northern hemisphere, governments concerned about deficits are introducing policies to reduce healthcare costs. In the Southern hemisphere, consumers have to face the price challenge on an individual basis due to the lack of widespread healthcare schemes. Through sanofi-aventis' regionalization approach, close contacts are established with healthcare authorities in different countries to encourage local initiatives and offer tailor-made solutions to patients.

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For further information please refer to Form 20-F pages 61 to 69.

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## +36%

Is the percentage of sanofi-aventis' market growth in China (1) (including Hong Kong) in 2007.

Through sustained investments, tailored products and broad-based presence in R&D, production, and sales in this strategic market, the Company quickly rose to a leading position. To further accelerate growth, the Chinese subsidiary has reorganized itself into 10 regions to grow closer to customers and make the most of every opportunity in this key market.

Products and presence

## Closer to the sources of growth /

— Sanofi-aventis leverages a broad portfolio, adapting its organization to each dynamic market.

The Company's business development depends on devolving power to a very broad regional growth base, with a special focus on the growing importance of emerging markets. In addition to major mature markets such as Western Europe, North America and Japan, the Group is leader in the BRIC-M markets (Brazil, Russia, India, China and Mexico) and in a large number of extremely buoyant emerging markets. Today, many of these countries in the Gulf and the Middle East,

in Central America, and even in Southern and Central Africa are experiencing very strong growth. Others such as Saudi Arabia and Algeria are growing at well above 10%. Mexico and Brazil both have double-digit growth and are two strategic markets in which we enjoy leadership positions. China, where sanofi-aventis recorded its highest growth in 2007, is set to become the world's fifth largest global pharmaceutical market by 2011.

#### **DOUBLE-DIGIT GROWTH**

These "new" markets share a number of special features. They are all experiencing steady growth in their pharmaceutical markets. Government expenditure on healthcare is very low and pharmacists are playing a growing role in prescribing and delivering medicines. And most of these countries have very high epidemiology rates for such major chronic diseases as diabetes, hypertension, and cancer, all of which are targeted by the sanofi-aventis portfolio.

In 2007, the Group made significant progress in all these markets, which are set to become tomorrow's growth drivers <sup>(1)</sup>. The Group recorded an increase of +36% in China (including Hong Kong), +24% in the Middle East, +12% in Africa and +12% in Latin America. This is attributable to various local actions. Sanofi-aventis pursued a sustained effort to launch new products, expanding from 85 products in 2006 to an expected figure of over 250 in 2008. In China, the Group managed to successfully introduce innovative products such as Plavix<sup>®</sup>, which rose from 83<sup>rd</sup> place



- 01\_China, 5th largest pharmaceutical market in the world by 2011
- 02\_Sanofi-aventis takes part in the "Alianza por un México sano" with
- 03\_Sanofi-aventis, leading international player in the Brazilian



39

in 2005 to 4<sup>th</sup> in 2007. Eloxatin®, Taxotere® and Clexane®/Lovenox® also performed very well, as did Lantus®, which grew by a resounding 210%.

#### BRAZIL, A MARKET WITH FUTURE POTENTIAL

The Brazilian pharmaceutical market is worth 9 billion euros today, and by 2012 is expected to reach 13 billion. As the leading international player on this market, sanofi-aventis has a strong presence there and a complete range of business activities, including a sales organization, a clinical research unit and a pharmaceutical industrial facility. The Group has rolled out a diversified, well-balanced portfolio promoted by a sales force of 1,100 medical sales representatives and pharmacy salespeople that has undergone major expansion in the last two years. Group sales on the Brazilian market rose by 10% (2) in 2007 and there are good reasons for this growth to continue and even accelerate. The subsidiary is working to strengthen ties with the approximately 50,000 independent pharmacists in the country. And the portfolio is expanding into diabetes, consumer health products and generics. This is a major asset in a local generics market estimated to reach 2.2 billion euros by 2010.



For further information please refer to Form 20-F pages 58 to 69.

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(1) Growth on a comparable basis, including vaccines.
(2) Growth on a comparable basis, only pharmaceutical





#### FOCUS

#### Mexico: viva la Vida

With the La Vida Tour, sanofi-aventis Mexico launched a large-scale social responsibility campaign. This traveling exhibition acts as a fully-fledged interactive museum, aimed at boosting awareness and educating Mexicans about diabetes, obesity and hypertension, and encouraging them to change their lifestyles. The La Vida Tour began in Leon in November 2007 and received 20,000 visitors in a week. It is due to visit seven of Mexico's major cities, and at each stop communicates its health messages through games, advice, and an educational video featuring a Mexican family. When they have completed their tour, visitors can publicize their personal commitment to adopt a healthier lifestyle by adding their name to a map of Mexico. Educational workshops are also organized for patients, physicians and pharmacists. In each city, the exhibition is visited by schools, and workshops are offered to teachers and parents. With La Vida Tour, sanofi-aventis has joined forces with the Alianza por un México Sano initiative launched in 2007 by Mexican President Felipe Calderon.

#### "ASAQ, progress against malaria"



Coarsucam™/ASAQ is the result of an exemplary partnership between sanofi-aventis and DNDi, a foundation, headed by Bernard Pécoul, which makes use of research and development to provide medicines for neglected diseases.

#### What progress has ASAQ made in treating malaria?

ASAQ is a major pharmaceutical innovation that simplifies treatment by reducing it to one tablet a day for children, and two tablets for adults, for a period of three days. Previously, adults had to take up to 24 tablets, and the tablets had to be cut into four for children!

Furthermore, pediatric ASAQ is soluble in water, which is crucial for children under the age of five, the population the most affected by

#### What is the key to the success of this partnership?

To have jointly focused on the same objective of making ASAQ available to as many people as possible through affordable pricing and a non-exclusivity agreement. In 2004, DNDi owned the compound and delivered the first clinical data on the fixed-dosing combination. Sanofi-aventis had a track-record in malaria and was committed to making the medicine

#### How do you see the future of this collaboration?

This product development partnership offers a good model. To make it truly successful. however, we must forge further partnerships in 2008. These will transfer ASAQ into the medical practices of different countries and make it available to the greatest possible number of people. In addition to malaria, we are going to work with sanofi-aventis on sleeping sickness.

Products and presence

### Access to Medicines, a new market approach /

— For several years sanofi-aventis boasts a novel model to access to medicines and vaccines that embraces social cause and economic sustainability.

At sanofi-aventis, thirty-five people, in collaboration with experts from the scientific community and NGOs, work to break down barriers that impede access to treatment for patients in developing countries. The team works with diseases in which sanofi-aventis has a long expertise: malaria, tuberculosis, sleeping sickness, leishmaniasis, epilepsy, mental health and vaccines.

A financially sound model is key to a sustainable program and at the center of the Group's strategy to advance diseases from a social cause to an economically viable operation. Through its dedication to research and development, production and educating patients and physicians, the team works to provide medicines adapted to local needs at an affordable price. Since medicines are a key

component of a high-quality public health policy (although certainly not the only) sanofi-aventis sells medicines at "differentiated prices" to governments, NGOs and international agencies to give access to high-quality treatment even to the poorest patients. These same medicines can also be sold for profit on the private market making the approach economically viable and therefore sustainable. The Access to Medicines group evolved from the Impact Malaria program initiated in 2001 and today includes seven programs.

#### INNOVATING ACCORDING TO NEEDS

The year 2007 was marked by several developments, but notably the launch of Coarsucam $^{\mathsf{TM}}$  for the treatment of malaria. Coarsucam™, is a new amodiaquine-artesunate fixed-dose combination tablet developed by sanofi-aventis in partnership with DNDi (Drugs for Neglected Diseases initiative) which will improve patients' ability to follow their treatment properly. It received marketing approval in February and has since been launched in nineteen countries. To ensure access of Coarsucam™ for the great-

01\_Mosquito responsible for malaria, a plague in the Southern hemisphere



## 110,000+

The number of lives saved thanks to the partnership initiated in 2001 between sanofi-aventis and the World Health Organization to combat sleeping sickness. The partnership was renewed in 2006 for five more years to include leishmaniasis, Buruli ulcers and Chagas' disease as well.

41

est number of patients, sanofi-aventis has decided not to patent the medicine and has set a price level adjusted to the needs of the poorest populations. The medicine is available for less than \$1 U.S. for adults and \$0.50 U.S. for children. Coarsucam™ was also launched on the private market in city pharmacies, where it enjoyed rapid success, selling 1 million treatments in the first nine months. Anticipating an inevitable need for new medicines in the future, sanofi-aventis continues to invest actively in research and development for the treatment of malaria and also for the treatment of tuberculosis.

#### A TARGETED AND THOROUGH APPROACH

Throughout the year the group took steps to harmonize and optimize its industrial practices to ensure adequate supply and low cost of medicines in various countries. A single price worldwide of less than €1 per ampoule was set for Glucantime®, a treatment for leishmaniasis, and production will eventually be consolidated at a single site in Suzano, Brazil. In the field of malaria, sanofi-aventis was

selected by the Institute of One World Health, a not-for-profit organization supported in particular by the Bill & Melinda Gates Foundation, to develop the manufacturing process for semi-synthetic artemisinin. The objective is to stabilize the production cost of antimalarial drugs, which currently fluctuates based on the harvesting of the plant from which its main ingredient, artemisinin, is derived.

The Group's policy of making medicines available does not only focus on "tropical diseases". 2007 saw the launch of a new program devoted to mental health. Moreover, to help patients with epilepsy, an often stigmatized population who receives little or no treatment, sanofi-aventis provides two important medicines named Depakine® and Gardenal®. In 2007, the Group began working with NGOs, psychiatrists' and neurologists' associations in these diseases and is dedicated to long term commitment.



For further information, please refer to Sustainability Report, pages 36 to 39.

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#### Adapting pharmacovigilance to real needs

How can a new medicine be properly monitored in countries where there is no drug safety structure? To ensure the long term tolerance and efficacy of Coarsucam™/ASAQ in African countries, sanofi-aventis launched clinical studies in pilot centers in several African countries. These centers collect vital data that will aid health professionals and local organizations in designing and developing their own methods depending on their resources and local conditions.



02\_The production of Glucantime® will eventually be consolidated at the Suzano site in Brazil







## Providing help, the responsibility of a leader

— Drawing on its core values, sanofi-aventis can adapt its development model to the world's human and economic challenges.

With Patient 21, in coordination with the United Nations' Agenda 21, sanofi-aventis is forging relations with patients and patients groups, together with the general public, around major societal themes such as access to care, support for patients, and the future development of healthcare systems.



### Supporting change /

— In a rapidly-changing pharmaceutical industry, sanofi-aventis is adapting to market conditions while maintaining a managerial commitment to social awareness.

The world's pharmaceutical landscape is changing. Physicians now share their power to prescribe with insurance companies, social welfare organizations, and pharmacists, which is affecting both organizations and business lines. In 2007, sanofi-aventis began to restructure in response to this development in France, Germany and other countries. "We have tried to tackle these changes without making sudden lay-offs, in line with the Group's corporate culture," says Heinz-Werner Meier, Senior Vice President Human Relations. "In some high-growth countries in Asia and even Russia, on the other hand, we increased our head count. Training is naturally very important to upgrade employees' skills and adapt them to this new situation."

#### TOWARDS COORDINATED GROUP POLICIES

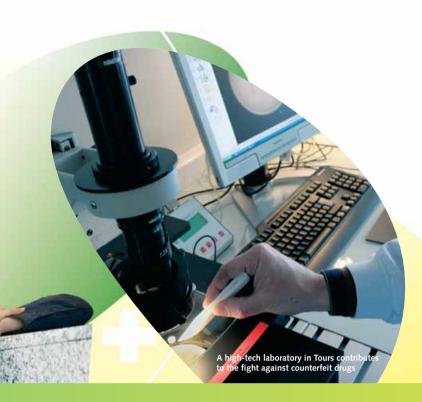
Several major projects were initiated in 2007 to harmonize the Group's global human resource practices. "It is essential to coordinate our policies," says Heinz-Werner Meier. "It enables us to benchmark ourselves against our competitors and helps us retain talent." Different job functions have been given common formulations across all countries.

Salaries have been comprehensively mapped, especially for key positions, to ensure consistency in salary levels across different activities. Efforts were also focused in 2007 on developing talents.



For further information please refer to Form 20-F pages 128 to 131.

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## The fight against counterfeit drugs

Counterfeit drugs pose a major threat to public health today: approximately three million counterfeit medicinal products were seized in the European Union in 2007. To combat this dangerous phenomenon, sanofi-aventis is working actively alongside government agencies, customs officials, the police, pharmacists, wholesalers, and other pharmaceutical companies. In 2007, a complete organization was set up based on a central coordinating team at Group level and committees and correspondents in key countries.

In addition, a laboratory was built in Tours that can analyze suspected product samples in 48 hours. Safety labels have been developed for certain products, such as Acomplia® and Plavix®. Lastly, the Group has strengthened market surveillance by routinely placing orders via Internet sites offering on-line sales of sanofi-aventis products and through operations in the pharmacies of certain sensitive markets, such as Russia. In 2007, more than fifty people were arrested following these different investigations.

#### 45

## Performing responsibly

— By making the principles of sustainable development an integral part of its strategy, sanofi-aventis shows that it is possible to combine performance and responsibility.

The sanofi-aventis sustainable development approach is an essential component of the Group's identity. It places the patient at the heart of the Company's business conduct, social and corporate citizenship commitments, and environmental performance. This approach is based on four key areas. Through "Patient 21", sanofi-aventis maintains and develops ties with patients, patient advocacy groups, and the general public. The second area focuses on our social commitments; it includes the sanofi-aventis approach with respect to employees and the local communities where the Group operates. The third focus area has to do with the ethical conduct of our activities. The final and fourth area addresses the Group's environmental performance, with the aim of limiting the impact of sanofi-aventis' activities in order to protect the planet and human health.

#### **LASTING PROGRESS**

These concerns, which touch upon every level of the organization, are increasingly shared and cascaded within the Group, which is clearly illustrated by the progress in the various rating indexes. Listed in the sector's primary indexes

(FTSE4Good, ASPI Eurozone and Ethibel Pioneer and Excellence Indexes), the Group entered the Dow Jones Sustainability World Index in 2007. The year was rich in progress in many different areas. An eco-responsible approach was introduced at the Group's tertiary sites. A charter of General Principles with regard to the ethical use of human biospecimens was implemented. Lastly, in terms of logistics, efforts were concentrated on reducing the use of air transport and increasing boat transport.



Also in 2007, in order to keep stakeholders well informed, the Group launched a web site devoted to sustainable development:

http://sustainability.sanofi-aventis.com

## Focus A different way of purchasing

Incorporated into the purchasing policy at sanofi-aventis are demanding social and environmental standards. For example, the Group changed its system for purchasing promotional tools in China, which in the past had been entrusted to an intermediary. Today a purchasing unit in China buys directly from manufacturers, which makes it possible to more closely monitor these suppliers, cut costs, and have faster access to innovative products. With respect to its vehicle fleet, particularly in France and Japan, the Group has decided to move towards automobiles that cost less and pollute less as a means to reduce environmental impact, improve employee safety, and optimize costs.

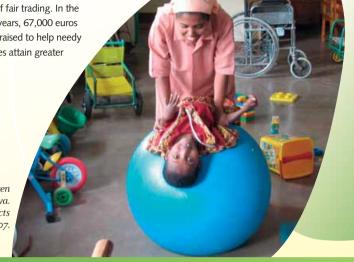
## Commitment from employees

Sanofi-aventis' humanitarian sponsorship also depends on involving employees in a number of different ways. Some act as volunteers or provide special skills, as in Brazil where employees participate in "Bandeira Cientifica" medical missions to provide free access to care for people in the Amazon region. In 2007, they carried out nearly 6,000 consultations. Others become involved in joint

sponsorship actions, as in France where for the past seven years sanofi-aventis has stimulated employees to engage in the fight against tuberculosis led by the Paris Samusocial on behalf of the homeless. In 2007, donations from employees, with threefold matched funds by the Company, totaled arround 150,000 euros. At sanofi pasteur, 236 "solidarity sponsors" have committed to paying in 11 euros a month for a

minimum of a year. Again, these sums are 100% matched by the Company, and the resulting monthly contribution helps finance projects run by Handicap International. Employees are also offered purchases by partner associations applying the principles of fair trading. In the past three years, 67,000 euros have been raised to help needy communities attain greater autonomy.

Taking care of handicapped children – Nirmala House – Kenya. One of 30 "Carrying out projects here and abroad", selected in 2007.



Ethics and responsibilities

### A long term humanitarian strategy

— Organized around long term partnerships, sanofi-aventis' humanitarian sponsorship implements innovative, lasting support programs for those most in need.

To reduce inequalities and provide better access to health for different populations and countries, sanofi-aventis' humanitarian sponsorship is engaged today in building long term partnerships. While it reacts to humanitarian emergencies, such as those in Bangladesh, Pakistan and Peru in 2007, the Group's primary objective is to provide more sustainable support to those who are most in need in both industrialized and developing countries.

#### CONCRETE RESPONSES TO HEALTH AND SOCIAL CHALLENGES

Innovative partnership programs include "My child matters", which was launched jointly in 2004 by sanofi-aventis and the International Union Against Cancer. This unique partnership aims to step up the fight against childhood cancer in countries where pediatric oncology is still struggling to become established. Cancers in children show the widest gap in survival rates between rich and developing countries. "My child matters" operates in 16 countries, spurring hospitals, foundations and NGOs to develop

pragmatic approaches to improve awareness, early diagnosis, access to care and treatment, pain control and better management of the social and cultural aspects of the disease for both children and their families. In 2007, more than 1,700 health professionals received training and more than 7,000 children were monitored.

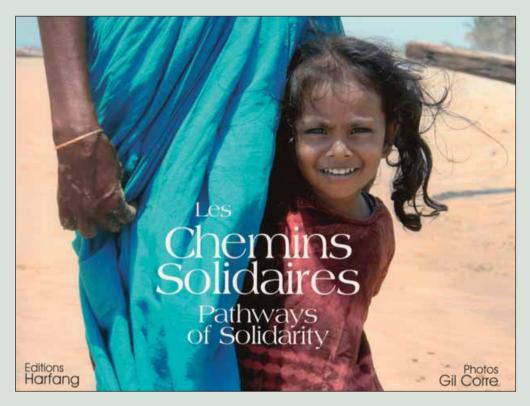
Another innovative partnership is that between sanofi-aventis and Handicap International, launched in 2006 to combat diabetes in developing countries. After a first year devoted to exploratory missions, several pilot projects began in 2007 in countries such as Mali (in partnership with Santé Diabete Mali), Nicaragua, the Philippines, Thailand and, more recently India. Others are planned with local organizations in Burundi, Kenya and Madagascar. All of these projects implement measures for preventing and treating every aspect of diabetes, from awareness and prevention among young people and those at risk, to training health professionals and retraining staff in caring for diabetic patients suffering from disabilities.

"In each pilot country, we aim to support the most disadvantaged communities together with local healthcare actors. In this way we can provide more effective prevention against diseases that can lead to serious handicaps, and take better overall care of the patients and their families," explains Dr Estelle Pasquier, medical adviser for disabling diseases, Handicap International. "We also want to encourage better relations between regions across the Southern hemisphere and share best practices among players in Asian, African and Latin-American countries."



### Focus Actions around the world

To encourage employee commitment to solidarity, the Group launched a call for projects in 2007 entitled "Carrying out projects here and abroad". In response to this first round, the Humanitarian Sponsorship Department received 164 proposals, from which the jury selected 30 projects benefiting 24 countries and each receiving funding support of 5,000 euros. These projects have been developed by employees inside NGOs and aim to help improve access to care or the quality of life of the most needy, especially children, the sick and disabled, the homeless, and victims of conflict and abuse.







Pathways of Solidarity, Editions Harfang, is on sale in bookshops for 29 euros, and will help fund the development of a center for young people suffering from AIDS, in the Sister Elisabeth (see her photo below) association in Ho Chi Mina City, Vietnam.

# Over 20 years of humanitarian action, working for those most in need





Sanofi-aventis publishes a book which salutes those people who dedicate their lives to serving others, far from the limelight.

The story of this book began during a meeting with Muhammad Yunus, the Nobel Peace Prize laureate. Professor Yunus is the inventor of micro credit, the system of small loans that allows the very poor to start a business activity and escape from extreme poverty. The idea was to tell the story of a selection of remarkable humanitarian deeds through a series

of films. The photographs, taken by the filmmaker and photographer Gil Corre during the film shoot, were then collected in a book. The result was a journey in images that reflected the encounters, places and faces along these "pathways of solidarity", from the banks of the Benin to the remote villages of North Vietnam, and from the countryside in Honduras to the townships of South Africa.

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