SANOFI PARTNERING
TO ADVANCE GLOBAL HEALTH
Why partner with SANOFI?

Sharing expertise can fast-track innovation.
We are a global life sciences company committed to pursuing pioneering, life-changing treatments that address unmet healthcare challenges. Innovative collaborations are one of the fulfilling ways we meet those goals and create value for all involved. We are prioritizing our research efforts on delivering first - and best-in-class medicines - those with the potential to change people’s lives.

Accelerate the development of your ideas and assets. Tap into our deep expertise in developing, registering and bringing products to market. Together, we have the ability to go further faster and touch more people with the most innovative initiatives.

Our-Mission: We aim to actively seek transformational ideas and be key contributors in bringing them to patients worldwide.
Our Objectives: To be a partner of choice and enable the acceleration of our Strategic roadmap.

Alban de La Sablière
Head of Sanofi Partnering
Our areas of Business and Expertise
Sanofi Genzyme has been working to discover and develop transformative therapies for people with rare diseases for over 30 years. Focusing on disorders with well-defined mechanisms and high unmet needs, we work closely with our partners and colleagues to deliver therapeutics that have a real meaningful impact on the lives of patients. Our track record speaks for itself. We will continue to pioneer the delivery of transformative therapies to people with rare diseases, providing hope with every breakthrough, and every partnership.

--- SUCCESS STORIES ---

Sanofi and Sobi™ collaborate on the development and commercialization of ELOCTATE®/Ellectra® and ALPROLIX® for the treatment of hemophilia. In 2019, Sanofi and Sobi extended the collaboration to include joint development and commercialization of BIVV001, the rFVIIIFc-VWF-XTEN fusion molecule for hemophilia A, while maintaining an option agreement for rFIXFc-XTEN in hemophilia B.

Global R&D and commercialization collaboration and license agreement using Sangamo’s zinc finger ex vivo genome editing technology for treating beta thalassemia (BT) and sickle cell disease (SCD) by reactivating production of fetal hemoglobin.

Research and development collaboration, license and option agreement in rare blood disorders for gene-therapy programs applying lentiviral vector technology in hemophilia.
Rare Diseases

Areas of Interest for Partnering

Metabolic/Pediatric
- Lysosomal storage disorders
- Leukodystrophies
- Phenylketonuria
- Inborn errors of metabolism (IEM), including organic acidemias, urea cycle disorders
- Achondroplasia and other bone disorders

Nephrology
- IgA and other complement mediated nephropathies
- Fabry disease
- Alport syndrome and other glomerulopathies
- Polycystic kidney disease and other ciliopathies

Neuromuscular
- Pompe disease
- Dystrophies, including congenital type 1A, Duchenne, facioscapulohumeral and myotonic type 1

Gene Therapy
- Adeno-associated virus (AAV) with improved tropism for specific organs, including CNS and muscle
- Promoters with context dependent efficiency
- Alternative delivery systems that enable re-administration or treatment of pediatric patients
- CMC and manufacturing technologies

Rare Blood Disorders
- Hemophilia
- Sickle cell disease
- Complement mediated anemias and bleeding disorders
- Thrombocytopenia’s including ITP
Neuroscience

A field where the unmet need significantly outweighs current medical solutions is debilitating neurodegenerative diseases of the central nervous system, including Multiple Sclerosis, Parkinson’s Disease, Amyotrophic Lateral Sclerosis (ALS) and Huntington’s Disease. We actively seek partners who share our commitment to addressing these diseases and shaping a different future for those living with them. We are committed to slowing down or halting neurodegeneration, modulating neuroinflammation and facilitating neuroprotection, repair and remyelination. And sharing our expertise with you.

— SUCCESS STORIES —

Sanofi is developing Principia’s experimental treatment for multiple sclerosis and other central nervous system diseases. PRN2246/SAR442168 is advancing to Phase 3, having recently successfully demonstrated clinical proof of concept in a Phase 2b study.

Denali Therapeutics and Sanofi are collaborating to develop RIPK1 inhibitors for the treatment of neurological and inflammatory diseases. Candidate RIPK1 inhibitor molecules have the potential to treat Alzheimer’s disease, amyotrophic lateral sclerosis (ALS), multiple sclerosis (MS), and systemic inflammatory diseases.
**Neuroscience**

**Areas of Interest for Partnering**

**Multiple Sclerosis**
- Immunomodulation: Differentiated drug candidates targeting lymphocytes with novel mechanisms of action, with potential for high efficacy and improved safety
- Neuroinflammation: Drug candidates targeting CNS inflammatory milieu, including microglia and astrocytes
- Neuroprotection and remyelination: Drug candidates and novel mechanisms of action that prevent irreversible damage to neurons and glia, promote remyelination by oligodendrocytes and enhance regeneration
- Symptom Management: Drug candidates targeting MS-related cognitive and behavioral symptoms, preferably with clinical proof of concept

**Genetically Defined Neurological Diseases**
- Modulation of gene expression and gene replacement strategies and therapeutics targeting CNS genetic diseases, including Parkinson’s Disease, Huntington’s Disease, Friedreich’s ataxia and Amyotrophic Lateral Sclerosis

**Neurodegeneration**
- Small molecules or biologics targeting alpha-synuclein or tau that reduce accumulation and spread of pathology
- Small molecules targeting CNS inflammatory milieu, including microglia and astrocytes
- Therapeutics and novel targets to normalize lysosomal or mitochondrial function

**Translational Neuroscience and Technologies**
- Biomarkers predictive of disease progression, treatment response, patient stratification
- PET ligands for misfolded proteins, neuroinflammation, therapeutic target engagement
- AAV capsids for intrathecal or systemic administration, widespread or region/cell specific transduction of brain cell types
- Methods of enhancing transit of therapeutics across the blood-brain barrier
- Methods for assessing synaptic plasticity, synaptic loss, neuroprotection, remyelination in vivo
Another area in which we are active in our quest for new ideas and solutions is immunology. We are seeking therapeutics to normalize immune responses in immune-mediated disorders such as rheumatic, respiratory, inflammatory skin and gastrointestinal diseases. We are proud of our collaboration with Regeneron, through which we launched Dupixent® (dupilumab), a first-in-class biologic drug to treat atopic dermatitis and severe asthma. We are looking for partners who share our focus on biologics, small molecules and nucleic acid-based approaches and with whom we can make a difference.

— SUCCESS STORIES —

ImmuNext

Agreement focused on the development of a novel, investigational CD40L monoclonal antibody (NX-021) as a treatment for a range of autoimmune diseases, including lupus and multiple sclerosis.

Regeneron

Global collaboration that produced multiple products including Dupixent, a novel biologic approved for atopic dermatitis and severe asthma, and in development for a range of additional potential indications.
Dermatological and Pulmonary Disorders
- Atopic Dermatitis
- Psoriasis
- Severe Asthma
- Chronic Rhinosinusitis
- Idiopathic Pulmonary Fibrosis
- Chronic Obstructive Pulmonary Disease (COPD)
- Scleroderma
- Hidradenitis Suppurativa

Rheumatological Disorders
- Rheumatoid Arthritis
- Psoriatic Arthritis
- Ankylosing Spondylitis
- Systemic Lupus Erythematosus
- Autoimmune Disease
- Sjogren’s Syndrome

Gastrointestinal Disorders
- Eosinophilic Esophagitis
- Inflammatory Bowel Disease (Crohn’s Disease, Ulcerative Colitis)

Technologies to Increase Mechanistic Understanding of Autoimmune and Inflammatory Diseases
Identification, characterization and validation of biomarkers for patient stratification and monitoring of clinical responses

Novel Approaches for Modulation of the Immune Response in Autoimmune and Inflammatory Diseases
- Normalization of aberrant immune responses in allergic disease, including “atopic march”
- Adaptive immunity, Th1, Th2, Th17 lymphocyte biology and cytokine signaling pathways
- Anti-fibrotic therapies
- Tregs and tolerance induction
- Immuno-metabolism
- Immune checkpoint receptors
- Innate immunity including danger signal sensing pathway macrophage and Innate Lymphoid Cell biology
- Novel approaches for Immunomodulation in T1D

SPECIALTY CARE
Areas of Interest for Partnering

Immunology
Oncology

While cancer is still a leading cause of death worldwide, we are fueled by the promise of a future where that is no longer the case. Our strong heritage in oncology research continues as we pursue curative approaches, with a focus on novel therapeutic solutions. To ensure we continue our accelerated pace, our focus remains fixed on innovative collaborations in the emerging fields of immuno-oncology and targeted therapies.

— SUCCESS STORIES —

**innate pharma**
Research collaboration and license agreement in immuno-oncology for bispecific antibodies using Innate Pharma’s technology and Sanofi’s technology and tumor targets.

**nurix**
Nurix Therapeutics and Sanofi are collaborating to discover, develop and commercialize a pipeline of innovative targeted protein degradation drugs for patients with challenging diseases in multiple therapeutic areas.

**REVOLUTION MEDICINES**
Global Collaborative Research, Development, and Commercialization Agreement in oncology to use SHP2 inhibitor to treat non-small lung cancer and other types of cancers.
**Oncology**

Areas of Interest for Partnering

**Overcoming Immunosuppression**
- Modulation of immunosuppressive components in the tumor microenvironment
- Suppressive mechanisms within myeloid lineage cell types
- T cell invasion and expansion modalities outside “classical” immune checkpoints

**Cancer Dependency Related Therapies**
- Drugs or novel targets toward:
  - K-RAS directly or cancers where K-RAS is implicated
  - Oncogenic drivers and pathways currently lacking therapy
  - Co-dependency or synthetic lethality
- CRISPR/CAS9 based target identification platforms

**Active Immunization and Antibody Directed Tumor Targeting**
- Targeted therapy resistance (induced or intrinsic)
- Novel lineage targets and drugs targeting them

**Other Interests**
- Translational medicine and biomarkers to support pipeline
- Preclinical and clinical immune profiling methodologies (immuno-monitoring)
- Novel-novel combinations
- Preclinical platform to test and validate immuno-oncology combinations
- Molecular entities with potential for transformative benefits
- Commercial opportunities synergistic with current portfolio: prostate cancer, colorectal cancer, gastric cancer, multiple myeloma, breast cancer (hormone receptor positive and triple negative breast cancer [TNBC]), non-small cell lung cancer (NSCLC)
Currently offering a broad range of vaccines that protect against 16 infectious diseases, we are gratified by our leadership role in the field of prevention – because it makes a difference. Providing more than 1 billion doses of vaccines each year, we make it possible to protect more than 500 million people across the globe. If you share our ambition to develop safe and effective vaccines with a single or combined target against complex diseases, we would like to explore partnering with you.

--- SUCCESS STORIES ---

**AstraZeneca**

Agreement to develop and commercialize an investigational monoclonal antibody (MEDI8897) for the prevention of Respiratory Syncytial Virus (RSV) associated illness in newborns and infants.

**Collaboration and license agreement to perform certain research and development activities to advance mRNA vaccines in up to 6 different fields and develop an mRNA vaccine platform.**
### Human Vaccines

**Areas of Interest for Partnering**

#### Vaccines, Monoclonal Antibodies & Supporting Technologies
- Novel antigens and methods for antigen discovery
- Carrier proteins and novel conjugation technology
- Vaccine vectors suitable for nasal or oral use
- New ways to administer vaccines
- mRNA delivery technology

#### Tools for Improving Vaccine and Monoclonal Antibody Research, Development and Production
- Technology for studying B cell immunology and immunosenescence
- AI, machine learning, machine vision
- Nonionic detergents
- Genomics and proteomics technologies
- Prokaryotic or eukaryotic cell lines for antigen production
- Fermentor and bioreactor technology
- Disposable systems
- Downstream processing
- Process automation
- Preservatives and stabilizers

#### Vaccine Immune Response Enhancers
- Adjuvants and immunomodulators
- Vaccine vectors and delivery systems
- Biological and immunological studies to further characterize adjuvants and immunomodulators

#### Characterization and Assay of Immune Responses and Disease Markers
- Epidemiological studies relevant to the use of vaccines and immunotherapeutics
- Animal models of human diseases
- In vitro and ex vivo animal models of human tissues, including the immune system
- Biological markers
General Medicines

As Sanofi’s largest Global Business Unit representing half of the company’s revenues, General Medicines offers a broad portfolio of solutions across cardio-metabolic-renal diseases, including diabetes and cardiovascular diseases. Our portfolio of established medicines includes some of the world’s trusted brands that now form the cornerstone of standards of treatment. Our ambition is to reverse the course of chronic diseases by 2030. In bringing together the strength of our portfolio with the power of digital and technology, our goal is to redefine health outcomes for the millions of lives we touch and set new standards of care. We seek to work with partners driven by the same entrepreneurial spirit in pioneering new possibilities in healthcare. Collaborations with BioCorp and Abbott displayed below will allow Sanofi to build a fully connected ecosystem that enables people using insulins to better monitor and manage their diabetes.

— SUCCESS STORIES —

Collaboration in designing, developing and distributing a connected cap that clips onto an injection pen, for use with SoloStar™ range of pre-filled insulin pens. This solution will help people with diabetes to collect and adapt the insulin doses to optimize their daily treatment.

Agreement to integrate glucose sensing and insulin delivery technologies. This is an innovative approach that combine the FreeStyle Libre technology with insulin dosing information for future smart pens, insulin titration apps and cloud software.
China & Emerging Markets

Sanofi has worked to provide better access to healthcare in all parts of the world, developing medical treatments adapted for each market. Today, Sanofi is the world leader in emerging markets. We are also the third largest international pharmaceutical company in China, which is now our second biggest market globally, after the United States.

We offer dedicated local organizations in charge of development, manufacturing, registration, market access, marketing, medical, PV and compliance. Our track record in managing product lifecycle, from launch to post-patent expiry life, is proven thanks to years of consistent performance. We want to continue developing our leading presence in China and Emerging Markets with partnerships that meet their unique needs.

— SUCCESS STORIES —

Collaboration for the registration and commercialization of Nesina (alogliptin), a dipeptyl peptidase IV (DPP-4) inhibitor approved in China for patients with type 2 diabetes.

Strategic alliance to explore consumer healthcare opportunities in China.

Collaboration for the commercialization in China of Trastal (piribedil) for Parkinson’s disease and Valdoxan (agomelatine) for major depressive disorder.

Collaboration to develop and implement innovative solutions to improve patient outcomes and reduce medical cost, leveraging Ping An’s AI and Cloud capabilities; the first solution, Trio 2.0, is a patient-centric, multi-stakeholder engagement platform that delivers real-time, personalized diabetes support for patients.

— GENERAL MEDICINES —
Leadership in China & Emerging Markets

• Sanofi has been present in China for more than 35 years and is among the top three multinationals in the country.
• China & Emerging Markets are a key pillar of Sanofi’s growth story with over 30% of revenues being generated in these geographies.
• According to IQVIA rankings, Sanofi is ranked #1 across China & Emerging Markets.

Leading franchises across our therapeutic areas

Diabetes, Cardiovascular, Thrombosis, CNS, Anti-Infectives, and Specialty Care (especially in Oncology and Rare Diseases).

Unparalleled integrated capabilities

• Combination of unique local footprint with access to global resources and expertise.
• R&D, including clinical research units in countries such as Brazil, Russia, India, China and Argentina. Medical, Regulatory, Market Access, Marketing & Sales, as well as local manufacturing, packaging and distribution are also available in Emerging Markets.

Areas of interest

• Geographic rights in China & Emerging Markets for assets and healthcare solutions corresponding to our Global Areas of Interest, across Global Business Units, when those are available.
• From a product portfolio standpoint, this can range from earlier stage differentiated assets (particularly in the field of Oncology, Respiratory and Dermatology) to late stage and marketed products across our Therapeutic areas of presence.
• Geographically relevant digital health opportunities.

Areas of Interest for Partnering

China & Emerging Markets
Our healthcare solutions are available in over 150 countries across the world, reaching more than 1 billion consumers each year. We have a clear ambition: to become the best global Consumer Healthcare business by embracing transformative healthcare solutions and technologies. We can only achieve this goal with partners who share the same ambition, the same dedication. Our focus is on developing strong brands within four core categories: - Pain Care - Cough, Cold and Allergy - Digestive Health - Nutritional Health. Though global, we still think outside the box, using White Space and Digital to enhance our existing portfolio with innovative solutions. We are also a recognized leader in Rx-to-OTC switch competencies with a unique track record of switch successes worldwide. Among the top global players in Consumer Healthcare, we pride ourselves in the strength of our partnerships and on providing new and compelling product choices to consumers worldwide.

— SUCCESS STORIES —

**Lilly**
Agreement to pursue regulatory approval of a non-prescription form of Cialis for men in the United States, Europe, Canada and Australia.

**Tamiflu**
Secured Rx-to-OTC switch rights for Tamiflu (Oseltamivir) from Roche in the US in the treatment and prevention of flu.

**Rappi**
Signed strategic partnership with RAPPL, a last mile delivery/digital solution for pharmaceuticals in Latin America.
Core Categories and Adjacent Subcategories

- Differentiated, consumer relevant innovations that have a significant growth potential in our core categories: Cough, Cold & Allergy, Digestive Health, Nutritionals and Pain Care (including innovative pain care “Beyond the pill”)
  - Licensing and/or R&D collaborations for consumer solutions that address relevant needs and provide differentiated and superior claims
  - Licensing, distribution or acquisition deals for distinctive brands and products on a global, regional or local level which broaden or strengthen our offer to consumers
  - Specific partnering options for superior consumer solutions adjacent to our core categories, including sleep, stress and liver health

White Spaces

- Great choices outside our core categories to enter and shape consumer relevant categories with strong growth perspectives
  - Access to Rx-to-OTC switch candidates including first-in class switch candidates to address unmet consumer needs
  - Access to superior clinically proven compounds including generic Rx-to-OTC switch candidates and products that allow addressing unmet consumer needs
  - Licensing, distribution or acquisition deals for distinctive brands and products on a global, regional or local level which enlarge our presence in attractive markets and categories without current significant footprint
We believe Digital is transforming the way therapies are discovered, developed, and brought to patients/consumers, providers, and payers. Additionally, Digital represent new ways of improving the patient health outcomes by empowering people to live the life they want with better care, quality, and experience at a reduced cost. We seek partners who believe in our ambition, our global reach, and our deep scientific and commercial expertise. We are a leader in Digital, partnering with companies like Aetion, Google, Happify.

— SUCCESS STORIES —

**Aetion**

“A collaboration to use Aetion’s technology with the objective of advancing more efficient use of real-world evidence (RWE), facilitating regulatory-grade studies with deep transparency, and unlocking access to new real-world data.”

**Google**

“Formation of a virtual Innovation Lab with the ambition to radically transform how future medicines and health services are delivered by tapping into the power of emerging data technologies. The collaboration aims to change how Sanofi develops new treatments and will focus on three key objectives: to better understand patients and diseases, to increase Sanofi’s operational efficiency, and to improve the experience of Sanofi’s patients and customers.”

**Happify Health**

“A collaboration with Happify Health to create and study via clinical trials a digital therapeutic app to help manage and improve mental health outcomes in people with Multiple Sclerosis.”
Digital

Areas of Interest for Partnering

Digital Health
(Solutions for Patients with, Providers treating, and Payers covering chronic diseases and debilitating and complex diseases)
- Patient monitoring and engagement
- Prescription digital therapeutics
- Disease and medication management
- Telemedicine

Data & Analytics
(Interests span full spectrum of operational activity. Below are a few highlights in particular)
- In silico drug discovery, research
- Clinical trial design, patient recruitment and operations
- Comparative effectiveness, safety, and value

Innovative Operations
(this includes digital transformation of each function and integrated across functions)
- Omni-channel engagement
- Precision marketing
- Sales operations
- Manufacturing and quality
- Customer driven supply chain
Drug Discovery & Biologics

Drug Discovery identifies bioactive synthetic molecules and advances them to the clinical stage. It covers the fields of lead generation biology, structural biology, computational design, medicinal chemistry and pharmacokinetics. We openly pursue collaborations that could benefit from our expertise in biologics research, as well as development and manufacturing of recombinant enzymes, mAbs, antibody-drug conjugates, insulins, fusion proteins, gene and nucleic acid therapeutics. Biologics molecules make up more than 50% of our development pipeline. Our significant commitment in this area is clear.

We remain on the cutting edge of discovery, development and manufacturing. Sharing expertise and incorporating external innovation can only lead to more advancements.

— SUCCESS STORIES —

Collaboration for Sanofi to develop and commercialize therapeutic antibodies resulting from Adimab’s proprietary platform to generate specific molecules against multiple targets.

Evotec is a partnering drug discovery and developing company with whom we created a global strategic innovative and highly diversified partnership under which we collaborate to discover and develop new treatments throughout multiple therapeutic areas.
Drug Discovery & Biologics

Areas of Interest for Partnering

Monoclonal Antibody Technologies

• Technologies to improve the generation and manufacturing of bi- and multispecific Abs and cell engagers
• Technologies for Ab optimization (Fc engineering, enhancing antibody valency, improving developability, viscosity reduction, extending half-life)
• Computational generation and optimization of Abs (e.g. de novo design, applications of machine learning and artificial intelligence), prediction of developability (e.g. immunogenicity, colloidal behavior, liabilities etc)
• Novel Ab generation technologies such as droplet, microfluidic, miniaturization technologies; technologies to enhance discovery of agonistic Abs

Drug Discovery

• Next generation screening techniques
• Innovative chemical matter: small molecules, peptides, macrocycles, natural products
• Target validation: gene editing, compound de-orphaning technologies
• Advances in computational chemistry and structural biology
• Novel drug delivery
• Prediction of stability, toxicity and pharmacokinetics in silico, in vitro or in vivo
• Disease relevant 3D tissue cultures
• Systems: biology/pharmacology/toxicology models
• Identification of drug efficacy biomarkers
• Target engagement in living systems

Delivery

• Tissue-specific delivery of nucleic acid therapeutics to organs other than liver
• Delivery of biologics across physiological barriers: BBB, GI, skin, lungs

Development and Manufacturing

• Improving biophysical properties of Abs: aggregation, viscosity, solubility, etc.
• Mammalian cell technologies to improve expression and production of recombinant proteins
• Predictive tools for biomanufacturing: behavior under process conditions, process simulation, technologies for online analysis and process controls for production of biologicals breakthrough technologies in protein purification
• Production of AAV-based gene therapies, especially expression and packaging
Through our long history of creating therapeutic solutions that improve people’s health and empower life, we have created a large and diversified portfolio of innovations. Some are now outside of our strategic focus and available for out-licensing. We are actively looking at out-licensing these assets in order to help outside partners gain access to novel solutions, speed up time-to-market and open up unexplored business avenues. Together, we can help bring much-needed treatments to patients and leverage the widely recognized quality of our R&D.

— SUCCESS STORIES —

In May 2019, we entered into a worldwide exclusive license agreement with Neillvabon Pharma, a subsidiary of HMNC Brain Health, with a view to combine our Vasopressin 1B (V1B) antagonist Neillvaptan with Neillvabon’s genetic V1B-companion test, as a personalized depression therapy.

In July 2019, we entered into a worldwide exclusive license agreement with Curzion Pharmaceuticals, Inc., a privately held development-stage biopharma company, which will resume the development of Sanofi’s oral selective lysophosphatidic acid 1 receptor (LPART) antagonist for the treatment of diffuse cutaneous systemic sclerosis.
Helping Our Partners Gain Access to Innovative Solutions

Our portfolio of R&D programs, strategically selected for out-licensing, contains a wide range of highly valuable scientific information, especially pre-clinical and clinical data in a number of different therapeutic areas.

Sanofi’s IP portfolio for out-licensing is made of a large number of patents and registered designs on some of the most advanced pharmaceutical and medical device technologies which are global in scope.

Our out-licensing transactions can take many different forms, such as single-asset transactions, platform deals, straight out-licenses, risk-sharing arrangements, opt-ins, spin-outs, and more.
Partnering Models

Partnership is in our DNA. We have great expertise and science within Sanofi. By forming external partnerships, we can deliver the best, most innovative solutions for patients.
Sanofi Ventures is the corporate venture capital arm of Sanofi and invests in early stage healthcare companies of strategic interest to Sanofi. As a strategic investor, Sanofi Ventures makes direct equity investments in innovative start-ups aligned with Sanofi’s areas of strategic focus. Among these areas are rare diseases, vaccines, oncology, immunology, potential cures in other core areas of Sanofi’s business footprint, and digital health solutions.

Sanofi Ventures has an expedited decision-making process enabling flexible, rapid and clear investment decisions. In addition to equity financing, Sanofi Ventures provides strategic and technical input to portfolio companies through the established expertise of Sanofi teams. The success of Sanofi Ventures is driven by the ability to invest in areas where the fund can provide a unique voice and insight, active portfolio company engagement and the facilitation of future strategic collaborations with Sanofi.

Sanofi Partnering invests in opportunities that align with Sanofi’s strategic priorities to maximize value creation. Our objective is to seek and execute external growth and collaboration partnerships that reshape our portfolio and support R&D innovation. Business Development & Licensing has global scope, across all business units and therapeutic areas. Business Development & Licensing has the flexibility to pursue a broad range of deal structures, which support the strategic intent of the partnership; from in- and out-licensing, R&D collaborations and M&A (asset/company acquisitions and divestitures) to models such as joint ventures, commercial collaborations and other types of strategic alliances.
Key capabilities we bring to our collaborations

Global Partnership Network
Connect with our deeply committed people who are world-renowned experts in science, industry, product development and marketing.

Worldwide Exposure
Benefit from our strong presence in Europe, Japan and North America, as well as in the fast-growing emerging markets of Asia Pacific, Latin America, Africa and the Middle East, in which we hold a leadership position. We have the expertise to navigate the way through each region’s highly particular regulatory, economic, cultural, and research environments.

High-Quality Compounds Collection
We hold a world-class collection of millions of compounds accumulated over the past 40 years. Accessing this compounds collection provides a unique opportunity to add value to your target portfolios.

Industrial Infrastructure
Our global industrial network and ability to produce locally is a strong competitive advantage, enabling us to be closer to customers’ needs, to meet local regulations and to be more cost competitive.

Continuous Support
As our partner, you have access to our dedicated team of Alliance Managers, working across the globe to fulfill the mission of maximizing the value through collaborative engagement, management of risk, actionable assessment and agile governance.
Forward-Looking Statements:

This presentation contains forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995, as amended. Forward-looking statements are statements that are not historical facts. These statements include projections and estimates and their underlying assumptions, statements regarding plans, objectives, intentions and expectations with respect to future financial results, events, operations, services, product development and potential, and statements regarding future performance. Forward-looking statements are generally identified by the words «expects», «anticipates», «believes», «intends», «estimates», «plans» and similar expressions. Although Sanofi's management believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking information and statements are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of Sanofi, that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. These risks and uncertainties include among other things, the uncertainties inherent in research and development, future clinical data and analysis, including post marketing, decisions by regulatory authorities, such as the FDA or the EMA, regarding whether and when to approve any drug, device or biological application that may be filed for any product candidates as well as their decisions regarding labelling and other matters that could affect the availability or commercial potential of such product candidates, the absence of guarantee that the product candidates if approved will be commercially successful, the future approval and commercial success of therapeutic alternatives, Sanofi’s ability to benefit from external growth opportunities and/or obtain regulatory clearances, risks associated with intellectual property and any related pending or future litigation and the ultimate outcome of such litigation, trends in exchange rates and prevailing interest rates, volatile economic conditions, the impact of cost containment initiatives and subsequent changes thereto, the average number of shares outstanding as well as those discussed or identified in the public filings with the SEC and the AMF made by Sanofi, including those listed under «Risk Factors» and «Cautionary Statement Regarding Forward-Looking Statements» in Sanofi’s annual report on Form 20-F for the year ended December 31, 2019. Other than as required by applicable law, Sanofi does not undertake any obligation to update or revise any forward-looking information or statements.