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Our Position on *Manufacturing and Supply Excellence*

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We believe...

that excellence in **manufacturing medicines and vaccines contributes to better health systems and stronger economies.**

- Excellence in manufacturing and supply of medicines and vaccines is **essential to ensuring patients receive the treatments they need** when they need them.
- Excellence in manufacturing is possible by **adopting the latest breakthrough technologies, respecting the environment, and having high-quality standards of production.**
- Our industry is **a key economic sector that creates high-skill jobs and accelerates the industrial innovation** of countries.
- The pandemic has shown us that innovation is **not only key to provide medicines and vaccines to patients but also to address possible shortages** by reinforcing regional production and cross-border supply.

We offer...

a **diversified global industrial footprint and investments in environmentally conscious and digital transformation**, being a global leader in manufacturing and supply excellence.

- We operate in 60 countries around the world; our medicines and vaccines are available in more than 130 countries. **We maintain production capacities to secure our supply to all regions in the world.**
- **Our global footprint includes sites in all regions of the world**, manufacturing and supplying 95% of the regional demand of our products in mature markets.
- We will **roll out the Smart Factory model in 20 of our sites by 2025** building the path to carbon neutrality by 2030, net-zero by 2045 (1) and investing €1.3Bn every year to transform and modernize our industrial network (2).
- We are **committed to contributing to the regional security of supply of medicines and vaccines**, and bringing greater, more localized stability in quality Drug



Supply. Beyond we are committed to the development, production, and supply of active pharmaceutical ingredients (APIs) for essential medicines and vaccines.

Footnote: (1) Covering direct emissions from owned or controlled sources (scope 1) and indirect emissions from the generation of purchased electricity, steam, heating, and cooling consumed by the company (scope 2) – (2) Source: 2021 Annual Integrated Report

We ask...

for **political, regulatory, and financial support from governments** to achieve manufacturing excellence.

- Governments **to support our investments in digital and sustainable innovation** in pharmaceutical manufacturing, through attractive industrial policies, regulations, and market conditions.
- Governments to **secure the integrity of global medicine supply chains** avoiding export restrictions and ensuring better trade conditions, avoiding tariffs, and harmonizing flexible regulatory frameworks.