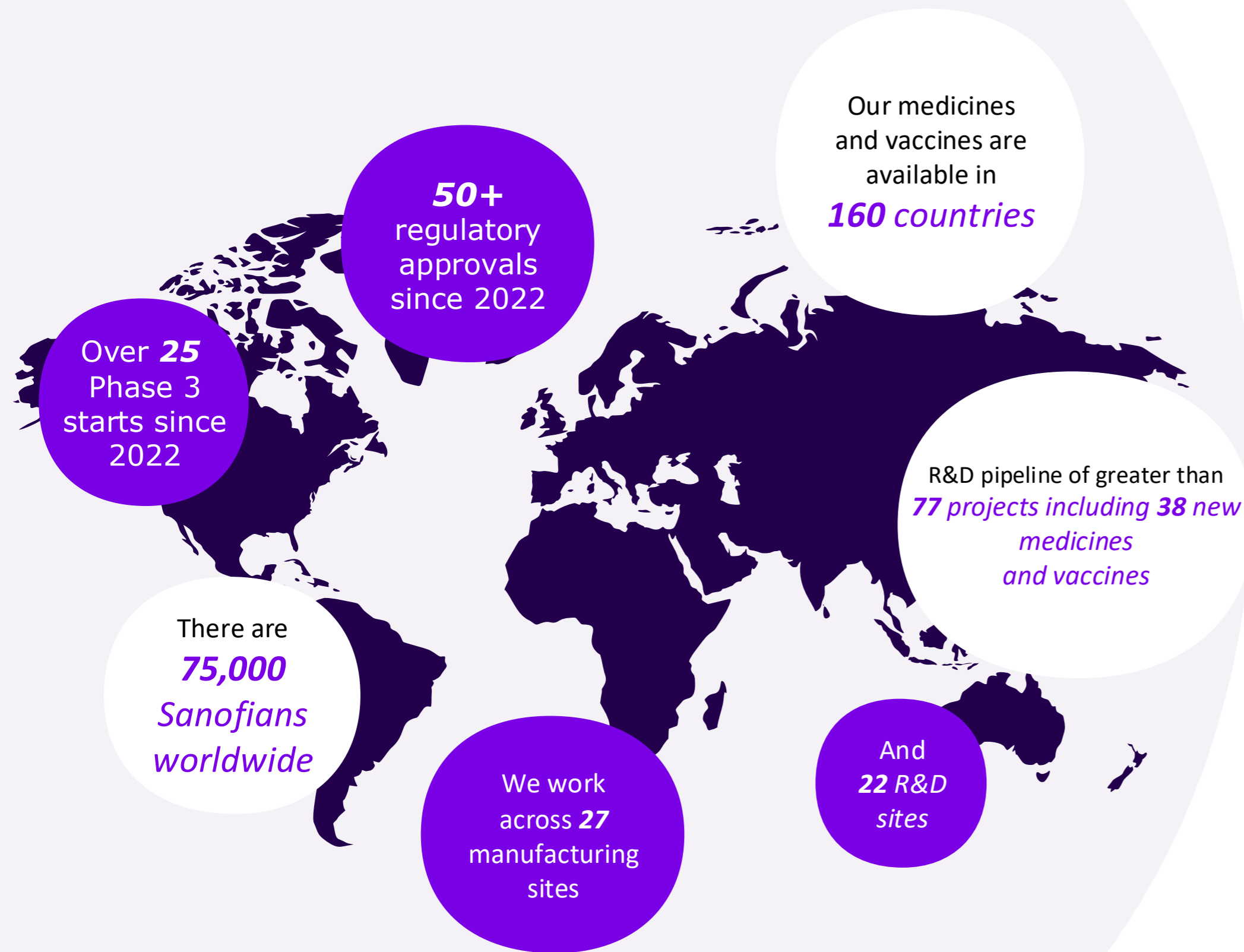


Partnering



.sanofi

Presence in around *100 countries*



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 focus on delivering first- and best-in-class medicines - those with the potential to change people's lives.

- **Our mission:** We seek transformational ideas and contribute to bringing them to patients worldwide.

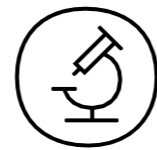
Accelerate the development of your ideas and assets

Tap into our deep expertise in developing, registering and bringing products to market. Together, we can go further faster and touch more people with the most innovative initiatives.

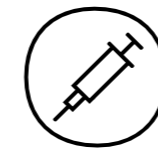
- **Our objective:** "To be a partner of choice and enable the acceleration of Sanofi's strategies".

Monika Vnuk
Head of Partnering

Our areas *of Business and Expertise*



Specialty
Care



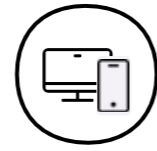
Vaccines



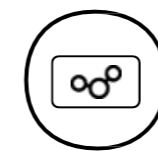
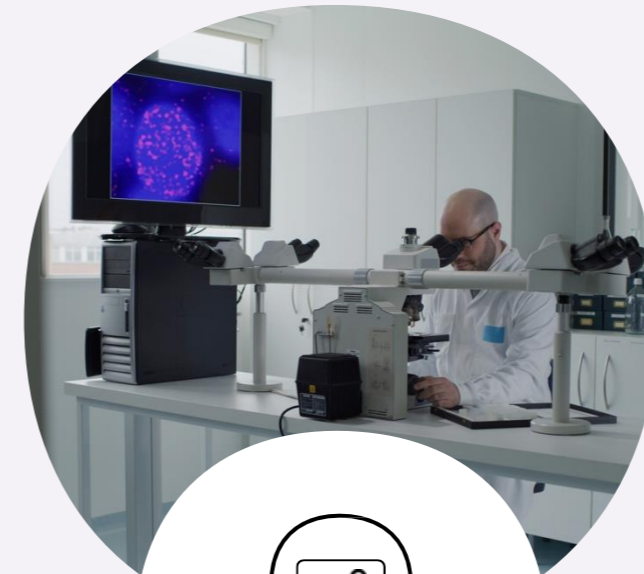
General
Medicines



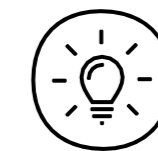
China



Digital



Technology
Platforms



Out-licensing



Specialty
Care

Immunology

Building on the success of Dupixent® in Atopic Dermatitis and Asthma, we aspire to grow our global leadership in immunology. We aim to bring life-changing and life-saving therapies to patients suffering with debilitating immuno-dermatological, rheumatic, respiratory and gastrointestinal diseases. We undertake this endeavor with a combination of deep biological pathway expertise, a suite of technology platforms that enable modality agnostic drug discovery, a proven precision-medicine driven approach to clinical development and a robust commercial organization that ensures global reach of our life-saving medicines.

We actively welcome partners with cutting-edge technologies and transformative assets in immuno-inflammation to join us in our quest to deliver transformative therapies to patients in need.

Patients & Healthcare Providers_Inhaler

Highlighted Collaborations



In March 2026, Kali Therapeutics granted Sanofi exclusive worldwide rights to KT501, a novel tri-specific antibody currently being evaluated in a FIH study in Rheumatoid Arthritis.

REGENERON

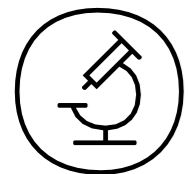
Global collaboration that produced Dupixent® (approved for 6 indications), Kevzara (for rheumatoid arthritis and polymyalgia rheumatica), and itepekimab (in Phase 3 development for Chronic Obstructive Pulmonary Disease).



Collaboration to Advance Novel Oral STAT6 Inhibitor in Multiple Immunological and Inflammatory Indications, currently in FIH.



Collaboration to co-develop and co-commercialize TEVA's Phase 2 anti-TL1A for the treatment of Ulcerative Colitis and Crohn's Disease, two types of Inflammatory Bowel Disease (IBD).



Speciality
Care

Immunology

Areas of Interest for Partnering

Novel Assets and Approaches with following profile

- Safe Orals
- Agents to break current efficacy ceiling (e.g. multitargeting approaches)
- Novel modalities to enable long-term deep remission of disease
- Novel approaches to reduce treatment burden with infrequent dosing

In key immune pathways/nodes

- Next gen-Immune checkpoint ligands
- Treg biology, tolerance induction and restoration of immune-homeostasis
- Key pathways in innate immunity
- Immuno-metabolism
- Effective and safe approaches to target and deplete pathogenic T cells
- Neuro-immune axis
- Adaptive immunity, Th1, Th2, Th17 lymphocyte biology and cytokine signaling pathways
- Anti-fibrotic therapies
- Immunotherapies for T1D

Dermatological Disorders including

- Atopic Dermatitis
- Hidradenitis Suppurativa

Pulmonary Disorders including

- Asthma
- Chronic Obstructive Pulmonary Disease
- Non-CF-BE
- Chronic Rhinosinusitis
- Idiopathic Pulmonary Fibrosis

Gastrointestinal Disorders including

- Eosinophilic Esophagitis
- Ulcerative Colitis
- Crohn's Disease

Rheumatological Disorders including

- Systemic Lupus Erythematosus
- OA

Technologies to increase our Understanding of Autoimmune and Inflammatory Diseases

- Identification, characterization and validation of biomarkers for patient stratification and monitoring of clinical responses using a precision medicine approach



Speciality
Care

Neuroscience

Neurodegenerative and neuropsychiatric disorders remain areas where unmet medical needs far exceed current treatment options. We seek partners who share our commitment to transforming outcomes for affected individuals by slowing or halting neurodegeneration through targeting pathological and neuroinflammatory pathways, promoting neuroprotection, repair, and remyelination in multiple sclerosis and related diseases, and advancing innovative approaches in selected neuropsychiatric conditions to improve symptom control while addressing underlying disease mechanisms.



Microscopic view of nerves

Highlighted Collaborations



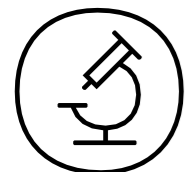
Sanofi and Alloy Therapeutics are collaborating to research and develop innovative RNA-based therapies CNS target specific capable of crossing the blood-brain barrier.



In December 2025, Adel has granted Sanofi exclusive worldwide rights to develop and commercialize ADEL-Y01, a first-in-class antibody targeting acetylated tau (acK280) for Alzheimer's disease.



The acquisition of Vigil Neuroscience Inc., enhances Sanofi's early-stage pipeline and includes an oral small molecule TREM2 agonist, for the potential treatment of Alzheimer's disease.



Neuroscience

Speciality
Care

[Areas of Interest for Partnering](#)

Neurodegeneration

- Alzheimer's Disease and Related Dementias (ADRD): Small molecules or biologics that reduce accumulation and spread of pathology
- Modulation of gene expression and gene replacement strategies and therapeutics targeting CNS genetic diseases, including Parkinson's Disease, Amyotrophic Lateral Sclerosis and Huntington's Disease

Neuroinflammatory Diseases

- Drug candidates targeting CNS inflammatory milieu, including microglia and astrocytes
- Neuroprotection: Drug candidates and novel mechanisms of action that modulate oligodendrocytes and barrier function to prevent irreversible damage to neurons, stimulate stem cells, remyelination or neuroplasticity

Neuropsychiatry

- Clinical stage drugs with novel mechanisms of action developed in markets with high unmet need and growing populations, including Schizophrenia, Agitation and Psychosis in Alzheimer's Disease and Narcolepsy

Translational Neuroscience & Technologies

- Biomarkers predictive of disease progression, treatment response, patient stratification
- PET ligands for misfolded proteins, neuroinflammation, therapeutic target engagement
- Methods of enhancing transit of therapeutics across the blood-brain barrier

Ophthalmology

- Peri-commercial/late stage, potential FiC/BiC assets in retinal diseases, including AMD
- Innovative genomic medicines or long-acting, biologics-based approaches for retinal diseases, including AMD and Stargardt's Disease
- Innovative approaches for Neuroprotection in Glaucoma



Specialty
Care

Rare Diseases

Sanofi 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 medical need, we work closely with our partners to deliver therapeutics that have a real and meaningful impact on the lives of patients. Our vision is anchored in unwavering patient-centricity to address critical unmet needs for those who have waited too long. Our track record speaks for itself, and we will continue to pioneer the delivery of transformative therapies to people with rare diseases, providing hope with every breakthrough and every partnership.

Hsieh, Fabry disease, Taiwan

Highlighted Collaborations



Sanofi and Sobi® collaborate on the development and commercialization of ELOCTATE®/Elocta®, ALPROLIX® for the treatment of hemophilia, and the most recent collaboration product, ALTUVIIIIO®/ALTUVOCTTM, which Sanofi launched in the US and Japan in 2023 for the treatment of hemophilia A. Sobi® started launching in its territories in 2024.



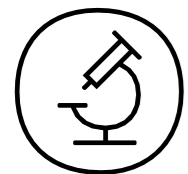
The INNOVANCE Antithrombin assay from Siemens Healthineers achieved FDA clearance for a new claim allowing it to be used as a companion diagnostic test for people receiving treatment with Qfitlia® (fitusiran), a hemophilia therapy marketed by Sanofi.



Using its CRISPR by Design™ approach, Scribe provides custom-engineered genome editing tools for Sanofi's non-viral gene therapies targeting sickle cell disease and other genetic diseases. This collaboration gives Sanofi access to Scribe's CRISPR-CasX based technologies and strengthens Sanofi in vivo genetic medicines capabilities.



Sanofi has strategically invested in GluBio Therapeutics to accelerate the development of molecular glue degraders for sickle cell disease and has secured a right of first negotiation for potential licensing of these programs.



Speciality
Care

Rare Diseases

[Areas of Interest for Partnering](#)

Late-stage Opportunities

- Post-POC programs with First- or Best-in-Disease potential and strong scientific credentials that would benefit from Sanofi's existing global footprint, capabilities and expertise

Hemophilia

- Best-in-Disease, next gen non-viral gene therapies
- Pre- and Post-POC assets that harness scientific innovation in Bleeding disorders such as von Willebrand Disease, Factor deficiencies

Hemophilia

- Assets that treat all aspects of SCD:VOCs, anemia and end-organ damage, next-gen therapies including small molecule HbF inducers, curative therapies
- Assets in adjacent indications with treater overlap

AATD

- Assets that address full spectrum of AATD manifestations (lung & liver), with curative potential
- Other rare pulmonary indications

Muscle/Neuro-muscular disorders

- Muscle/Neuro-muscular disorders including Facioscapulohumeral Dystrophy (FSHD), Myotonic Dystrophy Type 1 (DM1), HCM and other rare Cardiac muscle disorders

Neurodevelopmental Disorders

- Pre- and Post-PoC opportunities, with next-gen delivery and novel science; preference for monogenic indications



Speciality
Care

Oncology

Cancer remains a leading cause of death worldwide and 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.

Danielle, multiple myeloma, US

Highlighted Collaborations



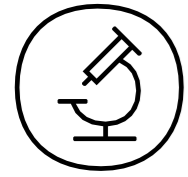
A novel antibody-drug conjugate (ADC) developed through an exclusive collaboration and license agreement announced in 2022, entered Phase 1/2 clinical trials in 2023.



In 2025, Sanofi expanded its partnership with Adagene through a \$25M strategic investment supporting muzastotug, a masked anti-CTLA-4 SAFEbody®, in a Phase 2 trial for MSS CRC. Sanofi is also sponsoring a Phase ½ trial of muzastotug with SAR445877 in advanced solid tumors and has expanded the license to cover an additional SAFEbody® discovery program.



Sanofi has partnered with Enable Injections, Inc., a leading drug delivery technology company, to advance the development of an innovative subcutaneous delivery solution for Sarclisa® — with the goal of delivering a truly patient-centric treatment experience.



Speciality
Care

Oncology

Areas of Interest for Partnering

Priority Indications

- GI Cancers (CRC, GC, PDAC, HCC)
- Lung Cancer (NSCLC, SCLC)
- Multiple Myeloma
- Myeloid Leukemias
- Pediatric Cancers

Targets, Pathways

- CD38, BCMA, GPRC5D
- Cytokine Biology
- MAPK Pathway
- TME/ECM targets

Modalities

- Novel immune cell (T, NK, $\gamma\delta$ T) engagers
- Novel tissue-targeted delivery approaches for in vivo mRNA
- Multi-specific biologics
- Small molecules
- ADCs
 - Novel payloads
 - Multi-specifics



Vaccines

Vaccines

Vaccines are at the center of our strategy as a key driver of growth led by an accelerated R&D engine. With investments in our new mRNA Center of Excellence, our rich and exciting pipeline will continue to gain momentum as we increase our focus on first-and best-in-class science. Our aim is to bring 10 new vaccine candidates into clinical trials by 2025.

We believe breakthroughs in preventive medicine can come from anywhere, and we are eager to partner with the best scientific minds and passionate medical professionals to bring new vaccines to life. If that's you, let's start a conversation.

Influenza Vaccine Vaxigrip Tetra

Highlighted Collaborations



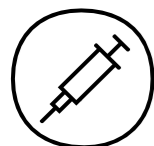
Collaboration to develop and commercialize Beyfortus® (nirsevimab), a monoclonal antibody for the prevention of Respiratory Syncytial Virus (RSV) disease in all infants. 11 million infants immunized and > 200.000 hospitalizations avoided.



Co-exclusive licensing agreement between Sanofi and Novavax to co-commercialize COVID-19 vaccine through combined commercial strength from 2025 onwards, a sole license to Novavax's adjuvanted COVID-19 vaccine for use in combination with Sanofi's flu vaccines; and a non-exclusive license to use the Matrix-M adjuvant in vaccine products.



Expanded collaboration to develop, license and commercialize current (PCV21) and next generation conjugate vaccines, reaffirming the shared commitment to protect individuals against pneumococcal disease.



Vaccines

Vaccine

Areas of Interest for Partnering

The Vaccines business at Sanofi is interested in partnering opportunities in the field of prophylaxis and therapeutics against infectious diseases, active immunotherapy against non-communicable diseases, and technologies supporting product development, including:

Vaccines against infectious diseases

- Prophylactic vaccine candidates (respiratory and virus, latent infections, bacterial targets, multi-pathogen nosocomial, gastrointestinal pathogens)
- Therapeutic vaccine candidates (multi-pathogen nosocomial, latent infections, bacterial targets)

Non-Vaccine prophylaxis and therapeutics against infectious diseases

- Durable seasonal prophylaxis (mAb, ADC, siRNA, immunomodulators) for elderly, immunocompromised, and underserved populations
- Differentiating therapeutics (mAb, epigenetics, engineered phage, antivirals) against acute and chronic infections
- Biologics (mAbs, phages, etc.) to achieve therapeutic outcome through modifying the GI, skin, and/or oral microbiome)

Active immunotherapy against non-communicable chronic diseases

- Immune tolerance approach for allergies and other chronic conditions
- Active immunotherapy against neurology, cardiovascular, and other indications

Enabling technologies (including mRNA) for prevention and treatment of infectious diseases

- Significantly differentiating RNA vaccine technologies – mRNA, delivery, liquid stabilization, PEG alternative, extra-hepatic organ targeting, production and formulation
- Novel antigens and technologies (including AI/mL) for antigen discovery, precision antigen design, optimization and characterization
- New ways to administer vaccines, including mucosal routes (oral, sublingual, intranasal, genital)
- Nanoparticles, carrier proteins, and differentiating methods of conjugations of proteins and polysaccharides
- Novel vectors for delivering antigens
- Adjuvants and immunomodulators

Characterization and assays of immune responses, disease markers and disease targets

- Animal models, including of human diseases
- Biological markers and tools for evaluating the efficacy of prophylactic or therapeutic interventions
- In vitro, ex vivo, and organoid/3D models of human tissues, including the immune system
- B-cell immunology and immunosenescence
- Imaging/bioimaging
- Systems biology methodologies (omics) related to biomarkers, safety, and disease target identification
- Bioinformatics techniques for modeling, data handling and analysis
- Models or technologies to predict or evaluate immune responses, durability, and real-world effectiveness
- Models or technologies to understand immune interactions and interference in concomitant or combination vaccination
- AI, machine learning and machine vision
- Vaccine manufacturing technologies
- Prokaryotic or eukaryotic cell lines for antigen production



General
Medicines

General Medicines

General Medicines offers a broad portfolio of transformative therapies and solutions across diabetes, cardiovascular diseases and Transplant. We partner with entrepreneurial organizations that are pioneering new possibilities, with first in class/best in class assets and technological solutions. We leverage our commercial expertise and combine it with our growing leadership in immune mediated diseases to explore partnering opportunities in areas of high unmet needs, such as type I diabetes and transplant.

Our portfolio also includes some of the world’s most 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.

Patients&HealthcareProviders_Blood-Sugar_Sanofi diabetes patient

Highlighted Collaborations & Investments



Acquisition of Kadmon a biopharmaceutical company that discovers, develops, and markets transformative therapies for disease areas of significant unmet medical needs. The acquisition adds Rezurock® (belumosudil) to our transplant portfolio. Rezurock® is an FDA approved, first-in class treatment for chronic graft versus host disease (cGvHD) for adult and pediatric 12 years and older who have failed at least two prior lines of systemic therapy.



Sanofi is granted an exclusive license to develop, manufacture, and commercialize Rovadicitinib worldwide from CTTQ. Rovadicitinib is a first-in-class oral small-molecule JAK/ROCK dual-target inhibitor and received its first approval in China in February 2026 for MF indications. Rovadicitinib has also demonstrated breakthrough potential in the treatment of chronic graft versus-host disease (cGVHD): in the United States, it has been approved to conduct Phase II clinical studies.



General
Medicines

General Medicines

[Areas of Interest for Partnering](#)

Type 1 Diabètes

- Next generation immunomodulatory approaches to address all disease stages
- Beta cell protection and improvement of beta cell function
- Adjacencies / complications for Type 1 diabetes (i.e.. hypoglycemia)

Translational Science in Type 1 Diabètes

- Biomarkers predictive of disease progression
- Identification, characterization of biomarkers predictive of clinical outcome and for patients' stratification

Transplantation

- Chronic Graft-Versus-Host Disease
- Solid Organ Transplantation include innovative immunosuppression, tolerance induction, treatment of organ rejection

Cardiovascular & Metabolic Diseases

- Specialty cardiology, including atherosclerotic cardiovascular diseases, HFpEF and cardio-immunology
- Obesity

Synergistic/complementary assets to Our commercial footprint in key markets

- Late clinical stage assets and marketed products relevant with, our commercial footprint including Metabolic and Cardiovascular diseases



China

China

Sanofi has long been committed to improving access to healthcare worldwide by developing medical solutions tailored to the needs of each market. Today, Sanofi is a global leader in China and Emerging Markets, with China representing our second largest market globally.

We have continuously strengthened our connections with China's healthcare and R&D ecosystems, building deep partnerships and actively contributing to the country's innovation landscape. Looking ahead, Sanofi aims to further expand its leading presence in China and Emerging Markets by fostering partnerships that address local needs while also leveraging China's growing innovation and resource base. This approach will enable us not only to develop medicines for the Chinese market, but also to accelerate the creation of innovative therapies for patients worldwide.

MS China JiaXiaoJing Sanofi

Highlighted Collaborations TJ BIOPHARMA

Collaboration with TJ Biopharma for the development, manufacturing, and commercialization of TJ Bio's differentiated CD73 monoclonal antibody uliledlimab in Greater China.

Earendil Labs

Sanofi entered into a collaboration & licensing agreement focused on developing two first-in-class TL1A bispecific antibodies for autoimmune and inflammatory bowel diseases. Additionally, the partnership expanded into a broader research collaboration, using Earendil's discovery platform to develop multiple programs in autoimmune and inflammatory diseases, with Sanofi responsible for leading the development and commercialization of resulting candidates.

Cytokinetics[®]

Sanofi has acquired exclusive rights to develop and commercialize aficamten from Corxel Pharmaceuticals (CORXEL) for the treatment of patients with obstructive and non-obstructive hypertrophic cardiomyopathy (HCM) in Greater China. Corxel originally obtained these rights from Cytokinetics in 2020.

arrowhead pharmaceuticals

Sanofi has entered into a collaboration with Arrowhead to develop and commercialize plozasiran, an RNAi therapeutic product designed to reduce apolipoprotein C-III (APOC3) for the treatment of familial chylomicronemia syndrome (FCS) and severe hypertriglyceridemia (sHTG) in Greater China.



China

China

Areas of Interest for Partnering

Leadership in China

- China is a key pillar of Sanofi's growth story
- Sanofi has been present in China for 40+ years since 1982 and is among the top multinationals in the country
- We are committed to continuing introducing innovative medicines and leading digital innovations in the country
- Our treatment solutions address 7 out of 10 most life-threatening diseases in China
- Sanofi China covers 2,000+ cities and counties

Leading franchises across our therapeutic areas

- Specialty Care: Immunology, Oncology, Rare Diseases, Neurology
- General Medicines: Diabetes, Cardiovascular, Transplant
- Vaccines

Unparalleled integrated capabilities

- Combination of unique local footprint with access to global resources and expertise
- Proven and full-value-chain capabilities across R&D, Manufacturing, Packaging & Distribution, Medical, Regulatory, Market Access, to commercialization
- Large footprint with multiple regional offices, 4 R&D facilities, 3 production sites and 1 digital innovation hub

Areas of interest

- Geographic collaborations in China for assets and healthcare solutions
- From a product portfolio standpoint, this can range from earlier stage differentiated assets to late stage and marketed products in oncology, I&I, Cardiovascular, transplant, metabolic
- Digital: Geographically relevant digital health opportunities to transform Pharma operations and Patient experience



Digital

Digital

At Sanofi, our digital transformation is evolving into an AI-first enterprise strategy focused on accelerating insights, enabling smarter decision-making and delivering measurable impact across research, development, operations and patient care. Through strategic partnerships and scalable AI capabilities, we are modernizing how we discover, develop, launch and support innovative healthcare solutions. Guided by our priorities to Lead Together with AI, Aim Higher, Act for Patients and Be Bold, we are evolving the future of healthcare.

Digital Month 1_China Shuang-Yang

Highlighted Collaborations



Sanofi is partnering with Formation Bio and OpenAI to accelerate AI-enabled patient recruitment and clinical development through personalized, multimodal engagement strategies and generative AI-powered content creation. This collaboration supports recruitment optimization, operational efficiency and improved patient engagement across global clinical studies.



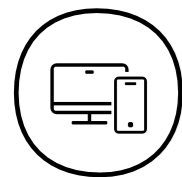
Sanofi's collaboration with CytoReason leverages AI-powered computational disease models and patient stratification insights to inform target prioritization. The collaboration supports data-driven decision-making and accelerates early discovery and therapeutic development.



Sanofi is partnering with BrightInsight to advance digital health solutions, including the "MyWay" app and Managed Patient Programs platform, to connect patient experiences, improve adherence and engagement, and accelerate digital health capabilities across specialty care and chronic diseases.



Sanofi's equity partnership with Owkin reinforces a shared commitment to advancing AI-driven innovation in R&D and precision medicine. This strategic collaboration leverages Owkin's strengths in multimodal AI and precision medicine to accelerate drug discovery, patient stratification and translational insights across therapeutic areas.



Digital

Digital

[Areas of Interest for Partnering](#)

Patient Experiences

Scalable digital platforms and connected solutions that support a seamless patient journey from diagnosis through ongoing care, improving engagement, adherence and health outcomes across chronic and specialty diseases (especially in chronic diseases such as diabetes, atopic dermatitis and asthma).

- Virtual care and patient support solutions
- Digital therapeutics and connected patient platforms
- Data analytics to enable patient identification and personalization
- Remote monitoring and digital biomarker solutions
- Interoperable infrastructure supporting integrated patient ecosystems

Research and Development

AI-enabled technologies and advanced analytics that accelerate drug discovery, development, and precision medicine through data-driven scientific innovation and operational efficiency.

- AI-enable target discovery and disease modeling
- Clinical trial design, simulation and recruitment optimization
- Automated clinical development and digital trial capabilities
- Biomarker discovery and patient stratification
- GenAI- powered knowledge extraction and scientific insights
- Advance analytics and multimodal data integration

Operational Excellence

This includes digital transformation capabilities that enhance our agility, operational performance and connected decision-making across business functions.

- AI-enabled commercial and precision marketing capabilities
- Intelligent sales and customer engagement solutions
- Manufacturing, quality, supply chain digitization
- Enterprise-wide automation and operational analytics
- Scalable digital platforms and interoperable ecosystems
- Data driven decision support and workflow optimization



Technology
Platforms

Technology Platforms

Research identifies bioactive molecules and advances them to the clinical stage. It is a multi-disciplinary field, including areas such as target validation, structural biology, computational design, medicinal chemistry, pharmacokinetics and targeted delivery. We pursue collaborations in small molecules, biologics and genomic medicines, including delivery, development and manufacturing of enzymes, biologics, antibody-drug conjugates, fusion proteins, gene and nucleic acid therapeutics. We remain on the cutting edge of discovery, development and manufacturing. Sharing expertise and incorporating external innovation can only lead to more advancements.

RD France Nizar-El-Murr France Youxin-Kong Sanofi

Highlighted Collaborations



Sanofi and BioMap are co-developing cutting-edge AI modules for biotherapeutic drug discovery, aiming to create advanced AI models and protein Large Language Models that will enable biologics design and multiparametric optimization.



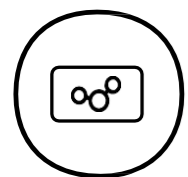
This collaboration leverages Aqemia's proprietary deep physics and generative AI platform for small molecule drug discovery. Unlike conventional AI/ML approaches, it requires no prior experimental data, enabling de novo design for challenging and first-in-class programs and accelerating Sanofi's drug discovery from hit generation to lead optimization.



Recursion is an industry-leading TechBio company with an end-to-end AI-enabled platform. The collaboration is aimed at discovering targets and accelerating drug discovery to generate a pipeline of small-molecule candidates for cancer and immune-mediated diseases. Five programs reached the 1st research milestone, including a new discovery stage program initially advanced by Exscientia.



A multi-year, multi-target strategic research collaboration between Insilico Medicine and Sanofi. The collaboration will leverage Insilico Medicine's AI platform, Pharma.AI, to advance drug development candidates for up to six new targets.



Technology Platforms

[Areas of Interest for Partnering](#)

Biologics/Large Molecules

- Novel protein conjugation approaches
- Cytosolic delivery of antibodies or proteins
- AI/ML based *in silico* protein engineering, multiparametric optimization, and *de novo* design, including mini-proteins
- Large-molecule protein targeting and degradation technologies
- Enhanced production of complex biologics, via novel, high-yield expression systems
- Process simulation algorithms and technologies for online analyses and in-process controls
- Oral biologics: formulations, devices, or discovery for local gut activity or systemic delivery

Small Molecules

- High-throughput *in silico* and AI/ML-driven lead discovery and design processes
- AI/ML-driven multiparameter optimization of small molecules
- Small molecule modulators of RNA
- Discovery approaches for molecular glues and novel degrader technologies
- Algorithms or assays for the prediction of synthesis routes, stability, toxicity and pharmacokinetics.

Synthetic Oligonucleotides (ASO / siRNA)

- Non-hepatic, tissue-specific targeting platforms (brain, CNS, eye, muscle, pulmonary) via shuttles, peptides, or small molecules
- Dual/multi-targeting approaches
- Proprietary chemical modifications

Gene & Cell Therapies

- Technologies enhancing AAV gene therapy discovery, development, and production
- Regulatable/inducible gene therapy approaches
- Targeted gene delivery using non-viral systems, including tissue-tropic LNPs
- Technologies improving nuclear uptake
- Tissue-specific viral and non-viral gene therapy vectors and expression constructs (muscle, CNS, eye, WBCs, solid tumors)
- Gene writing, gene correction, and next-gen genomic engineering approaches for *in vivo* applications



Out-Licensing

Out-Licensing

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 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.

Highlighted Collaborations



BABYLON
BIOSCIENCES

Babylon Biosciences entered into an exclusive worldwide license with Sanofi on July 31st, 2025, under which Babylon will pursue the development of SAR444500, a potent and selective agonist of TRPM8. This molecule is uniquely positioned to potentially address the wide range of indications for which TRPM8 agonism is applicable. This transaction between Babylon and Sanofi represents an opportunity for the patients to potentially have access to new treatments in these areas.



Sanofi licensed the historical data on Antrafenine, an analgesic and anti-inflammatory drug developed in the 1980s, to Adelaide University, to repurpose it for an ultra-rare epilepsy indication caused by a genetic mutation. The data is being leveraged to support further development. This transaction enables Sanofi to indirectly support the development of Antrafenine for a new indication and may help address an unmet medical need faced by patients living with this debilitating neurological disease.



Sanofi has exclusively licensed to Vir Biotechnology its proprietary PRO-XTEN® masking platform for oncology and infectious diseases together with three clinical-stage masked T-cell engagers (TCEs) with potential applications in a range of cancers: HER-2 targeted SAR446309 (VIR-5818), PSMA-targeted SAR446329 (VIR-5500) and EGFR-targeted SAR446368 (VIR-5525).



Out-Licensing

Out-Licensing

Areas of Interest for Partnering

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 several different therapeutic areas.

Some out-licensing transactions recently entered by Sanofi aim at facilitating the continuation by our licensee of the considered program in the same indication as previously developed by Sanofi; some other arrangements are based on the proposed repositioning of the initial Sanofi innovation in a totally different therapeutic area, or the targeting of specific patient subpopulations.

NewCo Creation and Build-to-Buy Approach

By spinning out discontinued assets into independent entities, Sanofi can attract specialized management teams, venture capital, and strategic partners who see opportunities that hold significant market potential in niche indications or emerging therapeutic areas.

In some instances, a build-to-buy strategy may further enhance this model by allowing Sanofi to reacquire successful NewCos once they achieve clinical or commercial validation, effectively leveraging external expertise while preserving strategic access to breakthrough innovations.

Another Way to Make Research Progress

Sanofi's active out-licensing policy demonstrates responsible stewardship of scientific innovation, potentially benefiting patients who might otherwise lose access to promising therapies, while simultaneously strengthening Sanofi's reputation as a partner-friendly organization in the biotech ecosystem.

Also, out-licensed assets can serve as platforms for combination therapies or novel delivery mechanisms that complement Sanofi's existing pipeline, creating synergistic value that would otherwise not be developed.



Partnering Models

Partnering is in our DNA. Together we can chase the miracles of science and deliver the best, most innovative solutions to patients.

Business Development



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 has global scope, across all business units and therapeutic areas. Business Development 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 equity investments, joint ventures, commercial collaborations and other types of strategic alliances.

Sanofi Ventures



Sanofi Ventures is the corporate venture capital arm of Sanofi focused on investing in promising healthcare and digital health companies. Sanofi Ventures supports pioneering innovations in biotechnology, AI/digital health, and life sciences which align with Sanofi's mission to bring life-changing treatments to patients worldwide. Sanofi Ventures makes direct equity investments in innovative start-ups either consistent with Sanofi's areas of strategic focus (including immunology, neurology, vaccines, rare diseases, oncology, AI/digital health) or emerging areas of white-space opportunities that can be impactful to patients.

Sanofi Ventures' evergreen structure and expedited decision-making process enables rapid, flexible, and informed investment decisions into companies that today may be too risky or early to partner with or acquire.

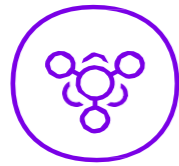
Alongside our equity investments, Sanofi Ventures provides access for its portfolio companies to the strategic and technical expertise of internal Sanofi teams. The success of Sanofi Ventures is driven by the ability to invest in areas where the fund can provide unique insight, active portfolio company engagement, and facilitate future strategic collaborations with Sanofi.

<https://www.sanofiventures.com/>



Key
capabilities

Key capabilities we bring to our collaborations



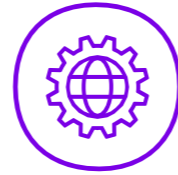
Research world-class *Expertise*

Our Research organization capabilities and world-class expertise drive our ambition to translate deep understand of human disease biology into breakthrough medicines. Innovative and enabling technologies drive the discovery of high-quality synthetic compounds and the discovery, design and generation of novel biologics for the R&D portfolio.



Worldwide *Exposure*

Benefit from our strong presence in Europe, Japan and North America, as well as in China and 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.



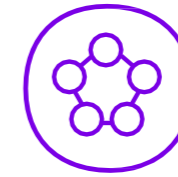
Industrial *Infrastructure*

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.



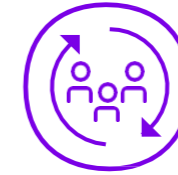
Development *Capabilities*

Our Integrated Development organization provides expertise, capabilities, and resources to support the entire project portfolio throughout the R&D value chain enabling industry- leading performance in bringing transformative medicines to patients.



Integrated *Organization*

As an organization embedded in a complex, constantly evolving environment, we strive to anticipate and adapt to the challenges and opportunities driving change across the healthcare industry. Our integrated R&D, Commercial and Global Functions support our ambition to deliver on our Play To Win Strategy.



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.



Digital *Expertise*

Our Digital Office includes end-to-end support from partnering, Agile integration and implementation, post-deal success optimization to fully leverage capabilities in data, analytics, and other digital transformation initiatives.

Forward-Looking Statements:

This document 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 such 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 fact that product candidates if approved may not be commercially successful, the future approval and commercial success of therapeutic alternatives, Sanofi’s ability to benefit from external growth opportunities, to complete related transactions 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 and market conditions, cost containment initiatives and subsequent changes thereto, and the impact that COVID-19 will have on us, our customers, suppliers, vendors, and other business partners, and the financial condition of any one of them, as well as on our employees and on the global economy as a whole. Any material effect of COVID-19 on any of the foregoing could also adversely impact us. This situation is changing rapidly, and additional impacts may arise of which we are not currently aware and may exacerbate other previously identified risks. The risks and uncertainties also include the uncertainties 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, 2023. Other than as required by applicable law, Sanofi does not undertake any obligation to update or revise any forward-looking information or statements.



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