Partnering
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 Partnering
Our areas of Business and Expertise

- Speciality Care
- Vaccines
- General Medicines
- Digital
- Technology Platforms
- Out-licensing
- Key capabilities
Agreement focused on the development of a novel, investigational CD40L monoclonal antibody (INX-021) as a treatment for a range of autoimmune diseases, including lupus and multiple sclerosis.

Agreement focused on the development and commercialization of first-in-class protein degrader therapies targeting IRAK4 in patients with immune-inflammatory diseases.

Immunology

Building on the success of Dupixent® in Atopic Dermatitis and Asthma, we aspire to become a global leader 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.

Success stories

**ImmuNext**
Agreement focused on the development of a novel, investigational CD40L monoclonal antibody (INX-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, chronic rhinosinusitis with nasal polyposis (CRSwNP) and in development for a range of additional potential indications.

**KY MERA**
Agreement focused on the development and commercialization of first-in-class protein degrader therapies targeting IRAK4 in patients with immune-inflammatory diseases.

Jeff, Asthma, Canada
**Immunology**

**Areas of Interest for Partnering**

- **Dermatological and Pulmonary Disorders**
  - Atopic Dermatitis and other skin disorders
  - Severe Asthma
  - Chronic Obstructive Pulmonary Disease (COPD)
  - Chronic Rhinosinusitis
  - Idiopathic Pulmonary Fibrosis
  - Scleroderma
  - Severe Acne
  - Hidradenitis Suppurativa

- **Rheumatological Disorders**
  - Systemic Lupus Erythematosus
  - Lupus Nephritis
  - Sjogren’s Syndrome

- **Gastrointestinal Disorders**
  - Eosinophilic esophagitis
  - Ulcerative colitis
  - Crohn’s disease

- **Technologies to Increase Mechanistic 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

- **Novel Approaches for Modulation of the Immune Response in Autoimmune and Inflammatory Diseases**

  - Immune checkpoint receptors
  - Tregs biology, tolerance induction and restoration of immune-homeostasis
  - Key pathways in innate immunity
  - Immuno-metabolism
  - 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
  - Novel approaches for Immunomodulation in T1D
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.
Oncology
Areas of Interest for Partnering

Priority Indications
- Non-Small Cell Lung Cancer (NSCLC)
- Breast Cancer
  - ER positive, TNBC
- Multiple Myeloma
- Non-melanoma Skin Cancers
- Colorectal Cancer (CRC)

Targets, Pathways
- Cytokine Biology
  - Engineered cytokines
- Targeting peptide MHC complexes for mutant driver mutations
- Novel checkpoints
- Costimulatory TNF receptor agonism
- Tumor-mediated immune suppression
- RTK/Ras Pathway
- Synthetic lethality

Modalities
- Antibodies
  - Multi-specific antibodies, nanobodies
  - Conditionally active antibodies
- Small Molecules
- ADCs
  - Cytotoxic payloads
  - Immune-modulator payloads
  - Novel payloads
  - Nanobody-drug conjugates
- T and NK Cell Engagers, soluble TCRs
- NK Cell Therapy
  - CAR-NKs
  - Engineered NK Cells
- Genetic engineering
  - Insertions, deletions for immune cell engineering
  - Immune cell reprogramming
  - In vivo targeted mRNA delivery
- Degraders
  - PROTACs
  - Molecular Glues
- AI-driven drug discovery/design

The Digital Partnering team supports efforts specific to our therapeutic area –See page 19 for more information about their areas of focus.
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.

Sanofi and ABL Bio collaborate on the development of a potential first in class bi-specific alpha-synuclein antibody for Parkinson’s disease, with a brain shuttle targeting insulin-like growth factor 1 receptor.

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. Sanofi has initiated a randomized Phase 2 study in ALS (HIMALAYA).
**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

- **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 astrocyes
  - 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, with widespread or region/cell specific transduction and minimal DRG impact
  - Methods of enhancing transit of therapeutics across the blood-brain barrier
  - Methods for assessing synaptic plasticity, synaptic loss, neuroprotection, remyelination in vivo

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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 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.

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

SIRION and Sanofi collaborate on the development of next generation, tissue-selective specific adeno-associated virus (AAV) vectors to realize effective gene therapy treatments. The resulting gene therapies are aiming to be efficient, low-dose and scalable, which will help to bring gene therapies to new patients. SIRION and Sanofi have considerably advanced their collaborative work to deliver the first capsids in the near future which will be expected after approximately 2.5 years of collaboration.
**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 neuromuscular disorders
  - 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
  - Immune mediated blood disorders
  - Blood cell and bone marrow disorders

The Digital Partnering team supports efforts specific to our therapeutic area – see page 19 for more information about their areas of focus.
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 continue to 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.

Success stories

- Acquisition of Origimm Biotechnology GmbH, a biotechnology company specializing in the discovery of disease-causing skin bacteria components for the development of antigens against acne.
- Agreement to develop and commercialize nirsevimab for the prevention of Respiratory Syncytial Virus (RSV) disease in all infants.
- Acquisition of Translate Bio, a clinical-stage mRNA therapeutics company, adding a critical pillar to our mRNA Center of Excellence for the development of next-generation vaccines and therapies.
The Vaccines business at Sanofi is interested in partnering opportunities in the field of active and passive human immunization, as well as technologies supporting product development and industrial performance, including:

- **Vaccines and monoclonal antibodies against infectious diseases**
  - Prophylactic vaccine candidates (respiratory viruses, multi-pathogen nosocomial, latent infections, bacterial targets, gastrointestinal pathogens)
  - Therapeutic vaccine candidates (multi-pathogen nosocomial, latent infections, bacterial targets)
  - Monoclonal antibodies against infectious disease targets

- **Enabling technologies (including mRNA) for prevention and treatment of infectious diseases**
  - mRNA vaccine technologies – mRNA, delivery, stabilization, production and formulation
  - mRNA vaccine raw materials and production - pDNA, improved enzymes, lipids
  - Novel antigens and methods for antigen discovery, optimization and characterization
  - New ways to administer vaccines, including mucosal routes (oral, sublingual, intranasal)
  - Nanoparticles, carrier proteins, and 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 3D models of human tissues, including the immune system

- **Vaccine manufacturing**
  - Prokaryotic or eukaryotic cell lines for antigen production
  - Upstream and downstream processes optimization technologies
  - Process automation and digital innovation
  - Preservatives and stabilizers
  - Nonionic detergents
  - Anti-counterfeiting technology

- **Microbiome Associated Technologies**
  - Biologics (antibodies, phages, etc.) to modify the GI, skin, and/or oral microbiome

The Digital Partnering team supports efforts specific to our therapeutic area – see page 19 for more information about their areas of focus.
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, cardiovascular diseases and Transplant. Our portfolio of established medicines 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. We seek to work with partners driven by the same entrepreneurial spirit in pioneering new possibilities in healthcare.

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.

Our collaboration with Health2Sync in Taiwan supports patients in insulin management via an innovative patient app and HCP population health tools. The partnership is an example of our flexible approach to realizing a connected ecosystem through the use of regional digital platform solutions to support our global strategy.

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 its 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 has worked to provide better access to healthcare in all parts of the world, developing medical treatments adapted for each market. Sanofi is a world leader in China & Emerging Markets. China is our second biggest market globally. We have been continuously strengthening our links with China’s healthcare ecosystem. With the inauguration of the Sanofi Institute for Biomedical Research (SIBR) in Suzhou, Sanofi will be actively involved in China’s R&D ecosystem and elevate its early research capabilities in oncology and immuno-inflammation. Sanofi is among the first healthcare companies to launch its own virtual healthcare services, Amulet Health Technology, which provides integrated care for chronic disease patients, leveraging a network of partnerships that combines Sanofi’s deep disease management expertise with partners’ digital platforms and online ecosystem.

We aim to continue developing our leading presence in China and Emerging Markets with partnerships that meet their unique needs.
China & Emerging Markets

Areas of Interest for Partnering

• Leadership in China & Emerging markets
  • China & Emerging Markets are a key pillar of Sanofi’s growth story with over 1/3 of the revenues being generated in these geographies.
  • Sanofi has been present in China for ~40 years since 1982 and is among the top multinationals in the country.
  • We are committed to introducing innovative medicines and leading digital innovations in China & Emerging Markets.

• Leading franchises across our therapeutic areas
  • Specialty Care: Oncology, Immunology, RD/RBD, Neurology/MS
  • General Medicines: Diabetes, Cardiovascular, Established products

• Unparalleled integrated capabilities
  • Combination of unique local footprint with access to global resources and expertise.
  • Proven capabilities in R&D, Medical, Regulatory, Market Access, Marketing & Sales, local manufacturing, packaging and distribution in China & Emerging Markets
  • We have 12 offices, 4 R&D facilities, 3 production sites and 1 digital innovation hub in China.

• Areas of interest
  • Geographic collaborations in China & Emerging Markets for assets and healthcare solutions corresponding to our Global Areas of Interests and regional unmet needs.
  • From a product portfolio standpoint, this can range from earlier stage differentiated assets (particularly in the field of Oncology, Immunology) to late stage and marketed products across our therapeutic areas of presence.
  • Digital: Geographically relevant digital health opportunities to transform Pharma operations and Patient experience in General Medicines and specialty care areas.

(1) 2021 ex EU & US sales.

The Digital Partnering team supports efforts specific to our therapeutic area – see page 19 for more information about their areas of focus.
Digital

Sanofi’s digital ambition is to be the leading digital healthcare platform for patients, providers, payers, and researchers. We believe digital solutions can transform how we discover, develop and deliver therapies through novel data insights and accelerated approaches. Digital can also unlock engaging experiences which improve outcomes by empowering people to live the life they want with better care 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 to solve critical challenges and pioneer new business models in this rapidly evolving space.

Success stories

This collaboration allows the use of computational platforms that collect and process datasets that incorporate behavior and activity data, and also analyzes and builds predictive models to correlate data to health outcomes.

Strategic agreement with Dario to promote the Dario multi-condition digital therapeutics solution, and to collaborate to develop new or enhanced solutions leveraging the Dario platform.
Digital

Areas of Interest for Partnering

- **Patient Experiences**
  Scalable platforms enabling a holistic and seamless approach to shorten the diagnostic journey, provide patient care for the full spectrum of diseases from large, chronic to diseases treated by specialists (e.g., especially in chronic diseases such as diabetes, atopic dermatitis and asthma)
  - Connected devices for patient monitoring and engagement
  - Digital therapeutics
  - Disease and medication management solutions
  - Services such as telemedicine
  - Backbone infrastructure to harmonize modular solutions
  - Unified data and analytics to enable personalized interventions throughout the patient journey

- **Data & Analytics**
  - Clinical trial design with modeling and simulation and patient recruitment
  - Digital biomarkers for R&D and commercial use cases
  - Comparative effectiveness, safety, and value

- **Operational Excellence**
  This includes digital transformation of each function and integrated across functions
  - Precision marketing
  - Sales operations
  - Manufacturing and quality
  - Customer driven supply chain
This collaboration focuses on broad R&D use cases including new target identification and drug combinations to provide high value insights through access to domain expertise and multi-model trained AI models. This partnership enables the build of disease models that better leverage our genomics and genetic data sets and provides access to research-grade cohorts that include longitudinal molecular, imaging, pathology, and outcome data.

Exscientia is a pharmatech company that established unique end-to-end AI drug discovery and translational research capabilities based on sophisticated AI and machine learning methods. Sanofi’s collaboration with Exscientia aims to transform how we discover and develop new small molecule medicines for cancer and immune-mediated diseases. With the goal to generate up to 15 novel small-molecule candidates, both companies have started to collaborate in discovering targets, accelerating drug discovery research and designing precision-engineered medicines.

Sanofi and IGM collaborate to leverage IGM Biosciences proprietary IgM antibody technology platform to discover agonists against several targets. Exclusive worldwide collaboration agreement to create, develop, manufacture and commercialize IgM antibody agonists against three oncology targets and three immunology/inflammation targets.

Technology Platforms

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

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OWKIN

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Technology Platforms

Areas of Interest for Partnering

- **Biologics/Large Molecules**
  - Conditional activation technologies to increase tissue specific exposure and reduce systemic exposure
  - Innovative approaches to immune cell engagers
  - Nanobody drug conjugates
  - Technologies that can deliver antibodies or antibody fragments inside the cell
  - Discovery and screening technologies, including in silico processes, to increase the throughput of antibody/nanobody lead identification
  - AI/ML based solutions for next-generation in silico protein engineering, multiparametric optimization, and de novo design of biologics
  - Technologies to enhance production of complex biologics, including novel and high-yield expression systems
  - Production technologies, such as algorithms to simulate behaviors under process conditions and technologies for online analyses and in-process controls

- **Small Molecules**
  - High-throughput in silico and machine learning/augmented intelligence-driven lead discovery and design processes
  - ML/Al-driven multiparameter optimization of small molecules
  - Novel approaches for target identification and screening
  - Prediction of stability, toxicity and pharmacokinetics in silico, in vitro or in vivo:
    - Technologies for complex targets such as GPCRs and ion channels
    - Novel degrader technologies

- **Gene & Cell Therapy**
  - Technologies to enhance the discovery and development of gene therapies

- **Delivery Technologies**
  - Non-viral delivery of nucleic acids (DNA, RNA)
  - Oral delivery of large biological molecules: delivery of antibodies and antibody fragments via the oral route for local action and systemic delivery
  - Alternative delivery methods that are highly innovative and that can increase the therapeutic window of biologics, such as transdermal delivery or sublingual delivery

- **Technology Platforms**
  - based on adeno-associated virus (AAV) including cell engineering, upstream and downstream processes
  - Targeted gene delivery using non-viral gene delivery systems
  - Context dependent engineered cell and gene therapy systems
  - Genomic engineering approaches for ex vivo and in vivo applications
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.

We have entered in June 2021 into an exclusive worldwide license agreement with Corteria Pharmaceuticals, a new company backed by Kurma Partners, for two research-stage cardiovascular assets intended to treat heart failure in specific patient sub-populations. The license, which includes a CRF2 agonist peptide and an anti-vasopressin mAb, will allow Corteria to pursue Sanofi's endeavors in the cardiovascular space to develop interceptive therapies for heart failure, thereby addressing a major unmet medical need with high impact on the quality of life of patients.

We have signed in June 2021 with Rancho Santa Fe Bio a worldwide exclusive license agreement to our rights to Ataciguat that includes the repositioning of this orally available Guanylate cyclase stimulants for the treatment of calcific aortic valve stenosis (“CAVS”). This license agreement represents the completion of a partnering process engaged several years ago, when Sanofi contributed Ataciguat to the repurposing initiative led by the National Center for Advanced Sciences (NCAT) and subsequently pursued by Mayo Clinics into Phase I and Phase II clinical trials. This transaction illustrates how the value initially created by Sanofi R&D can also be leveraged through partnering and can result in the advancement of highly needed innovative treatments.

Success stories

(L-R) Scientist Clement Levin, lab technician Françoise Le-Gall and scientist Stephan Mathieu, R&D platform, Vitry-sur-Seine, France
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 a number of different therapeutic areas. Some out-licensing transactions recently entered into by Sanofi Partnering 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.
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 investing into top tier biotherapeutic and digital health companies who focus on helping patients transform the healthcare ecosystem. Sanofi Ventures makes direct equity investments in early-stage innovative start-ups aligned with Sanofi’s areas of strategic focus. Among these areas are rare diseases, immunology, oncology, cell and gene therapy, vaccines, digital health, and data science solutions. Sanofi Ventures evergreen structure and expedited decision-making process enables flexible, rapid, and clear investment decisions into companies that today may be too risky or early to in-license or acquire. 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.

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.

**Business Development**

- Licensing, Collaborations and M&A
- Target products and technologies supportive to R&D
- Early- to late-stage technology/products

**Sanofi Ventures**

- Equity investment without rights
- Early-stage technologies/products
- Strategic alignment

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**Licensing, Collaborations and M&A**

- Equity investment without rights
- Early-stage technologies/products
- Strategic alignment
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.

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.

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.

Research world-class expertise
Our Research organization capabilities and world-class expertise drives 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.

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.

Key capabilities we bring to our collaborations
Forward-Looking Statements:

This report 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, 2021. 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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