# Partnering

We’re present in around
*90 countries*

Our medicines and vaccines are available in *180 countries*

There are *91,000 Sanofians worldwide*

We work across *59 manufacturing sites*

And *20 R&D sites*

# 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.

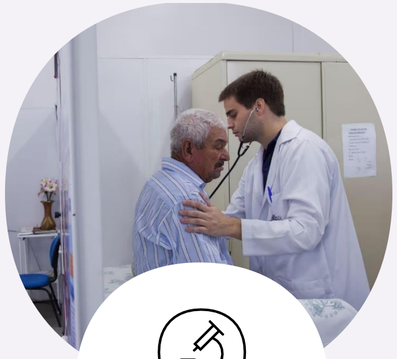
**Accelerate the development of your ideas and assets.** Tap into our deep expertise in developing, registering and bringing products to market. Together, we have the ability to go further faster and touch more people with the most innovative initiatives.

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

*“Our objectives:*
**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*

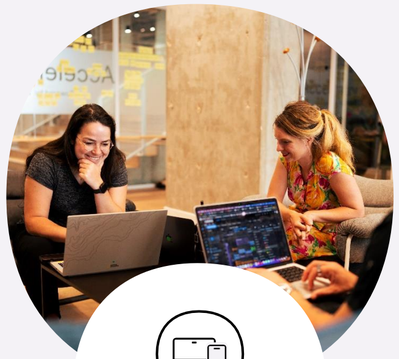


**Speciality Care**

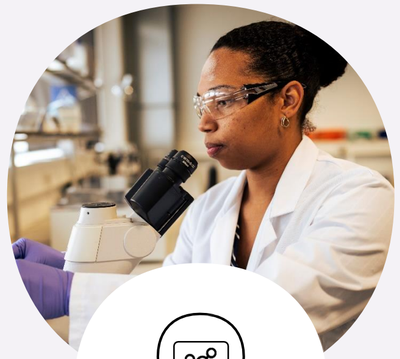
**Vaccines**

**General Medicines**

**China**

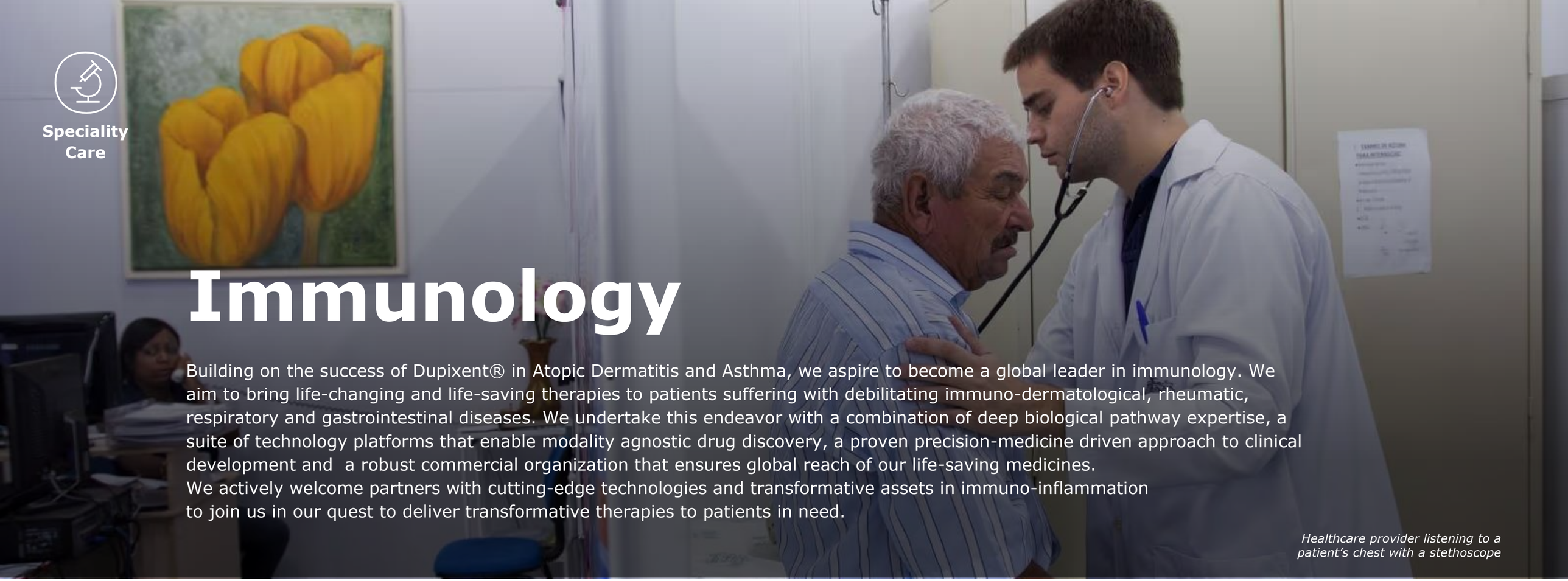


**Digital**



**Technology Platforms**

**Out-licensing**



Speciality Care

# 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.

*Healthcare provider listening to a patient's chest with a stethoscope*

*Success* stories

**REGENERON**

Global collaboration that produced multiple products including Dupixent® which is currently approved for five indications in the US and commercially available in 58 countries. Additional indications are in clinical development. The alliance also includes Kevzara, approved for rheumatoid arthritis and polymyalgia rheumatica, and itepekimab currently in phase III development for Chronic Obstructive Pulmonary Disease.

**Recludix Pharma**

Collaboration to Advance Novel Oral STAT6 Inhibitor in Multiple Immunological and Inflammatory Indications with a FIH planned in 2025.

**Synthekine**

Collaboration to develop and commercialize IL-10 receptor agonists for the treatment of inflammatory diseases.

**teva**

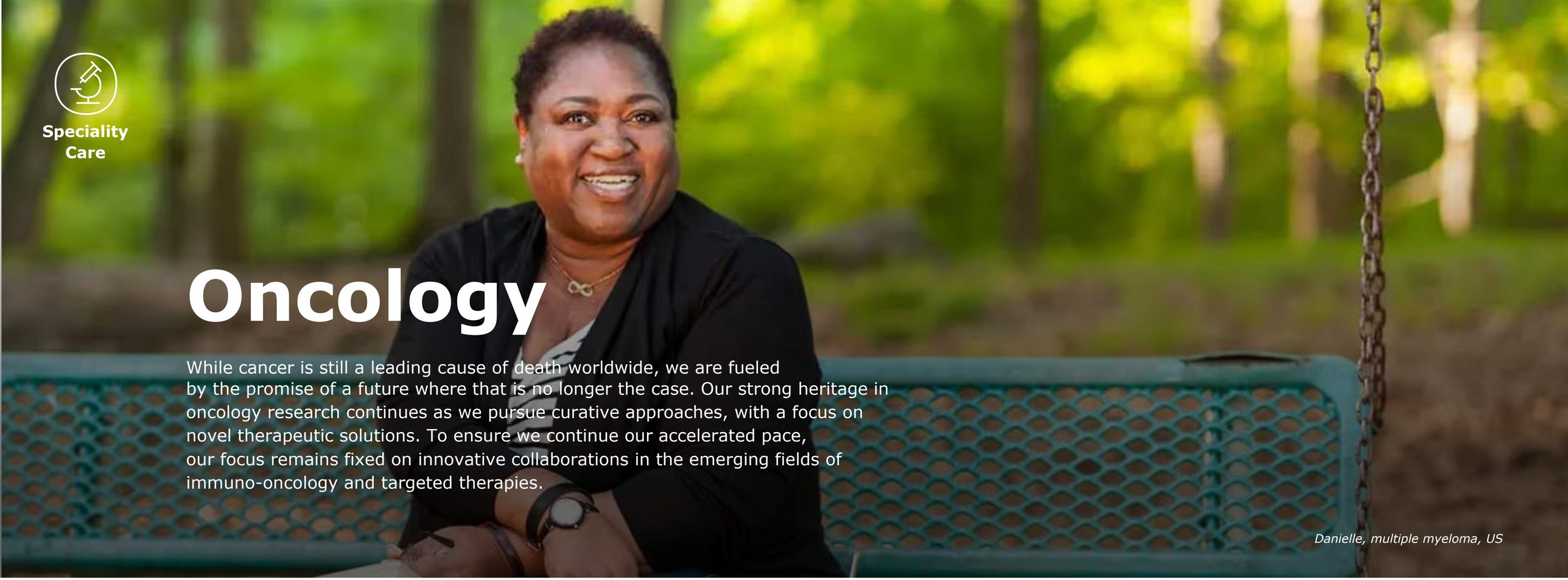
Collaboration to co-develop and co-commercialize TEVA's Phase 2 anti-TL1A for the treatment of Ulcerative Colitis and Crohn's Disease, two types of inflammatory bowel disease (IBD).

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. combinations)
  - Novel modalities to enable long-term deep remission of disease
- *In key immune pathways/nodes*
  - 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
  - Immunotherapies for T1D
- *Dermatological Disorders* including
  - Atopic Dermatitis Scleroderma
  - Severe Acne
  - Hidradenitis Suppurativa
  - Scleroderma
- *Pulmonary Disorders* including
  - Chronic Obstructive Pulmonary Disease
  - Chronic Rhinosinusitis
  - Idiopathic Pulmonary Fibrosis
- *Gastrointestinal Disorders* including
  - Eosinophilic Esophagitis
  - Ulcerative Colitis
  - Crohn's Disease
- *Rheumatological Disorders including*
  - Systemic Lupus Erythematosus
  - Lupus Nephritis
  - Sjogren's Syndrome
- *Technologies to Increase Mechanistic*
- *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

# 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.

*Danielle, multiple myeloma, US*

*Success* stories

BIOND BIOLOGICS

Exclusive worldwide license agreement for the development and commercialization of a first-in-class LILRB1 blocking mAb (BND-22) to treat several tumor indications with high unmet need.

Pfizer

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

innate pharma

Exclusive worldwide license agreement with Innate Pharma to develop and commercialize CD123, BCMA and B7H3 ANKET program with option for two additional targets of which one was exercised in December 2023.

Speciality Care

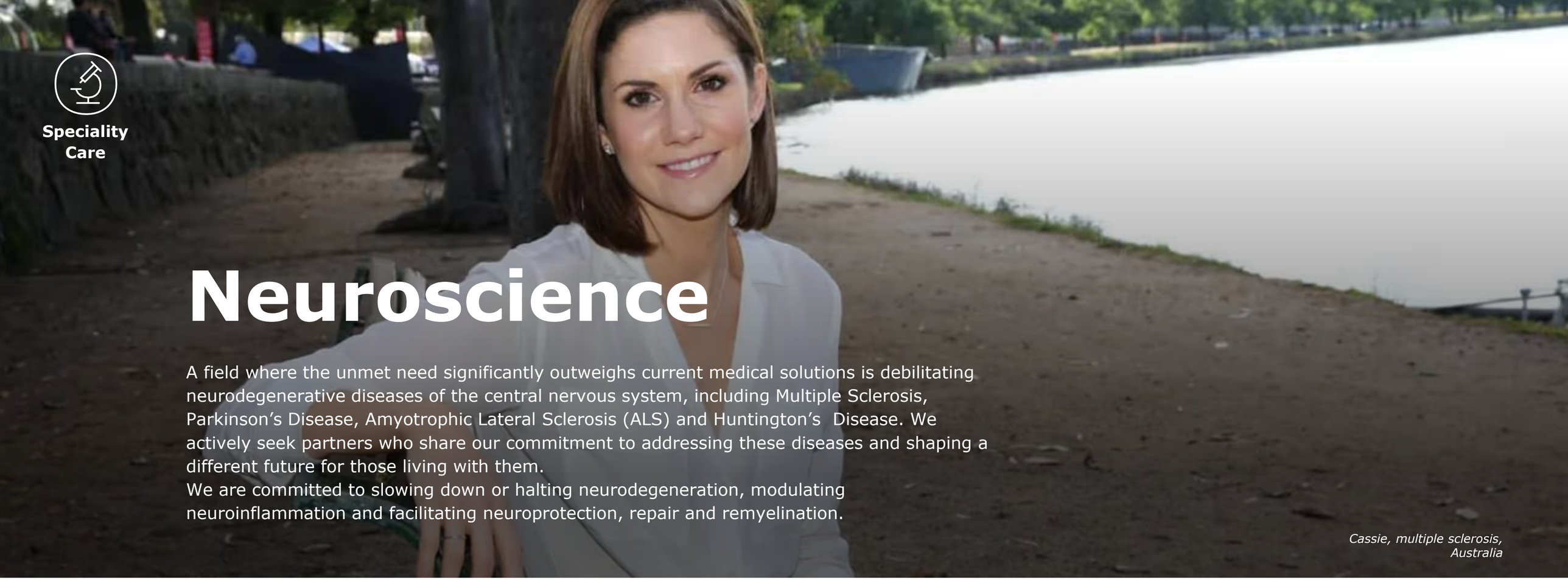
# Oncology

*Areas of Interest for Partnering*

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

- *Targets, Pathways*
  - CD38
  - Cytokine Biology
  - Ras Pathway
  - TME/ECM targets

- *Modalities*
  - Radioligand
    - Innovative targeting vectors
    - New linkers
  - Antibodies
    - Multi-specifics
  - NK cell engager and NK cells
  - ADCs
    - Novel payloads
    - Bispecific
  - Novel tissue-targeted delivery approaches for in vivo mRNA



Speciality Care

# 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.

*Cassie, multiple sclerosis, Australia*

*Success* stories

ablbio medicine for a better life

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

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 multiple sclerosis (MS), and systemic inflammatory diseases.

ImmuNext

An exclusive license focused on the development of frexalimab, a novel, investigational CD40L monoclonal antibody as a potential treatment for multiple sclerosis

Speciality Care

# Neuroscience

*Areas of Interest for Partnering*

- *Neuroinflammation Diseases*
  - Drug candidates targeting CNS inflammatory milieu, including microglia and astrocytes
  - Neuroprotection: Drug candidates and novel mechanisms of action that prevent irreversible damage to neurons and glia and enhance regeneration

- *Neurodegeneration*
  - Modulation of gene expression and gene replacement strategies and therapeutics targeting CNS genetic diseases, including Parkinson's Disease and Huntington's Disease.
  - Alzheimer's Disease: Small molecules or biologics targeting tau that reduce accumulation and spread of pathology
  - Small molecules targeting CNS inflammatory milieu, including microglia and astrocytes

- *Translational Neuroscience and 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
  - Methods for assessing synaptic plasticity, synaptic loss, neuroprotection

Speciality 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 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.

*Ailin, Gaucher disease, Cuba*

## *Success* stories

sobi rare strength

Sanofi and Sobi® collaborate on the development and commercialization of ELOCTATE®/Elocta® , ALPROLIX® for the treatment of hemophilia, and the most recent collaboration product, ALTUVIIIO®/ALTUVOCT™, which Sanofi launched in the US and Japan in 2023 for the treatment of hemophilia A. Sobi® anticipates the launch in its territories from 2024 onwards.

SIRION BIOTECH

SIRION (now Revvity) 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.

Fulcrum Therapeutics

Collaboration and license agreement for the development and commercialization of losmapimod for facioscapulohumeral muscular dystrophy (FSHD). Under the agreement, Sanofi will obtain exclusive commercialization rights for losmapimod outside of the U.S.

Speciality Care

# Rare Diseases

*Areas of Interest for Partnering*

*We are seeking partnerships on later stage opportunities that would benefit from our global commercial experience and capabilities*

*Azam, Gaucher disease*

# 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.

*Maxime Paulet, Lab Technician, Marcy l'Etoile, France*

## *Success* stories

novavax

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.

AstraZeneca

Collaboration to develop and commercialize Beyfortus® (nirsevimab), a monoclonal antibody for the prevention of Respiratory Syncytial Virus (RSV) disease in all infants. First commercial launches occurred in 2023, reaching more than 2 million infants.

Johnson&Johnson

Sanofi and Johnson&Johnson are partnering to advance the development and future commercialization of a potential first in class investigational extraintestinal pathogenic E. coli (ExPEC) vaccine.

Vaccines

# Vaccines

*Areas of Interest for Partnering*

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:

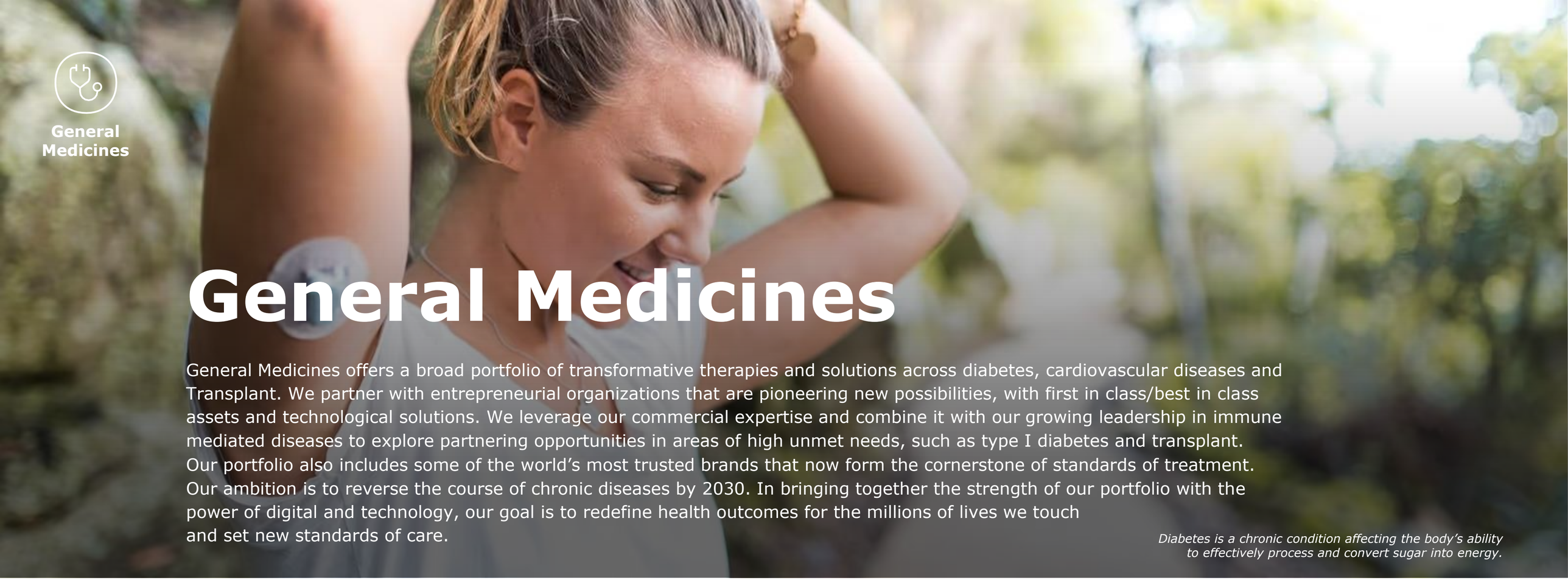
- *Multiple Vaccines and monoclonal antibodies against infectious diseases*
  - Prophylactic vaccine candidates (respiratory viruses, multi-pathogen nosocomial, latent infections, bacterial targets, gastrointestinal pathogens)
  - Therapeutic vaccine candidates (multi-pathogen nosocomial, latent infections, 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
  - 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
  - AI, machine learning and machine vision

- *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



# 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.

*Diabetes is a chronic condition affecting the body's ability to effectively process and convert sugar into energy.*

## *Success* stories

BIOCORP

Collaboration in commercializing and distributing a connected cap that clips onto Sanofi's SoloStar® range of pre-filled insulin pens (launched in Japan, Europe ongoing). This solution will help people with diabetes to collect and adapt the insulin doses to optimize their daily treatment.

Kadmon

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.

proventionbio

After initially entering a U.S. commercialization and option agreement, we acquired Provention Bio, Inc. in 2023. In November 2022, the U.S. Food and Drug Administration approved Provention's Tzield® (teplizumab-mzwv) injection to delay the onset of stage 3 type 1 diabetes in patients aged eight years and older who currently have stage 2 type 1 diabetes. This first-in-class therapy for certain at-risk patients will now be a core asset of Sanofi's General Medicines portfolio.

General Medicines

# General Medicines

*Areas of Interest for Partnering*

- *Type 1 Diabetes*
  - Next generation immunomodulatory approaches to address all disease stages
  - Beta cell protection and improvment of beta cell function
  - Adjacencies / complications for Type 1 diabetes (ie obesity, hypoglycemia…)
- *Translational Science in Type 1 Diabetes*
  - 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
  - Innovative immunosuppression approaches for organ preservation

- *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

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 is actively involved in China's R&D ecosystem and elevates 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.

*Shuang Yang, Scientist, China*

## *Success* stories

SPH 上海医药 · 上药控股有限公司 SHANGHAI PHARMA Shanghai Pharmaceutical Co., Ltd.

Strategic alliance with one of China's largest industrial player in commercializing ~20 mature products. SPH's full channel network will broaden access of Sanofi's product and better embed Sanofi into China local eco-system.

BioNova Pharma 烨辉医药

Acquisition of Rezurock's development and commercialization rights in China from BioNova, who entered into an agreement with Kadmon for Rezurock China right.

Innovent 信达生物制药

Strategic collaboration to bring innovative medicines to patients in China by leveraging the synergy between Sanofi and Innovent's pipeline and R&D resources with the mutual aim to address unmet medical needs for patients.

Insilico Medicine

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.

China

# China

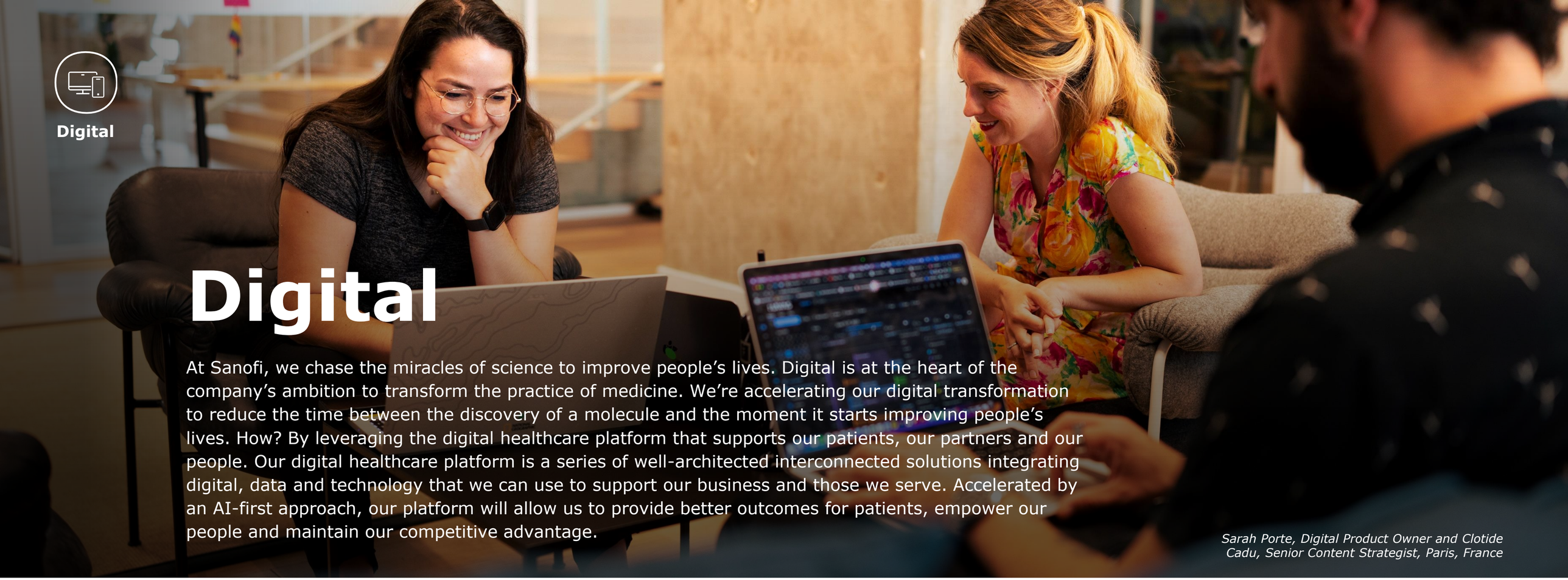
*Areas of Interest for Partnering*

- *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 continue introducing innovative medicines and leading digital innovations in the country.
  - 7 out of China's 10 most life-threatening diseases covered by our treatment solutions
  - 2,000+ cities and counties covered by Sanofi China

- *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.
  - Large footprint with 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

At Sanofi, we chase the miracles of science to improve people’s lives. Digital is at the heart of the company’s ambition to transform the practice of medicine. We’re accelerating our digital transformation to reduce the time between the discovery of a molecule and the moment it starts improving people’s lives. How? By leveraging the digital healthcare platform that supports our patients, our partners and our people. Our digital healthcare platform is a series of well-architected interconnected solutions integrating digital, data and technology that we can use to support our business and those we serve. Accelerated by an AI-first approach, our platform will allow us to provide better outcomes for patients, empower our people and maintain our competitive advantage.

*Sarah Porte, Digital Product Owner and Clotide Cadu, Senior Content Strategist, Paris, France*

## *Success* stories

OWKIN

This collaboration leverages Owkin's strengths in AI and precision medicine on broad R&D use cases including optimizing clinical trial design and detecting predictive biomarkers for diseases and treatment outcomes. Owkin’s unique methodology supports Sanofi's ambition to leverage data in innovative ways in R&D and to take precision medicine to the next level.

BrightInsight

Sanofi is partnering with BrightInsight to build and launch Sanofi’s latest Software as a Medical Device, providing a disease management solution for one of our most important treatments. The partnership supports Sanofi’s digital strategy to create more engaging patient experiences with the goal to improve treatment outcomes.

BioMap

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.

Digital

# 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 and 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, simulation, and patient recruitment
- AI-driven target ID and discovery
- Digital biomarkers and endpoints for R&D and commercial use cases
- Utilizing GenAI for data analysis and knowledge extraction
- 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

# 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 pursue collaborations that could benefit our expertise in small molecules, biologics, cell therapies and gene therapies, including development and manufacturing of recombinant enzymes, mAbs, antibody-drug conjugates, insulins, 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.

*Anais Brafine, Associate Scientist, Ghent, Belgium*

*Success* stories

BioMap

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.

AQEMIA

This collaboration leverages Aqemia's proprietary deep physics capabilities in combination with generative AI for small molecule drug discovery allowing the prediction of drug-target binding affinities accurately at a disruptive speed at scale. Ultimately this will accelerate Sanofi's discovery across various therapeutic areas and optimization of compound hits towards lead candidates.

Exscientia

Exscientia is a leading technology-driven drug design company that established unique AI-led end-to-end capabilities. Both companies collaborate in discovering targets, accelerating drug discovery research, and designing precision-engineered medicines, to generate a pipeline of small-molecule candidates for cancer and immune-mediated diseases. The first research milestone has been achieved and a new discovery stage program initially advanced by Exscientia was transitioned to the collaboration.

scribe THERAPEUTICS

Enabled by its CRISPR by Design™ approach, Scribe will support Sanofi's expanding pipeline of NK cell therapeutics for multiple oncology targets with its suite of custom engineered genome editing tools. This collaboration between Sanofi and Scribe offers unique access to Scribe's leading CRISPR-CasX based technologies and complements Sanofi's effort across the NK cell therapy spectrum.

Technology Platforms

# 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® VHH-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/AI-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 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

- *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

# 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.

*Nils Libert, Associate Scientist, Ghent, Belgium*

## *Success* stories

First Wave BioPharma

AI-based analyses evidence suggests that capeserod, a selective 5-HT4 receptor partial agonist initially developed by Sanofi for neurological disorders, has a unique mechanism of action that is applicable to several underserved gastro-intestinal indications. First Wave Biopharma, our worldwide licensee, expects to begin Phase 2 clinical trials of capeserod in 2024.

X4 PHARMACEUTICALS

The formation of X4 Pharmaceuticals in 2014 was based on drug compounds originating from a portfolio of oral CXCR4 inhibitors exclusively licensed from Sanofi. X4's most advanced molecule, mavorixafor, is under development in rare immune disorders and was recently granted FDA approval under Priority Review in WHIM syndrome.

CORTERIA PHARMACEUTICALS

COR-1167, a first in-class CRF2 peptide agonist entered phase 1 in March 2024 and is the most advanced asset of Corteria Pharmaceuticals, a French biotech company that raised a Series A funding round of 65 million euros co-led by OrbiMed and Jeito Capital. COR-1167 is developed by Corteria pursuant to a 2021 exclusive worldwide license agreement with Sanofi.

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 a number of different therapeutic areas.

Some out-licensing transactions recently entered into 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.


*Nils Libert, Anthony Van Poucke and Liesbeth Borghs, Scientists, Ghent, Belgium*

*Constance Bousquet, Digital Product Owners*
*And Fabrice Rivière, Scrum Master,*
*Paris, France*

# 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 joint ventures, commercial collaborations and other types of strategic alliances.

# Sanofi Ventures


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 partner with 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.
https://www.sanofiventures.com/

**Key capabilities**

# *Key capabilities* **we bring to our collaborations**

## 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.

## 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 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.

## 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.

## 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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