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*Sanofi*

## **EXTERNAL MANUFACTURING: STRATEGIC LEADERSHIP AND PARTNER COLLABORATION IN PHARMA OUTSOURCING**

- Building long-term relationships with manufacturing partners to enhance capacity and flexibility
- Driving alignment between external partners and internal goals for operational and strategic success
- Optimizing external manufacturing networks to balance cost efficiency, quality, and scalability
- Implementing robust performance metrics to monitor and improve partner effectiveness

# Sanofi Forward-Looking Statements

This presentation contains forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995, as amended. Forward-looking statements are statements that are not historical facts. These statements include projections and estimates and their underlying assumptions, statements regarding plans, objectives, intentions, and expectations with respect to future financial results, events, operations, services, product development and potential, and statements regarding future performance. Forward-looking statements are generally identified by the words “expects”, “anticipates”, “believes”, “intends”, “estimates”, “plans” and similar expressions. Although Sanofi’s management believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking information and statements are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of Sanofi, that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. These risks and uncertainties include among other things, the uncertainties inherent in research and development, future clinical data and analysis, including post marketing, decisions by regulatory authorities, such as the FDA or the EMA, regarding whether and when to approve any drug, device or biological application that may be filed for any 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 global crises may 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. 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, 2024. Other than as required by applicable law, Sanofi does not undertake any obligation to update or revise any forward-looking information or statements.



# Sanofi External Manufacturing

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*STRATEGIC LEADERSHIP  
AND PARTNER  
COLLABORATION IN PHARMA  
OUTSOURCING*

•

*Christina DA CUNHA  
VP, CMO Business Operations & Transformation,  
External Manufacturing & Supply*

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- 01 The context
- 02 M&S: a key actor in Sanofi modernization
- 03 The Preferred Partners: a strategic initiative to manage our challenges
- 04 The Management of the performance with our Preferred Partners



*The context*

*01*

# Sanofi announced in 2019 the *Play to Win Strategy* and is now entering the 3<sup>rd</sup> Chapter

*Announcement of  
Play To Win  
Strategy*

December 2019

2020 - 2022

*A different - and  
stronger - company  
than in 2020*

*Focusing on  
Modernization  
and R&D  
investment*

2023 - 2024

*Becoming the world's  
leading immunology  
company*

*Becoming  
Science-driven,  
AI at scale  
Biopharma*

2025+

*A best-in-class  
organization in  
everything we do*



***Our race:***

To make available breakthrough treatments  
& vaccines for patients supported by diverse  
modalities

**sanofi**

# Our **11** potential breakthrough medicines and vaccines

€2-5 bn<sup>(\*)</sup>

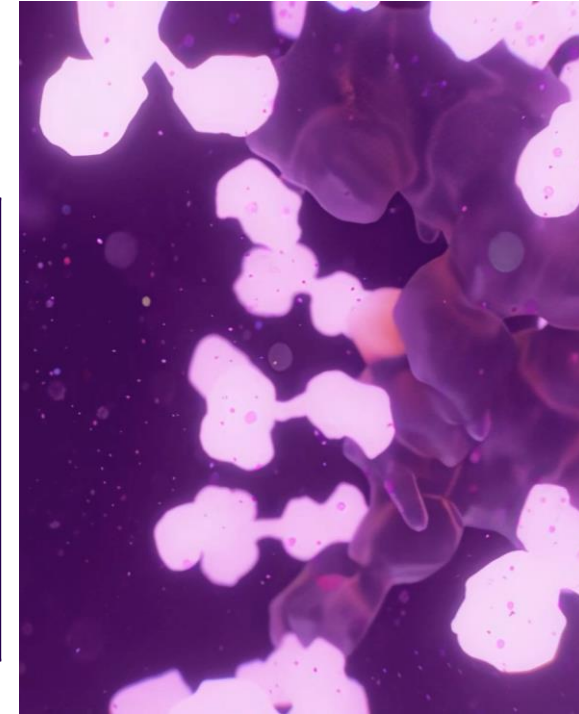
Pipeline asset	Indication(s)	Expected 1 <sup>st</sup> submission
<i>tolebrutinib</i> (BTKi)	Full spectrum of Multiple Sclerosis	2024
<i>rilzabrutinib</i> (BTKi)	Immune Thrombocytopenia Asthma	2024 (ITP)
<i>itepekimab</i> (Anti-IL-33)	COPD	2025
<i>lunsekimig</i> (Anti-IL13/TSLP)	Asthma	2027+
<i>IRAK4 degrader</i>	Atopic dermatitis Hidradenitis Suppurativa	2027+
<i>Anti-TL1A</i>	Inflammatory Bowel Disease	2027+
<i>RSV mRNA OA combo vaccine</i>	RSV, HMPV, PIV	2027+
<i>Acne mRNA vaccine</i>	Acne	2027+

€5bn<sup>(\*)</sup>

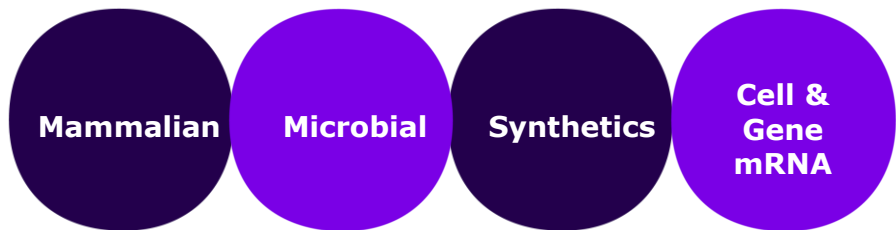
Potential pipeline-in-a-product

Pipeline asset	Main indications	Expected 1 <sup>st</sup> submission
<i>amlitelimab</i> (Anti-OX40L)	Atopic dermatitis	2027
	Asthma	
<i>frexalimab</i> (Anti-CD40L)	Refractory Multiple Sclerosis Secondary Progressive Multiple Sclerosis	2027 (RMS)
	Type 1 Diabetes	
<i>SAR441566</i> (Oral TNFR1si)	Rheumatoid arthritis, Psoriasis	2027+
	Inflammatory Bowel Disease	

(\*)peak sales potential each



The rich pipeline translates into *increased portfolio diversity* with several *new modalities* set to be launched



**30** potential new launches until 2029

***New Modalities***

Small Molecules, mAbs, Vaccines, Nanobodies, Oligonucleotides, Synthorins, Microbial, Multispecific mAbs, Antibody Drug Conjugates, Viral Vectors, NK cells, mRNAs, Cell Therapy





## *Our ambition*

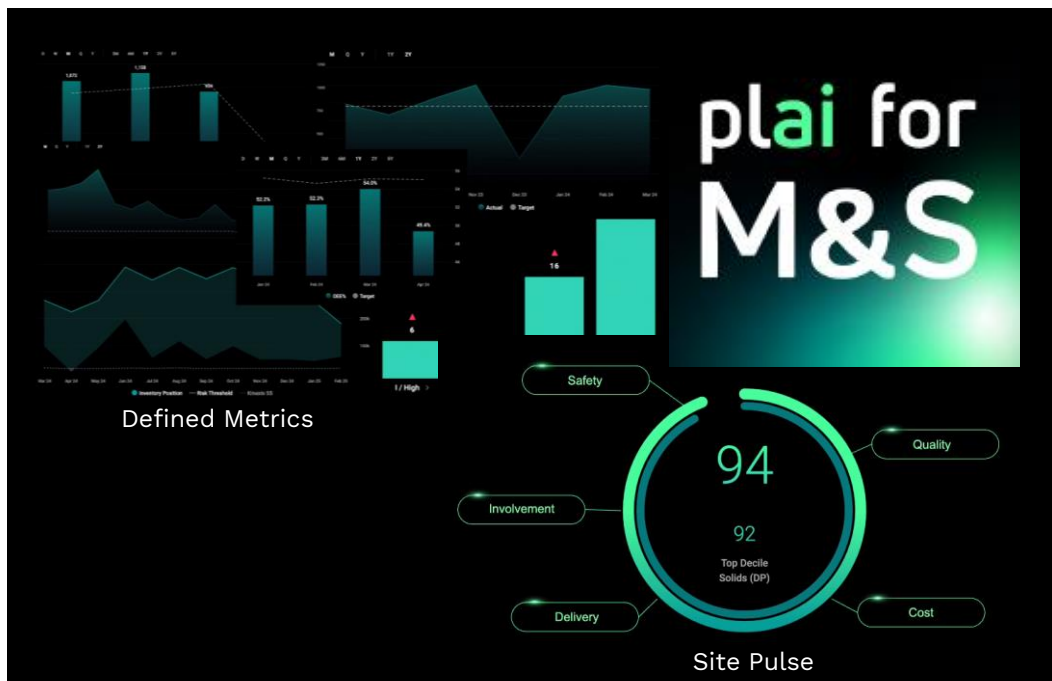
to develop a  
network of Factories  
of the ***Future***  
and  
optimize our asset  
performance

**sanofi**

# Becoming the first pharma company powered by AI at-scale

*plai* aggregates *internal data* across functions and harnesses the *power of AI* to provide timely insights and *personalized “what if” scenarios* to decision makers to take *informed decisions* in a simple and modern *digital* user experience.

*Site Pulse* analyzes out internal data to produce an accurate and reliable *score* that can be compared to *industry benchmarks* to *identify* the strengths and weaknesses of our sites.



*Manufacturing &  
Supply: a Key actor in  
Sanofi modernization*

02

## EM&S Key Drivers



*Ensure supply*



*Deliver Sanofi pipeline*



*Be a competitive  
advantage for Sanofi*



*Digitalize the supply & quality  
relation with CMOs*

# *EM&S 2027 Vision*

Manage the Best-in-class CMO  
network  
having  
cutting-edge processes ,  
technologies and data  
to  
reliably deliver high quality,  
affordable and sustainable  
medicines and vaccines



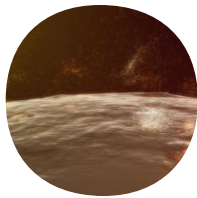
# WHAT BEST- IN- CLASS, AT 2027 HORIZON, LOOKS LIKE



## Supplier Base



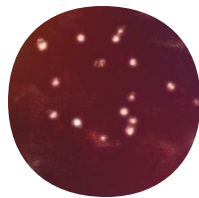
Actively shaped supplier strategy : *partnership* with modality specific preferred partners



## Centralized Sourcing model



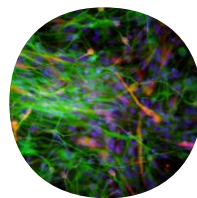
Centralized Sourcing model with *E2E sourcing strategy from POC to Commercial*



## Superior mgmt. of supplier



Continuous improvement and strong collaboration to improve *performance* while using collaborative platform, digitalization and AI



## Cost Excellence



Transparency on cost drivers and SC and enable savings through value-creation programs  
Implement Preferred Partners/techno to co create value across o M&S



## Planet Care



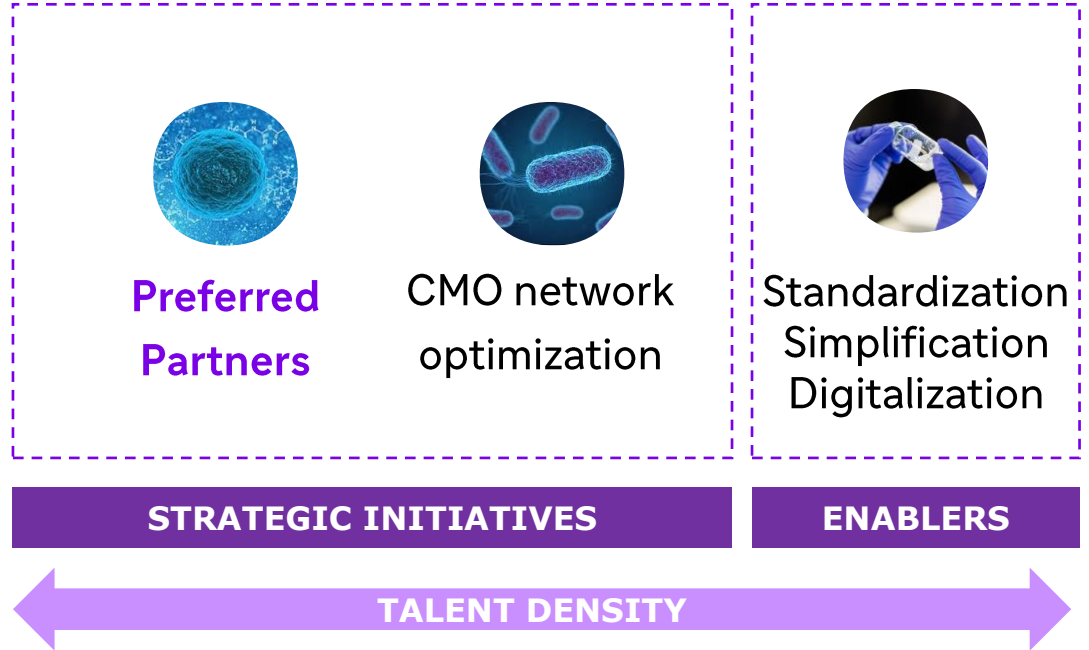
Partners Committed to 2030-2045 targets (CO2 emission) + other environmental impact (water, waste and biodiversity)

Quality & Compliance, Security, Supply as prerequisites

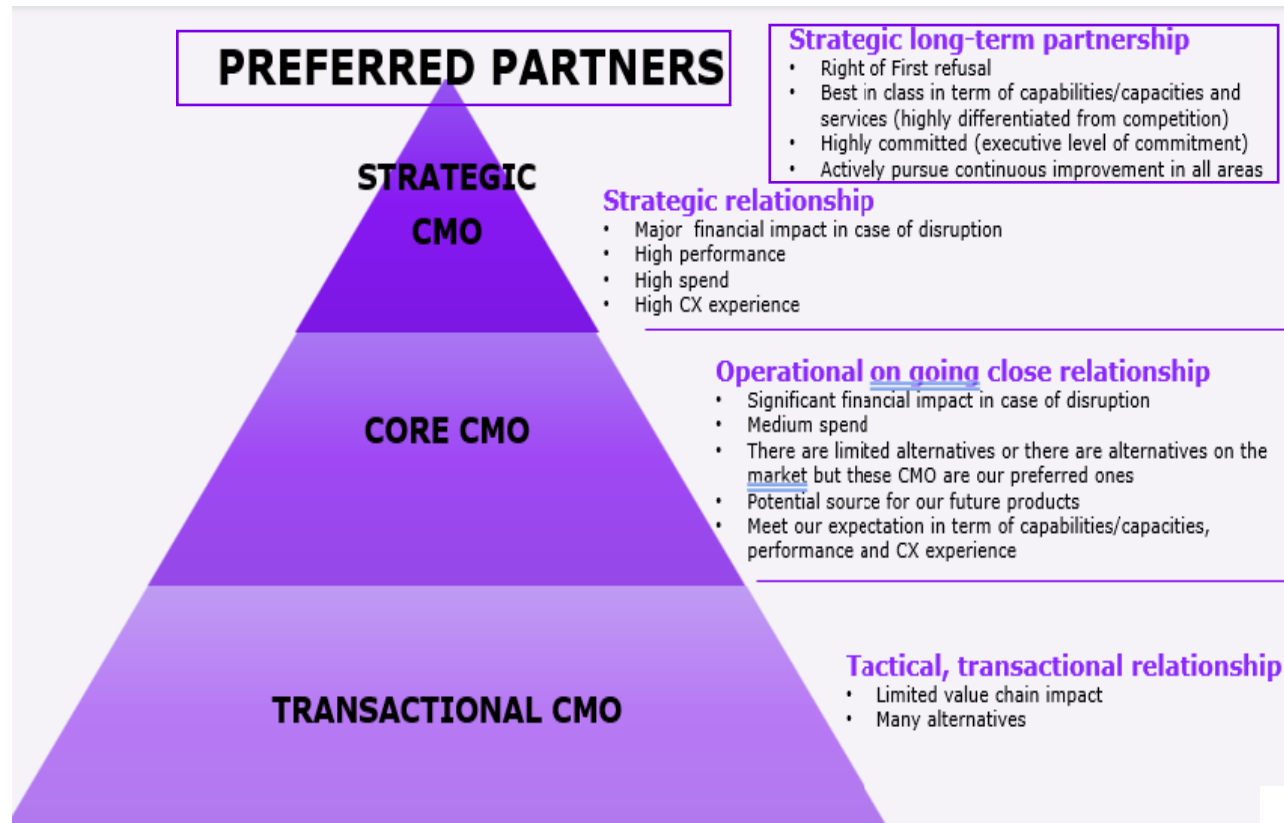
*Preferred Partners:  
a strategic  
initiative to  
manage our  
challenges*

03

# Strategic Initiatives and Enablers

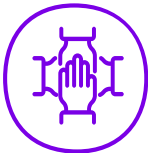


*Rebalance our network by creating strategic partnerships*



# Partnership as a pillar of EM&S Strategy

Modality Specific Preferred partner will be an integral part of *Sanofi Strategic Manufacturing Network*



Collaborative and long-term relationship



Co Value Creation



Deep level of commitment



Interdependent and mutually beneficial

SHARED:

Values -Vision & Strategy-Planning & Management Systems - Risks & Rewards

# Being a partner in our Growth Journey

Internal



## Adaptability and Flexibility

- Provide scalable solutions to manage demand fluctuations
- Visibility on future capacity
- Effective inventory management solutions



## Collaborative pricing

- Provide cost transparency to benefit from Bid waivers and conscious participation
- Move from transactional pricing to TCO approach



## Value integrity & Innovative collaboration

- Performance based approach with Efficient & Transparent data sharing (Digital Collaborative platform)
- innovative mindset supporting continuous improvement and preventing value creep

**Areas where we seek support with innovative solutions to manage challenges**

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END TO END: FROM POC TO COMMERCIAL

## Partnership Benefits

## Mutual Value Creation

### Strategic Benefits:

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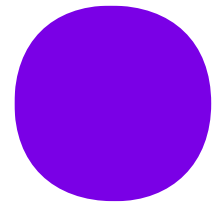
- **End-to-End Approach:** Clinical late stage to commercial manufacturing
- **Continuity:** No transfers between development and manufacturing phases
- **Privileged Access:** Bid waivers with early access to Sanofi's pipeline
- **Capacity Security:** Reserved capacity for future blockbusters and dual sourcing

### Operational Advantages:

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- Multi-level governance **structure**
- **Value-added** pricing model
- Digital collaboration with **performance metrics**
- **Streamlined processes:** no RFPs, pre-negotiated contracts and pricing

# THE PARTNERSHIP JOURNEY



AN *INTERNAL* PARTNERSHIP  
TO BUILD  
AN *EXTERNAL* PARTNERSHIP



R&D



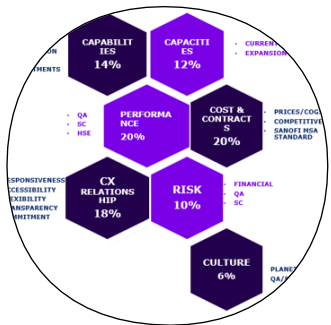
EM&S



PROCUREMENT

# A PROJECT IN 4 STEPS

Internal



## SELECTION OF POTENTIAL CANDIDATES



Based on the results of a « *strategic score card* »

## PARTNERSHIP DAY



- *Promote* Sanofi Strategy
- *Align* on mutual goals
- *Engage* the TOP5 potential partners on the key asks for partnering

## PARTNERSHIP RFP



With *Key terms*

## SELECTION OF 1 PARTNER/TECHNO



*Partnership framework contract*

# Criteria to select Potential Partners



## STRATEGIC SCORE CARD

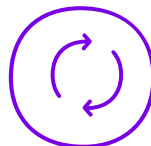


### Relationship & Values



### Technical Expertise

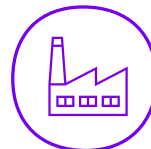
In the modalities targeted



### Capability

*E2E*: Able to offer the technology for Clinical and Commercial Manufacturing phases

*Digital* capabilities and cybersecurity



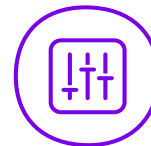
### Capacity

For Clinical and Commercial mfg and have expansion plan to support future Sanofi Pipeline



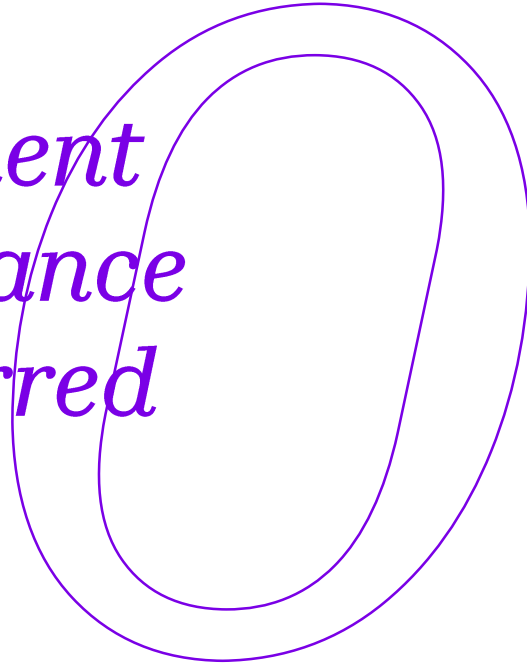
### CDMO Profil

Pure CDMO player of not ID card

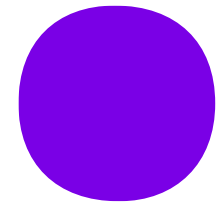


### Performance & Risk score

*The management  
of the performance  
with our Preferred  
Partners*



**A STRONG GOVERNANCE**



# A 3 level governance



## Daily activities

- SC review (Forecasts /Campaign planning/Campaign execution,/release and delivery)
- QA: Deviations, Change Controls and or CAPAs relevant to Campaign execution...
- *Key Performance Indicators ("KPI") reviews*
- Coordination/monitoring of Supplier MSAT on-the-floor presence for hypercare batches and investigations
- Coordination of approved process improvements/technical services
- Identification and reporting of product risks and definition execution risk mitigation strategy
- projects related activities review

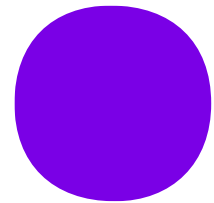
## Tactical focus

- Current state of the business (Manufacturing/supply strategy/Capacity/planning/Quality/Regulatory oversight)
- Future business and investments
- *Global performance review* and projects review
- Critical issues review escalated from the operational level committees
  - Guiding and challenging site operations
  - Guiding solutions development and issue resolution
  - Prioritization

## Governance for strategic decisions

- Share both Parties global strategy and objectives for the future, as well as strategic initiatives & strategic projects,
- Reviewing Sanofi pipeline access
- Mapping future available capacity and access at partner sites
- Prioritize, approve and steer innovation portfolio
- Any matters which the parties are unable to address in the JMC
- *Consolidate sites performance* and global projects review enabling swift communication to the strategic level

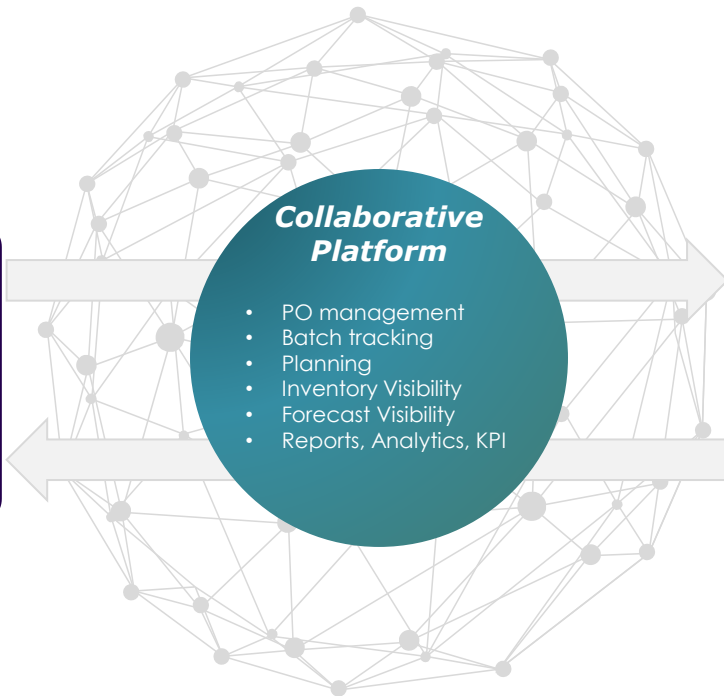
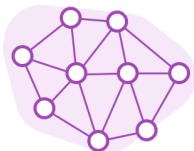
**ENHANCED BY DIGITAL  
COLLABORATION**



# EM&S future digital Ecosystem

## Extensive enterprise collaborative connectivity ambitions

### EcoSystem



### *Collaborative Platform*

- PO management
- Batch tracking
- Planning
- Inventory Visibility
- Forecast Visibility
- Reports, Analytics, KPI



# Integration of strategic CMO as native stakeholders in our operating model.

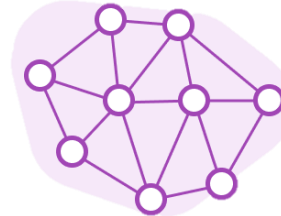
## VISION

- **Accelerate operational processes with CMO** (frequency and velocity) with by-exceptions processes.
- **Augment investigation, problem solving & decision making** with better information, earlier detection and no-siloed perspectives.
- **Eliminate manual data collection, processing, reporting** creating trustworthy real-time performance data.
- **Enhance compliance** with accessible and validated information reducing risk.

### EgoSystem



### EcoSystem



## AMBITIONS

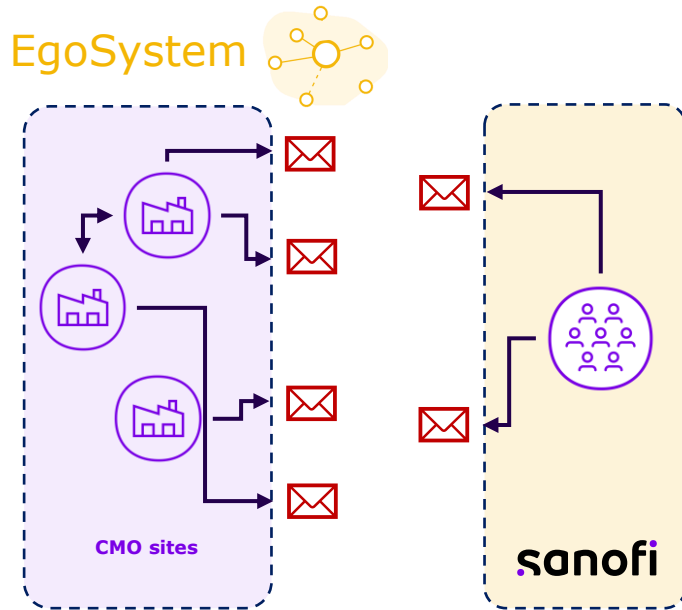


Deliver efficiency across organization and improve performance








Ensure best service for patients and customers.

# From a manual & not connected systems landscape.....

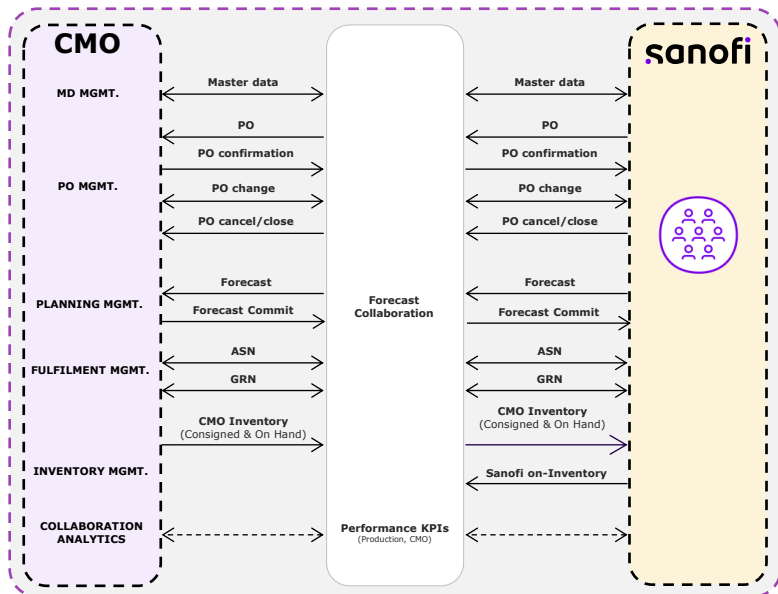


## Current pain points ...

-  • **Ad-hoc resolution** process with multiple meetings.
-  • **Silos** among teams with low return of experience (lack of visibility).
-  • **Over-escalation** of incidents.
-  • **Lack of accountability** and no backup.
-  • **Multiple reporting** over the same topic (performance issues).

.....To a collaborative & integrated EcoSystem

## EcoSystem



## Allowing EcoSystem stakeholders ...



- **Digital collaboration** between Sanofi & CMOs stakeholders (S2S integration).



- **Operations visibility** for manufacturing (batch tracking & production milestones), PO, inventory & forecast activities.



- **Single source of the truth** as the collaboration platform.



- **Automation / semi-automation** of existing / improved processes (i.e. batch allocation, inventory reconciliation).



- **Enhanced data availability** as the platform allows to interchange value added data - scientific (i.e. production batch temperature, etc.).

Thank  
*you*



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