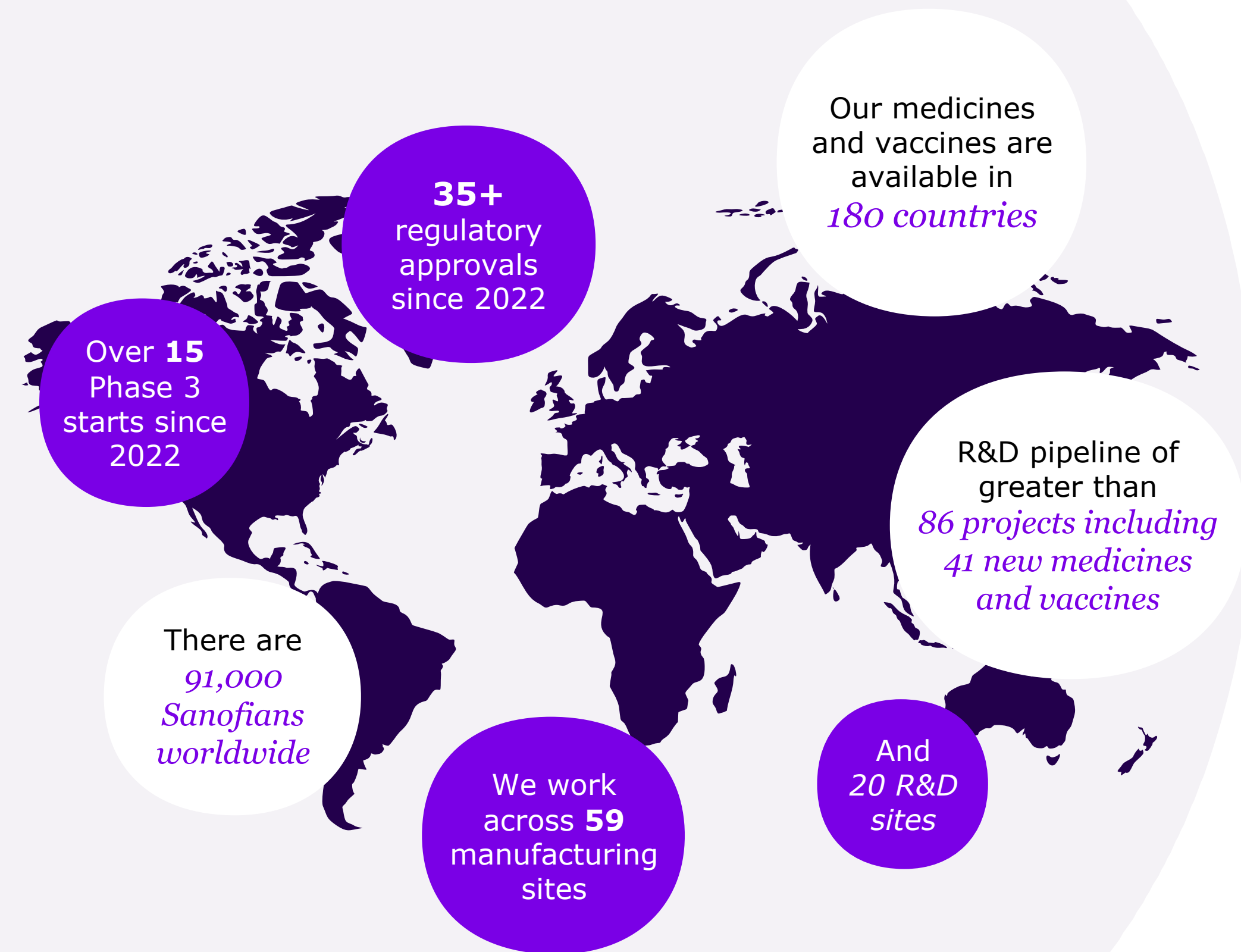


# Partnering



sanofi

Presence in around  
*90 countries*



# Why *partner* with Sanofi ?

## Sharing expertise can fast-track innovation.

We are a global life sciences company committed to pursuing pioneering, life-changing treatments that address unmet healthcare challenges. Innovative collaborations are one of the fulfilling ways we meet those goals and create value for all involved. We focus on delivering first- and best-in-class medicines - those with the potential to change people's lives.

### *Our mission:*

**"We seek transformational ideas and contribute to bringing them to patients worldwide"**

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

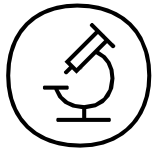
### *Our objectives:*

**"To be a partner of choice and enable the acceleration of Sanofi's strategies"**

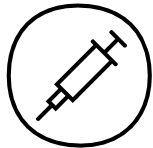
**Monika Vnuk**  
Head of Partnering



Our areas  
*of Business  
and Expertise*



**Specialty  
Care**



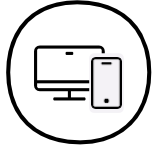
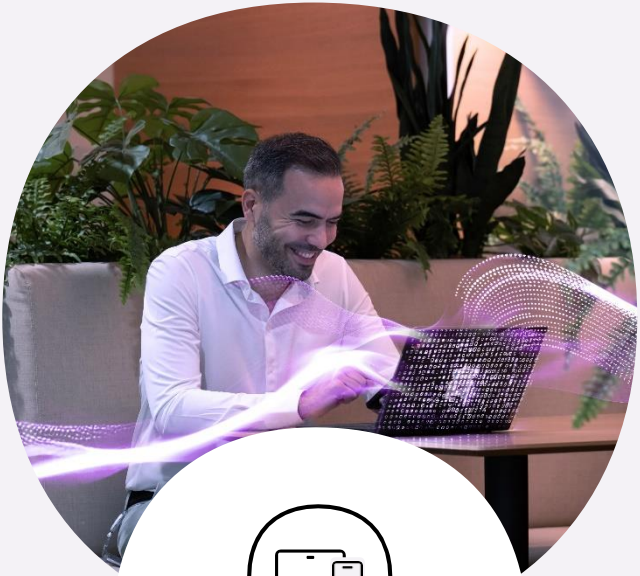
**Vaccines**



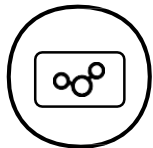
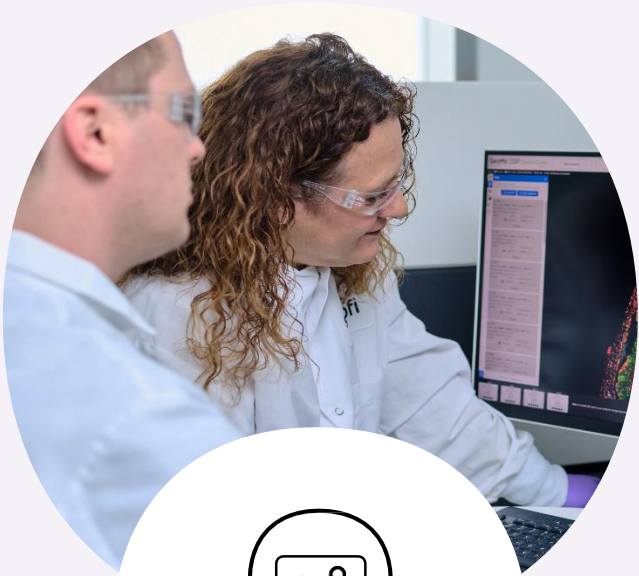
**General  
Medicines**



**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

*Jeff, asthma, Canada*

## Highlighted Collaborations

### REGENERON

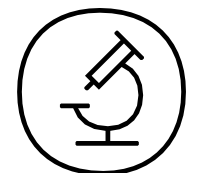
Global collaboration that produced Dupixent® (approved for 6 indications), Kevzara (for rheumatoid arthritis and polymyalgia rheumatica), and itepekimab (in phase3 development for Chronic Obstructive Pulmonary Disease)

### Recludix Pharma

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

### 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 our Understanding of Autoimmune and Inflammatory Diseases*

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





Speciality  
Care

# Neuroscience

A field where the unmet need significantly outweighs current medical solutions is debilitating neurodegenerative diseases of the central nervous system, including Multiple Sclerosis, Alzheimer's Disease, 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

*Weighing a powder used to make a solution  
for our NANOBODY® molecules, Ghent, Belgium*

## Highlighted Collaborations



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

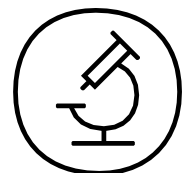


Denali Therapeutics and Sanofi are collaborating to develop RIPK1 Inhibitors for the treatment of inflammatory diseases. Candidate RIPK1 inhibitor molecules have the potential to treat systemic inflammatory diseases



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

### *Neurodegeneration*

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

### *Neuroinflammatory Diseases*

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

### *Neuropsychiatry*

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

### *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

### *Ophthalmology*

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



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*

## Highlighted Collaborations

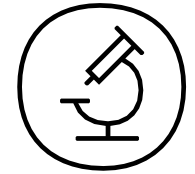


Sanofi and Sobi® collaborate on the development and commercialization of ELOCTATE®/Elocta®, ALPROLIX® for the treatment of hemophilia, and the most recent collaboration product, ALTUVIIIIO®/ALTUVOCT™, which Sanofi launched in the US and Japan in 2023 for the treatment of hemophilia A. Sobi® started launching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



The INNOVANCE Antithrombin assay from Siemens Healthineers achieved FDA clearance for a new claim allowing it to be used as a companion diagnostic test for people receiving treatment with Qfitlia™ (fitusiran), a Sanofi hemophilia therapy. Qfitlia™ is sold under license from Alnylam Pharmaceuticals





Speciality  
Care

# Rare Diseases

## Areas of Interest for Partnering

### *Late-stage Opportunities*

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

### *Early-stage Assets*

- Pre-POC assets that harness scientific innovation including
  - Bleeding disorders assets such as von Willebrand Disease, Factor deficiencies
  - Sickle cell disease, thalassemia and other rare blood disorders
  - Muscle/Neuro-muscular disorders including Facioscapulohumeral Dystrophy (FSHD), Myotonic Dystrophy Type 1 (DM1), Rare Cardiac muscle disorders
  - Alpha 1 Antitrypsin Deficiency
  - Genomic medicine assets & technologies





Specialty  
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

*Healthcare provider listening to a patient's symptoms*

## Highlighted Collaborations



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



Exclusive licensing agreement for AlphaMedix™ (212Pb-DOTAMTATE), currently being evaluated for the treatment of adult patients with unresectable or metastatic, progressive somatostatin-receptor expressing neuroendocrine tumors (NETs), a rare cancer



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





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

## *Modalities*

- Radioligand
  - Innovative targeting vectors
  - New linkers
  - Novel engagers (T, NK,  $\gamma\delta$  T cells)
- Novel tissue-targeted delivery approaches for in vivo mRNA
- Antibodies
  - Multi-specifics
- ADCs
  - Novel payloads
  - Bispecific





Vaccines

# Vaccines

Vaccines are at the center of our strategy as a key driver of growth led by an accelerated R&D engine. With investments in our new mRNA Center of Excellence, our rich and exciting pipeline will continue to gain momentum as we increase our focus on first-and best-in-class science. Our aim is to bring 10 new vaccine candidates into clinical trials by 2025. We believe breakthroughs in preventive medicine can come from anywhere, and we are eager to partner with the best scientific minds and passionate medical professionals to bring new vaccines to life. If that's you, let's start a conversation

*Nikita Khadse, Scientist, mRNA, Waltham, Massachusetts, US*

## Highlighted Collaborations



Collaboration to develop and commercialize Beyfortus® (nirsevimab), a monoclonal antibody for the prevention of Respiratory Syncytial Virus (RSV) disease in all infants. +6 million infants immunized and > 100.000 hospitalizations avoided

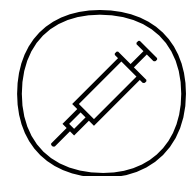


Co-exclusive licensing agreement between Sanofi and Novavax to co-commercialize COVID-19 vaccine through combined commercial strength from 2025 onwards, a sole license to Novavax's adjuvanted COVID-19 vaccine for use in combination with Sanofi's flu vaccines; and a non-exclusive license to use the Matrix-M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



Expanded collaboration to develop, license and commercialize current (PCV21) and next-generation PCVs for both pediatric (PCV27+) and adult populations (PCV24+), reaffirming their commitment to fighting pneumococcal disease





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/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

### *Alternative Technologies*

- Biologics (antibodies, phages, etc.) to modify the GI, skin, and/or oral microbiome
- Presymptomatic disease interception via biomarker diagnosis and prevention (examples: Type 1 diabetes, Alzheimer's, Lynch syndrome)
- Therapeutic vaccines for allergies, cardiovascular indications, and other diseases





General  
Medicines

# General Medicines

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

Our portfolio also includes some of the world's most trusted brands that now form the cornerstone of standards of treatment.

Our ambition is to reverse the course of chronic diseases by 2030. In bringing together the strength of our portfolio with the power of digital and technology, our goal is to redefine health outcomes for the millions of lives we touch and set new standards of care

*Patient with diabetes using a wearable glucose monitor during daily activity*

## Highlighted Collaborations & Investments



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



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

## Areas of Interest for Partnering

### *Type 1 Diabetes*

Next generation immunomodulatory approaches to address all disease stages

- Beta cell protection and improvement of beta cell function
- Adjacencies / complications for Type 1 diabetes (ie. 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 or organ protective approaches for Solid Organ Transplantation for organ preservation

### *Cardiovascular & Metabolic Diseases*

- Specialty cardiology, including cardio-immunology & atherosclerotic cardiovascular diseases
- Obesity (novel mechanisms of action)

### *Synergistic/complementary assets to our commercial footprint in key markets*

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





China

# China

Sanofi has 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

*At the lab, Jinsheng Liu and Muxin Yu performing identification tests, Beijing, China*

## Highlighted Collaborations



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



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



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



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 continuing introducing innovative medicines and leading digital innovations in the country.
- Our treatment solutions address 7 out of 10 most life-threatening diseases in China
- Sanofi China covers 2,000+ cities and counties

### *Leading franchises across our therapeutic areas*

- Specialty Care: Immunology, Oncology, RD/RBD, Neurology/MS
- General Medicines: Diabetes, Cardiovascular, Transplant

### *Unparalleled integrated capabilities*

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

### *Areas of interest*

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





Digital

# Digital

At Sanofi, 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

Omer Done, Workplace Sustainability  
Global Program Leader, Gentilly, France

## Highlighted Collaborations



Sanofi is collaborating with Formation Bio and OpenAI to accelerate AI-powered drug development. This collaboration leverages tech-enabled clinical operations and AI powered automation as a patient research and recruitment strategist, that includes research for individualized, multimodal patient recruitment and research strategies



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

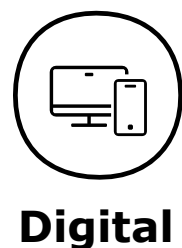


Sanofi is partnering with BrightInsight to build and launch disease management solutions for multiple specialty care medications, leveraging the initial partnership around the development of the "MyWay" app. The partnership supports Sanofi's digital strategy to create more engaging patient experiences with the goal to improve treatment outcomes



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

## Areas of Interest for Partnering

### *Patient Experiences*

Scalable platforms enabling a holistic and seamless approach to shorten the diagnostic journey from pre-prescription patient identification to post-prescription patient support that provide patient care for the full spectrum of diseases (especially in chronic diseases such as diabetes, atopic dermatitis and asthma)

- Virtual case management solutions
- Services such as telemedicine
- Backbone infrastructure to harmonize modular solutions
- Unified data and analytics to enable patient find pre-prescription
- Connected devices for patient monitoring and engagement (i.e.: devices measuring digital biomarkers, symptom checkers)

### *Research and Development*

- Clinical trial design with efficacy prediction, modeling, and simulation
- Automated clinical trial digitization, benchmarking, content generation, and authoring
- AI-enabled lab technologies
- Utilizing GenAI for data analysis and knowledge extraction

### *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

# 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

*Julien Tessier and Angela Hadjipanayis, Senior Scientists, using innovative spatial biology methods, Cambridge, US*

## Highlighted Collaborations



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



This collaboration leverages Aqemia's proprietary deep physics 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

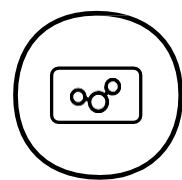


Recursion is an industry-leading TechBio company with an end-to-end AI-enabled platform and one of the largest fit for purpose biological and chemical datasets. The collaboration is aimed at discovering targets and accelerating drug discovery to generate a pipeline of small-molecule candidates for cancer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



This collaboration leverages Belharra's proprietary, non-covalent chemoproteomics platform to identify and advance small molecules against Sanofi-designated immunology targets with the goal to deliver first-in-class treatments for chronic inflammatory diseases





**Technology  
Platforms**

# Technology Platforms

*Areas of Interest for Partnering*

## *Biologics/Large Molecules*

Approaches and technologies to increase the gut stability and permeability of biologics when delivered orally

- Novel approaches for protein conjugation
- Technologies to deliver antibodies or proteins to the cytosol
- Conditional activation technologies to increase tissue specific exposure and reduce systemic exposure
- Innovative approaches to immune cell engagers
- High-throughput discovery and screening technologies, including in silico processes
- AI/ML based solutions for next-generation in silico protein engineering, multiparametric optimization, and de novo design
- 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*

- Synthetic oligonucleotide approaches, including novel non-hepatic tissue-specific targeting and/or delivery technologies
- 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
- Technologies for the identification of RNA-targeting small molecules
- Prediction of stability, toxicity and pharmacokinetics in silico, in vitro or in vivo
- Technologies for nontraditional targeting such as protein-protein disrupters/stabilizers and protein degradation/stabilization
- Novel degrader technologies

## *Gene & Cell Therapies*

- Technologies to enhance the discovery, development, and production of adeno-associated virus (AAV) gene therapies

including upstream and downstream processes

- Targeted gene delivery using non-viral gene delivery systems, including lipid nanoparticles
- Tissue-specific viral and non-viral gene therapy vectors and expression constructs, including for muscle, CNS, eye, and solid tumors
- Gene writing and other next generation genomic engineering approaches for in vivo applications

## *Delivery Technologies*

- Nanoparticle technologies for intracellular delivery of nucleic acid and protein therapeutics, such as lipid nanoparticles and polymeric vehicles
- Technologies and devices for 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

# Out-Licensing

Through our long history of creating therapeutic solutions that improve people's health and empower life, we have created a large and diversified portfolio of innovations. Some are now outside of our strategic focus and available for out-licensing. We are actively looking at out-licensing these assets in order to help partners gain access to novel solutions, speed up time-to-market and open up unexplored business avenues. Together, we can help bring much-needed treatments to patients and leverage the widely recognized quality of our R&D

## Highlighted Collaborations



CilCARE started to implement in 2020 its strategy to reposition several Sanofi deprioritized neurology programs for the treatment of hearing loss. As a result, CilCARE entered in 2024 into an exclusive global license option agreement with Shionogi & Co., Ltd., including a \$15 million upfront payment that will enable CilCARE to accelerate its development activities

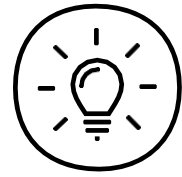


Sionna Therapeutics aims to transform cystic fibrosis treatment by developing medicines that normalize CFTR protein function. Its clinical programs, SION-451, SION-719, and SION-109 are based on rights licensed from Sanofi in 2019. In February 2025, Sionna's oversubscribed IPO raised \$219.2 million to advance its clinical development efforts



Sartorius has entered into a collaboration and licensing agreement with Sanofi in mid-2024 to develop and commercialize an end-to-end platform for downstream process intensification. This new equipment should combine the greatest biomanufacturing flexibility with standardization, and will be optimized by Sartorius, drawing on Sanofi's know-how, prototype, and patents





**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





*Pierre Gendrop, Regulatory, Omer Done  
and Sandrine Thomas Workplace Experience,  
Gentilly, 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 equity investments, joint ventures, commercial collaborations and other types of strategic alliances

# Sanofi Ventures



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

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

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

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





# Key capabilities we bring to our collaborations



## Research world-class *Expertise*

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



## Worldwide *Exposure*

Benefit from our strong presence in Europe, Japan and North America, as well as in China and in the fast-growing emerging markets of Asia Pacific, Latin America, Africa and the Middle East, in which we hold a leadership position. We have the expertise to navigate the way through each region's highly particular regulatory, economic, cultural, and research environments



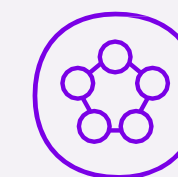
## Industrial *Infrastructure*

Our global industrial network and ability to produce locally is a strong competitive advantage, enabling us to be closer to customers' needs, to meet local regulations and to be more cost competitive



## Development *Capabilities*

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



## Integrated *Organization*

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



## Continuous *Support*

As our partner, you have access to our dedicated team of Alliance Managers, working across the globe to fulfill the mission of maximizing the value through collaborative engagement, management of risk, actionable assessment and agile governance



## Digital *Expertise*

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



**Forward-Looking Statements:**

This document contains forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995, as amended. Forward-looking statements are statements that are not historical facts. These statements include projections and estimates and their underlying assumptions, statements regarding plans, objectives, intentions and expectations with respect to future financial results, events, operations, services, product development and potential, and statements regarding future performance. Forward-looking statements are generally identified by the words “expects”, “anticipates”, “believes”, “intends”, “estimates”, “plans” and similar expressions. Although Sanofi’s management believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking information and statements are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of Sanofi, that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. These risks and uncertainties include among other things, the uncertainties inherent in research and development, future clinical data and analysis, including post marketing, decisions by regulatory authorities, such as the FDA or the EMA, regarding whether and when to approve any drug, device or biological application that may be filed for any such product candidates as well as their decisions regarding labelling and other matters that could affect the availability or commercial potential of such product candidates, the fact that product candidates if approved may not be commercially successful, the future approval and commercial success of therapeutic alternatives, Sanofi’s ability to benefit from external growth opportunities, to complete related transactions and/or obtain regulatory clearances, risks associated with intellectual property and any related pending or future litigation and the ultimate outcome of such litigation, trends in exchange rates and prevailing interest rates, volatile economic and market conditions, cost containment initiatives and subsequent changes thereto, and the impact that COVID-19 will have on us, our customers, suppliers, vendors, and other business partners, and the financial condition of any one of them, as well as on our employees and on the global economy as a whole. Any material effect of COVID-19 on any of the foregoing could also adversely impact us. This situation is changing rapidly, and additional impacts may arise of which we are not currently aware and may exacerbate other previously identified risks. The risks and uncertainties also include the uncertainties discussed or identified in the public filings with the SEC and the AMF made by Sanofi, including those listed under “Risk Factors” and “Cautionary Statement Regarding Forward-Looking Statements” in Sanofi’s annual report on Form 20-F for the year ended December 31, 2023. Other than as required by applicable law, Sanofi does not undertake any obligation to update or revise any forward-looking information or statements.

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