



2020/2021  
ANNUAL REPORT



AS THE WORLD CONTINUES TO TRY TO ADAPT TO THE PANDEMIC, I FIRST OF ALL WOULD LIKE TO EXPRESS MY RESPECT AND ADMIRATION FOR ALL THOSE WHO SPARE NO EFFORT IN TREATING AND SAVING THE LIVES OF PEOPLE WITH COVID-19 OR OTHER CONDITIONS.

SINCE THE VERY BEGINNING OF THE PANDEMIC, OUR GROUP HAS CONTINUED TO FOCUS ON TWO PRIORITIES—SUPPLYING OUR MEDICINES TO PATIENTS THAT NEED THEM AND GUARANTEEING EMPLOYEE HEALTH AND SAFETY.

I AM PROUD OF AND GRATEFUL TO EVERYONE AT SERVIER FOR THEIR UNWAVERING COMMITMENT AS THEY CONTINUE TO CARRY OUT THEIR DUTIES AT THIS TIME.

THIS GLOBAL HEALTH CRISIS HAS REMINDED US JUST HOW ESSENTIAL OUR EFFORTS RESEARCHING AND DEVELOPING INNOVATIVE THERAPEUTIC SOLUTIONS ARE FOR TREATING PATIENTS, SAVING LIVES AND SAFEGUARDING THE HEALTH OF FUTURE GENERATIONS.

**Olivier Laureau – President of Servier**

- 04 Editorial
- 07 Profile
- 08 The year in pictures

# 01

# 02

# 03

## Responding to the challenges of the pharmaceutical industry

- 14 Empowering patients to play an active role in their own health
- 16 Developing new therapeutic approaches
- 18 Honing specialization in production facilities
- 20 Remodeling and digitizing ways of working
- 22 Fulfilling ever-increasing environmental and social expectations

## Servier's value drivers

- 26 A model for value creation that drives social, therapeutic and economic performance
- 28 Leveraging transformation to drive the Group's strategy
- 32 A governance model underpinned by independence and a long-term vision
- 34 2020/2021 financial results
- 36 A comprehensive range of health care solutions
- 38 Focus on four therapeutic areas
- 40 A more robust pipeline
- 42 Global presence

## Taking tangible action

- 46 Building on an agile and integrated approach to R&D
- 48 Cultivating therapeutic excellence through partnerships
- 50 Involving patients at every stage of the medicine life cycle
- 52 Engaging in dialogue with health care professionals
- 54 Enhancing access to treatment for as many people as possible
- 56 Providing a comprehensive range of health care solutions
- 58 Harnessing industrial excellence to benefit patients
- 60 Facilitating the transformation through innovative HR practices
- 62 Striving to create a responsible industry
- 64 Taking advantage of digital technology to drive performance
- 66 Limiting the Group's environmental footprint
- 68 Creating value for regions

“Our transformation helps us fulfil our vocation and maintain our independence.”

Olivier Laureau—President of Servier



**Last year, you announced that the Group had signed the acquisition of the oncology division of Agios Pharmaceuticals, which was finalized in the first quarter of 2021. As the main headline from last year, what does it mean for the Group?**

**Olivier Laureau** — Indeed, I believe this acquisition will transform our Group. Four years ago, we decided to expand our core therapeutic areas of cardiometabolism, venous diseases and neurodegenerative diseases, to include oncology.

We made this decision for a number of reasons. Firstly, because it fulfils our vocation as a Group committed to therapeutic progress to serve patient needs. Also, because it is an area that still offers the potential for disruptive innovation, as cancer has become the second leading cause of death in the world, and numbers are on the rise.<sup>1</sup>

The acquisitions of Agios Pharmaceuticals' oncology division in 2021, and Shire's oncology business in 2018 manifest the implementation of our strategy. It underscores our choice to work on a limited number of cancers and concentrate on small target populations. Furthermore, it consolidates our presence in the US, the largest pharmaceutical market in the world.

This acquisition also enables our first-class R&D teams to gain a presence in Boston, in the heart of one of the most innovative health ecosystems in the entire world.

<sup>1</sup> Source: World Health Organization

<sup>2</sup> Food and Drug Administration

<sup>3</sup> Source: Data at end-December 2021

<sup>4</sup> Earnings before interest, taxes, depreciation, and amortization

This center supplements our existing R&D facilities: Symphogen in Denmark—our antibody center of excellence—our long-established center in Budapest, Hungary, and our centers in France. They all take a collaborative approach to their work, pooling their remarkable expertise on cutting-edge tech platforms.

Moreover, the acquisition of the oncology division of Agios Pharmaceuticals significantly bolstered our R&D pipeline.

We broadened our oncology portfolio with a medicine already available on the US market to treat acute myeloid leukemia, for which we also received approval from the FDA<sup>2</sup> in late 2021 for another indication, cholangiocarcinoma, a rare and aggressive form of bile duct cancer. This same medicine also recently underwent a phase III clinical trial for use in combination with another molecule. The results, which bring hope to patients, were communicated to the American Society of Hematology in December 2021.

**Other than this acquisition, what stage is the Group at with its transformation?**

**O. L.** — At Servier, we are undergoing a comprehensive transformation to better fulfil our vocation and maintain our independence. This requires us to focus firmly on our performance. We are extremely demanding when it comes to the selection of our R&D programs, we adapt our production facilities to suit the changes in our portfolio of medicines and consider how such changes may also affect the priorities of our global presence.

In order to effectively bring about this comprehensive transformation, we are leveraging digital technology and increasingly integrate patient needs as far upstream as possible, starting as early as the R&D phase through to the drug entering the market.

The first, very tangible impact felt as a result of these efforts is the material shift in our pipeline, which now boasts 40 projects in clinical development, including 23 in oncology and 36 research projects.<sup>3</sup>

We can also take pride in the considerable progress made in biotechnology. I am thinking in particular about the new biomedicine production facility, Bio-S, which will open in 2023 in Gidy, France.

Our global presence was boosted in particular by the very significant expansion of our subsidiary in the US, which is now the Group's second largest in terms of sales of brand-name medicines. All this progress can be traced back to the programs to improve our profitability, which in particular enabled us to maintain a strong level of EBITDA<sup>4</sup> once again this year.

In addition, the Group's governance has evolved. Our Executive Committee renewed a number of key positions by bringing in over the year Pascal Lemaire as Executive Vice President Finance, Béatrice Bihl as Executive Vice President General Secretariat, and Virginie Dominguez as Executive Vice President Digital, Data & Information Systems.

#### **How has the Group fared through this second year of the pandemic?**

**O. L. —** The teams at Servier, especially those in our industrial facilities, further demonstrated their ability to adapt and their unwavering commitment to continue providing medicines to patients all throughout the world. The teams responsible for providing medical information to health care professionals also displayed remarkable agility. We were able to carry on working on all our R&D programs, in particular our clinical trials, despite the more challenging situation hospitals face in recruiting patients. The steadfast commitment of our teams enabled us to pursue our operations while continuing to forge ahead with our transformation to boost performance. And for that, they have once again earned my admiration and pride.

**“The acquisition of Agios Pharmaceuticals' oncology division manifests the implementation of our strategy.”**

#### **What are the challenges ahead for Servier? And the pharmaceutical industry in general?**

**O. L. —** For the last two years, the world has been dealing with a major health crisis. Never before has research been so extensive, collaborative and fast-paced to develop therapeutic solutions. The pandemic has brought to light two undeniable truths—that medicines are strategic assets and research inherently involves considerable risk. While labs did everything they could to safeguard continuous supply of medicines for patients, the pandemic lifted the lid on three major challenges—the need to decompartmentalize research in order to maintain a competitive edge, and the need to foster greater cooperation between the public and private spheres. Furthermore, the competitiveness of production facilities and market access needs to be assessed in a more easily understandable, predictable and rapid manner.

These three challenges must factor in considerations regarding the price of drugs in relation to the investments made. Indeed, for every innovative treatment that reaches the market, thousands of projects have had to have been considered, explored and developed. Our industry absolutely has to find a way to ensure the value of such investment is recognized and acknowledged, as it is the only way to maintain our capacity to innovate going forward. The challenges facing Servier are the same as those facing the industry as a whole.

Our size, as a medium-sized pharmaceutical group, and independence are valuable assets that require flexibility, adaptability, agility, cooperation and digitization to maximize the potential of our medicines, strengthen our pipeline, enhance efficiency and protect our culture.

Our transformation process, which we have named RiSe 2025 (ReInvent Servier), pursues the ambitious, yet realistic objectives that will enable us to rise to these challenges.

# PROFILE





## WHAT DRIVES US

→ Our identity is based on a vocation, which is driven by a vision and reflected in our values to drive success in serving patient needs.

### VOCATION

**Committed to therapeutic progress to serve patient needs**

### VALUES

-  **Care**
-  **Dare to innovate**
-  **Commit to succeed**
-  **Grow by sharing**

### VISION

- Put patients and innovation at the heart of all our actions
- Foster our individual and collective commitment, the Group's driving force
- Guarantee our independence and ability for long-term investment
- Be a Group with global reach

**Through our actions, we contribute to transmit to future generations a world that can ensure access to quality health care for all.**

## AN INDEPENDENT, GLOBAL PHARMACEUTICAL GROUP

**34<sup>th</sup>** largest pharmaceutical group worldwide, and 2<sup>nd</sup> largest pharmaceutical group in France.  
4<sup>th</sup> leading pharmaceutical group in cardiology worldwide and 3<sup>rd</sup> leading pharmaceutical group in hypertension worldwide

IQVIA, Analytics Link/World 74 countries – MAT Q3-2021

**€4.7 BN** 2020/2021  
Group revenue

**>20%** of revenue from brand-name  
medicines invested in R&D  
each year

**150** countries in which the Group's  
medicines are distributed

**21,800** employees



DECEMBER 2020

## ONCOLOGY: NEW TREATMENT FOR PATIENTS IN BRAZIL

→ In Brazil, Servier launched a treatment for patients suffering with metastatic colorectal cancer. The Group has been operating in Brazil for nearly 45 years, and has built up a leading position in cardiology, hypertension, diabetes and chronic venous diseases.

NOVEMBER 2020

## MY HEALTH PARTNER, AN INNOVATIVE WEBSITE FOR PATIENTS

**My Health Partner is a website developed for patients suffering from chronic diseases such as hypertension, heart disease, cholesterol and diabetes. It is designed to help them better understand their condition(s) so as to better follow their treatment. The website was developed in collaboration with the international patient organization Global Heart Hub, specialist doctors and nutritionists.**



DECEMBER 2020

## GOING DIGITAL!

→ Servier is undergoing an ambitious digital transformation, which involves transforming its practices, processes and tools to make the Group more competitive, agile and competent. Through these efforts, it strives to become a Digital Performer by 2025. As such, in December 2020, Servier announced it was setting up a worldwide Artificial Intelligence Hub in Montreal, Canada, in partnership with Centech, an incubator for high-tech start-ups.



JANUARY 2021

## SERVIER CERTIFIED TOP EMPLOYER EUROPE!

→ The Group received Top Employer 2021 certification in six countries: Belgium, France, Greece, Italy, Portugal and Spain. Consequently, Servier also obtained Top Employer Europe 2021 certification. The Top Employers Institute, an independent, international certification body, recognizes companies that commit to offer their employees the most attractive working environment possible.



**JANUARY 2021****PHARLAB INAUGURATES THREE UNITS IN BRAZIL**

→ To mark its 20<sup>th</sup> anniversary, Servier's generic medicines subsidiary in Brazil, Pharlab, inaugurated three units—an R&D lab, a production unit and a distribution center—thereby laying the foundations for a successful long-term future in the region.

**FEBRUARY 2021****NEW PRODUCTION UNIT AT THE ORIL INDUSTRIE FACILITY IN FRANCE**

→ Servier invested €100 million in a new production unit at its Oril Industrie facility in Normandy, France, in order to double production of the active ingredient in its Daflon® medicine by 2023.

**MARCH 2021****A GLOBAL STUDY FOR AND WITH PATIENTS WITH CHRONIC VENOUS DISEASE**

Conducted in five countries (Brazil, China, Czech Republic, Italy and Russia), the study sought to provide comprehensive understanding of the treatment journey of patients with chronic venous diseases, in particular by analyzing how the condition affects their emotions, attitudes, behaviors and quality of life. The data generated the study served to identify several strategies to better support and improve the daily lives of patients with venous diseases.

**APRIL 2021****ACQUISITION OF THE ONCOLOGY DIVISION OF AGIOS PHARMACEUTICALS**

→ Announced in December 2020, Servier successfully completed its acquisition of Agios Pharmaceuticals' commercial, clinical and research-stage oncology portfolio. The acquisition immediately strengthened Servier's commercial presence in the US malignant hematology market and long-term growth in the solid tumor space. It is also in line with the Group's strategic ambition to become a renowned and innovative player in oncology.



**APRIL 2021**

**MEDIATOR TRIAL**

→ The Paris Criminal Court delivered its judgment on March 29, 2021. Les Laboratoires Servier were acquitted of the offences of improperly obtaining marketing authorizations and their renewals, fraud, and most of the offences of breach of probity with which they were charged. However, the court found Les Laboratoires Servier guilty of aggravated deception, involuntary homicide and involuntary injury, an offence for which the ANSM was also convicted. On April 8, 2021, Les Laboratoires Servier acknowledged the decision of the Paris Public Prosecutor's Office to appeal this judgment. Les Laboratoires Servier had been willing to accept the court's judgment, which they consider unfounded as to the sentences handed down, in order to put a definitive end to this legal case. As a result of the decision of the Public Prosecutor's Office, Les Laboratoires Servier have decided to appeal their convictions.

**APRIL 2021**

**BOOSTING THE CORPORATE SAFETY CULTURE**

**To step up its commitment to foster a corporate safety culture and in line with its values, Servier deployed the SAFE program (Safety Always For Everyone) in all its subsidiaries and facilities with a view to making safety a priority for all employees.**



**JULY 2021**

**EMPLOYEE ENGAGEMENT ON THE RISE!**

→ Measured every year since 2019 as part of the program carried out in collaboration with the independent analytics firm, Gallup, the level of engagement among Group employees grows year on year. The five-year program aims to measure and strengthen team engagement to support long-term performance across the board, in terms of therapeutic treatments, financial metrics and labor concerns. In 2021, the Group achieved an overall engagement score of 4.17 out of 5.



**JUNE 2021**

**SERVIER JOINS FORCES WITH BIOLABS TO MANAGE ITS START-UP INCUBATOR AT PARIS-SACLAY**

→ Integrated into Servier's future Research and Development Institute at Paris-Saclay, the incubator has been designed to foster synergies between the R&D teams and the innovative health-based start-ups. Ultimately, BioLabs, the premier US-based network of incubators open to high-potential start-ups, will oversee the day-to-day management at the facility, supply equipment, provide services, offer practical support, and organize events and programs specially designed for start-ups operating in the life sciences industry.



AUGUST 2021

## APPROVAL TO MARKET A CHOLANGIOCARCINOMA MEDICINE IN THE US

→ The FDA approved the use of a medicine developed by Servier to treat adult patients with locally advanced or metastatic cholangiocarcinoma with IDH1 mutation. It reflects both significant progress for patients suffering from this rare and aggressive form of bile duct cancer, which can occur outside or inside the liver, as well as an important milestone for Servier in oncology and solid tumors.

JULY 2021

## NEW RESEARCH PARTNERSHIPS IN NEUROSCIENCE

Servier has concluded a strategic collaboration agreement with the US-based biotech Nymirum to identify and develop RNA-modulatory drugs for the treatment of neurological diseases. In January 2021, Servier also announced a further two partnerships with X-Chem and MiNA Therapeutics to research treatments for neurological disorders.



AUGUST 2021

## POSITIVE RESULTS FROM AN INTERNATIONAL PHASE III CLINICAL TRIAL

→ A trial has rapidly given rise to significant clinical findings, leading Servier to halt further enrolment of new patients early as the data generated found the benefit to be clearly apparent. These promising results, presented at the American Society of Hematology's (ASH) 63<sup>rd</sup> annual meeting in December 2021, offer fresh hope for more than 63,000 people living with acute myeloid leukemia in the US and Europe.



AUGUST 2021

## SJOGREN'S SYNDROME—ENROLMENT OF THE FIRST PATIENT IN THE PHASE II CLINICAL TRIAL

→ Sjogren's syndrome is an autoimmune disease characterized by lymphoid infiltration of the salivary and lacrimal glands leading to dry mouth and eyes. It is one of the most common chronic systemic autoimmune diseases. Servier and OSE Immunotherapeutics, a French biotech, has announced the enrolment of the first patient in the phase II clinical trial to evaluate the efficacy and safety of the humanized monoclonal antibody OSE-127/S95011.

# RESPONDING TO THE CHALLENGES OF THE PHARMACEUTICAL INDUSTRY

- 14** Empowering patients to play an active role in their own health
- 16** Developing new therapeutic approaches
- 18** Honing specialization in production facilities
- 20** Remodeling and digitizing ways of working
- 22** Fulfilling ever-increasing environmental and social expectations



## Empowering patients to play an active role in their own health

The expansion of digital technology, especially in relation to information about health care and online forums, has enabled patients to access a considerable amount of data and talk more easily about their health issues. Patients are therefore able to take more and more control of their own health care, becoming better informed and increasingly scrupulous. Health care professionals and pharmaceutical companies have had to take account of this shift and afford a greater focus on patients in the organization of treatment. That is why they are increasingly adopting the “beyond the pill” approach with services to guide patients and reinforce their position at the heart of the treatment journey, from the pre-diagnosis stage through to post-treatment. Moreover, medium- and long-term partnerships are being developed with patient organizations and patients themselves in order to provide solutions that even more closely suit their needs as well as those of their friends and families.

Servier is committed to therapeutic progress to serve patient needs (see page 50). The Group strongly believes that working with patients at all stages of the medicine's life cycle leads to better care and solutions to support them throughout their journey. In practice, this year Servier:



## **Ranked 8<sup>th</sup> (out of 33 companies) by oncology patient organizations**

according to the PatientView Report 2020 on the reputation of pharmaceutical companies



## **Collaborations with 19 international patient organizations in 2020/2021**



## **Constitution of a working group involving 18 patients**

to improve interactions with patient organizations within the future Servier Research and Development Institute at Paris-Saclay

## Developing new therapeutic approaches

Biotechnologies — which blend biology with technology from other disciplines — and new therapeutic approaches — such as cell, gene and monoclonal antibody therapy — are highly promising, especially for patients suffering from illnesses that have so far proved difficult to treat. To exploit the full potential of biotechnology, those in the pharmaceutical industry adapt their strategy, R&D resources and production facilities. Digital technology, and in particular the proliferation of data and AI, also create a number of opportunities to personalize treatments as well as improve disease prevention. Furthermore, the emergence of disruptive forces has stepped up the pace of innovation, opening a new range of possibilities. More recently, the approval of a number of vaccines against Covid-19 in record time broke new ground in the history of medicine development. For example, biotechs using components from living beings (such as molecules, cells and organisms) to create health products or services are experiencing high rates of growth.



Throughout the world, Servier proactively develops research partnerships with biotechs in order to identify the most promising leads in oncology, neuroscience and immuno-inflammation (see page 48). Servier is involved in over 70 partnerships and scientific collaborations around the globe through its diverse network of partners—pharmaceutical companies, biotechs and academic labs—reflecting the success of its approach.



## An antibody center of excellence

developing high quality monoclonal and bi-specific antibodies following the acquisition of Symphogen in 2020



## 2023: inauguration of the Bio-S bioproduction unit in Gidy, France

that will cover all production stages of biotech medicines for preclinical and clinical trials and launch low-volume medicines on the market



## A network for external innovation (China, US, France)

to identify the most favorable opportunities in terms of research partnerships, licensing agreements and acquisitions with the most prominent centers for biomedical and life science innovation

## Honing specialization in production facilities

In order to better respond to patient needs in a world affected by substantial economic, environmental, social and technological change, the Group must prepare its production facilities, ensuring they are fit for purpose and operate efficiently in order to enable patients to rapidly benefit from innovation to provide them with ever-more personalized treatments. This is the main challenge facing the industry today. This ability to react and adapt also provides an opportunity to innovate, particularly by harnessing digital technology. Indeed, the industry is gradually becoming increasingly “intelligent”, undergoing major shifts such as the extensive automation of its tools, the importance placed on data, and the integration of connected equipment.

By anticipating and preparing its production facilities for the future, all throughout the value chain (see page 59), Servier endeavors to stay one step ahead of the pack to best respond to patient expectations. Further to its precisely managed production processes, a smooth and efficient supply chain, as well as innovation—particularly in relation to digital technology, Servier boasts:



## Ongoing transformation of the Group's production facilities

in order to best respond to patient needs



## 16 production facilities throughout the world

including 11 facilities for brand-name medicines



## 539 million standard boxes of brand-name medicines

manufactured in 2020/2021

## Remodeling and digitizing ways of working

People, especially young people, are searching for meaning in their work, and they expect businesses to take a more people-focused approach to life in the workplace. Companies are therefore adjusting their management practices to attract fresh talent and foster engagement, making a shift to greater empowerment, flexibility, cross-divisional cooperation and collaboration. In practice, this involves focusing on improving work/life balance, making workplaces more attractive and inviting places to be, and listening more effectively to employees. Companies have also seen their ways of working evolve as operations gradually integrate more and more digital technology, which has only been further accelerated by the Covid-19 pandemic.

Servier has defined three pillars to support its employer promise (see page 60):

- Offer meaning by actively driving therapeutic progress to serve patient needs
- Draw on the Group's collective energy to take on future health challenges
- Enable its people to express themselves and develop their skills in a Group that cares about them

Key figures reflecting the Group's appeal:



**3<sup>rd</sup> annual  
employee  
engagement  
survey in 2021**

with an 88% participation  
rate<sup>1</sup>



**80% of  
employees would  
recommend  
Servier as a  
great place to  
work<sup>1</sup>**



**4.17/5<sup>1</sup>: Servier's  
overall employee  
engagement  
score**

measured in June 2021

<sup>1</sup> Source: annual engagement survey conducted with the Gallup Institute – 2021 Group results

## **Fulfilling ever-increasing environmental and social expectations**

People, non-profit organizations and governments expect companies to make firm commitments with respect to the impact of their operations on society and the environment. This is reflected in regulations that urge companies to combine growth with sustainability. Indeed, responsible companies must create long-term value for themselves and their stakeholders. Social challenges such as the climate emergency and environmental degradation incite companies to adopt measures to reduce their greenhouse gas emissions and bolster their efforts to protect biodiversity and preserve resources.

As a people-led company, Servier aims to have a positive impact and create long-term shared value. The Group prides itself on attaching great importance to its employees, the environment and stakeholders (see page 66). Servier strives to live up to its responsibility, in particular through:



## 1 EcoDesign program

to even more effectively integrate social and environmental concerns into the medicine life cycle



## At least 40% of senior management positions held by women by 2024

One of the Group's targets from its #ServierDiversity CSR program (29% in 2021). In 2020/2021, over 57% of people employed by the Group were women



## Target to reduce greenhouse gas emissions by 25% on 2016 levels by 2030

A 13% reduction in greenhouse gas emissions per box of medicines produced had already been achieved by 2019 (compared with 2016)



# SERVIER'S VALUE DRIVERS

- 26** A model for value creation that drives social, therapeutic and economic performance
- 28** Leveraging transformation to drive the Group's strategy
- 32** A governance model underpinned by independence and a long-term vision
- 34** 2020/2021 financial results
- 36** A comprehensive range of health care solutions
- 38** Focus on four therapeutic areas
- 40** A more robust pipeline
- 42** Global presence





# A model for value creation that drives social, therapeutic and economic performance

## Resources and capital

### COMMITTED TEAMS

- 21,800 employees
- 45.67% of Group managers are women (June 2021)
- 4.17/5: overall employee engagement score in 2021

### LOCAL STRUCTURES TO MEET PATIENT NEEDS LOCALLY

- 6 research centers
- 15 International Centers for Therapeutic Research
- A network for external innovation
- 150 countries where Group medicines are distributed
- Collaborations with 19 international patient organizations in 2020/2021
- Over 70 scientific partnerships and collaborations in 2020/2021

### INVESTING FOR LONG-TERM ENGAGEMENT

- 100% of profits reinvested in Group development
- Over 20% of brand-name revenue invested in R&D each year
- Over 50% of the Servier R&D budget invested in oncology

### A STRONG INDUSTRIAL MODEL

- 16 production sites, including 11 sites for brand-name medicines
- 98% of active ingredients used in the Group's brand-name medicines are produced in-house in France

## Ecosystem

### A LOCAL PRESENCE FOSTERING REGIONAL DEVELOPMENT

- 75 operating regions
- Budget of over €1 million for the Mécénat Servier Charity Fund in 2020/2021

### USING NATURAL RESOURCES CAREFULLY

- 7 industrial sites, as well as the Group's headquarters, that have received or are undergoing ISO 14001 and/or ISO 50001 certification
- 13% reduction in greenhouse gas emissions per box of medicine produced in 2019 compared with 2016
- 15,000 tons of CO<sub>2</sub> equivalent offset in 2021, in partnership with Eco-Act via a reforestation project in Brazil and the construction of a 117-megawatt geothermal power plant in Indonesia

### 6 AMBITIOUS STRATEGIC OBJECTIVES FOR 2025

- Reach €6.5 billion in consolidated revenue
- Reach EBITDA of €1.3 billion to fund the Group's development
- Reach €1 billion in revenue in oncology
- Launch one new molecular entity every three years, including one by 2025
- Stay within or reach a top 3 position in each of the indications where the Group markets treatments
- Reach optimal employee engagement (target of 4.4/5 by 2025)

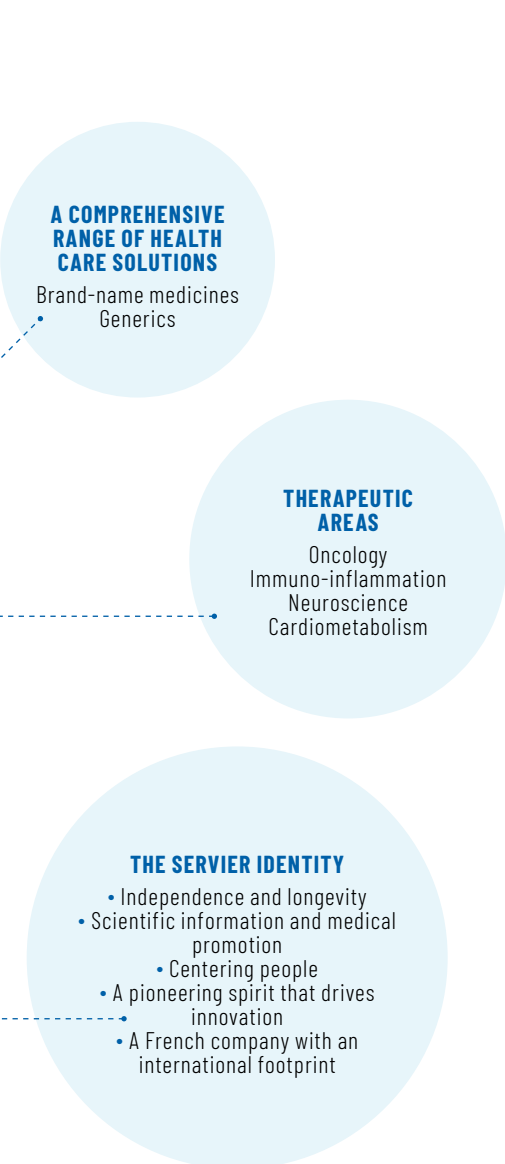
### A UNIQUE GOVERNANCE MODEL

led by a non-profit foundation

### A VOCATION

Committed to therapeutic progress to serve patient needs

Servier’s value creation model defines how it leverages its resources and network to create value and contribute to therapeutic progress to meet patient needs. The Group’s governance, led by a non-profit foundation, ensures its independence and long-term vision, just as its pioneering spirit and scientific excellence enables it to develop innovative therapeutic solutions. Its strategy for 2025 is founded on six ambitious objectives and aims to improve the Group’s performance and step up its transformation in response to the challenges shaping society and the pharmaceutical industry alike.



## Creating value for stakeholders

### A STIMULATING AND POSITIVE WORK ENVIRONMENT

- Over 100 professions and 600 roles within the Group throughout the world ←
- 80% of employees would recommend Servier as a great place to work<sup>2</sup> ←
- 10,200 employees across 9 different countries were invited to complete the Diversity & Inclusion survey ←
- 3.8: Lost Time Injury Rate (LTIR)<sup>3</sup> ←

### DRIVING SCIENTIFIC AND MEDICAL PROGRESS

- 36 research projects (December 2021) ←
- 40 projects in clinical development (December 2021) ←
- A range of over 1,500 generic medicines ←
- 100% of results from clinical trials carried out by Servier in Europe published on the European Union Clinical Trials Register (EUCTR) website ←

### A RELIABLE AND HIGH QUALITY INDUSTRY, SERVING PATIENT NEEDS

- 539 million standard boxes of brand-name medicines were produced in 2020/2021 (including 250 million in the European Union) ←
- Servier accounts for up to 38.7% of the French pharmaceutical and chemical industry’s trade surplus ←

### ROBUST FINANCIAL PERFORMANCE

- €4.7 billion in Group revenue (including €3.3 billion for brand-name medicines and €1.4 billion for generic activities) ←
- EBITDA of €625 million ←

### AN ENHANCED ENVIRONMENTAL AND SOCIAL CONTRIBUTION

- 215,731 jobs supported by the Group, including 16,781 direct jobs (in the 18 countries studied as part of LOCAL FOOTPRINT®) ←
- €7.1 billion in GDP generated in 18 countries in which the Group operates ←
- 2021: Servier joined Act4Nature International, a voluntary commitment initiative in favor of biodiversity ←

<sup>1/2</sup> Source: annual engagement survey conducted with the Gallup Institute – 2021 Group results  
<sup>3</sup> Scope: employees from Servier R&D (excl. ICTRs), brand-name and generics Industry, global and Biogaran HQs

# Leveraging transformation to drive the Group's strategy

As part of the Group's transformation, which must enable it to pursue its vocation as a Group committed to therapeutic progress to serve patient needs, Servier set out a strategy built around five priorities:

- **Expand oncology** to drive growth
- **Maximize the potential of its medicines**
- **Pick up the pace of economic growth**
- **Bolster innovation** over the long term
- **Enhance employee engagement** to boost growth

The strategy was then converted into six objectives that Servier will seek to fulfil by 2025 (see opposite), which guide Group employees in everything they do, day in, day out. A transformation program, as well as strategic cross-divisional programs, were put in place to improve collective performance and safeguard the Group's long-term growth and success.

## Freedom of choice and action

Capitalizing on its independent governance structure, Servier ensures it has the necessary resources to achieve its long-term vision and ambitions. The Group draws on its undeniable strengths—its stable governance, geographical footprint and remarkable

**“Servier is already well on its way to achieving its strategic objectives.”**

**Siham Imani—Executive Vice President  
Corporate Strategy & Transformation**

capacity for R&D and disruptive innovation—to undertake ambitious projects over the duration of lengthy medicine development cycles. Its agility and ability to harness digital technology to optimize its processes also boost its strategy and performance.

“We are currently implementing our strategy. Revenue in our core markets is on the rise, and we have completed two transformative acquisitions in oncology since 2019, which have enabled us to bolster our capacities in this area of therapeutic innovation and consolidate our presence in the US, the largest pharmaceutical market in the world. We have also strengthened our R&D pipeline, in particular in biotech and hard-to-treat hematologic and digestive cancers. The Group continues to build its reputation through ambitious and transformative projects, the importance it places on its people and its status as a Foundation, which affords it considerable freedom and a long-term vision,” said Siham Imani, Executive Vice President Corporate Strategy & Transformation.

## Group employees driving performance

The Group's strategy intends first and foremost to motivate its people in their day-to-day activities, as they hold the key to its transformation. In an effort to best retain its employees and attract a new generation of talent, Servier follows its vocation and bolsters the appeal of its employer brand, which promotes flexible working, talent management, training and skills development and social impact. For example, through the Servier Leadership Model, which puts into practice the Group's values, Servier strives to support all its employees to develop their own leadership skills.

## Facilitating transformation through CSR

The Group's Corporate Social Responsibility (CSR) strategy safeguards its long-term performance by giving meaning to the work its employees do. It covers its commitments to diversity and inclusion (D&I) as well as its commitments to improve its environmental performance. Indeed, Servier believes diversity, whether in relation to gender, culture or background, serves to enhance both innovation and performance. That is why the Group aims to ensure 40% of executive positions are occupied by women by 2024. Servier intends to bring about its environmental transition by cutting its CO<sub>2</sub> emissions by 25% on 2016 levels by 2030. Furthermore, the Group's commitments to protect biodiversity have been recognized by Act4Nature, while the Servier Research and Development Institute at Paris-Saclay aims to achieve the BiodiverCity® label by 2023.

“Servier is already well on its way to achieving its strategic objectives through its RiSe 2025 transformation program (Reinvent Servier for 2025). We strongly believe that a successful transformation, which is anchored in the Group's values while also anticipating changes around us, will enable us to realize our ambition. Servier will only be able achieve such heights by harnessing the unwavering commitment of its employees,” said Siham Imani.

# Six ambitious strategic objectives for 2025

Servier is effectively pursuing its strategy. Day in, day out, the Group's employees are working hard to achieve Servier's six objectives by 2025.



## Reach €6.5 billion in consolidated revenue

→ This target, compared with 2020/2021 revenue of €4.7 billion, represents a higher rate of growth than the average across the pharmaceutical market. To achieve this, the Group intends to maintain its leadership position in its core business lines (cardiometabolic diseases, venous diseases and neurological disorders), while also developing its expertise in oncology, where disruptive innovations and therapeutic needs are considerable.



## Reach EBITDA of €1.3 billion

→ The Group aims to double EBITDA by 2025 in order to increase its ability to invest in science and therapeutic progress. Servier must maintain solid financial performance and optimize process efficiency so as to reinvest in therapeutic progress. The 11 transformation programs launched since 2019 and in place within or across the various departments of the Group create significant economic value. In particular, sizeable investment in data and digital technology will enable Servier to not only optimize and simplify its end-to-end processes, but also transform the way it works to serve patients, clients and employees.



## Reach €1 billion in revenue in oncology

→ Servier has already identified oncology, a therapeutic area that presents significant unmet medical needs, as a key growth driver, allocating over 50% of R&D investment to this field. The Group concentrates its efforts into hard-to-treat cancers for specific population groups, such as digestive, hematologic and pediatric cancers. After the acquisition of the oncology division of Shire in 2018 and Symphogen in 2020, the acquisition of the Agios Pharmaceuticals' oncology division in April 2021 bolstered the Group's portfolio, with one product on the market and several others currently being researched. It also expanded the Group's presence in the US, the world's largest pharmaceutical market.



## Launch one new molecular entity every three years, including one by 2025

→ With 76 projects in R&D,\* Servier boasts a vast pipeline that is appropriately balanced between research and clinical development. The Group's collaborative innovation model, major investments in R&D, and its presence within global innovation ecosystems enable it to actively contribute to the acceleration of therapeutic innovation. In 2023, the inauguration of the new Research and Development Institute at Paris-Saclay will position Servier as one of the most innovative pharmaceutical groups in France and Europe.

\*Data at end-December 2021



## Stay within or reach a top 3 position in each of the indications where the Group markets treatments

→ The Group is committed to strengthening its leadership positions across its entire therapeutic portfolio. Servier will thereby consolidate its strong reputation among health care professionals and patients.

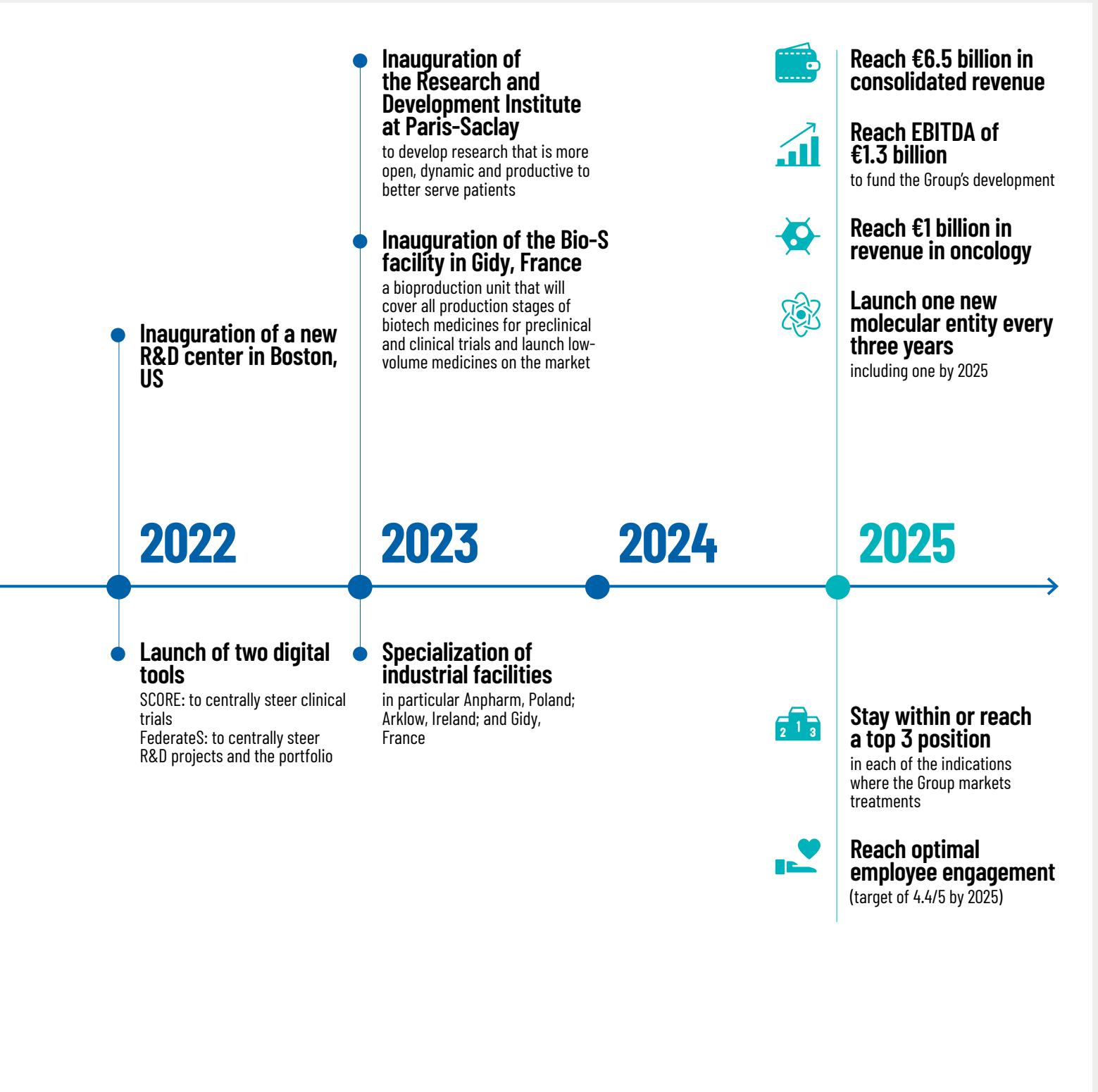


## Reach optimal employee engagement

→ None of these objectives can be achieved without the buy-in and commitment of the Group's employees. The third PULSE engagement survey, carried out by independent analytics firm Gallup, reflects the progress made, with an overall employee engagement score of 4.17 out of 5, and an engagement rate of 57% in 2021, representing an increase of two points on last year. Servier is very proud of these results, especially considering the difficulties the world has experienced over the last two years. By 2025, the Group aims to achieve a score of 4.4 out of 5 so as to break into the top quartile of global pharmaceutical companies.

# A Group undergoing transformation





# A governance model underpinned by independence and a long-term vision

The Servier Group is governed by a non-profit foundation, the Fondation Internationale de Recherche Servier (FIRS). Unique in the pharmaceutical industry, the Group's governance structure preserves its independence, guarantees a long-term vision and enables Servier to reinvest all its profits into a single priority: therapeutic progress to serve patient needs.

## Maintaining freedom of choice through financial independence

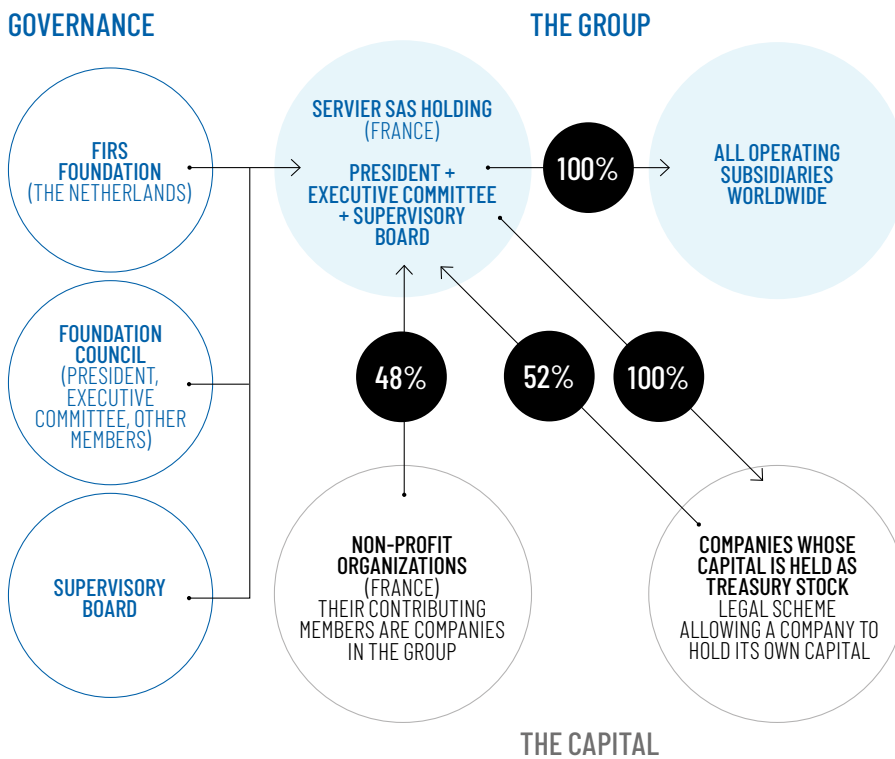
Servier has chosen to remain independent by deciding to be governed by a non-profit foundation. In a volatile, uncertain, complex and ambiguous world, this structure enables the Group to remain focused on its vocation as a Group committed to therapeutic progress to serve patient needs. Free from shareholder pressure, the Group is fully committed, in a sustainable way, to discovering and delivering innovative solutions for patients.

## Separating decision-making authority and capital

Decision-making authority is held by the FIRS, a non-profit foundation without capital. Its vocation is purely managerial; it has no financial connection to the Group but does have the power to appoint or dismiss the Group's leaders. Three non-profit organizations governed by the French law of 1901, members of which are companies in the Group, own 48% of Servier SAS holding's capital. These organizations focus on supporting medical research and spreading scientific knowledge to further progress in health care. The rest of the holding's capital is held by the Group itself, i.e., the Group's subsidiaries. No individual holds any stake in the Group's capital.

## Reinvesting all profits in Group development

Servier SAS holding controls 100% of the Group's operating subsidiaries worldwide. This governance structure enables Servier to reinvest all its profits in research and Group expansion.





## Members of the Executive Committee



**Olivier Laureau** —  
President of Servier



**Claude Bertrand** —  
Executive Vice President  
Research and Development



**Béatrice Bihl** —  
Executive Vice President  
General Secretariat



**Nicolas Bouts** —  
Executive Vice President Human  
Resources



**Pascal Brière** —  
Executive Vice President for Group  
Generic Activities



**Virginie Dominguez** —  
Executive Vice President Digital,  
Data and Information Systems



**Philippe Gonnard** —  
Executive Vice President Global  
Medical and Patient Affairs



**Siham Imani** —  
Executive Vice President Corporate  
Strategy & Transformation



**Pascal Lemaire** —  
Executive Vice President Finance



**Frédéric Sesini** —  
Executive Vice President  
World Operations



**Pierre Venesque** —  
Executive Vice President Industry

# 2020/2021 financial results

€3.306 BN

REVENUE FROM BRAND-NAME  
MEDICINES

€4.725 BN

2020/2021  
GROUP REVENUE

4.3% ANNUAL GROWTH  
(AT CONSTANT EXCHANGE RATES)

€1.419 BN

REVENUE FROM GENERIC  
MEDICINES

€625 M

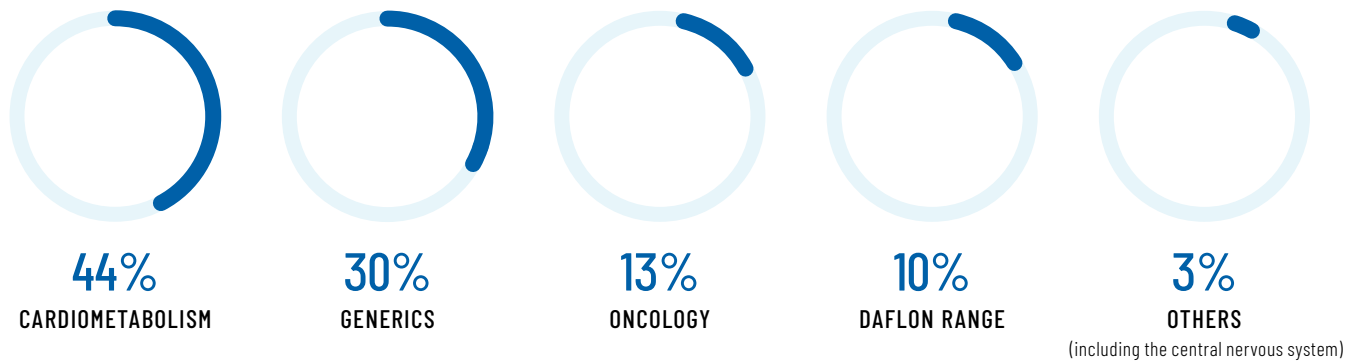
2020/2021 EBITDA,<sup>1</sup>  
I.E. 13.2% OF REVENUE

<sup>1</sup> Earnings before interest, taxes, depreciation, and amortization

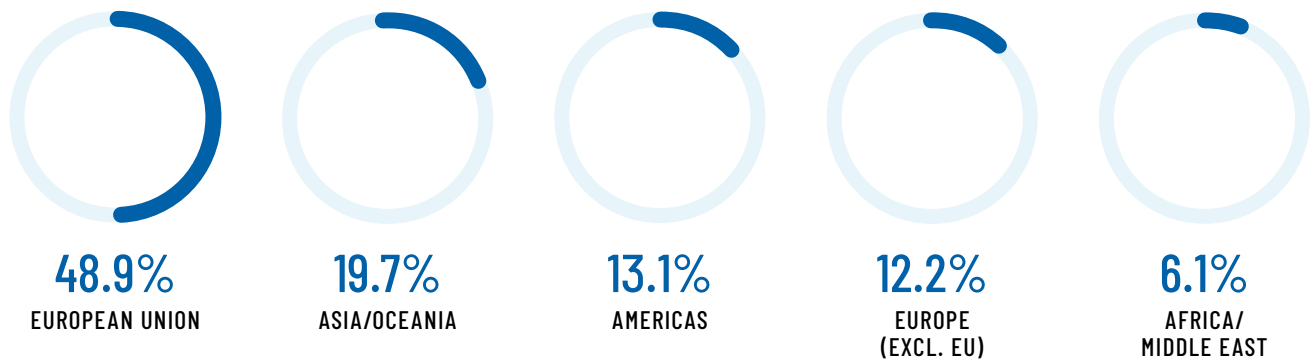
“Revenue growth in 2020/2021 was driven by increased sales volumes within brand-name medicines, especially in oncology (up 34.9%) boosted by Tibsovo® in the US and Onivyde® in Japan, as well as strong momentum in our other business lines, such as cardiometabolism, the Daflon range and generic medicines. Despite the negative exchange rate effects and the downward pressure on sales in China as a result of government reforms, Group revenue rose 4.3% year on year, at constant exchange rates. EBITDA was in line with our target and remained level on last year at €625 million, equal to 13.2% of revenue. These results demonstrate the solidity of the Servier Group, and we remain confident in our ability to achieve our objectives for 2025 to continue to serve patient needs throughout the world.”

Pascal Lemaire—Executive Vice President Finance

BREAKDOWN OF REVENUE BY BUSINESS SEGMENT



BREAKDOWN OF REVENUE BY GEOGRAPHIC REGION



TOP 3 REVENUE GENERATING COUNTRIES FOR BRAND-NAME MEDICINES



# A comprehensive range of health care solutions

Every day, Servier helps to treat patients in 150 countries using its extensive range of brand-name and generic medicines. In line with its conviction to offer a comprehensive range of health care solutions, the Group also provides e-health solutions that cover the entire patient journey.

## A vast range of brand-name medicines

### 1/ CARDIOVASCULAR DISEASES

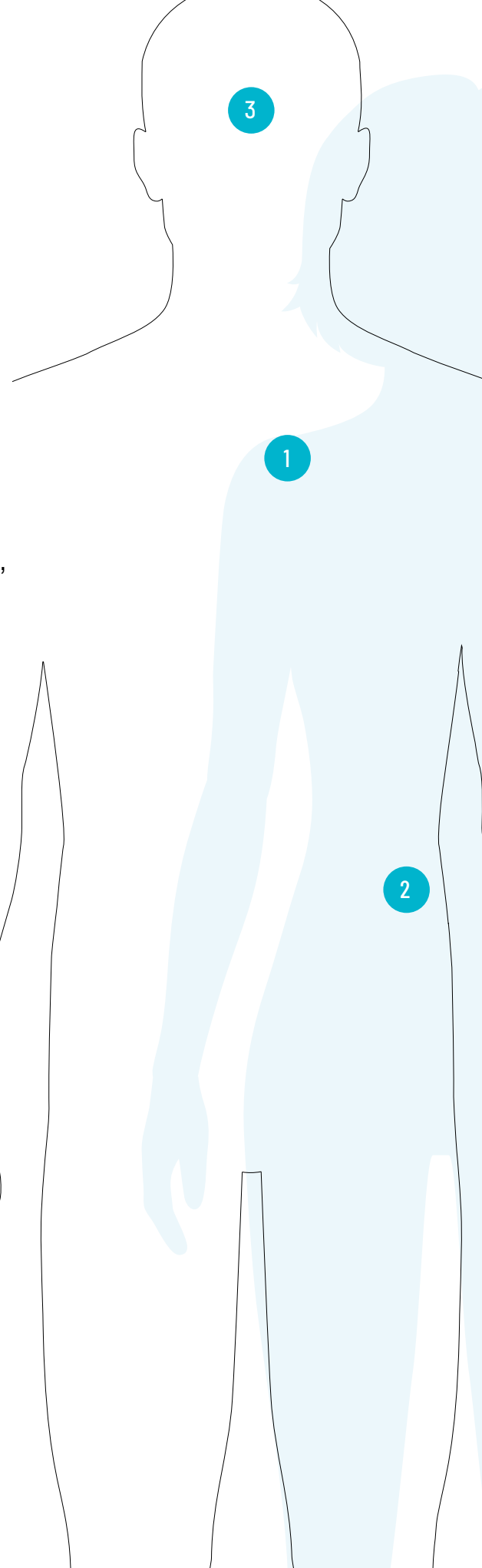
- Daflon<sup>®</sup>
- Diamicon<sup>®</sup>
- Carivalan<sup>®</sup>
- Cosyrel<sup>®</sup>
- Coveram<sup>®</sup>
- Coversyl<sup>®</sup>
- Euvascor<sup>®</sup>
- Hyperium<sup>®</sup>
- Implicor<sup>®</sup>
- Lipocomb<sup>®</sup>
- Natrilix<sup>®</sup>
- Natrixam<sup>®</sup>
- Preterax<sup>®</sup>
- Procoralan<sup>®</sup>
- Triplixam<sup>®</sup>
- Triveram<sup>®</sup>
- Vastarel<sup>®</sup>
- Viacoram<sup>®</sup>
- Viacorlix<sup>®</sup>

### 2/ ONCOLOGY

- Lonsurf<sup>®</sup>
- Onivyde<sup>®</sup>
- Muphoran<sup>®</sup>
- Oncaspar<sup>®</sup>
- Asparlas<sup>®</sup>
- Pixuvri<sup>®</sup>
- Tibsovo<sup>®</sup>

### 3/ NEUROSCIENCE

- Valdoxan<sup>®</sup>
- Trivastal<sup>®</sup>
- Stablon<sup>®</sup>
- Arcalion<sup>®</sup>



# 150

Number of countries in which patients are treated each day by the Group's medicines



## Generic medicines that enhance access to treatment for all

Through its four specialized subsidiaries—Biogaran (France), Egis (Hungary and Eastern Europe), Pharlab (Brazil) and Swipha (Nigeria)—Servier provides patients with nearly 1,500 generic medicines to treat the majority of diseases. This constantly expanding activity increases the number of therapeutic alternatives available to patients. In fields such as oncology and rheumatology, the Group contributes to developing biosimilars, which are highly similar to another already approved biological medicine, known as a reference medicine. This increases access to innovative treatments to as many patients as possible.

## Focus on four therapeutic areas

In order to optimize the success of its Research and Development programs, Servier has decided to focus its efforts in four therapeutic areas — oncology, immuno-inflammation, neuroscience and cardiometabolism.



## Oncology

Cancer causes more than one in six of all deaths, making it the second leading cause of death in the world, and numbers are on the rise.<sup>1</sup> To respond to the growing need for therapeutic solutions in this area, Servier has made oncology one of its foremost priorities, investing more than 50% of its R&D budget in the field. The Group hopes this will help it become a renowned innovator in developing cancer treatments.

---

## Neuroscience

Neurodegenerative diseases are chronic pathologies that progress towards a total loss of autonomy. Servier has been involved in neuroscience for more than 40 years and is focusing its research and development efforts on the discovery of drug candidates that slow the progression of rare diseases or sub-populations of genetic origin, such as LRRK-2 Parkinson's disease, amyotrophic lateral sclerosis and spinocerebellar ataxias, in order to meet a major and growing medical need.



<sup>1/2/4</sup> World Health Organization

<sup>3</sup> Inserm, 2017

<sup>5</sup> In value and volume. Source: IQVIA, Analytics Link/World 74 countries – MAT Q3-2021



## Immuno- inflammation

Immune-inflammatory diseases are characterized by an inappropriate immune system response that turns against the patient's own tissues or organs. They affect approximately 5 to 8% of the world's population.<sup>2</sup> Already involved in Sjogren's disease, Servier also directs its research and development efforts on pathologies with a strong therapeutic need, in which mechanisms and clinical expression allow early proof of efficacy studies.

## Cardiometabolism

For over 60 years, Servier has sought to treat cardiovascular diseases – the leading cause of death worldwide.<sup>3</sup> The Group focuses on optimizing its existing medicines, especially through single pill combinations (SPCs), which were designed to simplify treatment and improve compliance. Servier has also been involved for many years in combating diabetes, a complex and progressive disease that affects 463 million people throughout the world.<sup>4</sup> In the field of venous diseases, the Group bolstered the position of Daflon® as the world's leading venotonic.<sup>5</sup>



## A three-pronged approach to the oncology strategy

### 1 Target hard-to-treat cancers

The Group wishes to initiate therapeutic progress where generally speaking needs are not yet met and hard to treat, such as digestive, hematologic and pediatric cancers.

### 2 Concentrate on promising approaches

Servier concentrates its R&D programs in oncology in several promising areas:

- **Apoptosis**, in particular in partnership with Novartis: seeking to restore the process of programmed cell death in cancer cells.
- **Immunotherapy**, with numerous research programs developed following the acquisition of Symphogen in 2020.
- **Metabolism**, after Oncaspar® and Asparlas®, an approach developed in particular by the teams formed following the acquisition of the oncology division of Agios Pharmaceuticals in 2021.

### 3 Draw on a wide range of expertise

The highly proficient teams at Servier have been strengthened by the acquisitions of Symphogen and the Agios Pharmaceuticals oncology division. Through Symphogen, Servier now boasts a cutting-edge research platform in Denmark that can rapidly identify high quality monoclonal and bi-specific antibodies. Servier is also involved in an open and collaborative approach to innovation, which is why it has developed a diverse network of partners, in particular with 18 alliances in oncology at end-November 2021.

## A more robust pipeline

With 36 research projects and 40 projects in clinical development, including 19 new molecular entities at end-December 2021, Servier's R&D focuses on therapeutic fields with considerable needs.

**40**  
**projects in  
clinical  
development**  
(INCLUDING 19 NMEs<sup>1</sup>)

**36**  
**research  
projects**

Data at December 2021





## Oncology

SOLID TUMORS AND HEMATOLOGIC MALIGNANCIES

23

- Currently being filed: 1 project
- Phase III: 4 projects
- Phase II: 1 project
- Phase I: 14 projects
- Preclinical phase: 3 projects

18



## Cardiometabolism

HEART FAILURE, HYPERTENSION, TYPE 2 DIABETES, VENOUS DISEASES

13<sup>SPC<sup>2</sup></sup>

- Phase III: 12 projects
- Preclinical phase: 1 project

2



## Immuno-inflammation

AUTOIMMUNE DISEASES

2

- Phase II: 1 project
- Preclinical phase: 1 project

5



## Neuroscience

NEURODEGENERATIVE DISEASES

2

- Phase II: 1 project
- Preclinical phase: 1 project

11

<sup>1</sup> New molecular entity  
<sup>2</sup> Single Pill Combinations

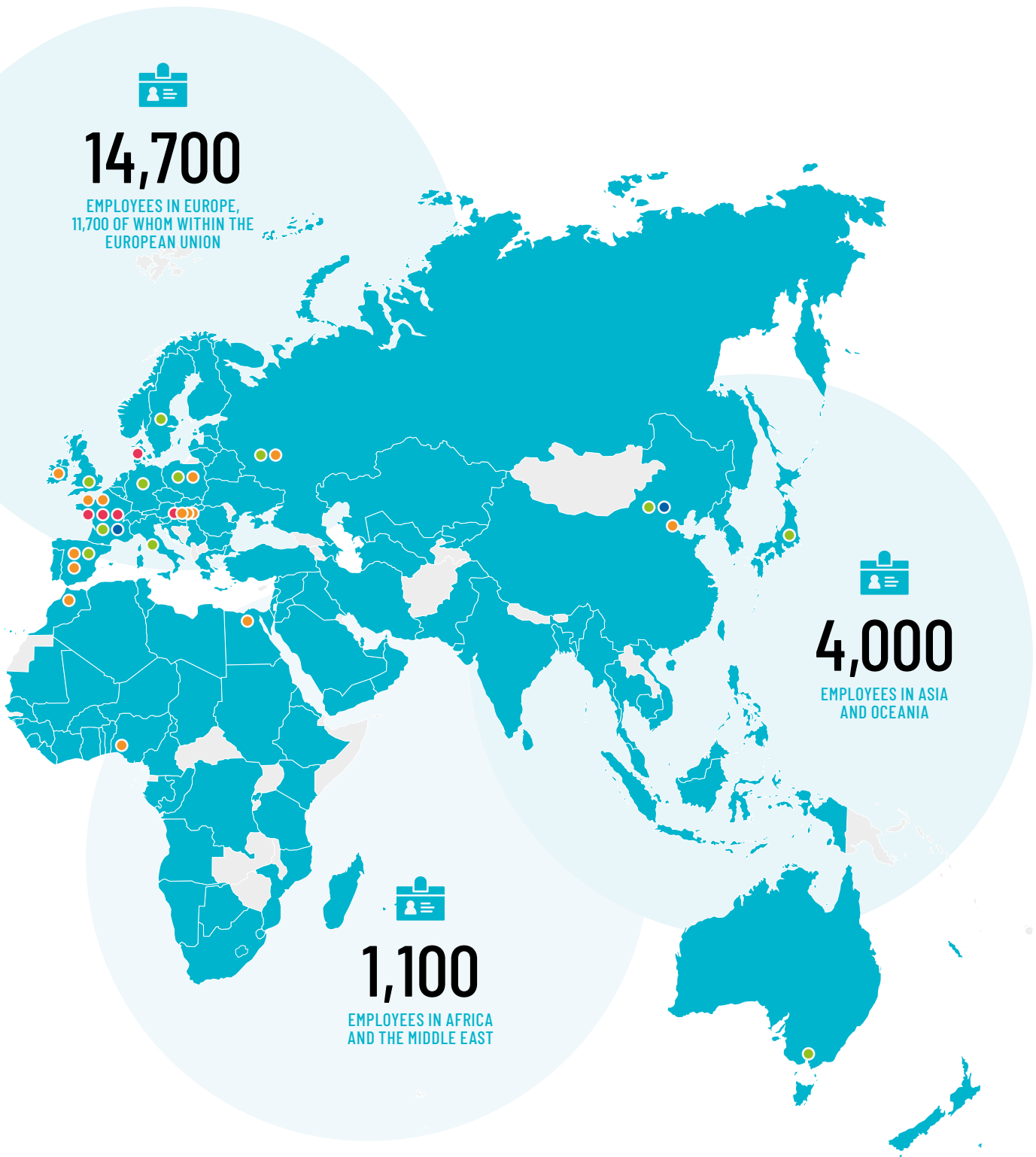
## Global presence

The Group's medicines are available in

- **150** countries, through its
- **16** production sites,
- **6** research centers,
- **15** International Centers for Therapeutic Research (ICTR) responsible for conducting the Group's clinical trials and
- a network for external innovation.

Servier is the second largest pharmaceutical Group in France, operating through its headquarters, two production sites (which produce 98% of the active ingredients used in the Group's brand-name medicines), three research centers and one ICTR.





# 16 production sites

→ Servier has chosen to base its 16 production sites geographically near to local patient needs in order to guarantee transport security and meet deadlines. All in all, 11 of the Group's 16 production sites focus exclusively on brand-name medicines.

● Brazil	2	● Nigeria	1
● China	1	● Poland	1
● Egypt	1	● Russia	1
● France	2	● Spain	2
● Hungary	3		
● Ireland	1		
● Morocco	1		

# 6 research centers

→ The Group's research activities are based in Denmark, France and Hungary, as well as the United States since April 2021, after Servier acquired the oncology division of Agios Pharmaceuticals. Symphogen in Denmark is the antibody center of excellence of the Group as its platform can deliver antibodies with unique functionalities providing best- or first-in-class potential. The research centers in France are specialized in developing new medicines in fields with considerable medical needs. The center based in Budapest, Hungary, conducts similar work and specializes in medicinal chemistry.

● Denmark	1	● Hungary	1
● France	3	● United States	1

# 15 International Centers for Therapeutic Research

→ Servier boasts a network of 15 International Centers for Therapeutic Research (ICTR), which are based in strategic locations throughout the world. The ICTR conduct local clinical trials in the Group's therapeutic areas and are operated by teams of highly qualified Servier employees. Operated by teams of highly qualified Servier employees and organized into three hubs in the US, Europe and Asia, the ICTR conduct local clinical trials in the Group's therapeutic areas.

● Argentina	1	● Japan	1
● Australia	1	● Poland	1
● Brazil	1	● Russia	1
● Canada	1	● Spain	1
● China	1	● Sweden	1
● France	1	● United Kingdom	1
● Germany	1		
● Hungary	1		
● Italy	1		

# A network for external innovation

→ In line with its innovation strategy, the Group is gradually establishing a network for external innovation throughout the world. The idea is to identify the most favorable opportunities in terms of research partnerships, licensing agreements and acquisitions with the most prominent centers for biomedical and life science innovation.

● China	1	● United States	1
● France	1		

# Global presence

→ The Group's global footprint offers extensive geographic coverage. Servier teams operate in various regions to supply medicines to patients in 150 countries. The Group's strategy to work out of local bases also means it is able to offer a range of therapeutic solutions to suit the specific needs of each country.

● Asia-Pacific	<b>18</b>
● Central and Eastern Europe	<b>19</b>
● Latin America	
● Africa	
● French overseas departments, regions and territories and Other Indian Territories	<b>22</b>
● Middle East	
● North America	
● Western Europe	<b>16</b>

# Professional and industry associations

→ In order to contribute to debate and progress within the pharmaceutical industry, the Servier Group is involved in a number of professional associations that provide a collective voice for the industry.

Servier is a member of the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA), as well as the main research associations in the United States, Canada, Russia, Brazil, China and Turkey. Furthermore, in April 2019, Servier joined Access Accelerated, a global network striving to implement scalable and sustainable non-communicable disease (NCD) solutions in low- and middle-income countries.

In Europe, the Group is a member of the European Federation of Pharmaceutical Industries and Associations (EFPIA), within which Olivier Laureau sits as second Vice President. In addition, Servier is a member of COCIR, the European Coordination Committee of the Radiological, Electromedical and Healthcare IT Industry, as well as GIRP, the European Healthcare Distribution Association. Through Egis, the Group is also a member of Medicines for Europe, which represents the European generic, biosimilar and valued added pharmaceutical industries. Moreover, the Group is member of nearly 60 national industry associations (research and generic medicines) throughout Europe, including ABPI in the United Kingdom and Farmaindustria in Italy.

In France, the Group is also a founding member of the European G5 Santé Association and a member of its board of directors. Furthermore, Servier is involved in the work of the French Healthcare association, France Industrie and the Health care Industry Strategic Committee (CSF). Servier is also a member of the Health Industry Alliance for Research and Innovation (ARIIS).



# TAKING TANGIBLE ACTION

- 46** Building on an agile and integrated approach to R&D
- 48** Cultivating therapeutic excellence through partnerships
- 50** Involving patients at every stage of the medicine life cycle
- 52** Engaging in dialogue with health care professionals
- 54** Enhancing access to treatment for as many people as possible
- 56** Providing a comprehensive range of health care solutions
- 58** Harnessing industrial excellence to benefit patients
- 60** Facilitating the transformation through innovative HR practices
- 62** Striving to create a responsible industry
- 64** Taking advantage of digital technology to drive performance
- 66** Limiting the Group's environmental footprint
- 68** Creating value for regions



# Building on an agile and integrated approach to R&D

The Group strives to pick up the pace of research and efforts to develop new therapeutic solutions for patients, guided by a long-term vision.



## An agile, integrated and cross-divisional R&D model

The Servier R&D model is built around three core elements that drive therapeutic progress. First and foremost, it takes a wholly patient-focused approach to R&D. Translational medicine (see opposite) seeks in particular to place the patient at the heart of the R&D process. Furthermore, the Group has refocused its research efforts into three key therapeutic areas—oncology, neuroscience and immuno-inflammation. The Group has also structured its R&D system so as to champion teamwork in an open, dynamic and

agile environment. The future Research and Development Institute at Paris-Saclay (see page 49) perfectly illustrates the transformation of R&D at Servier.

“To enable Servier to achieve its transformation objectives by 2025, R&D has developed an initial three-year action plan. The idea is to discover and develop new medicines where patient needs are greatest,” said Claude Bertrand, Executive Vice President Research and Development.

## Hopes of success in oncology

Servier has bolstered its cancer research ecosystem, initially with the acquisition of Symphogen in 2020, which brought a

monoclonal antibody center of excellence to the Group. Similarly, the recent acquisition of the Agios Pharmaceuticals oncology division has enabled the Group’s R&D teams to integrate the world’s premier health innovation hub in Boston, US. This acquisition also expanded the Group’s pipeline, with a number of projects in their early stages or phase III clinical trials, including one concerning the association of a drug that is already available with another molecule to treat acute myeloid leukemia. Conducted in record time, taking just two years, the trial gave rise to promising results, which were presented at the American Society of Hematology’s (ASH) 63<sup>rd</sup> annual meeting in December 2021. Another study concerns vorasidenib, a brain-penetrant dual inhibitor of mutant IDH1 and IDH2 enzymes, evaluating the agent in the phase III INDIGO study as a potential treatment for patients with IDH mutant grade 2 residual or recurrent low-grade glioma.

## An aim to launch a new molecular entity every three years

One of Servier’s six strategic objectives for 2025 is to develop at least one new molecular entity every three years. That is why Servier has bolstered its pipeline, which has grown in scope and achieved more appropriate balance. It now comprises 76 projects,<sup>1</sup> 40 of which in clinical development and 36 research projects. This innovative research pipeline currently offers considerable potential for the Group to differentiate itself and create value, with 50% of projects deemed to be first in class.

**“The idea is to discover and develop new medicines where patient needs are greatest.”**

**Claude Bertrand — Executive Vice President Research and Development**

<sup>1</sup> Data at end-December 2021

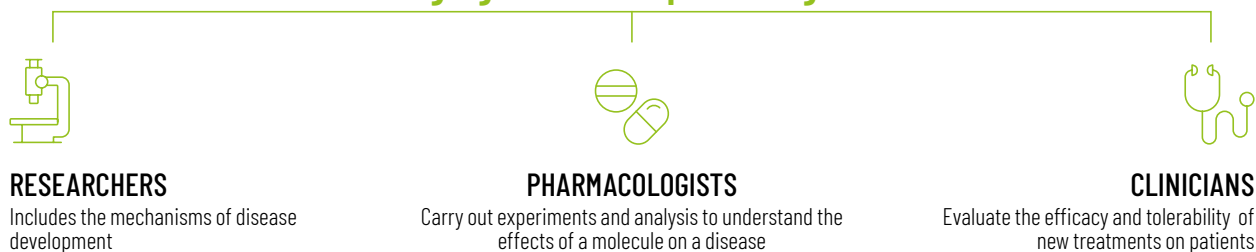


## INSIGHT

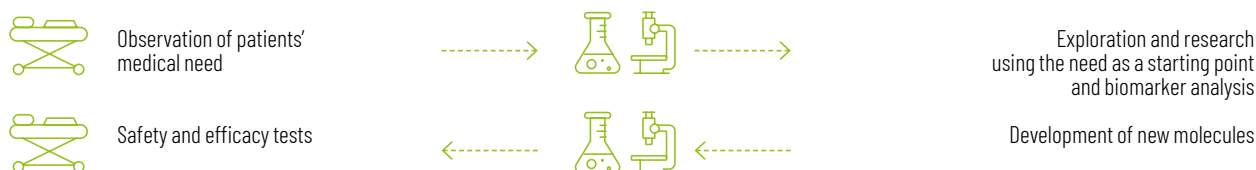
# Translational medicine building a direct link between research and treatment

Translational medicine takes a multi-disciplinary approach involving researchers, clinicians and patients, and forms a major component in clinical research and development.

## Bringing three disciplines together



## From benchside to bedside and back



## Three advantages for patients



## Cultivating therapeutic excellence through partnerships

As Servier strongly believes that the best way to achieve fast-paced innovation oriented to meet patient needs is through collaboration and constant dialogue between those involved in health care in both the public and private sectors, it takes an open and collaborative approach, working with academic partners, pharmaceutical labs and biotech companies.

### Oncology

Since 2017, Servier has been collaborating with the biotech Pieris Pharmaceuticals on strategic programs to research and develop new immunotherapies. In 2021, the first patient was enrolled in the phase I/II clinical trial conducted by the two partners to evaluate a next generation bispecific product to treat solid tumors.

In December 2020, the Group established a wide-scale partnership with Celsius Therapeutics to target new treatments for colorectal cancer. In mid-2021, the Group also concluded an agreement with the biotech PRISM

BioLab to develop technology to facilitate the discovery of small molecule immunotherapies. Furthermore, Servier reached two key milestones in discovering new drug targets in research and preclinical trials alongside the UK-based lab Vernalis Research.

### Neuroscience and immuno-inflammation

Servier joined forces in 2020/2021 with MiNA Therapeutics to work on small activating RNA (saRNA) therapies for the treatment of neurological disorders, as well as with the biotech Nymirum to identify and develop RNA-modulatory drugs. Furthermore, in line with an agreement signed in January 2021, X-Chem will use its DNA-Encoded library platform to identify novel small molecule leads directed toward central nervous system (CNS) targets of interest to Servier. Also in June 2021, Servier and Oncodesign, a French biotech specialized in precision medicine, announced it had selected a preclinical candidate drug to treat Parkinson's disease. Having initiated their collaboration in March 2019, the Group and Oncodesign have identified the LRRK2 kinase inhibitors and their potential to act as therapeutic agents against Parkinson's disease.

Moreover, in immuno-inflammation, the first patient was enrolled in the phase II clinical trial with OSE Immunotherapeutics to evaluate the efficacy and safety of an antibody to treat Sjogren's syndrome, a systemic autoimmune disease.

Servier champions teamwork in an open, dynamic and agile environment.



## INSIGHT

# Servier's new home for R&D at Paris-Saclay

Opening the Research and Development Institute at Paris-Saclay represents a major step in the efforts to transform Servier's R&D operations and its ambition to develop research that is more open, dynamic and productive to better serve patients. From 2023, 1,500 Group employees will come together in the new center, which will enable Servier to respond to the challenge of therapeutic innovation.

## A cutting-edge innovation ecosystem conducive to wide-scale collaboration

Servier laying down roots in Paris-Saclay reflects the Group's considerable drive for innovation and the campus' aim to build a high-potential ecosystem to stimulate scientific and technological innovation. Ranked among the eight foremost innovation hubs in the world, Paris-Saclay brings together key players in research, industry and pioneering start-ups. It also serves as a space to celebrate academic excellence, offering a base to the École Polytechnique, the École normale supérieure, and the Université Paris-Saclay, which rose to 13<sup>th</sup> place in the prestigious Shanghai Ranking in 2021. By establishing its research hub in the heart of Paris-Saclay, Servier will be more easily able to connect with institutional bodies or private sector organizations to forge promising new partnerships and identify opportunities to foster synergies.

## A campus promoting collaboration and agility

The Research and Development Institute has been designed to encourage new ways of working. The new building will therefore combine departments equipped with cutting-edge digital and technological infrastructure, with collective and flexible working spaces that enrich dialogue and bolster collaboration, both within and between teams.

<sup>1</sup>High Environmental Quality



The future Servier Research and Development Institute at Paris-Saclay.

## An integrated incubator to accelerate therapeutic innovation

The Institute will also include a start-up incubator for innovative new companies operating in health. Servier has entrusted the management to BioLabs, a world renowned US-based incubator operator. The teams at Servier will subsequently be able to take advantage of innovative ideas and opportunities to work with rising stars in the industry in order to pick up the pace of research and the speed at which new therapeutic solutions can be made available to benefit patients.

- A building spanning 45,000 sqm
- 4,800 sqm of green spaces
- A 1,850 sqm start-up incubator able to accommodate up to 110 people
- BiodiverCity<sup>®</sup> label as well as HQE<sup>1</sup> and WELL Building Standard<sup>®</sup> certifications sought for the building that respects the environment, biodiversity, health and wellbeing

# Involving patients at every stage of the medicine life cycle

Servier strongly believes that a therapeutic solution has an increasingly positive impact if it takes account of all the dimensions of the patient journey. That is why the Group seeks to work more closely with patients and integrate their voice into each stage of the life cycle of a medicine.

## Listening carefully to patients and their needs

Bertrand Renaud, Chief Patient Officer at Servier, believes it to be of the utmost importance to listen carefully to patients and their needs. “I strongly believe patients benefit even more from a treatment when they are involved in its development. In the same way as health care professionals and researchers, patients and their loved ones represent key players in health, which is why we need to listen to them to improve their experience and

provide them with therapeutic solutions that take account of the individual and their own circumstances.” The Group has recently published the results of a global survey carried out among patients living with type 2 diabetes to identify their expectations with respect to the treatment and monitoring of their illness. In 2021, Servier released a study analyzing the impact of chronic venous diseases on patients’ mental wellbeing and quality of life. The Group also obtained strong results in the PatientView Report 2020, where it came 8<sup>th</sup> out of 33 companies in the ranking established by oncology patient organizations, reflecting the recognition Servier has earned as a partner of choice in this field, increasing its score by two points on last year.

Furthermore, a working group composed of 18 patients was set up recently to improve interactions with patient organizations within the future Servier Research and Development Institute at Paris-Saclay.

## Raising awareness among the general public

Servier continues its efforts to raise awareness among people living with chronic diseases. This message is even more critical as the Covid pandemic has made diagnosis and treatment increasingly complex. In 2021, Servier unveiled #CheckYourPressure and #TakeYourMedicine, two new components of the major Because I Say So campaign, carried out in collaboration with the International Society of Hypertension (see opposite). The Every Beat Matters campaign, launched in September 2021, seeks to raise awareness among doctors and patients regarding the importance of controlling a high heart rate as soon as the issue is diagnosed in order to avoid serious complications. Furthermore, in November, Servier launched the second edition of the global #ActNowForDiabetes campaign, which serves to raise awareness as to the importance of early diagnosis in treating diabetes.

## Supporting patients beyond treatment

Servier innovates to support patients in tackling their illnesses. The Group has therefore worked with the patient organization Global Heart Hub to develop the website My Health Partner, which enables people suffering from chronic diseases to better understand their condition and take steps to live a healthier lifestyle. In 2021, as part of the SHAPE program initiated in partnership with the umbrella organization Digestive Cancers Europe, the Group also published two brochures entitled “MyFood” to help people with digestive cancer to eat better and help them speak about their diet with health care professionals.



## INSIGHT

# #BecauseISaySo, a global campaign to raise awareness about hypertension

## Enhancing adherence to treatment

The leading cause of death globally, arterial hypertension affects over 1.2 billion people.<sup>1</sup> However, 1 out of 2 people suffering with the condition has not yet been diagnosed, which exposes them to an increased risk of cardiovascular events. And of those who have been diagnosed, nearly half stop their treatment within the first 12 months.

As a responsible pharmaceutical group and long-standing leader in hypertension,<sup>2</sup> Servier launched the third edition of its global Because I Say So campaign in 2021, in partnership with the International Society of Hypertension. The idea behind this unique initiative is to raise awareness among the general public about the importance of diagnosing hypertension as early as possible, as well as increasing adherence, a key vector to improving the therapeutic efficacy of treatments.

Rolled out across over 60 countries and relayed on social media, the 2021 campaign included two components—#CheckYourPressure, launched in May, insisted on the importance of measuring your blood pressure, while #TakeYourMedicine, launched in September, focused on the need to follow the doctor's advice and take medicine as prescribed. The majority of Servier subsidiaries also relayed the campaign locally through additional initiatives to raise awareness and work with the appropriate companies and/or patient organizations in the region.

<sup>1</sup> Source: WHO. An estimated 1.28 billion adults aged 30-79 years worldwide have hypertension

<sup>2</sup> Servier is the 3<sup>rd</sup> leading pharmaceutical group in hypertension worldwide (IQVIA, Analytics Link/World 74 countries – MAT Q3-2021)

## Building the campaign together with patients

The 2021 campaign integrates a number of improvements, as it was built in close collaboration with the patient organization Global Heart Hub. "For the first time this year, we developed the campaign with patients, instead of simply consulting them as we had done in previous years. Their vision was essential in creating the images and messages that carry even greater meaning for patients," explained David Pédelabat-Lartigau, Hypertension Marketing Director at Servier.

This collaborative effort has proved extremely successful, generating increased engagement rates on social media, with 152 million views for #CheckYourPressure and 33 million views for #TakeYourMedicine.

Neil Johnson, Executive Director at Global Heart Hub, said, "Because I Say So has resonated strongly with the general public, people with high blood pressure and health care providers. Servier has chosen to involve patients in the development of this campaign because their implication represents a crucial ingredient for success and offers them a chance to share their experience. The

campaign is therefore built on reliable, authentic information. Our community of patients were able to take part in a high-impact project that helps to enhance understanding and awareness about hypertension."



**"We are proud of this collaboration with Global Heart Hub. Adherence to treatment is of crucial importance, which is why we developed this awareness campaign to create the most significant impact."**

**Bertrand Renaud—Chief Patient Officer**

## Engaging in dialogue with health care professionals

It is essential that health care professionals are able to access accurate, clear and transparent information. At a time when digital technology is creating new opportunities for communication and dialogue, Servier is reinventing the way it interacts with the medical community in order to accelerate therapeutic progress.

### Accurate, clear and transparent information

In order to ensure its medicines are used safely, Servier strives to provide objective and accurate medical information to health care professionals and the medical community worldwide. As such, Servier works 24 hours a day, seven days a week to answer medical questions from patients, caregivers and doctors about its products and studies. “Our efforts to listen, advise and prevent is essential, both for the patients with whom we work each day and the doctors we support and with whom we share best practice,” said Dr Philippe Gonnard, Executive Vice President Global Medical & Patient Affairs.

Servier works with doctors to improve patient care.



### Supporting health care professionals effectively

Servier shares information about its therapeutic solutions with the medical community at scientific congresses and events. For example, at the European Society for Medical Oncology Congress 2021 on gastrointestinal cancers, data was presented regarding the initial characteristics of the first 277 patients enrolled in the PROMETCO study (see opposite). Furthermore, in January 2021, a hybrid masterclass in Asia specializing in hemorrhoidal disease sought to help train practitioners and facilitate scientific dialogue by sharing best practice. Servier also works with eminent cardiologists and internists to develop an educational program on dyslipidemia, a major risk factor for adverse cardiovascular events. The program, which seeks to challenge preconceptions using scientific research, is currently undergoing accreditation at McGill University in Canada.

**“Our efforts to listen, advise and prevent is essential, both for patients and doctors.”**

**Philippe Gonnard—Executive Vice President Global Medical and Patient Affairs**

## INSIGHT

# The importance of real-world studies

Real-world studies reflect current practices with respect to how patients react to treatment in terms of tolerance and efficacy. Such observational studies enhance medical knowledge, as well as patient and doctor experiences by helping to develop better treatments that ultimately benefit patients.

## Improving medical knowledge using real-world data

Real-world data are collected from a variety of sources and relate to the lived reality of patients and doctors, drawing on information such as the delivery of health care, treatments, as well as the impact of the disease and its treatment on patients' lives. In other words, these data reflect the real lives of people affected by the illness in question and complement those derived from traditional clinical trials. Such additional robust analysis on the experience people have of living with diseases and medical treatment helps to expand therapeutic understanding.

## A structured methodology for robust findings from clinical trials

It is important to first understand the needs of all stakeholders in order to precisely identify the matters that require research, whether in relation to medical concerns, medical economics, or even regulation. Although it takes time to identify sources of data and deploy a suitable methodology, such steps are essential to obtain robust findings. Data are then analyzed using increasingly high performance digital platforms that enable the Group to compile ever larger data bases so as to exploit ever more homogeneous and standardized data.

## Servier's increased use of real-world studies

Real-world studies offer valuable insight. The first real-world data study conducted by Servier in oncology, PROMETCO, is looking into metastatic colorectal cancer. The protocol for this prospective study was developed with a group of experts and a patient organization. The study will collate data regarding the clinical treatment of colorectal cancer with a view to improving practices in the future.

Furthermore, Servier studied the effect of a treatment for type 2 diabetes in real-world conditions on patients who fast during the month of Ramadan.

In addition, the Group conducted its first-ever large-scale study into diabetes using a register in Asia covering data from 11 countries, the findings of which will enrich understanding of patients living with this condition in the region. Servier also works on studies in cardiometabolism in order to assess patient adherence to their treatment.

Examples such as these demonstrate the impact real-world studies can have on decisions made by key members of the health care community.



# Enhancing access to treatment for as many people as possible

## Meeting patient needs locally all throughout the world

The Group's medicines serve to treat patients each day in 150 countries across five continents. Servier harnesses its noteworthy expertise to respond to the vast range of health care needs in each country and builds long-term relationships based on trust with local health care professionals.

In line with its vision to transmit to future generations a world that can ensure access to quality health care for all, Servier is expanding its presence in regions with myriad patient needs. In Africa for example, the Group supplies medicines to patients in many countries and is continuing to grow its presence on the continent. "Our proximity with patients and health care professionals is essential to enable us to better understand the vast range of health care needs. The renowned medico-scientific expertise of our teams is a major asset that enables us to forge long-term relations with our local health partners. We also leverage the full extent of our comprehensive therapeutic range to provide a portfolio of medicines to suit each market," explains Frédéric Sesini, Executive Vice President World Operations.

## Making treatments available as widely as possible

In 2020 and 2021, Servier began to market two oncology medicines in South America, one in Brazil to treat solid tumors and one in Argentina to treat pancreatic cancer. Cancer causes more than one in six of all deaths, making it the second leading cause of death in the world, and numbers are on the rise.<sup>1</sup> Servier operates in the two countries with the most considerable oncology needs, the US and Japan.

**"The renowned medico-scientific expertise of our teams is a major asset that enables us to forge long-term relations with our local health partners."**

**Frédéric Sesini—Executive Vice President World Operations**

The Group is also continuing to develop its cardiometabolism business. As the world's fourth largest pharmaceutical group in cardiology,<sup>2</sup> Servier focuses in particular on developing Single-Pill Combinations (SPC). Moreover, one of the Group's blood pressure medications is the most commonly prescribed fixed-dose triple combination in the world.

Furthermore, the Group continues to combat diabetes, a metabolic disorder that is on the rise, as it currently affects 463 million people throughout the world, a figure that is estimated to reach 700 million by 2045.<sup>4</sup>

In the field of venous diseases, the Group launched its medicine Daflon®, the world's leading veinotonic, under the name Alvenor in January 2021 in China.<sup>5</sup>



<sup>1</sup> World Health Organization

<sup>2</sup> Source: IQVIA, Analytics Link/World 74 countries – MAT Q3-2021

<sup>3</sup> IQVIA Analytics Link, 71 countries, units – September 2021, excluding the United States and Japan

<sup>4</sup> IDF Diabetes Atlas, 9<sup>th</sup> edition, 2019

<sup>5</sup> In value and volume Source: IQVIA, Analytics Link/World 74 countries – MAT Q3-2021



## INSIGHT

## Oncology, a strategic priority in the United States

### A major acquisition in 2021 bolstered Servier's US presence

In April 2021, Servier successfully completed its acquisition of Agios Pharmaceuticals' commercial, clinical and research-stage oncology portfolio. The acquisition immediately strengthened Servier's commercial presence in the US malignant hematology market and long-term growth in the solid tumor space. It also supports the Group's ambition to become a renowned player in oncology and further improve patient outcomes.

Servier has been operating in the United States, its largest oncology market, since September 2018. In addition to the headquarters of its subsidiary Servier Pharmaceuticals, the heart of Boston's biotech community, the Group is in the process of building a state-of-the-art 20,683-square-foot lab to accommodate its growing team and scale up its US-based R&D capabilities.

### Servier's commitment to driving innovation for patients remains strong

With its vocation to develop innovative therapeutic solutions that respond to unmet medical needs, Servier's immediate focus in the US is on oncology treatment and care. The Group has four oncology medicines available, including a medicine that received approval from the FDA in August 2021 for the US market, thereby making it Servier Pharmaceuticals first treatment for solid tumors. Furthermore, a 2021 study returned positive results that give hope to patients living with acute myeloid leukemia (AML) in the US and Europe.

"Our growing oncology portfolio is designed to tackle hard-to-treat cancers and deliver new therapies for patients in need," said David K. Lee, Chief Executive Officer of Servier Pharmaceuticals. "At this year's Annual Meeting of the American Society of Hematology, we were proud to present new data demonstrating significant clinical outcomes for patients living with AML."



Servier's offices in the United States.

**"Our growing oncology portfolio is designed to tackle hard-to-treat cancers and deliver new therapies for patients in need."**

**David K. Lee—Chief Executive Officer of Servier Pharmaceuticals**

# Providing a comprehensive range of health care solutions



**“Generics represent a vast territory to conquer that act as a catalyst for innovation that benefit patients.”**

**Pascal Brière—Executive Vice President for Group Generic Activities**

## **Generic medicines, an opportunity for the health care system**

Generic medicines open access to quality health care up to a great many people at a low cost. As solid pillars of public health systems, they improve national health sovereignty. With over 1,500 generic medicines available in 60 countries, the Servier Group helps maintain momentum in the generic medicine market and innovates to increase the number of alternative therapies for patients. Generic Activities are therefore essential to the Group’s development and success.

According to Pascal Brière, Executive Vice President for Group Generic Activities, “generics represent a vast territory to conquer that is open to progress and spurs the development of new therapeutic solutions. They act as a genuine catalyst for innovation within the Group that benefit patients throughout the entire world.”

## **Four dynamic and innovative subsidiaries developing generic medicines**

Biogaran, the leading name in generic medicine in France,<sup>1</sup> continued its transformation and bolstered its leadership position in 2021. Indeed, it registered strong levels of activity all throughout the year, in particular launching three new offers—Ma Bouteille (February 2021), Noéréka (June 2021) and Bioggy (September 2021). Furthermore, since January 2021, Biogaran has been supporting the French National Observatory of Biosimilars, which seeks to expand biosimilar medicines to help patients.

In Hungary, the new antiviral medicine developed by Egis to treat Covid-19 received authorization in January 2021. It took just eight months for Egis researchers to develop the composition and production process for the coated tablet. This generic medicine is now available in hospitals throughout Hungary. In addition, Egis this year inaugurated two new production units at its Körmend facility, which will enable the Group to supplement and expand its capacity to produce generic medicines, even in oncology.

In Brazil, Pharlab is laying the foundations for a successful long-term future in the region. Indeed, it inaugurated an R&D lab, a production unit and distribution center in December 2020 (see opposite). Pharlab also filed eight requests for authorization with the Brazilian Health Regulatory Agency (Anvisa), while in Nigeria, Swipha filed two requests for authorization with the World Health Organization.

<sup>1</sup> In value. Source: GERS, September 2021

## INSIGHT

## In Brazil, Pharlab taking steps to innovate to serve patients in South America



The Pharlab facility in Brazil.

Founded in 2000, Pharlab is Servier's Brazilian subsidiary specialized in generic medicines. In January 2021, it brought on three new, cutting-edge facilities to give it the necessary expertise and agility to rapidly achieve marketing authorizations for reasonably priced medicines to benefit patients in South America.

Operational since January 2019, the Pharlab R&D center spans 630 sqm and focuses on developing new molecules for solid orally administered medicines (capsules and tablets), ointments and creams. Currently, 18 R&D projects are underway, eight of which are in the final stages and 10 still being registered.

In January 2021, Pharlab inaugurated an 11,202 sqm production unit to expand its capacity to produce solid oral medicines to 100 million boxes per year as well as integrate the new molecules developed by the R&D center.

Located near the production unit, Pharlab's new 7,700 sqm distribution centre brings together all logistical components (raw materials, packaging, finished products and promotional materials) at the Lagoa de Prata site.

The development strategy pursued over recent years means Pharlab now possesses the industrial infrastructure and portfolio of products it needs to ramp up its expansion in Latin America.

- **18 R&D projects, eight of which are in the final stages and 10 still being registered**
- **A new production unit spanning 11,202 sqm**

# Harnessing industrial excellence to benefit patients

## A strong industrial network with a bright future

The pandemic underscored the strength of Servier's integrated industrial model. Through its 16 production sites, the Group continued to produce and distribute its medicines to patients, to the highest standards on quality, safety and reliability.

As a pharmaceutical group deeply committed to health independence, Servier has always actively chosen to maintain significant production capacity in Europe. That is why it produces 98% of its active ingredients at its Oril Industrie facility in France, before distributing them to nine production sites for use in medicines prescribed in cardiology, neuroscience and diabetes.

**"We will continue to boost our agility to respond to patient demands."**

**Pierre Venesque—Executive Vice President Industry**

In 2020/2021, the Servier Group produced 539 million standard boxes of brand-name medicines, 250 million of which in the European Union.

## Oril Industrie, future-facing since 1960

Set up over 60 years ago, the Oril Industrie facility has received significant investment so as to double the production capacity of the active ingredient Daflon® by 2023. A new production unit will help to meet the considerable increase in global demand and will coincide with the implementation of innovative production processes and a new synthesis route to improve the efficacy and environmental performance of producing the active ingredient.

The project, worth a total €100 million, falls in line with the Servier Group's adaptation strategy for its production facilities to best respond to patient needs (see opposite).

"Servier provides patients with high quality medicines. We will build on our carefully controlled production processes, fluid and effective supply chain and its innovations, particularly in digital technology, all throughout the value chain, to continue to boost our agility to respond to patient demands," explained Pierre Venesque, Executive Vice President Industry.



The Oril Industrie facility in Bolbec, Normandy (France).

## INSIGHT

# Transforming production facilities to meet the challenges of the future

## Adapting the Group's industrial response to emerging expectations

As health needs evolve, Servier strives to ensure its production facilities develop a form of agility so as to effectively respond to patient needs while also creating value for the Group. That is why Servier is pursuing a transformation project in line with the changes in its portfolio of medicines by adapting its production facilities in a manner that harnesses a heightened CSR focus.

Launched in 2020, the transformation program seeks to develop the industrial response for a Group undergoing transformation in two main ways:

- Redefining the Group's industrial model by developing a "make or buy" strategy and by specializing its industrial facilities.
- Reinventing the supply chain that will manage all flows in real time.



## Developing more sustainable production methods—Toledo, Spain

In line with the Group's CSR ambition and in particular with its commitment to combat climate change, the factory in Toledo, Spain, is taking action to reduce its carbon footprint. Since May 2020, 100% of the electrical energy consumed by Servier Spain comes from renewable sources, thereby cutting its CO<sub>2</sub> emissions by 1,400 tons per year. Similarly in June 2020, Servier Toledo invested in a unit to treat the volatile organic compounds (VOCs) generated in the factory, which eliminates 99.5% of the chemicals emitted in an environmentally friendly manner that does not affect people's health. Furthermore in February 2021, 96 photovoltaic panels were installed on the roof of the finished product warehouse, saving an estimated 40,000 kWh per year.

# 100 %

of the electrical energy consumed by Servier Spain comes from renewable sources

## This transformation aims to achieve two goals:

- Guarantee health care professionals and patients receive high quality medicines in a timely manner that complies with more stringent CSR considerations.
- Become more competitive and enhance customer service.

# Facilitating the transformation through innovative HR practices

## New ways of working

Throughout the world since the start of the pandemic, people at Servier have rapidly and successfully adapted, demonstrating agility in adjusting to the new reality. The Group picked up the pace in discussions already initiated regarding changes to the way it works in both the long and short term, in particular by setting up a task force involving representatives from all professions within the Group. Following a Group-wide survey and dialogue with employee representative bodies, a new teleworking charter was put in place in July 2021 to bolster trust between managers and employees, promote a healthy work/life balance and maintain strong relationships between colleagues. Initiatives were implemented to support teams to adopt new, hybrid ways of working. Tools and processes were shifted to digital platforms to accompany these changes, improve the employee experience and provide a more comprehensive range of training courses.

Furthermore, Servier earned 41 HR labels in 2021, including being certified as a Top Employer Europe. "This certification recognizes the continuous improvement of our HR practices while also acknowledging our corporate culture. It also reflects the excellence of our employees, who make the Group what it is and are essential in its transformation," said Nicolas Bouts, Executive Vice President Human Resources.

<sup>1</sup> Source: annual engagement survey conducted with the Gallup Institute – 2021 Group results



## Placing employee engagement at the top of the Group's list of priorities

For the last three years, Servier has undertaken a global program to support its teams in monitoring and growing engagement. In 2021, the Group achieved an engagement score of 4.17/5.<sup>1</sup> This improvement reflects the positive impact of the action plans set out by each team and overseen by their managers. This approach seeks in particular to enhance dialogue to identify the most effective drivers of engagement, help teams to transform and boost Group performance.

Moreover, the program closely aligns with the Servier Leadership Model, which has been deployed across the Group. Built around the Group's values, it establishes eight principles and 24 behaviors to clarify what leadership means at Servier. The Servier

Leadership Model now offers a foundation for all interaction between teams and all HR processes.

"As part of the Group's transformation, we are developing new HR practices to further unlock the potential of every Servier employee and build the core skills we need for the future," said Nicolas Bouts.

**"We are developing new HR practices to further unlock the potential of every Servier employee."**

**Nicolas Bouts—Executive Vice President Human Resources**

## INSIGHT

# Harnessing diversity and inclusion to drive innovation and performance

The Group's CSR program, #ServierDiversity, has committed to combating all forms of discrimination while promoting diversity and developing an increasingly inclusive workplace. This meaningful program boosts innovation within the Group and has support from the Executive Committee, the highest level of the company.

## Uniting the Group around diversity and inclusion

Diversity and inclusion form an integral part of the Group's values, and engage all employees. For instance, Servier organized a week-long event to raise awareness about diversity and inclusion in late 2020, and such considerations were also integrated into the Servier Leadership Model. Furthermore, the Group launched an international survey on diversity and inclusion involving 10,200 employees in nine countries in December 2020. The aim was to gather ideas and expectations in relation to diversity and inclusion in order to enrich the #ServierDiversity program roadmap. Having notched up a participation rate of over 70%, the survey found there to be a strong culture of inclusion in all countries involved. A large majority of people who responded considered diversity to be highly beneficial, driving performance and engagement throughout the Group.

## Gender equality

In response to the survey findings, a roadmap was defined with input from the Executive Committee to determine monitoring indicators. Senior management will therefore demonstrate the Group's commitment to

diversity and inclusion, as by 2024 it will reflect effective gender equality, with at least 40% of senior management positions held by women (29% in 2021).

Servier also manifests its drive to contribute to SDG<sup>2</sup> 5 for gender equality, both within the Group and far beyond its scope by joining

programs such as WILLA Boost For Women In Deep Tech in 2020, while in 2021, it launched the first "diversity network" at its global headquarters, which strives to obtain labels and integrate professional networks to inspire best practice.



<sup>2</sup> United Nations Sustainable Development Objectives

# Striving to create a responsible industry



**“Compliance guides Servier employees to conduct themselves in an honest and exemplary manner.”**

**Béatrice Bihr—Executive Vice President  
General Secretariat**

## Driving trust and performance

In line with the Group’s vocation, compliance guides action and conduct at Servier as it strives to act as a responsible pharmaceutical company focused on therapeutic progress and patient wellbeing.

Further to complying with legislation, regulations and other industry codes, the Group endeavors to regularly consolidate its compliance system by allocating ever-more resources and means, strengthening its anti-corruption system and integrating compliance in its risk management strategy.

In April 2021, Béatrice Bihr joined the Executive Committee as Executive Vice President General Secretariat, where she is responsible for the Compliance and Personal Data Department. “Over and above basic compliance with the various regulations, the Servier compliance policy encourages all employees to behave in an exemplary manner. It enables us to achieve our strategic objectives with integrity,” she said.

## Fully involved employees

Everywhere the Group operates, its employees pledge to uphold compliance in their daily activities by following the Code of Conduct, a reference guide developed as part of the Group’s Ethics Charter.

The Code of Conduct sets out the attitude employees should adopt to prevent corruption, influence peddling, fraud or conflicts of interest. It also contains best practice in terms of competition and data protection. An ethics hotline allows any employee to express their concerns and inform the Group Ethics Bureau of any serious failure to comply with the Code of Conduct or the Ethics Charter.

## Transparency with stakeholders

Servier’s ethical commitment extends to its partners, where the risk of corruption and reputation harm is systematically assessed.

Furthermore, the Group engages in transparent, honest and regular dialogue with its stakeholders in the health sector in order to bolster its ability to improve treatment and quality of life for patients as well as anticipate and drive progress in its industry. A set of responsible lobbying guidelines was drawn up in order to keep such activities in check. They also apply to all Group employees, as well as the third parties who represent Servier throughout the world.



## INSIGHT

# Combating counterfeit medicine— Servier on the front line to protect patient safety

## A scourge on the world

Authorities in INTERPOL member countries carried out an operation in 2020 in which they seized around 4.4 million units of illicit pharmaceuticals.<sup>1</sup> Visually identical to genuine medicines, falsified medicines endanger the health of millions of patients throughout the world. The problem affects all medicines, including analgesics, anti-cancer medication, vaccines, anti-diabetic medication and sedative agents.

Whether it is a case of criminal organizations infiltrating legal distribution channels, or the rapid growth of counterfeit medicines available online, all countries around the globe are affected, in particular developing countries. The pandemic has only served to aggravate this crisis, with the supply of fake vaccines and tests available on the internet and social media growing significantly.

“Counterfeiting is a scourge that also affects medicines across all therapeutic categories and countries around the world. This trafficking presents a direct threat to patient health as well as our health care systems. As a pharmaceutical Group, it is our duty to help combat fake medicines, and that is exactly what we have been doing for over 15 years now,” explained Béatrice Bihr, Executive Vice President General Secretariat.

## Servier continues to stand up to fake medicine

Servier has put in place a robust program to combat the availability of falsified medicines. These efforts are structured around three pillars:

- **Early detection of suspicious medicines** through special programs and processes, market surveillance (including on the internet), and customs intervention requests.
- **Medicine traceability** by printing serial numbers on every box, and adding extra authentication solutions on certain products (Securistamp).
- **Close collaboration with other pharmaceutical companies**, in particular through the anti-counterfeiting taskforces set up by organizations such as the European Federation of Pharmaceutical Industries and Associations (EFPIA) and G5 Santé, as well as authorities such as INTERPOL, the World Customs Organization and Europol, national health authorities and online platforms.

# 1/10

medicines sold in developing countries are substandard or falsified<sup>2</sup>

# 96%

of online pharmacies are illicit<sup>3</sup>

<sup>1</sup> INTERPOL figure (News bulletin of March 19, 2020 “Global operation sees a rise in fake medical products related to Covid-19”)

<sup>2</sup> World Health Organization

<sup>3</sup> National Association of Boards of Pharmacy

# Taking advantage of digital technology to drive performance



**“Digital technology opens a wealth of incredible opportunities for patients and health care professionals, whether in relation to developing new medicines, or preventing, diagnosing and applying treatments.”**

**Virginie Dominguez—Executive Vice President Digital, Data and Information Systems**

Servier pursues its digital transformation to create value for patients and the health care community, while also unleashing the potential of its teams and improving efficiency with new agile and effective ways of working and a remodeled infrastructure.

## Transforming to drive performance and better serve patients

Whether in respect to patient services or relations with health care professionals, the entire development cycle of a medicine—from research to distribution, all throughout clinical trials and production—digital technology opens opportunities for innovation across all the Group’s business lines and professions.

As it strongly believes in the strategic importance of digitizing its operations, Servier pursues this ambition in several fundamental areas by developing:

- Digital services for patients and health care professionals
- A cutting-edge Group-wide data platform and setting up teams focused on implementing artificial intelligence projects within the Data Factory
- A process automation platform and a Digital Factory
- A Digital Workplace in order to optimize collaboration and teleworking

Through these efforts, Servier strives to become a Digital Performer by 2025. This involves transforming its practices, processes and tools to make the Group more competitive, agile and competent.

## Digital, Data and Information Systems

In July 2020, Servier set up the Digital, Data and Information Systems Department, responsible for steering the Group’s digital strategy, to support this transformation. Headed by Virginie Dominguez, who joined the Group in 2020, the department comprises 200 people, including data scientists, data engineers, and product owners, working in close collaboration with all other departments throughout the Group to improve efficiency and enhance therapeutic progress to benefit patients.

“This transformation will go a long way to safeguarding the Group’s long-term success and independence by further boosting performance,” said Virginie Dominguez, Executive Vice President Digital, Data and Information Systems. “Digital technology opens a wealth of incredible opportunities for patients and health care professionals, whether in relation to developing new medicines, or preventing, diagnosing and applying treatments.”

## INSIGHT

# Harnessing artificial intelligence to boost innovation

The Group's worldwide Artificial Intelligence Hub was set up in late 2020 in Montreal, Canada, in partnership with Centech, an incubator for high-tech start-ups.

As the Group's first international artificial intelligence branch, the Hub forms the heart of Centech's open innovation platform in Montreal. The Centech ecosystem, along with its renowned expertise in medical technology and digital services, creates an environment conducive to developing artificial intelligence solutions that favors emulation between organizations from the private sector and the academic world. Servier will thereby be able to take advantage of the tech expertise of high potential start-ups working in health, medtech and digital technology.

## Stepping up the pace of development in therapeutic solutions

Reflecting Servier's take on the open innovation strategies adopted by big businesses looking to develop tech projects, the Hub falls perfectly in line with the Group's strategy to develop innovative medicines for patients. It completes the structure of a Data Factory team at Servier, which will spearhead in particular the development of artificial intelligence initiatives (see opposite). "The creation of this Hub is aligned with the global digital transformation strategy of the Group. To drive this transformation successfully, it is key to explore, to test, and to adopt new AI technologies in all their forms and for our various activities," said Virginie Dominguez, Executive Vice President Digital, Data and Information Systems.



## Using artificial intelligence to drive R&D

It is probable the Hub could considerably boost certain stages of the Group's R&D process, such as research into promising new compounds or drug targets, offering greater chances of success in clinical trials compared with traditional research methods. "The Artificial Intelligence Hub will enable us to test new ways of working within an ecosystem of excellence, and to reimport good practices into the incubator of the future Servier Research and Development Institute at Paris-Saclay," explained Claude Bertrand, Executive Vice President Research and Development.

The Centech, an incubator for high-tech start-ups in Montreal, Canada.

# Limiting the Group's environmental footprint



**“Seeking to make a positive impact means we are aware that our responsibilities go far beyond the scope of the company.”**

**Vincent Minvielle—  
Group CSR Director**

## Taking tangible action to protect the climate

In accordance with a strategy approved by the Science Based Targets initiative (SBTi), which supports companies through their climate transition, Servier has pledged to reduce its carbon footprint by 25% between 2016 and 2030. Targets that involve the entire Group have been set to reduce each area, including energy, transportation, and raw materials. Servier has already launched a number of initiatives at certain facilities, for example to regenerate solvents, renovate buildings to enhance energy performance standards, purchase and generate renewable energy on site and develop sea freight as an alternative to air freight. As part of the partnership with EcoAct, the Group also offsets a portion of its unavoidable residual emissions by funding carbon capture and emission reduction projects.

<sup>1</sup> High Environmental Quality

“Seeking to make a positive impact means we are aware that our responsibilities go far beyond the scope of the company. Indeed, our operations affect an entire ecosystem. That is why Servier takes tangible action, such as by reducing the environmental impact of its chemical syntheses,” said Vincent Minvielle, Group CSR Director.

## Harnessing eco-design to drive innovation in the medicine value chain over the long term

The aim of the EcoDesign program is to strengthen awareness of environmental and social issues across the entire medicine value chain. To do so, the Group uses life cycle analysis methodology to assess the environmental aspects of each medicine and identify the actions to implement (see opposite).

## Positioning biodiversity at the heart of the Group's CSR commitment

The Group bolstered its commitment to protecting biodiversity by joining the Act4Nature International initiative in late 2021. Consequently, Servier has pledged to adhere to the 10 common commitments set out by Act4Nature, and has also made specific promises as part of its CSR strategy. Furthermore, Servier aims to earn a number of certifications at its future Research and Development Institute at Paris-Saclay, including HQE,<sup>1</sup> WELL Building Standard® and the BiodiverCity® label. This international label guarantees biodiversity has been taken into account across the entire lifecycle of real estate development projects, from design through to use. The R&D Institute at Paris-Saclay will boast a great many green spaces to foster local flora and fauna as well as contribute to employee wellbeing.

## INSIGHT

# The EcoDesign program for medicines

The aim of the EcoDesign program is to strengthen awareness of environmental, social and patient issues across the entire medicine value chain. To do so, the Group uses life cycle analysis methodology to assess the environmental aspects of each medicine—i.e., through the design, extraction of raw materials, production, distribution, usage and end-of-life disposal.

## 2021-2025 ROADMAP

Ongoing or planned initiatives, some of which are long term.

### R&D

- Integration into the R&D processes and tools
- Future Servier R&D Institute at Paris-Saclay (HQE and WELL Building Standard® certifications as well as BiodiverCity® label pursued)

### SORTING AND END OF LIFE

- Promotion of programs to collect unused medicine (for example, Cyclamed in France)
- Consideration of the question of pharmaceutical residues in water

### USE

- Enhancement of patient information (environmentally friendly behavior, pathologies, treatments, etc.)

### DISTRIBUTION

- Reduction of supply chain impacts (optimization of flows and loads, reduction of air freight)



### RAW MATERIALS

- Internal environmental assessment tool for chemical syntheses
- Responsible purchasing

### PRODUCTION

- Reduction of environmental impact of industrial facilities (processes, energy, waste, ISO certifications, etc.)

### PACKAGING

- Packaging assessment at the Group's main industrial facility
- EcoDesign of packaging (choice of raw materials, printing, recyclability, etc.)
- Responsible purchasing

## Creating value for regions

# €7.1 bn

contribution to GDP<sup>1</sup>

in 18 countries in which the Group operates

# 215,731

jobs supported,

including 16,781 direct jobs in 18 countries in which the Group operates



### A positive long-term impact

As a committed force in health care, Servier aims to give as many people as possible access to quality health care and increase its positive impact on communities and regions. Consequently, the Group aligns its efforts with the Sustainable Development Goals (SDGs) adopted by the United Nations, especially Goal 8 “Decent work and economic growth”.

To measure and optimize the socio-economic impact of its operations, the Group conducted an impact study using the LOCAL FOOTPRINT® methodology as part of its Local Shared Value CSR project in 2020. Overall, the Group contributed €7.1 billion to GDP in 18 countries in which it operates, supporting 215,731 jobs, including 16,781 direct jobs.

### A responsible purchasing policy

To strengthen its local footprint, the Group prioritizes short supply chains and local sourcing. This approach falls within the scope of the principles set out by its Responsible Purchasing Charter, adopted in 2019 and inspired by ISO 20400. The Group also pledges to select its suppliers on the basis of their CSR practices, using the EcoVadis platform to assess them according to financial, ethical, social and environmental criteria. In 2022, all the Group's strategic suppliers will be assessed via this platform.

<sup>1</sup> Gross domestic product

## INSIGHT

# Mécénat Servier—committed to solidarity

# 35

non-profit organizations  
funded

since 2016

# 1,969

employees

involved in sponsorship efforts in 2020/2021, including  
823 employees in skills-based sponsorship

# 1,957

hours

spent in skills-based sponsorship and solidarity  
seminars by Group employees in 2020/2021

## Taking action to support those in need

Since 2016, the Mécénat Servier Charity Fund has been supporting the Group's charitable initiatives to improve health, education, culture and living together. Other forms of non-financial support, such as skills-based sponsorship, Congé Solidaire®, solidarity seminars and donations made by employees choosing to round down their salaries encourage employees to make a tangible contribution.

## Renewed momentum in 2021

Following its second "Initiatives Communes" call for proposals open to all Group sites throughout the world, Mécénat Servier backed three new initiatives led by partner organizations in the Middle East and Europe.



- **In Egypt and Lebanon**, local teams came up with a project to set up four training and development centers. The project is spearheaded by the Life Project 4 Youth (LP4Y), an organization dedicated to the professional and social integration of Young Adults living in extreme poverty and exclusion in the Middle East, in partnership with Servier employees in the two countries.
- **In Spain**, the teams from Servier championed the "Garden of Dreams" developed by the Juan XXIII Roncalli Foundation to design and build a therapeutic garden in a specialized education center for mentally disabled children.
- **In Hungary**, the Power of Art project, developed by the Real Pearl Foundation and supported by the teams at Servier, seeks to improve the learning abilities of children from underprivileged backgrounds through artistic activities.

Furthermore, in September 2021, Mécénat Servier launched its new "Let's Volunteer" website, which enables Group employees to access all charitable initiatives supported by the Charity Fund and directly apply to the skills-based sponsorship assignments that have been uploaded by partner organizations.





SERVIER - JANUARY 2022

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