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Business Development is a **key enabler** of our 2030 ambition



Acquire/license late-stage assets (post PoC) in hemato-oncology and solid tumors targeting high medical needs and well-defined patient populations to reinforce our commercial leadership



Expand our pipeline in oncology and selected neuroscience or immunoinflammatory diseases with externally sourced research programs and early-stage clinical assets



Unlock the value of our assets through deals such as combination trials, codevelopment, out-licensing, co-financing, spin-offs...



Enrich our R&D capabilities with innovative technologies through flexible deal structures





Oncology

In Licensing

Deal types

Global rights as a priority or Regional (EU or USA followed by China or Japan)

Discovery & Early-Stage Clinical Focus

Cancer cell targeting

- Synthetic lethality
- Apoptosis
- Precision oncology
 - Biomarker-defined populations

Immuno-oncology

- Tumor immune micro-environment
 - T-cell targeting

Late-stage Clinical Focus

- Hematologic tumors (ALL, AML, MDS)
- Solid tumors (GI & CNS as a priority)

Modalities

Small molecules and biologics (mAbs, bispecifics, ADCs)

Out Licensing

- Global or Regional
- Co-Development, Research Collaborations

Global BD _____



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Neuroscience

Pre-clinical & early-clinical stage

Biological mechanisms

Normalizing disease-disrupted mechanisms through modulating the expression and/or activity of targets through direct(increased/reduced protein translation) and indirect (increased/reduced clearance) means

Target class

Targeting RNA, proteins and/or pathways causally linked to disease

Indications: Rare neurological disorders or well defined subpopulations

Neurodevelopmental, neurodegenerative & neuromuscular disorders:

- Genetically-driven pediatric epilepsies e.g., Rett syndrome, Fragile X syndrome, Angelman syndrome, DEEs...
- Neurodegenerative movement disorders e.g., amyotrophic lateral sclerosis, ataxias, dystrophies...
- Neuroimmunological diseases e.g., myasthenia gravis, inflammatory myopathies...

Modalities and drug delivery

- Small molecules, incl. RNA and ion channel targeting
- Oligonucleotides, incl. ASO
- Monoclonal antibodies, including bi-specifics
- Technologies improving delivery and biodistribution to the peripheral and central nervous system

Global BD



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Cardio-Metabolism & Veinous Diseases

Indications

- Hypertension
- Heart Failure
- Coronary Artery Diseases
- Dyslipidemia
- Diabetes
- Chronic Venous Insufficiency

Development Stage

From ongoing phase 3 to Commercial

Deal Type

- Licensing
- Asset Purchase

Geographic Scope

• Europe & Row (excl. USA & Japan)

Global BD _____



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Therapeutic modalities & technologies

Modality development strategies —

Small Molecules

- Kinase, PPi, Receptor modulators; Molecular Glues,
 Bifunctional molecules, Small molecule targeting RNA for targeted protein degradation/upregulation
- Targeted delivery: prodrugs/polymer drug conjugates/targeted Lipid Nano Particles, Exosomes, Extracellular Vesicles
- Compound Library

Oligonucleotides

- Novel Monomers, Antisense Oligonucleotide (ASO)
 design technologies, ASO-conjugates and drug delivery systems,
 targeted saRNA, selective cell ligand targeting for neuronal cell delivery
- Oligo-Manufacturing

Antibodies

- Novel Formats: Ab Fragments, Single Domain Antibodies, Bi-/ Multispecifics, optimized Fc domains
- Novel technology platform for Antibody Hard-to-Drug targets
- Synthetic antibody libraries
- ADCs linkage Chemistry/ Conditionally active antibody format

Al driven strategy

- AI/ML Data-Driven Platform to support Target ID, Lead Generation
 & Drug Design Prediction methods for Antibody optimization
- AI/ML for drug repositioning, indication expansion, clinical combinations

R&D Search & Evaluation



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Drug discoveries & development technologies

Phenotypic cell platforms & 3D models

- iPSCs, patient derived models
- Co-culture models
- Organoids, tumoroids (PDAC, CRC, other solid tumors)
- Organ on a Chip (liver, brain, kidney)

Sample Optimization

- Universal sample preparation
- Laser Capture Microdissection
- Single cell analysis ATAC (Assay for Transposase Accessible Chromatin)
- High throughput Mass Spectrometrybased proteomic analysis approach

Protein Sciences

- High throughput functional & stability antibody screening
- Antigen specific Immuno-Oncology assays
- Microfluidic or micro arraytechnology Bcell workflow
- Multi-protein production
- High throughput Mass Spectrometrybasedproteomicanalysisapproach
- Mass Spectrometry target

Liquid Biopsies

- Circulating tumor DNA (ctDNA) and Methylation assay development
- Circulating Tumor Cells (CTC)
- Exosomes or Extracelllar Vesicle extraction from Blood for Biomarker Identification.
- Technology to improve sensitivity
- Computational methods for Next-Generation Sequencing

Imaging

- High content imaging (tissues/cells) and analysis
- Multimodal platforms Multiplexing, Spatial multiOmics Strategy, Spatial Phenotypic quantification
- In vivo visualization of antisense oligonucleotides (ASO) biodistribution
- ASO tolerability assays

Flow Chemistry

- Multistep synthesis
- Photochemistry, Electrochemistry
- Automation of downstream process (quenching, phase separation, distillation)
- Continuous crystallisation/drying/milling
- In line analysis.
- Continuous manufacturing in Pharma



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Assets available for partnering or sale

The following assets have been de-prioritized in our portfolio, and we would welcome a discussion with interested parties:

Asset	Target	Modality	Stage	Therapeutic area
SYM015/S95027	MET receptor	Monoclonal antibody	Phase 2	Oncology
SYM029/ONC0084	CD40 agonist	Monoclonal antibody	Lead optimisation	Oncology
S095043	LILRB1/2	Monoclonal antibody	PCC	Oncology
RHU030	Galectin-3	Monoclonal antibody	Lead optimisation	Immuno- Inflammatory



If interested, please fill in the <u>on-line form</u> and a member of Global Business Development will respond.



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