

Our Position on *Manufacturing & Supply Excellence*

We believe...

that excellence in **manufacturing medicines contributes to better health systems and stronger economies.**

We offer...

a **diversified global industrial footprint and investments in environmentally conscious and digital transformation** that make us a global leader in manufacturing and supply excellence.

We ask...

for **political, regulatory, and financial support from governments** to achieve manufacturing excellence.

- Excellence in manufacturing and supply of medicines is essential to ensuring patients receive the medicines they need when they need them.
- Excellence in manufacturing is possible by adopting the latest breakthrough technologies, respecting the environment, and having high-quality standards of production.
- Our industry is a key economic sector that creates high-skill jobs and accelerates the industrial innovation of countries.
- The pandemic has shown us that innovation is not only key to providing medicines to patients but also address possible shortages by reinforcing regional production and cross-border supply.
- We operate in 90 countries around the world, our medicines and vaccines are available in more than 170 countries. We maintain production capacities to secure our supply to all regions in the world.
- Our global footprint includes sites in all regions of the world, manufacturing and supplying 95% of the regional demand of our products in mature markets (like Europe) and 70% in emerging markets.
- We will roll out the Factory of the Future model in 20 of our sites by 2025 building the path to carbon neutrality by 2030, net-zero by 2045 (1) and investing €1Bn every year to transform and modernize our industrial network (2).
- We are committed to contributing to the regional security of supply of medicines, for example the creation of EUROAPI to address the need for greater, more localized stability in quality drug supply in Europe and beyond in the development, production, and marketing of active pharmaceutical ingredients (APIs) for essential medicines.
- Governments to financially support, through state aids and co-financing, our investments in digital and “green” innovation in pharmaceutical manufacturing.
- Governments to incentivize, not force, our investments in local manufacturing capacities that secure and shorten the supply chain to patients through fiscal measures, state aids, and better prices or market access conditions for our medicines.
- Governments to secure the integrity of global medicine supply chains avoiding export restrictions and ensuring better trade conditions, eliminating tariffs, and harmonizing flexible regulatory frameworks.

